



**COMMUNITY CHOICE  
DEMONSTRATION**

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**Status Update | September 2023**

# PANELISTS

- Alison Bell, Senior Housing Program Specialist, HUD
- Colleen Cain, CCD Program Manager, Allegheny County Department of Human Services
- Dorivette Nolan, Director of Policy, Planning and Housing Mobility, Cuyahoga Metropolitan Housing Authority
- Maria Sharp, Program Manager, The Housing Council at Pathstone (Rochester)

# OVERVIEW

- Funds for the CCD appropriated in 2019 and 2020
  - \$40 million for housing mobility-related services, \$10 million for new vouchers for families with children
- 8 PHA sites currently delivering housing mobility-related services
  - Will enroll ~15,000 families, 95% will be existing voucher holders
- HUD sponsoring rigorous evaluation
  - Abt Associates evaluator
- Goals
  - Help voucher families with children access communities of opportunity
  - Learn more about cost-effective ways to help families with children access and stay in areas of opportunity

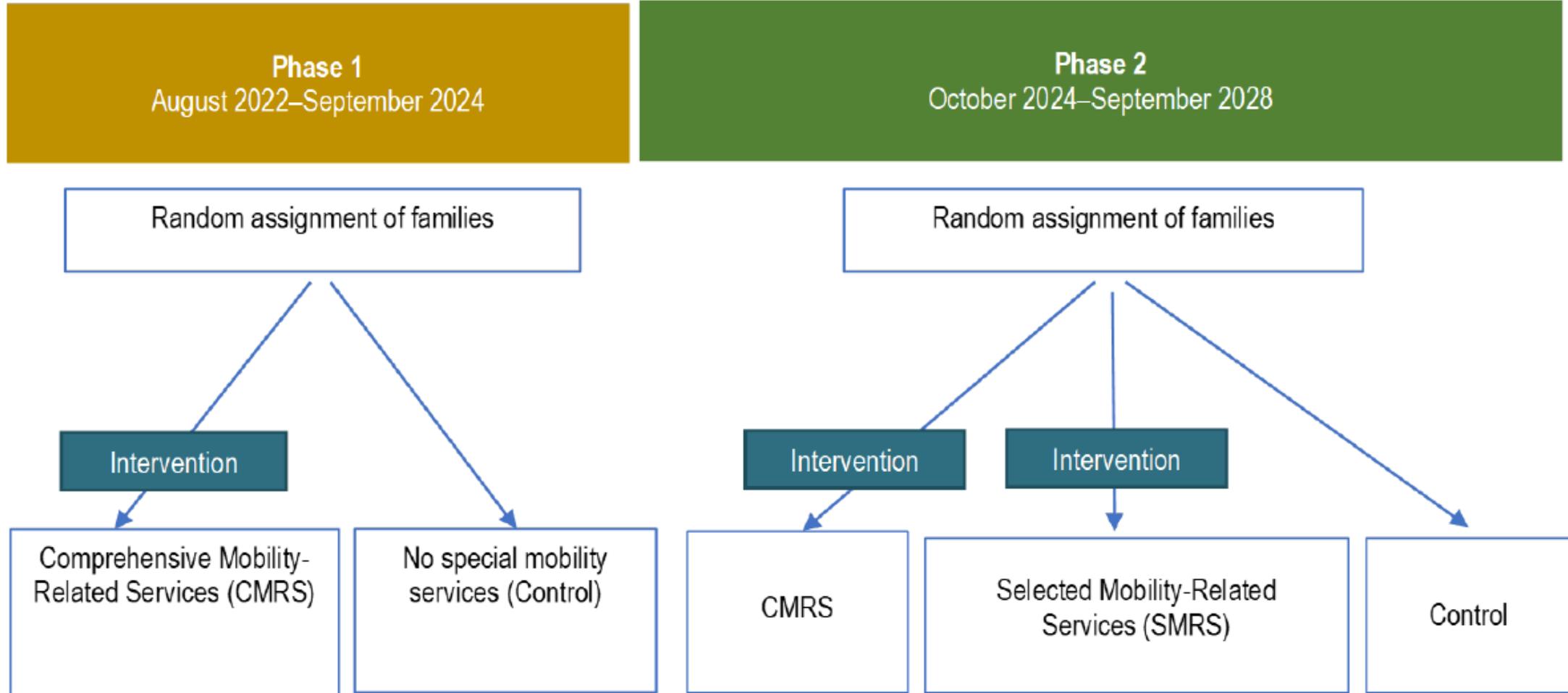
# Community Choice Demonstration Sites



# DEMONSTRATION DESIGN

- Two major interventions
  - Comprehensive mobility-related services (CMRS)
    - Address the principal obstacles that HCV families experience accessing opportunity areas
      - ~6,000 families will receive CMRS
  - Selected mobility-related services (SMRS)
    - Smaller bundles of services selected from the CMRS to determine if they can effectively assist families in accessing opportunity areas at a lower cost
      - ~3,400 families will receive SMRS
- Two phases
  - Phase 1 (2022-2024): Enroll and randomly assign families to CMRS and control groups
  - Phase 2 (2024-2028): Enroll and randomly assign families to CMRS, SMRS and control groups

## Exhibit 1-1. Random assignment during the Demonstration Phases



# CMRS | SERVICES

## Individualized services based on family needs

- All services offered to all families, but families are not required to participate in any specific service
- Estimated time from enrollment through lease up is approximately 4 to 6 months
- Currently 4 direct services staff at each site

## Pre-move services

- Individual coaching and planning
- Optional workshops, referrals
- Housing search assistance
- Ongoing check-ins

## Property owner engagement

- Daily proactive owner outreach
- Direct unit referrals

## Post-move services

- Check-ins
- Open door policy
- Subsequent move services

# CMRS | FINANCIAL SUPPORTS

Family financial assistance	Property Owner Incentives
Security deposit up to two month's rent (and any associated holding fee)	Lease up bonus of up to 50% of one month's contract rent
Flexible financial assistance up to \$750 <ul style="list-style-type: none"><li>• Application fee</li><li>• Unit administration and processing fees</li><li>• Bus/train passes</li><li>• Moving stipend</li><li>• Other flexible expenditures</li></ul>	Damage mitigation fund up to \$2,000 available within first 18 months of tenancy

## CMRS | ADMINISTRATIVE POLICIES

- “Adequate payment standards”
- Expedited lease-up processing, including inspections
- Extended housing search time
- Coordination and streamlined processing between CCD and HCV teams
  - Move voucher issuance
- Waiting list preference for families with young children living in high poverty neighborhoods

# CMRS ACTIVITIES BY CMRS PHASE

		Phase 2 Pre-move appointment	Phase 3 Family preparation	Phase 4 Searching & applications	Phase 5 Leasing-up	Phase 6 Post-move	Phase 7 Completed search
Recruitment & engagement	Phase 1 Study Enrollment	<ul style="list-style-type: none"> <li>•Intake &amp; introduction</li> <li>•Participant expectations form</li> <li>•Motivation building</li> <li>•Mapping family systems</li> <li>•Opportunity area education</li> <li>•Housing needs</li> <li>•Review barriers to moving</li> <li>•Family preparation plan</li> <li>•Optional referrals</li> </ul>	<ul style="list-style-type: none"> <li>•Optional Housing Search workshop</li> <li>•Optional Renter's workshop</li> <li>•Optional Banking and Budgeting workshop</li> <li>•Outside referrals</li> <li>•Ongoing check-ins</li> <li>•Neighborhood tours</li> </ul>	<ul style="list-style-type: none"> <li>•Assistance with developing applications</li> <li>•Daily proactive owner outreach</li> <li>•Unit referrals</li> <li>•Unit &amp; neighborhood tours</li> <li>•Ongoing check-ins</li> <li>•Family financial assistance</li> </ul>	<ul style="list-style-type: none"> <li>•RFTA filing assistance</li> <li>•Fast inspections</li> <li>•Owner incentives</li> <li>•Family financial assistance</li> </ul>	<ul style="list-style-type: none"> <li>•Client 1-month post move check-in</li> <li>•Owner 1-month post move check-in</li> <li>•Additional post-move check-ins</li> <li>•Open door policy</li> </ul>	<ul style="list-style-type: none"> <li>•9-month post-lease anniversary</li> <li>•Open door policy</li> <li>•Damage mitigation fund</li> </ul>



## Selected PHA Site Characteristics

PHA Site	PHAs	Service delivery	Payment standards	Portability
<b>Pittsburgh</b>	Allegheny County Housing Authority + Housing Authority of City of Pittsburgh (MTW)	YWCA of Pittsburgh	Census tract based exception payment standards (similar to SAFMR)	Streamlined portability between agencies
<b>Cuyahoga</b>	Cuyahoga Metropolitan Housing Authority	Fair Housing Center for Rights & Research	SAFMR exception payment standards	Large service area
<b>Rochester Metro</b>	Rochester Housing Authority	The Housing Council at Pathstone	SAFMR exception payment standards	Large service area
<b>Minneapolis Metro</b>	Metro HRA and Minneapolis Public Housing Authority (MTW)	In-house	SAFMRs full opt-in	Streamlined portability between agencies
<b>Nashville</b>	Metropolitan Development and Housing Agency	In-house	Census tract based exception payment standards (similar to SAFMR)	Large service area
<b>NOLA</b>	Housing Authority of New Orleans	Louisiana Fair Housing Action Center	SAFMR exception payment standards	Discussions with nearby PHAs
<b>New York City HPD</b>	NYC Housing Preservation and Development	In-house	SAFMR exception payment standards	Large service area
<b>Los Angeles</b>	Housing Authority of the City of Los Angeles	Section 8 Management Associates	SAFMR exception payment standards	County PHA approved HACLA to administer CCD in their service area

# EVALUATION COMPONENTS

- Mixed method approach
  - Randomized controlled trial; quantitative and qualitative methods
- Three study components
  - Process study
  - Impact study
  - Cost study
- Data sources
  - Household surveys Outreach, recruitment and enrollment process from study-team developed enrollment tool
  - Service delivery and usage from study-team developed service delivery tool
  - Qualitative interviews
  - HUD and PHA administrative data
  - Cost data from PHA invoices and interviews

# EVALUATION RESEARCH QUESTIONS

- Phase 1 confirmatory research questions will test:
  - The effect of offering CMRS on moves to an opportunity area
  - The effect of offering CMRS on duration of residency in an opportunity area
- Phase 2 confirmatory research questions will test:
  - The effect of offering a particular SMRS package on moves to an opportunity area
  - The effect of offering a particular SMRS package on duration of residency in an opportunity area
  - Are families offered a particular SMRS package less likely to move to an opportunity area than similar families who are offered CMRS
- There are additional secondary and exploratory research questions related to cost effectiveness of particular services, effect on housing quality, lease-up rates, search time, and longer-term outcomes on housing stability, adult and child health, educational, and employment outcomes

# ADDITIONAL EVALUATION COMPONENTS

- Home assessment
  - Test reduction in exposure to allergens and pollutants and whether reduction was driven by the type of neighborhood (e.g. opportunity area)
- Adult and child assessment
  - Understand how moving to opportunity areas might affect adults' and children's outcomes in mental and physical health and behavior/conduct
- Ancillary studies
  - Investigate how and for whom neighborhoods shape obesity and diabetes risk and mechanisms by which housing mobility may impact health outcomes

# MAJOR EVALUATION REPORTS TIMELINE

Date	Evaluation Reports	CCD Phase Covered
Mid 2024	Rapid Cycle Evaluation and SMRS Recommendations	Phase 1
Early 2026	Process and Impact Evaluation	Phase 1
2029	Interim Report	Phase 2
2031	Comprehensive Process and Impact Evaluation	Phases 1 and 2

# EARLY CHALLENGES

- Waiting list preference implementation
- Staffing
- Readiness for pilot entry and exit
  - Complex demonstration with many moving pieces
- Streamlining voucher search process and timing of lease end date for existing voucher holders
- Differentiating challenges with HCV program generally from challenges with leasing in opportunity areas
  - Property owner outreach

# EARLY SUCCESSES

- Strong interest in enrollment at all CCD sites
  - Over 1,400 families already enrolled
- All sites have successfully leased up families in opportunity areas
- Enthusiastic PHA and service provider engagement, adherence to CMRS requirements
- High levels of cooperation between sites, HUD, evaluator, TA provider in midst of complex demonstration
- Payment standards seem adequate at almost all sites
- Leveraged materials developed for CCD for broader PHA use

# Partnering for Housing Mobility: From Research to Practice in Allegheny County

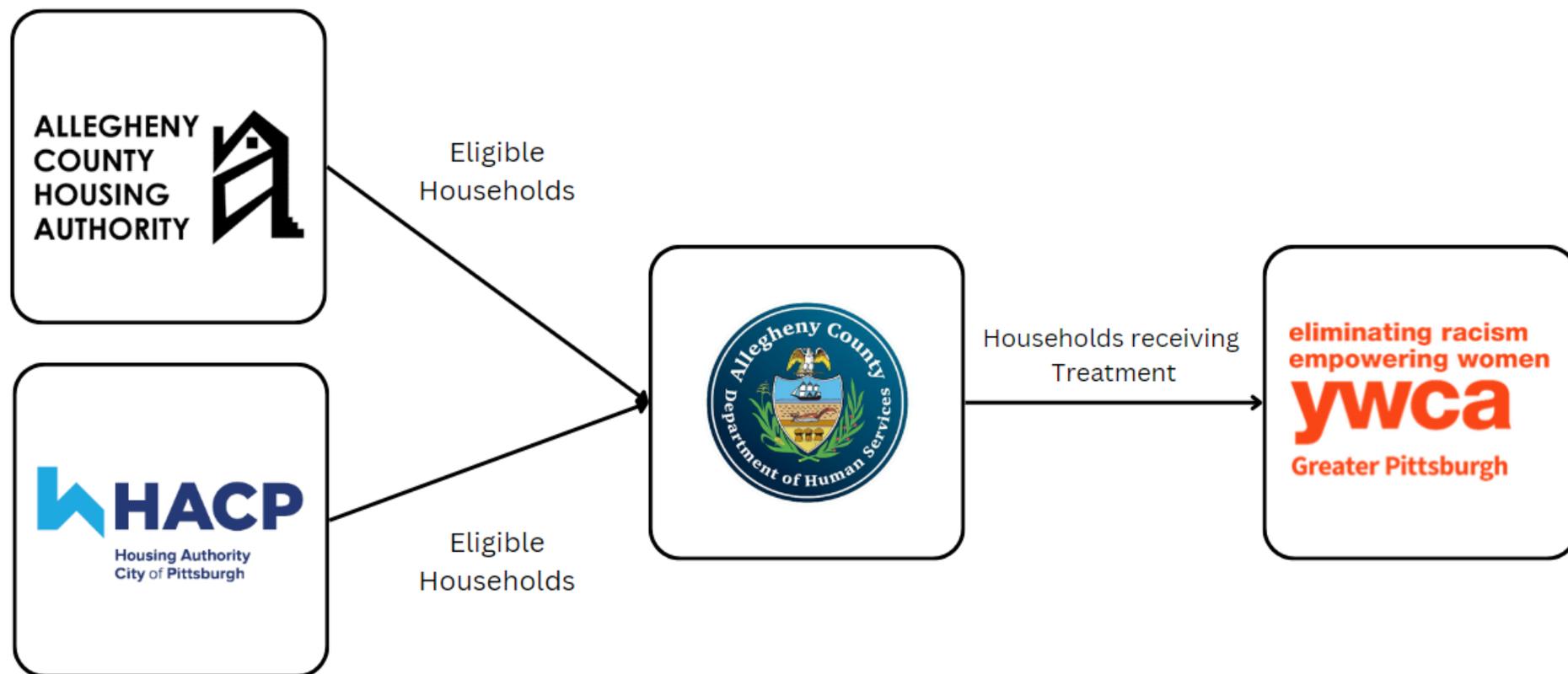
Colleen Cain, PhD  
Allegheny County Department of Human Services  
Pittsburgh Metro CCD Site

# A BRIEF HISTORY



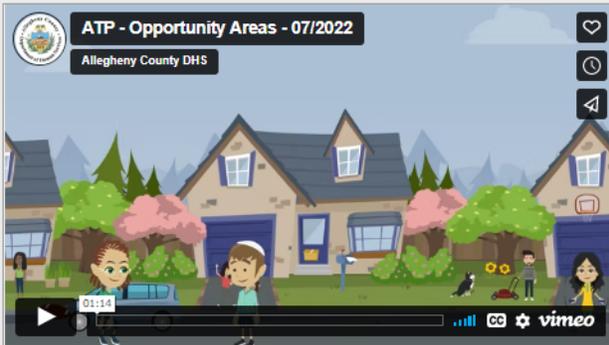
Implementation: August 2022

# CCD PARTNERS & ROLES





The Community Choice Demonstration, funded by the U.S. Department of Housing and Urban Development, will provide selected families with services to help expand their housing choices and access housing in communities that provide good opportunities for children and their families. Check out this one minute video for an overview:



Are you interested in learning more?

Yes

No



## KICK OFF: AUGUST 2022

- Each month, about 200 families are invited to participate via email, letter, and text
- Directed to sign up for an information session, followed by an enrollment meeting



**COMMUNITY CHOICE** DEMONSTRATION

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# CHALLENGES/SUCCESSSES: ADMINISTRATIVE PROCESSES

- Moving to Work vs. Non-Moving to Work PHAs
  - Very few issues; had to work around an incentive
- Porting
  - Already streamlined; now expedited with improved communication and housing coach assistance with paperwork
- Payment standards
  - Buy-in was tough, but moving to uniform approach has been beneficial
- Changes to mimic each other
  - Example: Use of email for voucher issuance and notices to vacate

# CHALLENGES/SUCCESSSES: CCD RECRUITMENT AND ENROLLMENT

- Waitlist processes
  - Applying preference, working with new and old waitlists
- Monthly extract
  - PHA IT staff generate and share lists of eligible families each month
- Staff time
  - Dedicated coordinator a huge success, but still need PHA staff time for enrollment

# CHALLENGES/ SUCCESSSES

## Opportunity Areas

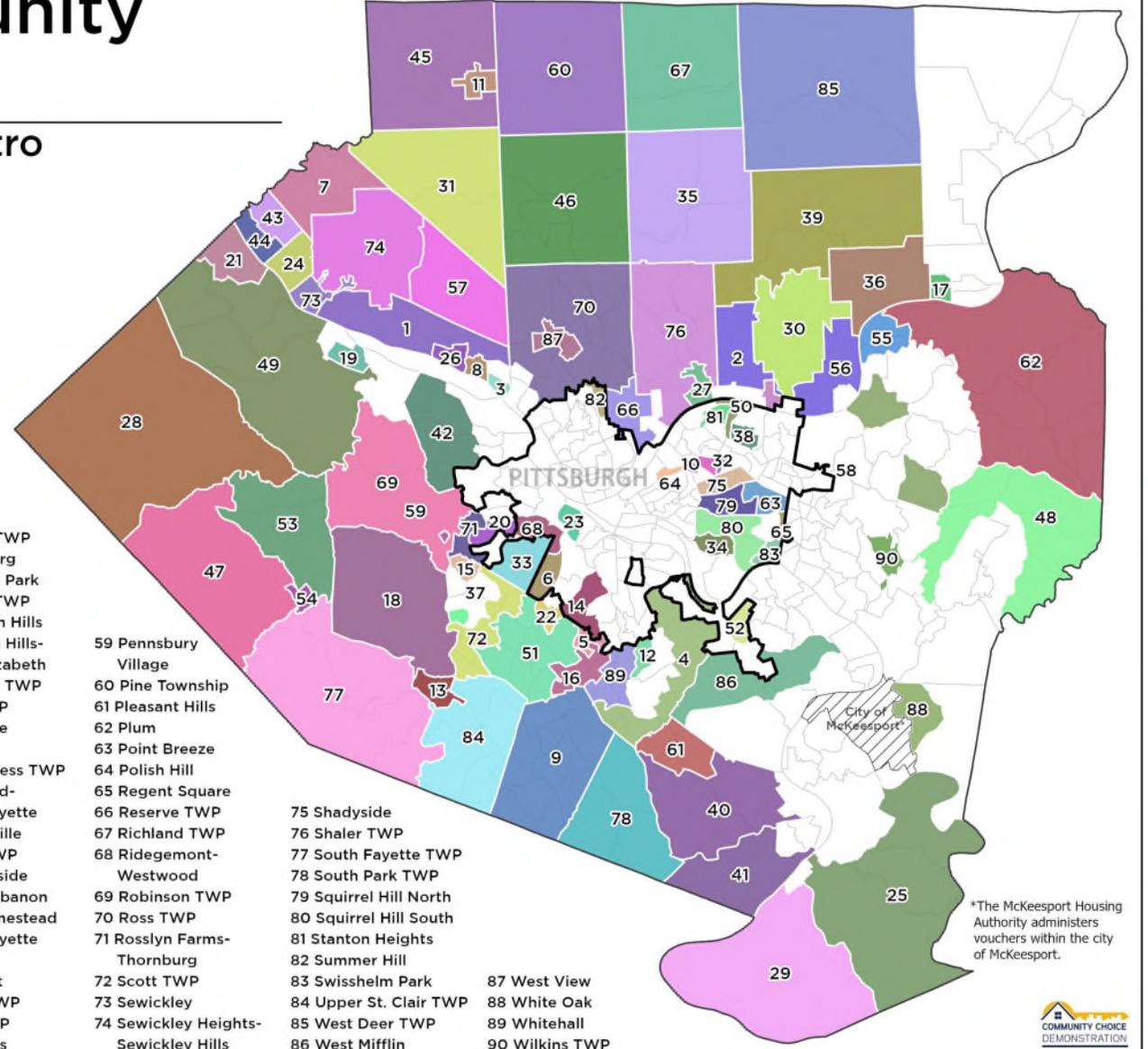
### Pittsburgh Metro

#### Areas

- 1 Aleppo-Ben Avon/  
Heights-Glenfield-Glen/  
Osborne-Haysville-Kilbuck
- 2 Aspinwall
- 3 Avalon
- 4 Baldwin Borough
- 5 Baldwin Township
- 6 Banksville
- 7 Bell Acres
- 8 Ben Avon
- 9 Bethel Park
- 10 Bloomfield
- 11 Bradford Woods
- 12 Brentwood
- 13 Bridgeville
- 14 Brookline
- 15 Carnegie
- 16 Castle Shannon
- 17 Cheswick
- 18 Collier TWP
- 19 Coraopolis
- 20 Crafton
- 21 Crescent
- 22 Dormont
- 23 Duquesne Heights
- 24 Edgeworth
- 25 Elizabeth TWP
- 26 Emsworth
- 27 Etna
- 28 Findlay TWP
- 29 Forward TWP
- 30 Fox Chapel
- 31 Franklin Park
- 32 Friendship
- 33 Green Tree
- 34 Greenfield
- 35 Hampton TWP
- 36 Harmar TWP
- 37 Heidelberg
- 38 Highland Park
- 39 Indiana TWP
- 40 Jefferson Hills
- 41 Jefferson Hills-  
West Elizabeth
- 42 Kennedy TWP
- 43 Leet TWP
- 44 Leetsdale
- 45 Marshall
- 46 McCandless TWP
- 47 McDonald-  
North Fayette
- 48 Monroeville
- 49 Moon TWP
- 50 Morningside
- 51 Mount Lebanon
- 52 New Homestead
- 53 North Fayette
- 54 Oakdale
- 55 Oakmont
- 56 Ohara TWP
- 57 Ohio TWP
- 58 Penn Hills

- 59 Pennsbury  
Village
- 60 Pine Township
- 61 Pleasant Hills
- 62 Plum
- 63 Point Breeze
- 64 Polish Hill
- 65 Regent Square
- 66 Reserve TWP
- 67 Richland TWP
- 68 Ridgemont-  
Westwood
- 69 Robinson TWP
- 70 Ross TWP
- 71 Rosslyn Farms-  
Thornburg
- 72 Scott TWP
- 73 Sewickley
- 74 Sewickley Heights-  
Sewickley Hills

- 75 Shadyside
- 76 Shaler TWP
- 77 South Fayette TWP
- 78 South Park TWP
- 79 Squirrel Hill North
- 80 Squirrel Hill South
- 81 Stanton Heights
- 82 Summer Hill
- 83 Swisshelm Park
- 84 Upper St. Clair TWP
- 85 West Deer TWP
- 86 West Mifflin
- 87 West View
- 88 White Oak
- 89 Whitehall
- 90 Wilkins TWP



\*The McKeesport Housing Authority administers vouchers within the city of McKeesport.



# CHALLENGES/SUCCESSSES: TRAININGS AND COMMUNICATION

- Trainings: required and requested
  - Moving process
  - Lease up process
  - Affordability and rent reasonableness
  - Inspections ride-along
- Frequent communication
  - Bi-weekly meetings to discuss general issues and specific client cases
  - Direct, consistent PHA points of contact are crucial

# CCD Progress Report

## Cuyahoga Metropolitan Housing Authority

Dorivette Nolan  
Director of Policy, Planning and Housing Mobility  
Cuyahoga (Cleveland) CCD Site

# CMHA FAST FACTS

**1933** CMHA established as the First Housing Authority in the U.S.

**7<sup>th</sup>** Largest Housing Authority

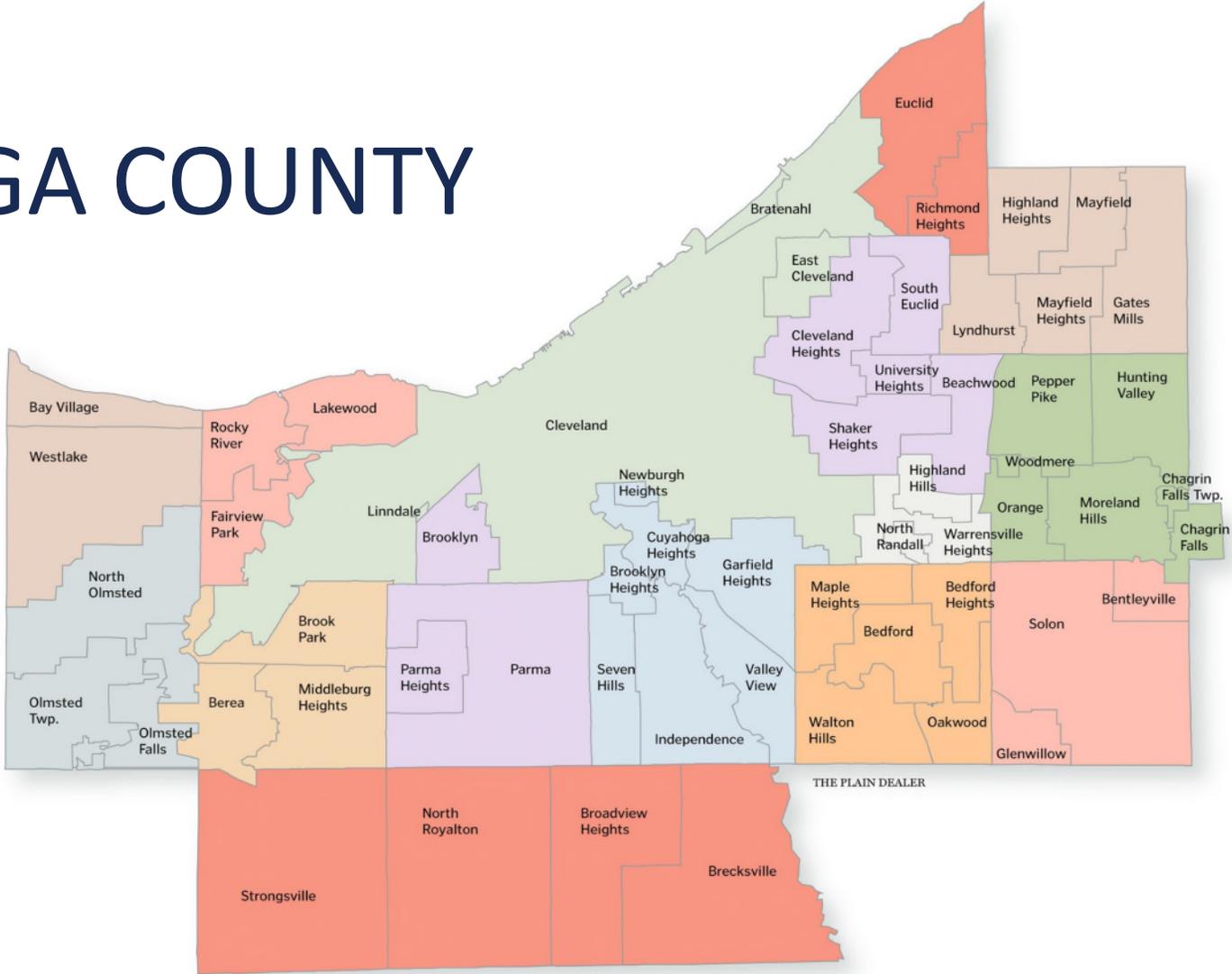
**10,500** CMHA Owned and or managed Units in over 60 Developments

**15,687** Housing Choice Vouchers

**50,605** People Served Overall



# CUYAHOGA COUNTY

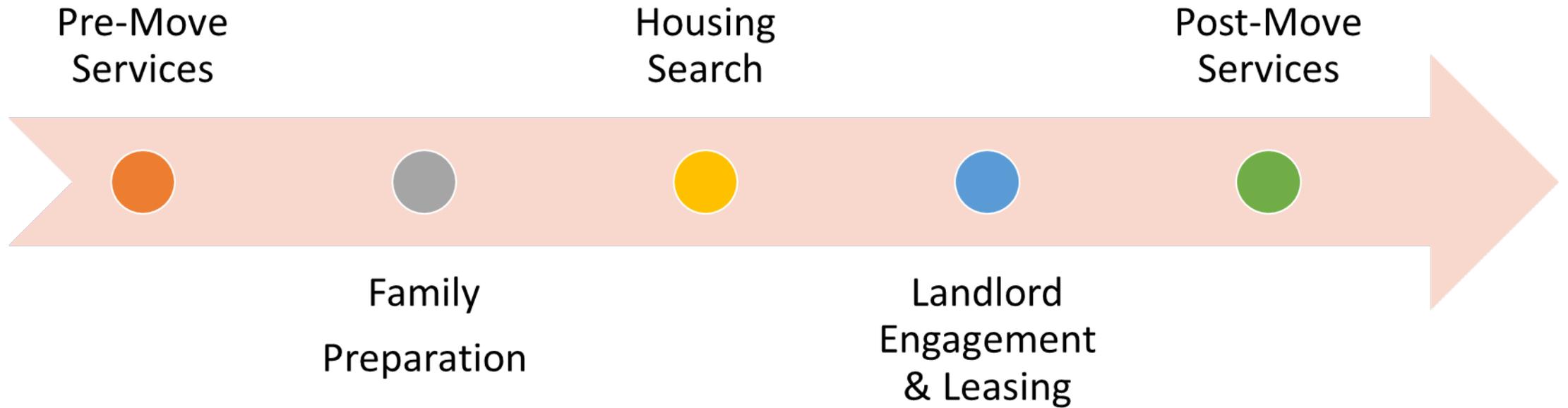


# COMMUNITY CHOICE DEMONSTRATION

# STUDY ENROLLMENTS

- 297 total enrollments
  - 3 WL Family Enrollment
    - 3 Voucher Issued
- Outreached over 2200+ families
  - USPS mail • Email • Phone calls
- Over 320 people have attended Demo Briefings
  - Virtual • In Person
  - 48% attendance rate
- Staff commitment

# COMPREHENSIVE MOBILITY RELATED SERVICES



# OWNER ENGAGEMENT

- Outreach
- Engagement
- HQS
- CCD vs standard HCV

# Unlocking Tomorrow: Empowering Families One Home at a Time

Maria Sharp  
Community Choice Demonstration Program Manager  
The Housing Council at Pathstone  
Rochester CCD Site

# UNLOCKING TOMORROW: EMPOWERING FAMILIES ONE HOME AT A TIME

## ROCHESTER METRO RECRUITMENT PROCESS

Families are contacted via a letter to their home or email. RHA staff follows-up with a phone call.

Families are invited to attend an informational session where they can agree to participate in the study.

Families are entered into the Service Delivery Tool for the next phases of the study.

# UNLOCKING TOMORROW: EMPOWERING FAMILIES ONE HOME AT A TIME

## ROCHESTER METRO CMRS DATA

PHASE 2	100%
REFERRALS TO ADDRESS BARRIERS	93%
HOUSING SEARCH WORKSHOP	79%
RENTER'S WORKSHOP	83%
APPLICATION COVER LETTERS	64%
UNIT REFERRALS, APPLICATIONS, AND TOURS	100%

# UNLOCKING TOMORROW: EMPOWERING FAMILIES ONE HOME AT A TIME

- HOUSING SEARCH PREPARATION. MOBILITY COORDINATOR HAS DEVELOPED STRONG, TRUSTING PARTNERSHIPS WITH PARTICIPANTS.
- REFERRALS TO ADDRESS CHALLENGES SUCH AS CREDIT, RENTAL AND UTILITY ARREARS.
- PROACTIVELY EDUCATING AND RECRUITING HOUSING PROVIDERS. UTILIZING SOCIAL MEDIA, NEWS LETTERS, ATTENDING COMMUNITY EVENTS AND HOSTING INFORMATIONAL SESSIONS.
- PROMOTING PROGRAM INCENTIVES AND SUPPORTS.
- STRONG COLLABORATION WITH THE ROCHESTER HOUSING AUTHORITY TO EXPEDITE RFTA'S AND INSPECTIONS.
- NEGOTATING RENTAL AMOUNTS. LEASING COORDINATOR IS A STRONG ADVOCATE FOR THE FAMILIES WE SERVE.

# UNLOCKING TOMORROW: EMPOWERING FAMILIES ONE HOME AT A TIME

Family A

Enrollment May, 2023

Severe health issues due to current living situation. Significant credit challenges and zero household income.

- Prioritized for move related services.
- Moving challenges identified.
- Referred to the financial coaching partner, Financial Empowerment Center.

- Leasing Coordinator begins identifying properties in areas of interest to the family.
- Connects with housing provider and schedules a tour.
- The family makes a great impression.
- Rent is negotiated at \$211.00 lower to ensure affordability.

- LC supports both the Family and HP with all RFTA and contract related paperwork.
- RHA prioritizes paperwork and inspection .
- Family successfully moves

# UNLOCKING TOMORROW: EMPOWERING FAMILIES ONE HOME AT A TIME

## Family B

March 2023 enrollment

Dangerous neighborhood, children unable to play outside, domestic violence, mental health, low performing schools, dilapidated and unsafe home. Credit challenges and low income.

- Multiple denials
- Moving challenges identified and addressed by Coach
- Referred to the financial coaching partner, Financial Empowerment Center.

- Leasing Coordinator begins identifying properties in areas of interest to the family.
- Family is active participant of the housing search.
- Connects with housing provider and schedules a tour.
- The family makes a great impression.
- Rent is negotiated at \$300 lower to ensure affordability.

- LC supports both the Family and HP with all RFTA and contract related paperwork.
- RHA prioritizes paperwork and inspection .
- Family successfully moves

# UNLOCKING TOMORROW: EMPOWERING FAMILIES ONE HOME AT A TIME

## Family Quotes:

“I wasn’t aware it was possible for my family to move into a nicer and safer community with the HCV. I’m so grateful I was chosen for this amazing opportunity.”

“So grateful for all the support the CCD team provided. I now live in a great community with great schools for my children.”

# QUESTIONS/DISCUSSION

