Welcome
Director of Public Housing, Roman Velasquez
RAD Overview (WHY RAD?)
Administrative Guidance
RAD Updates
- Construction
- Planning & Operations
- Relocation
- Logistics
- Program Integrity
Q & A Session
Agency Core Values

RESPECT
RESPONSIVENESS
RESULTS
Why RAD
### RAD Conversions

<table>
<thead>
<tr>
<th>RAD Units Approved or Reserved Largest Portfolio Application</th>
<th>Total Number of Units</th>
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<tbody>
<tr>
<td>1. Housing Authority of the City of El Paso (HACEP)</td>
<td>6,346</td>
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<tr>
<td>2. Housing Authority of the City and County of San Francisco (CA)</td>
<td>4,575</td>
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<tr>
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<td>4. Housing Authority of Greensboro, (N.C.)</td>
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Dear Resident,

Welcome to the first step on your journey to living in one of the highest quality affordable housing communities in the United States. As you may know, the Housing Authority of the City of El Paso (HACE) is renovating nearly all of our public housing communities as part of our efforts through the Rental Assistance Demonstration (RAD) Program. RAD is our opportunity to accomplish exactly what our residents like you have asked us to do for many years now.

On behalf of the HACE staff, I can tell you we are excited by the opportunities that RAD offers to El Paso. It gives us the advantage to deliver high quality housing to our families and build stronger and more stable communities. Together with your partnership, we are leading the nation in this effort. Your patience and understanding are critically important to our success, as we know that it is not easy to pack up and move somewhere else, even if it is for temporary. For this, I thank you from the bottom of my heart.

This relocation packet contains the information you and your family need during this relocation experience. Since your relocation experience is a chief measure of our success, please find enclosed information that explains the option pertaining to school, transferring utilities from your old unit to your new unit, how the moving process will work, information about your new property, and the 30-day notice that answers the question that have been on your mind: exactly where you are going and when you will move.

You and your family now have a dedicated Relocation Technician who is standing by to answer your questions. Feel free to contact your Relocation Technician anytime using the information on the enclosed business card. Since your concerns are our concerns, we have additional resources available to help answer your questions.

The resources include your property managers, the RAD Hotline at (915) 849-3888, and a website with the most current information about our efforts at www.HACEPrad.org.

Thank you again for your partnership in this effort. Our success depends on it.

Sincerely,

The resources include your property managers, the RAD Hotline at (915) 849-3888, and a website with most current information about our efforts at www.HACEPrad.org.
HACEP always has been, and always will be, a public entity funded by the Federal Government.

- We are not “privatizing.”

- Through RAD, HACEP will become the owners of the public housing communities and federal revenue guaranteed for 40 years.
- Converted properties will operate the same as our four Section 8 New Construction properties (Henderson, Hervey, Muñoz, Sitgraves).
- HACEP can now access capital in the private market to raise over $500 million that we will invest back in to the properties.
- This is the only way to do what residents have been asking us to do for decades.
HACEP will renovate and rebuild public housing communities in two construction phases. Since HACEP first published the breakdown of RAD properties, some changes have occurred to the schedule.

**RAD Phase I (Tranche I) Communities: 2015-2017**

<table>
<thead>
<tr>
<th>Property</th>
<th>Start</th>
<th>End</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eisenhower (194 Units)</td>
<td>Apr-15</td>
<td>Oct-16</td>
</tr>
<tr>
<td>Kennedy Brothers</td>
<td>Apr-15</td>
<td>Dec-16</td>
</tr>
<tr>
<td>Marmolejo</td>
<td>May-15</td>
<td>Aug-16</td>
</tr>
<tr>
<td>Ochoa</td>
<td>Jun-15</td>
<td>May-16</td>
</tr>
<tr>
<td>Alvarez</td>
<td>Jul-15</td>
<td>Jan-16</td>
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<tr>
<td>Johnson</td>
<td>Aug-15</td>
<td>Nov-16</td>
</tr>
<tr>
<td>Woodrow Bean</td>
<td>Sep-15</td>
<td>Feb-16</td>
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<tr>
<td>Kennedy Estates</td>
<td>Nov-15</td>
<td>Jan-17</td>
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<td>Truman</td>
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<td>Jul-16</td>
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<td>Hart</td>
<td>Aug-16</td>
<td>Jan-17</td>
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<td>Baird</td>
<td>Sep-16</td>
<td>Feb-17</td>
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<td>Telles</td>
<td>Sep-16</td>
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<td>Anderson</td>
<td>Oct-16</td>
<td>Mar-17</td>
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<tr>
<td>Tays</td>
<td>Aug-15</td>
<td>Dec-16</td>
</tr>
<tr>
<td>Krupp</td>
<td>Aug-15</td>
<td>Dec-16</td>
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RAD (Tranche II)

No Renovation Conversion Only Communities: June 2015

- Alamito Terrace
- Alamito Gardens
- Alamito Place
- Eastside Crossings
- Paisano Green
RAD Phase II (Tranche III) Communities: 2016-2018

Projected Phase II Construction start dates based on submittal of RAD Portfolio Applications

<table>
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<td>Father Pinto</td>
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<td>Graham</td>
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<td>Williams</td>
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<td>Robinson</td>
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<tr>
<td>Chelsea</td>
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<tr>
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<tr>
<td>Martin Luther King</td>
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<tr>
<td>Sandoval</td>
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<td>Salazar</td>
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<tr>
<td>Cramer</td>
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<tr>
<td>Guillen</td>
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<td>Pooley</td>
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<tr>
<td>Eisenhower</td>
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<td>Sherman</td>
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<td>Baines</td>
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<tr>
<td>Westfall</td>
<td>90</td>
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<tr>
<td>Roosevelt</td>
<td>146</td>
</tr>
<tr>
<td>Kathy White</td>
<td>80</td>
</tr>
</tbody>
</table>
*Tays and Krupp Update

• HACEP received financing from the State of Texas to rebuild both properties.

+Baines/Westfall Update

• Will be part of Phase II Construction Program

#Kathy White and Roosevelt Update

• To be determined
Here are the facts that are current as of April 9th, 2015.

- Construction will begin in April 2015 with Kennedy Brothers and Eisenhower. The next properties will be Marmolejo and Ochoa in June and July 2015.
- The construction company, will use multiple construction crews operating at the same time at up to six different properties.
- Any issues please contact Ed Gill, Jaime Munoz, or Norma Soto
  - Safety issues
  - Unsecured site
  - Construction updates and concerns
Example: Large Properties  
(Kennedy Brothers, Eisenhower)

Group 1 Construction
Occupied units - Vacancies = Households to relocate

Group 2
Stay on Property

Group 3
Stay on Property
Relocation Modeling

Example: Large Properties
(Kennedy Brothers, Eisenhower)

Group 1 Construction COMPLETE
Households move back

Group 2 Vacancies
Return to renovated units

Group 3 Vacancies
Return to renovated units
Example: Large Properties
(Kennedy Brothers, Eisenhower)

Group 1

Group 2

Group 3

Other Properties

Permanently move to renovated units

Stay on property

Vacancies

Relocation Modeling
Relocation Modeling

Relocate to other properties

All Residents

Property <100 units

Renovation of All Units
Relocation Modeling

Property <100 units

Construction is Complete

Return to renovated property

All Residents
Paisano Transformation

Housing Authority of the City of El Paso

2010

2012
Alamito Transformation

2005

2010

Housing Authority of the City of El Paso
Eastside Crossings

Housing Authority of the City of El Paso

2013

2013

2014
**Business Analysts:**

- **RAD Systems (Relocation Survey, VMS, RCS, CAR)**
  - Define system requirements & work with IT Developer to create in-house software
  - Provide system training to end users

- **Process Mapping**
  - Create flowcharts and workflows by function and determine interdependencies across RAD project

- **Project Planning**
  - Assist with resident outreach, deliver RAD presentations, support all RAD functions as needed

- **ArcGIS (Graphical Information System)**
  - Explore the system, create maps and adapt for RAD use

- **Vacancy reporting**
  - Maintain reports and provide projections

- **RAD Make Ready**
  - Status units, facilitate communication with foreman and RAD team

- **Data analysis**
  - Analyze and maintain construction schedules, create various reports
Tranche 1 Vacancies vs. Projected Inventory
(April 2015 - December 2015)

- Monthly Vacancies Needed
- Cumulative Vacancies Needed
- Projected Vacancy Inventory

Assumptions:
- Assumed monthly attrition is 30/month
- Only 75% of recruited will meet needs

Starting Inventory, actuals thru March 2015:
- Brantley Phase I
- Kennedy Brothers Phase I
- Marmolejo Phase I
- Ochoa Phase I
- Marmolejo Phase II
- Alexan
- South Phase
- Kennedy Brothers Phase II
- Woodrow Phase
- Kennedy Brothers Phase III
- Kennedy
- Kennedy Brooks Phase III
- Marmolejo Phase III
- Kennedy
- Kennedy Brooks Phase III
- Marmolejo Phase III

Vacancy Projection

Housing Authority of the City of El Paso
School Analysis

RAD PHASE I Construction School Information obtained via Resident Relocation Surveys conducted May - June 2014

SUMMARY

RAD Phase I Construction Properties by School District
Number of Students

- WEBBER: 94 YISD, 81 EPISD
- TRUMAN: 47 YISD, 81 EPISD
- TELLES: 103 YISD, 173 EPISD
- MARMOLEJO: 22 YISD, 28 EPISD
- KRUPP: 137 YISD, 200 EPISD
- KENNEDY ESTATES: 339 YISD, 1,202 EPISD
- KENNEDY BROTHERS: 252 YISD
- ANDERSON: 38 YISD, 75 EPISD
- ALVAREZ: 38 YISD, 75 EPISD
- WOODROW BEAN: 22 YISD, 28 EPISD
- TAYS (Part I): 22 YISD, 28 EPISD
- JOHNSON: 37 YISD, 137 EPISD
- HART: 37 YISD, 137 EPISD
- EISENHOWER: 98 YISD, 200 EPISD
- BAIRD: 98 YISD, 200 EPISD

Total Students: 1,202

Properties: 522 Students
Planning & Operations:

- Systems spotlight
  - Vacancy Management System (VMS)
  - Graphical Information System (ArcGIS - ArcMAP)
### RAD Vacancy Management System (RAD VMS)
- Construction Schedule by Unit
- Construction Period
- Moving Periods (Move Out/In)
- Vacancies
- Resident Unit Finder
- Scheduling of Movers
- Resident Unit Plan

### Resident Care System (RCS)
- All things resident facing
- Tailor standard relocation services to address resident needs
- Document all contacts/conversations
- Resident Record provides auditable proof of compliance

http://edms01/vms/Default.aspx
What is ArcGIS - ArcMap?

- Software Program to Build Maps - GIS technology provides the tools for creating, managing, analyzing, and visualizing the data into graphical form

What is the objective?

- Create electronic maps that can be used as tools to
  - Analyze trends & conduct “what-ifs”
  - Provide input for decision-making processes related to temporary and permanent housing options for residents

What are the advantages?

- Minimize the impact to the residents by effectively selecting the most appropriate vacancies
- Improves and expedites resident moves in support of RAD construction
  - Enhance visual communication with residents, & contractors
  - Accurately plan moves, minimize family disruption, communicates options throughout all functions
  - Increases RAD support and RAD resident satisfaction
ArcGIS - ArcMap

HACEP TRANCHÉ 1 PROPERTIES

Legend

Property Name - Units
ArcGIS - ArcMap

School Types
- ADMIN
- ALTERNATIVE
- ELEMENTARY
- HEALTH
- HIGH
- HIGH EARLY COLLEGE
- MIDDLE
- POLICE
- PRE-KINDER
ArcGIS - ArcMap

Eisenhower

Unit Status
- LEASED AND OCCUPIED
- RAD-Assigned
- VAC-CasualtyLoss
- VAC-Litigation
- VAC-Makeready
- VAC-Modernization
- VACANT AVAILABLE
- VACANT-MOVED OUT
Resident Unit Plan by Construction Phase Eisenhower 1a

Legend
Assignment
! Original
# Temporary
* Move Out of Property
Resident Unit Plan by Construction Phase Kennedy Brothers 1a

Legend

Assignment

! Original
# Temporary
* Move Out of Property
ArcGIS - ArcMap

Resident Unit Plan Eisenhower 1a

EISENHOWER
ArcGIS - ArcMap

Resident Unit Plan Kennedy Brothers 1a
ArcGIS - ArcMap

Resident Unit Plan Eisenhower by T-Number & Move Out Date
Typical Cycle for Relocation Activities by Property (based on Construction Start Date):

1. At least 90 to 120 Days from move date, Survey Data is verified and updated

2. At least 60 to 90 Days from move date, Notice of Upcoming Move Out letter is mailed

3. At least 45 to 60 Days from move date, Pre-move meeting scheduled with residents

4. At least 30 - 45 Days from move date, Individual Meetings with residents scheduled to deliver 30 Day Notice with new address

5. 30 Days from Individual meetings, moves take place
RELOCATION
Example for Kennedy
Renovation: April 2015 – November 2015

December 2014
Verify Survey Data at Sites w/Residents

January 2015
On Site Case Management

February 2015
Resident Care Plan Issued – Address of Temporary Housing

February 2015
30 Day Notice to Vacate Issued

March 2015
Residents Move Out Throughout the Month

November 2015
Return Moves to Kennedy Scheduled

October 2015
Residents Contacted for Return Planning

April 2015
Construction Begins

April 2015
Property is Vacated for Construction Preparation

UNDER CONSTRUCTION

NOVEMBER - DECEMBER 2015
RESIDENTS RETURN TO FULLY RENOVATED HOME AND COMMUNITY !!!
Relocation

• Individual resident meetings to introduce dedicated relocation technician and serve resident with 30 Day Notice of Relocation
• Resident is provided advisory services to include the option of HACEP move or Self Move with potential for reimbursement for allowable expenses, i.e. truck rental, gas, packing supplies
• Moves for Renovation are “Temporary” (6 to 12 months, not to exceed 12)
• Moves for Construction will exceed 12 months and are defined as “Permanent”
• Per RAD regulations, ALL residents have the “Right of Return” to their community, not necessarily to their original unit
Resident Moving Process & Moving Tips

The “RAD” Logistics Department will ensure customer satisfaction during the resident relocation process. We will help and support the resident during the physical move. The Logistics Department manages the moving company vendors that are assigned to the moves. The moving companies have been thoroughly trained by the HACEP Logistics department in all aspects of special needs and circumstances that may arise to help provide the most positive experience during the moving process.

1. **30 Day Notice to Resident (Logistics Dept. schedules the move)** - This begins the process of assigning the moving date schedule to the moving vendors.

2. **Resident Moving Options**

   a. **Self-Move**. – This is when the resident chooses to pack and move their own items. A packaging kit will be issued to each household. A “Packaging Request Form” needs to be completed. Residents are entitled to reimbursement for pre-approved expenses.

   b. **“Full Service” Move**. The moving Company will provide a full service, pack of all items, move them to the new location and unpack the items in the new place. Boxes will be available to start packing some personal items before moving date. Residents will be able to pick up allotted boxes and packing materials from their maintenance or property manager’s office after a “Packaging Request Form” is completed. Packaging can also be delivered directly to the residents unit.
1. **Resident Packaging Kit Issued** - Free packaging for self-move is available after the 30 day notice. Orders can be placed directly by calling the Logistics department at (915) 242-7551 or ask the property manager.

2. **72 hour Resident/Moving Vendor Notification** - The logistics department will continually monitor all aspects of the moving process from beginning to end. You will receive a 72 hour courtesy call to verify your scheduled move date and time.

3. **Day of Move Checklist** - On the morning of the scheduled move day the Head of House Hold MUST be present. Moving teams will be instructed to conduct a walk around assessment of the household items and note any damage or problem items prior to conducting the move. Moving schedule is from 8:00am to 8:00pm and completed the same day.

4. **Move Completion Form Signed Verified (notes & occurrences)** - Once the physical move is completed, the vendor will fill out the move completion form. This form will note any occurrences that may have happened during the move. This is signed by the resident.

5. **Open Claim Form if Needed (Resident & Vendor)** – The Moving vendors insure all the items during the move. In the event that damage or loss has occurred during the move, the moving company is instructed to fill out a claim form and start the insurance process immediately. Information will be immediately reported to the RAD Logistics Department. We monitor the process until it is complete.
If there are special medical needs, Notify the medical supply company of changes so that your equipment (example: oxygen tank, in homecare) may be moved to the new location by the service provider.

**Items the Moving Company will not move**
Hazardous materials such as flammable or chemical liquids.
**Perishable food items and Liquids**

**Items the resident is responsible to move:**
- Items of personal importance or of sentimental value. Cash / Collections (i.e. coins) / Jewelry
- Pack your prescription medications along with copies of all prescriptions.
- The Resident will need to make arrangements to move their own Pets.

**Logistics Department Reference:**
For assistance and support contact: RAD Logistics Department at (915) 493-4648
For assistance on Packaging and Field Support contact: Julio Bustillos at (915) 242-7551

**Support:**
The Logistics Department is always available to help you with your special needs and concerns. Our priority is our residents care and to achieve the most positive results capable during the moving process.

**Our Commitment!**
We are here to serve you. Should you encounter any questions with your move, please call the Logistics Dept. directly at (915) 849-3771. We will work with the moving company to provide a prompt resolution to your issue!
Model One
CONVENTIONAL LOW-INCOME RENT HOUSING PROGRAM – Public Housing

Model Two
PROJECT BASED RENTAL ASSISTANCE - PBRA
LOW INCOME HOUSING TAX CREDIT – LIHTC

Model Three
PROJECT BASED RENTAL ASSISTANCE - PBRA
LOW INCOME HOUSING TAX CREDIT - LIHTC
CONVENTIONAL LOW-INCOME RENT HOUSING PROGRAM - PH
Section 8
Project Based Rental Assistance
PBRA

Recipient contracts with building owner

 Owners agree to lease the subsidized unit to program participants

If the program participants move out of the unit, the unit is rented to another eligible participant

**Rental Assistance Stays with the Unit**

With this model, the program participant does not retain rental assistance if they move. Rather, the unit would be rented to another eligible participant that would benefit from the PBRA.
What is this program?
The Low-Income Housing Tax Credit was created as part of the Tax Reform Act of 1986. This act provides an incentive for home developers to build, buy and renovate housing for low-income taxpayers. Residents of these housing projects cannot have incomes that exceed certain guidelines in order for the project to qualify for the credit.
Prior to Closing

Develop, initiate, policy and procedures according to the Multi-family Housing Requirements and all other regulatory requirements.

- Create a site-specific wait list
- Create Affirmative Fair Housing Marketing Plan
- Create Tenant Selection Plan
- Model HUD Lease
- House Rules
- Provide training to Management staff/Residents
Phase One Properties Conversation

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<tr>
<th>Alvarez</th>
<th>Anderson</th>
<th>Baird</th>
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<tbody>
<tr>
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<td>Webber</td>
<td>Woodrow Bean</td>
<td></td>
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Post Closing

- Tenants Sign all Move-In Documents
  - Signing Leases (1290)
  - Electronic File
- Process Mapping
  - Create flowcharts and workflows by function and according to the Multi-family Housing Requirements
  - Standard Operating Procedures (SOP)
RAD decisions are being made on a weekly basis between HUD, HACEP, and vendors. Keeping each other informed is crucial to our success.

- The HACEP website: [www.haceprad.org](http://www.haceprad.org)
- “HACEP News” monthly resident newsletter
- RAD Hotline: (915) 849-3888
- Facebook: [www.facebook.com/HACEP](http://www.facebook.com/HACEP)
- YouTube: [www.youtube.com](http://www.youtube.com) @ EPHousingAuthority
- Twitter: #ephousingauthority
- RAD Presentations by Oscar Arriaga, Public Information Specialist: [oarriaga@hacep.org](mailto:oarriaga@hacep.org), (915) 849-3640
Communication Plan: Community Partners

Ongoing RAD presentations to community agencies and organizations potentially impacted by this initiative.

Current partnerships resulting from presentations & dedicated single point of contact:

- Emergence Health Network
- Ysleta Independent School District
- El Paso Independent School District
- El Paso Water Utilities
- El Paso Electric
- Texas Gas Service
- United States Postal Service
- RioGrande Legal Aide
- Jurisdiction Wide Resident Council
Construction:

1. When does construction for Tranche I start?
   A. May 2015
   B. January 2017
   C. April 2015
   D. April 21, 2015

2. What is the duration of Tranche I construction?
   A. 18 months
   B. 2 years
   C. 5 years
   D. 36 months

3. Identify the property that is NOT part of Tranche I:
   A. Eisenhower
   B. Marmolejo
   C. Alamito
   D. Woodrow Bean

4. What is the difference between Tranche I and Tranche II?
   A. Tranche II is total demolition and re-build
   B. Tranche I is total demolition and re-build
   C. Tranche II is demolition only
   D. Tranche II does not involve construction at all
Operations & Planning:

1. What are two uses for the RAD Vacancy Management System (VMS)?
   A. Track vacancies and assign temporary units to residents
   B. Lease signing and tax certification
   C. Track relocation advisory services and document resident relocation
   D. All of the above

2. What does GIS stand for?
   A. Geocoding Intelligence Software
   B. Graphical Information System
   C. Geographic Imagery System
   D. None of the above

3. What RAD system is used to track residents through RAD relocation?
   A. MAPPS
   B. eHACEP
   C. Resident Care System (RCS)
   D. Vacancy Management System (VMS)
Relocation:

1. How long is temporary relocation?
   A. Four (4) to Six (6) months
   B. At least Twelve (12) months but less than Twenty - Four (24) months
   C. Six (6) to Twelve (12) months
   D. This is established by each PHA and outlined in the agency relocation plan per HUD guidelines

2. As part of the “self-move” reimbursement, are meals an allowable expense?
   A. Only fast food under $25.00
   B. Meals are not an allowable expense
   C. Only for meals prepared by an approved vendor
   D. None of the above

3. Will residents be allowed to return to their original unit once it has been renovated?
   A. Yes, without exception
   B. Only when a “Right of Return” agreement document has been signed and filed with the Relocation Technician
   C. Residents will be placed in units based on a lottery system
   D. No, residents have the right to return to their community, but not necessarily the original unit
Program Integrity:

1. Name a document developed for the conversion?
   A. Tenant Selection Plan
   B. House Rules
   C. Affirmative Fair Housing Marketing Plan
   D. All of the above

2. What properties are already under PBRA?
   A. Tio Cooper
   B. Eastside Crossing
   C. Section 8 New Construction
   D. None of the above

3. What program will be obsolete for phase one?
   A. Housing Choice Voucher
   B. Low Income Housing Tax Credit
   C. Conventional Public Housing
   D. None of the above
Logistics:

1. When and where can residents get packaging?
   A. At HACEP main office
   B. At property management office
   C. Call the Logistics Technician
   D. Both B and C

2. Who must be present during the move day at all times?
   A. Family member over 18 years of age
   B. Spouse of the Head of Household
   C. Head of Household
   D. All of the above

3. What items will the moving company package and move?
   A. Clothing, Furniture, Medical Equipment
   B. Clothing, Pets, Plants
   C. Furniture, Liquid cleaning supplies, Can food
   D. Entire household excluding Pets, Hazardous materials, and Medical Supplies
HACEP’s success is dependent on our partnership and effective communication with our residents. HACEP exists to serve you. There will be some short term inconveniences, but our goal is to ensure the sustainability of our communities for many generations to come.

Website:  www.haceprad.org
RAD Hotline:  (915) 849-3888
How May We Help You?