

**Appendix A: Rental Assistance Demonstration (RAD) Public Housing Agency
Web Survey Instrument**

The survey instrument will vary slightly based on whether it is sent to a “RAD” or “non-RAD” project contact; this version includes questions for both cohorts. This survey will be conducted with a dynamic Web-based application; therefore this static Microsoft Word version does not fully display the popup boxes and skip logic that will be active in the Web-based version. Information specific to each respondent will be prefilled automatically by the Web survey application; this indicated by {brackets} throughout this static version of the survey. In some cases, the text and questions specific to RAD or non-RAD properties are shown side-by-side.

Introduction

Hello. Thank you for agreeing to participate in this data collection to inform an evaluation of the RAD program. The data collection is the following survey regarding {prefilled PHA Name} experience with the RAD program {and with the RAD conversion at {prefilled Property Name and Location}. We encourage you to be open and candid. Your responses will be used for research purposes and to evaluate the overall RAD program; your responses will not be used for monitoring or to evaluate your PHA’s performance. The nature of this evaluation is such that most of this survey is not confidential, but within the Conclusion section there are a series of confidential questions for which, if necessary, you can provide additional information without attribution.

Section I – General Information (prepopulated and verified by respondent, except where indicated by an *)

RAD Project	Non-RAD Project
This survey concerns the RAD for {prefilled PHA number}, covering {prefilled project name/number}; originally approved in {prefilled}; with the following purpose: {prefilled}.	This survey is part of an evaluation of HUD’s RAD initiative. Your PHA {prefilled PHA number} has been selected as part of the non-RAD comparison group. Specifically, {prefilled project name/number} is similar to a RAD project and your response to this survey will be used to as part of an examination of activities and outcomes at that RAD project.

1. HUD has provided your name as the contact person for this project. Are you responsible for this project and can you answer financial and operational questions about the RAD project?
 - Yes
 - No

If “no,” please provide the name, email address, and phone number for the appropriate contact person. **[END SURVEY]**

2. How would you describe the geography of your PHA?

- a. Urban
 - b. Rural
 - c. Suburban
 - d. Mixed/Other (please describe)
3. Please verify the following information regarding your PHA. If incorrect, please indicate so and make corrections where instructed.
- a. Number of public housing units under the PHA: {prefilled}
 - b. Number of PBRA or PBV units (for RAD PHAs, prior to RAD):
PBRA: {prefilled} PBV: {prefilled}
 - c. PHA-wide occupancy rate for public housing units: {prefilled}
1. Please verify the following information regarding the specific project {prefilled name/number}. If incorrect, please indicate so and make corrections where instructed.
- a. Number of public housing units in this project *prior to RAD*: {prefilled}
 - b. Project-specific occupancy rate *prior to RAD*: {prefilled}
 - c. Capital needs and replacement reserves *prior to RAD*: {prefilled}
2. Do you meet HUD's Section 504 requirements as defined at 24 CFR 8.4, 8.24, and 8.33 (For RAD PHAs, prior to RAD)? (Yes or No)
3. Are there lead-based hazards present at this project (For RAD PHAs, prior to RAD)? (Yes or No) If yes, how many?
4. Are there project/unit deterrents such as small units, vandalism, etc., present at this project (for RAD PHAs, prior to RAD)? (Yes or No) If yes, please briefly describe.

RAD Projects

HUD indicated that the PHA has borrowed funds to rehabilitate, replace, construct, or refinance a public housing project under the RAD program. Is this correct? (Yes/No)

HUD records show that the conversion type for this project is {prefilled}. Is this correct?

Did you consider some or all of these RAD units “at risk” (that is, in urgent need of rehabilitation to remain viable)?

1. Did the PHA complete its own RAD application?

- a. Yes, in its entirety
- b. Yes, partially (with outside assistance)
- c. No, we relied on an outside entity for completion

2. If 1b or 1c selected: Please select the outside assistance received (select all that apply).

- a. HUD Field Office
- b. HUD Headquarters
- c. Consultant/Vendor

3. If 2c selected: Please indicate your level of satisfaction with the assistance you received from the Consultant/Vendor. 1–5 scale with 1=totally dissatisfied and 5=totally satisfied.

- 1 – Totally Dissatisfied
- 2 – Moderately Dissatisfied
- 3 – Neutral
- 4 – Moderately Satisfied
- 5 – Totally Satisfied

4. Including both RAD funds and other sources of financing, what is the total amount of money that has been committed to this project?

Section II – Previous Borrowing Experience

1. Has the PHA previously borrowed funds to acquire, rehabilitate, replace, construct, or refinance a public housing project? [Excluding for RAD] (Yes/No)

a. If yes:

- i. How many public housing projects has the PHA requested financing for?
- ii. What program(s) did you borrow under? (Check all that apply.)

- 1. Capital Fund Financing Program
- 2. LIHTC
- 3. HOPE VI
- 4. Private or mixed financing under Section 30 or Section 35
- 5. Other programs – please list: _____

[Loop through questions *iii* to *vi* for each of the programs selected in *1.a.ii.*]

iii. How many {program name} transactions has your PHA entered into?

- iv. Estimate the average total dollar amount of your {program name} transactions; the average per-unit amount.
 - v. How did the final amount of financing available compare to the amount that your PHA expected to receive at the beginning of the {program name} process?
 - More than expected
 - About the same as expected
 - Less than expected, but enough to complete the activities as planned
 - Less than expected, but enough to complete a scaled-back version of the project
 - Less than expected, and we were unable to move forward with the activities.
 - Other – please explain: _____
 - vi. Do you plan to conduct a {program name} transaction in the future? Why or why not?
- b. If no:
- i. What are some of the reasons the PHA has not borrowed funds for public housing projects? (Check all that apply.)
 - Lack of capacity to repay
 - Lack of knowledge/experience with available programs
 - Lack of need
 - Unable to find financing (e.g., a participating lender)
 - Public housing program rules and regulations are not conducive to borrowing
 - Other reason – please describe: _____

Section III – RAD Program Experience

The first two questions in this section apply to both RAD and non-RAD PHAs. The third question is for non-RAD PHAs. The remaining questions are for RAD PHAs.

- 1. (All respondents) How familiar are you with HUD’s RAD (Rental Assistance Demonstration) Program? (Check one.)
 - Very familiar
 - Somewhat familiar
 - Hardly familiar
 - Not at all familiar
- 2. (All respondents) When you first heard about RAD, did you consider applying for it?
 - Yes, the initial presentation of RAD appeared to be a good match for my PHA and we sought out application information and materials.
 - Yes, although we needed to do further research before deciding to apply.
 - RAD was a possibility, but we needed to do more research comparing it to other financing programs we had used in the past.
 - No, the initial presentation of RAD was not attractive to my PHA.

- No, my PHA is satisfied with our current financing arrangements and RAD was not an attractive alternative.
- No, my PHA does not have a structure or a capital needs backlog that fit well with RAD.

3. (Non-RAD) Are there “at-risk” units in your portfolio?

- Yes
- No

If yes, briefly describe your strategy to address these issues?

The remaining questions in this section are only for RAD respondents.

RAD Application

4. How many projects did you consider refinancing under RAD?

5. How many RAD applications did the PHA submit?

6. How many projects received a CHAP?

7. (If the answers to 4 and 5 are different) Briefly describe why the PHA decided not to apply for RAD for some projects.

8. What activities did you plan to conduct as part of your RAD conversion?

- Rehab
- Replacement
- New Construction
- Refinance
- Transfer RAD Units
- Demolition
- Temporary Relocation
- Permanent Relocation
- Other, please describe: _____

9. Did your PHA pursue primarily PBV or PBRA for your RAD projects?

- PBV
- PBRA

10. Were you aware of the differences between PBV and PBRA (e.g., term, contract rent calculations)?

11. What were the key factors in your choice of PBV or PBRA?

RAD Financing

12. How many RAD projects has your PHA received financing for?

13. For project name/number {prefilled}:

a. What type of financing did your PHA pursue? (Check all that apply.)

- FHA Insured Financing
- Public Debt
- Private Debt
- LIHTC 9%
- LIHTC 4%
- Other Available Public Funds (e.g., RMF, operating revenues, unobligated capital funds)
- Other – please describe: _____

b. If applicable, what lender(s) did you work with (name, entity, contact information)?

c. If applicable, were you able to find a lender easily, or did some lenders hesitate or decline to be involved in a RAD transaction?

d. What was the final dollar amount of financing received through RAD? _____

- How does this amount compare to your PHA’s expectation at the beginning of the RAD process (more, less, about the same)?
- How do you think this amount would compare to financing available through other programs (more, less, about the same)?

14. Has your PHA faced any of the following challenges with financing following the RAD award? (Please check all that apply.)

- Barriers to accessing awarded funds
- Issues with other financing sources and programs tied to the RAD award – please specify the source/program : _____
- Unexpected or onerous repayment schedules, requirements, or fees
- Unrelated PHA financial issues that directly or indirectly impact the RAD project
- Other – please describe: _____

15. Has your PHA faced any of the following challenges with meeting debt service obligations following the RAD award? (Please check all that apply.)

- Late payments
- Undercapitalized reserves
- Unexpected expenditures related to the RAD project
- Unexpected expenditures or cash flow shortfalls unrelated to the RAD project
- Other – please describe: _____

RAD Expectations and Results

16. Did you have to scale back plans during the RAD application/approval/financing process, or were you able to carry out the work you envisioned?

- Carried out the work as envisioned
- Scaled back the number of units
- Scaled back energy efficiency/"green" improvements
- Scaled back physical improvements
- More repairs/refurbished fixtures; fewer replacements/new fixtures
- Too early to tell
- Other

17. Were you able to complete the rehabilitation activities proposed in your RAD application?

- Yes
- No
- Too early to tell

18. What, if any, delays did you encounter? (Check all that apply.)

- No notable delays
- Financial delays (e.g., delays in loan approvals or release of funds)
- Construction delays (e.g., delays due to ordering materials or overly optimistic schedule)
- Unanticipated construction issues (e.g., discovery of asbestos or lead paint)
- Unanticipated regulatory/permitting delays (e.g., historic preservation)
- Too early to tell
- Other

19. What is the current financial condition of project name/number {prefilled}?

- Generating significant income (consistent positive cash flow)
- Viable (consistent break-even cash flow)
- Borderline (slight negative cash flow with expectations for improvement)
- Unviable (consistent negative cash flow)
- Too soon to tell/RAD conversion and related rehabilitation work in progress
- Has the occupancy rate increased, decreased, or stayed the same?
 - Increased
 - Decreased
 - Stayed the same
 - Unknown
- Has the delinquency rate in rental payments increased, decreased, or stayed the same?
 - Increased
 - Decreased
 - Stayed the same
 - Unknown

- Has the turnaround time (time between a tenant moving out and the unit being ready for a new tenant) of units increased, decreased, or stayed the same?
 - Increased
 - Decreased
 - Stayed the same
 - Unknown
- Has the time on the market for vacant units increased, decreased, or stayed the same?
 - Increased
 - Decreased
 - Stayed the same
 - Unknown

20. Can any of the following savings or cost reductions be attributed to the RAD conversion?
(Check all that apply.)

- Decrease in project management costs (including savings from management restructuring)
- Restructured maintenance staffing or contracts
- Decrease in energy bills
- Decrease in insurance premiums
- Decrease in security/safety costs
- Other – please describe: _____

21. If you checked any of the above, what were your *estimated* annual savings? _____

22. Do you plan on continuing to participate in the RAD program?

- Yes
- No

Section IV – PHA Experience

RAD Participants	RAD Discontinuants
<p>Did you encounter any of the following barriers in participating in RAD? (Check all that apply.)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Local political challenges <input type="checkbox"/> Local market demand <input type="checkbox"/> Internal resistance (PHA level) <input type="checkbox"/> Lack of information from HUD <input type="checkbox"/> Lack of ability to obtain additional necessary funding <input type="checkbox"/> Resident resistance (Advisory Board or independent) <input type="checkbox"/> PHA Board resistance <input type="checkbox"/> Lack of understanding of program/requirements <input type="checkbox"/> Other – please describe <input type="checkbox"/> None <p>Did you modify your approach to RAD based on any of these barriers?</p> <p>Have the social/demographic characteristics of the neighborhood/community immediately adjacent to the RAD properties improved by post-conversion (e.g., less crime, more diversity of incomes)? If so, did the RAD conversion play a role in these improvements?</p> <p>Would neighborhood/community changes have occurred if a different program had been used to make improvements to the properties? If no improvements were made to the properties?</p>	<p>HUD indicates that your application was discontinued in {prefilled}, before completion. Is this correct? (Yes/No)</p> <p>If yes: What factors led to your discontinuation midway through the conversion process?</p> <ul style="list-style-type: none"> <input type="checkbox"/> Local political challenges <input type="checkbox"/> Local market demand <input type="checkbox"/> Internal resistance (PHA level) <input type="checkbox"/> Lack of information from HUD <input type="checkbox"/> Lack of ability to obtain additional necessary funding <input type="checkbox"/> Resident resistance (Advisory Board or independent) <input type="checkbox"/> PHA Board resistance <input type="checkbox"/> Lack of understanding of program/requirements <input type="checkbox"/> Change in leadership/employee turnover <input type="checkbox"/> Other – please describe <p>If no, please indicate why it is not correct.</p>

Section V – Conclusion

1. Is your PHA looking for additional opportunities for RAD conversions?
 - Yes
 - No
 - Uncertain

2. Has your opinion of RAD changed as other properties in the RAD program have reached post-conversion status?
 - Yes – please describe: _____
 - No

3. Overall, what has been your impression of the HUD RAD Program? Do you have anything to add about your experience that we have not covered here?

While we encourage your candor and thoroughness in completing this survey, we understand that you may be reluctant to share some of your opinions. Your answers in this section of the survey

are confidential and will not be attributed to you in any identifiable way. Our goal is to evaluate the RAD program, so please provide additional information and comments that you believe would help us understand your experience with RAD.

4. What characteristics or factors particular to your project impacted your RAD experience?
5. What characteristics or factors of {property name/number} led you to select it for RAD or affected the RAD conversion process?
6. Do you have any additional information or comments on your previous borrowing experiences?
7. Do you have any additional information or comments on the RAD application process, including on interaction with HUD staff?
8. Do you have any additional information or comments on RAD financing?
9. Are there additional aspects of your RAD expectations and outcomes that you would like to share?
10. Do you have any additional comments on the overall RAD program?
11. May we call you to follow up on any questions that may need further explanation?
 Yes
 No

If yes – please enter your telephone number. _____

[End of Survey]

Thank you for your cooperation