

Payment Schedule for Program Management Services

Task	Deliverables	Fee
<i>1. General Requirements</i>	All required submissions and reports to PHA, HUD and other entities, including budgets and schedules.	Included in Maintenance.
	Monthly financial, design, management and project status and implementation reports for all aspects and phases of the project.	Included in Maintenance.
	Project correspondence and memoranda.	Included in Maintenance.
	Update all deliverables (e.g. implementation schedule, recommendations on financing, etc.) as required.	Included in Maintenance.
	Provide technical assistance to developer(s) to maximize Section 3 opportunities for local residents in all implementation activities.	Included in Maintenance.
<i>Total Fee, Task One (Paid out as maintenance fee on agreed-upon schedule)</i>		\$_____
<i>2. Project Mobilization</i>	Review and provide written comment on all Existing Project Documents, and update for resubmission and review quarterly.	\$_____
	Provide written analysis of program in terms of market and needs, and review after six months.	\$_____
	Prepare initial Project Implementation Schedule.	\$_____
	Initial meeting with stakeholders and additional meeting for community charrettes.	\$_____
	Analyze need for, prepare, and execute necessary MOUs between the PHA and the City, as well as with other key partners.	\$_____
	As required by HUD, make any required modifications to the Revitalization Plan or assemble Supplemental Information.	\$_____
<i>Task Two, Total Fee</i>		\$_____
<i>3. Procurement Assistance</i>	Prepare draft Development Agreement(s) for PHA review and approval.	\$_____
	Draft of Developer RFP/Q(s) for PHA review and approval for each project component:	\$_____
	?? On-site rental units	
	?? Homeownership units	
	?? Off-site rental units	
?? Community, commercial, and/or retail facilities.		
	Act as staff to Evaluation/Review Committee by coordinating issuance of RFP/Qs and any necessary addenda, holding preproposal conferences as necessary, and coordinating meetings.	Included in Maintenance.

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	Evaluate each Developers' submission and provide Evaluation/Review Committee with written comments on all responses to the RFP/Qs.	\$_____
	Memorandum for PHA Board detailing procurement process, proposal evaluation and selection of finalist Developer Partner(s).	\$_____
	Represent the PHA in negotiations of all necessary agreements and governmental filings related to development activities. These include but are not limited to drafting and negotiating: ?? Development Agreements; ?? Regulatory and Operating Agreements; ?? Mixed Finance Proposals; ?? Environmental and related assessments; and, ?? All potential ground leases and any retail leasing documents.	\$_____
	Facilitate all necessary HUD approvals for selected Developer(s) procurement process and Development Agreements.	\$_____
<i>Task Three, Total Fee</i>		\$_____
<i>4. Predeve/op-ment (Design and Financing)</i>	Memoranda advising on all aspects of selected Developer(s)' proposed project throughout negotiation of all agreements.	Included in Maintenance.
	Oversee and report monthly on all predevelopment activities undertaken by the Developer(s) or separate contractor(s).	Included in Maintenance.
	Design and implement a site selection process for off-site rental and homeownership units:	\$_____
	?? Make written recommendations on a site selection process; ?? Draft for PHA approval site selection criteria; ?? Review site proposals and provide written comments on their desirability; ?? Prepare acquisition proposals for any parcels acquired by the PHA.	
	Review and provide written comment on design documents submitted by the Developer(s) at: 100% schematics, 50% working drawings, and 95% working drawings, and respective bid documents.	\$_____
	Hold resident and neighborhood forums on design.	\$_____
	Secure all necessary HUD approvals of Construction Documents (U.S. Army Corps of Engineers).	\$_____
	Draft Mixed Finance Proposal (or, for homeownership units, the HOPE VI Grant Agreement Addendum) in coordination with PHA's legal and financial advisors and the Developer(s) and assemble the required evidentiaries.	\$_____
	Review and provide written comment on all existing financial models. In coordination with the PHA's financial advisor, revise financial models.	\$_____

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	Provide written recommendations to PHA on the financial and ownership structure of all development transactions.	\$_____
	Review all financing commitments obtained by Developer(s) and make written recommendations to the PHA.	\$_____
	Review and provide written comment on or edits to all legal documents.	\$_____
	Provide written analysis to PHA on HOPE VI's effect on the fiscal operation of the PHA.	\$_____
	Draft other necessary financing applications in coordination with PHA's legal and financial advisors and the Developer(s) and assemble the required evidentiaries.	\$_____
	Review Developer(s)' proposed schedule for development by phase and provide written comment on its feasibility.	\$_____
	Coordinate financial closing for each phase.	\$_____
<i>Task Four, Total Fee</i>		\$_____
5. <i>Construction</i>	Provide on-site oversight of all construction by all developer(s) during all phases.	\$_____
	Develop a drawdown schedule and review construction draws with lender(s) and PHA.	\$_____
	Coordinate U.S. Army Corps on-site construction review and obtain approval.	\$_____
	Represent PHA at all job meetings, weekly during construction, biweekly during demolition, or as required more frequently during identified times.	\$_____
	Monitor all compliance filings by Developer(s) and their subcontractors.	\$_____
	Prepare a final report for PHA on each construction phase including recommendations on acceptance of work.	\$_____
<i>Task Five, Total Fee</i>		\$_____
6. <i>Community Building and Supportive Services</i>	Review current plan and work with HUD, TA, staff, and residents to create a new CSS Plan and organizational structure that meets the objectives stated in the Revised Revitalization Plan.	\$_____
	Revise the CSS Plan and organizational structure based on HUD and TA input.	\$_____
	Monitor PHA or contractor's performance in implementing the CSS plan and provide quarterly written reports on the effectiveness of the PHA or contractor and the overall program.	\$_____

Task	Deliverables	Fee
	Draft, negotiate, and execute MOUs between the PHA and CSS partners, and oversee their implementation.	\$_____
	Attend meetings with residents, HOPE VI Community Task Force and other public meetings.	Included in Maintenance.
	Provide written recommendations (on a quarterly basis) on strategies and commercial enhancements PHA and the City can undertake for the economic redevelopment of the target area.	\$_____
	Provide written recommendations identifying additional approaches to encouraging resident employment and the participation of resident-owned businesses.	\$_____
	Work with PHA or contractor to develop a plan for fundraising to achieve long-term CBSS sustainability.	\$_____
	Identify and obtain commitments for private funding sources for resident businesses and an entrepreneurial business development program.	\$_____
<i>Task Six, Total Fee</i>		\$_____
<i>7. Marketing and Re-occupancy</i>	Revise PHA's Admissions Policy and obtain HUD approval.	\$_____
	Review and make written recommendations to PHA on Developer(s)' marketing plan for each rental phase.	\$_____
	Review and make written recommendations to PHA on Developer(s)' management plan for each rental phase.	\$_____
	Review and make written recommendations to PHA on the Developer(s)' proposed written orientation procedures and lease materials.	\$_____
	Provide PHA with a written report at least quarterly throughout the reoccupancy period on the effectiveness of the Developer(s)' efforts in training, marketing, and reoccupying.	Included in Maintenance.
	Draft of plan for creating homeownership opportunities, with recommendations to the PHA on its implementation.	\$_____
	Monitor implementation of homeownership counseling program to ensure marketing efforts will be successful.	Included in Maintenance.
	Provide written reports (minimum quarterly throughout homeownership phase) on the effectiveness of the Developer(s)' implementation of the homeownership program (including counseling and marketing programs).	Included in Maintenance.
	Develop an PHA Asset Management Plan, including recommendations on a process and organizational structure that are consistent with PHA's asset management responsibilities.	\$_____

Task	Deliverables	Fee
	Develop and implement training program for PHA staff on asset management. Training program will consist of both written materials and at least three group workshops.	\$_____
	Develop an asset management implementation manual for PHA staff.	\$_____
<i>Task Seven, Total Fee</i>		\$_____
8. <i>Close-Out</i>	Final Report and Accounting to Auditor of activities.	\$_____
	Project files and archival documentation.	\$_____
<i>Total Fee, Task Eight</i>		\$_____