

2003 AGENCY AWARDS OF EXCELLENCE WINNERS

PROGRAM INNOVATION – AFFORDABLE HOUSING

Village at Overlake Station

The Village at Overlake Station is a transit-oriented development that integrates 308 units of workforce housing, a mass transit facility and a child day care center on a single site. Located in the midst of a major Eastside employment hub, the project's mix of density, mass transit access and creative re-use of publicly owned land serves as an important model for development in the region's suburban cores. The project provides affordable housing for the area's growing employment base, and helps ease traffic congestion and slow regional sprawl.

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Valor House

Valor House is a 60-bed transitional housing program for homeless veterans in a highly case managed, structured environment. The 24-month program is case managed with the objective of helping the veteran address and resolve problems in order to reenter the community. The project utilizes existing space in an unused building on the VA campus, combining case work talent of the VA with HASLC who has experience in developing and managing transitional housing, writing grants, and soliciting funds from local and state agencies.

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Arbor Ridge Project

The Housing Authority and Columbia Non-Profit Housing wanted to adopt a proven private-sector approach to housing elderly people at various stages of health and independence. They envisioned a community that would combine independent and assisted living units, services, and amenities. However, restrictions on the use of public funding stood in the way of this combination of resources. A design-based solution to the funding restrictions allowed the partners to implement their idea, and the result is Arbor Ridge, two buildings in one that brought pride to the neighborhood and a welcome reception for the elderly residents.

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Formation of the Oskaloosa Housing Trust Fund

The Oskaloosa Housing Trust Fund provides rental rehabilitation loans, affordable housing construction loans, first time homeowners assistance and other economic development activities. As a small city, past efforts at dealing with housing issues through traditional funding resources had been sporadic. With the partnerships created between government and the business community, many positive benefits of this effort will be seen for years to come.

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ADMINISTRATIVE INNOVATION

Internet Application for Housing Assistance Entry

The Housing Commission allows prospective residents to enter or update a full application for Housing Assistance via its web site. Our admissions department then reviews the application for pertinent data. When accepted, the application processes directly into the Housing Commission's main computer system, is assigned a client number and will rank on the next wait list reset, all without any manual data entry by our staff.

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Management Excellence Program

The Management Excellence Program, based on the concept of zero-based budgeting, stripped the Authority back to its essentials, redefined its goals and mission, and rebuilt the agency from the ground up. It went from a "troubled" agency that was not serving the needs of its tenants, to a High Performer.

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Vendor Fairs

To expand awareness in the community for opportunities to do business with the RRHA, particularly for Minority and Women Business Enterprises and to improve the administration of procurement by better explaining how to do business with RRHA, the innovative solution was to hold "Vendor Fairs". The overall dramatic results are expenditures of millions of dollars to over 640 vendors, the creation of a current vendor database by functions and increased MBE participation from 23% of expenditures to approximately 30%.

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Decision Support for Operations and Maintenance

NYCHA, in partnership with a National Laboratory, has developed the Decision Support for Operations and Maintenance (DSOM) program. This system represents the ultimate diagnostic tool. It uses artificial intelligence to analyze potential problems and offers solutions to heating plant staff before trouble can occur. DSOM is a proactive approach that addresses several difficulties present in many NYCHA boiler rooms, including: the detection of operating problems, catastrophic equipment failures, and the loss of experienced heating plant staff, all of which can threaten essential services.

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PROGRAM INNOVATION – COMMUNITY REVITALIZATION

Woodlake Centre - A New Town Center Begins

Woodlake Centre is a mixed use redevelopment located in the center of the Richfield downtown. It is the first step of a five-year plan to revitalize the commercial core of a 1950's bedroom community. The development includes higher housing density and land use intensity, mixed use, mixed income and smart growth transit and pedestrian oriented responses. New housing choices are available, new business opportunities have been provided, and contemporary restaurants and retail provide services.

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Cornerstone Village Development Program

The Cornerstone Village Improvement Program is a partnership effort between area residents, property owners, the city of Santa Ana and the Redevelopment Agency. In addition to being visually and physically blighted, Cornerstone Village suffered from high rates of crime and poverty. Over \$4.1 million in CDBG and HOME resources were utilized to reconstruct public infrastructure and to assist with the rehabilitation of 46 apartment buildings. Property owners formed an association that remains responsible for the maintenance of common areas while residents formed an association designed to educate and support area households.

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PROGRAM INNOVATION – PROJECT DESIGN

Lower East Side V Project

A cluster of three, six-story rehabilitated tenement buildings in the lower east side share an open space. The existing lot had been designed as a play area, but the space was closed off to the tenants and used for storage. Since this is their only common area, the residents needed a yard that contains recreational amenities for all residents and a space for picnics and family gatherings. The renovated lot now includes play equipment, a spray shower, benches, game tables, accessible ramp and plantings.

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Rehabilitating a New Jewel in the Neighborhood

Cadman Towers, a seven story building was originally constructed in 1974. Within two years it was showing signs of major deterioration. While many evaluations and recommended rehabilitation was done, in 1996, it was deemed unfit and boarded up. A creative solution of a selective demolition of 4 floors were done, and the remaining units were all rehabilitated. In 11 months, what was once an eyesore to the residential community is now a jewel of the neighborhood.

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Oakland Block Building Historic Preservation

BHA substantially rehabilitated the Oakland Building in downtown Bellingham to provide 20 units of affordable housing and street front retail space, contributing to City efforts to enhance a vibrant mixed-use neighborhood. Historic preservation was also a major program benefit. Tax Credits and low-interest loans from the City and State were key elements in making this enterprise feasible. The building, constructed in 1890, is one of Bellingham's original remaining historic structures and is listed on the National Register of Historic Places.

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T.S. Martin Community Project

The opening of the T. S. Martin Community marked the completion of the first phase of the Columbia Housing Authority's HOPE VI Revitalization process. The community consists of 35 single-family homes, and is located next to a local middle school and a full service city park. The community was designed for families with children, whose annual incomes are at or below 50-60 percent of the area medium income. T. S. Martin has been described as a "training ground" for homeowners, and residents are required to continually strive toward the goal of self-sufficiency. They work, attend school, or participate in training programs.

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Churchill Homes Project

Churchill Homes is located on the former site of the 219-unit Jackson Parkway public housing development. The Parkway had substantially deteriorated from years of use and was considered substandard housing. The design and green construction methods applied to Churchill Homes allowed for the development of 50 highly energy efficient, viable housing units.

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Arbor Ridge Project

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restrictions on the use of public funding stood in the way of this combination of resources. A design-based solution to the funding restrictions allowed the partners to implement their idea, and the result is Arbor Ridge, two buildings in one that brought pride to the neighborhood and a welcome reception for the elderly residents.

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PROGRAM INNOVATION – RESIDENT AND CLIENT SERVICES

Community Store and Home Health Agency

LHRA Home Health Agency was licensed to provide nursing and personal care services to eligible residents. The Home Health Agency provided LHRA the unique opportunity to hire Registered Nurses and Licensed Nursing Assistants (LNA). Home Health Agency works under a "Universal Aide Philosophy" and cross-trains all appropriate staff to work as LNA's, housekeepers and food-service aides. This approach provides employees unique opportunities while enhancing services and program savings. An initial grant provided monies for three staff to become LNA's as well as other funds to get the program running.

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Fleet Self-Sufficiency Loan Program

A group of FSS Coordinators realized that their clients often have financial needs that if left unmet could derail their goal of self-sufficiency. Fleet Bank and Consumer Credit Counseling Service were asked to collaborate in developing a specialized loan program that meets the needs of this high-risk population. The Fleet FSS Loan Program was launched in February 2002 and thus far has generated over 76 loans. Loans are being used for debt consolidation, credit rehabilitation, and emergency expenses.

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Artist In You Program

The pilot Artist In You program was initially developed in response to a growing recognition of the underreported problem of alcohol and substance abuse in the elderly. This arts program was developed with the emphasis on promoting positive attitudes in aging, increasing self-esteem, increasing resiliency by

building on new and previous skills and wisdom. This successful pilot program has expanded and developed into the Legacy Project conducted in collaboration with the VSA arts of Rhode Island.

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Door Project: Connecting the Past to the Future

How do you preserve the memory of a community that is scheduled for demolition? "The Door Project: Connecting the Past to the Future" provided a fun and creative solution to that problem. Using Doors from the Saxon Homes community, which was demolished, the project created beautiful public art pieces for display along the streets of Columbia. The doors were auctioned, raising more than \$70,000, of which 25% of the proceeds were returned to CHA for future projects.

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Westpark Branch of the KCFCU

BHA, in partnership with Kitsap Community Federal Credit Union, initiated a comprehensive program to meet the financial needs of low-income residents. This approach includes: establishing a credit union branch within the Westpark Public Housing development; hiring a Resident Financial Manager to coordinate activities; providing financial skills training, counseling and education for residents and establishing Individual Development Accounts.

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C.A.S.E. Program

HACCC has historically used the Section 3 provision to hire a limited number of residents for temporary employment. This approach typically generated only short-term benefits and did little to provide job skills, move residents toward their career goals or provide job skills on a long-term basis. In a new approach to Section 3, HACCC collaborated with a local union, a pre-apprenticeship construction employment and training center, and an adult school to create a program that provided real and significant apprenticeship opportunities to public housing residents.

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