

Appendix A: Interview Protocol

Agency: _____

City: _____ Interview Date: _____

Interview Explanation:

This is a study being conducted for PRRAC to better understand recent housing mobility efforts undertaken by MTW Agencies throughout the country. The information collected for this project will help to inform housing policy research.

- Can you tell me a bit about the current activities you are undertaking as an MTW agency?
 - Since becoming an MTW agency, have you undertaken activities aimed at increasing geographic choice among housing authority clients?
 - Program specific details: what have these activities been, who is eligible to participate, what the program goals are, who is responsible for running and administering the program, funding for the programs
 - When were these activities put in place? Do you know what the impetus was for establishing these activities?
 - What has been the response to and effects of these activities? (information on both formal and informal evaluations)
 - Has your agency dedicated funding to promote housing mobility since becoming a MTW agency?
 - When were these funds allocated?
 - What were the funds used for?
 - Do you anticipate that these funds will continue to be allocated for these activities?
 - Since becoming a MTW agency, have you sought and/or obtained a waiver of HUD site and neighborhood standards for any projects?
 - What was the activity that the waiver was sought/obtained for (e.g., housing rehabilitation or new construction)?
 - Why is/was a waiver necessary?
 - Would you say there have been changes in PHA clients' mobility and/or geographic choices since [year that agency became a MTW PHA]?
 - What have these changes looked like?
 - Where are people moving?
 - To what do you attribute these changes?
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Appendix B: Detailed Listing of Participating MTW Agencies Goals, Capacity, and Status¹

Housing Authority	MTW Goals	Capacity	MTW Status
Atlanta Housing Authority	AHA refers to its MTW Plan as its CATALYST Implementation Plan. The primary goals under AHA's CATALYST Implementation Plan are: 1. Developing quality living environments in mixed-income communities; 2. Enhancing AHA's economic viability and sustainability; and 3. Increasing self-sufficiency, financial independence and successful outcomes for families by leveraging AHA's human development and support services investments.	8,200 public housing units 18,800 HCV units.	AHA's MTW program began July 1, 2003. AHA signed the Standard Agreement in 2008, extending its participation in MTW until the end of its 2018 fiscal year.
Housing Authority of Baltimore City	The Housing Authority of Baltimore City (HABC) uses its MTW authority to implement initiatives in both the HCV and public housing programs that support neighborhood revitalization, reduce administrative costs and promote resident economic self-sufficiency.	12,600 public housing units 17,500 HCV units	HABC originally was part of the MTW demonstration as a Jobs Plus site and later signed the MTW Standard Agreement in December 2008, extending its participation in MTW until the end of its 2018 fiscal year.
Cambridge Housing Authority (CHA)	The Cambridge Housing Authority (CHA) has used MTW to modernize its public housing stock, serve more households, develop new affordable housing units, enact policy reforms that reduce costs and increase households' ability to earn and save, and implement energy efficient strategies.	2,000 public housing units 2,500 Section 8 program units In addition, CHA operates a state-assisted public housing program of 785 units and a state leased-housing program of 340 units.	CHA first became part of the MTW demonstration in 1999 as one of the original MTW agencies. CHA signed the MTW Standard Agreement in 2009, extending its participation in MTW until the end of its 2018 fiscal year.
Charlotte	The Charlotte Housing Authority	4,900 public housing	CHA's participation

¹ Data obtained from the HUD MTW Participating Sites Webpage.
http://portal.hud.gov/hudportal/HUD?src=/program_offices/public_indian_housing/programs/ph/mtw/mtwsites

Housing Authority	(CHA) has used its MTW authority to develop collaborative relationships for affordable housing solutions; maximize the economic, physical, and social value of its real estate portfolio; ensure long-term financial viability; provide high quality, cost-effective real estate management services; and create an environment that facilitates the development of client families to reach their highest potential.	units 4,500 HCV units	in MTW was authorized by the 1999 Appropriations Act. CHA executed an interim agreement in December 2006, the Original MTW Agreement in December 2007 and the Standard MTW Agreement in 2008, which extended its participation in MTW until the end of its 2018 fiscal year.
Chicago Housing Authority	The Chicago Housing Authority's (CHA) MTW program is a multi-year commitment to provide better housing and service to low-income families through several HUD-approved initiatives. Such initiatives include: <ul style="list-style-type: none"> • Rehabilitation or redevelopment of 25,000 units of public housing; • Demolition of 18,000 obsolete housing units; • Pooling of funds to allow for more flexible spending; and, • Transfer of all property management functions to third-party, nonprofit, professional organizations. 	26,300 public housing units 49,800 HCV units	CHA's MTW program began February 6, 2000. CHA executed the Standard Agreement in 2008, extending its participation in MTW until December 31, 2018.
District of Columbia Housing Authority	The District of Columbia Housing Authority's (DCHA) MTW program is known as "Creative Living Solutions." DCHA is using the MTW program to achieve the following objectives: <ul style="list-style-type: none"> • Develop enhanced housing opportunities • Sustain quality property management • Achieve effective customer support services • Organized efficient business-like operating systems 	8,700 public housing units 12,900 HCV units	DCHA signed their MTW agreement in 2010. DCHA's Agreement is set to expire on September 30, 2018.
Louisville	The Louisville Metro Housing	5,300 public housing	The Housing

<p>Housing Metropolitan Authority</p>	<p>Authority's (LMHA) MTW goals involve increasing resident self-sufficiency, achieving a greater income mix at LMHA properties, improving the quality of the assisted housing stock, expediting access to assisted housing, reducing administrative and operational costs, enhancing program effectiveness and providing services for under-served special needs populations.</p>	<p>units 9,500 HCV units</p>	<p>Authority of Louisville (HAL) signed its MTW agreement with HUD in August 1999. Louisville Metro Housing Authority (LMHA) was created in 2003, as the Housing Authority of Louisville and Jefferson County Housing Authority merged. LMHA signed the Standard Agreement in 2008, extending its participation in MTW until the end of its 2018 fiscal year.</p>
<p>Minneapolis Public Housing Authority</p>	<p>The Minneapolis Public Housing Authority (MPHA) is committed to enhancing opportunities for its residents and using its MTW status to create pathways that lead to self-sufficiency through targeted employment programs and avenues to opportunities for homeownership.</p>	<p>7,000 public housing units 5,000 Section 8 certificates and vouchers</p>	<p>MPHA's Amended and Restated MTW Agreement was executed on January 29, 2008 extending its participation in MTW until September 30, 2018.</p>
<p>Housing Authority of the City of New Haven (HANH)</p>	<p>The Housing Authority of the City of New Haven (HANH) has established the following broad local goals for its MTW program:</p> <ul style="list-style-type: none"> • Transform HANH's existing public housing portfolio • Expand housing choice in all areas of New Haven as well as areas surrounding the city while maintaining New Haven's level of subsidized, affordable housing at 30% of rental units. • Increase operating efficiency while improving marketability of HANH units. • Strengthen cooperative efforts with area service providers to address resident needs through assessment, service matching and intervention. • Create opportunities for economic development for HANH program participants. 	<p>2,800 public housing units 4,400 Housing Choice Voucher units.</p>	<p>MTW status since 2001. Executed the Standard Agreement in 2008, extending its participation in MTW until the end of 2018.</p>

	<ul style="list-style-type: none"> • Expand resident involvement initiatives to promote community input, resident and agency accountability. • Enhance HANH's management systems to ensure high performing agency status. 		
Oakland Housing Authority	<p>The Oakland Housing Authority (OHA) has utilized its participation in the MTW Demonstration program in the following three primary areas:</p> <ul style="list-style-type: none"> • Preserving and enhancing the public housing portfolio through a combination of enhanced operations and an aggressive effort to address deferred maintenance and improve physical conditions; • Preserving and expanding affordable housing opportunities through real estate development, site acquisition, partnerships with non-profit developers and active coordination with the City of Oakland; and, • Promoting resident empowerment and self sufficiency by enhancing the quality and reach of client services provided both in-house and in partnership with community based service providers. 	<p>3,700 public housing units</p> <p>12,900 HCV units</p>	<p>OHA's MTW program began March 31, 2004. OHA signed the Standard Agreement in 2009, extending its participation in MTW until the end of its 2018 fiscal year.</p>
Philadelphia Housing Authority (PHA)	<p>The Housing Authority of the City of Philadelphia (PHA) has substantially transformed its properties and programs, utilizing flexibility provided by the MTW Agreement in virtually every area of agency operations. PHA's goals for its MTW program include comprehensive rehabilitation and neighborhood revitalization activities, advanced facilities management, energy efficiency and green technologies, partnership programs initiatives, public safety, support for resident economic self-sufficiency and senior independent living,</p>	<p>18,600 public housing units</p> <p>16,800 Section 8 Voucher units.</p>	<p>PHA's MTW program began February 28, 2002. PHA signed the Standard Agreement in 2008, extending its participation in MTW until the end of its 2018 fiscal year.</p>

	continuous management and administrative improvement efforts, and quality control.		
Housing Authority of the City of Pittsburgh	<p>The Housing Authority of the City of Pittsburgh (HACP) has used its MTW designation to focus on the following two areas:</p> <ul style="list-style-type: none"> • To reposition HACP's housing stock by becoming more competitive in the local housing market, operating cost effectively, providing a positive environment for residents and providing both higher quality and broader options for low-income families; and, • To promote self-sufficiency for residents via programs and policies that encourages work and financial independence for those able, and promotes independent living for the elderly and disabled. 	<p>5,846 public housing units</p> <p>6,237 Section 8 certificates and vouchers.</p> <p>In addition, HACP has 173 Section 8 Moderate Rehabilitation, 390 Section 8 New Construction, and 444 HOPE VI Units.</p>	<p>HACP's participation in MTW was authorized by the 1999 Appropriations Act. HACP implemented its MTW program in 2000 and signed the Standard Agreement in 2009, extending its participation in MTW until the end of its 2018 fiscal year.</p>
San Diego Housing Commission	<p>The San Diego Housing Commission's (SDHC) original MTW program, which lasted from 1998 until 2003, was designed for 22 public housing families and 50 Section 8 families who were working, looking for work, or enrolled in a job-training program.</p> <p>In 2009, SDHC rejoined the MTW demonstration, and now under new leadership seeks to utilize the benefits of MTW to move toward becoming the leading San Diego community organization providing new housing solutions for local low-income families. SDHC seeks to accomplish this by creating a broad continuum of housing programs, including creative and pioneering uses of Project-Based Vouchers and Self-Sufficiency programs.</p>	<p>35 public housing units</p> <p>13,900 HCV units</p>	<p>SDHC's original MTW program began December 8, 1998 and terminated December 31, 2003. SDHC rejoined the demonstration in 2009 when it executed the Standard Agreement, extending its participation in MTW until the end of its 2018 fiscal year.</p>