



HUD'S OFFICE OF POLICY DEVELOPMENT & RESEARCH
BIENNIAL REPORT FY 2013-2014

MOVING FORWARD



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MESSAGE FROM THE ASSISTANT SECRETARY

It is my pleasure to present *HUD's PD&R Biennial Report FY 2013–2014: Moving Forward*. As a relatively new assistant secretary, I am both impressed and proud of our accomplishments. I joined a PD&R that has made great strides over the past six years. In my role, I get to build on those strengths, and continue our efforts to have the greatest impact through our work moving forward.

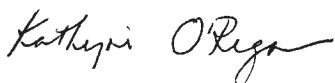
A critical step in having impact is selecting the right work on which to focus. To that end, and as you may recall, PD&R devised an inclusive engagement process for developing our research agenda. The resulting “Research Roadmap” has already proven itself to be more than just a strategic plan; rather, it serves as a guiding document for the continued implementation of PD&R’s mission and work. It directly led to our robust pipeline of research projects addressing pressing policy areas, several of which are highlighted within these pages. We are now undertaking our next version of this roadmap process, institutionalizing a sustainable process for stakeholder involvement in shaping a forward-looking research agenda.

We can also increase our impact by expanding how we do our work. Our Research Partnership Initiative, an exciting new method of partnering with outside researchers on projects of joint interest, is one example. Research Partnerships permit a more flexible real-time method for addressing important policy questions with rigorous research. Another new way we are partnering with others is through efforts to match the administrative data on HUD-assisted renters with their health-related data. Through interagency collaboration we are moving forward on low-cost initiatives that will greatly enhance our knowledge about health status and the healthcare use (and costs) of assisted households, including the possible cost savings of various policies. A third example builds from a lesson gleaned from our Roadmap process: the important role of HUD as a convener. To continue in that role we developed our Expert Convenings vehicle, which permits us to quickly gather a group of experts on a timely policy topic of great interest to HUD and other policymakers.

To have impact, our work needs to be communicated, and PD&R now has a collection of well-developed outlets for conveying our work and relevant knowledge more broadly, including *The Edge*, *Evidence Matters*, *Cityscape*, and our quarterly updates that are webcast. These help move research and knowledge to where it can have influence, and create more avenues for engaging with stakeholders. We have just refreshed our advisory boards for these vehicles, and are developing longer-term planning tools for increased impact.

This report is also part of that communication and engagement strategy. It highlights some of the most exciting and innovative work PD&R has accomplished within the last two years as well as documenting several of our projects that are in the pipeline. As always, all of our work can be found on HUDUser.org.

Thank you for your support of PD&R and I look forward to our partnership in policy and practice in the years to come.



Katherine M. O’Regan
Assistant Secretary for Policy Development and Research





INTRODUCTION

The U.S. Department of Housing and Urban Development (HUD), Office of Policy Development and Research (PD&R), is pleased to present fiscal years (FY) 2013 and 2014 Biennial Report. The report highlights some of PD&R's most notable and transformative accomplishments over the past two years from October 1, 2012, through September 30, 2014. It focuses on everything that makes up PD&R: the mission, people, funding, projects, data, dissemination and outreach, and partner engagement.

OVERVIEW, MISSION, AND CORE FUNCTIONS

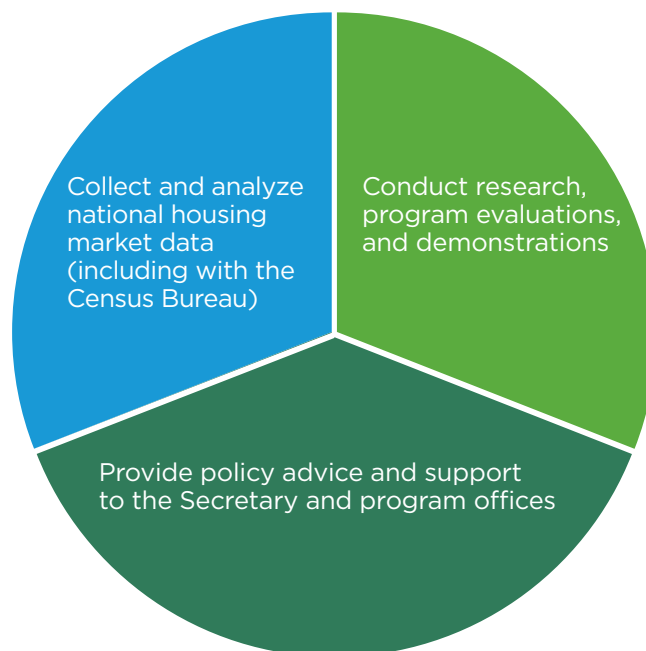
PD&R was established in 1973. The statutory authority for PD&R's research activities is in Title V of the Housing and Urban Development Act of 1970

(as amended in 1973), which authorizes programs of "research, studies, testing, and demonstrations relating to the missions and programs of the Department."

The mission of PD&R is to inform policy development and implementation to improve life in American communities through conducting, supporting, and sharing research, surveys, demonstrations, program evaluations, and best practices. This mission is achieved through three interrelated core functions as illustrated in the figure below.

PD&R provides enterprise-wide support for HUD and works to achieve the Department's vision of being the preeminent source of research on housing and communities in the United States.

PD&R's Core Functions



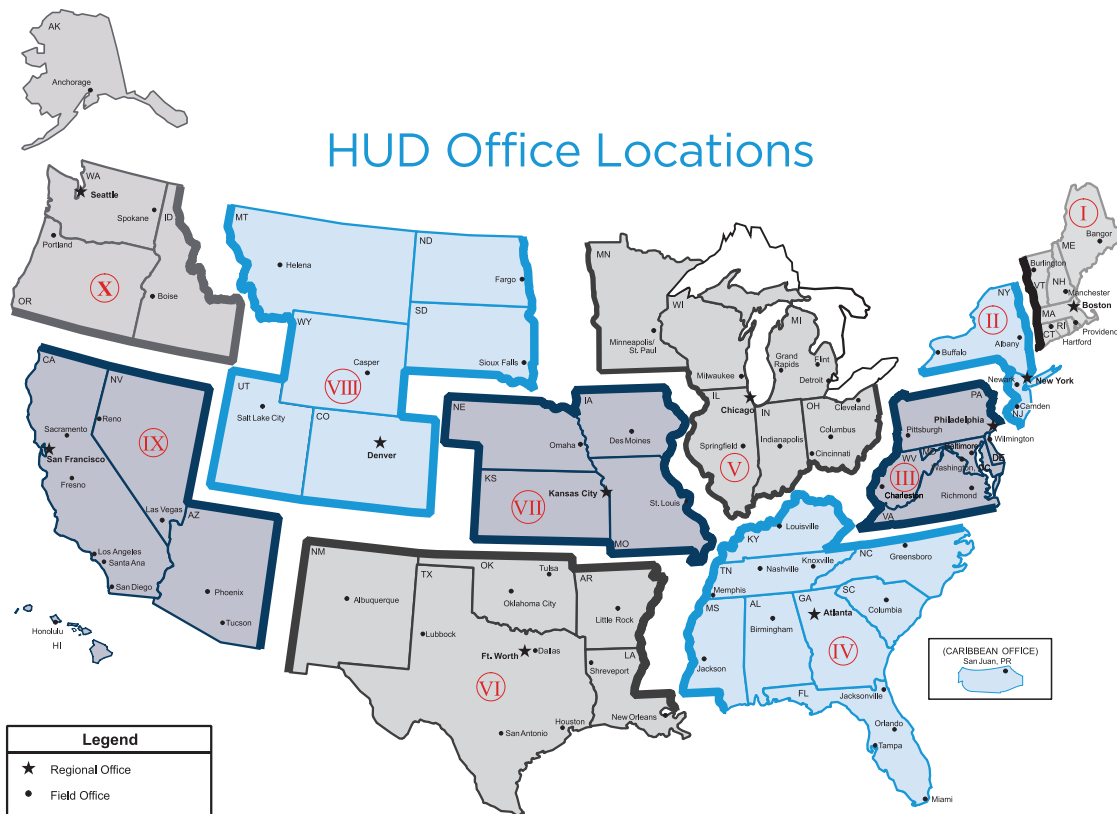
PD&R'S PEOPLE AND ORGANIZATION

PD&R's most important asset is its team of 141 employees working across seven offices and 11 divisions. One of the many strengths of this team is the diverse expertise of staff with backgrounds in economics, political science, law, sociology, geography, anthropology, criminology, architecture, engineering, urban planning, business administration, and public administration.

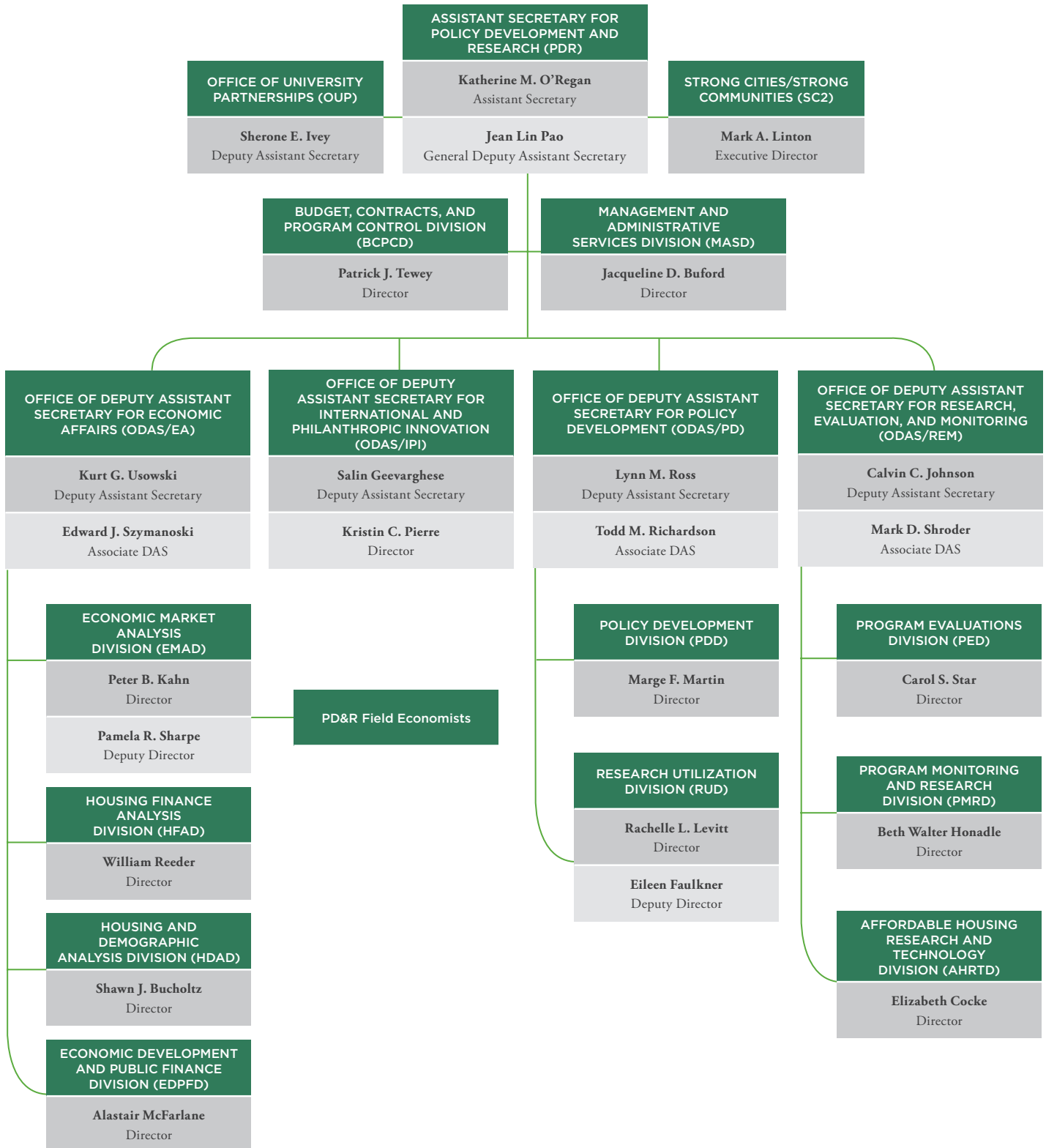
During the past two years, PD&R's team has experienced a number of changes such as several key additions to the leadership team including Assistant Secretary Katherine O'Regan who was confirmed in April 2014. In 2014, PD&R launched the largest hiring effort in recent history to grow the team. This

expanded capacity will help PD&R sustain its ability to meet the current and future research and data needs of HUD and other partners.

PD&R's 31 field economists are another strength and currently work in the 10 HUD regional offices across the country. Field economists are critical not only for PD&R, but for all of HUD because they conduct comprehensive housing market analyses for publication; collect and maintain data on demographic, economic, and housing market conditions; conduct special studies; fulfill data requests; and prepare regional summaries of housing market conditions and local housing market profiles for publication in U.S. Housing Market Conditions reports.

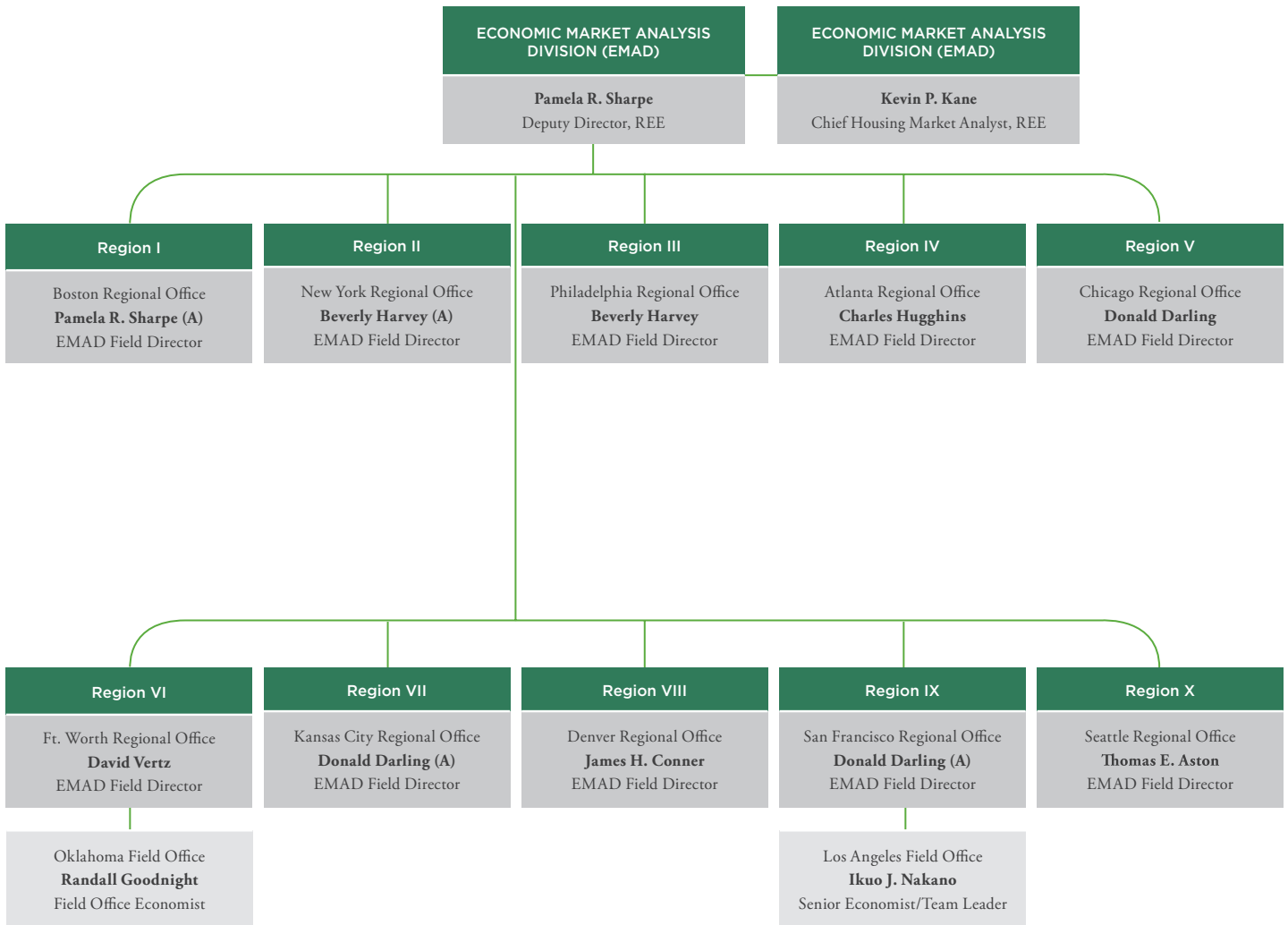


PD&R ORGANIZATION CHART



Current Organization Chart as of September 15, 2014

PD&R FIELD ECONOMIST ORGANIZATION CHART



“I truly appreciate the opportunity to provide leadership in EMAD’s Gas/Oil Task Force. PD&R analyzed housing markets in areas experiencing heightened oil and gas drilling activity, and the Task Force helped to inform policy makers of the complexities of the market dislocations. It has been a privilege to publish original research and present our findings at a State University of New York ‘Conversation in the Disciplines’ program on fracking and sustainable communities.”

-Sam Young
Field Economist,
Denver Regional Office

(A) Acting
Current Organization Chart as of September 15, 2014



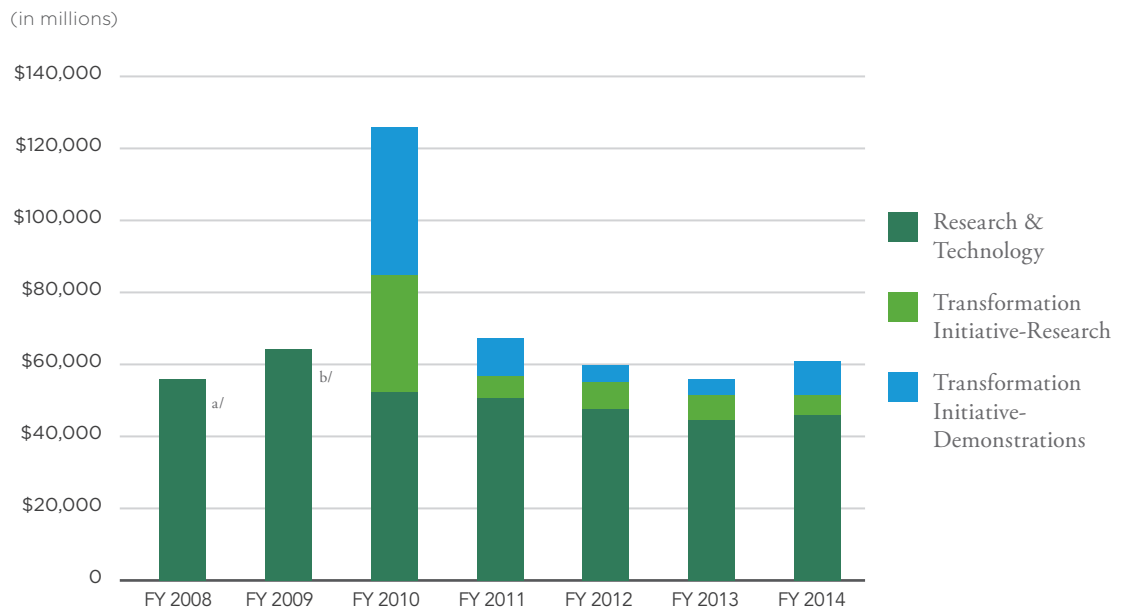
PD&R'S FUNDING AND BUDGET

The main source of PD&R's program funding is appropriated through the Research and Technology (R&T) account. There are also additional research, evaluation, and demonstration funds appropriated under HUD's Transformation Initiative (TI) account. These funding sources are the basis for PD&R's overall research budget.

The graph below shows the history of PD&R funding for research, technology, and demonstrations from FY 2008 through FY 2014. The exhibit illustrates

the combined funding appropriated under the Research and Technology account and funds appropriated under the Transformation Initiative. Beginning in FY 2010, PD&R allocated its R&T account funding to maintaining the national data infrastructure and dissemination activities and its TI funding to research, evaluation, and demonstrations efforts. The sharp increase in total funding in FY 2010 reflects substantial increases for R&T to improve the national data infrastructure and for the creation of TI.

History of PD&R Funding Appropriations



a/ Excludes \$24,699 for Office of University Partnerships grants
 b/ Includes reprogramming

RESEARCH AND TECHNOLOGY

In FY 2013, Congress appropriated \$43.594 million in R&T funds for PD&R (amount reflects post-sequester funding). In addition there were \$4.524 million carryover and recaptured funds for a total of \$48.118 million. Nearly 80 percent of the R&T funding was used for housing surveys including the American Housing Survey. The

R&T account also funds four other housing surveys and the dissemination of PD&R's work, including HUDUser.org. In FY 2014, Congress enacted \$46.0 million in R&T funds for PD&R. In addition, there were \$2.269 million carryover and recaptured funds for a total of \$48.269 million. The chart below details actual obligations for FY 2013 and projected obligations for FY 2014.

RESEARCH AND TECHNOLOGY OBLIGATIONS DOLLARS IN THOUSANDS

	FY 2013	FY 2014
	ACTUAL	PROJECTED
Core Research and Technology (R&T)		
Market Surveys (Fixed)	\$35,469	\$37,700
Dissemination/Research Support	\$6,788	\$5,700
Program Metrics/Urban Data	\$1,176	\$600
Housing Finance Studies	\$0	\$1,000
Research Partnerships	\$2,211	\$1,000
Housing Technology	\$200	\$0
Total Core R&T	\$45,844^{a/}	\$46,000

a/ Recaptured funds included

TRANSFORMATION INITIATIVE

Congress enacted the Transformation Initiative (TI) in FY 2010 to enable HUD leadership to make substantial improvements in its policy and operational initiatives. TI is a truly innovative approach to supporting HUD's work in that it provides HUD with the funding, flexibility, and authority to direct resources where they are most needed in support of HUD's strategic goals. TI funds are available for research, evaluation, demonstrations, and technical assistance. The TI funding supports larger scale, complex, multiyear research studies and demonstrations that span several years. TI also provides critical funding for evaluating the implementation, cost effectiveness, and

outcomes of HUD's programs. In FY 2013, Congress appropriated \$11.183 in research and demonstration funds for PD&R and \$36.2 million in technical assistance (TA) funds through the TI account. In FY 2014, Congress appropriated \$15 million for research and demonstrations and \$25 million in TA.

PD&R plays two roles in TI: administering the research and demonstrations and serving as the executive sponsor—or coordinator—on HUD-wide technical assistance projects. Under TI, PD&R has funded some groundbreaking research, evaluations, and demonstrations, which are detailed later in this report. TI provided \$71.581 million in

FY 2010, \$16.351 million in FY 2011, \$11.8 million in FY 2012, \$11.183 million in FY 2013, and \$15 million projected for FY 2014 for research, evaluation, and demonstrations.

In FY 2013 and 2014, in its role of HUD-wide technical assistance coordinator, PD&R was responsible for working across HUD's programs to improve cross-program TA coordination and to better track TA investments, recognizing that HUD's customers often interact with a variety of HUD programs as they receive housing and community development services. In FY 2014, PD&R worked with several of HUD's program offices (offices of: Community

Planning and Development, Housing, Fair Housing and Equal Opportunity, and Public and Indian Housing) to develop an innovative single Notice of Funding Availability (NOFA)—HUD Community Compass and Technical Assistance and Capacity Building—to award more than \$50 million for TA and capacity building that combines the \$25 million in FY 2014 TI Technical Assistance funds with other program specific Technical Assistance funds. Community Compass TA equips communities with the knowledge, skills, tools, capacity, and systems to implement HUD programs and policies successfully.

TRANSFORMATION INITIATIVE (TI) OBLIGATIONS

DOLLARS IN THOUSANDS

	FY 2013	FY 2014
	ACTUAL	PROJECTED
TI Research		
Demonstration Small Grant Program	\$400	\$0
Sustainable Communities Research Grant Program	\$500	\$0
Impact of Rental Assistance Demonstration (RAD) to Children Living in Public Housing	\$400	\$0
Assessment of Native American & Hawaiian Housing Needs	\$0	\$333
Multidisciplinary Research Team	\$0	\$750
Improving Community Resilience Through Risk Modeling	\$0	\$500
Evaluation of Section 811 Project RAD	\$0	\$1,000
Evaluation of Rural Innovation Fund	\$599	\$0
Building Technology	\$500	\$0
Web-Based Utility Allowance Model	\$376	\$0
Impact of Housing on Young Children	\$2,000	\$0
Housing Discrimination Study	\$6,787	\$0
TI Demonstrations		
Pre-Purchase Counseling	\$2,473	\$1,702
Rent Reform	\$0	\$3,750
Family Sufficiency	\$1,898	\$0
RAD Evaluation	\$0	\$2,480
Families Options Study	\$4,390	\$0
Technical Assistance*		
One CPD Plus/Community Compass TA	\$21,000	\$22,000
Strong Cities, Strong Communities National Research Network	\$10,000	\$0
TI Total	\$51,323	\$32,515

* One CPD Plus administered by CPD; Strong Cities, Strong Communities administered by PD&R.



DATA AND GIS

PD&R creates, publishes, and maintains a vast array of data critical for research, policy development, and program implementation in the field of housing and community development. PD&R maintains this national data infrastructure by supporting five major national housing surveys as well as other sources of national housing data.

THE AMERICAN HOUSING SURVEY

American Housing Survey (AHS) is the richest source of information about the nation's housing stock and the characteristics of its occupants, and it has an important role in assessing the performance of government housing programs. PD&R provides funding, oversight, and leadership on the AHS while the United States Census Bureau provides operational management and conducts data collection. The funding devoted to the AHS in FY 2013 enabled PD&R to conduct the 2013 AHS with 25 metropolitan surveys and to maintain an oversample of HUD-assisted units in order to gain reliable statistics on HUD-assisted tenants' views of the condition of their housing. The FY 2013 funding level also enabled the design and implementation of five topical modules on various subjects of interest, including public transportation, disaster preparedness, neighborhood social capital, neighborhood characteristics, and new questions to provide greater insight into the causes of doubled-up households. Fiscal year 2014 funding enabled PD&R to complete a redesign of the AHS for 2015 and provides funding for the 2015 AHS national sample. As part of the redesign process, HUD is exploring how best to use publically and commercially available data resources to reduce respondent burden and improve accuracy of respondent-reported information.

“When it comes to understanding the physical characteristics, socioeconomic relationships between residents and occupied units, and the real estate profile of the Portland region, the American Housing Survey is one of the first sources we immediately turn to for information about our housing stock. It is the most comprehensive and authoritative source of information we have available on a regular basis. We rely on AHS data to support public policy and reinvestment in our neighborhoods. The information we derive from AHS data drive investments we make in regional transportation and neighborhood redevelopment and investment initiatives. Our public constituencies rightfully demand that Metro’s public policy and legislative decisions are supported by the best available information on hand and that our econometric modeling and forecasting is based on sound research and data. We rely on sound economic data from the Census to support our data and decisions.”

–Dennis Yee
Metro Economist
Oregon Metro

THE RENTAL HOUSING FINANCE SURVEY

The newest of the national surveys is the Rental Housing Finance Survey (RHFS), which includes a nationally representative sample of data on the financing of multiunit rental housing. The RHFS, conducted in partnership with the U.S. Census Bureau, was conducted in 2012 and data were made available to the public in early 2014. The next RHFS will be conducted in 2015, with data being available to the public in early

2016. In addition to data on the financing of multiunit rental housing, the 2015 RHFS will include data on the financing of single-family rental homes.

FAIR MARKET RENT DATA

Fair Market Rents (FMRs) are gross rent estimates that include the shelter rent plus the cost of all tenant-paid utilities except telephones, cable or satellite television service, and Internet service. Using data from the U.S. Census Bureau, HUD annually estimates FMRs for each metropolitan area and each nonmetropolitan county to ensure that a sufficient supply of rental housing is available to program participants. By law, in any fiscal year, HUD must publish and make available the final FMRs for use at the start of that fiscal year (October 1).

HUD uses FMRs primarily to: determine payment-standard amounts for the Housing Choice Voucher Program (HCVP); determine initial renewal rents for some expiring project-based Section 8 contracts; determine initial rents for housing assistance payment contracts in the Moderate Rehabilitation Single Room Occupancy program; and serve as a rent ceiling in the HOME rental assistance program.

INCOME LIMITS DATA

Federal law requires HUD to set income limits that determine the eligibility of applicants for HUD's assisted housing programs. One of the major active assisted housing programs is the Section 8 Housing Choice Voucher program. HUD's Section 8 Income Limits begin with the production of Median Family Income (MFI) estimates. HUD uses the Section 8 program's FMR area definitions in developing MFI estimates; therefore, HUD develops income estimates for each metropolitan area, parts of some metropolitan areas, and each nonmetropolitan county. HUD calculates Section 8 Income Limits for every FMR area, with adjustments for family size and for areas

that have unusually high or low income-to-housing-cost relationships.

CHAS DATA

HUD periodically receives custom tabulations of census data from the U.S. Census Bureau that are largely not available through standard Census Bureau products. These data, known as the Comprehensive Housing Affordability Strategy (CHAS) data, demonstrate the extent of housing problems and housing needs, particularly for low-income households. Importantly, local governments use the CHAS data to plan how to spend HUD funds and HUD may use them to distribute grant funds.

The primary purpose of the CHAS data is to demonstrate the number of households in need of housing assistance; that is, the estimated number of households that have certain housing problems and incomes low enough to qualify for HUD's programs (primarily 30, 50, and 80 percent of Area Median Income). The CHAS data are also important for considering the prevalence of housing problems among different types of households, such as those including the elderly, disabled, and minorities. The CHAS data provide counts of the numbers of households that fit these HUD-specified characteristics in HUD-specified geographic areas.

ADMINISTRATIVE DATA

In addition to supporting the major surveys discussed above, HUD also maintains and makes public data using HUD's administrative data. HUD maintains data on the approximately 5 million households living in public and assisted housing and on community and housing investments made from such programs as the Community Development Block Grant (CDBG) program, HOME Investment Partnership, and the LIHTC Program. Data that PD&R makes available publicly are described on the following page.

A PICTURE OF SUBSIDIZED HOUSEHOLDS. *A Picture of Subsidized Households* is a master compilation of information on subsidized housing from HUD's major data collection systems. The report is useful in answering public policy and program questions without revealing the identity of individual assisted families. It presents statistics on the number and characteristics of households that receive assistance through federal housing programs, including socioeconomic and demographic information such as family income, race, ethnicity, age of head of household, number of household members, disability, and location and type of neighborhood. For the report, PD&R aggregates household data by program and at various geographic levels—national, state, city, county, and census tract. It includes the public housing program, housing choice vouchers, mod-rehab, Multifamily New Construction and Substantial Rehab, Section 236, and other miscellaneous multifamily programs. Picture data are currently available through 2013 and can be found on HUDUser.org.

LIHTC DATA. PD&R annually collects data on properties placed in service through the Low Income Housing Tax Credit (LIHTC) program. The data are provided to PD&R by the state and local housing finance agencies (HFAs) that administer the program. The database currently includes all properties placed in service through 2012. Data on properties placed in service through 2013 will be collected in late 2014. The next update, including the 2013 properties, is expected in the spring of 2015. This database includes data on all properties placed into service since the beginning of the program, but the most reliable information begins in 1995, when PD&R began collecting the data.

In 2008, the Housing and Economic Recovery Act (HERA) required the state and local housing finance agencies to submit LIHTC tenant data to HUD. PD&R is preparing a report summarizing

this information for release in late 2014. The report will summarize tenant demographic information and household income and rent levels.

GIS WITH A PURPOSE

PD&R has played a key role in developing HUD's geospatial capabilities over the past several years. PD&R designed and developed HUD's Enterprise Geographic Information System (eGIS) platform, a common geospatial infrastructure shared agency-wide. The eGIS platform supports a number of HUD program functions and serves as the Department's primary source for geospatial data, services, and applications. PD&R designed and developed the geodatabase and service-oriented architecture that forms the backbone of the eGIS platform, and it will continue to oversee the operation, maintenance, and further development of the platform. To support this effort, PD&R manages a contract that the entire Department is leveraging to create and manage GIS solutions.

In addition, HUD continues to maintain the Geocoding Service Center that geocodes the addresses from all of HUD's programs and is a critical component in supporting HUD's GIS initiatives. PD&R leads the Department's Geospatial Coordinating Committee, a formal governance body that manages HUD's geospatial portfolio, establishes standards and operational protocols for the eGIS platform, develops the agency's geospatial requirements, and supports the creation of future geospatial solutions. The eGIS program is now working with several HUD program offices to develop new and enhanced GIS solutions including:

- The HUD Resource Locator, a smartphone and Web locator service designed to connect HUD customers with current information on the availability of affordable housing in proximity to any given site.

- Mapping capabilities to help HUD’s Office of Public and Indian Housing Real Estate Assessment Center manage its inspections more effectively.
- Mapping and reporting capabilities for HUD’s Office of Affordable Housing Preservation to help it prioritize its affordable rental housing preservation efforts.
- Housing market assessment capabilities and disaster grant management data to the Office of Community Planning and Development Maps, an application that permits users to relate the locations of HUD-supported housing and community development activities to transportation infrastructure, flood plains, local economic trends, demographics, housing supply, and jurisdictional and program boundaries.
- Further enhancement of the Affirmatively Furthering Fair Housing Tool (AFFHT), which will provide critical support for HUD’s grantees as they incorporate elements of HUD’s newly proposed fair housing regulations in their planning efforts.
- HUD’s GIS “storefront” that will enable HUD staff, grantees, and the general public to search or browse HUD’s growing catalog of GIS data, services, and applications.
- The first steps towards moving HUD’s geospatial infrastructure to a cloud computing environment with a collaborative online mapping environment for HUD staff and the hosting of the Location Affordability Portal, developed by the Office of Economic Resilience, now operated and maintained by eGIS in federally shared cloud computing environment called GeoCloud.

“It’s an exciting time for GIS at HUD. For the first time, the agency is making a concerted investment to further the use of GIS throughout HUD, and with that investment comes a great opportunity to make GIS an integral part of our decision and mission support systems. HUD’s programs are by their very nature place-based, the possibilities for using ‘the map’ as a platform for everything we do as an agency are endless, whether it’s connecting our citizens to the information they need, helping our grantees to target investments with greater effect, or informing policy decisions. The most rewarding part of my job is collaborating with our program-area partners to build new applications that support the mission in some meaningful way.”

–Robert Renner
*Geospatial Team Lead
 PD&R*

ADDITIONAL DATA EFFORTS

PD&R has developed or assisted with the development of Qualified Census Tracts; Difficult Development Areas; special tabulation data for the Consolidated Plan; Distressed Asset Stabilization Program targeted regions; inspection data of public and assisted households from HUD’s Real Estate Assessment Center office; the data required for the Choice Neighborhoods and Promise Neighborhoods mapping tools; United States Postal Service data on vacant addresses and ZIP Code Crosswalk Files; data from the Federal Emergency Management Agency and the Small Business Administration to assess unmet disaster needs; and the creation of the Neighborhood Stabilization Program (NSP) and bank settlement Hardest Hit area foreclosure risk scores. PD&R also maintains and analyzes numerous sources of mortgage market

data including monthly data from the Department of the Treasury on the Home Affordable Modification Program (HAMP), mortgage servicing data licensed from private vendors (Black Knight Financial, CoreLogic, and others), and maintains expertise in the use of HUD's administrative data on FHA home mortgage insurance programs. PD&R chairs the Data Steward Advisory Group at HUD that coordinates efforts across all of HUD's systems to improve data quality. PD&R is also leading the development of master data management at HUD to improve data quality and reporting across multiple programs.

HOUSING SCORECARD

PD&R obtains data from many sources to compile the monthly Housing Scorecard which documents progress toward the Administration's efforts to stabilize the housing market and help American homeowners recover from the Great Recession. In addition to the monthly national housing scorecard, PD&R prepares a regional scorecard addendum on a quarterly basis for selected metropolitan area markets. Each addendum details the unique way that the Great Recession has affected each of these housing markets and how communities have incorporated the Administration's housing and neighborhood aid programs into local strategies to stabilize their housing markets and to advance the recovery.

HOUSING MARKET REPORTS

PD&R's Field Economist Organization prepared more than 80 Comprehensive Housing Market Analysis Reports for selected metropolitan housing market areas during FY 2013–2014. These reports, located on PD&R's Web site HUDUser.org, assist and guide HUD in its operations and have proven to be useful to builders, mortgagees, and others concerned with local housing condition trends. For each analysis, field

economists develop a factual framework based on information available, as of a particular date, from both local and national sources. Each analysis takes into consideration changes in the economic, demographic, and housing inventory characteristics of a specific housing market area during three periods: from 1990 to 2000, from 2000 to the as-of date of the analysis, and from the as-of date to a three-year forecast date. The reports present counts and estimates of employment, population, households, and housing inventory. Recent reports include: Grand Junction, Colorado, Lexington, Kentucky, Montgomery, Alabama, and Philadelphia, Pennsylvania.

OTHER HOUSING MARKET SURVEYS

HUD provides funding, oversight, and leadership for three important surveys of the housing market. The Survey of Construction, a joint effort between HUD and the U.S. Census Bureau, provides critical information about new home sales, including New Residential Sales, a Principal Federal Economic Indicator. The statutorily mandated Manufactured Homes Survey provides estimates of manufactured home sales and inventory. Finally, the Survey of Market Absorption of Apartments is a survey of buildings with five or more units. The survey provides estimates of rent level and market uptake for apartments and sale price and market uptake for condominiums and cooperatives.

DATA SET REFERENCE GUIDE

	Housing Markets	Housing Finance	Disabilities	Community/ Neighborhood Conditions	Demo-graphics	Home-lessness	Fair Housing	Economic Conditions	Quality of Life	Rural
50th Percentile Rent Estimates	High							Low		
American Housing Survey	High	High		Medium			Low	Low	Medium	Low
Annual Adjustment Factors	High							Low		
CINCH	High	Low			Low			Medium		
Consolidated Planning	Medium			High	High		Medium	Medium	Low	
Fair Market Rents	High							Low		
Geospatial Data Resources	Medium	Medium	Low	High	High		Low	Low	Low	Low
Government Sponsored Enterprise Data		High					Medium			
Housing Affordability Data System	High	Medium		Low				Low		
Income Limits	High							Low		
Low-Income Housing Tax Credit	Medium	Medium								
Manufactured Home and Subprime Lender List		High					Low			
Metropolitan Area Look-Up	Low	Low	Low		Low			Low	Low	
Metropolitan Area Quarterly Residential and Business Vacancy Report	Medium			Low				Low		
Moving To Opportunity (MTO)	Medium			High	Medium	Low	High	Low	High	
Multifamily Tax Subsidy Income Limits	Medium	Medium						Low		
National Estimates of Housing Market Discrimination Against Racial and Ethnic Minorities	High	Low		Medium	Low		High		Low	
Neighborhood Stabilization Data				High	Medium			Medium		
PHA Homelessness Preferences: Web Census Survey Data						High				
Physical Inspection Scores	Medium			Low					Medium	
Picture of Subsidized Households	High			Low	High		Medium			Low
Property Owners and Managers Survey	Medium	High								
Public Use Microdata Sample	High			Low	High		Medium			Low
Qualified Census Tracts and Difficult Development Areas	Medium	Medium		Medium						
Renewal Funding Inflation Factors	High							Low		
Residential Finance Survey		High								
Special Tabulations of Households			Low	Medium	Medium		Medium	Low		
State of the Cities Data Systems	Medium			High	Medium			Medium	Low	
USPS Vacancies Data	Medium	Low		Medium			Low	Medium		
USPS Zip Code Crosswalk Files				Low						



RESEARCH AND DEMONSTRATIONS

PD&R research and demonstrations align with HUD's strategic goals and cover a range of topics including: housing and young children, family self-sufficiency, green and energy retrofits, housing discrimination, mobility, rental housing, health, sustainable construction, and homelessness. This work is directed by PD&R's strategic research plan known as the Research Roadmap. Much of PD&R's research and demonstration efforts take from three to 10 years from the time they are initiated until final results are released; however, whenever possible, interim data, findings and reports are made available. The following outlines PD&R's process for selecting projects, the status of current work, and introduces some new vehicles for expanding our portfolio of work.

RESEARCH ROADMAP

Throughout its history PD&R has sought to be forward looking and fully engaged with practitioners and researchers in the field of housing and urban development. However, a 2008 report from the National Research Council of the National Academy of Sciences found that in an era of limited financial and human resources, PD&R's research-agenda setting process had become "too insular" with "too much of a short term focus." As a result, the report concluded, PD&R was not "achieving its potential to contribute in a significant way to the ongoing internal and external discourses over the evolution of HUD programs and broader urban development policy."

As a result of this feedback, PD&R launched an effort that resulted in the Research Roadmap, a strategic, five-year plan that details priority research for HUD for FY 2014 through FY 2018. The projects

identified and prioritized in the Research Roadmap were generated through a multifaceted, inclusive planning process that included extensive stakeholder engagement. Unlike some strategic plans, the Research Roadmap doesn't just sit on the shelf. This strategy truly serves as a guiding document for PD&R and HUD in determining the projects to move forward with as the budget priorities are established each year.

Although work continues to be generated from the Research Roadmap, PD&R has already begun the early planning for the next edition of the strategy. Like its predecessor, the updated Research Roadmap will engage a range of partners in determining the future direction of PD&R's research. PD&R expects to announce that engagement strategy and a timeline for developing the next Research Roadmap sometime in 2015.

PROJECTS RECENTLY COMPLETED AND CURRENTLY UNDERWAY

PD&R's recently completed projects and efforts currently underway are highlighted below, organized into seven topical categories: children and families, expanding housing opportunity, health and environment, housing discrimination, informing HUD programs, homelessness, place-based initiatives, and veterans. A complete list of projects in the pipeline and interim reports for long-term efforts can be found on HUDUser.org.

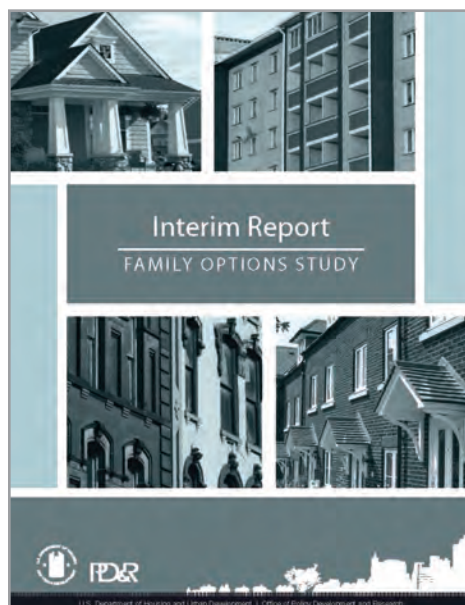
CHILDREN AND FAMILIES

FAMILY SELF-SUFFICIENCY PROGRAM DEMONSTRATION. The Family Self-Sufficiency (FSS) program serves voucher holders and residents of public housing, and aims to increase a family's income and

savings. Case managers work with families to connect them with services and employment opportunities while any increased rent they pay due to an increase in earned income accumulates in an escrow account. The intent of the FSS program demonstration is to test the impact of these job supports and the escrow account compared to a randomly assigned control group set of households not offered the supports or escrow account. This demonstration is a rigorous evaluation of program impacts on such measures of economic independence as getting a first job; getting a better paying job; self-employment or small-business ownership; no longer needing benefits provided under one or more welfare programs; obtaining additional education, whether in the form of a high school diploma, higher education degree, or vocational training; buying a home; buying a car; or setting up savings accounts. Eighteen PHAs have agreed to participate in the study.

FAMILY OPTIONS STUDY. The Family Options Study is a multisite random assignment demonstration designed to study the impact of various housing and services interventions on homeless families. Primary outcomes of interest include: housing stability, family preservation, child well-being, adult well-being, and self-sufficiency. Between September 2010 and January 2012, more than 2,200 homeless families across 12 communities enrolled into the study and were randomly assigned to one of three interventions (subsidy only, project-based transitional housing, community-based rapid re-housing) or usual care (typically, ongoing stays at emergency shelters). Families are being tracked for three years, and they were extensively interviewed at random assignment and at 18 months after random assignment (completed in September 2013 with an 81 percent response rate). They will be interviewed again at 36 months after random assignment (interviews began in March 2014 and will conclude in March 2015).

An initial interim report released in March 2013 describes the study's design and implementation and provides preliminary information about the extent to which families have enrolled in the assigned interventions. The key findings in the interim report relate to families' enrollment in the different interventions being studied—both the barriers presented by stringent eligibility criteria of programs that often screen households out of assistance, and the choices made by households to reject the intervention offered. A subsequent report, expected in late 2014, will document the impacts of the various interventions and their relative costs at the 18-month follow-up period, and a final report in late 2016 will document the impacts of the four interventions at the 36-month follow-up period.



HOUSING FOR YOUTH AGING OUT OF FOSTER CARE. The purpose of HUD's study of Housing for Youth Aging Out of Foster Care was to: (1) explore and document the range of housing settings available to youth who age out of foster care; (2) conduct an in-depth review of communities who are utilizing Family Unification Program (FUP) vouchers to serve youth aging out of foster care; (3) identify opportunities to mitigate the risk of homelessness for youth as they transition out of the foster care system; and

(4) suggest directions for future research and evaluation efforts related to housing for youth aging out of foster care. FUP is the only federal program that explicitly provides housing assistance for youth aging out of foster care, but until this time, little was known about the extent to which communities are utilizing FUP to serve youth, and the challenges and benefits to doing so.

The findings document the current inadequacy of housing supports for youth aging out of foster care, which is compounded by a lack of evidence regarding what kinds of housing settings are most appropriate for this population. The report concludes on an optimistic note, however, by charting a course to enhance the understanding of the housing needs of youth who have aged out of foster care and to identify housing models that are most effective for preventing and ending homelessness among this population.

The White House, numerous government agencies, and other public and nonprofit sector partners celebrated National Foster Care Month in May 2014. As part of the month-long event, PD&R released the *Housing for Youth Aging Out of Foster Care* report, in coordination with U.S. Department of Health and Human Services (HHS). PD&R's report brought the necessary housing lens to the wider discussion and shed light on the fact that each year, many of the approximately 25,000 young people who "age out" of the foster care system in the U.S., face significant risks of becoming homeless.

EXPANDING HOUSING OPPORTUNITY

ASSESSMENT OF NATIVE AMERICAN, ALASKA NATIVE, AND NATIVE HAWAIIAN HOUSING NEEDS. Congress mandated a study of the housing needs of Native Americans because these needs are generally known to be severe, but the extent of the problems is not well quantified. In addition to collecting new data, this Congressionally mandated study will use U.S. Census information describing the needs of the Native American, Alaska Native, and Native Hawaiian populations. To provide a broader context for understanding Native American, Alaska Native and Native Hawaiian housing needs, the study will also consider their socioeconomic situations. Because passage of the Native American Housing Assistance and Self-Determination Act (NAHASDA) in 1996 fundamentally changed the way federal funding is delivered to tribal people, issues surrounding the changes NAHASDA has introduced also form a key part of the study. The study's components will include a deep analysis of census data, a representative national household survey about housing conditions, a qualitative lender survey, and case studies about issues for American Indians living in urban areas.

PRE-PURCHASE HOMEOWNERSHIP COUNSELING DEMONSTRATION AND IMPACT EVALUATION. This study is designed to measure the impact of pre-purchase homeownership counseling on a range of outcomes (mortgage preparedness, homebuyer outcomes, and loan performance) for low-, moderate-, and middle-income (LMMI) first-time homebuyers. Some 6,000 LMMI potential first-time homebuyers from 28 metro areas will be recruited for random assignment either to a control group or to one of two modes of pre-purchase counseling (remote or in-person). Participants in the study will be tracked over three to four years to determine the extent to which

their outcomes might be influenced by the counseling intervention received. The project team and three national lenders were tasked to design and implement the demonstration recruitment process, design the study database, and recruit counseling agencies in the 28 metropolitan areas to participate. The 20-month enrollment period began in January 2014 and is expected to end in October 2015.

HEALTH AND ENVIRONMENT

GREEN AND ENERGY RETROFIT ASSESSMENT. The American Recovery and Reinvestment Act of 2009 appropriated \$3.5 billion for HUD to distribute to public housing agencies and \$235 million for privately owned, multifamily assisted housing to perform green and energy retrofits. The expected benefits of these funds were to enhance the quality, longevity, and energy efficiency of HUD's existing housing stock, and to assist in the creation and preservation of jobs.

The Green and Energy Retrofit Assessment (GERA) evaluation will span four years and will evaluate the short- and long-term performance of the energy investments. The evaluation will consist of four broad efforts: (1) developing an energy savings model, (2) validating the model, (3) updating the model, and (4) reporting the findings. The resulting report will include an analysis of the cost, implementation, and energy savings associated with the completed retrofits. The final report is expected in late 2015.

NATIVE AMERICAN SUSTAINABLE BUILDING PRACTICES DEMONSTRATION. PD&R, in partnership with the Office of Native American Programs, launched this effort in FY 2011 in response to a Congressional mandate to support sustainable construction in Native American communities. By building sustainable housing, tribes provide their members with healthier, more comfortable, and more resource-efficient homes.

This initiative included several activities. Participating tribes received technical assistance to support their adoption of sustainable construction practices in residential construction or rehabilitation projects. HUD also worked with other federal agencies and key stakeholders to identify and overcome barriers to the adoption of sustainable construction practices in Indian country. This case report, along with *Case Studies 2013*, are posted on the Sustainable Construction in Indian Country portal site on HUDUser.org.

SUPPORT AND SERVICES AT HOME (SASH) EVALUATION. Support and Services at Home (SASH) coordinates services to support aging in place and health care services in HUD housing. The evaluation of SASH is supported by HUD through an interagency agreement with Department of Health and Human Services Assistant Secretary for Planning and Evaluation (HHS/ASPE) and the Administration on Aging. The study will measure the effectiveness of coordinating health and supportive services of older adults in affordable housing in improving quality of life, health, and functional status; examine the differences in health care and housing costs for seniors who receive coordinated services in an affordable housing setting; and address how the package of housing and health care services differ in a service-enriched setting.

Specifically, the evaluation will compare SASH participants with non-SASH participants in Vermont and with a comparison group of older adults in publicly subsidized congregate housing in New York state. The study will compare characteristics of housing properties that participate in SASH and do not and provide a comprehensive statistical comparison between SASH participants, nonparticipants, and comparison beneficiaries. Using a comparison group of Medicare beneficiaries, the study will

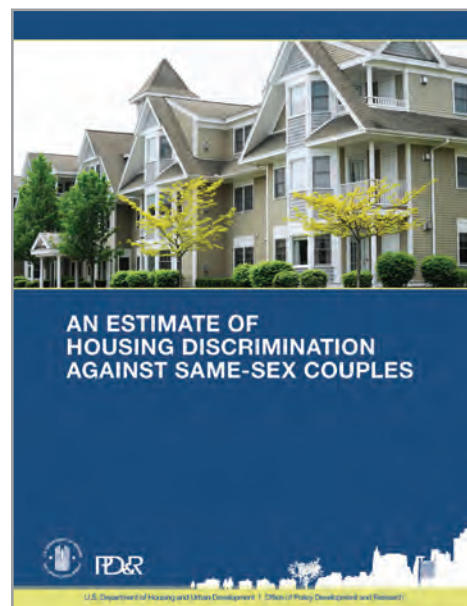
examine the impact of SASH participation on acute care utilization, Medicare expenditures, transfers to nursing homes, and adverse medical events. The study's first annual report is expected in late 2014.

HOUSING DISCRIMINATION

AN ESTIMATE OF HOUSING DISCRIMINATION AGAINST SAME-SEX COUPLES. This is the first large-scale, paired-testing study to assess housing discrimination against same-sex couples in metropolitan rental markets via advertisements on the Internet. The research is based on 6,833 e-mail correspondence tests conducted in 50 metropolitan markets across the United States from June through October 2011. For each correspondence test, two e-mails were sent to the housing provider, each inquiring about the availability of the unit advertised on the Internet. The only difference between the two e-mails was the sexual orientation of the couple making the inquiry. Two sets of correspondence tests were conducted, one assessing the treatment of gay male couples relative to heterosexual couples and one assessing the treatment of lesbian couples relative to heterosexual couples. This methodology provides the first direct evidence of discriminatory treatment of same-sex couples compared with the treatment of heterosexual couples when searching for rental housing advertised on the Internet in the United States.

The study finds that same-sex couples experience less favorable treatment than heterosexual couples in the online rental housing market. The primary form of adverse treatment is that same-sex couples receive significantly fewer responses to e-mail inquiries about advertised units than heterosexual couples. Study results in jurisdictions *with* state-level protections against housing discrimination on the basis of sexual orientation unexpectedly show slightly more adverse treatment

of same-sex couples than results in jurisdictions *without* such protections. This study provides an important initial observation of discrimination based on sexual orientation at the threshold stage of the rental transaction and is a point of departure for future research on housing discrimination against same-sex couples.



HOUSING DISCRIMINATION AGAINST RACIAL AND ETHNIC MINORITIES 2012. This study was a rigorous national study using in-person paired testing to estimate discrimination against racial and ethnic minorities in rental and sales housing markets in metropolitan communities across the United States. This project is the fourth in a series of national studies that PD&R has done roughly once every decade to measure the extent of racial and ethnic housing discrimination, assess the forms it takes to assist enforcement activities, and indicate progress as reflected in declining overall rates of housing market discrimination. This series of national studies has provided a standard for local testing and enforcement activities and stimulated public awareness of the issues involved.

The study found that when well-qualified minority home seekers contact housing providers to inquire about recently advertised

housing units, they generally are just as likely as equally qualified white homeseekers to get an appointment and learn about at least one available housing unit. However, when differences in treatment occur, white homeseekers are more likely to be favored than minorities. Most important, minority homeseekers are told about and shown fewer homes and apartments than whites.

NATIONAL PHYSICAL DISABILITIES DISCRIMINATION STUDY. This report will be the first nationally representative study of disparate treatment of persons in wheelchairs or with hearing loss in the rental housing market, relative to equally qualified homeseekers not suffering those disabilities. As with the racial and ethnic discrimination study, the person with the disability will be paired with an otherwise equivalent tester who does not have the disability as both inquire about the same unit. A final report is expected in by early 2015.

“I find PD&R’s reports to be well-written, thorough, and organized. They are my go-to source for updated information on housing in the U.S.”

-Tama Leventhal
Associate Professor
Tufts University

INFORMING HUD PROGRAMS

HOUSING CHOICE VOUCHER PROGRAM (HCVP) ADMINISTRATIVE FEE STUDY. The Housing Choice Voucher Program (HCVP) Administrative Fee Study is designed to evaluate the amount of funding needed to administer a high-performing, efficient HCVP based on direct measurement of the work actually performed by voucher administrators and a detailed collection of overhead and nonlabor costs associated with the program at a sample of 60 high-performing Public Housing Authorities (PHAs). The study will measure and identify the tasks performed by

PHA staff to meet program requirements, to assist voucher holders in finding and renting suitable housing in a timely way, and to ensure that a broad range of affordable rental housing throughout the community is available to voucher families. The study will use these data to model the total administrative cost per voucher for each PHA in the study, as well as costs for the major tasks involved in voucher administration at different types of PHAs operating in different labor and housing markets and serving different client populations. These cost models will then be used to develop a new administrative fee formula that is based on the actual costs of operating the voucher program and adjusts for market and other local factors known to affect PHA costs.

Ultimately, the findings of the study will be used to inform the development of a new formula for allocating HCVP administrative fees. A final report is expected in November 2014.

RENT REFORM DEMONSTRATION. The Rent Reform Demonstration will test an alternative to the current HUD-assisted rent structure using a randomized controlled trial to assess its effect on the income and earnings of the residents that rely on housing vouchers, especially on income and earnings. Four Moving to Work (MTW) PHAs will be participating: DC Housing Authority (DCHA), Lexington Housing Authority (LHA), Louisville Metropolitan Housing Authority (LMHA), and San Antonio Housing Authority (SAHA). The alternative rent intervention will change the percentage of income paid for rent, the utilities allowance, the frequency of income recertification, and the minimum rent. New policies on hardship will be in force. Rent reform may affect assisted housing residents in terms of the rents they pay, the amounts they save and earn, and the income stream to the housing agency that administers the housing subsidy.

SMALL AREA FAIR MARKET RENT DEMONSTRATION GRANTS. HUD uses Fair Market Rents (FMRs) primarily to determine payment standard amounts for the Housing Choice Voucher Program (HCVP). At the direction of former HUD Secretary Shaun Donovan, PD&R undertook the task of developing a methodology for creating FMRs for ZIP Codes within metropolitan areas. Small Area FMRs represent a fundamentally different way of operating the HCVP in metropolitan areas by helping in the understanding of neighborhood demographics. Because they will more accurately reflect the cost of rental housing in these areas, Small Area FMRs will enable voucher tenants access to more units in neighborhoods of opportunity. At the same time, and for the same reason, Small Area FMRs will discourage voucher tenants from locating in neighborhoods of concentrated poverty. HUD is undertaking an invitational demonstration program with a limited number of PHAs to better understand and solve potential operational issues and to collect data on tenant location choices before determining if the Department will choose to use Small Area FMRs on a nationwide basis. The five participants are: the Town of Mamaroneck Housing Authority, New York; Housing Authority of the City of Laredo, Texas; Housing Authority of the County of Cook, Illinois; Chattanooga Housing Authority, Tennessee; and the City of Long Beach Housing Authority, California. For the invitational demonstration program, these PHAs will operate their voucher programs using Small Area FMRs from October 1, 2012, through September 30, 2016.

HOMELESSNESS

STUDY OF PHAs' EFFORTS TO SERVE PEOPLE EXPERIENCING HOMELESSNESS. This study was commissioned by PD&R to provide a baseline understanding of the efforts made by PHAs to serve homeless households with mainstream housing

assistance resources. Data were collected from PHAs throughout 2012 and early 2013 using two approaches: a Web-based survey of roughly 4,000 PHAs and follow-up telephone discussions with staff at 120 PHAs. The Web survey achieved an 80 percent response rate, with 3,210 PHAs submitting data. HUD and the research team established three categories of effort a PHA may adopt to serve homeless households: (1) the establishment of a *general preference* for homeless households; (2) the establishment of a *limited preference* for homeless households; or (3) modifications to screening or changes to other policies or procedures to reduce barriers homeless households may face in using PHA programs. Overall, the survey revealed that 24 percent of PHAs, controlling 53 percent of all assisted housing units, make at least one of the three targeted efforts to serve homeless households. The final report documents the findings of the full study, including: the extent to which PHAs make efforts to serve households experiencing homelessness, the role of PHAs in broader community efforts to address homelessness, how PHAs identify and address barriers that people experiencing homelessness may face when accessing and utilizing PHA resources, how PHAs partner with community organization to serve homeless households, and options for encouraging greater efforts in serving homeless households among PHAs. A data set resulting from the Web-based census survey is also available on HUDUser.org for public use.

HOMELESSNESS PREVENTION STUDY.

When Congress designated \$1.5 billion for the Homelessness Prevention and Rapid Re-Housing Program (HPRP), it paved the way for the first-ever large-scale implementation of homelessness prevention programs. The *Homelessness Prevention Study* (HPS) was a process study which produced a national-level overview of HPRP-funded prevention programs and an in-depth look at the implementation of particular programs. The

report shows that as of September 30, 2011 (two years into the three-year program), HPRP had assisted 909,192 people in 359,192 households by providing prevention services. Of clients who both entered and exited an HPRP prevention program before September 30, 2011, 61 percent were judged stably housed when they left the program. Seventy-six percent of all prevention clients were in families with children. Most prevention clients received both financial assistance and housing stabilization and relocation services and most clients participated for less than 180 days. Providers struggled to identify households who truly needed prevention assistance but would also be well-served by short-term assistance and screened out households deemed too needy to succeed with HPRP prevention assistance. Through implementing HPRP, communities built infrastructure for future homelessness prevention efforts. The HPS report concludes with proposals for future research on homelessness prevention and includes several appendices describing challenges to be addressed in implementing homelessness prevention. The HPS report will be available on HUDUser.org in late 2014.

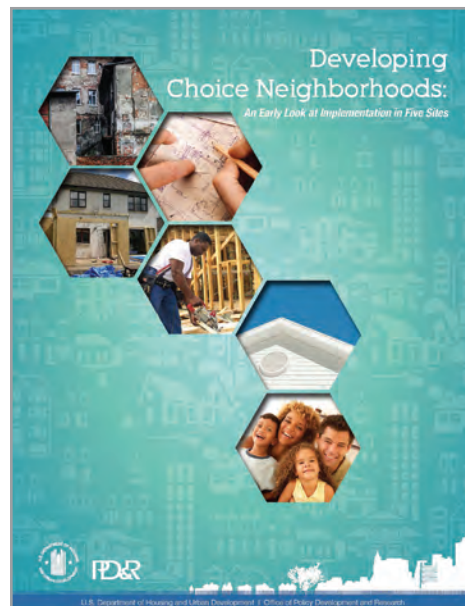
EVALUATION OF THE RAPID RE-HOUSING FOR HOMELESS FAMILIES DEMONSTRATION PROGRAM. HUD's FY 2008 appropriation included a \$25 million to fund the Rapid Re-housing for Homeless Families demonstration program, including \$1.5 million in funding for a mandatory evaluation of the demonstration. At the time of the launch of the demonstration program, the rapid re-housing model was based on the notion that there is a band of families with minimal barriers to housing that could be stabilized with a limited amount of housing assistance and services. Grantees were invited to develop their own assessment tool that would be used to identify eligible families, as well as match them to the appropriate intervention, and to offer short-term assistance (three to six months), long-term

assistance (12 to 15 months), or both. Twenty-three grants were awarded, and all grantees participated in both a process and an outcomes evaluation. The process evaluation focuses on describing the rapid re-housing programs established by each grantee, including the target population, the housing/service package offered, and the challenges faced in establishing the program. In addition to the process study, the research team tracked a cohort of 500 households served through the demonstration program, interviewing each household 12 months following the end of the household's rapid re-housing assistance. This study has concluded and the process study findings and data from the outcomes evaluation will be available in late 2014.

PLACE-BASED INITIATIVES

CHOICE NEIGHBORHOODS REPORTS. The Choice Neighborhoods initiative supports comprehensive local strategies to transform struggling neighborhoods with distressed public or HUD-assisted housing into neighborhoods of choice-viable, mixed-income neighborhoods where families have access to employment opportunities, well-functioning services, good-quality public schools and education programs, and a variety of viable transportation options. PD&R's long-term study of Choice Neighborhoods is based on the first round of implementation grantees (Boston, Chicago, New Orleans, San Francisco, and Seattle). An initial interim report titled *Developing Choice Neighborhoods: An Early Look at Implementation in Five Sites* was published in September 2013. A more in depth study, including surveys of residents and additional stakeholder interviews, is currently under review and expected to be published in January 2015. In addition, a separate research team produced a report entitled *Spatial Analysis of Choice Neighborhoods Initiative Planning Grant Applicants and Neighborhoods*, which was published in

June 2014. That report summarizes the Choice Planning Grant program and provides aggregate profiles for Planning Grant applicant neighborhoods. Research on Choice Neighborhoods is a long-term priority of PD&R; follow-up research is expected to be pursued between 2017 and 2020.



RURAL INNOVATION FUND (RIF) EVALUATION. RIF helps to create sustainable communities by addressing “concentrated rural housing distress” and “community poverty.” It supports efforts similar to its predecessor, the Rural Housing and Economic Development (RHED) program, but on a larger scale. The evaluation is to determine if the higher levels of resources, in the form of grant amounts and leverage requirements provided under RIF relative to RHED, have allowed grantee organizations to more effectively leverage the funding provided, work with a larger variety of additional funders with greater program impact, and sustain a higher level of operations over the long term. The report is expected in 2015.

VETERANS

HUD-VASH EXIT STUDY. HUD and the U.S. Department of Veterans Affairs (VA) are collaborating to study program exits from the HUD-VA Supportive Housing (HUD-VASH) program. The multisite study will inform program practices by identifying barriers for accessing housing, frequent causes of participant exits, housing destinations of veterans who exit the program, practices that lead to the long-term housing stabilization and well-being of participants, and patterns of exit that could improve program efforts to prevent future exits. In addition to collecting veteran-level data and conducting one-on-one interviews, the study will include program-level interviews with PHAs and HUD-VASH case management teams at five sites (Philadelphia, Bedford, Houston, Palo Alto, and Los Angeles) to learn more about local characteristics that may impact veteran participation. HUD and VA are currently developing interview schedules.

VETERANS HOMELESSNESS PREVENTION DEMONSTRATION (VHPD) EVALUATION. Preventing veteran homelessness is a federal priority: Congress set aside \$10 million in HUD’s FY 2009 budget test effective strategies for preventing veteran homelessness, and the 2010 Federal Strategic Plan to Prevent and End Homelessness set a goal of “prevent[ing] and end[ing] homelessness among Veterans in 5 years.” In response, in 2011, HUD collaborated with VA and the Department of Labor to design VHPD, a three-year pilot across five sites (Utica, New York, Tampa Bay, Florida, Tacoma, Washington, San Diego, California, and Austin, Texas) to provide homelessness prevention and rapid re-housing to veterans, especially ones from post-9/11 conflicts. The evaluation investigates the efficacy of homelessness prevention and rapid re-housing services provided. A VHPD Evaluation Interim Report is now available and a final report is expected in 2015.

NEW RESEARCH VEHICLES

In addition to research and demonstrations conducted with in-house resources or through competitive grants and contracts, PD&R has added a number of new research vehicles that allow for greater flexibility in conducting the work and help to expand the universe of partners PD&R collaborates with. These efforts—Research Partnerships, Small Grants, and the Multidisciplinary Research Team—are highlighted below.

RESEARCH PARTNERSHIPS

The Consolidated and Further Continuing Appropriations Act, 2012, authorizes PD&R to enter into noncompetitive cooperative agreements for projects that are aligned with PD&R's research priorities and where HUD can gain value by having substantial involvement in the research activity. Using this authority, PD&R created the Research Partnerships initiative in recognition that valuable housing and community development research is often initiated by foundations, research organizations, independent researchers, or other government agencies.

PD&R accepts unsolicited research proposals on a continuing basis that address current research priorities and, in many cases, this research has the potential to address key questions about HUD policies and programs. The Research Partnerships initiative requires that a philanthropic entity, other federal agency, or state or local government agency, or any combination of these partners share at least a 50 percent of the total estimated project cost. Proposals must inform important policy and program objectives of HUD that are not otherwise being addressed and that focus on one of HUD's research priorities:

- **Homeownership and housing finance.** Examples of areas of interest include, but are not limited to: foreclosures, foreclosure alternatives, mortgage modification protocols, and updating federal support structures for single-family and multifamily housing finance systems.
- **Affordable rental housing.** HUD is interested in research that improves the efficiency and effectiveness of housing programs.
- **Housing as a platform for improving quality of life.** HUD is interested in how HUD-provided housing assistance can be used to: (1) improve educational outcomes and early learning and development, (2) improve health outcomes, (3) increase economic security and self-sufficiency, and (4) improve housing stability through supportive services for vulnerable populations.
- **Sustainable and inclusive communities.** HUD's goal of advancing sustainable and inclusive communities seeks innovative and transformational evidence-based approaches to deal with longstanding and emerging community development challenges.
- **HUD assets.** HUD has made, and continues to make, significant investments in program demonstrations and in the production of data sets, that PD&R is interested in seeing leveraged.

“Research Partnerships, the Small Grant Programs, and the Multidisciplinary Research Teams not only expand and enhance PD&R's robust pipeline of research, these vehicles also allow our team to collaborate with diverse partners to reach a broader audience.”

– Lynn M. Ross

*Deputy Assistant Secretary
for Policy Development*

RESEARCH PARTNERSHIPS: COMPLETED AND IN-PROGRESS EFFORTS

TITLE	PARTNER	STATUS
High Cost Lending in Rural America and the Great Recession	Middlebury College, U.S. Department of Agriculture Economic Research Service	Completed January 2014
Mining MTO: Housing Assistance Leavers and Vulnerable Female Youth	Urban Institute	Completed February 2014
The Housing Opportunity and Services Together (HOST) Demonstration	Urban Institute	Completed June 2014
Aging in Place: Managing the Use of Reverse Mortgages to Enable Housing Stability	The Ohio State University	In Progress
Bringing Life Course Home: Improving Health Through Housing Stability and Support	Boston Medical Center, Boston University	In Progress
Brokering the Geography of Opportunity: How Landlords Affect Access to Housing and Neighborhood Quality Among HUD Assisted Renters	Johns Hopkins University, Harvard University	In Progress
Chicago Regional Housing Choice Initiative Evaluation	RAND Corporation	In Progress
How Housing Affects Young Children	Johns Hopkins Bloomberg School of Public Health	In Progress
The Impact of Children's Housing on Their Long-Term Economic Outcomes: Linking Intergenerational Labor Market Outcomes, Residential Mobility, and Neighborhood Quality for Households Receiving Housing Assistance	University of Maryland, Census Bureau, Harvard University	In Progress
Jobs-Plus Cost Study	New York City Center for Economic Opportunity Social Innovation Fund (CEO SIF), Mayor's Fund to Advance New York City	In Progress
Relationship Between Receipt of Housing Assistance and Social Health	Washington State Department of Social and Health Services	In Progress
Rethinking FSS: A Plan for Building More Evidence on What Works to Improve Employment Outcomes and Economic Security for Recipients of Section 8 Housing Choice Vouchers—Resubmission	MRDC	In Progress

RESEARCH PARTNERSHIPS: COMPLETED AND IN-PROGRESS EFFORTS (CONT.)

TITLE	PARTNER	STATUS
Using Parcel and Household Data to Evaluate the Low-Income Housing Tax Credit and Housing Choice Voucher Programs: Transportation, Crime, Education and Tenant Choice	University of Florida Shimberg Center for Housing Studies	In Progress
Coming Home: An Evaluation of NYCHA's Family Reentry Pilot	Vera Institute for Justice	In Progress
Moving to Opportunity: Platform to Improve Health	Johns Hopkins University	In Progress

SMALL GRANTS PROGRAMS

PD&R has encouraged academic research in special topics of interest to the Department through two small grant programs:

FAMILY OPTIONS STUDY DEMONSTRATION SMALL GRANT PROGRAM. HUD made four small grant awards to complement the Family Options Study, a HUD-funded, 12-site national study that will be the largest study of homelessness yet to use an experimental design. The grants include studies of (1) barriers to preschool enrollment among homeless families; (2) involvement of homeless families in county-level public services (public assistance, child protective services, mental health, and substance abuse); and (3) the impact of housing interventions on school performance of children in homeless families.

SUSTAINABLE COMMUNITIES RESEARCH GRANT PROGRAM. The Sustainable Communities Research Grant Program supports efforts by the research community to build on existing evidence-based studies to evaluate new and existing tools and strategies that promote and implement more effective policies that (1) preserve housing affordability, (2) improve accessibility through effective

transit systems, (3) reduce the regulatory barriers to sustainable development and strengthen land use planning and urban design standards, (4) advance economic opportunities that create jobs and promote diverse communities, and (5) address the health of the environment by reducing carbon emissions and conserving energy.

The four grantees for FY 2013 were:

- University of Utah at Salt Lake City for assessing the impact of streetcars;
- University of Texas at Austin for research on creating green and inclusive corridors;
- Bright Power, LLC, for evaluation energy benchmarking; and
- State University of New York at Buffalo for development of an analytic tool for siting subsidized housing neighborhoods that offer a variety of housing options, ranging from subsidized rental property to market rate, owner-occupied units.

SUSTAINABLE CONSTRUCTION IN INDIAN COUNTRY SMALL GRANTS. In conjunction with the Native American Sustainable Building Practices Demonstration, PD&R awarded small grants to analyze and assist tribes in the solution of problems in building efficient and affordable housing on the reservation:

- University of Colorado, for a best practice manual for compressed earth block construction based on work with the Crow Tribe of Montana;
- Aleutian Housing Authority, to demonstrate the viability of the stabilized rammed earth construction technique; and
- University of Colorado, for an applied research laboratory on the Pine Ridge reservation to educate students in the design and construction of sustainable, affordable, culturally inclusive and regionally appropriate housing
- Multifamily Housing Preservation Study—Study of multifamily housing preservation, rates of prepayment and opting out of HUD assistance contracts using administrative data.
- LIHTC Qualified Allocation Plans Review—Analysis of state Qualified Allocation Plans for the Low Income Housing Tax Credit program to understand policies and community effects.
- Analyzing Housing Quality Standards in the AHS—Analysis of housing quality in public and assisted housing using HUD tenant identifiers in the American Housing Survey.
- Housing Choice Voucher Success Rate Study—Analysis of the rate of successful lease-up by tenants in the Housing Choice Voucher program.

MULTIDISCIPLINARY RESEARCH TEAM

The Multidisciplinary Research Team (MDRT) is a new contract initiated in 2014 to manage a team of qualified researchers to expand the ability of PD&R to obtain high-quality, short-turnaround research to help support HUD's priority policies and goals. The MDRT is unique in that the research produced is intended to be produced in a timelier manner, as opposed to PD&R's larger research contracts that typically have longer time horizons for completion.

Current projects underway through MDRT include:

- Picture of Disability and Designated Housing—Analysis of need and availability of accessible housing for persons with disabilities that use HUD program data and American Community Survey data.
- Accessibility of America's Housing Stock—Analysis of accessibility and disability using core data and special modules of the American Housing Survey.

PD&R'S OUTREACH AND DISSEMINATION

PD&R continues to innovate the way it disseminates research and reaches out to its stakeholders, using cutting edge communication vehicles and technology. Over the past two years, PD&R has greatly expanded outreach and dissemination efforts with eye towards achieving four goals: (1) sharing information, research findings, and best practices; (2) translating housing policy and research to improve practice; (3) increasing the availability of high quality research on issues of housing and community developments; (4) ensuring stakeholders have quick access to information on a variety of platforms.

Internally, one of the ways PD&R meets these goals is by operating the HUD Library. The HUD Library facilitates research and analysis for the entire Department. It assists members of HUD staff in developing thorough, well-informed policies that improve the quality of life for every American. The HUD Library provides access to electronic and print research materials to help employees further the mission of HUD.

“In the Library, we love connecting employees to information, whether it is a piece of HUD trivia for a speechwriter, a historical data point for reference, or the most recent research on a current hot topic. We take pride in helping HUD employees do their job better.”

-Tanya Whippie
HUD Librarian

Externally, PD&R meets its outreach and dissemination goals through HUD USER, PDR Mobile and social media, convenings, periodicals, and awards.

HUD USER

At the core of PD&R's dissemination work is HUDUser.org through which all of PD&R's research and communication flow. HUDUser.org is updated regularly with the latest publication and data releases. During FY 2013–2014 the Web pages that disseminate the U.S. Housing Market Conditions and the American Housing Survey were substantially redesigned. In addition, the underlying content management system of Web site was upgraded and responsive Web design was implemented to enable a consistent user viewing experience from any device type.



HUD USER Usage: FY 2013–2014

	FY 2013 (ACTUAL)	FY 2014 (ESTIMATE*)
Number of Downloads	14.5 million	16.9 million
Average Downloads per Month	1,212,819	1,410,030
Number of Visits per Month	625,794	913,417
Orders Processed	1,133	1,025
Publications Disseminated	77,218	87,000

Note: Estimate based on nine months of data.

PD&R MOBILE AND SOCIAL MEDIA

PD&R released two new mobile applications (apps) during FY 2013–2014. The two new apps join the existing app for *The Edge* to form PD&R Mobile. The U.S. Housing Market Conditions (USHMC) app is an easy-to-use tool that displays current national housing data and the latest trends in the housing market. The app contains five elements: quarterly key indicators, supply data charts, demand data charts, finance and investment data charts, and ownership and vacancy data charts. The quarterly key indicators depict increases and decreases in various national housing statistics such as new homes for sale, housing permits, and homes under construction. The four additional categories contain interactive charts with information compiled from the national housing market data. The second new app is the PD&R Fair Market Rents/Income Limits (FMR/IL) app. This map-based app allows users to search FMRs and income limits by current location or by metropolitan area, county, ZIP Code and/or address.

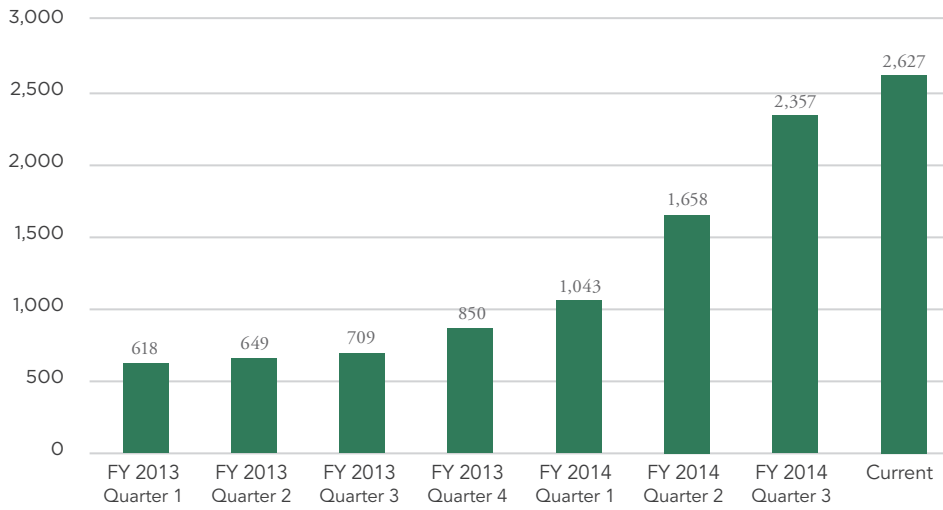


In addition to the mobile apps, PD&R also expanded its social media presence over the past two years. PD&R has a growing presence on Facebook and Twitter. During PD&R events such as the Quarterly Updates, live conversation occurs via Twitter and those viewing the webcast are encouraged to submit questions using Twitter or e-mail.

“The work of PD&R is essential for urban and housing policy researchers. HUDuser.org is the first place I look for data and summaries of earlier research whenever I start a new project. My research is of a higher quality and more relevant as a result of their assistance.”

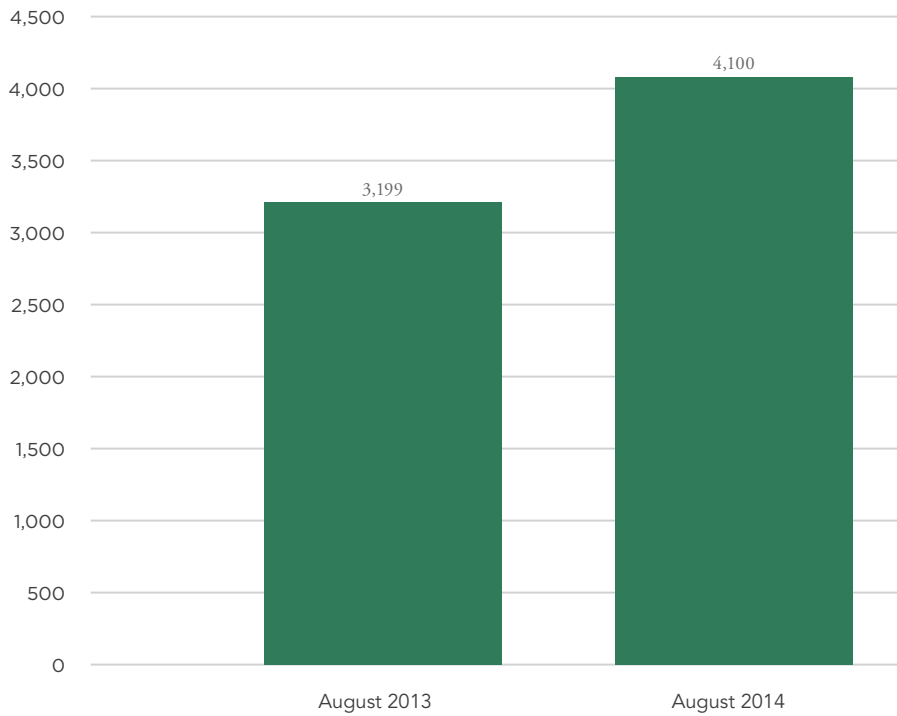
–Mike Eriksen
*Assistant Professor of Real Estate
 Texas Tech University*

HUD USER Facebook Likes by Quarter*



*Tallied on the last day of the last month of each quarter. Current is as of August 2014.

HUD USER Twitter Followers for 2013 and 2014



PD&R also coordinates with housing, planning, and community development bloggers to leverage content from HUDUser.org on external blogs.

CONVENINGS

Convenings are important elements of PD&R's outreach and dissemination strategy. Not only does PD&R regularly host a number of events, but PD&R is also represented at partner events through staff participation and exhibiting. During FY 2013–2014, PD&R engaged in the following convenings:

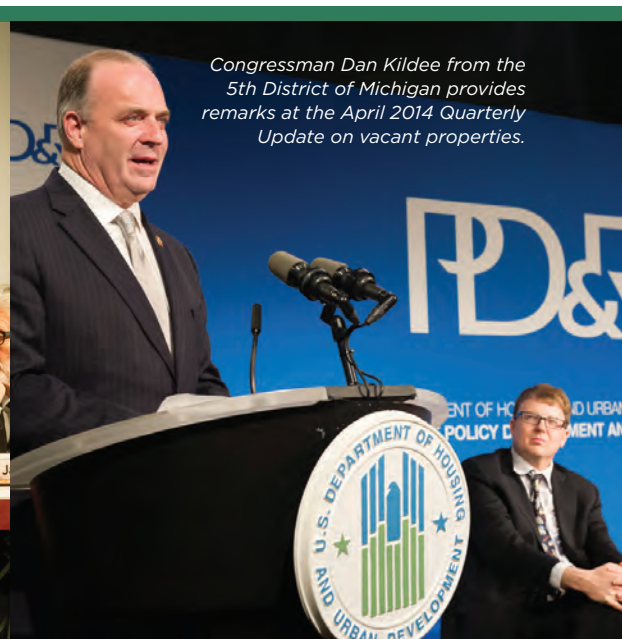
PD&R Quarterly Updates. PD&R Quarterly Updates highlight economic and housing market changes and include a focused panel discussion on current issues in housing and community development. The Quarterly Updates are often held in conjunction with a recent issue of *Evidence Matters*. The events are attended by a range of HUD staff as well as external stakeholders. To make the events even more accessible, the Quarterly Updates are webcast live, then archived and made available for viewing at a later date on HUDUser.org.

Expert Convenings. A new policy translation tool introduced in FY 2013 is the Expert Convening contract. This contract gives PD&R the ability to quickly assemble a group of experts in an area of particular interest to HUD. PD&R assembles up to 14 forums (7 per year); the number of experts at each forum varies depending on HUD's specific needs. The topics for which HUD may seek expert input include performance metrics, current thinking or past experiences that can help improve policy and manage programs more effectively, and ways HUD can increase its accountability and ensure effective use of public resources. HUD produces a written summary of the results of these forums and the practical advice they generate.

PD&R has hosted several useful expert convenings in 2014 that focused on FHA loan limits, retail in underserved communities, HUD's Location Affordability Index, and on the different gender outcomes revealed in the Moving to Opportunity study. A report on this most recent convening is available on HUDUser.org.



The January 2014 Quarterly Update on Aging in Place featured a distinguished panel of experts.



Congressman Dan Kildee from the 5th District of Michigan provides remarks at the April 2014 Quarterly Update on vacant properties.

PD&R HOSTED CONVENINGS FY 2013-2014

EVENT	DATE	LOCATION	PARTNERS
PD&R Quarterly Update: Boom Town Effects of New Oil and Gas Exploration	December 5, 2012	HUD Headquarters	
MOU Signing with The Netherlands	March 4, 2013	HUD Headquarters	Netherlands Minister of Infrastructure and the Environment
PD&R Quarterly Update: Dynamics of Mixed-Income Communities	March 20, 2013	HUD Headquarters	
Dialogues for Change (D4C) Workshop with U.S. and German City Planners	April 21-24, 2013	Leipzig, Germany	German Marshall Fund, German Federal Ministry of Transport, Building and Urban Development
Sustainable Construction in Indian Country	May 2, 2013	Washington, DC	
Expert Panel Convening: Housing Discrimination on the Basis of Mental Disability	May 6, 2013	HUD Headquarters	
Meet the Funder, Know the Work: Bloomberg Philanthropies	May 6, 2013	HUD Headquarters	Bloomberg Philanthropies
AHS 2015 Redesign Planning Conference	May 9, 2013	Washington, DC	
CDFI Roundtable for Hurricane Sandy Rebuilding Task Force	May 20, 2013	New York, NY	
Mixed Income Communities	June 10, 2013	Webinar	American Institute of Architects
PD&R Quarterly Update: Preserving Affordable Rental Housing	June 28, 2013	HUD Headquarters	
Meet the Funder, Know the Work: Kauffman Foundation	July 1, 2013	HUD Headquarters	Kauffman Foundation
Meet the Funder, Know the Work: Annie E. Casey Foundation	August 5, 2013	HUD Headquarters	Annie E. Casey Foundation
Pay for Success Introduction	September 3, 2013	HUD Headquarters	White House Office for Civic Innovation
Dialogues for Change (D4C) Workshop with U.S. and German City Planners	September 11-13, 2013	Memphis, TN	German Marshall Fund, German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety
Pay for Success Session: Workforce Innovation Fund	September 24, 2013	HUD Headquarters	Department of Labor

PD&R HOSTED CONVENINGS FY 2013–2014 (CONT.)

EVENT	DATE	LOCATION	PARTNERS
Pay for Success Session: Philanthropic Investment and Community Health	October 22, 2013	HUD Headquarters	Kresge Foundation
Pay for Success Session: Importance of Evidence and Randomized Control Tests	November 5, 2013	HUD Headquarters	Coalition for Evidence-Based Policy
Forum on Housing for Youth Aging Out of Foster Care	November 11, 2013	Washington, DC	U.S. Department of Health and Human Services
Evaluating Anchor Institutions' Work in Their Communities	November 18, 2013	HUD Headquarters	University of Maryland College Park, Democracy Collaborative
Pay for Success Session: Discussion on Private Sector Perspective on Social Impact Investing	November 19, 2013	HUD Headquarters	Goldman Sachs
Study of PHAs' Efforts to Serve People Experiencing Homelessness in the Housing Choice Voucher and Public Housing Programs	December 13, 2013	HUD Headquarters	
PD&R Quarterly Update: Visions for Aging in Place	January 9, 2014	HUD Headquarters	
Pay for Success Session: PFS Initiatives With Second Chance Act	January 22, 2014	HUD Headquarters	Department of Justice
Retail in Underserved Communities	February 11–12, 2014	Washington, DC	Urban Land Institute
World Urban Forum Pre-Session Dialogue Series	March 2014	Washington, DC Chicago, IL New York, NY Philadelphia, PA	The Atlantic Council, University of Chicago, Ford Foundation, University of Pennsylvania
Partnerships in Innovation: Meet Low Income Investment Fund	March 6, 2014	HUD Headquarters	Low Income Investment Fund
Secretary Donovan leads U.S. Delegation to UN's World Urban Forum 7	April 8–12, 2014	Medellín, Colombia	State Department, UN-Habitat
PD&R Quarterly Update: Vacant and Abandoned Properties	April 10, 2014	HUD Headquarters	
Anchor Institutions: Historically Black Colleges and Universities Leading the Way to Community Transformation	April 15, 2014	HUD Headquarters	Benedict College, Coppin State University

PD&R HOSTED CONVENINGS FY 2013-2014 (CONT.)

EVENT	DATE	LOCATION	PARTNERS
Partnerships in Innovation: Meet California Endowment	April 21, 2014	HUD Headquarters	California Endowment
The Innovation in Affordable Housing Student Design and Planning Competition	May 6, 2014	HUD Headquarters	
Expert Convening: Location Affordability Index API	May 20, May 22, May 28, 2014	Teleconference	HUD's Office of Economic Resilience
Expert Convening: Loan Limit Policy For Government-Backed Home Mortgage Lending	May 28, 2014	HUD Headquarters	
Convening of PD&R Assistant Secretaries and Leadership	June 2, 2014	HUD Headquarters	
Expert Convening: Gender, Neighborhood Context, and Youth Development	June 10, 2014	HUD Headquarters	
PD&R Quarterly Update: Expanding Opportunity Through Fair Housing	July 17, 2014	HUD Headquarters	
Place Matters: Partnerships Between Institutions of Higher Education and Their Local Communities	September 12, 2014	Reading, PA	Albright College, PA Campus Compact, and Federal Reserve Bank of Philadelphia
HBCUs Strengthening Communities for Future Innovation: WHI/HBCU Conference	September 22-23, 2014	Washington, DC	White House Initiative/HBCUs

CONFERENCES AT WHICH HUD USER EXHIBITED IN FY 2013-FY 2014

EVENT	DATE	LOCATION
International City/County Management Association's 98 th Annual Conference	October 7–10, 2012	Phoenix, AZ
Urban Land Institute 2012 Fall Meeting and Expo	October 16–19, 2012	Denver, CO
National Association of Housing and Redevelopment Officials (NAHRO): NAHRO 2012 National Conference and Exhibition	October 28–30, 2012	Nashville, TN
Housing Assistance Council 2012 National Conference and Exhibition	December 5–7, 2012	Washington, DC
Allied Social Science Association (ASSA) Annual Meeting	January 4–6, 2013	Washington, DC
New Partners for Smart Growth	February 7–9, 2013	Kansas City, MO
National Low Income Housing Coalition's 2013 Housing Policy Conference	March 18–19, 2013	Washington, DC
ULI Washington 2013 Real Estate Trends Conference	April 10, 2013	Washington, DC
American Planning Association (APA) 2013 National Planning Conference	April 13–15, 2013	Chicago, IL
Affordable Housing Conference of Montgomery County Maryland	May 10, 2013	Montgomery County, MD
National Housing Conference: Solutions 2013	September 16–18, 2013	Atlanta, GA
National Association of Housing and Redevelopment Officials (NAHRO): NAHRO 2013 National Conference & Exhibition	October 24–26, 2013	Cleveland, OH
Urban Land Institute (ULI) 2013 Fall Meeting and Expo	November 5–8, 2013	Chicago, IL
Allied Social Science Association (ASSA): ASSA Annual Meeting	January 4–6, 2014	Philadelphia, PA
ULI Washington 2014 Real Estate Trends Conference	April 3, 2014	Washington, DC
American Planning Association (APA) 2014 National Planning Conference	April 26–29, 2014	Atlanta, GA
National Low Income Housing Coalition (NLIHC): 2014 Housing Policy Conference	April 28–29, 2014	Washington, DC
Affordable Housing Conference of Montgomery County	May 2, 2014	Bethesda, MD
National Alliance to End Homelessness (NAEH) 2014	July 29–30, 2014	Washington, DC
International City/County Management Association's 100 th Annual Conference	September 14–17, 2014	Charlotte, NC
Bipartisan Policy Center 2014 Housing Summit	September 15–16, 2014	Washington, DC

PERIODICALS

PD&R produces several periodicals as part of its outreach to a broad audience. All of these periodicals aim to provide evidence around policy, although each uses a different medium to target a different constituency.

The Edge. *The Edge*, PD&R's online magazine, provides news, a message from PD&R leadership, and a wide range of information about housing and community development issues, regulations, research,

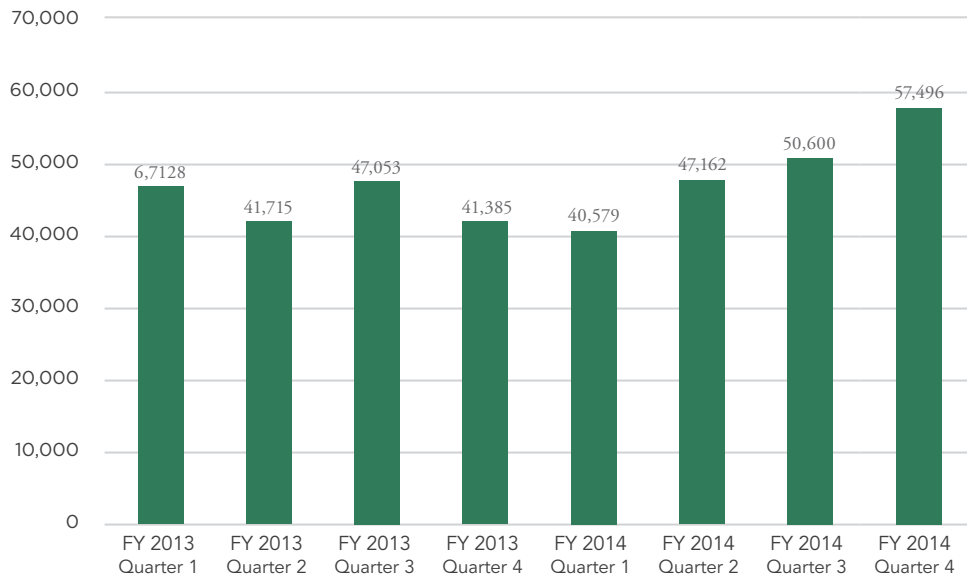
and best practices in housing and community development. New content is published in *The Edge* every two weeks. In FY 2014, *The Edge* averaged 46,114 views per month, a 39 percent increase since FY 2012. In October 2014, PD&R plans to release a substantial redesign of *The Edge* designed to enhance the user experience further.



The Edge: Most Viewed Articles, FY 2013-2014

ARTICLE NAME	DATE POSTED
1. Economic Mobility: Measuring the American Dream	7/14/2014
2. Elders and Foster Families Find Common Ground at Bridge Meadows	6/30/2014
3. Connected Communities: Linking Affordable Housing and Transportation	7/14/2014
4. A New Partner in PD&R	7/14/2014
5. Complex in Poughkeepsie Provides Housing and Services to Seniors and Veterans	4/21/2014
6. Green Building in Low-Income Housing Tax Credit Developments	6/17/2014
7. Tagliareni Plaza Offers Transit Oriented, Mixed-Income Rental Housing in Bayonne	2/25/2013
8. Charlottesville, Virginia Embraces Housing First to Tackle Regional Homelessness	7/28/2014
9. The Inextricable Link Between Neighborhoods and Health	11/5/2013
10. Choice Neighborhoods in Action	7/28/2014

Average Edge Page Views Per Month by Quarter for FY 2013-2014



Please note that FY 2014 fourth quarter numbers are based on data for one month.

Evidence Matters. *Evidence Matters* is published quarterly and designed to highlight policy-relevant research that connects policymakers at all levels, as well as researchers, advocates, and industry members, with clear, accessible, and timely information. Since it was first published in 2011, *Evidence Matters* has released 11 issues,

and its subscriber base has grown to more than 25,000. *Evidence Matters* is guided by an advisory committee comprised of representatives from several HUD program offices. The following issues of *Evidence Matters* were published during the last two fiscal years:



EVIDENCE MATTERS ISSUES, FY 2013-2014

Fall 2012: Low-Income Homeownership

- Lead: Paths to Homeownership for Low-Income and Minority Households
- Research Spotlight: Individual Development Accounts: A Vehicle for Low-Income Asset Building and Homeownership
- In Practice: Shared Equity Models Offer Sustainable Homeownership

Spring 2013: Mixed-Income Communities

- Lead: Confronting Concentrated Poverty With a Mixed-Income Strategy
- Research Spotlight: Mixed-Income Community Dynamics: Five Insights from Ethnography
- In Practice: Inclusionary Zoning and Mixed-Income Communities

Summer 2013: Preserving Affordable Housing

- Lead: Preserving Affordable Rental Housing: A Snapshot of Growing Need, Current Threats, and Innovative Solutions
- Research Spotlight: How Research Tools Are Assisting Communities to Preserve, Plan Affordable Housing
- In Practice: Models for Affordable Housing Preservation

Fall 2013: Aging in Place

- Lead: Aging in Place: Facilitating Choice and Independence
- Research Spotlight: Measuring the Costs and Savings of Aging in Place
- In Practice: Community-Centered Solutions for Aging at Home

Winter 2014: Vacancy and Reuse

- Lead: Vacant and Abandoned Properties: Turning Liabilities Into Assets
- Research Spotlight: Targeting Strategies for Neighborhood Development
- In Practice: Countywide Land Banks Tackle Vacancy and Blight
- In Practice: Temporary Urbanism: Alternative Approaches to Vacant Land

Spring/Summer 2014: Fair Housing and Discrimination

- Lead Article: Expanding Opportunity through Fair Housing Choice
- Research Spotlight: Paired Testing and the Housing Discrimination Studies
- In Practice: Fair Housing Organizations Use Testing to Expose Discrimination

AGING IN PLACE

The fall 2013 issue of *Evidence Matters* looked at measuring the costs and savings of aging in place and discussed community-centered solutions for aging at home. This topic is especially important and relevant at the current time and in the near future as increasing life expectancy, a declining birth rate, and the aging of the baby boom generation will dramatically increase the number and proportion of the U.S. population over the age of 65. Aging of the population presents challenges and questions including where people will live and how they will obtain the support and care they will require as they grow older. Surveys have shown that 89 percent of adults aged 50 and older hope to remain in their homes as they age, but only half

felt that their home would be able to accommodate them very well as they age.

Expanding on the *Evidence Matters* issue, aging in place was the featured topic of the January 2014 PD&R Quarterly Briefing. The event featured former HUD Secretary and Executive Chairman of CityView Henry Cisneros as well as leading researchers and practitioners from the field. The discussion examined the challenges mentioned above and others such as the economics of aging in place, social service demands, technology and physical requirements, community planning, and government programs. An archived video of the event is available through HUDUser.org.

Cityscape. *Cityscape* is a multidisciplinary scholarly journal that PD&R publishes three times a year to advance the state of knowledge, policy, and practice in the areas of HUD's mission. Each issue includes a Symposium of scholarly papers on a common theme. In FY 2013 and 2014, *Cityscape* symposia covered:

- The impacts of residential mobility on communities and families,
- How local governments have reacted to climate change,

- The mixed success of mixed income housing,
- The relation of rental assistance to crime,
- The impacts of housing and neighborhood on child and youth development, and
- How design affects affordability.

The Point of Contention is a high-level debate on areas in which scholars do not agree. In FY 2013 and 2014, the areas of disagreement were: whether homeownership had an impact on child well-being; the equity and efficiency of property taxes relative to other local government revenue sources;

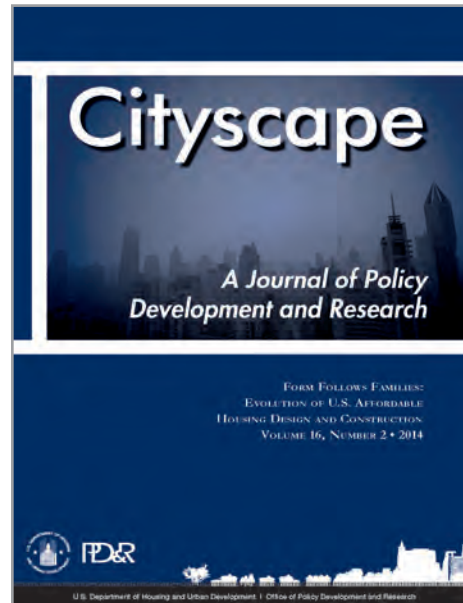
CITYSCAPE ADVISORY BOARD: Richard Green, University of South Carolina; Carolina K. Reid, University of California Berkeley; Dolores Acevedo Garcia, Brandeis University; Ira Goldstein, the Reinvestment Fund; Jens O. Ludwig, University of Chicago; Mark Joseph, Case Western University; Mary E. Pattillo, Northwestern University; Patrick T. Sharkey, New York University; Ted Koebel, Virginia Tech; Matthew Kahn, University of California Los Angeles.

whether urban density can be expected to increase in the next 40 years; the equity and efficiency of the tax deductibility for home mortgage interest; and whether poverty deconcentration should be a priority goal of U.S. housing policy.

The refereed papers in FY 2013 and 2014 explored such issues as: the impact of housing assistance on worst-case needs, the competitiveness of the real estate brokerage market in low- and high-income neighborhoods, information externalities in mortgage lending, how energy efficiency affects mortgage risk, and the relative fiscal efficiency of different types of government support for reduced residential energy consumption.

Departments are short papers to help scholars or new students explore the areas of HUD's mission. In FY 2013 and 2014 these papers included: Impact, which details and explains the benefit and cost calculations for new HUD regulations; Policy Briefs; Graphic Detail, which illustrates the power of maps to inform public policy and social science; Foreign Exchange, which describes policy innovations in housing and urban development in other countries that may be of interest to U.S. readers; Industrial Revolution, which illustrates the potential of technological innovation in residential construction to affect society; Spatial Analysis and Methods (SpAM), which takes the reader step-by-step through pioneer techniques in the analysis of geographic information; and

Data Shop, which introduces the reader to new data sets and new procedures for using the data in familiar sources.



CITYSCAPE DOWNLOADS:

FY 2013	935,066
FY 2014*	948,000

* Estimate based on nine months of data.

CITYSCAPE GUEST EDITORS: Carlos E. Martin, *Evolution of U.S. Affordable Housing Design and Construction*, *Cityscape* Volume 16, Number 2, 2014; Elizabeth Rudd and Molly Irwin, *Housing, Contexts, and the Well-Being of Children and Youth*, *Cityscape* Volume 16, Number 1, 2014; Ron Wilson and Brent D. Mast, *Rental Assistance and Crime*, *Cityscape* Volume 15, Number 3, 2013; James C. Fraser, Deirdre Oakley, and Diane K. Levy, *Mixed Messages on Mixed Incomes*, *Cityscape* Volume 15, Number 2, 2013; Richard C. Feiock and Christopher Coutts, *Climate Change and City Hall*, *Cityscape* Volume 15, Number 1, 2013.

AWARDS

PD&R has a longstanding commitment to identifying and sharing innovative best practices. An important vehicle for identifying these efforts is the awards program. PD&R manages the well-regarded HUD Secretary's Awards and in FY 2014 launched a new competition that engages students. Detailed descriptions on all award winners can be found on HUDUser.org/awards.

THE INNOVATION IN AFFORDABLE HOUSING STUDENT DESIGN AND PLANNING COMPETITION

The first annual Innovation in Affordable Housing (IAH) Student Design and Planning Competition officially launched in January 2014. This exciting new initiative encourages research and innovation in affordable housing and raises future practitioner capacity while fostering cross-discipline teamwork among design, finance, public policy, and planning students. It also aims to raise awareness of affordable housing at the university level.

Interdisciplinary teams of three to five graduate students work to solve problems and craft solutions in response to a project encountered by a public housing authority.

IAH 2014's partner was the Housing Authority of Bergen County (HABC). HABC offered a challenging project for the competition—a historic American Legion building situated on 1.5 acres. HABC wished to maintain this historic building while providing affordable housing for homeless veterans. IAH student participants needed to consider design, community development, and financing elements in order to provide an all-encompassing plan and solution that would allow HABC to meet their goal. They also had to demonstrate an understanding of needs of the intended residents, the zoning restrictions, and leveraging opportunities.

A jury of five academics, practitioners, planners, and architects narrowed down the submissions to four finalist teams. The finalists were then invited to invite the project site, walk the grounds, and hear from members of the community.

The competition culminated in a final presentation at HUD Headquarters in Washington, DC, in early May 2014. The jury heard each finalist team's presentation and then asked questions before they left for deliberation. Former HUD Secretary Shaun Donovan announced the results. The runner up, receiving



Former Secretary Shaun Donovan poses with the winning team from Ohio State University.

HUD INNOVATION IN AFFORDABLE HOUSING STUDENT DESIGN AND PLANNING COMPETITION JURORS

Julie DeGraaf Velazquez, Vice President/Project Manager, McCormack Baron Salazar

Deborah De Santis, President/CEO, Corporation for Supportive Housing

Katie Swenson, Vice President, National Design Initiatives, Enterprise Community Partners

David Eisen, Principal, Abacus Architects + Planners

Michael Pitchford, President and CEO, Community Preservation and Development Corporation

Nina Janpaul, President/CEO, Arlington Partnership for Affordable Housing

a \$5,000 prize, was the joint team from New York University and Columbia University. The team's plan included three buildings with eight units each and featured innovative ideas such as a grey/black water system, a transportation center for residents, and a multi-seasonal gazebo. The winner, receiving a \$10,000 prize, was the team from The Ohio State University. This team designed four buildings with six units each, a main circulation core between buildings, and common areas including a south garden and a north patio. The team also outlined an effective outreach plan and discussed the seven elements of wellness throughout their presentation.

Following a successful inaugural year, PD&R is currently planning the second year of the Innovation in Affordable Housing Student Design and Planning Competition, which will launch in fall 2014.

SECRETARY'S AWARDS

The HUD Secretary's Awards, managed by PD&R, honor projects that exemplify excellence in four categories: community planning, historic preservation, affordable housing design, and cooperative public/private efforts. HUD presents the awards annually in partnership with the several leading housing and community development organizations.

The Secretary's Award for Excellence in Historic Preservation. HUD presents the Secretary's Award for Excellence in Historic Preservation in partnership with the National Trust for Historic Preservation to recognize efforts that both advance the nation's historic preservation goals and provide affordable housing and economic development opportunities for low- and moderate-income residents.

**2012 Winner: Saint Luke's Manor
Cleveland, Ohio**

**2013 Winner: Riverside Plaza Rehabilitation
Minneapolis, Minnesota**

The Secretary's Awards for Community

Foundations. The Secretary's Award for Community Foundations recognizes excellence in public-philanthropic partnerships that have both transformed the relationship between the sectors and led to measurable benefits in terms of increased economic employment, health, safety, education, sustainability, inclusivity and cultural opportunities, and/or housing access for low- and moderate-income families. These partnerships serve as worthy models for other communities. The award is presented by the Department of Housing and Urban Development in partnership with the Council on Foundations' Public-Philanthropic Partnership Initiative.

2013 Winners:

- Empire Health Foundation (Washington): Eastern Washington Obesity Prevention Initiative
- Fairfield County Community Foundation (Connecticut): Stable Families Program
- Rasmuson Foundation (Alaska): Pre-Development (Pre-D) Program
- The Raymond John Wean Foundation (Ohio): Youngstown Community Revitalization
- The Rhode Island Foundation (Rhode Island): Green and Healthy Homes Initiative® Providence
- The Saint Paul Foundation (Minnesota): Central Corridor Funders Collaborative and Corridors of Opportunity
- Sisters of Charity Foundation of Cleveland (Ohio): Housing First Initiative of Cuyahoga County
- United Way of Greater Los Angeles (California): Home for Good
- Wells Fargo Regional Foundation (New Jersey): New Jersey Neighborhood Revitalization Grants Program
- Women's Foundation for a Greater Memphis (Tennessee): US Memphis HOPE

The Secretary's Opportunity and Empowerment Award. HUD has issued the Secretary's Opportunity and Empowerment Award since 1998 in partnership with the American Planning Association. This award recognizes excellence in planning that has led to measurable benefits in terms of increased economic employment, education, or housing choice or mobility for low- and moderate-income residents. The award stresses tangible results and recognizes the planning discipline as an important community resource. It emphasizes how creative housing, economic development, and private investments are used in, or in tandem with, a comprehensive community development plan.

2012 Winner: Robert R. Taylor Homes/ NorthSide Revitalization (Wilmington, North Carolina)

2013 Winner: Owe'neh Bupingeh Preservation Plan (Ohkay Owingeh, New Mexico)

2014 Winner: Mountain View Village (Anchorage, Alaska)

The Secretary's Housing and Community Design Awards. The American Institute of Architects (AIA), in conjunction with the Office of the Secretary of the U.S. Department of Housing and Urban Development (HUD), recognizes excellence in affordable housing architecture, neighborhood design, participatory design, and accessibility. These awards, offered across several categories, demonstrate that key role design plays building thriving homes and communities in addition to providing examples of important benchmarks in the housing industry.

Excellence in Affordable Housing Design Award. This award recognizes architecture that demonstrates overall excellence in terms of design in response to both the needs and the constraints of affordable housing.

2013 Winners: Via Verde—The Green Way (New York, New York)

2014 Winner: 28th Street Apartments (Los Angeles, California)

CREATING COMMUNITY CONNECTIONS AWARD

This award recognizes projects that incorporate housing within other community amenities for the purpose of either revitalization or planned growth.

2014 Winner: Kelly Cullen Community (San Francisco, California)

COMMUNITY-INFORMED DESIGN AWARD

This award recognizes design that supports physical communities as they rebuild social structures and relationships that may have weakened because of out-migration, disinvestment, and the isolation of inner-city areas.

2013 Winner: Community Learning Center (Leominster, Massachusetts)

2014 Winner: Kings Beach Housing Now (Lake Tahoe, Nevada)

ALAN J. ROTHMAN AWARD FOR HOUSING ACCESSIBILITY

The purpose of this award is to recognize exemplary projects that demonstrate excellence in improving housing accessibility for people with disabilities. This award is named for Alan Rothman, a longtime former PD&R employee and recognized leader in accessibility design and architecture.

2013 Winner: New Accessible Passive Solar Housing (Stoneham, Massachusetts)

2014 Winner: Sierra Bonita Apartments (West Hollywood, California)

PD&R'S PARTNER ENGAGEMENT

PD&R also works to engage a variety of stakeholders to build partnerships and ladders of opportunity, source and share innovation and ideas, and connect the work of HUD to a range of communities in support of furthering HUD's mission. While PD&R's engagement efforts take a number of forms, this work is the particular focus of three of the seven offices that comprise PD&R:

- Office of International and Philanthropic Innovation (IPI)
- Office of University Partnerships (OUP)
- White House Council for Strong Cities, Strong Communities (SC2)

Through IPI, OUP, and SC2, PD&R works to build strong connections between HUD and philanthropy, nongovernmental organizations (NGOs), anchor institutions, distressed communities, and other partners.

OFFICE FOR INTERNATIONAL AND PHILANTHROPIC INNOVATION

The Office for International and Philanthropic Innovation (IPI) works to position HUD as a hub for innovation by building partnerships, sourcing innovations, and aligning resources and private capital from across the globe and across sectors, all towards HUD's mission of creating resilient, sustainable, equitable, and economically vibrant communities.

PHILANTHROPIC ENGAGEMENT. Through strategic partnerships, IPI leverages and aligns resources for HUD's community development projects across the country. Since IPI's launch in 2010, the office's efforts have resulted in more than \$100 million in direct and aligned investments through cross-sector collaborations with funders and funder networks.

Signature Partnerships. Since the inauguration of the HUD Secretary's Award for Public-Private Philanthropic Partnerships in FY 2012, HUD and the Council on Foundations (COF) have continued to recognize exemplary partnerships between philanthropy, businesses, and the public sector at the local level. The Secretary's Award represents one of IPI's many tools for engagement with philanthropy. By recognizing foundations for their groundbreaking collaborative work, IPI deepens and strengthens HUD's relationships with philanthropy across the country. In FY 2013, COF and HUD selected another 10 foundations from a dynamic and competitive pool of applicants, with awards announced by former Secretary Donovan at the Council's Fall Conference for Community Foundations in San Diego in September 2013. These winners are described in an earlier section. The FY 2014 award will be the first announced jointly with another agency as a result of HUD's partnership with the U.S. Department of Agriculture (USDA).

Design. In FY 2013, IPI worked with the Hurricane Sandy Rebuilding Task Force to develop a formal partnership between the Task Force and philanthropy to launch REBUILD BY DESIGN, a multistage regional design competition to promote resilience for the Sandy-affected region. The competition featured four focus areas: coastal communities, high-density urban environments, ecological and water body networks, and a catchall "other areas" category. The goal of the competition was to develop and implement innovative, regionally scalable (but locally contextual) solutions to bolster resilience. The competition process aimed to deliver a better understanding of regional interdependencies and encourage regional coordination and resilience across the United States. A total of 140 proposals



from across the globe were submitted, all with creative plans ranging from infrastructure to green spaces. Beginning in June 2013, 10 interdisciplinary design teams worked with diverse stakeholders in the Sandy-affected region to develop innovative solutions to rebuild. Six winning proposals were announced by the Secretary in June 2014. Building on the success of REBUILD BY DESIGN, HUD is now partnering with philanthropy on the national level to design future competitions, aligning private capital and expertise with HUD funding and initiatives.

Social Innovation. During the past several years, IPI has worked closely with international and philanthropic partners on efforts to promote social innovation. Much of this work has centered on new financial models to drive philanthropic and private investment toward explicit social and environmental goals and outcomes. One such model, Pay for Success (PFS), bridges the gap between fewer federal resources and increasing needs and demands—now and in the future. A Pay for Success contract allows government to pay for services when predetermined performance measures are reached, primarily in providing more cost-effective services to a vulnerable population. A PFS partnership leverages private capital; taps into new funding opportunities; shifts outlay risk to philanthropic and private

investors; monetizes social impact/outcomes of social services; and realizes costs savings for government, ultimately connecting performance outcomes to financial return.

Pay for Success Demonstration.

IPI and several other HUD program offices are currently engaged in a Pay for Success demonstration to test the effectiveness and financial feasibility of the permanent supportive housing model. The demonstration is funded through a PFS model and targets the reentry population who frequently cycle in and out of the shelter and corrections systems. HUD, along with the Bureau of Justice Assistance, U.S. Department of Justice, announced the availability of approximately \$5 million to structure a PFS demonstration, funded out of the Second Chance Act in the FY 2014 budget. The demonstration measures the potential savings accrued when permanent supportive housing is applied to a specific, measurable target population through Pay for Success financing. By pairing stable housing with social services, permanent supportive housing will deliver better participant outcomes and reduce back-end spending on crisis care services, corrections systems, and homeless shelters. The PFS model is essential in incentivizing preventative measures targeted at a high-cost, high-need population and a model where there is an opportunity to be adapted by other HUD program offices.

INTERNATIONAL ENGAGEMENT. In addition to philanthropic work, IPI cultivates relationships with partners across geographical boundaries and sectors. IPI hosts learning exchanges, networks across agencies, and builds thoughtful and productive partnerships with lasting and wide-ranging effect.

Memoranda of Understanding (MOU).

A key vehicle for this work is long-term cooperative partnerships with other federal housing ministries. In 2013, HUD signed

Former Secretary Shaun Donovan in Medellín, Colombia, for the World Urban Forum.



a memorandum of understanding with The Netherlands Ministry of Infrastructure and the Environment to address disaster mitigation, sustainable and integrated planning, and water management infrastructure. Ministry officials contributed significant expertise around flood protection systems and long-term disaster mitigation to the Hurricane Sandy Rebuilding Task Force and ultimately helped establish the REBUILD BY DESIGN competition.

Dialogues for Change. In 2013, IPI launched the Dialogues for Change (D4C) program under HUD's 2011 memorandum of understanding with the German federal government. D4C is an innovative peer-to-peer city learning exchange network, bringing together urban planners from the United States and Germany to find integrated solutions to complex, shared, urban, and community development challenges. In the first year of this work, U.S. participants—all Office of Economic Resilience or Strong Cities, Strong Communities grantees—participated in a series of workshops addressing inclusion, equity, and engagement in the master planning process and shared lessons learned with peer networks.

Exchange With Chile. In addition to MOU-level partnerships, over the past 18 months HUD has worked with Chile's Ministry of Housing and Urban Development (MINVU) on issues of shared interest: disaster reconstruction and affordable rental housing policy. Former Secretary Donovan traveled to Chile in January 2014 to observe Chile's reconstruction efforts after the 2010 earthquake and tsunami and apply lessons to HUD's rebuilding work after Hurricane Sandy. In turn, HUD staff has also been assisting MINVU to craft South America's first-ever rental housing program, Chao Suegra (Goodbye Mother-in-law). Loosely modeled from HUD's Housing Choice Voucher Program, Chao Suegra is now being monitored by PD&R staff for policy choices

that may inform HUD's rapid rehousing programs. Interesting elements of the program include the flat-rate, time-limited nature of the subsidy with greater administrative simplicity and payment flexibility for tenants.

World Urban Forum. IPI co-led the U.S. government's Interagency Planning Process for the World Urban Forum 7 (WUF7) held April 5–11, 2014, in Medellín, Colombia. Sponsored by UN-Habitat, WUF is the world's premier international conference examining issues in sustainable urban development. In addition to overseeing the selection and briefing of the official U.S. delegation, IPI staffed former Secretary Shaun Donovan as he led the U.S.'s diverse and dynamic cross-sector presence. At WUF7, Secretary Donovan used high-profile speaking opportunities to elevate the Obama Administration's flagship programs that address economic inequality and highlighted prominent U.S. financing mechanisms and innovative cross-sector partnership networks that allow the United States to develop affordable housing despite increasing fiscal challenges. Secretary Donovan was able to substantively engage his global counterparts and other thought leaders and evaluate innovative strategies being used to address housing and urban challenges.

OFFICE OF UNIVERSITY PARTNERSHIPS

The Office of University Partnerships (OUP) was established to encourage and expand the efforts of colleges and universities that are striving to make a difference in their communities. OUP is committed to helping universities join with their neighbors in partnerships that address urban problems—partnerships that enable university students, faculty, and neighborhood organizations to work together to revitalize the economy, generate jobs, and rebuild healthy cities.

The Anchor Dashboard. OUP hosted a November 2013 event to present a white

paper submitted to the Annie E. Casey Foundation by the Democracy Collaborative of the University of Maryland that aimed at developing some common indicators and metrics for use in measuring community engagement. The Anchor Dashboard identifies 12 critical areas where anchor institutions can play an effective role. Additionally, it develops illustrative indicators that provide a baseline to assess conditions in the community and evaluate institutional effort—e.g., dollars spent, procurement shifted, people hired, and policies and accountability procedures in place.

As noted in a summary of the white paper, “anchor institutions are enterprises such as universities and hospitals that are rooted in their local communities by mission, invested capital, or relationships to customers, employees, and vendors. As place-based entities that control vast economic, human, intellectual, and institutional resources, anchor institutions have the potential to bring crucial, and measurable, benefits to local children, families, and communities.” The Anchor Dashboard was developed through extensive research and in-depth interviews conducted with more than 75 leaders of anchor institutions, national nonprofit organizations, federal agencies, and community organizations. Anchor institutions will be asked to review, endorse, and eventually deploy the Democracy Collaborative’s proposed indicators and metrics.

Anchor Institutions and Communities

Sharing a Common Goal. In September 2013, OUP co-hosted the FY 2013 Historically Black Colleges and Universities (HBCU) conference with the Historically Black Colleges and Universities Community Development Action Coalition in Atlanta, Georgia. The agenda covered a wide range of topics, such as: healthy food and lifestyles, HUD’s investment in HBCUs, anchor institutions and community wealth-building, and the role of anchor institutions investing in community and economic development projects.

OUP, in partnership with Albright College, PA Campus Compact, and the Federal Reserve Bank of Philadelphia, co-hosted the September 2014 “Place Matters: Partnerships Between Institutions of Higher Education and Their Local Communities.” This one-day event celebrated the opening of the Center for Civic and Global Engagement at Albright College. The convening will spotlight and explore how colleges and universities work in partnership to positively impact the quality of their communities through community and economic development projects while providing transformative learning opportunities for their students.

Anchor Institutions Forums. OUP

periodically hosts Anchor Institutions forums to explore best practices, emerging issues, and opportunities for collaboration. The April 2014 forum, “Anchor Institutions: Historically Black Colleges and Universities Leading the Way to Community Transformation,” showcased best practices among Historically Black Colleges and Universities (HBCUs) in implementing community and economic development activities in low-wealth communities. Panelists from Benedict College, located in Columbia, South Carolina, and Coppin State University, Baltimore, Maryland, discussed how they have maximized resources and developed and nurtured collaborations with federal, state, and local entities to build local capacity and stronger communities. These HBCUs have made exciting improvements to their communities. For example, they have: rehabilitated and constructed residential structures to increase housing opportunities; rehabilitated commercial buildings; carried out special economic development programs that provide financial assistance for the establishment, stabilization, and expansion of microenterprises; sponsored homeownership and counseling programs; and provided an array of public service activities.

Deputy Assistant Secretary Sherone Ivey introduces panelists at the April 2014 forum entitled, "Anchor Institutions: Historically Black Colleges and Universities Leading the Way to Community Transformation."



A fall 2014 forum will featured HBCUs offering presentations that will showcase best practices among HBCUs in implementing community and economic development activities in low-wealth communities. Also in fall 2014, an Anchor Institutions Forum featuring Hispanic-Serving Institutions from San Antonio will spotlight the tools for engaging local stakeholders in effective community and economic development.

STRONG CITIES, STRONG COMMUNITIES

In March 2012 President Barack Obama signed an Executive Order establishing the White House Council on Strong Cities, Strong Communities (SC2). The SC2 Council is co-chaired by HUD Secretary Julián Castro and the Assistant to the President for Domestic Policy Cecilia Muñoz. More than 20 departments, agencies, and other offices within the Administration, including the Director of the Office of Management and Budget and the Chair of the Council of Economic Advisors, are part of the SC2 Council.

President Obama established SC2 to create an innovative new model of federal-local collaboration dedicated to assisting communities to get back on their feet and create jobs by helping them better

leverage federal resources and form key partnerships to implement economic visions. SC2 has four core components: federal, interagency teams deployed to fourteen locations, the SC2 Fellowship Program, the Economic Visioning Challenge, and the National Resource Network. Each of these components is described in more detail below. SC2 supports President Obama's agenda to make historic investments to build ladders of opportunity for Americans who are working hard to make it to the middle class and to partner with communities that were hardest-hit by the recent recession.

In April 2013, the Council published its annual report, which detailed the accomplishments in the pilot cities as well as burgeoning policy lessons. That report is available on HUDUser.org. SC2's achievements have proved a model of collaboration across different levels of government and lessons about how to more effectively coordinate existing government resources. SC2's work on the ground in communities has revealed a host of policy lessons and innovations that the Administration will disseminate as it develops and refines strategies to help cities meet their needs.



Federal experts from SC2's 19 member agencies convened at the White House for the 2014 SC2 orientation.

SC2 Federal Interagency Teams. These interagency groups of federal employees work in select cities to assist local mayors in implementing plans and approaches to recovery and revitalization. The SC2 Initiative began in seven pilot locations: Chester, Pennsylvania; the Northeast Ohio region of Cleveland and Youngstown, Ohio; Detroit, Michigan; Fresno, California; Memphis, Tennessee; and New Orleans, Louisiana. In January 2014, the Initiative announced a second cohort of cities selected through a competitive process. The selected cities were: Brownsville, Texas; Flint, Michigan; Gary, Indiana; Macon, Georgia; Rockford, Illinois; Rocky Mount, North Carolina; and St. Louis, Missouri.

The SC2 teams engage on the ground to help cities more effectively invest existing resources, provide advice and expertise in support of local priorities, better align federal programs and investments, and facilitate new partnerships and peer learning opportunities wherever possible. To date, the work of the SC2 teams has enabled SC2 cities to more effectively utilize more than \$368 million in existing federal funds and investments. The SC2 teams have also provided expertise that have helped SC2 cities make significant progress toward their priorities in economic

development, housing, transportation, public safety, and public health, among other areas. The work of the SC2 teams forms the foundation for the policy recommendations the SC2 Council provides through its Annual Report to the Co-Chairs as required by the Executive Order.

SC2 Fellowship Program. The SC2 Fellowship program has helped rebuild local government capacity by training and placing highly motivated early- to mid-career professionals in the mayors' offices or relevant local government agencies. Through a competitive process, HUD selected the German Marshall Fund of the United States (GMF) in 2011 to manage and implement the fellowship program, funded through a generous \$2.5 million contribution from the Rockefeller Foundation. The fellowship program placed fellows in each of the seven SC2 pilot cities to take on strategic responsibilities and be immersed in the core operations of the city, engage in peer-to-peer learning opportunities and become active leaders in their city, and be intensely engaged and committed to redeveloping the city with the hope that fellows remain working in the city after the program ends. A number of the 17 fellows have transitioned from the fellowship program into permanent positions

in city hall, providing continuity and a deeper bench of municipal staff experts in these communities.

To further support the work of the SC2 fellows and to deepen the community and economic development capacity in each of the pilot cities, GMF initiated a series of policy “bootcamps” to bring national experts together for two days of intensive learning and dialogue around the issues that local practitioners, government leaders, and nonprofit leaders surfaced as critical to each city’s economic development and strategic planning priorities. Policy bootcamps were held in each of the seven pilot locations throughout 2013 and into early 2014.

SC2 Economic Visioning Challenge. The Economic Visioning Challenge aligns with the Administration’s commitment to use prizes and challenges to promote innovation. Led by the Department of Commerce, Economic Development Administration (EDA), the Economic Visioning Challenge is designed to help additional cities develop economic blueprints. In September 2012, EDA selected Greensboro, North Carolina, Hartford, Connecticut, and Las Vegas, Nevada, to receive prize money to fund the visioning challenge. EDA is partnering with these communities to provide technical assistance as they design the prize competitions.

National Resource Network. The Initiative is applying the SC2 model of customized federal technical assistance to a much larger number of local governments through the National Resource Network (the Network). In May 2014, the Administration launched this new program to leverage the expertise, partnerships, and resources of the public and private sectors to help cities comprehensively tackle their most pressing challenges. The Network consortium includes leading experts and practitioners from the private and nonprofit sectors as well as academia who work with city leaders every day to address their greatest economic needs.

The Network provides cities with customized tools and advice to build strategic partnerships, strengthen their economic competitiveness, and marshal public and private sector resources.

The Network will develop and deliver innovative solutions to 80–100 cities and regions to help them address their toughest economic challenges by working with local leaders to identify practical solutions, share real-world expertise and best practices, and help them develop the tools and strategies they need to grow their economies. Three cities (Fall River, Massachusetts, Kansas City, Kansas, and Miami, Florida) and a region encompassing several cities in and around Los Angeles, California (Compton and Lynwood) have already begun engagements with teams of experts. The Network’s Web site (nationalresourcenetwork.org) also offers a curated library of best practices, toolkits, and technical assistance opportunities from federal agencies and, will eventually include publicly available information from state and local agencies and national nonprofits as well.





LOOKING AHEAD

As evidenced by the work featured in this report and plans taking shape for the next two years, this is an exciting time for HUD and for PD&R. Here are a few highlights of what's ahead:

- A redesign of online magazine, *The Edge*, coming in fall 2014
- Launch of the next Research Roadmap planning and stakeholder engagement process in 2015
- A series of activities and products celebrating HUD's 50th Anniversary throughout 2016

In addition, PD&R will release final reports on much-anticipated research and demonstration efforts; continuing hosting thought-provoking convenings; and ensure that HUDUser.org remains a go to resource for research, data, and best practices.

The previous PD&R biennial report bore the subtitle "building for the future." Looking ahead, PD&R will continue moving forward toward that future with an exciting pipeline of research, data, demonstrations, policy translation, and outreach designed to serve our mission of improving life in American communities.



APPENDIX: PUBLICATION AND DATA SETS

During the past two years, PD&R has released 33 reports and 28 data sets. All of the reports and data sets listed below can be accessed through HUDUser.org.

Reports, FY 2013–2014

- Abt Associates Inc. and Fairview Industries. January 2013. *The Feasibility of Developing a National Parcel Database: County Data Records Project Final Report*. Washington, DC: U.S. Department of Housing and Urban Development.
- Abt Associates Inc. March 2013. *Family Options Study: Interim Report*. Washington, DC: U.S. Department of Housing and Urban Development.
- Arnold, Loreen H. and Mark J. Mazz. November 2013. *Design Details for Accessible Disaster Relief Housing*. Washington, DC: U.S. Department of Housing and Urban Development.
- Blount, Casey, Elaine Ng, Iku Nakano, and Wendy Ip. January 2014. *Redevelopment Agencies in California: History, Benefits, Excesses, and Closure*. Washington, DC: U.S. Department of Housing and Urban Development.
- Center for Transit-Oriented Development. April 2014. *Creating Connected Communities: A Guidebook for Improving Transportation Connections for Low- and Moderate-Income Household in Small and Mid-Sized Cities*. Washington, DC: U.S. Department of Housing and Urban Development.
- Cunningham, Mary, The Urban Institute, Martha Burt, Jennifer Biess, and Dina Emam. September 2013. *Veterans Homeless Prevention Demonstration Evaluation: Interim Report*. Washington, DC: U.S. Department of Housing and Urban Development.
- Dion, Robin M., Amy Dworsky, Jackie Kauff, and Rebecca Kleinman. May 2014. *The Family Unification Program: A Housing Resource for Youth Aging Out of Foster Care*. Washington, DC: U.S. Department of Housing and Urban Development.
- . May 2014. *Housing for Youth Aging Out of Foster Care*. Washington, DC: U.S. Department of Housing and Urban Development.
- Dworsky, Amy and Robin M. Dion. May 2014. *Issue Brief: Evaluating Housing Programs for Youth who Age Out of Foster Care*. Washington, DC: U.S. Department of Housing and Urban Development.
- Eggers, Frederick J., Fouad Moumen, and Econometrica, Inc. December 2013. *Between-Survey Changes in the Number of Bedrooms in a Unit: How Often? Why? Effect on Measures of Rental Affordability?* Washington, DC: U.S. Department of Housing and Urban Development.
- . January 2014. *New AHS PUF Information on HUD-Assisted Rental Housing*. Washington, DC: U.S. Department of Housing and Urban Development.
- . March 2013. *American Housing Survey: A Measure of (Poor) Housing Quality*. Washington, DC: U.S. Department of Housing and Urban Development.
- . March 2013. *American Housing Survey: Housing Adequacy and Quality As Measured by the AHS*. Washington, DC: U.S. Department of Housing and Urban Development.
- Gebhardt, Matthew F. June 2014. *Spatial Analysis of Choice Neighborhoods Initiative Planning Grant Applicant Neighborhoods*. Washington, DC: U.S. Department of Housing and Urban Development.
- Khadduri, Jill, Meghan Henry, Lauren Dunton, and Eliza Kean. February 2014. *Study of PHA's Efforts to Serve People Experiencing Homelessness*. Washington, DC: U.S. Department of Housing and Urban Development.
- Kingsley, Thomas G., Kathryn Pettit, Jennifer Biess, Kassie Bertumen, Amos Budde, Chris Narducci, and Nancy Pindus. January 2014. *Continuity and Change: Demographic, Socioeconomic, and Housing Conditions of American Indians and Alaska Natives*. Washington, DC: U.S. Department of Housing and Urban Development.
- Komadina, Stephen, Timothy McNally, and Samuel Young. March 2014. *Impact of Oil and Gas Exploration on Affordable Housing*. Washington, DC: U.S. Department of Housing and Urban Development.



- Locke, Gretchen, and Larry Buron. March 2013. *Study of Household Transition from the Disaster Housing Assistance Program (DHAP-Katrina): Final Report*. Washington, DC: U.S. Department of Housing and Urban Development.
- M. Davis and Company, Inc., Samantha Friedman, Angela Reynolds, Susan Scovill, Florence R. Brassier, Ron Campbell, and McKenzie Ballou. June 2013. *An Estimate of Housing Discrimination Against Same-Sex Couples*. Washington, DC: U.S. Department of Housing and Urban Development.
- The Urban Institute, Margery Austin Turner, Diane K. Levy, Doug Wissoker, Claudia Aranda, Rob Pitingolo, and Rob Santos. June 2013. *Housing Discrimination Against Racial and Ethnic Minorities 2012*. Washington, DC: U.S. Department of Housing and Urban Development.
- The Urban Institute. January 2013. *Expanding Housing Opportunities Through Inclusionary Zoning: Lessons from Two Counties*. Washington, DC: U.S. Department of Housing and Urban Development.
- . September 2013. *Developing Choice Neighborhoods: An Early Look at Implementation in Five Sites – Interim Report*. Washington, DC: U.S. Department of Housing and Urban Development.
- U.S. Department of Housing and Urban Development. April 2014. *HUD Strategic Plan 2014–2018*. Washington, DC: U.S. Department of Housing and Urban Development.
- . August 2013. *Worst Case Housing Needs 2011: Report to Congress*. Washington, DC: U.S. Department of Housing and Urban Development.
- . February 2013. *Worst Case Housing Needs 2011: Report to Congress – Summary*. Washington, DC: U.S. Department of Housing and Urban Development.
- U.S. Department of Housing and Urban Development, Office of Policy Development and Research. May 2013. *Programs of HUD: Major Mortgage, Grant, Assistance, and Regulatory Programs*. Washington, DC: U.S. Department of Housing and Urban Development.
- . February 2013. *Office of Policy Development & Research Biennial Report FY 2011–2012*. Washington, DC: U.S. Department of Housing and Urban Development.
- . April 2013. *Strong Cities, Strong Communities Initiative 1st Annual Report*. Washington, DC: U.S. Department of Housing and Urban Development.
- U.S. Department of Housing and Urban Development, Office of University Partnerships. February 2013. *Facilitators of Change*. Washington, DC: U.S. Department of Housing and Urban Development.
- . February 2013. *Building Resiliency: The Role of Anchor Institutions in Sustaining Community Economic Development*. Washington, DC: U.S. Department of Housing and Urban Development.
- . February 2013. *Investing in the Future of Urban Scholarship*. Washington, DC: U.S. Department of Housing and Urban Development.

U.S. Housing Market Conditions Reports, FY 2013–2014

- U.S. Department of Housing and Urban Development, Office of Policy Development and Research. May 2014. *1st Quarter National Housing Market Summary*. Washington, DC: U.S. Department of Housing and Urban Development.
- . February 2014. *4th Quarter National Housing Market Summary*. Washington, DC: U.S. Department of Housing and Urban Development.
- . December 2013. *3rd Quarter National Housing Market Summary*. Washington, DC: U.S. Department of Housing and Urban Development.
- . August 2013. *2nd Quarter National Housing Market Summary*. Washington, DC: U.S. Department of Housing and Urban Development.
- . May 2013. *1st Quarter National Housing Market Summary*. Washington, DC: U.S. Department of Housing and Urban Development.

Data Sets, FY 2013–2014

- July 2014. USPS Vacancy Data for Quarter 2, 2014. Washington, DC: U.S. Department of Housing and Urban Development.
- July 2014. AHS Updates: 2013 AHS BETA PUF. Washington, DC: U.S. Department of Housing and Urban Development.

July 2014. HUD Public Use Microdata Sample (PUMS) Data for 2013. Washington, DC: U.S. Department of Housing and Urban Development.

June 2014. A Picture of Subsidized Households – 2013 Data Based on 2010 Census. Washington, DC: U.S. Department of Housing and Urban Development.

May 2014. USPS Vacancy Data for Quarter 4, 2013. Washington, DC: U.S. Department of Housing and Urban Development.

May 2014. HUD USPS ZIP Code Crosswalk Files 4th Quarters of 2013 and 1st Quarters of 2014 All Quarters of 2013. Washington, DC: U.S. Department of Housing and Urban Development.

March 2014. USPS Vacancy Data for Quarter 1, 2013. Washington, DC: U.S. Department of Housing and Urban Development.

February 2014. Special Tabulations of Households 2011 ACS 5-Year. Washington, DC: U.S. Department of Housing and Urban Development.

February 2014. HUD USPS ZIP Code Crosswalk Files 3rd Quarters of 2013 All Quarters of 2013. Washington, DC: U.S. Department of Housing and Urban Development.

December 2013. FY 2014 Income Limits for NSP. Washington, DC: U.S. Department of Housing and Urban Development.

December 2013. FY 2014 Income Limits. Washington, DC: U.S. Department of Housing and Urban Development.

December 2013. MTSP Income Limits. Washington, DC: U.S. Department of Housing and Urban Development.

December 2013. Uniform Relocation Act Income Limits. Washington, DC: U.S. Department of Housing and Urban Development.

September 2013. HUD Public Use Microdata Sample (PUMS) Data for 2012. Washington, DC: U.S. Department of Housing and Urban Development.

August 2013. Fair Market Rents: Proposed FY 2014 FMRs. Washington, DC: U.S. Department of Housing and Urban Development.

July 2013. USPS Vacancy Data for Quarter 2, 2013 at the 2010 Census Tract Geographic Level. Washington, DC: U.S. Department of Housing and Urban Development.

July 2013. HUD USPS ZIP Code Crosswalk Files 1st and 2nd Quarters of 2013, All Quarters of 2012.

July 2013. HUD USER GIS Data Resources. Washington, DC: U.S. Department of Housing and Urban Development.

July 2013. A Picture of Subsidized Households-2009 (reweighted) to 2012. Washington, DC: U.S. Department of Housing and Urban Development.

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June 2013. 2013 Renewal Funding Inflation Factors. Washington, DC: U.S. Department of Housing and Urban Development.

May 2013. Annual Adjustment Factors: FY 2013. Washington, DC: U.S. Department of Housing and Urban Development.

May 2013. USPS Vacancy Data for Quarter 1, 2013 at the 2010 Census Tract Geographic Level. Washington, DC: U.S. Department of Housing and Urban Development.

May 2013. Utility Allowances. Washington, DC: U.S. Department of Housing and Urban Development.

April 2013. New CHAS Data Based on the 2006-2010 and 2008-2010 ACS. Washington, DC: U.S. Department of Housing and Urban Development.

April 2013. Housing Affordability Data System 2011 Data. Washington, DC: U.S. Department of Housing and Urban Development.

February 2013. Building Permits: January 2013 Data. Washington, DC: U.S. Department of Housing and Urban Development.

February 2013. Qualified Census Tracts and Difficult Development Areas. Washington, DC: U.S. Department of Housing and Urban Development.

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