

# **2002 NAHRO AGENCY AWARDS OF EXCELLENCE WINNERS**

## **PROGRAM INNOVATION - AFFORDABLE HOUSING**

### **VILLA CIOLINO APARTMENTS**

The goal of the Villa Ciolino housing project was to eradicate the most blighted property in Morgan Hill and replace it with attractive affordable homes. To accomplish this the Redevelopment Agency, with its non-profit partner, South County Housing acquired the property, relocated 24 families, replaced the substandard dwellings, rehabilitated 8 units and built 14 new ones, while dealing with issues of rezoning, funding and infrastructure and safety issues.

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### **MAINSTREET APARTMENTS**

Housing Revenue Bonds were issued to provide the Clearwater Housing Authority with a source of funds to finance affordable housing. The acquisition of Mainstreet Apartments, a 204 unit family community that provides an affordable housing alternative within a luxury, gated apartment community. Mainstreet is one of the few newly developed properties in downtown Clearwater 2.5 miles from the beaches.

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## **AFFORDABLE SENIOR HOUSING AND ADULT CARE CENTER**

The Authority formed a nonprofit to develop a tax credit project of 105 senior units. Vacant housing authority land was used. The mixed-finance development includes an adult health day care center, a penthouse community room, laundry, kitchen, roof terraces and fully decorated public spaces.

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## **MAYFLOWER COURT PROJECT**

To combat a desperate need for adequate affordable housing for the elderly in Charleston, SC, fourteen World War II vintage cottages destined for demolition, were salvaged, moved and completely rehabilitated to become the Mayflower Court. These cottages, placed in a park like setting on property donated by the CCHRA, now provide a safe, healthy and economical environment for fourteen elderly citizens to enjoy their later life with the satisfaction they have earned.

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## **ADMINISTRATIVE INNOVATION**

### **RESIDENT'S EMERGENCY HOUSING FUND**

The Huntsville Housing Authority was faced with the required eviction of families who, though experiencing extreme financial hardship, were otherwise productive and valuable tenants. Regulations require eviction for non-payment, regardless of mitigating circumstances. The Executive Director, reached out to the faith based community to

develop a continuing source of funds for emergency use by residents in need. The result is an on going source, administered by a small committee of employees, available to ensure that valuable tenants are not lost, nor families needlessly disrupted, due to temporary financial hardships.

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**AFFORDABLE HOUSING DIRECTORY**

The New York State Division of Housing and Community Renewal (DHCR) is responsible for a housing portfolio of over 200,000 units of affordable housing ranging from small scattered buildings to high-rise urban complexes. DHCR also funds over 300 nonprofit corporations that provide a wide variety of housing services to eligible families. To achieve a more direct link between our product and the communities we serve, DHCR developed an interactive website to publicize information about DHCR sponsored rental units and home ownership services. The website, known as the Affordable Housing Directory, is a one-stop housing resource in New York State.

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**RESIDENT SERVICE COORDINATOR GAME SHOW**

The Service Coordinator Game Show is a fun and interactive training tool to help public housing staff understand each other's roles in the day-to-day operations of managing elderly and disabled housing. The Game Show illustrates common workplace situations as two professionals ask, "Whose role is it?" and "What should be done and by who?" Using a computer-generated presentation, the Game Show takes contestants through a

series of steps so they can learn about their co-workers, build a stronger team and break down barriers to working relationships. From this training, property managers and service coordinator staff now meet on a regular basis to go over situations that have occurred in their developments and to talk about what approaches worked in solving the situation and what could have been done better. In turn, residents have been provided a better place to live and have a better understanding of who does what.

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**MAINTENANCE DATA COLLECTING/REPORTING SYSTEM**

The Bremerton Housing Authority has developed a comprehensive maintenance labor and cost reporting system that established a new quality standard for maintenance management. These reports allow the department to measure and compare productivity, and document departmental improvements. Through the use of this system, the Facilities Director is able to monitor upgrades and production accurately and efficiently, evaluate crew composition, and verify administrative data entry. This has led to improved customer service and efficiency, and overall departmental savings.

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**PROGRAM INNOVATION - COMMUNITY REVITALIZATION**

**IRON WOOD VILLAGE NEW HOMES PROJECT**

Neighborhood Housing and Development Corporation, a non profit agency affiliated with the Neighborhood Reinvestment Corporation, collaborated with the University of Florida, local lenders, Alachua County and the City of Gainesville, to purchase the unsold parcels

of a 25 year old residential planned development and developed 16 attractive single family homes that are being sold to first time homebuyers.

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**AFFORDABLE HOUSING REVITALIZES COMMUNITIES**

In 1997, the Housing Opportunities Commission (HOC) developed a strategy to preserve at-risk affordable housing. HOC made use of innovative financing methods that allowed them to purchase and rehabilitate four multifamily affordable properties that were at risk of being converted to market-rate properties. The four properties were located in choice areas throughout the County, in areas that were being "gentrified" and pricing lower income families out of their neighborhoods. HOC's purchase and rehabilitation of the properties revitalized the communities in which they were located, as well as allowing lower-income families to continue to be a vital part of the community.

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**CAREYTOWN DAYCARE CENTER**

Due to increasing numbers of low-income families entering the workforce, as well as enrolling in programs providing assistance in the transition from welfare to work, the need for quality childcare has risen dramatically. Realizing this need, Zanesville Metropolitan Housing Authority initiated a relationship with Carey Street Daycare, forming the CareyMetro Board of Directors. Working together these two agencies secured funding for the construction of CareyTown Daycare. CareyTown Daycare is a facility designed to provide daycare to 200 youth ages 6 to 12 years old. This daycare is unique in this area in that it will also serve parents working second shifts.

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## **HOPE VI RECYCLING/DECONSTRUCTION**

The Greenville Housing Authority owns 340 antiquated apartment units that were being razed for a new housing development. For this 1999 Hope VI grantee, savings on demolition cost is a top priority. The key is deconstruction of salvage material from the units that could be sold or used in GHA owned properties. This would allow for more program income to be spent on construction and save on landfill fees. To date over \$30,000 has been generated from resale of materials.

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## **PROJECT DESIGN**

### **FOOTHILLS COMMUNITY**

Boulder's successful growth management strategies, stable economy, and imbalanced jobs/housing ratio have contributed to fixed housing inventories, high rental rates and increasing housing prices. A 1995 sub-community plan mandated specific neo-traditional neighborhood design guidelines and a new public street network. The 75 unit Foothills Community consists of 34, one, two, and three bedroom units in two-story buildings sited on small blocks adjacent to a new City park. Of the 75 units, 53 are permanently affordable, below 60% of the AMI. There are 22 units that are market rate and one is a group home for elderly developmentally disabled individuals.

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**SEAY VILLAGE (WASHINGTON HOMES REPLACEMENT)**

Seay Village is a 22 unit partial replacement of the Albany Housing Authority's Washington Homes development, which was lost during a devastating flood in 1994 in an aftermath to Tropical Storm Alberto. The only site available for Seay Village was located in a historic district that created several challenges for maximizing the density while maintaining the character of this quiet tree-lined community. Seay Village was designed to meld into this community more than to drastically update it. The challenge was to maximize the density of the development without disturbing the character of the area while keeping the objectives in tact. Seay Village addressed these challenges while achieving its goal of providing safe, clean, private, modern homes with individuality and charm.

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**CREATING COMMUNITIES WITH SAFE AREAS OF RECREATION**

The Kennedy Brothers Memorial Apartments (KBMA) were plagued by crime, drugs, gangs and lack of recreational areas for children. One hundred and twenty-four units at KBMA were demolished and the Kennedy Estates Subdivision of 174 replacement rental and homeownership units was developed offsite. The new housing development was designed with state of the art lighting for security, park areas for resident recreation, common areas in front of the houses for pedestrian use only, and desert landscaping in each of the front yards. Problems have been eliminated and safe recreational areas for children developed.

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**COLLEGE PARK APARTMENTS MODERNIZATION**

College Park is an inner city senior citizen center that was in need of restoration to increase its livability, sustain social contact between residents and complement the neighborhood. The site is located north of downtown San Antonio adjacent to San Pedro Park, recognized as the second oldest urban park in the country. The development is also located near a community college, recreational, transit center and retail services. The renovation concept incorporated traditional architectural materials, increased the outdoor living space, and provided fenced landscaped yards.

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**GUADALUPE NEIGHBORHOOD – ALAZAN APACHE COURTS**

Alazan Apache Courts is the SAHA first and largest Public Housing development. Since 1993 this development was master planned for rehabilitation. Portions of the property were deemed obsolete, and 354 apartments were eventually targeted for demolition. Traditional neighborhood design concepts were utilized to weave a new construction pattern: a mixed use site of 43 single family houses and 13 apartments for this historic neighborhood.

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## **AFFORDABLE HOUSING WITH AMENITIES FOR SENIORS**

Lynden Washington is home to many elderly retirees, many whom find it difficult to find affordable housing that provides amenities. The innovative solution was to design and build an affordable housing development with extensive common areas and quality dwelling units. Financing was accomplished utilizing Tax Credits through the Enterprise Foundation, a Washington State Loan, the Federal Home Loan Bank, the Bank of America, and Whatcom County Housing Authority. The result was 50 dwelling units complemented by four two story common areas with skylights. There are also extensive landscaped grounds that use storm water retention ponds as a decorative feature.

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## **PROGRAM INNOVATION – RESIDENT AND CLIENT SERVICES**

### **STEPS TO SUCCESS**

The Brookline Housing Authority initiated Steps to Success to address the achievement gap in school performance between students who live in public housing and their upper income counterparts. All students in grades 4-12 who reside in public housing are now provided with comprehensive support, exposure to opportunity and accountability. The program helps students and their parents recognize the importance of continuing their education beyond high school and understand and accomplish the steps needed to do so.

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## **SMHA FEDERAL CREDIT UNION**

The Stark Metropolitan Housing Authority (SMHA) Federal Credit Union was created as part as an on-going process of improving the living conditions of the residents of SMHA. Credit Union services for public/federally assisted housing is a positive step in providing financial services that are not usually made available to this segment of the community. The Credit Union's field of membership was expanded to include not only SMHA residents, but also Section 8 residents and housing authority employees. The majority of membership falls within the low-income guidelines, and includes all races and ethnic groups.

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## **URBAN NEIGHBORHOOD TRAINING CENTER**

San Antonio Housing Authority (SAHA) converted 11,700 square feet of warehouse space, located in the community, into a training center for electrical, plumbing, carpentry, and HVAC. The Urban Neighborhood Training Center was developed to assist Public Housing and community families who were suffering from a lack of college-level education and employment contacts. Residents needed training to qualify for SAHA's 60 vacant maintenance positions and jobs in the community, and SAHA staff needed to improve maintenance skills. Through SAHA's development, Alamo Community College provides career guidance, skills training, and certification at the Urban Neighborhood Training Center.

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## **HOPE FOR HEALTH CARE**

Meeting a growing need for health care professionals while preparing public housing residents for gainful employment, Hope for Health Care is a six-week nurse aided training academy for Richmond public housing residents. Participants are provided with a foundation on which they can become licensed practical and registered nurses. The program is free of charge and it provides testing fees, uniforms, transportation and childcare. Hope for Health Care is a partnership between the Richmond Redevelopment and Housing Authority, the YMCA of Greater Richmond and Care Advantage, Inc., a health care personnel-staffing agency.

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