

## Census of RAD PHAs

### Letter to RAD PHAs

[Letter to be sent on HUD Letterhead]

Dear XXXX,

The Department of Housing and Urban Development (HUD) has asked three research organizations—Econometrica, the Urban Institute, and SSRS—to evaluate the Rental Assistance Demonstration (RAD) program. The purpose of this study is to assess (1) the implementation and results of the choice mobility option for residents of properties converted to project-based voucher (PBV) or Section 8 project-based rental assistance (PBRA) developments under the RAD program and (2) the long-term financial viability and asset management for RAD developments.

As part of this study, we are conducting a survey of RAD Public Housing Authorities (PHAs) to learn more about how your agency administers choice mobility and conducts asset management functions at your RAD properties. The responses to this survey are extremely important and will provide details as to how the program is being implemented, which will help HUD improve the program. Specifically, findings from this study will enable HUD to:

- Understand how PHAs implement the choice mobility option;
- Identify effects of the choice mobility option on RAD properties and the voucher program; and
- Identify models of asset management of RAD properties.

This survey is not an evaluation of you or your organization. These responses will only be used for research purposes and will NOT be used for compliance. The results will be reported in aggregate and include responses from other PHAs participating in the RAD program and responses from PHAs will be kept confidential to the extent permitted by law. HUD will receive a copy of the survey responses with all personally identifying information removed, as well as PHA and RAD development identifiers.

You will be receiving an email from SSRS inviting you to participate in this effort and explaining more about the survey. The survey should take about 55 minutes to complete. I hope you will take the time to help us in this very important effort.

We hope that you will choose to answer these critical questions. If you have questions about the survey or the study, please contact Teresa Souza, Social Science Analyst with HUD's Office of Policy Development and Research and the point of contact for this study, at 202-402-5540 or [Teresa.Souza@hud.gov](mailto:Teresa.Souza@hud.gov), or Susan Popkin, the Urban Institute co-Principal Investigator, at 202-261-5751 or [SPopkin@urban.org](mailto:SPopkin@urban.org).

We greatly appreciate your time.

Sincerely,

[[Signature]]

Name  
Title

This survey was approved by the Office of Management and Budget (OMB). The OMB control number is x and expires on x.

## Email to RAD PHA Section Respondents

Dear XXXX,

The Department of Housing and Urban Development (HUD) in partnership with three research organizations – Econometrica, the Urban Institute, and SSRS—recently sent your organization a letter asking you to participate in a survey regarding how your agency administers choice mobility and conducts asset management at your Rental Assistance Demonstration (RAD) properties. You were identified by [**Executive Director**] as the person best able to respond to some of our questions.

The survey should take about 45 minutes to complete, and we ask that you submit your responses by [**DEADLINE**].

[Click here to take the survey](#)

This survey will inform a broader study assessing (1) the implementation and results of the choice mobility option for residents of properties converted to project-based voucher (PBV) or Section 8 project-based rental assistance (PBRA) developments under the RAD program and (2) the long-term financial viability and asset management for RAD developments.

The responses to this survey are extremely important for understanding how the program is being implemented, which will help HUD improve the program in the future. As a reminder, **this survey is not an evaluation of you or your organization**, and your responses will be used for research purposes only. The results of the survey will be reported in aggregate and will include responses from other PHAs participating in the RAD program. HUD will receive a copy of the survey responses with all personally identifying information removed, including PHA and RAD identifiers.

If you need more information to complete the survey or have any questions, please contact Teresa Souza, Social Science Analyst with HUD's Office of Policy Development and Research, at 202-402-5540 or [Teresa.Souza@hud.gov](mailto:Teresa.Souza@hud.gov), or Susan Popkin, the Urban Institute co-Principle Investigator, at 202-261-5751 or [SPopkin@urban.org](mailto:SPopkin@urban.org). If you have any technical questions about completing the survey, please contact the survey firm, SSRS, at [info@HUDsurvey.org](mailto:info@HUDsurvey.org).

We hope that you will participate and answer these critical research questions. We greatly appreciate your time.

Sincerely,

Name

Title

This survey was approved by the Office of Management and Budget (OMB). The OMB control number is x and expires on x.

## Email Reminder to RAD PHA Section Respondents

Dear XXXX,

The Department of Housing and Urban Development (HUD) in partnership with three research organizations – Econometrica, the Urban Institute, and SSRS—recently sent you an email asking you to participate in a survey regarding how your agency administers choice mobility and conducts asset management at your Rental Assistance Demonstration (RAD) properties. If you or another member of your agency has already completed the survey, please accept our sincere thanks.

The survey should take about 55 minutes to complete, and we ask that you submit your responses by **[DEADLINE]**.

[Click here to take the survey](#)

This survey will inform a broader study assessing (1) the implementation and results of the choice mobility option for residents of properties converted to project-based voucher (PBV) or Section 8 project-based rental assistance (PBRA) developments under the RAD program and (2) the long-term financial viability and asset management for RAD developments.

The responses to this survey are extremely important for understanding how the program is being implemented, which will help HUD improve the program in the future. As a reminder, **this survey is not an evaluation of you or your organization**, and your responses will be used for research purposes only. The results of the survey will be reported in aggregate and will include responses from other PHAs participating in the RAD program. HUD will receive a copy of the survey responses with all personally identifying information removed, including PHA and RAD identifiers.

If you need more information to complete the survey or have any questions, please contact Teresa Souza, Social Science Analyst with HUD's Office of Policy Development and Research, at 202-402-5540 or [Teresa.Souza@hud.gov](mailto:Teresa.Souza@hud.gov), or Susan Popkin, the Urban Institute co-Principle Investigator, at 202-261-5751 or [SPopkin@urban.org](mailto:SPopkin@urban.org). If you have any technical questions about completing the survey, please contact the survey firm, SSRS, at [info@HUDsurvey.org](mailto:info@HUDsurvey.org).

We hope that you will participate and answer these critical research questions. We greatly appreciate your time.

Sincerely,

Name

Title

This survey was approved by the Office of Management and Budget (OMB). The OMB control number is x and expires on x.

To opt out of future emails for this survey, [send Opt-out email here](#).

## Financial Statement Email Correspondence

*These e-mails will be sent automatically to PHA staff identified by the PHA survey respondent. The specific text will vary based on the person identified in the survey and whether the PHA owns/operates RAD PBV units, non-RAD PBV units, or both. Respondents with large PBV portfolios will be asked to provide financial statements for a sample of their PBV properties.*

*The initial email will be sent immediately after the survey is submitted. The first follow-up e-mail will be sent the Wednesday following submission of the survey at 2pm Eastern, and the second follow-up e-mail will be sent the following Tuesday at 3pm Eastern.*

### **Initial Email to RAD PHA**

Dear [PHA staff name]:

*[If the survey respondent identifies another person to provide financial statements]*

Your agency has been selected to participate in a study to evaluate the Rental Assistance Demonstration (RAD) program and you were identified by [survey respondent name] as someone who can provide additional information. We recognize that you have competing demands on your time and appreciate your cooperation.

*[If the survey respondent identifies another person to provide financial statements]*

The Department of Housing and Urban Development (HUD) has contracted with Econometrica, Inc. in Bethesda, Maryland and the Urban Institute, a nonprofit, nonpartisan research organization in Washington, D.C. to conduct this evaluation of the RAD program.

*[All recipients]*

The Long Term Preservation component of this evaluation involves the analysis of financial ratios and a comparison of the financial condition between RAD and non-RAD properties. To assist with this analysis, please provide the following:

*[If the PHA owns/operates RAD PBV units]*

For the following RAD properties, we would like “owner-certified” financial statements (audited preferred, but unaudited are acceptable) from the first year of operation as a RAD property through FY 2020, if available.

*[List RAD PBV properties]*

Please send the available financial statements to XXXXXXXXXX@XXXXXXXXXXXXXXXXX.COM.

*[If the PHA owns/operates non-RAD PBV units]*

For all non-RAD properties with at least 10 PBV units that your PHA owns or operates, we would like “owner-certified” financial statements (audited preferred but unaudited are acceptable) from FY 2015 (or the first year as PBV) through FY 2020, if available. If your PHA has more than 10 such properties, this request can be limited to a diverse sample (by location, building size, unit size, etc.) of 10 PBV properties. Please send the available financial statements to [XXXXXXXXXX@XXXXXXXXXXXXXXXXX.COM](mailto:XXXXXXXXXX@XXXXXXXXXXXXXXXXX.COM).

*[If the PHA owns/operates both RAD PBV units and non-RAD PBV units]*

We would like “owner-certified” financial statements (audited preferred, but unaudited are acceptable) for your PHA’s RAD PBV properties and any non-RAD properties with at least 10 PBV units that your PHA owns or operates. For the following RAD properties, please provide financial statements from the first year of operation as a RAD property through FY 2020, if available.

*[List RAD PBV properties]*

For non-RAD PBV units or properties, please provide financial statements from FY 2015 (or the first year as PBV) through FY 2020, if available. If your PHA has more than 10 such properties, this request can be limited to a diverse sample (by location, building size, unit size, etc.) of 10 PBV properties. Please send the available financial statements for both the RAD PBV properties and any non-RAD PBV units or properties to [XXXXXXXXXX@XXXXXXXXXXXXXXXXX.COM](mailto:XXXXXXXXXX@XXXXXXXXXXXXXXXXX.COM).

*[All recipients]*

We greatly appreciate your assistance in this important study. If you have any questions, please feel free to reply to this message or contact Teresa Souza at HUD (202-402-5540), Susan Popkin the Co-Principal Investigator from Urban Institute (202-261-5751), or Dennis Stout, the Project Manager from Econometrica, (301-657-9883 extension 133).

Thank you in advance for your cooperation.

Sincerely,

Name

Title

This survey was approved by the Office of Management and Budget (OMB). The OMB control number is x and expires on x.

To opt out of future emails for this survey, [send Opt-out email here](#).

**Reminder Email to RAD PHA (all recipients)**

Dear [PHA staff name]:

We are following up on a message from [1 or 2 weeks ago] regarding a request for financial statements to assist HUD with an evaluation of the RAD program. The Long-Term Preservation component of this evaluation involves the analysis of financial ratios and a comparison of the financial condition between RAD and non-RAD properties. To assist with this analysis, please provide the following:

*[If the PHA owns/operates RAD PBV units]*

For the following RAD properties, we would like “owner-certified” financial statements (audited preferred, but unaudited are acceptable) from the first year of operation as a RAD property through FY 2020, if available.

*[List RAD PBV properties]*

Please send the available financial statements to [XXXXXXXXXX@XXXXXXXXXXXXXXXXX.COM](mailto:XXXXXXXXXX@XXXXXXXXXXXXXXXXX.COM).

*[If the PHA owns/operates non-RAD PBV units]*

For all non-RAD properties with at least 10 PBV units that your PHA owns or operates, we would like “owner-certified” financial statements (audited preferred but unaudited are acceptable) from FY 2015 (or the first year as PBV) through FY 2020, if available. If your PHA has more than 10 such properties, this request can be limited to a diverse sample (by location, building size, unit size, etc.) of 10 PBV properties. Please send the available financial statements to [XXXXXXXXXX@XXXXXXXXXXXXXXXXX.COM](mailto:XXXXXXXXXX@XXXXXXXXXXXXXXXXX.COM).

*[If the PHA owns/operates both RAD PBV units and non-RAD PBV units]*

We would like “owner-certified” financial statements (audited preferred, but unaudited are acceptable) for your PHA’s RAD PBV properties and any non-RAD properties with at least 10 PBV units that your PHA owns or operates. For the following RAD properties, please provide financial statements from the first year of operation as a RAD property through FY 2020, if available.

*[List RAD PBV properties]*

For non-RAD PBV units or properties, please provide financial statements from FY 2015 (or the first year as PBV) through FY 2020, if available. If your PHA has more than 10 such properties, this request can be limited to a diverse sample (by location, building size, unit size, etc.) of 10 PBV properties. Please send the available financial statements for both the RAD PBV properties and any non-RAD PBV units or properties to [XXXXXXXXXX@XXXXXXXXXXXXXXXXX.COM](mailto:XXXXXXXXXX@XXXXXXXXXXXXXXXXX.COM).

We greatly appreciate your assistance in this important study. If you have any questions, please feel free to reply to this message or contact Teresa Souza at HUD (202-402-5540), Susan Popkin the Co-Principal Investigator from Urban Institute (202-261-5751), or Dennis Stout, the Project Manager from Econometrica, (301-657-9883 extension 133).

Thank you in advance for your cooperation.

Sincerely,

Name

Title

This survey was approved by the Office of Management and Budget (OMB). The OMB control number is x and expires on x.

To opt out of future emails for this survey, [send Opt-out email here](#).

## Frequently Asked Questions: RAD PHA Survey

*We will include a one-page FAQ with the initial mailing to all persons invited to complete the survey. The FAQ will summarize the purpose of the survey, identify the organizations responsible for the evaluation, and provide answers to common technical questions about accessing and completing on-line surveys. The FAQ will have contact information for the evaluation lead at U.S. HUD, the Urban Institute co-principal investigator, and technical support at SSRS. We will also include the FAQ in one reminder letter package for each survey.*

### **Who is conducting this survey?**

This survey is being conducted on behalf of the U.S. Department of Housing and Urban Development (HUD) by three research companies – Econometrica ([www.econometricainc.com](http://www.econometricainc.com)), Urban Institute ([www.urban.org](http://www.urban.org)), and SSRS ([www.SSRS.com](http://www.SSRS.com)).

### **Do I have to take this survey?**

If your organization owns a RAD conversion or is party to a RAD conversion, you are obligated to complete this survey. According to the RAD Notice, “PHAs and the Project Owner must cooperate with any reasonable HUD request for data to support program evaluation, including but not limited to project financial statements, operating data, Choice-Mobility utilization, and rehabilitation work.”

### **I don't think this survey applies to me; do I have to take it?**

Based on HUD records, your PHA has at least one RAD conversion in the study period. If someone else in your organization is better suited to respond to this survey, you may forward the invitation e-mail to them. In rare cases, your PHA may have severed itself from the RAD property or transferred voucher authority to another PHA. If you think this applies to you, please contact us at [RADSurvey@urban.org](mailto:RADSurvey@urban.org) or call Susan Popkin, the Urban Institute co-Principal Investigator, at 202-261-5751.

### **Are answers required? I do not know the answer to some questions, and other questions are not applicable to my organization or RAD properties.**

No, only select questions require an answer. However, we strongly encourage you to attempt to answer all questions and, if necessary, ask your co-workers for assistance.

### **I have some concerns about the RAD program or the PBV or PBRA programs, but they aren't included in this survey. How can I let you know about these issues?**

This evaluation is limited to evaluating the implementation of Choice Mobility, the asset management structure for RAD properties, and the effectiveness of RAD in the long-term preservation of affordable housing, so some issues are beyond the scope of this evaluation



and are not covered by the survey. At the end of Section 4 (Asset Management) you have the opportunity to add additional thoughts or observations. You can also send your thoughts to **RADSurvey@urban.org** and we will pass them on as appropriate.

**Will my answers be shared with HUD or made public?**

We will remove identifying information before sharing survey data with HUD. In very unique instances your organization's identity may be deductible based on your responses, but we will make every effort to keep your identity protected. Also note that your responses will not be used for monitoring or enforcement of regulations or program requirements.

**When will results be available and how will they be published?**

We plan on holding a briefing for RAD PHAs approximately three months after the survey closes. The final evaluation report will likely be published about a year after the survey closes.

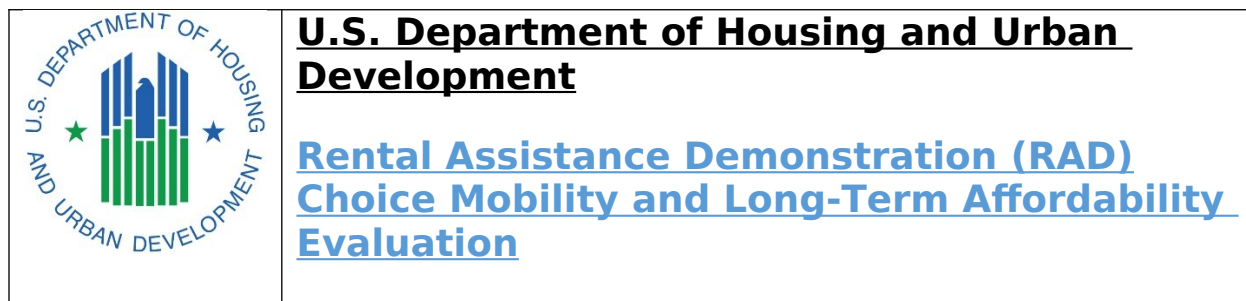
**Can I review your findings or see what other PHAs have to say about RAD?**

Generally, no. The briefing for RAD PHAs will occur before the final evaluation report is completed, and you can provide feedback during and after the briefing. The final report will include best practices and recommendations identified by PHAs, independent owner/operators, and affordable housing subject matter experts.

**If I have questions about the study, who can I contact?**

For technical help completing the survey you may call (xxx) xxx-xxxx or email [info@HUDsurvey.org](mailto:info@HUDsurvey.org). If you have any further questions or concerns about the content of the study, feel free to reach out to Teresa Souza from the U.S. Department of Housing and Urban Development at (202)-402-5540 or [Teresa.Souza@hud.gov](mailto:Teresa.Souza@hud.gov). You can also contact Susan Popkin from the Urban Institute at (202)-261-5751 or [SPopkin@urban.org](mailto:SPopkin@urban.org).

## [SURVEY 1 – CENSUS OF RAD PUBLIC HOUSING AUTHORITIES]



## Welcome to the PHA survey for the RAD Choice Mobility and Long-Term Affordability Evaluation

Three research companies—Econometrica, the Urban Institute, and SSRS—are under contract to HUD to conduct this survey about the RAD program. This survey will allow researchers to understand (1) the implementation and results of the choice mobility option for residents of properties converted to project-based voucher (PBV) or Section 8 project-based rental assistance (PBRA) developments under the RAD program (public housing component) and (2) the long-term financial viability and asset management for RAD developments. The survey should take about 55 minutes to complete. The survey consists of four sections; the Executive Director or person who is most familiar with the PHA's RAD portfolio should be able to complete the survey, with assistance from financial, asset management, and voucher program staff as needed. Survey sections can be shared by e-mail as described in the survey instructions below.

Findings from this study will enable HUD to:

- Understand how PHAs implement the choice mobility option;
- Identify effects of the choice mobility option on RAD properties and the voucher program; and
- Identify models of asset management of RAD properties.

Econometrica, the Urban Institute, SSRS, and HUD will schedule a webinar to share results from the survey and allow PHAs to learn from each other about different approaches to administering the choice mobility option and conducting asset management functions at RAD properties.

All of your responses to the questions will be combined with responses from other PHAs participating in the RAD program. These responses will only be used for research purposes and will NOT be used for compliance. HUD will receive a copy of the survey responses with all personally identifying information, as well as PHA and RAD development identifiers, removed.

If you have any technical questions about the survey, please call SSRS at XXXX or email them at XXXX. If you have questions about the study, please contact Teresa Souza, Social Science Analyst, Office of Policy Development and Research, HUD at 202-402-5540 or [Teresa.Souza@hud.gov](mailto:Teresa.Souza@hud.gov), or Susan Popkin, the Urban Institute co-Principal Investigator at 202-261-5751 or [SPopkin@urban.org](mailto:SPopkin@urban.org).

This survey was approved by the U.S. Office of Management and Budget. The OMB control number is XXXX-XXXX and expires on XX/XX/XXXX.

**Privacy Act Statement**

**Authority:** Section 502 (g) of the Housing and Urban Development Act of 1970 (Public Law 91-609) (12 U.S.C. §§ 1701z-1; 1701z-2(d) and (g)).

**Purpose:** Evaluation of the Rental Assistance Demonstration (RAD) Program.

**Routine Use(s):** The information will be used for the purpose set forth above and may be provided to Congress or other Federal, state, and local agencies, when determined necessary.

**Disclosure:** Disclosure of personal information is voluntary. Failure to disclose the personal information requested will not affect individuals.

**System of Records Notice (SORN):** PD&R/RRE.01 published in the Federal Register on January 22, 2015 (FR-5843-N-01), <https://www.govinfo.gov/content/pkg/FR-2015-01-22/html/2015-01029.htm>

# Survey Instructions

This survey consists of four sections that ask a series of question about your PHA’s RAD program and portfolio. An overview of the questions in each section can be found in the table below.

You can preview a full version of the survey here [link to full text version of survey].

<b>RAD choice mobility and long-term affordability survey</b>	
<b>Full survey URL</b>	
<b>Section</b>	<b>Topics covered</b>
Section 1. RAD Property Information	Ownership and management status, contact information, and the date of eligibility for choice mobility for all RAD properties, along with an update on construction and rehab status for select properties.
Section 2. Implementation of Choice Mobility	Information on how Choice Mobility has been implemented in your RAD portfolio including data voucher availability, limits, requests, and lease-up. This also includes broad questions on wait list management, choice mobility outreach and communication, and property management.
Section 3. Financial Information	This section covers the strategic financial management of your PHA’s RAD portfolio and asks for contact information for finance reports.
Section 4. Asset Management	This section covers your PHA’s asset management activities for its RAD portfolio. Asset management typically involves a series of interrelated functions or activities designed to enhance the physical stability and financial performance of income-producing properties over the long term.
Survey Glossary	Defines terms use throughout the survey

While we *strongly* encourage you to complete as many sections as possible, we understand that in some cases only specialized PHA staff may be able to answer specific sections. Please select which sections you will answer and which sections you would like us to pass along to someone else:

<b>Section</b>	<b>Complete or pass along</b>
Section 1. RAD Property Information	Complete myself/pass along
Section 2. Implementation of Choice Mobility	Complete myself/pass along
Section 3. Financial Information	Complete myself/pass along
Section 4. Asset Management	Complete myself/pass along

[For each section that is passed along, ASK]

Could you provide contact information for the person we should contact about [insert section name]?

\_\_\_\_\_ [specify Name]  
 \_\_\_\_\_ [specify Email]  
 \_\_\_\_\_ [specify Phone Number]

## **COVID-19**

*This RAD study was developed prior to the pandemic. Please approach the question in each section in a pre-coronavirus context – how did you do things in 2019? Scattered through the survey are questions that cover the current circumstances and potential changes to your PHA's operations. These questions are clearly marked. We appreciate you taking the time to complete the survey, especially considering the circumstances.*

## **Navigation**

To navigate within each section, use the forward and back arrows to move between pages. At the top of each page there is a "HOME" button that will take you to the opening page of the section.

Each section is independent, and they do not need to be accessed or completed in order.

The HOME page also has a "COMPLETE AND SUBMIT" button that will bring up any skipped questions and allow you to submit the responses. This allows specialized staff to go straight to questions that they need to answer and to submit the section.

We are seeking answers to every question. Some questions will trigger follow-up questions. You can skip questions and pass them along for someone else to answer, but you will be prompted to answer any skipped questions before you can submit the section.

To submit responses to each section, click on the "SUBMIT" button on the last page of the section. You will be prompted to answer any skipped questions before your responses are finalized.

## **Glossary and Help**

At the top of each page there is a "HELP" button that will bring up these survey instructions and the survey glossary. Some key terms will also be defined within the survey. For additional help with the survey, please call XXXX or email us at XXXX.

## Section 1: RAD Property Information

This section collects property-level information on your PHA's closed RAD conversions that are included in this study. For PHAs with large RAD portfolios, some questions will be asked for only a sample of three properties.

[Click here to review the survey instructions.](#)

[Loop for each property; Q1A will be asked for all properties up to 15 total]

### 1A. Describe the project's ownership after RAD conversion.

- The PHA continues to own the project.....1
  - An affiliate entity in which the PHA is the sole owner or member.....2
  - Another public or non-profit entity not affiliated with the PHA.....3
  - LIHTC entity with the PHA (or PHA-affiliated entity) as the sole general partner / managing member.....4
  - LIHTC entity with the PHA (or PHA-affiliated entity) as one of many general partners / managing members.....5
  - LIHTC entity with the PHA (or PHA-affiliated entity) as a passive partner.....6
  - LIHTC entity where the PHA is not a partner and retains control through a long-term ground lease.....7
  - Control Agreement with other ownership and control arrangements approved by HUD.....8
  - Other.....9
- Please specify: \_\_\_\_\_

**[Skip Logic for 1B** -only ask 1B for projects where the response to 1A is "Another public or non-profit entity not affiliated with the PHA", "LIHTC entity with the PHA (or PHA-affiliated entity) as a passive partner", "LIHTC entity where the PHA is not a partner and retains control through a long-term ground lease", or "Control Agreement with other ownership and control arrangements approved by HUD"]

### 1B. Please provide contact information for the 3rd party owner/operators

- i. Owner/Operator Company: [Fill in]
- ii. Contact Name: [Fill in]
- iii. Contact E-mail Address: [Fill in]

**[Skip Logic for Q1C and Q1D** -Q1C and Q1D will only appear for up to 5 projects, sampled prior to fielding]

### 1C. Is property management contracted out to an unaffiliated 3rd party?

- Yes..... 1
- No.....2

1D. What is the status of rehabilitation or new construction conducted as part of the RAD conversion?

Not applicable, no rehab/construction required per the

RAD Conversion Commitment (RCC) .....1

Construction required under the RCC was completed

without major (3+ month) delays .....2

Construction required under the RCC was completed

with major (3+ month) delays.....3

Construction required under the RCC is incomplete or still

in process.....4

[Skip Logic for 1E -1E appears for projects where the response to 1D “Construction required under the RCC is incomplete or still in process”]

1E. What construction required under the RCC is incomplete (select all that apply):

Not applicable, construction/rehabilitation still in

process.....1

Some immediate needs identified in the CNA.....2

Some energy efficient or "green" improvements. 3

Some work planned for residential units.....4

Some work planned for common areas.....5

Some work planned for building systems.....6

Some "cosmetic" or decorative work (e.g., landscaping,

mural, decorative lighting) .....7

Other.....8

Please specify: \_\_\_\_\_

### Thank you for completing Section 1!

[If there are unanswered or outstanding questions after respondent attempts to submit section, ASK]

Please complete the contact information table for Section 1. This will help us know who to contact in case we have any questions about responses in Section 1.

- Complete my unanswered questions
- Pass my unanswered questions along to someone else
- Submit section with incomplete answers

[If “Pass my unanswered questions along to someone else” is selected, ASK]

Please complete the contact information table so we can pass along your unanswered questions from Section 1.

Name	
Title	

Telephone Number	
Email Address	



## Section 2: Implementation of Choice Mobility

Questions in this section focus on your PHA's administration of vouchers for the choice mobility option, including voucher availability and limits, requests for vouchers for choice mobility, waiting list management, and voucher lease-up. We also ask about the methods of communication you use to inform residents of the choice mobility option and any services or search assistance available to residents of RAD developments.

Under RAD, residents have a right called **choice mobility**. Unless an exception was granted at the time of the conversion, properties that convert assistance must provide residents the choice of moving with continuing tenant-based rental assistance using a Housing Choice Voucher (HCV) within an established time after conversion. For PBV properties, this timeframe is 1 year after the resident moves into the unit, and for PBRA properties the timeline is 2 years.

Choice mobility does not mean that a voucher will be received immediately upon request; rather, the household gets first priority for a voucher when one becomes available. For more information about Choice Mobility, see [RAD Fact Sheet #9: Choice Mobility](#) or [Notice H-2019-09/PIH-2019-23 \(HA\)](#).

2. This survey asks about residents living in RAD properties and non-RAD PBV units in 2019. Please indicate below if you had any residents in the following units during that year:
  - 2A. PHA did have RAD PBV residents in 2019
  - 2B. PHA did have RAD PBRA residents in 2019
  - 2C. PHA did have non-RAD PBV residents in 2019

### Voucher for choice mobility availability and limits

RAD PHAs use turnover vouchers to facilitate residents' right to choice mobility. A turnover voucher becomes available when a voucher holder leaves the HCV program, making a voucher available for another household.

3. How many turnover vouchers did your PHA have in 2019?  
\_\_\_\_\_ [specify number]
  - PHA had no turnover vouchers in 2019

**[Skip Logic for Q4-** if box is unchecked for question Q2A, skip Q4]

PHAs can set certain limits on the number of vouchers available for choice mobility, which is different for PBV and PBRA properties.

For PHAs with RAD PBV properties, where the total number of PBV units under HAP contract exceeds 20 percent of the PHA's total authorized vouchers, the PHA may limit the number of choice-mobility vouchers it issues to residents of RAD PBV properties to 75 percent of its annual turnover vouchers.

4. Did your PHA limit the number of turnover vouchers available in 2019 to 75 percent of its annual turnover vouchers?

- Yes..... 1
- No, chose not to limit the number of vouchers....2
- No, not eligible to limit the number of vouchers. .3

**[Skip Logic for Q5 and Q6** – if box is unchecked for question Q2B, skip Q5 and Q6]

For PHAs with RAD PBRA properties, PHAs may limit the number of vouchers used for choice-mobility to one-third of its annual turnover vouchers and may limit the number of choice-mobility moves from any given property in a year to 15 percent of the units in the project.

- 5. Did your PHA limit the number of turnover vouchers available in 2019 to one-third of its annual turnover vouchers?
  - Yes..... 1
  - No..... 2
  
- 6. Did your PHA limit the number of choice mobility movers from any given property to 15 percent in 2019?
  - Yes..... 1
  - No..... 2

## Vouchers for choice mobility requests

In this section, we ask about choice mobility requests.

Residents are eligible for a choice mobility voucher 1 year after they move into a PBV unit and 2 years after they move into a PBRA unit.

Families living in non-RAD PBV units who have spent at least 1 year in the unit also have a right to move with tenant-based rental assistance, called the Family Right to Move.

**[Logic for Q7** – ask questions 7A through 7C for up to five properties owned and operated by the respondent.]

- 7. We would like to know more about some of the RAD conversions that the PHA owns or operates. (First/Now), please think about [INSERT PROJECT NAME AND PROJECT NUMBER].
  - 7A. How many households were eligible for choice mobility for a voucher in 2019 at the property
    - [Number]
    - Unable to discern from available data.....98
  
  - 7B. How many households requested a voucher in 2019 at the property?
    - [Number]
    - Unable to discern from available data.....98

- 7C. For PHAs with RAD PBRA properties, PHAs may limit the number of choice-mobility moves from any given property in a year to 15 percent. Was the number of choice mobility moves limited to 15 percent of all units in the project in 2019?
- Yes.....1  
 No.....2  
 Don't know.....3

**[Skip Logic for Q8 and Q9** - options will populate below depending on which boxes are unchecked for question Q2A and Q2B. **Skip logic for Q8 and Q9** - skip if only one property to avoid duplication with Q7.]

8. Now we have some more general questions about the PHA's RAD program. How many residents living in a project-based unit were **eligible** to request a voucher for choice mobility or Family Right to Move at any point in 2019?
- 8A. \_\_\_\_\_[specify] RAD PBV residents  
 8B. \_\_\_\_\_[specify] RAD PBRA residents  
 8C. \_\_\_\_\_[specify] Non-RAD PBV residents  
 Unable to discern from available data.....98
9. How many residents who were eligible for choice mobility or Family Right to Move in 2019 **requested** a voucher in the same year?
- 9A. \_\_\_\_\_[specify] RAD PBV residents  
 9B. \_\_\_\_\_[specify] RAD PBRA residents  
 9C. \_\_\_\_\_[specify] Non-RAD PBV residents  
 Unable to discern from available data.....98

**[Skip Logic for Q10** - if PHA has no RAD PBRA properties, skip Q10]

10. For RAD PBRA residents who want to request a voucher, what point of contact could the residents approach to request a choice mobility voucher?
- Staff at your PHA.....1  
 Property owner/manager.....2  
 Both PHA staff and property owners/managers...3  
 Other.....4  
 Please specify: \_\_\_\_\_

**[Skip Logic for Q11** - if PHA has no RAD PBV properties, skip Q11]

11. For RAD PBV residents who want to request a voucher, what point of contact could the residents approach to request a choice mobility voucher?
- Staff at your PHA.....1  
 Property owner/manager.....2  
 Both PHA staff and property owners/managers . .3  
 Other.....4  
 Please specify: \_\_\_\_\_

**[Skip Logic for Q12** - if PHA has no non-RAD PBV properties, skip Q12]

12. What point of contact could non-RAD PBV residents approach to request a voucher for Family Right to Move?
- Staff at your PHA.....1

Property owner/manager.....2  
 Both PHA staff and property owners/managers . .3  
 Other.....4

Please specify: \_\_\_\_\_

**[Skip Logic for Q13** - options will populate below depending on which boxes are unchecked for question Q2A and Q2B]

13. For requests made in 2019, how many RAD residents were issued a voucher for choice mobility in 2019?

13A. \_\_\_\_\_[specify] PBV residents  
 More than one but not sure of the exact number

13B. \_\_\_\_\_[specify] PBRA resident  
 More than one but not sure of the exact number

14. Did your PHA have enough vouchers to grant all of the requests for choice mobility vouchers in 2019?

Yes..... 1

No..... 2

15. As previously mentioned, while this RAD study was developed prior to the pandemic and examines PHA operations in 2019, we do have some questions about the current circumstances.

15A. In general, how has COVID-19 impacted the overall number of households requesting vouchers?

Requests have decreased.....1

No change in requests.....2

Requests have increased.....3

15B. How has COVID-19 impacted the number of households requesting vouchers for choice mobility?

Requests have decreased.....1

No change in requests.....2

Requests have increased.....3

## Waiting list management

16. As of today, how many households on the HCV waiting list are trying to move using choice mobility?

16A. \_\_\_\_\_[specify] RAD PBV households  
 More than one but not sure of the exact number

16B. \_\_\_\_\_[specify] RAD PBRA households  
 More than one but not sure of the exact number

17. As of today, how many households on the HCV waitlist are trying to move through Family Right to Move?

\_\_\_\_\_ [specify] Non-RAD PBV households

More than one but not sure of the exact number

18. As of today, how many households are on your agency's entire HCV waiting list?

\_\_\_\_\_ [specify] All other households on the waiting list

More than one but not sure of the exact number

## Choice mobility lease-up

**[Skip Logic for Q19 - if box is unchecked for question Q2A, skip Q19]**

19. Please specify how many RAD PBV residents who were issued a voucher in 2019 were **able** and **not able** to successfully lease up before voucher expiration (including lease-ups in 2020)?

19A. \_\_\_\_\_ [specify] PBV households **were able** to successfully lease up with a voucher for choice mobility

More than one but not sure of the exact number

19B. \_\_\_\_\_ [specify] PBV households **were not able** to successfully lease up with a voucher for choice mobility

More than one but not sure of the exact number

**[Skip Logic for Q20 - if box is unchecked for question Q2B, skip Q20]**

20. Please specify how many RAD PBRA residents who were issued a voucher in 2019 were **able** and **not able** to successfully lease up before voucher expiration (including lease-ups in 2020)?

20A. \_\_\_\_\_ [specify] PBRA households **were able** to successfully lease up with a voucher for choice mobility

More than one but not sure of the exact number

20B. \_\_\_\_\_ [specify] PBRA households **were not able** to successfully lease up with a voucher for choice mobility

More than one but not sure of the exact number

**[Skip Logic for Q21 - if box for both Q2A and Q2B is unchecked, skip question]**

21. How many requests did your PHA receive for search-time extensions from RAD residents who were issued a voucher for choice mobility in 2019?

\_\_\_\_\_ [specify number]

PHA did not receive any requests for search-time extensions in 2019

**[Skip Logic for Q21A - if the answer to Q21 is >0 ask how many requests were approved]**

21A. How many of these search time extensions were approved?

\_\_\_\_\_ [specify number]

22. Does your PHA allow RAD residents to immediately re-request a choice mobility voucher if they can't find a place they want to lease?  
 Yes..... 1  
 No, there is a waiting period..... 2
23. If a RAD resident is issued a voucher but is unable to lease up, does your PHA have a policy allowing the resident to remain in their unit?  
 Yes, households can remain in their unit..... 1  
 No, households must move to a new unit..... 2
24. As previously mentioned, while this RAD study was developed prior to the pandemic and focuses on PHA operations in 2019, we do have some questions about the current circumstances. Has COVID-19 impacted search-time—the time between being issued a voucher and leasing up in a new unit—for RAD residents with a voucher for choice mobility?  
 Yes..... 1  
 No..... 2  
 PHA has not issued vouchers for choice mobility since the COVID-19 pandemic started..... 3

**[Skip Logic for Q24A** – if the answer to Q24 is “Yes” ask how the search time was impacted]

- 24A. How has COVID-19 impacted search time for RAD residents with a voucher for choice mobility?  
 Increase in the amount of time between when a household receives a voucher and when they lease a new unit ..... 1  
 No change ..... 2  
 Decreased in the amount of time between when a household receives a voucher and when they lease a new unit ..... 3  
 Don't know..... 4

25. Next, we would like to learn more about the search assistance your PHA offers RAD residents trying to move through choice mobility.

- 25A. Does the PHA provide a list of landlords or properties that accept vouchers?  
 Yes, only to RAD residents..... 1  
 Yes, to both RAD and non-RAD residents..... 2  
 No..... 3

- 25B. Does the PHA provide search counseling (e.g., workshops, one-on-one sessions with counselors) to residents moving with choice mobility?  
 Yes, only to RAD residents..... 1  
 Yes, to both RAD and non-RAD residents..... 2  
 No..... 3

25C. Does the PHA provide residents transportation to view units?

- Yes, only to RAD residents.....1
- Yes, to both RAD and non-RAD residents.....2
- No.....3

25D. Does the PHA provide any financial assistance (e.g., security deposit assistance, lease application fee assistance) to residents moving with choice mobility?

- Yes, only to RAD residents.....1
- Yes, to both RAD and non-RAD residents.....2
- No.....3

25E. Does the PHA work with partners or refer residents to external organizations or nonprofits to provide search assistance services (e.g., transportation, security deposit)?

- Yes, only to RAD residents.....1
- Yes, to both RAD and non-RAD residents.....2
- No.....3

**(Logic for Q25F** - if response is “No” to questions 25A through 25E, ask if the PHA offers any search assistance, Q25F)

25F. Does the PHA offer any other search assistance we did not ask about?

- Yes.....1
- No.....2

## Outreach and communication

Questions in this section focus on the methods of communication your PHA uses to inform residents of the choice mobility option.

26. When does your PHA communicate with residents about the choice mobility option?

[SELECT ALL THAT APPLY]

- Prior to RAD conversion .....1
- After RAD conversion.....2
- When residents move into the property.....3
- Recertification meetings .....4
- Resident association meetings.....5
- After residents move in, but before they become eligible 6
- When residents become eligible for choice mobility (i.e., after 1 year for PBV residents, after 2 years for PBRA residents)..... 7
- No effort to inform residents.....8
- Other ..... 9

Please specify: \_\_\_\_\_

27. How does your PHA inform residents of the choice mobility option? (SELECT ALL THAT APPLY)

- Individual notices, mail/email .....1
- Individual notices, text/call .....2
- Presentations to individual residents (in person or virtually) .....3
- Presentations to groups of residents (in person or virtually) .....4
- Informal conversations with individual residents (e.g., during an unrelated phone call or meeting) .....5
- Informal conversations with groups of residents (e.g., during an unrelated phone call or meeting) .....6
- Posted flyers in RAD-converted buildings.....7
- Through resident associations or councils.....8
- Other .....9

Please specify: \_\_\_\_\_

28. How informed do you believe most residents are about their right to choice mobility?

- Not at all informed.....1
- Somewhat informed.....2
- Very informed.....3

29. Based on your experience, what methods of communicating with residents about the choice mobility option have generated the most follow-up from residents, whether requests for vouchers or questions about the option? (SELECT ALL THAT APPLY)

- Individual notices, mail/email .....1
- Individual notices, text/call .....2
- Presentations to individual residents (in person or virtually) .....3
- Presentations to groups of residents (in person or virtually) .....4
- Informal conversations with individual residents (e.g., during an unrelated phone call or meeting) .....5
- Informal conversations with groups of residents (e.g., during an unrelated phone call or meeting) .....6
- Posted flyers in RAD-converted buildings.....7
- Through resident associations or councils.....8
- Other .....9

Please specify: \_\_\_\_\_

30. How does your PHA tailor the materials about the choice mobility option to help make them accessible to all residents? [SELECT ALL THAT APPLY]

- Translates materials into multiple languages.....1
- Distributes materials in a variety of ways.....2
- Diverse representation in photos used for



- materials.....3
- Use materials with plain language.....4
- Use materials with larger font.....5
- Place flyers in areas that are wheelchair accessible 6
- Provide information in Braille or other options for visually impaired residents.....7
- Other .....8
- Please specify: \_\_\_\_\_
- Does not tailor materials .....9

31. What challenges has your PHA experienced in communicating with residents about the choice mobility option to move with a voucher [SELECT ALL THAT APPLY]
- Language .....1
  - Literacy .....2
  - Disability .....3
  - Difficulty contacting residents .....4
  - Difficulty with residents responding to outreach in general.....5
  - Other .....6
  - Please specify: \_\_\_\_\_
  - No challenges were experienced.....7

## Property turnover and maintenance

This next section focuses on turnover and maintenance at your RAD properties in general and any impact of choice mobility.

**[Logic for Q32 - ask question 32 for up to three properties owned and operated by the respondent.]**

32. We would like to know more about some of the RAD conversion that the PHA owns or operates. (First/Now), please think about [INSERT PROJECT NAME AND PROJECT NUMBER].
- 32A. What was the total unit turnover at the property in 2019 due to choice mobility?  
 [Number]  
 Do not track unit turnover due to choice mobility
- 32B. What was the total unit turnover at the property in 2019?  
 [Number]
33. In 2019, did the option for choice mobility increase turnover at the RAD properties the PHA owns or operates?
- Yes, for all properties.....1
  - Yes, for some but not all properties.....2
  - No, for all properties.....3
  - Not applicable, there was no turnover due to choice

mobility.....4

[Skip Logic for Q33A and 33B - if response to question 34 is "Yes" (1 or 2), ask Q34A and Q34B]

33A. In 2019, did the higher turnover due to choice mobility increase maintenance costs at the RAD properties you own or operate?

- Yes, for all properties with increased turnover1
- Yes, for some but not all properties with increased turnover.....2
- No, for all properties.....3

33B. In 2019, did the higher turnover due to choice mobility extend vacancies at your properties?

- Yes, for all properties with increased turnover1
- Yes, for some but not all properties with increased turnover.....2
- No, for all properties.....3

34. To what extent has turnover at your RAD properties since the choice mobility option became available to residents changed how responsive property managers are to residents' maintenance issues and requests?

- Much more responsive.....1
- Somewhat more responsive.....2
- No change in responsiveness.....3

**Thank you for completing Section 2!**

[If there are unanswered or outstanding questions after respondent attempts to submit section, ASK]

Please complete the contact information table for Section 2. This will help us know who to contact in case we have any questions about responses in Section 2.

- Complete my unanswered questions
- Pass my unanswered questions along to someone else
- Submit section with incomplete answers

[If "Pass my unanswered questions along to someone else" is selected, ASK]  
Please complete the contact information table so we can pass along your unanswered questions from Section 2.

Name	
Title	
Telephone Number	
Email Address	

## Section 3: Financial Information

This section covers the strategic financial management of your PHA's RAD portfolio in general. This is a longer term asset management function distinct from the day-to-day or month-to-month budgeting and financial analysis that is more often associated with property management. It includes how financial performance is defined as a long-term goal for the property, as well as financial risk assessment.

35. Property management and day to day operations are clearly the primary focus of financial records and reporting. When you step back to review quarterly and annual performance, please rank each of the following factors from most (1) to least (7) emphasized when analyzing the financial health of your RAD portfolio. (We understand that all of these factors are important, and your answer will not be interpreted as neglecting a factor.)

- Past performance to current performance
- Progress towards financial goals
- Financial risks
- Financial opportunities
- Investor needs and requirements, if applicable
- Replacement reserves
- Impacts on project budgets

36. How does financial reporting to the Board of Commissioners or chief executive officer compare between current reporting for the RAD properties and pre-conversion reporting for the public housing properties? (SELECT ALL THAT APPLY)

- More detailed/additional reports for RAD properties 1
- Less detailed/fewer reports for RAD properties.....2
- More frequent reporting for RAD properties.....3
- Less frequent reporting for RAD properties.....4
- Special reporting for 3<sup>rd</sup> parties (investors/funders) involved in RAD properties.....5
- New or different financial metrics for RAD properties 6
- Other .....9

Please describe: \_\_\_\_\_

[Skip Logic - only display if PHA has both PBV and PBRA conversions]

37. Are there any differences in the financial reporting and analysis between your RAD PBV conversion properties and RAD PBRA conversion properties? (SELECT ALL THAT APPLY)

- No difference between PBV and PBRA financial reporting 1
- We conduct more reporting for PBRA projects.....2
- We conduct more reporting for PBV projects.....3

Financial reporting and analyses have difference purposes/goals for each type of subsidy .....4

The people receiving or approving the financial reports are different for each type of subsidy .....5

Other .....9

Please describe: \_\_\_\_\_

38. Do you identify any of the following as financial risks to the long-term preservation of your PHA's RAD portfolio?

38.A. Insufficient net operating income (income over expenses):

High risk     Moderate risk     Low risk     No risk

38.B. Insufficient replacement reserves to address future capital needs:

High risk     Moderate risk     Low risk     No risk

38.C. Changes in property costs (insurance, maintenance/construction wages, utilities, taxes):

High risk     Moderate risk     Low risk     No risk

38.D. Insufficient demand (population/workforce changes, increased housing market competition):

High risk     Moderate risk     Low risk     No risk

38.E. Insufficient Operating Cost Adjustment Factor (OCAF):

High risk     Moderate risk     Low risk     No risk

39. In financial terms, do you think that your PHA's RAD properties are better positioned for long-term preservation after the RAD conversion?

- Much better position
- Somewhat better position
- No change
- Somewhat worse position
- Much worse position

40. Does your PHA own or operate any non-RAD PBV projects or units? [yes/no]

**[Skip Logic - if the answer to Q42 is "yes" then ask Q42A]**

40.A. How many non-RAD PBV units? \_\_\_\_\_ units in \_\_\_\_\_ projects.

**[Skip Logic - the financial statements request only applies to PHAs with PBV RAD conversions or when Q40 is "yes"]**

### **Financial Statements Request**

This evaluation includes an analysis of the financial health and long-term preservation of RAD projects compared to non-RAD PBRA, PBV, and public housing projects. To assist with this analysis we are requesting certain financial statements from survey respondents.

**[Skip Logic - if the PHA has PBV RAD conversions and the answer to Q6 is "no"]**

Please provide the name and e-mail address of someone who can provide recent financial statements for your PHA's RAD PBV conversions. We would like "owner-certified" financial statements (audited or unaudited) from the first year of operation as a RAD property through FY 2020, if available. We will send a detailed request and instructions to the person you identify.

Name: \_\_\_\_\_ E-mail: \_\_\_\_\_

**[Skip Logic - if the PHA does not have PBV RAD conversions and the answer to Q6 is "yes"]**  
 Please provide the name and e-mail address of someone who can provide recent financial statements for a sample of your PHA's non-RAD PBV projects or units. We would like "owner-certified" financial statements (audited or unaudited) for a sample of up to ten non-RAD PBV projects owned and operated by the PHA from FY 2015 through FY 2020, if available. We will send a detailed request and instructions to the person you identify.

Name: \_\_\_\_\_ E-mail: \_\_\_\_\_

**[Skip Logic - if the PHA has PBV RAD conversions and the answer to Q6 is "yes"]**  
 Please provide the name(s) and e-mail address(es) of someone who can provide available and recent financial statements for your PHA's RAD PBV conversions and for a sample of your PHA's non-RAD PBV projects or units. We would like "owner-certified" financial statements (audited or unaudited), where they are available, for all RAD PBV conversions and for a sample of up to ten non-RAD PBV projects owned and operated by the PHA from FY 2015 through FY 2020, if available. We will send a detailed request and instructions to the person or people you identify.

Name: \_\_\_\_\_ E-mail: \_\_\_\_\_  
 Name: \_\_\_\_\_ E-mail: \_\_\_\_\_

### Thank you for completing Section 3!

[If there are unanswered or outstanding questions after respondent attempts to submit section, ASK]

Please complete the contact information table for Section 3. This will help us know who to contact in case we have any questions about responses in Section 3.

- Complete my unanswered questions
- Pass my unanswered questions along to someone else
- Submit section with incomplete answers

[If "Pass my unanswered questions along to someone else" is selected, ASK]  
 Please complete the contact information table so we can pass along your unanswered questions from Section 3.

Name	
Title	
Telephone Number	
Email Address	

## Section 4: Asset Management

This section covers your PHA’s asset management activities for its RAD portfolio and in comparison to any non-RAD PHA-owned properties. Asset management typically involves a series of interrelated functions or activities designed to enhance the physical stability and financial performance of income-producing properties over the long term. Some or all of these functions may be performed directly by your PHA or prepared by others and reported to your PHA, for example, by the property owner, if the owner is separate from the PHA, or by the property management company, if property management is contracted out.

### **COVID-19**

*A reminder that this RAD study was developed prior to the pandemic. Please approach this section in a pre-coronavirus context – how did you do things in 2019? The last part of this section covers the current circumstances and potential changes to your PHA’s asset management approach. Given the circumstances, we do appreciate you taking the time to complete this survey.*

## General Asset Management

*This section covers asset management across the PHA. For this RAD evaluation, we have defined asset management as a series of interrelated functions or activities designed to enhance the physical stability and financial performance of income-producing properties over the long term. Asset management for affordable housing also involves balancing priorities while managing resource constraints, most notably limits on rents.*

41. Which of the following property types or programs does your PHA currently own, operate, manage, or in some other way participate? (SELECT ALL THAT APPLY; some properties may qualify under multiple options.)

Public Housing .....	1
Non-RAD PBV projects .....	2
Non-RAD PBRA projects .....	3
Non-RAD housing funded by LIHTCs .....	4
Other affordable housing .....	5
Market rate housing .....	6
Commercial/retail property .....	7

42. In your PHA’s overall oversight and asset management of all the properties owned by the PHA, rank the following asset management functions from most (1) to least (7) emphasized. (We understand that all of these functions are important, and your answer will not be interpreted as neglecting a function.)

- Long Range or Strategic Planning (i.e., developing a property business plan, developing a strategy for property plans 10-15 years in the future)
- Capital Planning (i.e., capital repairs to occur 2 or more years in the future, refinancing and recapitalization plans, updating CNAs)

- Budgeting (i.e., examining multi-year trends in revenue and expenses)
- Operational Efficiency (i.e., monitoring property management performance, identifying cost savings, etc.)
- Financial Reporting and Analysis (i.e., analysis of financial ratios)
- Compliance and Reporting (i.e., meeting RAD and other program requirements such as affordability and income limits, reporting to oversight entities)
- Assessment of External Factors (i.e., market research, insurance, taxes, legal issues)

43. For your PHA’s **RAD properties**, rank the following asset management functions from most (1) to least (7) emphasized. (We understand that all of these functions are important, and your answer will not be interpreted as neglecting a function.)

- Long Range or Strategic Planning (i.e., developing a property business plan, developing a strategy for property plans 10-15 years in the future)
- Capital Planning (i.e., capital repairs to occur 2 or more years in the future, refinancing and recapitalization plans, updating CNAs)
- Budgeting (i.e., examining multi-year trends in revenue and expenses)
- Operational Efficiency (i.e., monitoring property management performance, identifying cost savings, etc.)
- Financial Reporting and Analysis (i.e., analysis of financial ratios)
- Compliance and Reporting (i.e., meeting RAD and other program requirements such as affordability and income limits, reporting to oversight entities)
- Assessment of External Factors (i.e., market research, insurance, taxes, legal issues)

44. For your PHA’s RAD properties, are there significant differences in your approach to operations and asset management within the RAD portfolio (e.g., do you monitor different things, produce different reports, conduct a different budgeting process, and have different approaches to measuring performance and goals for specific RAD properties)?

- Yes..... 1
- No..... 2

**[Skip logic - If Q46 is “yes” then ask Q46A]**

46.A. Please list the RAD properties that are operated/managed differently and describe the reasons that your asset management approach is different for these specific properties.

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**[Skip Logic - only display if PHA has both PBV and PBRA conversions]**

45. Is there a difference between your approach to each of the following asset management functions for RAD PBV conversions and for RAD PBRA conversions? (Select each function where the approach differs.)
- No difference in approach to RAD PBV and PBRA conversions ..... 1
  - Long range or strategic planning (i.e., developing a property business plan, developing a strategy for property plans 10-15 years in the future) 2
  - Capital Planning (i.e., capital repairs to occur 2 or more years in the future, refinancing and recapitalization plans, updating CNAs) 3
  - Budgeting (i.e., examining multi-year trends in revenue and expenses) 4
  - Operational Efficiency (i.e., monitoring property management performance, identifying cost savings, etc.).....5
  - Financial Reporting and Analysis (i.e., analysis of financial ratios) 6
  - Compliance and Reporting (i.e., meeting RAD and other program requirements such as affordability and income limits, reporting to oversight entities) 7
  - Assessment of External Factors (i.e., market research, insurance, taxes, legal issues) ..... 8

**[Skip logic - If there are differences, ask for a description]**  
**[IF Q47 = 2, 3, 4, 5, 6, 7, OR 8, ASK]**

47A. For the asset management functions selected, please describe the differences.

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**[Skip logic - Only ask if the PHA has a PBV RAD conversion and non-RAD PBV units]**  
**[IF the PHA has a PBV RAD conversion and Q43 option 2 is selected, ASK]**

46. Is there a difference between your approach to each of the following functions for RAD PBV properties compared to non-RAD PBV properties that your PHA owns or operates? (Select each function where the approach differs.)
- My PHA does not own or operate non-RAD PBV projects or units (i.e., we are only the contract administrator) ..... 1
  - No difference in approach to RAD PBV and non-RAD PBV properties 2
  - Long range or strategic planning (i.e., developing a property business plan, developing a strategy for property plans 10-15 years in the future) 3
  - Capital Planning (i.e., capital repairs to occur 2 or more years in the future, refinancing and recapitalization plans, updating CNAs) 4
  - Budgeting (i.e., examining multi-year trends in revenue and expenses) 5
  - Operational Efficiency (i.e., monitoring property management performance, identifying cost savings, etc.).....6
  - Financial Reporting and Analysis (i.e., analysis of financial ratios) 7
  - Compliance and Reporting (i.e., meeting RAD and other program requirements such as affordability and income limits, reporting to oversight entities) 8
  - Assessment of External Factors (i.e., market research, insurance, taxes, legal issues) ..... 9



[Skip logic - If there are differences, ask for a description]

[IF Q48 = 3, 4, 5, 6, 7, 8, OR 9, ASK]

48.A. For the asset management functions selected, please describe the differences.

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[Skip logic - Only ask if the PHA has a PBRA RAD conversion and non-RAD PBRA units]

[IF the PHA has a PBRA RAD conversion and Q43 option 3 is selected, ASK]

47. Is there a difference between your approach to each of the following functions for RAD PBRA properties compared to non-RAD PBRA properties? (Select each function where the approach differs.)

- No difference in approach to RAD PBRA and non-RAD PBRA properties 1
- Long range or strategic planning (i.e., developing a property business plan, developing a strategy for property plans 10-15 years in the future) 2
- Capital Planning (i.e., capital repairs to occur 2 or more years in the future, refinancing and recapitalization plans, updating CNAs) 3
- Budgeting (i.e., examining multi-year trends in revenue and expenses) 4
- Operational Efficiency (i.e., monitoring property management performance, identifying cost savings, etc.).....5
- Financial Reporting and Analysis (i.e., analysis of financial ratios) 6
- Compliance and Reporting (i.e., meeting RAD and other program requirements such as affordability and income limits, reporting to oversight entities) 7
- Assessment of External Factors (i.e., market research, insurance, taxes, legal issues) .....8

[Skip logic - If there are differences, ask for a description]

[IF Q47 = 2, 3, 4, 5, 6, 7, OR 8, ASK]

47.A. For each asset management function selected, please describe the differences.

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48. For the following asset management functions, how has the emphasis changed for the RAD properties compared to pre-RAD public housing?

48.A. Long range or strategic planning (i.e., developing a property business plan, developing a strategy for property plans 10-15 years in the future):

<b>Much more emphasis in RAD than pre-RAD Public Housing</b>	<b>A little more emphasis in RAD than pre-RAD Public Housing</b>	<b>No change in emphasis between RAD and pre-RAD Public Housing</b>	<b>A little less emphasis in RAD than pre-RAD Public Housing</b>	<b>Much less emphasis in RAD than pre-RAD Public Housing</b>
○ ○	○ ○	○ ○	○ ○	○ ○

48.B. Capital Planning (i.e., capital repairs to occur 2 or more years in the future, refinancing and recapitalization plans, updating CNAs):

<b>Much more emphasis in RAD than pre-RAD Public Housing</b>	<b>A little more emphasis in RAD than pre-RAD Public Housing</b>	<b>No change in emphasis between RAD and pre-RAD Public Housing</b>	<b>A little less emphasis in RAD than pre-RAD Public Housing</b>	<b>Much less emphasis in RAD than pre-RAD Public Housing</b>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

48.C. Budgeting (i.e., examining multi-year trends in revenue and expenses):

<b>Much more emphasis in RAD than pre-RAD Public Housing</b>	<b>A little more emphasis in RAD than pre-RAD Public Housing</b>	<b>No change in emphasis between RAD and pre-RAD Public Housing</b>	<b>A little less emphasis in RAD than pre-RAD Public Housing</b>	<b>Much less emphasis in RAD than pre-RAD Public Housing</b>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

48.D. Operational Efficiency (i.e., monitoring property management performance, identifying cost savings, etc.):

<b>Much more emphasis in RAD than pre-RAD Public Housing</b>	<b>A little more emphasis in RAD than pre-RAD Public Housing</b>	<b>No change in emphasis between RAD and pre-RAD Public Housing</b>	<b>A little less emphasis in RAD than pre-RAD Public Housing</b>	<b>Much less emphasis in RAD than pre-RAD Public Housing</b>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

48.E. Financial Reporting and Analysis (i.e., analysis of financial ratios):

<b>Much more emphasis in RAD than pre-RAD Public Housing</b>	<b>A little more emphasis in RAD than pre-RAD Public Housing</b>	<b>No change in emphasis between RAD and pre-RAD Public Housing</b>	<b>A little less emphasis in RAD than pre-RAD Public Housing</b>	<b>Much less emphasis in RAD than pre-RAD Public Housing</b>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

48.F. Compliance and Reporting (i.e., meeting RAD and other program requirements such as affordability and income limits, reporting to oversight entities):

<b>Much more emphasis in RAD than pre-RAD Public</b>	<b>A little more emphasis in RAD than pre-RAD Public</b>	<b>No change in emphasis between RAD and pre-RAD Public</b>	<b>A little less emphasis in RAD than pre-RAD Public</b>	<b>Much less emphasis in RAD than pre-RAD Public</b>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<b>Housing</b>	<b>Housing</b>	<b>Housing</b>	<b>Housing</b>	<b>Housing</b>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

48.G. Assessment of External Factors (i.e., market research, insurance, taxes, legal issues):

<b>Much more emphasis in RAD than pre-RAD Public Housing</b>	<b>A little more emphasis in RAD than pre-RAD Public Housing</b>	<b>No change in emphasis between RAD and pre-RAD Public Housing</b>	<b>A little less emphasis in RAD than pre-RAD Public Housing</b>	<b>Much less emphasis in RAD than pre-RAD Public Housing</b>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Oversight of RAD Asset Management

*Whether or not your PHA owns or operates the RAD properties, in almost all cases it does have an interest in the long-term viability and preservation of RAD converted properties as affordable housing.*

49. Does PHA staff coordinate oversight of RAD properties with any of the following entities? (SELECT ALL THAT APPLY)

- PHA Board.....1
- LIHTC investors.....2
- Lenders.....3
- State agencies (e.g., HFA).....4
- HUD Field Office.....5
- HUD Headquarters.....6
- Municipal or local government agencies.....7
- Other .....9

Please specify: \_\_\_\_\_

50. Asset management experts agree that the choice of property manager is one of the most consequential decisions that an asset manager makes. At the time of the RAD conversion, which factors were most important in determining who would provide property management services for your post-conversion RAD properties? (SELECT UP TO 3)

- Capacity to effectively manage affordable housing 1
- Capacity to deliver or coordinate resident services 2
- Cost 3
- Continuation of existing arrangements 4
- Labor issues with respect to current workforce (e.g., avoid layoffs, retirement plan) 5
- Experience with HUD systems and reporting requirements 6
- Experience with non-public housing residential property management 7

- Compliance experience with Section 8 PBV (if applicable) 8
- Compliance experience with Section 8 PBRA (if applicable) 9
- Compliance experience with LIHTC (if applicable) 10
- Other ..... 11
- Please describe: \_\_\_\_\_

**[Question logic** - revise list of response options based on whether PHA has 1 or 2+ RAD conversions]

51. In general, are you satisfied with the property management arrangements at the RAD properties?

- Yes, they are working out well .....1
- It would have been better to contract out property management for more properties .....2
- It would have been better to keep property management in house for more properties .....3
- No, there have been unexpected difficulties (e.g., replacing property management staff or companies) .....4
- Too soon to tell .....5

52. In terms of asset management and operations, do you think that your PHA’s RAD properties are better positioned for long-term preservation after the RAD conversion?

- Much better position
- Somewhat better position
- No change
- Somewhat worse position
- Much worse position

## Asset Management Activities

*The following questions focus on activities common to general real estate asset management. Your answers will help us assess the similarities and differences between RAD asset management and private-sector asset management.*

53. In general, does each RAD property have a business plan or a strategic plan?

- Yes..... 1
- No.....2

**[Skip logic** - ask follow up questions 53A and 53B only if 53 = “yes”]  
[IF Q53 = 1, ASK]

53.A. In general, how often are the business or strategic plans updated?

- Annually or more frequently.....1
- Every 2 to 4 years.....2

- Every 5 years.....3
- Less frequently than 5 years or only when necessary.....4
- No updates are scheduled or expected....5

[IF Q56 = 1, ASK]

53.B. What goals are explicitly addressed in the business or strategic plan? (Select all that apply)

- Maximizing value.....1
- Minimizing risks.....2
- Ensuring compliance.....3
- Improving efficiency.....4
- Preserving affordability.....5
- Capital investment and replacement reserves 6
- Other .....9

Please specify: \_\_\_\_\_

[IF Q53 = 1, ASK]

53.C. Does the PHA Board approve the business or strategic plan? [yes/no]

54. What is the primary way your PHA tracks property data?

- Excel spreadsheets.....1
- Excel template or toolkit.....2
- Commercial asset management software.....3
- Accounting software.....4
- E-mail correspondence.....5
- Paper files.....6
- Other .....9

Please specify: \_\_\_\_\_

55. Does your PHA use a toolkit or template to conduct performance assessments or “risk ratings” for the RAD properties?

- Yes, we use a 3<sup>rd</sup> party toolkit/template (e.g., AHIC) 1
- Yes, we use a template from HUD or developed by another PHA.....2
- Yes, we use a custom template that we developed 3
- No.....4

56. How often do you conduct or update a physical/capital needs assessment at your RAD properties?

- Annually.....1
- Every 2 to 4 years.....2

- Every 5 years..... 3
- Every 6 to 10 years..... 4
- No plan to conduct or update a needs assessment in the next ten years..... 5

57. How often does staff assigned as an asset manager or, in the absence of such staff, the PHA leadership purposefully walk or drive around and observe the neighborhood around one of your PHA’s RAD properties?

- Weekly..... 1
- Bi-weekly..... 2
- Monthly..... 3
- Quarterly..... 4
- Semi-annually..... 5
- Annually..... 6
- Rarely or Never..... 9

58. How often do you meet with the following to discuss a specific RAD property or the PHA’s RAD portfolio?

58.A. Property management staff

<b>Often (at least once a month)</b>	<b>Quarterly</b>	<b>At least once a year</b>	<b>Only when necessary</b>	<b>Rarely or Never</b>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

58.B. PHA leadership

<b>Often (at least once a month)</b>	<b>Quarterly</b>	<b>At least once a year</b>	<b>Only when necessary</b>	<b>Rarely or Never</b>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

58.C. PHA Board of Directors/Commissioners

<b>Often (at least once a month)</b>	<b>Quarterly</b>	<b>At least once a year</b>	<b>Only when necessary</b>	<b>Rarely or Never</b>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

58.D. Residents (informally, formally, or through the Resident Council)

<b>Often (at least once a month)</b>	<b>Quarterly</b>	<b>At least once a year</b>	<b>Only when necessary</b>	<b>Rarely or Never</b>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

58.E. Lenders and/or investors (if applicable)

<b>Often (at least once a month)</b>	<b>Quarterly</b>	<b>At least once a year</b>	<b>Only when necessary</b>	<b>Rarely or Never</b>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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58.F. Legal, accounting, and other professional staff

<b>Often (at least once a month)</b>	<b>Quarterly</b>	<b>At least once a year</b>	<b>Only when necessary</b>	<b>Rarely or Never</b>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

59. Do you have a schedule or list of asset management activities and deadlines?

- Yes..... 1  
 No..... 2

[**Skip logic** - if the PHA has a schedule/list of AM activities, ask Q59A]  
 [IF Q59 = 1, ASK]

59.A. What does the schedule or list of asset management activities and deadlines include? (SELECT ALL THAT APPLY)

- Compliance submission deadlines.....1  
 Regular meetings with ownership.....2  
 Regular meetings with property management staff.....3  
 Regular financial reviews.....4  
 Site visits.....5  
 A schedule/process for annual budget preparation.....6

60. Does your PHA or asset management staff belong to a local, state, or national real estate management or ownership association or advocacy group? (SELECT ALL THAT APPLY)

- Local group..... 1  
 State or regional group..... 2  
 NAHRO, PHADA, or CLPHA..... 3  
 Another national group..... 4  
 None of the above..... 9

61. How often does PHA asset management staff or leadership attend a training program or conference exclusively focused on long-term asset management or real estate business planning?

- Once or twice a year..... 1  
 Once every 2 or 3 years..... 2  
 Less often than every 3 years..... 3  
 Never..... 4

## COVID-19 RESPONSE

*The COVID-19 pandemic is ongoing, but it provides an opportunity to assess the value of asset management, to identify core asset management principles, and to change or improve asset management practices.*

62. While no one was completely prepared for the disruptions caused by COVID-19, how prepared and able to respond was your PHA?

- Very prepared.....1
- Somewhat prepared.....2
- Not too prepared.....3
- Not prepared at all.....4

63. Were there differences in how your PHA responded to COVID-19 at your RAD properties and at other properties?

- Yes.....1
- No.....2

**[Skip logic - if there were differences, ask Q63A]**

[IF Q63 = 1, ASK]

63.A. Please describe the differences. In particular, were there differences in available financial resources?

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64. Can you identify one thing as an asset manager that really helped your PHA in responding to COVID-19?

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65. Can you identify one thing that you wish you had but didn't?

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## Asset Management Conclusion

*Thank you for participating in this survey. If you have recommendations for improving asset management of RAD properties in general, or if you have additional thoughts about any of the topics covered in this section, please add them below. You can also send comments and thoughts to XXXXXXXXXXXXXXX@XXXXXXXXXXXXXXXXX.COM.*

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### **Thank you for completing Section 4!**

[If there are unanswered or outstanding questions after respondent attempts to submit section, ASK]

Please complete the contact information table for Section 4. This will help us know who to contact in case we have any questions about responses in Section 4.

- Complete my unanswered questions
- Pass my unanswered questions along to someone else
- Submit section with incomplete answers

[If “Pass my unanswered questions along to someone else” is selected, ASK]  
Please complete the contact information table so we can pass along your unanswered questions from Section 4.

Name	
Title	
Telephone Number	
Email Address	

## Glossary

**Asset Management:** For this RAD evaluation, we have defined asset management as a series of interrelated functions or activities designed to enhance the financial performance of income-producing properties. Asset management for affordable housing also involves balancing priorities while managing resource constraints, most notably limits on rents. This definition of Asset Management is broader than that associated with public housing “asset management” under the Operating Fund Final Rule.

**Choice mobility:** After a property has converted through RAD, residents have a new “choice mobility” option that allows the resident to request a Housing Choice Voucher (HCV) to find a rental unit in the private market

**Choice mobility eligibility for PBRA properties:** Under the PBRA program, RAD residents have the right to the choice mobility option after the later of (A) 24 months from the date of the execution of the HAP contract or (B) 24 months after the move-in date.

**Choice mobility eligibility for PBV properties:** Under the PBV program, RAD residents have the right to the choice mobility option any time after 12 months of occupancy.

**Energy Audit:** A systematic review of the energy requirements and consumption for property with the intent to identify potential opportunities for energy and water savings through improved operational efficiency or more efficient components.  
Resident Council

**Family Right to Move:** Residents at any PBV properties may terminate the assisted lease at any time after the first year of occupancy.

**Green Building:** An approach to building, rehabilitation, repairs, maintenance, and property operations that is more sustainable than traditional approaches to such activities and results in a project that is more energy efficient, costs less to operate, has better indoor air quality, and reduces its overall impact on the environment.

**Housing Choice Voucher (HCV) or Vouchers:** Rental vouchers that let people choose their own housing in the private rental market.

**Lease-Up:** When an authorized housing voucher is successfully used to lease a unit.

**Lender/Investor Requirements:** Many funding sources have operational or asset management requirements for properties. In addition to affordability or unit type requirements, these can range from additional financial reporting to spending approval limits to staffing requirements for the property.

**Long Term Ground Lease:** A method for retaining control over a RAD property. The PHA retains adequate control over the property through a long-term ground lease in which the PHA is the lessor and the project owner entity is the lessee.

**Long Term Preservation:** This study evaluates the effectiveness of PHAs at preserving RAD conversions over the long run and sustaining their financial viability, which are the principal objectives of RAD. The study defines long-term preservation as the ability of a property to meet its capital needs over a 20-year period; it defines financial viability as the ability of a property to meet its current and near-term obligations.

**Low Income Housing Tax Credits (LIHTC):** The Low Income Housing Tax Credit program was enacted as part of the Tax Reform Act of 1986 and is administered by the Treasury Department and State Housing Finance Agencies (HFAs). LIHTCs are a reduction in the dollar amount of federal taxes owed by an individual or corporation, in exchange for his/her/its investment in low-income rental housing.

**Market Research:** This is an asset management function where the asset manager develops understanding of real estate supply and demand fundamentals at the local level. This research is used to inform asset management activities and to make strategic decisions.

**Measurable Goals:** These are goals for the property that can be evaluated using concrete, well-defined and accessible data. For example, “keeping monthly vacancy rates below 5%” is well-defined and can be measured by reviewing rent rolls monthly.

**Mission-Driven Performance Measures:** These are non-financial goals related to the mission of the owner/operator. For example, an organization that provides senior housing for fixed-income households may have a performance goal of maximizing resident satisfaction as opposed to maximizing cash flow.

**Mixed-Income Housing:** A property or project that includes both subsidized and market rate units.

**Operating Cost Adjustment Factor (OCAF):** An operating cost adjustment factor established by HUD that is applied to the current contract rent, less the portion of the rent paid for debt service.

**Occupancy date for choice mobility:** The date that a resident’s lease began in a RAD converted property. This is used to determine residents’ eligibility for choice mobility.

**Project-Based Rental Assistance (PBRA):** Rental assistance under Section 8(C) of the Act provided by HUD to owners according to the terms of a HAP Contract for the provision of housing to eligible tenants. The PBRA program is administered by HUD’s Office of Housing.

**Project-Based Voucher (PBV):** A component of a PHA’s HCV program, where the PHA attaches voucher assistance to specific housing units through a PBV HAP Contract with an owner, pursuant to 24 CFR 983. Unlike a tenant-based voucher, the PBV assistance remains attached to the unit when the family moves, and assists the next eligible family to move into the PBV unit. The PBV program is administered by HUD’s Office of Public and Indian Housing.

**Physical/Capital Needs Assessment:** This is an assessment of the physical condition of the property, including building shell and systems, common areas, and a sample of units. This assessment identifies capital needs and estimated costs based on the actual condition of the physical assets and estimated remaining useful life over a 20-year period.

**Project:** For purposes of determining a RAD transaction, a “project” is a structure or group of structures that in HUD’s determination are appropriately managed as a single financial asset. In most cases, this corresponds to a grouping of residential units that are managed and marketed as a single entity and are geographically proximate.

**Property manager:** The party responsible for daily operations, maintenance and upkeep, and lease-up for a RAD property.

**Property operator:** The party responsible for overall operations and compliance for a RAD property.

**Property owner:** RAD regulations require certain forms of ownership. PHA's with PBV units create a single-purpose entity to own the units (typically, through an affiliated non-profit) or to form a separate company to serve as the leasing agent or management agent. In almost all situations where the PHA is seeking private financing, the lender or investor will require that the property be owned by a "single asset entity" (usually a limited liability company or a limited partnership but sometimes a corporation, that owns nothing other than the property).

**RAD Conversion Commitment (RCC):** For the First Component, the contract executed by HUD, the PHA and, as applicable, the pre-conversion owner (if not the PHA), and the post-conversion Project Owner. The RCC follows completion of HUD's review of the Financing Plan and describes the terms and conditions under which HUD will approve the proposed conversion and execute closing documents.

**RAD Replacement Reserves:** The RAD project owner establishes and maintains a replacement reserve in an interest-bearing account to aid in funding extraordinary maintenance and repair and replacement of capital items in accordance with applicable regulations. The reserve must be built up to and maintained at a level determined by HUD to be sufficient to meet projected requirements.

**Search assistance:** Services provided by case managers and housing advocates that assist residents in finding, accessing, and maintaining housing.

**Turnover voucher:** A voucher holder gives up their voucher and leaves the HCV program, making an HCV available for another household.