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## Strategic Planning

- February, 2017 ● Initial phone call with Casterline Associates' President, Jason Casterline, to discuss asset repositioning strategies. Early staff work "running the numbers" demonstrated that RAD conversion was financially feasible. Further staff research on the RAD notices including weighing the pros and cons of RAD PBRA versus PBV.
- April 20, 2017 ● Submitted RAD Letter of Interest to reserve a position on the RAD waitlist (at this time Congress had authorized 185,000 units for RAD conversion)
- May 24, 2017 ● Presented several asset repositioning strategies to the PHA Board, highlighted by RAD conversion
- June, 2017 ● Created Asset Preservation and Homeownership Initiative (APHI) to begin regular discussions on asset repositioning
- June 28, 2017 ● Received Board approval to begin RAD conversion activities

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## RAD Application Phase

- July, 2017 ● Procured consulting contracts with nationally recognized consultants The Communities Group, led by Jaime Bordenave, and Hawkins, Delafield, and Wood, led by Rod Solomon, to assist with RAD conversion and asset repositioning
- July, 2017 ● Held 24 Resident Information Meetings (one meeting at each hi-rise and two meetings at each family community) to inform residents about the PHA's plan to apply for RAD conversion
- August 28, 2017 ● With Board approval, submitted eight separate RAD applications to HUD (covering a total of 3,855 housing units). At this point, we were still on the RAD waitlist
- October, 2017 ● Hired a firm with RAD experience, EMG Corporation, to perform the required 20 year Environmental and Capital Needs Assessments (CNAs) for RAD conversion
- November, 2017 ● PHA decision convert to RAD via Project Based Rental Assistance (PBRA), in which the PHA will maintain ownership, management, and maintenance responsibilities as well as services to residents such as the Congregate Housing Services Program (CHSP)
- November, 2017 to August, 2018 ● Continued researching and discussing RAD conversion strategies and prepared for HUD's invitation to the RAD program by beginning Capital Needs and Environmental Assessments, discussing strategies for financing the RAD conversion, and informing the Board of RAD progress and updates
- August 20, 2018 ● Received Commitments to Enter Housing Assistance Payment Contracts (CHAPs) for the eight RAD applications - HUD's invitation to the RAD program

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### Financing Plan Phase

- September, 2018 ● Accepted CHAPs by submitting applications to remove the 3,855 housing units included in the RAD conversion from HUD's database of Public Housing units in the Public and Indian Housing Information Center (PIC)
- November, 2018 ● Received Board approval to "self-finance" the RAD conversion using the PHA's 2019 Capital Fund Program (CFP) grant
- December, 2018 ● Held a second round of 19 Resident Information Meetings to inform residents that the PHA received CHAPs and provide updates on the process and purpose of RAD conversion
- August, 2018 to February, 2019 ● Compiled the components of the RAD Financing Plan to present to the PHA Board for approval to submit to HUD
- March, 2019 ● With Board approval, submitted the eight RAD Financing Plans to HUD, each of which to be 100% self-financed
- July 26, 2019 ● Received RAD Conversion Commitments (RCCs) from HUD for the eight RAD projects

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### Closing Phase

- June to July, 2019 ● PHA staff training on HUD's Multifamily Guidebook
- July to August, 2019 ● Prepare the eight draft RAD closing packages to be reviewed by HUD's General Counsel
- August to September, 2019 ● PHA staff training on Rent Calculation, Enterprise Income Verification (EIV), and Tenant Rental Assistance Certification System (TRACS)
- August to September, 2019 ● Software conversion of 3,855 Housing Units from Public and Indian Housing (PIH) to Multifamily PBRA
- \*September, 2019 ● With the approval of the PHA Board, submit final RAD closing packages to HUD's General Counsel for review
- \*October, 2019 ● Formal HUD closing for the eight RAD projects
- \*October to November, 2019 ● Hold a third round of Resident Information Meetings to introduce the new Multifamily Housing leases and offer residents an opportunity to ask questions about the lease
- \*October to November, 2019 ● Execute 3,855 Multifamily Housing leases, one for each housing unit included in the PHA's RAD conversion
- \*December 1, 2019 ● Effective date of the PHA's Housing Assistance Payment (HAP) contract with HUD

\* Indicates Estimated Date