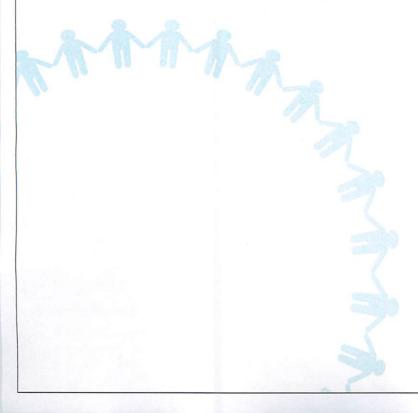


# NAHRO 2014 Agency Awards of Merit

in Housing and Community Development





# NAHRO 2014 Agency Awards of Merit in Housing and Community Development

# In today's demanding operating and political environments,

housing and community development professionals have risen to the challenge to address the needs of income-challenged people and improve our neighborhoods and communities through vision and perseverance.

The Awards of Merit listed in this catalog are examples of their innovative solutions. These organizations demonstrate that the best solutions are often local, and that they are committed to serving their communities through groundbreaking programs and services that address local needs and opportunities.

The NAHRO Awards of Merit Program was created to give national recognition to those housing and community development NAHRO Member organizations that have found innovative ways of making a difference in the communities and the lives of the people they serve.

Established in 1989, the NAHRO Award of Merit program has honored more than 5,500 programs. Not only do the awards provide an opportunity to let the public know about the best in public housing and community development, they also provide a resource bank of information that you can use to make your own agency and community a better place to live and work. More importantly, the programs help support our position at HUD and on the Hill so NAHRO can continue to advocate for regulations that give you the flexibility and resources you need to implement your own innovative programs.

This catalog includes summaries of winning programs and their contact information. The subject index in the back can help you locate programs of immediate interest. All award summaries are also entered in the "Solutions Database" under Member Services on NAHRO's Website at www.nahro.org. You can search the online database to find innovative solutions from previous award winners as well.

Martin Luther King, Jr. said, "Every man must decide whether he will walk in the light of creative altruism or in the darkness of destructive selfishness." Let us congratulate all of the 2014 NAHRO Awards of Merit recipients, representing thousands of people who are walking in the light of creative altruism.

Preston Prince, CME
NAHRO President, CEO/Executive Director
Fresno Housing Authority

#### **ALABAMA**



# Plaza at Centennial Hill\*

Originally constructed in 1959, Victor Tulane Court was a barrack styled public housing development that not only lacked suitable living space, but it was also a poor representation of quality, affordable housing. Montgomery Housing Authority totally transformed Victor Tulane Court, from an obsolete. minimally functional development, into The Plaza at Centennial Hill, a wellappointed, state of the art 129 unit urban housing community that rivals any private sector apartment community. Using the Mixed-Finance Public Housing model and the use of sustainable and "green" design elements, The Plaza will be a sought after place, to call "home," for years to come.

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# **ARIZONA**



# NSP Impact on Phoenix Communities

The City of Phoenix Neighborhood Services Department, with funding from U.S. Department of Housing and Urban Development (HUD), designed the Neighborhood Stabilization Program (NSP) as an innovative, multi-faceted delivery approach to revitalize communities affected by the foreclosure crisis. Results and ongoing accomplishments include: 395 homes rehabilitated to energy efficiency building standards, 191 successful homebuyers citywide received down-payment assistance, 102 demolition projects completed using green methods and strategies, 13 rehabilitation home projects leveraged with FHA 203K Program, and a rescued subdivision featuring 14 newly

constructed, solar-powered, single-family homes meeting National Green Building Standard Gold.

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#### **CALIFORNIA**



# Alameda Home Team

Alameda, a historic community near San Francisco, by Charter amendment 40 years ago prohibited construction of multifamily housing. Now, state law overrides this prohibition. The "Alameda Home Team" (AHT) created a campaign to build support for multifamily and affordable housing, to dispel fears and misperceptions about mixed-income neighborhoods. The goal was to develop community support of housing of all types and for all incomes. AHT hosted four interactive panels followed by bus tours to mixed neighborhoods and potential development sites, reaching 14,000 people, eliminating many fears and misperceptions, and educating for the advantages of homes to meet the needs of all.

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A Park Alameda\*



The once blighted 40-year old Islander Motel is now Park Alameda, a stunning GreenPoint-rated development providing 62 new units of permanent workforce housing. The project represents an excellent model of re-use of an existing building to help bring needed affordable housing to the city of Alameda's downtown and assist in its

ongoing revitalization. Park Alameda serves one- and two-person house-holds with incomes from 20% to 50% of Area Median Income. A transit-oriented development, the property is ideally located near vibrant Park Street and puts households within immediate access to local transit, jobs, retail, and service amenities.

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# **HACoLA Innovations\***

In early 2013, The Housing Authority of the County of Los Angeles (HACoLA) discovered that its Community Policing Program (CPP) Teams were having a difficult time efficiently accessing and querying its CCTV systems. To address this issue, HACoLA continued to upgrade its systems and issued its law enforcement partners iPad tablets. This, along with entering into a CCTV related Memorandum of Understanding (MOU) with the Los Angeles County Sheriff's Department, and a pending MOU with the Long Beach Police Department, increased the efficiency by which video footage is captured, viewed, and queried by HACoLA and its CPP Teams.

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#### Kindergarten Readiness

The Fresno Housing Authority knows that while providing quality, affordable housing is important, the resident services provided at their affordable housing developments are the key for families to be successful and achieve self-sufficiency. The Kindergarten Readiness Program (KREAD) at Parc

Grove Commons in Fresno is a partnership with Every Neighborhood Partnership (ENP). The KREAD Program is a 22-week effort predicated on the belief that low-income parents and their 4-5 year olds can be taught the core concepts necessary for success in kindergarten in a cost-effective

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#### Learn2Earn

In the City of Fresno, 68,655 people lack a high school diploma, which includes 27.4% of Fresno County residents. Getting an education can be difficult and getting an education in Fresno is no different. For many reasons, many young residents drop out of high school and those who don't may still lack important job skills for the changing workplace. Life events and economic challenges often get in the way of people's educational goals. The development of Learn2Earn helps residents obtain the education or training they need to enhance their job skills, earning capacity, and overall quality of life.

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# **Cypress Court**

The Housing Authority of the County of Santa Barbara (HACSB) in conjunction with Pacific West Communities and Surf Development Company recently completed Cypress Court, a 60 unit tax credit development designed for senior citizens in Lompoc, CA. This project, which had been turned down numerous times by local officials and replaces a defunct bowling alley, fills an important need for low income senior housing in



Photo courtesy of Fresno Housing Authority

Santa Barbara County. The development was fully occupied within a month of its completion and includes numerous amenities for the enjoyment of its senior residents.

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# Santa Rita Village

The Housing Authority of the County of Santa Barbara (HACSB) recently completed Santa Rita Village, a 36 unit tax credit development for low income families in Lompoc, CA. The site, which was previously underutilized and contained the HACSB Lompoc housing office and ten units of public housing now, as reported by the local newspaper, gives Lompoc's low income housing stock a significant "booster shot." The development includes a large community center, laundry facilities, a pocket park, a children's playground, covered

parking, and a variety of self-sufficiency support services for the residents.

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# Franklin Street Family Apartments\*

A severe shortage of affordable housing exists in Mountain View, CA, which is located in one of the highest housing cost regions in the nation. To help address lower income housing needs, the city utilized one of its downtown parcels for a new affordable housing project. Using innovative design approaches along with sustainable trends and concepts, the city, in partnership with ROEM developers and other public/private entities, developed Franklin Street Family Apartments (FSFA). FSFA is a 51 unit, LEED-H Platinum Certified property consisting of one, two, and three bedroom

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apartments for extremely low and very low income families.

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# Brighter than Blight Youth Docent Program\*

One of the highlights of Brighter than Blight, a two-week multi-media art exhibit, were the public housing resident youth who served as Docents. The Docent program offered paid summer employment following intensive training by Oakland Housing Authority (OHA) staff and interdisciplinary artist, Ise Lyfe. Youth (and Parent Ambassadors, resident adult leaders) performed the roll of exhibit guides, educating nearly 1,500 visitors about the artist's vision, techniques and mediums while sharing their personal experiences in public housing through expository story telling. OHA consistently received positive accolades about how much the Youth Docents brought to the exhibit making it a richer experience for all.

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# Community Health Education and Screenings\*

Access to quality health care prevention is especially challenging for low income and vulnerable populations due to limited resources, mobility constraints, inadequate health insurance, geographic isolation, and complex family situations. To address this, Oakland Housing Authority partnered with Samuel Merritt University to provide semester length on-site health clinics

composed of health screenings, health education classes and home visits to three public housing sites: senior site Palo Vista Gardens and multi-family sites Lockwood Gardens and Campbell Village. By participating in the weekly on-site health clinics, seniors and families became more empowered to take charge of their preventive health.

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# OHAPD Community Alert Program\*

In October 2012, the Oakland Housing Authority Police Department (OHAPD) expanded its "Guest Assist" text messaging application (app) after a one-year trial, by introducing the Community Alert Program (CAP), a data relay system that alerts targeted subscribers to police-related activity. Guest Assist offers text message notification for residents and staff; however, CAP enables a wider distribution by allowing the community at large to register for the program. Furthermore, CAP messaging extends beyond text messages to include e-mail alerts. The CAP program effectively links OHAPD with residents, staff, and the community promoting real time global data exchange.

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#### Las Villas de Paseo Nuevo\*

The Problem: A five acre community of 23 dilapidated homes being occupied by several families per unit that created health and safety issues for the neighborhood. The Innovative Solution: A comprehensive relocation plan for

the current residents that also allowed them to stay in the neighborhood if they choose to do so. Results: Paseo Nuevo, a public/private partnership, developed a 72 unit affordable housing project that is sustainably built and powered by solar photovoltaics to keep housing costs affordable to residents. PAL and City Corp Programs have also been brought in to serve the residents.

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# Alta Vista Apartments

Alta Vista is located in East Los Angeles, a very poor community badly in need of quality affordable housing, enhanced economic opportunities, and resources for education and employment. Alta Vista is a transit-oriented. mixed-use, 100% affordable development that offers low-income families quality housing with easy access to community resources. Located across from the Gold Line in East LA, Alta Vista meets LEED Silver standards for efficiency and low environmental impact while designated live/work units allow residents to invest in their own small businesses. The community's Family Opportunity Center provides economic mobility programs to residents and their businesses.

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# P.O.W.E. R. Project\*

In April 2013, Monterey County was experiencing an unprecedented unemployment rate of 11.5% compared to the state rate of 10.5%. This was affecting many of our Housing Choice Voucher participants. The option to

<sup>\*</sup> Indicates Merit Award Winners nominated for a NAHRO Award of Excellence.



#### Photo courtesy of the Housing Authority of the City of Oakland

remain paralyzed by the staggering statistics was hardly an option. In May 2013, the POWER Project — Promoting Opportunities, Work, Education and Resources was created. The task of assisting families that are truly hard to employ was the challenge. The concept is to re-energize a population that was out of work and most with minimal job skills. The goal is to provide extra services that will encourage families to become self-empowered and lead to self-sufficiency.

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# SDHC Achievement Academy

To more effectively meet the needs of federal Housing Choice Voucher (Section 8) participants in the City of San Diego, the San Diego Housing Commission (SDHC) revamped the programs and services offered at the SDHC Achievement Academy. The SDHC Achievement Academy is a state-of-the-art learning and skills center and computer lab located at SDHC's downtown San Diego headquarters. Workshops and programs have been customized to maximize the services provided to participants. In addition, the SDHC Achievement Academy's Family Self-Sufficiency program has been redesigned to increase the number of participants and provide financial incentives for achieving education or employment goals.

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# Chronically Homeless Direct Referral Program

Santa Clara County has the third largest chronically homeless population in the nation with an estimated 19,000 homeless individuals as of 2013. The rate of homelessness is exacerbated, according to national reports, by the highest rental costs and the lowest vacancy rates in the nation. The Chronically Homeless Direct Referral (CHDR) program is a county-wide partnership between the Housing Authority (HACSC), nonprofit agencies, and the Santa Clara County Collaborative on Housing and Homeless Issues. The program provides permanent supportive housing to chronically homeless individuals using Section 8 vouchers

with a focus on wrap-around services and case management.

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# Clarendon Street Apartments\*

The Clarendon Street Apartments modernization project was a comprehensive rehabilitation and preservation of an aging property (formerly known as Villa Garcia Apartments) that was constructed in 1972 through the HUD 236 program. The 80 unit apartment complex is in San Jose, CA, just one block from the boundary of Cupertino, which is home to Apple, Inc. and the area's most highly regarded school district. The property provides studio, one, two, three and four bedroom family units, a community room, and resident services in one of the most expensive rental markets in the United States.

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# Increased Tenant Contribution 35% of Gross Income

Due to federal sequestration cuts in March 2013, funding for the Section 8 program was severely cut. To manage funding shortfalls without terminating families from the program, the Housing Authority of the County of Santa Clara (HACSC) used its Moving to Work (MTW) designation to formulate an innovative change to the methodology governing calculation of Total Tenant Payment (TTP). This unique activity provides HACSC authority to adjust MTW participant's TTP between 30-35% of gross monthly income. Presently, MTW participants pay 35% of their gross monthly

income or \$50 towards rent, whichever is higher. Since implementation, HACSC has realized savings of roughly \$3 million monthly.

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# Mixed Income Affordable Homeownership\*

Located on California's Central Coast. San Luis Obispo County has one of the largest affordability gaps in the country. The disparity between jobs, median incomes and home prices creates an economic and social instability that is detrimental to the community. HASLO's Moylan Terrace mixed-income homeownership development addresses that problem. It creates 80 units of affordable homeownership at mixed income levels - very-low, low, moderate, and workforce in the county's job center, the City of San Luis Obispo. It accomplishes this goal using almost no federal, state, or local public funding. Phase 1 was completed in August 2013.

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# Bradley Studios\*

Bradley Studios is the Housing
Authority of the City of Santa Barbara's
latest endeavor in affordable housing
designed specifically to serve special
needs populations in Santa Barbara.
The craftsman-style bungalow project
is woven seamlessly into the neighborhood and designed around a courtyard
serving the 53 efficiency studio apartments. A community room, support
services, and offices serve the affordable rental studios targeted for low
and extremely low-income downtown

workers and special needs individuals, including the homeless. The design of Bradley Studios incorporates many green and sustainable features making it a very energy efficient development. In order for Bradley Studios to become a reality, the Housing Authority tackled several obstacles. The most important of which was to obtain essential Low Income Housing Tax Credit equity funding. Hence the creation of the Housing Authority's in-house subsidy program that assured 100% of low income residents would pay no more than 30% of their income toward rent.

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# **HUD-VASH Program\***

Since 2009, the housing authority has administered HUD-VASH vouchers for homeless veterans. Initially, the authority experienced challenges accessing this vulnerable and mobile population to refer them to the Veterans Affairs Department (VA). As a result, the VA refocused their efforts and established the Veteran Housing Resource Group (VHRG) and the authority made available a meeting space at the authority downtown location. The VHRG is held once a week and its purpose is for veterans to come and get information on the HUD-VASH Program, VA transitional housing, GDP, family housing, local shelters, sober living environments, and food banks.

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Photo courtesy of the Housing Authority of the City of Santa Barbara



# Sierra Vista Homes Youth Resident Council

Some of the youth at the public housing community, Sierra Vista Homes, were facing challenges in finding productive uses of their time over the summer break for school. Some of the children were engaging in activities that were not productive. The Sierra Vista Resident Council encouraged the youth to establish a Sierra Vista Homes Youth Resident Council to provide a positive outlet for the youth to engage in community events and develop programs that were oriented toward youth activities. The program has been successful in developing youth leadership skills as well as youth involvement in the community.

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# Community Awareness and Support Team (C.A.S.T.)

The Community Awareness and Support Team (CAST) is a grassroots community effort in partnership with the housing authority with a focus on enhancing the security, safety and preparedness of their neighborhood and providing training to public housing residents. The residents identified the goals of the program: a) PREPAREDNESS in the event of a disaster b) UNITY, Keep watch, reduce vulnerability of becoming victims; and c) SELF SUFFICIENCY, building our skills and resumes. CAST members receive training and certifications in disaster response, community preparedness, first aid, CPR/AED, family evacuation procedures, security patrol and report procedures, and conflict resolution.

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# Village at Westerly Creek, Building 1\*

The Village at Westerly Creek, Building 1 (VWC1) is the first stage of a public housing redevelopment for very-low income seniors/disabled. The existing 1970's era Buckingham Gardens public housing was not only physically, economically, and functionally obsolescent, it lacked any safety features, fire suppression, h/c accommodations, or community amenities. VWC provides our very low-income residents with a sustainable and attractive project where they may age-in-place with comfort and security. The unit finishes combined with the services provided have transformed the dull property to a vibrant community, and generated significant

interest from the investment community for a second phase.

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# CDBG Web Portal Created for Program

A website portal was created for the Community Development Block Grant (CDBG) Users Group allowing CDBG administrators to access a variety of resources in one location. Jurisdictions provided documents for a variety of categories so that members of the Users Group could access the documents to learn what other jurisdictions are doing, and tailor the documents for their own purposes instead of starting from scratch. Users Group members formed subgroups for each category and established a template for each of the categories that could be used in the future.

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# Advanced Manufacturing/ Engineering Youth

The industry of advanced manufacturing is increasing nationwide. However, the industry is seeing its workers aging out and the young workforce either does not have the skills or the interest in moving into the field. In partnership with the city and county of Denver, the Youth Employment Academy at the Denver Housing Authority developed an Advanced Manufacturing/Engineering Academy to build skills and career interest in youth ages 14-18. Upon completion of the three week academy, all youth increased their skills in applied math on average from 31.1%

to 63.9% and were familiar with career paths in the industry.

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# 30

# **Healthy Living Program**

By taking a holistic approach to healthy living, Denver Housing Authority's (DHA) educational programs have expanded to include programming focused on food/nutrition education, physical activity, and general wellness. With a focus on preventive education, DHA is working to alleviate the chronic health disparities that generally plague low-income communities, such as obesity, diabetes, and heart disease. They have reached over 222 different individuals in its first year of implantation alone. Two Healthy Living Advocates have joined DHA's staff to focus on permanently changing publichousing residents' approach to lifestyle, to create an environment where healthy living is a way of life.

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# Osage Cafe

The Osage Café, LLC is a fully functioning catering and restaurant operation with a unique mission. The Osage Café is Denver's first community based restaurant, that not only strives to forage local and healthy ingredients and provides affordable, healthy fare, but equally important, it serves as a training and employment platform for disadvantaged youth across the Denver metropolitan region. The Osage Café houses the Youth Culinary Academy (YCA), as offered by the Youth

Employment Academy, 501c3. Upon graduation, it offers subsidized and unsubsidized employment experiences to YCA graduates, who then gain experience in all facets of restaurant operations and customer service.

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#### Patient Navigator Program

To address the chronic health needs in a public housing building focused on seniors and disabled individuals, Denver Housing Authority welcomed a full-time Patient Navigator to its staff. By having an individual whose sole focus is on overcoming barriers within the healthcare system, including transportation, appointment assistance, copay assistance, education and coaching, and advocacy for quality care, residents are experiencing a better quality of life.

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# **Lamar Station Crossing**

Metro West Housing Solutions is transforming an underutilized, environmentally-contaminated site into a mixed-use, mixed-income, sustainable transit-oriented development. Lamar Station Crossing is not only the first such development along the newly opened West Rail Line, but it is also located in the heart of a longneglected neighborhood that suffered from disinvestment and environmental justice issues for more than 40 years. Lamar Station Crossing's innovation lies in its creative approach to acquiring necessary entitlements to facilitate development, resourceful financing

<sup>\*</sup> Indicates Merit Award Winners nominated for a NAHRO Award of Excellence.

and leveraging of funding sources, and flexibility to evolve during a financial downtown and retain unique character and positive community impact.

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that would keep children engaged in the learning process during summer vacation.

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# FLORIDA



# LEED for Homes Platinum Certification

The Southwest Florida Affordable Housing Choice Foundation Inc. affiliate of the Housing Authority of the City of Fort Myers, along with partners GLE Associates, NorthBay Energy, and Chris-Tel Construction, are pleased to announce that the Broadway Apartments rehabilitation project received Leadership in Energy and Environmental Design for Homes Platinum certification. This milestone marks the first LEED Platinum affordable housing development in Lee County and the state of Florida to receive this designation. An internationally recognized mark of excellence, LEED provides building owners and operators with a framework for identifying and implementing practical and measurable green building design, construction, operations, and maintenance solutions.

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# Partnership Leads to Home of Hope

Throughout the country, individuals with untreated mental illness or co-occurring mental health and substance abuse disorders are often homeless and caught in a revolving door in the criminal justice system. Through a

partnership between the Pinellas County Housing Authority and the local Public Defenders Office, individuals whose legal involvement may be a result of untreated mental illness or co-occurring mental health and substance abuse disorders, and who have transitioned through the initial requirements of the Jail Diversion Program, are provided an efficiency apartment and ongoing case management as they work toward complete independence.

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# Assisted Housing Log Master

The Tampa Housing Authority created a system that maintains logs and provides workflow reports for the various steps that are taken to complete actions and or the flow of paperwork. The benefit of the Log Master system is efficient tracking of mail, RTAs, change forms, and its ability to provide data to show areas of weakness. It also provides management with reports that show the turnaround time for an action or areas for improvement. The Log Master helps process files efficiently, see areas that need improvement, and provides quality customer service to clients.

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# Basketball Tournament

With more than 400,000 residents in 59 public housing authorities, the Tampa Housing Authority created a basketball tournament to serve its youth. The tournament provides youth an alternative to violent activities, addressing issues of economic and social depravation,

# CONNECTICUT

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# Learn for Life Series

Educational activities are essential for senior and disabled residents to live independently and age in place. Having a continued understanding of health related topics and personal care, provides residents with vital information to allow them to advocate for their needs. The Learn for Life Series was created as an open discussion with a network of health care providers. This program brings issues and concerns to light that may otherwise have gone unnoticed. In addition to receiving key information, these programs get residents out of their homes and into a group setting creating a social environment.

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#### Summer Learning Program

All children experience learning loss when not engaged in educational activities during the summer months. In order for children to succeed in school and in the future they need ongoing opportunities for learning. Since low income children have unequal access to summer learning opportunities, they are especially vulnerable to losing more than two months in reading achievement. Bristol Housing Authority recognized this disadvantage and decided to create a summer learning program

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#### Photo courtesy of Pinellas County Housing Authority

academic failure, low neighborhood attachment, and community disorganization. The basketball tournament helped stabilize the neighborhoods and its surrounding area by providing a structured activity for youth to participate. This competitive environment plays a big part in drop-out and delinguency prevention. Since the inception of the basketball tournament the attendance from outlining Florida housing authorities has increased by 43 percent.

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# **BRIDGES**

The BRIDGES Early Literacy Program (ECLP) is an evidence based reading literacy and language development program that prepares children for entrance into Kindergarten using early literacy, school readiness, and parenting tools. The BRIDGES ECLP utilizes

the Parent-Child Home Program and Home Visitor model of reading, play, conversation activities, and educational toys. The BRIDGES ECLP assesses the child's developmental progress at entrance and exit using the Ages and Stages-3 Questionnaire, Parent and Child Together, and Child Behavior Trait surveys. Trained home visitors meet with the parent and child at the home for a 35 week cycle.

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# **Electronic Project-Based**

Having only the Section 8 project-based waiting list open created a large volume of applications. Processing the paper applications, followed up with letters of acknowledgement or denial/ineligibility, creating folders with labels, filing those hundreds of folders, purchasing file cabinets to store the applications

and finding a room(s) for the multiple cabinets is a costly, ineffective, time consuming process. By using an electronic method where families apply on line, the information automatically goes into a software program, it sends a notice to the family via e-mail, and there is no paper or filing.

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Ms. Margaret Jones, CMVO



# Ella at Encore, Green, Affordable Senior Housing\*

The growing shortage of elderly housing has created a need for the development of two senior rental housing developments at the Encore site. The Ella is the first of the two developments to be constructed-160 units built to achieve at least LEED NC Silver certification on Tampa's first new sustainable master planned community, LEED ND gold. Tampa's seniors, aged 62 and older, will enjoy amazing amenities,

<sup>\*</sup> Indicates Merit Award Winners nominated for a NAHRO Award of Excellence.

such as park-like courtyards, a community garden, movie theater and lobby gallery, in an upscale yet affordable building close to area attractions.

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# **Encore District Chiller Plant** and Technology Park\*

The district chiller plant and technology park are the sustainable, technological heart of the Encore District, Tampa's first green, master development project. The district chiller plant sustainably cools all the buildings on site while eliminating the need for unsightly and inefficient HVAC units for each residential unit. The technology park features a solar array that sits atop an underground storm water vault, eliminating the need for storm water ponds. Residents can stroll through the technology park and learn about the green features of the Encore District while taking in a beautiful view of the downtown skyline.

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# English for Speakers of Other Languages

Some public housing residents speak little or no English. It is a significant barrier for daily living and self-sufficiency. The problem stems primarily from linguistic and cultural differences. The residents face difficulties as they begin to build their new lives and adjust to a new environment. Tampa Housing Authority operates two on site English for Speakers of Other Languages

(ESOL) Programs. They are located at North Boulevard Homes and JL Young Apartments, The ESOL Programs are designed to provide academic, social, cultural, and support services to adults who are in need of English classes due to their low English language proficiency.

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# **Golf Tournament**

For five years the Tampa Housing Authority (THA) has hosted a charity golf tournament to benefit youth residing on Tampa Housing Authority's developments. Each year they market this event to their community partners, local businesses, developers, and the community at large. THA has been fortunate enough to raise more than \$250,000 over the past five years, which directly benefits public housing youth.

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#### Housing the Chronically Homeless\*

Chronically homeless families are those families who, if not assisted with housing and wrap around mental health, medical, and substance abuse services, will most likely die on the streets. Since the National goal is to end chronic homelessness by 2020, the Housing Authority of the City of Tampa decided it would assist in meeting that goal by advertising a Request for Proposals and seeking interested owners that would house the chronically homeless and partner with an agency that

would provide the necessary supportive services.

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# Landlord Newsletters and E-Statements

With over 2,500 owners, the best way to effectively communicate changes/ updates in the program is via Quarterly LL newsletters and mass emails. Most people have an email address, and staff would just need to obtain and update their software with the address. IT staff would send newsletters, ACH statements, and mass email of changes through this email address. This saves costs on postage and paper and gets to them quickly.

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# Oaks at Riverview Community Center—Youth Program and Summer Program

With more than 7,000 residents in 23 public housing communities, the Tampa Housing Authority has created several community centers to serve youth. These centers provide youth sports and cultural activities, as well as in-depth academic assistance. The Oaks at Riverview Community Center located at 110 E. Kirby Street, Tampa, FL, serves more than 100 at-risk youth daily. The center opening helped stabilize the neighborhood and provide structured activities for youth. This center plays a big part in drop-out and delinquency prevention. Since the opening of the center, the elementary reading and

math levels have increased by 50 percent. Their summer program allows youth an alternative to violent activities, addressing issues of economic and social depravation, academic failure, low neighborhood attachment, and community disorganization.

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# **Records Management**

Tampa Housing Authority has maintained an active records management program in accordance with the statutory provisions of Chapters 119 and 257, F.S. The agency created, and actively maintains, records designed to furnish information to protect the financial and legal rights of the agency and any person affected by its activities. These duties are monitored by a Records Management Liaison Officer. When records are ready for retention, procedures such as completion of a records disposition document, making appropriate labels and transporting the boxes for storage are followed. Guidelines are also adhered to for making records available for media and public inquiries.

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# THA Annual Management Report

It is extremely important for an organization to keep those invested, whether internal or external, in the know of its inner workings. Every year the Tampa Housing Authority produces a 50 plus page document summarizing its progress and mission to go out to the publics

it serves. The document covers the entire fiscal year of the agency.

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# Youth Build

Tampa Housing Authority (THA) Youthbuild provides construction training, GED classes, as well as life skills and leadership workshops to young adults between the ages of 16-24. Many of the participants come into the program with obstacles that caused them to lose sight of their goals and accomplishments. One major obstacle the students encounter is stable living arrangements. THA decided to assist in this obstacle by providing a four bedroom apartment within the Tampa Housing Authority. This apartment allows students to feel less stressed, get more rest, get to class on time, and have somewhere to call home.

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# Youth Build—GED Program

The YouthBuild [YB] Tutoring Program had a major obstacle for GED attainments. In the past students were not prepared to take the exam and pass it as well. The students seemed to lack the confidence and motivation to complete their goal of earning their GED. YB partnered with STC tutoring and set up a tutoring session that would assist students in areas they needed guidance. A tutor is provided Mondays thru Thursdays from 3pm – 5pm, and students are placed in small groups by their pre TABE scores. The students

confidence increased as well as their motivation to receive their GED.

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# Banking the Bucks— Budget Challenge

For moms in the Winter Haven Housing Authority (WHHA) Family Self-Sufficiency Program, family activities like spending the day at the movies are often luxuries they can't afford. For many in the program, it's become clear that the road to economic freedom is better budgeting and saving to enjoy the simple things in life. Thus, the WHHA Budget Challenge called "Banking the Bucks" was formed. With help from a local financial institution, FSS participants are encouraged to open a savings account, and the WHHA will match their savings and jumpstart their journey, providing all requirements are met.

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# Focus on Seniors, Healthy Living Program

As part of the Winter Haven Housing Authority's (WHHA) Yearlong Focus on Seniors, Healthy Living Education Program, elderly residents at Grove Manor Village were presented with Be: Smart, Aware, Focused and Educated or (SAFE). This initiative is a continuing effort by the WHHA to help its elderly navigate independently through the many challenges they face with healthy living, the pain of dementia, and the ugliness of abandonment by families. The Focus on Seniors Program through



Photo courtesy of Winter Haven Housing Authority

SAFE offers our elderly hope and love with caring through hands-on activities and demonstrations by a variety of local providers.

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older residents and also contribute to the feel of "community."

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# E.J. Knight Gardens

E. J. Knight Gardens is 52 units of family rental housing distributed in two bedroom units. Originally constructed in 1952, the property includes twelve one-story brick buildings and has a gable end roof construction. In 2010, the Housing Authority of Columbus, Georgia (HACG), with the assistance of American Recovery and Reinvestment Act of 2009 (ARRA) funds, rehabilitated these units to increase conservation of energy/water use system-wide. A by-product of this rehabilitation was a

façade improvement which transformed this community dramatically.

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#### Willow Glen\*

Willow Glen located at 2971 Buena Vista Road, Columbus, GA is 28 one bedroom units of Permanent Supportive Housing. This is a therapeutic residential community that serves individuals and families who have experienced homelessness, have a documented disability to include developmental disabilities, mental health diagnoses, and/ or substance abuse and are in need of supportive social services. Willow Glen provides services designed to further develop self-sufficiency skills in consumers who have experienced difficulty living independently in their community.

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# **Art Academy**

The Quinlan Visual Arts Center and the Gainesville Housing Authority partnered to start a free, weekly, year-round art program to help at-risk public housing kids. Additionally, the donation of a mosaic artwork by the future art teacher of the program was raffled to support the art program. The dozen art students, age 11-15, were selected based on their drawing entries. Each semester they explore drawing, painting, clay, mosaics, and printmaking, as well as taking field trips, such as

# **GEORGIA**



# Cottages at Arbor Pointe\*

The Cottages at Arbor Pointe are 120 units of housing for the elderly. It is the third and final phase of the Baker Village Revitalization Strategy. The Cottages replaced an affordable housing community, Chapman Homes, located within steps of this development. The design was very innovative, creating an illusion of single-family homes, and it encouraged outside "porch sitting" and social interaction within the community. The amenities within the development are targeted to through energy upgrades and reduction



#### Photo courtesy of the Housing Authority of the City of Griffin

the December 2013 trip to the High Museum in Atlanta.

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# Community Relations Initiative\*

Using its new website as hub, the Gainesville Housing Authority (GHA) began showcasing individual residents and their stories to put a human face on public housing. Additionally, by being proactive with the local media, a wealth of positive publicity has been circulated, generating much positive public feedback. Also, the GHA strives to reach an increasing number of residents through digital means, offering most forms, applications, opportunity information, and policy updates online through housing offices computers. The website's emphasis is on self-sustaining

efforts such as job searches and educational opportunities.

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# Real, Interactive, Summer-Learning Experience RISE\*

The Gainesville Housing Authority (GHA) and Brenau University partnered with several community agencies to implement a summer learning initiative for local communities. RISE is a 6-week summer program for at-risk children. RISE seeks to create a solution to the summer learning loss levels experienced by children of low-income communities and to the crisis of childhood obesity. The program grew from 17 children to 38 in one year, and it is expected to more than double in its third year. Pre and post testing show that scores were dramatically improved.

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# Fairmont Educational Prosperity\*

Fairmont Educational Prosperity provides an escape from poverty for a long forgotten neighborhood. In 2010, services in the disenfranchised Fairmont neighborhood were almost non-existent with residents living in the midst of blight and all that comes with it. Today, with grassroots engagement and a multi-institution initiative led by the Griffin Housing Authority and the University of Georgia-Griffin Campus, a comprehensive system of general services support the neighborhood. A cadre of services, programs, and activities for all ages are in place including community gardening, summer youth programs, academic enrichment for youth and adults, mentoring, life skills, and employability.

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# **ILLINOIS**



# Teaming Up for Our Seniors

Working together with an area assisted living facility, the Randolph County Housing Authority developed a collaborative program designed to improve access to housing and social services for the frail elderly and low income seniors within its service area. The Teaming Up for Our Seniors program resulted in expanded social service programming and unique educational seminars that enhance the ability for area seniors to maintain an active, healthy lifestyle. The authority feels confident that by providing these services, area seniors now have an

enhanced opportunity to gracefully age in place.

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#### **Empowerment Center**

The Empowerment Center opened in 2012 and partners with local agencies to empower, educate, and encourage individuals to acknowledge and fulfill their potential for personal success. The Center offers soft and hard job skills training, educational resources, and connections to local opportunities. It has state-of-the-art technology, and it provides an interchangeable classroom setting for meetings and trainings. Classes offered in the Center are open to the public and have included training in entrepreneurship, social media tips, personal discovery, and empowerment in addition to certification programs.

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# Reading Readiness Boot Camp

Over the summer, youth find many non-educational activities to consume their time. With over 300 Freeport Housing Authority (FHA) resident youth, FHA recognized the need to help youth with their reading. FHA developed the Reading Readiness Boot Camp to combat summer reading loss and engage students in activities to enhance learning and growth. The Program met three times weekly for three weeks. With two primary partnerships providing 14 volunteers, up to 25 children were served.

Eighteen students graduated from the program.

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# Workforce Development Institute

The Freeport Housing Authority (FHA) recognizes the importance of providing training and job opportunities to its residents to encourage selfsufficiency. Through meetings with the Workforce Investment Board, Workforce Development Coalition, and local employers, it was determined that the workforce meets the technical skill requirements, but it lacks soft skills such as a positive attitude, good attendance, and the communication skills to do well in their jobs. To address these needs. FHA opened the Workforce Development Institute (WDI), WDI has been extremely successful graduating fifteen students. Over 80% of graduates obtained employment.

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#### Family Fun on Father's Day

Fathers in the Marion Jones Townhome are very inactive when it comes to kids and the different activities that Lake County Housing Authority (LCHA) provide. This Father's day LCHA's Resident Services Department put together the Father and Child Bowling Day. They specifically targeted fathers, uncles, cousins, and important men in each child's life and challenged them to come and bowl with their kids for Father's Day. They went from zero participation to 60% of male figures attending this event with their children, as

well as mothers, making this Father's Day very special for the kids at LCHA.

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# High School Heroes Lend A Helping Hand

The recent downturn in the economy, especially in the housing industry, created an unprecedented opportunity for Lake County Housing Authority (LCHA) to increase its portfolio of affordable housing available to all range of tenants. As a result, LCHA aggressively pursued acquisition of existing multifamily housing as a priority. LCHA then partnered with a local technical high school campus to help provide the necessary training and skills. The tech campus was given the opportunity to remodel the entire house as part of the in class training. Our community partner and LCHA came together with one goal in mind, to expose those young seeking skills and opportunities to an area they may not have known about or considered a possibility.

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# Horses Help Children Handle Hostility

Lake County Housing Authority (LCHA) runs an after school program for children between the ages of 5 and 17. Homework, games, and other activities usually keep them engaged. Within the group that attends there are several children who have social and emotional issues that often resulted in bad behavior and misplaced anger. In order

to assist them in working through their problems, different programs were reviewed. One unique program that was utilized is called Horse Therapy, which helps calm stressed or angered people.

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#### Shoes and Coats Warm the Hearts of Children

Lake County Housing Authority's (LCHA) Resident Services runs an after school program Monday through Thursday that is attended by approximately 40 children. Resident Services provides activities, homework assistance, as well as lunch for each child. Every year LCHA also holds a Christmas party for the after school program. In order to ensure that every child receives a gift during the party, donations are sought to defray costs.

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# Harrison Homes Phase III Redevelopment\*

To better position the organization to balance the uncertain funding environment with commitment in action to its mission of providing quality affordable housing, the housing authority team recreated a neighborhood designed to provide a high quality, market competitive housing solution with decreased life cycle costs that is inclusive, energy efficient, sustainable, and transportation friendly in a healthy living community. Not only were they able to provide a housing solution that does not currently exist in their market, but they were also able to better position



Photo courtesy of the Peoria Housing Authority

the housing authority financially while being good stewards for the community and the environment.

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# Sterling Towers Exterior and Interior Renovation

Sterling Towers is an existing multibuilding facility that caters to the needs of independent seniors. The site renovation project provided residents opportunities for involvement and created a basis of design for a new campus look. The result is usable outdoor space that influences the property to be more attractive not only to the community as a whole, but also creates an enticement for residents to become a part of the Sterling Towers community. This campus renovation maximizes existing campus resources to their fullest benefit to provide for the community in a sustainable way.

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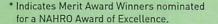
# Manor Homes Resident Relocation & Homeownership

Rock Island Housing Authority began the relocation process for the 102 families living at Manor Homes, an obsolete barrack-style public housing complex, in April 2013. As part of the process, residents were provided with multiple relocation options including the purchase of their own home. Through a combination of relocation assistance, one-on-one meetings, and connecting families with required resources and support services, 48% of the households that once depended on government subsidies are now living financially independent lives in their own homes or in market-rate apartments.

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ASU ni əbsM call store for availability www.perma-boot.com **FOME**,2. SOUTH SOUTHORS High Performance Roof Flashings



Photo courtesy of Winnebago County Housing Authority



# RIHA Comprehensive Housing Market Study

Rock Island Housing Authority (RIHA) and the City of Rock Island worked together to establish an oversight team to solicit proposals for a comprehensive housing market study of the City of Rock Island and the surrounding Quad Cities community. The results of the study is helping RIHA, the city and other stakeholders develop a meaningful sense of the housing market and key housing issues within the city. The report offers RIHA, the city, community leaders and stakeholders a basis for formulating community-specific housing priorities, policy alternatives and intervention strategies for the next 2-5 years, 10 years, and 15 years.

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# Home Recovery

Seeing an increase in foreclosures in the low income neighborhood of southwest Rockford since the recession, Winnebago County Housing Authority undertook a foreclosure recovery program to purchase homes and lease them to their former homeowners at affordable rents, with the long term goal of recovering the family's financial stability so they can repurchase the home without loss of equity and without danger of homelessness.

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# Lot Next Door Program

The Winnebago County Housing Authority (WCHA) held a large number of parcels in it's nonprofit component Land Bank. Following its successful HOPE VI neighborhood infill program, WCHA saw a pride resurgence in the private sector housing to include renovation and landscaping. To enhance this and promote good will, WCHA began a program of conveying lots to help private homeowners expand their lots and green space.

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#### Shelter Care\*

When Shelter Care Ministries needed help creating ten affordable housing units for their veteran's homeless transition housing program, the Winnebago County Housing Authority and the Rockford Housing Authority partnered to layer four state funded Rental Housing Support Program units and six federal funded Project Based Section 8 units to make the program possible. The Shelter Care Veteran Housing is an example of solving a housing need by bringing together the many areas of the nonprofit sector and city and county governments, using state and federal funding.

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# INDIANA



# Schnute Apartments Geothermal Conversion

In 2011 the Evansville Housing Authority completed the 10 month construction of its new geothermal heating and cooling system, replacing the nearly 20 year

old gas fired boiler system. In the past, Schnute Apartment residents used inefficient window air conditioning units and gas fired boilers for heating and cooling. The outdated systems were costly to operate and caused extremely high utility bills which elderly tenants were responsible to pay. The new geothermal system includes vertical stack fan-coils located in each apartment for heating and cooling. Hot water branch piping will be re-used for new fan coil units to reduce cost.

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Vision 1505 is a partnership between the Evansville Housing Authority serving as sponsor, property manager, and developer, and Aurora Inc. as supportive services provider. Vision 1505 creates 32 units of permanent supportive housing for families located in a vacant factory that was the former Vanderburgh County Community Correction Safe House.

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When Burmese Refugees Community of Fort Wayne lost a plot of land on which they gardened, the Fort Wayne Housing Authority (FWHA) partnered with the St Joseph Community Health Foundation, Catherine Kasper Place, and Purdue University – Allen County Extension Office to create the Fresh Food Initiative, a collaborative project



Photo courtesy of Evansville Housing Authority

on vacant land owned by FWHA on which the refugees and others in the community can plant food to eat and or sell at market. This project encourages self-sufficiency, embraces diversity, and demonstrates healthy life styles.

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# Landlord Educational Seminar

The Fort Wayne Housing Authority needed to educate local landlords on the Housing Choice Voucher Program requirements. Specifically, there was a need to address lead-based paint regulations along with opportunities offered by the City of Fort Wayne under a \$2.3 Million dollar grant for lead-based paint hazard control. The housing authority partnered with the Healthy Homes Department of the City of Fort Wayne and the Fort Wayne Police Department to offer landlords a free educational seminar. The seminar was well attended and landlords were

given the opportunity to enroll in the city program.

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# Free Onsite GED Classes

The New Albany Housing Authority recognizes that one of the largest barriers to their residents achieving economic self-sufficiency is a lack of education that subsequently leads to lower paying jobs. In order to get their residents the post-secondary education and career training they require to become economically self-sufficient, they needed to start at the beginning and work to increase the number of residents that have a high school or general education diploma. They developed partners, found funding, and created a plan to reach as many residents as possible

and help them graduate and move into higher paying careers.

Ms. Debra L. Hubbard Director of Human Resources and Communications New Albany Housing Authority

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# NAHA Onsite Public Health Nurse Program\*

The New Albany Housing Authority (NAHA) is committed to providing a variety of opportunities to their residents. Through talking with the nursing program at their local college, they determined that they could enhance both their residents' and the students' experiences. The college had a Public Health Nursing Program providing classroom instruction to students. Judy Myers, Associate Professor at the School of Nursing, had a bigger vision for that program. She and the NAHA Family Self-Sufficiency Program decided to pilot a semester where the senior nursing students would come on the property and develop health plans for the families living there.

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# KANSAS



# Early Childhood Program\*

The Early Childhood program started in September of 2012 after the Lawrence Douglas County Housing Authority noticed the higher percentage of families who struggled to remain housed (paying rent timely, lease violations) were ones with young children. The program addresses parental stress and resilience, early literacy and school readiness, early childhood nutrition,

early childhood health and wellness, and social and emotional competence for children ages 0-6 years. The program follows the strengthening families approach to case management which includes, assessing the five protective factors: parental resilience, social connections, concrete supports, knowledge of child development, and social and emotional competence of children.

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# **KENTUCKY**



# Policy Testing Program— Making the Grade

Lexington Housing Authority (LHA) housing management staff was interpreting policy differently because of the complexity of federal regulations, therefore making inconsistent determinations in admissions and occupancy. LHA leadership established a monthly housing policy testing program meant to enhance the performance of front-line employees. Staff gained an awareness of the complexity of policy interpretation while improving their professional qualifications and skills. A comradery was developed among employees. Test grades showed improvement over twelve months of testing. Supervisors have documented information to use in the annual employee evaluation process. The program also provides an alternative option to outside training.

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#### MAINE



# Bangor Summer Food Program

BangorHousing, and its partners, offer a summer food program for youth throughout its public housing portfolio. The summer food program begins at the end of the school year and ends as school begins again in the fall. The program provides a healthy lunch, served free of charge, to neighborhood youth each day of the week. Educational and physical activity programming is provided by Bangor Housing and local partners that accompanies each lunch time allowing youth to develop meaningful and healthy relationships with mentors. learn new skills, and the principles of a healthy lifestyle.

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# MARYLAND



# Annapolis Public Housing Replacement\*

The Maryland Department of Housing and Community Development (DHCD), in partnership with Anne Arundel County and the Housing Authority of the City of Annapolis (HACA), has been engaged in a multi-year effort to replace the city's dilapidated public housing. Formerly designated as a "troubled" PHA, new leadership at HACA, combined with state and county assistance, has resulted in the replacement of the Annapolis Gardens. Bowman Court, Obery Court, and College Creek projects, with additional projects under process. In addition, these rebuilding efforts also included homeownership opportunities for

PHA residents through a Habitat for Humanity and other avenues.

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Email: greiner@dhcd.state.md.us

## Lillian Jones Apartments\*

Lillian Jones apartments, a four-story, 74 unit apartment building, contains one, two, and three bedroom apartments. The entire building is affordable, with 70 percent of units available to families at or below 50 percent of area median income (AMI) and 30 percent of units available to families below 30 percent of AMI. Fourteen units are reserved for non-elderly persons with disabilities. Partners include DHCD. which provided \$14.5 million in project financing through Low-Income Housing Tax Credits, the City of Baltimore, Bank of America, The French Development Company (a for-profit developer), and Empire Homes of Maryland, a nonprofit Community Housing.

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#### Maryland Sustainable Communities

The successful implementation of a community revitalization strategy requires a comprehensive array of financial resources, coordinated technical assistance, and interdisciplinary partnerships. While the state of Maryland offers multiple revitalization programs and designations, they have typically been administered independently which created barriers to both collaboration and synergy among state agencies and programs. Sustainable Communities is a place-based



Photo courtesy of Maryland Department of Housing and Community Development

designation offering a comprehensive package of resources as part of a holistic strategy for community development, revitalization, and sustainability. To date, 55 communities have been officially designated and more than 70 communities have applied.

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# Community Cloud-Based Computer Centers\*

Research indicates that low- and moderate-income households, including the underemployed, women, and people with disabilities, derive great benefits in education, employment, and health when they have immediate access to a computer and the Internet. Aware of this fact, Housing Opportunities Commission of Montgomery County (HOC) sought to provide computer and internet to all clients residing in its subsidized housing units. HOC is the first PHA in the nation to operate community cloud-based computer centers for its residents. The agency has 22 computer centers throughout the almost five hundred square mile county, enabling approximately 2,000 households to job search, complete homework assignments, and increase their computer proficiency.

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# **Housing Unit Based Service** Centers\*

Housing Opportunities Commission of Montgomery County's (HOC) property management services were not easily accessible for clients residing in units owned and managed by the agency. In addition, the long distances and traffic delays encountered by property management staff slowed service response times and created unnecessary operating expenses for the agency. HOC reassigned coverage of the agency's portfolio into 10 Housing Unit Based service



Photo courtesy of Maryland Department of Housing and Community Development

centers (HUBs). Residents no longer have to travel more than five miles from home to receive HOC services. The HUB structure has dramatically improved customer service and reduced staff workload while reducing fuel consumption across the agency's fleet of service vehicles.

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# Technology Employee Purchase Program

The Housing Opportunities Commission of Montgomery County (HOC) relies heavily on modern technology to perform its daily functions. As a consequence, its staff must be able to navigate the virtual world in order to accomplish its duties. HOC recognized

the value to employees – and to the agency - in facilitating the acquisition of modern technology for home/out-of-office use and has established the Technology Employee Purchase Program (TEPP) to bring technology within the economic reach of staff. Today, more than half of HOC's workforce has access to their own personal computer or tablet.

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# Cinnamon Woods Focused Neighborhood Assistance\*

Montgomery County Department of Housing and Community Affairs conducted a countywide, data-driven analysis focused on identifying residential neighborhoods for assistance that grew from a belief in the importance of strong, well-maintained neighborhoods as a critical component of overall community well-being. Cinnamon Woods, 684 attached quadraplex homes with HOA management, was selected as one of two neighborhoods for targeted reinvestment. The Cinnamon Woods community was negatively impacted by the economy, limiting the HOA and residents' options. The project included exterior home repairs and parking lot lighting improvements. This project was a public/private community investment that transformed the community image, improved energy efficiency, and safety.

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<sup>\*</sup> Indicates Merit Award Winners nominated for a NAHRO Award of Excellence.



Photo courtesy of Montgomery County Department of Housing and Community Affairs

#### **MINNESOTA**



# Neighborhood Improvement Grant Program

Deterioration and safety in neighborhoods is an enormous concern for the core of many cities. One of the strategic goals for the St. Cloud Housing and Redevelopment Authority Board of Commissioners is to implement a course of action to focus on neighborhood revitalization. Continuous budget challenges have made it difficult for areas to improve neighborhood stability through beautification, safety, and community enhancements for example. In August 2011, the Board approved the Neighborhood Improvement Grant Program allowing monies to be made available under a matching grant program for neighborhood improvements.

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# Families and Individuals Sharing Hope (FISH)

Families and Individuals Sharing Hope (FISH) is a network of organizations with the mission to partner together to meet human need so individuals can live healthy, transformed lives. Organizations agree that no single entity or even sector has the ability to meet all community needs. Therefore, they have developed a network for meeting needs collaboratively. In order to participate, organizations must meet three criteria: 1. Serve Scott County residents, 2. Agree to work with other FISH partners to identify and meet otherwise unmet needs in participating communities, and 3. Register online to become a FISH Partner (no cost).

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# First Stop Shop

Each city and township has limited financial resources available to develop individual economic development strategies promoting job growth and retention. A need was identified to develop a more coordinated, rapid-response system to handle new economic development leads and to better respond to existing business inquiries. The solution was to create the First Stop Shop, part of the Scott County Community Development Agency, as a shared resource providing comprehensive data collection, customer service training, assistance to the cities, townships, and county with site selection services and economic development goals, and assistance to communities and business prospects throughout the development process.

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# Homeownership Programs

Scott County had a growing population, high homeownership rates, and the second highest foreclosure rate in the seven-county metro area, but most homebuyer and homeowner services were being provided by agencies outside of the county. The Scott County Community Development Agency (CDA) began a homeownership program that would provide counseling, education, financial assistance, and homeownership opportunities to families for whom homeownership would otherwise be unattainable. Homeownership clients with a variety of needs benefit from

diverse service offerings within one agency.

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# **NEW JERSEY**



# Benedict's Place Senior Housing\*

In January 2009, the Diocesan Housing Services Corporation (DHSC) received the only New Jersey HUD-202 senior housing fund reservation of \$11.2M for a project in Middle Township, Cape May County. The project became jeopardized because of environmental disagreements between the town and the state that directly affected the project site. DHSC used its project planning pipeline to relocate the project to another suitable municipality and site before the fund reservation expired. This solution produced a 74 unit, six story low income senior housing property in Cherry Hill that opened in August 2013.

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# Village at St. Peter's Senior Housing Project

The Diocesan Housing Services
Corporation (DHSC) received a \$10.5M
HUD-202 senior housing fund reservation in 2007 just before the recession
throttled the economy. Therefore most
budget 'gap filling' federal and state
funding sources were unavailable.
DHSC decided to combine the HUD-202
award with 4% low income housing
tax credits and stimulus funds to close
budget gaps and complete the project.
This solution produced a 74 unit, six

story low income senior housing property that replaced a vacant convent with affordable housing and stimulated the local economy in Pleasantville, NJ.

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# Woodrow Wilson Commons Redevelopment\*

Woodrow Wilson Commons transforms the former public housing site into a mixed-income, affordable rental community. The housing authority successfully reconnected and integrated the site with the surrounding neighborhood, built new homes and community facilities that are energy efficient, durable, and provide a high-quality environment for the residents. The architecture and urban design of the site relates to the existing neighborhood context and harkens back to the glory days of the Jersey Shore in the 1870's. In addition, they have addressed storm water management proactively and creatively, creating a rain garden that is both a visual amenity and an educational tool.

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# **Revenue Diversification**

Beginning in 2010 the Millville Housing Authority (MHA) began to engage in developing new lines of business to accommodate for the continually decreasing funding from HUD. The revenue generated from the new lines of business is utilized to fund underfunded housing needs. Throughout the last few years, a diverse revenue stream has enabled the MHA to continuously post

a positive net income even through the most recent sequestration.

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# Family Self-Sufficiency Program

In 2008, the Orange Housing Authority administered a Family Self-Sufficiency program for Housing Choice Voucher families to promote the life goals and skills needed for the individuals and families to become self-sufficient.

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#### Scattered Sites Program

The Orange Housing Authority owns and manages several scattered site properties. Throughout the year, the OHA has been buying properties around the city to renovate and reoccupy to Section 8 participants. Many of these properties are known to be either vacant or abandoned and taken into eminent domain.

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# "Think Green" A Job Placement Program Initiative

Residents of the Housing Authority of the City of Passaic have enthusiastically responded and participated in a family self-sufficiency initiative titled "Think Green." The "Think Green" campaign



Photo courtesy of Housing Authority of the City of Passaic

provides new access and opportunities for resident employment. The program is comprised of three components: unique job listing binders placed in all complexes, a marketing campaign, and employment search assistance by staff. It is advertised through social media and marketed by going door to door in order to achieve a high level of awareness. The program was formulated upon survey results which showed a significant rate of unemployed and underemployed public housing residents.

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# Section 3 Business Engagement and Empowerment

The housing authority's partnerships with Section 3 businesses stand in marked contrast to other workforce initiatives in the Trenton area. As opposed to focusing solely on the personal/individual level, they seek to empower corporations first, and their employees second. As a result, 14 corporations

and 56 employees on their Hope VI site [Rush Crossing] are meeting Trenton residency and Section 3 guidelines. Their goal for the Community Supportive Services program is to promote self-sufficiency. Their labor efforts are in line with funding trends, and they fully plan to augment their success in obtaining Hope VI and Section 3 funding with complimentary grant proposals.

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# Cooper Towers Aging in Place\*

As life expectancy continues to expand, and the cost for assisted living and nursing home facilities spiral beyond what is affordable to the average American, the need to provide affordable, independent housing that will allow them to remain in their homes becomes abundant. In an effort to provide just such housing, the Woodbridge Housing Authority partnered with the Township of Woodbridge to renovate 75 of its public housing units providing "aging-in place" amenities such as,

walk-in showers complete with seating and lower kitchen cabinets enabling the occupants of those units to gracefully age in place.

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# **NEW YORK**



# Homes of Syracuse\*

Over the last three decades the city of Syracuse's economy has suffered the loss of industrial jobs, new economy economic challenges, and loss of population. With the population decline, the housing stock has declined, with the city owning nearly 1,800 vacant lots. In order to rebuild neighborhoods, and provide homeownership opportunities, the city reached out to the Syracuse Housing Authority to develop some of these properties. The city's Southside area was hit hardest by these declines, its neighborhoods full of vacant lots. and was therefore targeted for the development of 50 three and four bedroom single family homes.

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# **NORTH CAROLINA**



# Charlottetown Terrace\*

Charlottetown Terrace was built by the Charlotte Housing Authority in 1977 as an 11-story high rise providing affordable housing to seniors and the disabled. The original structure had 180 dilapidated apartments that no longer met today's design standards. The rehabilitated building provides 161 units



Photo courtesy of Syracuse Housing Authority

for a disabled population in a servicerich environment and LEED Goldcertified building while contributing to the revitalization of midtown Charlotte. Water consumption has reduced by 47.9% and energy consumption by 24.3%, resulting in an annual savings of an average of \$35,164 on the electricity bill [23.6% reduction] and \$19,622 on the water bill [51%].

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# Supportive Housing Innovative Partnership (SHIP)\*

In 2010 The Salvation Army, the Charlotte Housing Authority, Mecklenburg County, the school system, two large churches, and numerous volunteers launched SHIP: Supportive Housing Innovative Partnership, a collaborative effort to reduce homelessness by providing struggling families the services, support, and short-term rental subsidies needed for them to become self-sufficient. Since launching the program 3½ years ago 127 families,

with a total of 246 children, have been enrolled in the SHIP program. To date, 23 families have graduated from SHIP, successfully moving on ahead of the allotted three years.

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# With Every Heartbeat is Life

With Every Heartbeat Is Life (WEHL) was developed by the National Heart, Lung, and Blood Institute to reduce preventable diseases in low-income communities of color. With a public housing population that is over 94% African American, Charlotte Housing Authority, (CHA) decided to launch a WEHL program to improve the health of its residents. This class, led by CHA residents trained as Community Health Workers, focuses on conditions prevalent among African-Americans. including heart disease and diabetes. Graduates report significant changes, including increased exercise, reduced weight, lower blood pressure, lower cholesterol, lower glucose levels, and

increased knowledge of stroke and heart attack symptoms.

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# Computer Explorers Pre-K and Mommy

The Computer Explorers Pre-K and Mommy program is designed to enhance school readiness for children ages 21/2 - 4 years old through early intervention and parental engagement, while also preparing mothers to reenter the workforce. The class instructor works with the children while the parents are creating resumes, completing job searches online, enhancing their own computer skills, or searching for educational opportunities. The children use age-appropriate software to enhance their developmental skills such as fine motor, problem-solving, and critical thinking skills. At the end of each class, children share with their parents the skills they have learned that day.

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# OHA Partnerships Nets Splash Park

The Oxford Housing Authority's largest apartment complex had safe and age appropriate playground equipment, but over time teen dropouts and other young adults would use this area as a nightly hangout to use drugs and vandalize the equipment. The vandalized equipment was removed, and a Splash Park was developed to bring fun, fitness, and relief from the summer heat without using fire hydrants. The City of Oxford and the Oxford Housing Authority provided the funding

Indicates Merit Award Winners nominated for a NAHRO Award of Excellence.



# Photo courtesy of Greensboro Housing Authority

to construct a Splash Park, and in May 2012 a grand opening for the City's first Splash Park that included the city housing and health officials was held.

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# **NORTH DAKOTA**



# Creation of Grand Forks Community Land Trust

Staff at the Grand Forks Housing Authority (GFHA) founded Grand Forks Community Land Trust (GFCLT) as the first CLT in North Dakota in 2010. Thanks to North Dakota's current economic stability, housing demand has reached all-time highs, while affordable home ownership supply in Grand Forks is typically at 25% of recommended levels. The partnership between the GFHA and GFCLT allowed participants in the Housing Choice Voucher Home Ownership program to utilize their

vouchers toward a monthly mortgage payment rather than rent, utilizing federal funds more efficiently and serving lower income families.

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# GFHA Starting Out Right Program

The Grand Forks Housing Authority's (GFHA) Starting Out Right (SOR) program provides eligible families with assistance in paying their first month's rent and security deposit, while offering self-sufficiency incentives to those who set goals and remain in compliance three and six months following their enrollment in the program. Funded entirely by private foundations and donations, since its formation in late 2010, the program has served 112 families. Each year, rates of compliance among participating families have been approximately 25% higher than the overall compliance rates of families assisted by the GFHA, benefiting

clients, housing authority staff, and property owners.

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# OHIO



# Fairfax Intergenerational Housing

The Fairfax Intergenerational Housing project is the first of its kind in Ohio and fills a need for specialized housing for intergenerational households. The project offers an affordable, innovative, sustainable, and supportive environment for grandparents, age 55 and older, who have legal custody of their grandchildren. It is a hybrid development serving both youth and seniors and designed in accordance with Enterprise Green Community standards. The project consists of 40 newly constructed clusters of townhomes facing a shared courtyard to create a feeling of inclusiveness and promote interaction. A Supportive Services Coordinator will provide supportive services to the intergenerational residents.

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## Inspector Request System

The Cuyahoga Metropolitan Housing Authority (CMHA) construction department utilized a cumbersome, antiquated paper-based system for making inspection requests for CMHA construction projects. This process allowed for the potential loss of paperwork, time, errors in scheduling, and duplication of requests. The construction department sought to improve productivity and internal controls, and to automate the

DERDER



Photo courtesy of Cuyahoga Metropolitan Housing Authority

process to limit the risk of error. This was accomplished by developing a fully automated electronic request system, which not only improved productivity and saved time and money, but had the added benefit of allowing data to be more easily and accurately gathered for analysis.

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# 117) Lee-Miles Apartment\*

Constructed to be sustainable, the Lee-Miles Apartments were built on the site of a former neighborhood cornerstone, a 100-year-old school that had been converted to apartments, which were abandoned and dangerous. Input in the design from the local government and potential residents gave the community a sense of ownership over the building, which kept the neighborhood safe and spurred additional development in

the area. The building, which contains 40 apartments for low-income, elderly residents, meets Enterprise Green Criteria and is fully accessible.

Mr. Jeffery K. Patterson Chief Executive Officer Cuyahoga Metropolitan Housing Authority 8120 Kinsman Road Cleveland, OH 44104 Phone: [216] 348-5000 Fax: [216] 579-4253 Email: jpatt@cmha.net



# Mildred L. Brewer Building\*

Newly constructed in East Cleveland, the Mildred L. Brewer Apartment Building features 39 units for low-income seniors with design focused on sustainability, healthy living, accessibility for persons with disabilities, spacious living and common areas, and integration with the redeveloping neighborhood. The winter garden atrium gives residents a gathering place to build a sense of community. Built using ARRA NSP2 funds, LIHTC, and RHF, and strategically constructed adjacent to a new medical center, public transit hub,

and library, the building provides much needed senior housing in a city struggling with poverty and blight.

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#### Police Athletic League (PAL)

The Cuyahoga Metropolitan Housing Authority Police Athletic League was implemented to address community distrust and misunderstanding of the police department. Utilizing a problem solving model to develop relationships with the youth of the authority, they used several programs to build trust, relationships, and deter criminal involvement. The police officers have become household names. The youths are beginning to share information with officers, and they are more inclined to point them toward criminal activity. There is more trust and understanding.

<sup>\*</sup> Indicates Merit Award Winners nominated for a NAHRO Award of Excellence.

The police department is becoming more of a vital and supported part of the community.

Mr. Andres Gonzalez Chief of Police Cuyahoga Metropolitan Housing Authority 8120 Kinsman Road Cleveland, OH 44104 Phone: [216] 426-7804

Fax: (216) 361-3728 Email: agonzalez@cmhapd.org



# Reasonable Accommodations

Reasonable accommodations (RAs) involving public housing and housing choice clients are reviewed and conducted at the request of the individual. The Cuyahoga Metropolitan Housing Authority (CMHA) provides reasonable accommodations, unless doing so would result in a fundamental alteration in the nature of the program, would cause an undue financial and administrative burden, or would be neither reasonable nor necessary. CMHA RA's are reviewed by a designated Reasonable Accommodations Committee, consisting of 10 trained and certified staff members, selected by the CEO. The RA Committee's primary function is to review all reasonable accommodation requests presented by the Section 504/ADA Coordinator and then make a reasoned determination.

Ms. Valen Terry
Section 504/ADA Coordinator
Cuyahoga Metropolitan Housing Authority
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Phone: (216) 271-2996
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# Riverview Tower Clinic\*

The Riverview Tower Clinic is a full time medical and dental clinic for public housing residents. It is a partnership between Cuyahoga Metropolitan Housing Authority and Care Alliance. This collaboration addresses the need for affordable health care for the residents and families. The Riverview Clinic will increase access to medical and dental care for the low-income residents of Riverview Tower and nearby public housing, and other low-income

neighborhood residents. By the fall of 2013, the clinic will have the capacity to provide care for an average of 3,000 patients annually.

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Director, Marketing and Communications
Cuyahoga Metropolitan Housing Authority
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# Sherwin Williams Home Work Program\*

The Cleveland HomeWork Program is a collaboration between the Cuyahoga Metropolitan Housing Authority (CMHA), the Sherwin Williams Company, Towards Employment, Evergreen Cooperatives, and the Cleveland Foundation. Sherwin Williams provided CMHA public housing residents with two weeks of technical and handson training in the fields of painting, maintenance, and mold and lead contamination using HUD Healthy Homes guidelines. Participants also receive a certification in Renovation, Repair and Painting (RRP) sponsored by the US EPA.

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## Sisters Share\*

Sisters Share began as a program to acknowledge domestic violence awareness month. The goal was to bring women together to provide them with information and resources related to domestic violence. Women are able to share with one another and engage in a variety of activities to empower and uplift them. The event leaves them with a sense of hope and comfort knowing they have support from the

housing authority, as well as their fellow neighbors.

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Cuyahoga Metropolitan Housing Authority
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# Vendor Workshop "Doing Business with CMHA"

Doing Business with the Cuyahoga Metropolitan Housing Authority (CMHA) is a workshop for vendors that is held every two months at the administrative campus. All documents that a vendor needs to complete to be able to bid and receive awards from CMHA are reviewed during the workshop.

Mr. Ed Oliveras Director of Purchasing Cuyahoga Metropolitan Housing Authority 8120 Kinsman Road Cleveland, OH 44104 Phone: [216] 271-2831 Fax: [216] 432-5907

# PENNSYLVANIA



# 25 Yard of the Month!

Email: oliverase@cmha.net

Creating pride in the housing authority's communities was the goal that prompted them to develop the Yard of the Month program. They used Yard of the Month to encourage tenants to showcase their creative talents and decorate their yards during the summer months. The program took place during June, July, and August of 2013. At the end of each month, representatives from the Yard of the Month Committee voted on a winner for each property. A Yard of the Month sign was then posted

on each winner's property for the entire month after the month they won.

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Fay: [717] 263-1329

Fax: (717) 263-1329 Email: bzehler@fcha.net



# Social Service Center— A One Stop Shop\*

In 1989 the Housing Authority of the City of Erie (HACE) added language to its mission statement to assist residents on their path to self-sufficiency. Since that time HACE has partnered with several agencies to bring healthcare, recreation, public safety, job development and counseling services into our neighborhoods. In 2010 HACE decided to bring these services together into a handicap accessible facilities housing the Community Health Net Dental Office, the Gannon

University Nursing Center, Domestic Abuse Counseling, a Youth Library/Arts Program, and the Community Oriented Police and Probation Services Program. On March 13th, 2013 the One Stop Center was dedicated.

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#### Norris Apartments— LEED Gold Certification

The LEED Gold Norris Apartments contain 51 affordable units in a mix of walkups and townhomes, and they are a model for infill development in the region. The units were certified in February by USGBC. The Philadelphia Housing Authority used locally made materials as much as possible to reduce PHA's carbon footprint. This

transit-oriented development is located near a variety of educational and retail services and complements ongoing private housing and commercial development in the neighborhood. Besides saving energy, the goals for the new development included improved aesthetics, safety, health, and reducing runoff to the city's sewer system.

Mr. Jan Pasek Media Specialist Philadelphia Housing Authority 12 South 23rd Street Philadelphia, PA 19103-3014 Phone: [215] 684-5728 Fax: [215] 684-1212

Email: jan.pasek@pha.phila.gov



# Wellness Program Partnership with AmeriCorps VISTA\*

Among public housing residents, poverty and poor health are factors that synergistically contribute to poor quality of life and premature displacement from homes. In response, Reading Housing Authority has developed a



Photo courtesy of Housing Authority of the County of Franklin



Photo courtesy of Housing Authority of the City of Erie

Wellness Program to facilitate access to social and supportive services and access to healthcare and health promotion resources. The program has utilized a creative mix of funding sources to build and expand its service array. This year, Reading Housing Authority partnered with Americorps VISTA to develop further health promotion resources, empower residents to guide the direction of the Wellness Program, and build capacity for outcomes-based program evaluation.

Ms. Stacey J. Keppen, MSW Social Services Director Reading Housing Authority 400 Hancock Boulevard Reading, PA 19611-1802 Phone: (610) 376-8413 Fax: (610) 376-8415 Email: skeppen@readingha.org



# Fairview Village—Innovative Townhouse Design\*

Confronted with the swelling demand on its outmoded stock of affordable housing, the Housing Authority of Chester County partnered with developer Pennrose Properties to revitalize the 40 year-old, 25 unit community of Fairview Village. This innovative approach resulted in a new development of 36 Energy Star 3.0 rated townhouses spread along tree-lined streets reminiscent of bucolic Chester County landscape. Each front door of the community is painted a unique color to reinforce to each family a sense of ownership and place. Fairview Village is proof that one's income or status need not be a barrier to safe, comfortable, and community oriented housing.

Ms. Katharine Campbell Special Projects Coordinator Housing Authority of the County of Chester 30 W. Barnard Street, Suite 2 West Chester, PA 19380 Phone: (610) 235-4479 Fax: (610) 436-9203 Email: campbell@haccnet.org



# Tobacco Free Policy\*

The Housing Authority of Chester County (HACC) announced a tobacco-free policy for its living communities throughout the county effective August 1, 2013. That policy prohibits tobacco use indoors and outdoors at all of the housing authority owned properties. A working committee was formed to not

only develop the written policy, but to also devise a strategy to make it work with the most positive health benefits possible for the residents. The collaborative partnership was literally the architect of the success in making this effort work. The policy is unique and comprehensive, and it was designed to be replicated throughout the country.

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# **RHODE ISLAND**



# Bringing Together Generations and Spread Smiles\*

The city of Central Falls is one square mile that is full of culture, history, and experiences that are held within the generations of its most populated buildings, the Central Falls Housing Authority and the Central Falls School Department. The most vulnerable

DEROMO

populations that are served are the elderly/disabled and the students of Central Falls. It made perfect sense to bring the two populations together to learn from each other and create a sense of what a neighborhood is.

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# Raising Spirits and Raising Awareness

The Central Falls Housing Authority staff, residents, and family members have taken a strong position raising awareness and funds against cancers that affect the population. The organization has done so by designating the month of October to raising awareness with fun activities, informational sessions, and dinners that invite everyone to come together and raise donations for local cancer charities to raise awareness in the hopes of one day supporting a cure.

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# Spirit of Giving for the Holiday's

The Central Falls Housing Authority (CFHA) has come together with its residents to create a cheerful holiday for families that would otherwise not have such an experience. The residents and resident service staff have teamed up with Family Self Sufficiency (FSS) director to make holiday food baskets and provide gifts to the children of active participants. The participants of the FSS program are working towards goals of gaining economic, educational, and vocational self-sufficiency, and the CFHA and the residents are helping make their holidays a little easier for

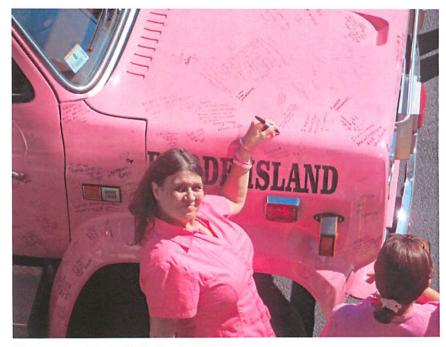


Photo courtesy of Central Falls Housing Authority

them to focus on their goals during the holiday season.

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# Annual Lip Sync and Dance Competition

An annual lip sync and dance competition gives youth at this small New England housing authority a chance to enjoy the performing arts, compete for prizes, and earn the cheers and applause of their friends and neighbors. Local business support is now sustaining this event at no cost to the authority.

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# Family Self Sufficiency Computer Lab\*

A small Rhode Island Housing Authority has been able to economically offer ongoing computer and internet access to Family Self Sufficiency program participants. A two station lab is available to participants that supports multiple self sufficiency objectives, including keyboarding, typing, and Microsoft program training, as well as opportunities to search for and apply for jobs online. Participants also learned how to complete college, job training program, and financial aid applications and enrollments on line.

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#### Smoke-Free Housing Enforcement\*

Following a January 2013 implementation, the East Greenwich Housing Authority effectively enforced a smoke free housing policy at Shoreside Apartments.

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# Code Red Emergency Response

The Lincoln Housing Authority recently adopted the use of an emergency response system, Code RED, to contact residents via telephone, TTD, email, or text message in the event of an emergency. Creating a strategic protocol for emergency and crises situations makes the aftermath and mitigation of these events significantly more manageable. The Code RED emergency response system that the housing authority uses allows them to reach over 2,560 contacts in less than five minutes in the event of an emergency situation.

Ms. Claudette Kuligowski, PHM Executive Director Lincoln Housing Authority 10 Franklin Street Lincoln, RI 02865-2049 Phone: (401) 724-8910 Fax: (401) 723-1350 Email: claudette@lincolnhousing.org



# Mental Health Awareness\*

The Lincoln Housing Authority (LHA) noticed an increasing communication gap between young-disabled and senior residents. Elderly residents questioned if young-disabled weren't truly disabled and expressed fear of those with mental health issues. Meanwhile, young disabled residents felt their privacy was being violated by probing questions and gossip. Through its monthly newsletters, flyers posted in the buildings, and a Mental Health Awareness Seminar, the authority was able to eradicate a

lot of the stigma surrounding mental health and treatment. Not only have reports of gossip and complaints decreased significantly, diverse groupings of residents can be found around the community.

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# Understanding Renter's Insurance

Each year the housing authority hosts educational and informative seminars for residents that focus mainly on safety and security. The office provides information about identity protection, current health topics, and emergency response procedures. However, they realized they were excluding a significant component of safety and security measures for individual residents - information about renter's insurance. Their Understanding Renter's Insurance program was for all residents to address many of their questions. Cost, coverage options, and general tips when shopping around, and/or updating current policies, were only some of the topics covered.

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family goals. If homeownership is listed as a goal, the homeownership coordinator works with the family to achieve that goal. If the FSS coordinator determines that any resident needs personal assistance, the resident coordinator is called to meet with the resident, and together they work out an action plan to overcome the problem.

Ms. Linda Brockway North Charleston Housing Authority 4164 Club Course Drive North Charleston, SC 29420 Phone: [843] 266-5906 Fax: [843] 744-3466 Email: LJBECHO@aol.com



# SHA Ca\$H Incentive Program\*

The universal challenge for almost every resident services program is lack of resident participation. To remedy this, the Spartanburg Housing Authority (SHA) developed an incentive program called SHA CA\$H. Residents earn "cash" for participating in many different areas, from programs for seniors to attending the after school learning centers. This SHA CA\$H is pretend money that can be used to buy real household items. In partnership with the United Way, SHA is able to "shop" for household goods that residents need through the United Way Gifts in Kind Warehouse, and in turn, residents "purchase" these items with their CA\$H.

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# **SOUTH CAROLINA**



# North Charleston FSS/ Homeownership Program

The North Charleston Housing Family Self Sufficiency (FSS) coordinator works directly with the resident service coordinator to oversee all resident service activity. The FSS coordinator works with Section 8/public housing residents to develop an action plan to meet their

# **TENNESSEE**



# **Art Poster Contest**

The housing authority realized there were several children that resided in public housing that could participate in the "What Home Means to Me" poster contest. They worked with local groups and businesses to secure the funding to provide all the art supplies, prize

money, and lunches. They went out to housing sites with children during school spring break times. Resident council members and parent volunteers helped. This gave approximately 50 children an opportunity to express through art what having a home means to them and have a fun and safe place to go for the day.

Mrs. Kathy B. Smith Resident Services Coordinator Highlands Residential Services Post Office Box 400 Cookeville, TN 38503-0400 Phone: [931] 526-9793 Fax: [931] 526-5841 Email: ksmith@highlandsrs.com



# Creating the Best for Our Children\*

Morristown Housing Authority provides space in an existing building to the local county federally funded Head Start daycare program for low to moderate income families. This facility provides daycare opportunities for parents, which allows them to work or seek employment. The local Head Start had two existing buildings, including the facility provided by Morristown Housing Authority. The project consisted of combining both facilities into one location to provide more efficient operations and utilization of personnel, and to provide better care for the children. This was accomplished by complete renovation and addition to the Morristown Housing Authority's existing community building.

Ms. Marilyn J. Medley Executive Director Morristown Housing Authority Post Office Box 497 Morristown, TN 37815-0497 Phone: [423] 586-5115 EXT 8001 Fax: [423] 586-3014

Email: mmedley@morristownpha.org



#### Friends of Hospice Serenity House\*

Morristown Housing Authority provides an existing building to The Friends of Hospice Serenity House. Serenity House provides professional services chosen by the patient or family which includes physical, emotional, and spiritual support when they are no longer able to



Photo courtesy of Highlands Residential Services

remain in their own home. Residents must have a prognosis of three months or less and desire a natural end to life. Around the clock family-type care is provided at no charge to the patient by specially trained comfort care staff and volunteers from the community who become like a surrogate family to the patient.

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Email: mmedley@morristownpha.org

# TEXAS



# Combined Rehabilitation and Weatherization Service\*

This program combines Housing Rehabilitation services with Weatherization Assistance services into one delivery for qualified, single family homeowners. The Rehabilitation Program has been operational since 1976. The Weatherization Program operated independently for two years with the Department of Energy (DOE) Weatherization Assistance Program funding. When DOE stimulus funds

became exhausted, the Arlington Housing Authority (AHA) became the recipient of private sector funds from two energy provider companies. The AHA leveraged its rehabilitation resources with private sector funds by weatherizing the homes it renovates through the Rehabilitation Program enabling its rehabilitation dollars to go farther.

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Email: david.zappasodi@arlingtontx.gov



# Digital Signage: Information to Client and Visitors\*

To ensure that guests, applicants, program participants, and property owners are appropriately informed and mentally occupied, the Arlington Housing Authority (AHA) installed dual wall-mounted monitors that display digital signage in its lobby/waiting area to communicate important information to housing authority customers. While customers are waiting to be served, they can view and hear important announcements, informative program information, and learn about other

Indicates Merit Award Winners nominated for a NAHRO Award of Excellence.

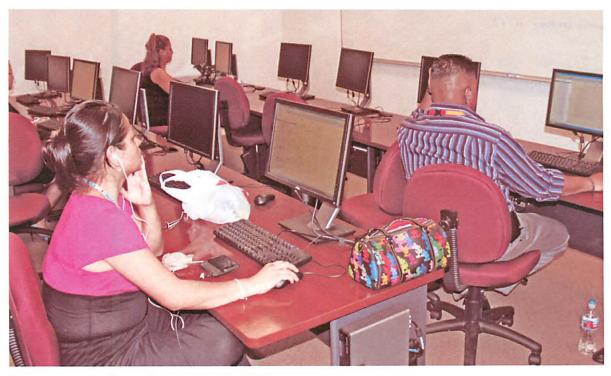


Photo courtesy of the Housing Authority of the City of El Paso

housing and city services available to Arlington residents. Real time news feed, weather, and housing related informational videos are broadcast throughout the day to create a calm and informative waiting room environment.

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#### Weatherization Assistance for Low Income Residents\*

Low-income households spend approximately 13% more on energy costs. This is burdensome for families already struggling financially. The Housing Authority of the City of Arlington (AHA) applied for and secured funding through the U.S. Department of Energy to implement a local Weatherization Assistance Program for low-income families to reduce their energy costs through weatherization of homes and consumer education. The Program

performs comprehensive energy audits and provides up to \$6,500 per home in energy improvements. Realizing the importance of this program, the AHA sought other means of funding so the program could continue after federal funds were depleted.

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#### Keeping Kids Learning, Growing, and Engaged\*

Since 2010, the Boys and Girls Club of Austin (BGCA) has operated at two public housing sites through a partnership with the Housing Authority of the City of Austin (HACA). Prior to that time, youth from Thurmond Heights and Chalmers Courts had to travel by car or van in order to attend after-school and summer youth programs or clubs. By offering curriculum-based after-school, school break, and summer programs

onsite, community volunteers travel to the youth, thus enabling more youth to easily join in activities and enjoy targeted academic and social support that enrich their lives and help fulfill their potential.

Ms. Barbara Jackson Y.E.S. Manager/ROSS Service Coordinator Housing Authority of the City of Austin 1124 IH 35 South Austin, TX 78704

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#### Modernization of Thurmond Heights

Constructed in the early 1970s, Thurmond Heights, a public housing property, was in need of major renovations. To address the needs of the residents, the Housing Authority of the City of Austin (HACA) conducted a physical needs assessment of the property's 144 units. Funded by the Capital Fund program, every unit is slated for energy efficient upgrades that will enhance resident quality of life and improve the overall sustainability of

each unit. Upgrades and materials rival those found in private sector housing. The project is divided into four phases to ensure minimal resident disruption during the modernization activities.

Mr. James Teasdale Planning and Development Director Housing Authority of the City of Austin 1124 South IH 35 Post Office Box 41119 Austin, TX 78704 Phone: [512] 477-4488 Fax: [512] 477-0953





#### Alpha Youth Leadership Academy

The Alpha Youth Leadership Academy is a result of collaboration between the University of Texas at El Paso (UTEP) and the Housing Authority of the City of El Paso (HACEP). The Academy serves youth who reside in public housing by mentoring and developing them from seventh grade to high school graduation. The program develops intellectual independence and audacity by providing frequent opportunities for inquiry and hands-on experience through engaging and challenging project-driven opportunities. Students develop skills required to compete in a global economy such as, but not limited to, problem solving, critical thinking, effective communication, and leadership.

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#### eHACEP\*

eHACEP is a collection of technologies to create, capture, index, distribute, review, maintain, store, retrieve, and dispose of resident and client information assets related to all public housing and Housing Choice Voucher Program business processes. Through extensive business process mapping and workflow alignment, eHACEP eliminated repetitive eligibility processes across

both programs, consolidated the scheduling of multiple types of appointments into a single master scheduler, and converted 6,000,000 paper-based tenant files into searchable electronic files. eHACEP required two years to execute, but the results include significant cost savings, streamlined client applications and certification processes, and enhanced customer service.

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## An Affordable Housing Transformation Celebration\*

The Lincoln Terrace Apartments were the only apartment complex in Fort Worth's historically African-American enclave, Como. The 72 unit property had been deteriorating for almost 20 years because its building and facilities had never been updated. Using ARRA funds to leverage financing, the Fort Worth Housing Authority (FWHA) launched a two-year renovation that replaced several buildings with new multi-family structures. FWHA made the renamed property (Villas on the Hill) a safer, more inviting address for residents, and a more attractive element of that neighborhood. The property today is 100% leased and now draws praise instead of criticism from community leaders.

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Phone: (817) 333-3401 Fax: (817) 332-4830 Email: brian@ftwha.org



#### Employee United Way Campaign Fundraiser

As a result of major budget restraints, the Fort Worth Housing Authority (FWHA) was forced to restructure its organization. The restructuring included the possibility of employee layoffs, which influenced many employees to lower their United Way campaign pledges. To maintain the agency's traditional level of support for the campaign, FWHA staff devised an innovative fundraising approach for the campaign. Employees sponsored a rummage sale, held a raffle, and sold baked goods to collectively raise funds. As a result, the campaign was successful and helped to raise employee morale as well as money for the United Way.

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#### **Employee Volunteerism**

Funding cuts have affected the supportive services the Fort Worth Housing Authority (FWHA) is able to provide in conjunction with housing assistance. Participants need these services to help retain housing assistance and work toward self-sufficiency. An inability to provide in-house services because of funding deficits has spurred FWHA staff to focus their volunteer activities on helping agencies which directly serve those receiving housing assistance.

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#### Keep Calm and Carry On— Employee Morale Booster

When severe budget cuts created a tentative atmosphere among employees who feared losing their jobs, Fort Worth Housing Authority [FWHA] leaders assured them that the agency could weather the storm if everyone worked together and stayed positive. FWHA captured this theme in an internal communications campaign that was based on the pop culture slogan, "Keep Calm

## YARDI talks tech with

# Judy Henry Interim Executive Director and CFO of Housing Kitsap



#### Q: Please tell us about Housing Kitsap.

A: Our official name is Kitsap County Consolidated Housing Authority, but we're more commonly known as Housing Kitsap. We develop and oversee affordable housing for low-and moderate-income households in Kitsap County, located west of Seattle across Puget Sound. Since 1982 we have developed more than 900 units under a variety of housing programs through HUD, the State of Washington Commerce Department, and local agencies. We also manage nearly 400 Housing Choice Vouchers and 150 Public Housing units.

#### Q: How did you get started with Yardi?

A: Prior to implementing Yardi Voyager, we were running a non-integrated system of standalone software programs. We went through an RFP process with a goal to move to a complete enterprise platform so that we could take advantage of everything that comes with a single-stack solution. Yardi Voyager met our requirements better than any other system we looked at.

#### Q: How has Voyager worked out for you?

**A:** Because we developed affordable housing through a variety of funding sources, implementing a solution that

could interface with multiple online reporting sites was key. Voyager provides the tools to easily export compliance data to HUD and other funders. We have become much more efficient through this improved reporting system. Also, Yardi is great about making sure the online interfaces in Voyager are kept up to date with our organization. For example, we operate a sweat-equity program that produces nearly 40 single-family, owner-occupied homes per year. Yardi Construction Management will be a great tool for us to manage this program. Yardi Budgeting and Forecasting and Yardi Fixed Assets are also on our short-term schedule for expanding the Voyager platform.

"We wanted to take advantage of everything that comes with a single-stack solution. Voyager met our requirements better than any other system we looked at."

Judy Henry
Interim Executive Director and Chief Financial Officer, Housing Kitsap

funders' reporting sites, so we never have to wait for technical updates to submit our reports.

#### Q: What's next for Housing Kitsap?

A:While we are currently focusing on core general ledger functions in Voyager, we have plans to expand soon. Gentralizing operations on a single Voyager platform will deliver benefits across our

## Q: Do you have any other thoughts you would like to share?

A: The people at Yardi are wonderful. Our contacts are a wealth of information and have been great in assisting us implement the Voyager platform and become fluent with the system.

To learn more, call 800.866.1144 or visit www.yardi.com/pha.



and Carry On." It was a motivational charge to employees to continue to provide the best in service to customers in spite of the impending decrease in funding. FWHA's program included framed plaques for supervisors, signage throughout the agency, articles in employee publications, and an all-staff meeting.

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#### Project Safe Neighborhood Initiative Partnership

Reducing crime in our neighborhoods and communities will never be accomplished solely through the efforts of housing authority personnel. Instead, long-term crime reduction requires community outreach and inter-agency cooperation. Therefore, the Fort Worth Housing Authority (FWHA) has given top priority to helping city police and other local law enforcement agencies to work with and become directly involved in their communities. As a result, FWHA has seen a steady and sustained reduction in crime throughout FWHA neighborhoods. This approach is timeconsuming but relatively simple: Stay informed and maintain high visibility with residents and partners.

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## Summer Youth Science, Math, and Technology Camp

To boost public housing youths' knowledge of math and science, the Fort Worth Housing Authority (FWHA) created a summer camp for 28 youths, ages 10-14, at which they increased their academic knowledge and gained valuable work-place exposure, FWHA

partnered with Tarrant County College to create a four-week camp that taught science, technology, engineering, and mathematics (STEM). The STEM camp, which was held at FWHA's headquarters, offered seminars with industry speakers, field trips, and building a replica model of a BELL helicopter. Pre/post TABE tests showed a .5 percent increase in the students' grade point averages.

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#### Housing Houston's Heroes\*

National data released in 2011, indicated an estimated 67,495 homeless U.S. veterans living in our country on any given night. Extreme national shortages of affordable housing and livable income largely contribute to these dramatic numbers. The problem is complex, and when national leaders asked communities throughout the country to participate in a bold initiative to house homeless veterans at an unprecedented pace, the Houston Housing Authority stepped up. To date, the Houston community has housed over 2,000 homeless veterans, through community wide programs and continued collaboration and is on track to end veteran homelessness before 2015.

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#### Tenant Debit Cards for Utility Assistance Payments

The Houston Housing Authority's (HHA) Housing Choice Voucher Program (HCV) and Moderate Rehabilitation Program (Mod-Rehab), administer Utility Assistance Payments (UAP) to approximately 3,600 clients. In late 2012, HHA partnered with Bank of America to implement the issuance of tenant prepaid debit cards for UAP. HHA implemented the tenant prepaid debit card program to reduce the tenant burden associated with check cashing and lost/stolen checks. Additionally, the use of tenant debit cards has allowed successful integration of electronic payments while improving staff productivity, eliminating check processing, and recurring postage costs thus reducing associated accrued bank fees.

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#### **Business Opportunity Academy**

The Business Opportunity Academy was developed to provide individual, customized assistance to small, minority, and women business enterprises that are seeking help to grow their companies. With the assistance of diversity coordinators from 12 local agencies, the San Antonio Housing Authority lead the effort which provided 10 hours of instruction presented through workshops, hands on seminars, and networking functions over the course of four weeks. Sixty volunteers provided one-on-one training sessions with lenders, accountants, and surety experts to help the inaugural class of eighteen participants learn to overcome their unique fiscal challenges and increase their capacity to compete for upcoming bids.

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#### Come Out and Play\*

The San Antonio Housing Authority (SAHA) established three priorities: improve the quality of life for its clients, preserve and expand affordable housing, and strengthen SAHA's basic services and systems. A key component of strengthening the agency's services is the continuous creation and implementation of various activities to promote employee retention/improve morale through health, wellness, and work life balance program activities. "Come out to Play" is innovative in design. Employee driven, the initiative includes partnerships with community agencies and SAHA health/wellness providers to sponsor community park and recreation activities for our employees and their families.

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#### EIF Education\*

With one in two San Antonio Housing Authority (SAHA) residents being under 18 years of age, SAHA's Education Investment Foundation (EIF) seeks to recognize and award educational achievement, On August 3, 2013, the Foundation hosted the first Annual EIF Education Summit. The summit's purpose was to highlight the 2013 recipients of the EIF College Scholarship and the REACH (Rewarding Educational Achievement Cultivating Hope) Award programs and to offer a venue to recognize the academic achievements of our students and their families.

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#### **Enhanced Make-Ready**

To enrich the lives of the public housing residents, the San Antonio Housing Authority (SAHA) initiated a cost-neutral initiative to enhance vacant units by painting with different colors and accent walls, and installing contemporary lighting fixtures and hardware with a brushed nickel finish, and faux wood-plank flooring. A study by Boston College found that the physical condition of a dwelling has a measurable effect on children's reading and math scores, as well as mental health.

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#### Improve the Efficiency of the MTW Plan

The Internal Audit Department facilitated a Control Self Assessment (CSA) for the Moving to Work (MTW) Plan. The business objective of the CSA was to improve the efficiency and effectiveness of developing the MTW Plan and related MTW report issued to the U.S. Department of Housing and Urban Development (HUD). The CSA Team is confident the development of the MTW Plan and tracking of current MTW initiatives will be more efficient and effective based on the processes that have been put in place. Calendars for the processes were also developed to improve tracking.

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#### Improvement of Invoicing for **Properties**

Through a collaborative effort among Control Self Assessment Team Participants across the San Antonio Housing Authority (SAHA), common pitfalls in the invoicing process and suggested solutions were identified to consistently pay invoices submitted for non-construction commodities and services provided to SAHA properties in a timely manner. Once the pitfalls and solutions were identified, the team met with property management personnel and maintenance supervisors across the public housing and non-profit portfolios to validate what was identified. In November 2011, SAHA had 684 outstanding invoices. In October 2012, SAHA had 241 outstanding invoices. The resulting document will now become a tool for SAHA personnel.

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#### 14.6 Lobby Virtual Queuing System

The San Antonio Housing Authority (SAHA), which receives heavy traffic in its Section 8 lobby, sought an automated solution to improve its lobby customer service. The previous checkin process was slow and resulted in late check-ins, thereby putting SAHA's operations behind schedule. Upon researching methods used by local governmental agencies, SAHA procured the services of Nemo-Q, which installed customized client check-in kiosks in SAHA's lobby, which allows clients to specify the reason for their visit and notifies assigned staff when their clients have arrived. As a result, SAHA's customer service has greatly improved.

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#### Neighbor Pride Initiative

The Neighborhood Pride Program was created to improve neighborhoods by making them beautiful, cleaner, and safer with volunteer residents leading the improvements. It also serves as the catalyst for residents coming together as a community to improve the appearance and livability of their neighborhoods, increasing their quality of life.

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#### **Resident Council Training**

This training is designed for those residents elected into officer positions at their community. It is an interactive program, facilitated by case managers, where officers receive information on how to maintain a Resident Council. Topics include: Understanding Your Role, Developing a Plan, Community Involvement, Conducting a Meeting, Completing a DPUY Request, Communication, Managing Your Budgets, Coordinating Elections, Documentation and Record Retention, and Leadership. The objective was to increase the number of Resident Councils, retain active officers by providing them with more education and support, and to improve administrative paperwork.

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#### Residential Wireless\*

The San Antonio Housing Authority (SAHA) will provide internet and computer access to local public housing



Photo courtesy of San Antonio Housing Authority

residents with the installation of free Wi-Fi in the community rooms of select properties. One of SAHA's six primary strategic goals is to "empower and equip families to improve their quality of life and achieve economic stability."

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#### SAHA FSS "On the Go" Program

FSS "On The Go" is a Housing Choice Voucher (HCV) Family Self-Sufficiency (FSS) recruitment program that takes case management services to HCV families living in non-San Antonio Housing Authority sponsored communities. The intent is to engage residents at their homes to promote opportunities and initiatives including enrollment into FSS.

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#### Staff Committees for Improving Processes and Morale

Due to program funding cuts, the San Antonio Housing Authority's Assisted Housing Programs department, which administers the Housing Choice Voucher program and related special programs, experienced declining staff morale due to a hiring freeze and increased workloads. Management implemented several operational changes to ease the burden, but nonmanagement staff disagreed with the effectiveness of the new direction. Management instituted five voluntary staff committees to address the department's process improvement needs:

### **AGENCY AWARDS OF MERIT 2014**

forms, standard operating procedures, Moving to Work policy, and core values. The committees have produced effective improvement strategies, increased staff contribution and morale, and transformed the department's culture.

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#### Streamlined Veterans Assistance Application

The admissions process for the San Antonio Housing Authority's (SAHA) **HUD-Veterans Affairs Supportive** Housing (VASH) program required applicants to complete an application for each of five housing and supportive service agencies. The application for each agency was 5-15 pages long, and the repetitive process proved cumbersome for veterans seeking housing. SAHA developed a consolidated intake application that fulfilled the needs of each agency, and each agreed to use the new application. The consolidated application resulted in a drastic reduction in processing time during the intake process, and improved customer service for the veterans.

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#### Wii Bowling for Elderly/ Disabled Properties

The San Antonio Housing Authority (SAHA) partnered with WellMed Medical to bring Wii exercise to the agency.

It promotes health improvement and socialization for the residents.

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#### **VIRGINIA**



## Use of a PPP: James Bland Redevelopment

Glebe Park Apartments was failing due to low rental receipts and a high mortgage. The Alexandria Redevelopment and Housing Authority (ARHA) was routinely subsidizing the mortgage payments and HUD, pursuant to a GNMA security, had placed the site in technical default. Recognizing that the most valuable assets lie in the value of their land holdings, ARHA attracted a private developer by offering all of its debt-free sites for redevelopment. The James Bland site was redeveloped in conjunction with the Glebe Park sites and the value of the land, coupled with tax credit equity, allowed ARHA to redevelop both sites, debt free.

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#### 175 50 Years of Housing\*

The city of Franklin created the Franklin Redevelopment and Housing Authority (FRHA) in 1963 to address deplorable housing conditions that existed in multiple parts of the community. Over the past several years, aging properties, sporadic changes in leadership, and an increase in low quality rental housing caused negative public feelings towards FRHA and affordable housing in general. In order to address the negative perceptions before it became

an impediment to the creation of quality affordable housing, FRHA initiated a campaign to celebrate 50 years of affordable housing. This campaign culminated in a 50th anniversary celebration that created positive perceptions in the city.

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#### Franklin Scholars Youth Program

Franklin Redevelopment and Housing Authority, Masters and Scholars Program is a program offered to the youth who reside in their communities. The goal of the agency is to expose our youth to culture events, professional sports, science, reading, and activities that are not available in a small town such as Franklin with a population less than 9,000 residents. Their Youth Self Sufficiency Coordinator has partnered with community colleges, churches, a mental health agency, and the elementary, middle, and high schools to provide information regarding the student's grades and homework assignments to ensure that "No Child is Left Behind."

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#### Make My Bedroom Amazing!

Public housing children may not have a bedroom conducive to studying so the authority held a contest for middle school children to win a bedroom makeover. Youth were asked to write an essay on 1] Why should I win a bedroom makeover?; 2] How will a bedroom makeover help me to succeed?; and 3] What contributions do I make to my

school, community, and family. Staff solicited donations from local business to fund the makeover. An authority commissioner, city councilman and city employee served as judges. A community celebration was held in the winner's yard on reveal day.

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#### Annual Father's Day Extravaganza

The U.S. Department of Housing and Urban Development's (HUD) Father's Day Initiative was developed to uplift the importance of having fathers involved in the lives of their children. The goal of this initiative is to empower fathers to achieve a more stable future for their families. In an effort to support HUD's Fatherhood Initiative, the Newport News Redevelopment and Housing Authority (NNRHA) Implemented an Annual Fathers' Day Extravaganza event. This Father's Day Extravaganza provides an opportunity for fathers' and their families to bond while enjoying a day of educational and social activities.

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#### Summer Youth Feeding Program

The Newport News Redevelopment and Housing Authority [NNRHA] participates in the U.S. Department of Agriculture's [USDA] Summer Food Service Program [SFSP]. They have site based and mobile based services in all of their nine public housing multifamily communities and recreation centers. Their public housing youth receive breakfast, lunch, and dinner



Photo courtesy of Norfolk Redevelopment and Housing Authority

according to the USDA guidelines. Their program normally begins a few days after school closes for the summer, and operates Monday through Friday until mid-August. All of their sites are in areas where youth are able to walk directly from their homes to receive well balanced nutritious meals.

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#### Resident Home Build Program\*

Residents living in subsidized housing seem to struggle with long term unemployment and poverty. Through previous workforce development efforts, residents living in low-income housing have obtained employment, but it has been limited to temporary/seasonal, parttime, minimum wage jobs that offer no real sustainable income or career ladder. The Resident Home Build Project gives low-income residents access to job training in occupations that present growth opportunities and offer livable wages while creating homeownership opportunities for families participating in the Family Self-Sufficiency program.

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Indicates Merit Award Winners nominated for a NAHRO Award of Excellence.



#### Sail Quest Summer Camp

Sail Nauticus is a Norfolk based non-profit committed to positively inspiring, instructing, and impacting Hampton Roads kids through the use of sailing and maritime sciences. Sail Quest Summer camp focuses on teaching kids the basics of sailing and utilized the Nauticus campus for the land-based activities. The biggest obstacles for the Sail Quest Summer Camp was determining the best way to reach the underserved youth population of Norfolk to recruit for camp participation. Sail Quest partnered with Norfolk Redevelopment and Housing Authority (NRHA) and was able to provide the camp experience to 75 youth residents from NRHA's public housing communities.

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#### Non-Smoking Housing Communities

The Portsmouth Redevelopment and Housing Authority implemented a smoke-free policy in May 2012. This policy effected both of their senior communities and two of their multifamily communities. Because the authority is a part of Healthy Portsmouth initiatives, this policy was initiated to provide a healthier and safer living environment and to reduce preventable health and hazards associated with smoking. This new policy will protect people from unwanted and involuntary exposure to tobacco, promote cessation, and create a supportive environment for those who are trying to reduce or guit smoking.

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#### Youth Services and Activities Program\*

The Portsmouth Redevelopment and Housing Authority implemented a Youth Activities and Services Program in 2011 to provide academic and cultural enrichment and life skills for the youth in its public housing communities. In its first two years, the program provided afterschool, mentorship, sports, food and nutrition programs, and exposure to cultural activities and events both in and outside the Portsmouth community for over 600 youth. Approximately 100 youth per month currently participate in the programs. The programs and activities are organized by a youth coordinator, in partnership with various community organizations, local colleges and universities, and volunteers.

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Photo courtesy of Portsmouth Redevelopment and Housing Authority



Photo courtesy of Portsmouth Redevelopment and Housing Authority

#### WASHINGTON



#### Adopt a Non-Profit Initiative\*

Bremerton Housing Authority partners with a wide range of community partners to fulfill their mission and vision. As an agency, they desire to be known as an organization that makes a difference in their community. They found that conventional methods of supporting non-profits, such as an annual United Way drive, were not fulfilling for its employees, and it did not give them an opportunity for hands-on volunteerism and team building. In response, their staff now annually "adopt" a local non-profit organization, focusing their after-hours time and talents to assist them in whatever way they need.

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#### Auditing and Scanning of Resident Files\*

As the King County Housing Authority (KCHA) has implemented new rent policies and added tax credit and projectbased Section 8 subsidy overlays to its public housing portfolio, resident and applicant file size began to grow at an alarming rate. On December 31, 2010, KCHA staff completed a 100% file audit of all resident files. Irrelevant and aged documents were purged, and all files were organized using a six tab standard. In 2013, KCHA then completed the digitization of all resident, applicant, and tax credit program files. This has significantly reduced staff time handling of the files and increased remote access.

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#### WISCONSIN



#### Lapham Park Public Art Project\*

Milwaukee's central city has been traditionally underserved by public art. The Lapham Park Public Art Project brought public housing residents together with artists to create a unique outpost of public art that enhances quality of life for the lowincome residents of the Lapham Park neighborhood. The project innovatively developed three distinct, affordable art displays by using local artists and student art projects to keep costs low, repurposing and recycling materials, and incorporating significant resident participation and input into the designs. The resulting artworks are new local landmarks that inspire residents and enhance the Lapham Park central city neighborhood.

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