

NAHRO 2016

Agency Awards of Merit

in Housing and Community Development



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NAHRO 2016

In the demanding operating and political environments that

our agencies operate in today, housing and community development professionals have risen to the challenge to address the needs of income-challenged people and families 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 locally initiated and implemented, 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 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 Awards 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 exceptional 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.

My sincere congratulations to all of the 2016 NAHRO Awards of Merit recipients, and thank you for the care that you demonstrate to your residents through these tremendous initiatives.

Stephen W. Merritt, PHM
NAHRO President
Executive Director, Norwood (MA) Housing Authority

Agency Awards of Merit

ADMINISTRATIVE INNOVATION

1 CIHA Values and Recognition Program

Employee turnover is costly, and like many organizations the Cook Inlet Housing Authority (CIHA) faces challenges in their efforts to retain employees. Through the work of an employee led work group, CIHA launched its own in-house, on-line recognition/rewards program aimed at engaging and recognizing employees, while reinforcing a strong corporate culture.

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2 Self Service Interactive Receptionist (SSIR)*

On any given day, there are over 250 clients visiting the Community Development Commission of the County of Los Angeles Administrative Office. Consequently, this high volume of foot traffic and outdated check-in process results in long lines and frustration for visitors. As a solution, the agency implemented the Self Service Interactive Receptionist, known as SSIR, an iPad application that allows clients to manually check-in to a virtual lobby reception environment using one of the three stations in the lobby. This system has not only automated and streamlined lobby operations, but improved the way business is conducted for clients and staff.

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3 Property Management Forum*

The "Property Management Forum" is a web-based information and data collection system that enables Oakland Housing Authority staff to share information about client issues, safety, procedures, crisis and disaster management, and more in real-time with staff based on their "need to know and right to know." Each department within the agency holds responsibility for various aspects of the agency's operations, making it challenging to coordinate or assure timely communication between affected parties, potentially leading to disastrous consequences. This program minimizes the risk of omitting key information and updates in instances that

could have significant health, safety, legal, staffing, or financial implications.

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4 Rental Housing Summit

Voucher holders in Monterey County were having difficult times in finding a rental unit. For many, the four month voucher expired thus forcing the family to have to reapply for rental assistance. The reason was due to high rental prices, a low vacancy rate, and a shortage of affordable units in the county. Without the assistance, families were having to face overcrowded conditions or even homelessness. The Rental Housing Summit was created to engage new landlords to participate in the program. The Summit proved successful in that sixty new landlords were added within eight months following the event.

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Courtesy of Housing Authority of the County of Monterey.

5 Online Waiting List Opening

As an innovative agency, the Housing Authority of the County of San Bernardino launched its first all online opening of its Tenant-Based Rental Assistance Programs (Section 8) waiting list in February 2015. The goal was to launch an online opening that did not create barriers to potential applicants due to lack of transportation or access due to language barriers, disability, or lack of

internet access. Applicants applied online or through a call center if they had special needs or were in need of translation services. To ensure language access, all waiting list material was available in nine different languages.

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6 Innovative Website Redesign Project*

Beach-glass colors, a simple layout, and concise wording help clients and employees efficiently maneuver the County of San Diego Department of Housing and Community Development's innovative redesigned website. As it was created, they began the design of every page with questions, "Who is the audience for this program?" and "What do they need first?" Fifty percent of clients visit the website on mobile devices. Now, on mobile phones or tablets people can quickly navigate to the most used pages and don't have to scroll down. Bullets, headings, simple language, and original graphics highlight significant information. Readers can easily scan the page, which research shows is how most people read a webpage.

Mr. Todd Henderson

Director

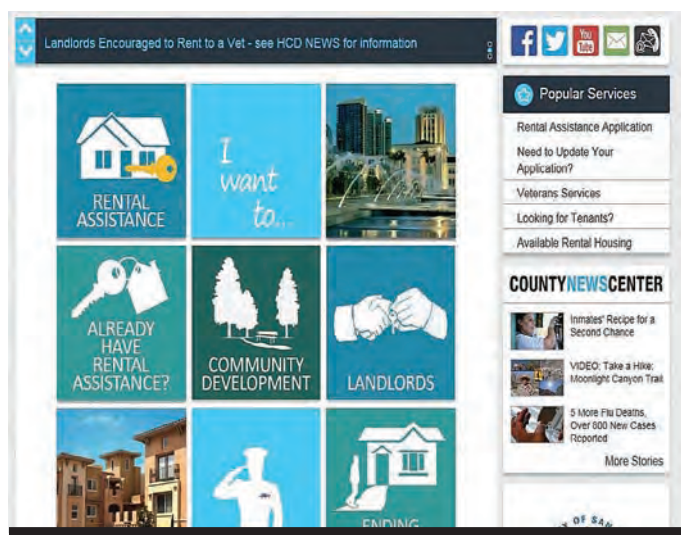
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Courtesy of County of San Diego Department of Housing and Community Development.

7 Taking Community Outreach to the Next Level

The County of San Diego Department of Housing and Community Development's goal was to make it easy for residents to participate; they achieved that and taxpayer savings, too! Resident participation is vital in the planning process for the annual funding plan. Residents are notified of meetings regarding federal entitlement programs via news releases, social media, and email. San Diego County is larger than Rhode Island. Meetings were scheduled throughout the county; but some participants traveled an hour or more. They needed to make it easy for resident participation, so an online presentation format, which enhances community engagement and reaches more people, was created.

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8 Electronic Point-in-Time Homeless Count/Survey*

Every other year, hundreds of communities across the nation must perform a Point-In-Time (PIT) Count of the homeless. Many communities have moved to more in-depth survey models that gather not only names and basic demographic information, but also detailed health and behavioral information. As the lead agency since 2011 in overseeing the PIT Count in the community, the Housing Authority of the City of Santa Barbara began utilizing a cross platform electronic survey (instead of paper) that volunteers could easily operate on their phones or tablets and transmit to their database, creating improved efficiency and efficacy in their efforts to house the homeless.

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9 Family Service Expansion

Faced with severe national administrative fee funding cuts, the Boone County Housing Authority (BCHA) had to meet the challenge of how to both retain current services and expand services to the families it serves. They found another agency facing funding loss, the Lutheran Social Services of Illinois (LSSI) Retired Seniors Volunteer Program (RSVP), and provided them with a free office share with the agreement that LSSI would maintain full weekly office operation so BCHA families could have access to the computer lab and housing authority forms, and LSSI would provide bilingual services. BCHA also partnered

with Winnebago County Housing Authority (WCHA) arranging for free FSS services for residents as part of the WCHA management operation.

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10 Making Technology Work for You

PHAs ask residents to complete and submit a form for documentation purposes for many reasons, such as they want to move out or they have a change in information. Staff also use forms routinely for inspections, rent calculation, and more. The Housing Authority of the City of Freeport (HACF) developed a more efficient way for those who need the forms to have them accessible at any time. Using online forms for residents and staff to complete and submit has increased necessary documentation reporting, reduced staff time to track down information because more data is being reported, and supports HACF's goal to go paperless.

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11 Excellence Program Leads to High Performance

Lake County Housing Authority's (LCHA), Executive Director/CEO, David A. Northern, Sr., was selected for the NeighborWorks® Achieving Excellence Program, conducted in collaboration with Harvard University's Kennedy School of Government in October, 2014. This is an 18-month program for senior leaders in organizations working to benefit their communities. At the beginning of the program, each participant selects a significant challenge facing their organization for which solutions will not only dramatically change how their organizations do business, but also enable them to make lasting changes in their communities. Mr. Northern focused his challenge on improving their housing program from Standard to High Performer. He collaborated with LCHA's Leadership Team, Commissioners, and community members throughout the 18-month process, and at the end, he achieved his goal.

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12 SHA — Prepaid Cards for Landlords and Residents

The Springfield Housing Authority (SHA) encountered increased administrative costs through issuing paper checks to landlords and/or tenants for HAP and utility reimbursements. In an effort to streamline the payment of Housing Assistance Payments and utility reimbursements, and in concert with other social programs (i.e. LINK, Unemployment Benefits, etc.), the SHA implemented direct deposit options for landlords and tenants. For those who didn't select direct deposit, SHA issued pre-paid cards. SHA loads funds on the cards monthly and reduces the administrative costs to process checks, reconcile check registers, banking fees, etc.

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13 SHA Website — 24 Hour Access

The Springfield Housing Authority (SHA) website provides landlords and program participants with access to their account twenty-four (24) hours a day. Landlords can login and receive payment and history of account information. Tenants can login and receive detailed account information showing rent and all other charges and payments. Applicants can use the SHA website to see where they are on the current waiting list. The website also has a detailed description of the program and how to partner with SHA to provide affordable housing opportunities.

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14 Growth Opportunity Provided by Industry Knowledge

In 2013, the Fort Wayne Housing Authority (FWHA) was approached by a local area university to offer internships for its law school students. As an avid supporter of experiential learning, FWHA was delighted at the opportunity presented. After a few months of planning, FWHA developed an Internship Program and was ready to embark on this pilot venture. FWHA's ability to offer this type of learning platform will benefit the students by

allowing them to gain on the job experience and prepare them for their future careers in the community.

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15 Effective Communication by Going Green*

In an effort to improve and modernize communication in 2015, the Lawrence-Douglas County Housing Authority (LDCHA) began scanning client related documents to PDFs and sending them by email. This system allows for the quick distribution of information while reducing paper costs and improving confidentiality. This replaced the prior system of making copies in triplicate and distributing to staff or outside agencies. LDCHA staff embraced this change because it is easier to get needed information and serves tenants more efficiently and effectively. Green office technology allows for quick, paperless communication between departments, collaboration with private sector partners, and digital record keeping while reducing supply costs.

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16 Mulligan Park Revitalization

The Lowell Housing Authority collaborated with the City of Lowell to revitalize Mulligan Park, adjacent to the George Flanagan family development. The park had fallen into disrepair and in need of revitalization. The City acquired a grant in the amount of \$200,000 and contributed over \$200,000 in Community Development Block Grant Funds and capital funds, and the authority donated \$25,000 to bring the park back to a thriving area. In September of 2015, the new and expanded Mulligan Park was opened to the public and included a splash pad, new playground equipment, and the City's first whiffle ball field.

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17 Public Safety Collaboration

Recognizing the need to increase public safety within the vicinity of two federal public housing developments, the Lowell Housing Authority (LHA) worked with city officials to develop a plan to address criminal activity during evening hours. To increase police presence, the authority offered to pay 50% of the salary of a patrol officer (up to \$40,000 annually), and requested that the officer be situated within the Dewey Archambault Towers, a building that houses 189 elderly/disabled residents. The City was receptive to this proposal and in March 2015, LHA entered into an agreement to provide funds for five years.

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18 Planning for Transition

Like many housing authorities across the country, the Albuquerque Housing Authority (AHA) faces multiple challenges: insufficient funding, aging housing stock, and negative public perception. Additionally, the AHA had the added challenge of navigating a transition from being a department of the City to an independent entity with a new board and staff leadership. To address these challenges and create a cohesive path forward, AHA embarked on an intensive strategic planning process. The plan provides a framework for making decisions, building commitment, and planning future initiatives. It is both a common vision and a roadmap for pursuing the envisioned future.

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19 Mobile Digital Vans for Public Housing*

The New York City Housing Authority (NYCHA) is the largest public housing authority in North America, serving a population of low and moderate income families. Many residents are unable to afford a computer and internet technology. To bridge the "digital gap," NYCHA set up two Mobile Computer Vans equipped with eight laptops, a printer/scanner, wireless internet and an instructor, visiting 18 developments biweekly. Each van is staffed with an instructor to assist residents in applying for a job, paying rent, communicating with family, or for many,

learning how to use a computer and software for the first time.

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Courtesy of New York City Housing Authority.

20 MyNYCHA, NYC Housing Authority's Mobile App.

MyNYCHA is a free app that empowers New York City Housing Authority (NYCHA) residents to create service requests 24/7, reducing calls to NYCHA's Customer Call Center (CCC). MyNYCHA can be used to manage work tickets, receive alerts for development outages, select times for repairs, and reschedule repair dates via their mobile devices. A web version of the app was deployed for residents that want to take advantage of MyNYCHA's features from a computer in their homes, the library, or NYCHA's Digital Vans. MyNYCHA puts the repair process in the resident's hands.

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21 NYCHA Self-Service Portal

As part of the New York City Housing Authority's (NYCHA) goal to enhance customer service, NYCHA launched a Self Service Portal in 2013. It is an internet-based site that gives applicants, public housing residents, and Section 8 voucher holders easy access to complete many transactions online, 24 hours a day, 7 days a week. When first deployed, the site enabled residents to file public housing applications online, and gave Section 8

voucher holders the ability to update their information online. As usage and demand expanded, NYCHA enhanced the Self Service Portal, which both streamlined and simplified many processes.

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22 Active Shooter Training for Employees

The goal of the Active Shooter Training for Employees is to teach civilian/non-Police Department personnel basic awareness responses to Active Threats in the workplace environment (i.e. Active shooter responses). The training content was put together in response to real life active shooter situations reported across the country, rather than to a specific threat at the Cuyahoga Metropolitan Housing Authority (CMHA). All presentations and materials pertaining to Active Threats were developed and led by CMHA Police Department Lieutenants and Sergeants for the benefit of CMHA employees. Response Plan Summary: Evacuate, Hide, Take Action – Fight, Never give up.

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23 CMHA Voices Choir

The Cuyahoga Metropolitan Housing Authority (CMHA) is proud to introduce its officially recognized mixed-voice choir called, the CMHA Voices. The eight housing professionals, who work at the CMHA in Cleveland, OH, have fast become the agency's musical ambassadors bringing a message of hope and inspiration to the community at large.

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24 Purchase Card Program and Training

The purpose of the Purchase Card Implementation was to provide an effective tool for eliminating the security risk at the properties, provide increased reporting and expense tracking capabilities, and integrate easily and effectively into the agency's accounting platform. Prior to the PCard,

the individual AMPs maintained a petty cash box with \$500 to cover emergency expenditures. The cash not only posed a high security risk, but required detailed physical records to be kept and hours of manual coding and record keeping to track expenses. The result after implementation: minimal security risk, electronic receipt upload, and increased accuracy in coding and tracking expenses.

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25 Tenant Accounts Receivable On-Line Inquiry System

The Tenant Accounts Receivable (TAR) department added a new online process and procedure in 2015 that allows questions, concerns, or problems to flow through one channel, and to be addressed in an expedited manner. It also allows for an online tracking system to assist in identifying training recommendations along with what type of inquiries are received on a regular basis.

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26 Automatic Direct Debit Program

The Lincoln Housing Authority Finance Office processes over 250 rental payments each month from public housing residents and distributes 124 Housing Choice Voucher (HCV) assistance landlord payments. This year, to improve processing efficiency, cut down on late rental payments, lower administrative costs, and increase office productivity, their finance office began implementing an automatic direct debit program to allow public housing residents to pay their monthly rent and the agency to process and send all HCV landlord payments.

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27 Informal Hearings Process Enhancements*

The Memphis Housing Authority (MHA) recognized that when a Housing Choice Voucher-assisted household violates program obligations, potential competing interests of the PHA and family are implicated. When

a termination results, however, regulations require an informal hearing for participants to appeal in a way that assures due process and a fair opportunity to challenge. With these considerations in mind, the University of Memphis School of Law and the Memphis Housing Authority embarked on a partnership aimed at enhancing MHA's informal hearing process, providing impartial hearings for participants, and providing experiential learning opportunities for law students.

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28 FWHS Board of Commissioners Secure Web Access

Fort Worth Housing Solutions (FWHS) continues to look for ways to improve the lines of communication between Board members and staff, and to utilize technology in its most advantageous ways. In 2015, FWHS developed a secure web page for the Board of Commissioners to log into and access. This webpage is used to disseminate and store information such as current and past board packets, training materials, real-time dashboard report of activities related to the Strategic Plan, and other informational items as necessary.

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29 How We Evolved from Legacy Systems to the Cloud

How the San Antonio Housing Authority (SAHA) Evolved from Legacy Systems to the Cloud, is a true story on how they went from "Oh no you can't - to - Oh yes we did!" They didn't just do an infrastructure transformation they performed a digital metamorphosis on their user community and their IT department! They changed their thinking and approach. They didn't just go from a traditional client base email system, they changed the way SAHA works! They became innovative in their communication, file management, and implementation strategy. They listened and they trained, trained and did more training!

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Courtesy of San Antonio Housing Authority.

30 Landlord Certification Program

The San Antonio Housing Authority's Assisted Housing Programs Department addressed the issues found with the Request for Tenancy Approval (RTA) and Housing Quality Standards (HQS) Inspections process by implementing the Landlord Certification Program. Landlord Certifications are conducted through instructional workshops, which address proper procedures regarding Owner Obligations, the RTA process, and HQS proficiency. Certifying landlords in Housing Choice Voucher Program procedures benefits the efficiency and consistency of the lease-up process.

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AFFORDABLE HOUSING

31 Studio 819 Workforce Apartments*

In the past 12 years, the City of Mountain View has invested \$35 million in five affordable housing developments that produced 351 units. The latest project is Studio 819. Using innovative design approaches and

sustainable trends and concepts, the City, in partnership with Eden Housing, ROEM Corporation, and other entities developed a 49-unit, LEED-H Platinum Certified property serving extremely low and very low income households. These studios help address the severe housing shortage in one of the country's highest housing cost regions. It transformed a property with code violations and deteriorating buildings into attractive, affordable apartments.

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32 Housing First—San Diego*

The San Diego Housing Commission (SDHC) announced Housing First – San Diego, SDHC's three-year Homelessness Action Plan, on November 12, 2014. First-year achievements included: 1. Invested \$8.2 million toward the development of 121 affordable housing units with supportive services for homeless San Diegans. 2. Awarded 180 federal housing vouchers to assist homeless or formerly homeless San Diegans. 3. Kicked off the rehabilitation of Hotel Churchill to provide studios for homeless Veterans, youth, and additional adults. 4. Purchased a 120-unit senior apartment complex, setting aside 20 percent – 24 units – for homeless seniors. 5. Dedicated 25 SDHC-owned apartments for homeless San Diegans.

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Courtesy of San Diego Housing Commission.

33 The “All the Way Home” Campaign

The “All the Way Home” campaign is a collaboration between the Housing Authority of Santa Clara County (HACSC), the County of Santa Clara, the City of San José, and Destination: Home to end veteran homelessness by 2017. This campaign seeks to establish linkages with property owners in order to increase access to rental units for homeless veterans and their families. It also reaches out to corporations and faith-based groups to aid with land acquisition, housing development, access to rental units, financial assistance, and services.

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Courtesy of District of Columbia Housing Authority.

34 MetroTowns @ Parkside*

A unique partnership, MetroTowns @ Parkside, is a 125 unit mixed-income development in Washington, DC. The project was the vision of renowned sports owner and philanthropist Abe Pollin. In 2002, Pollin approached Mayor Anthony Williams and the District of Columbia Housing Authority to develop an affordable community

for teachers, fireman, policeman, and other local public service employees. The development honors the memory of his two children who he tragically lost. The project achieved 1-for-1 replacement of public housing at the former site and created affordable homeownership opportunities for a total of 125 families.

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35 3rd and 11th Townhomes

The 3rd & 11th Townhomes are located in Rock Island’s Old Chicago neighborhood. The seven new townhomes replaced one eight-unit building at Lincoln Homes which was deemed uninhabitable and demolished. Built on a separate site, the two-story structure blends into the neighborhood and includes high-pitched roofs, dormers, intersecting eaves, and exteriors constructed of brick and siding. The interiors are open and airy with large windows. The development of the townhomes is part of the Rock Island Housing Authority Homebuyer Incentive Program for residents and is included in the agency’s Asset Management Plan to redefine public housing within the City.

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Courtesy of Rock Island Housing Authority.

36 Lynden Lane

The demolition and redevelopment of Manor Homes transformed a 60-year old, obsolete, barrack-style public housing complex into a subdivision including 55 mixed-income affordable single-family homes and duplexes for rent. Each home faces the street, has a driveway, attached garage, patio, front porch, landscaped yards, and

numerous amenities typically found in market-rate units. The development features new city streets, street lights, sidewalks, and new water, sewer, gas and electric lines. The demolition and redevelopment of Manor Homes was part of the RIHA 2003 and 2008 Asset Management Plans to redefine public housing within the City.

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37 Partnering with the City to Help the Homeless*

The City of Fort Wayne, IN, with the assistance of the Fort Wayne Housing Authority, manages a HUD grant for the Ready to Rent Program. This program allows the city to assist individuals, who are currently residing in approved local shelters, locate affordable housing in the private market while offering case management to lead them towards self-sufficiency. As the Fort Wayne Housing Authority has a great deal of experience in this area, they were selected to oversee the client's daily progress and to help them with transition from the shelter to stable housing.

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38 New Appleyard Terrace

In a small city such as Jamestown, NY, with a population of 30,737, it is often necessary to provide housing that serves multiple needs at the same time because this is the only housing being built. Combining various types of housing into one development allows the economy of scale to undertake the development. New Appleyard Terrace is a 35 unit apartment complex that provides housing for the mentally ill with on-site case management, very low income large families using Project-Based Section 8, large families with a disabled member, and the general population under 50% of AMI.

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39 Home for the Holiday's Program for Veterans

The U.S. Department of Housing and Urban Development (HUD), the Cuyahoga Metropolitan Housing Authority (CMHA) and Veterans Affairs Supportive Housing (HUD-VASH) program combined Housing Choice Voucher (HCV) rental assistance for homeless veterans with case management and clinical services to form the Home for the Holidays initiative. The initiative was implemented to increase the number of homeless veterans receiving housing and supportive services, and it was designed to fast-track the process in order to coordinate efforts and house veterans during the holiday season.

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Courtesy of Allegheny County Housing Authority.

40 Recruitment of Landlords to House Homeless Vets*

In July of 2014 Allegheny County Chief Executive Rich Fitzgerald and Pittsburgh Mayor Bill Peduto accepted President Obama's challenge to end veteran homelessness by December 31, 2015. On August 8, 2014 a Housing Boot Camp formed with an array of agencies from across the area, which included the Allegheny County Housing Authority. After exceeding the goal of housing 135 homeless veterans in 100 days, it became evident landlord recruitment would be necessary in order to achieve their final goal. They designed simple and patriotic signage to be installed on Allegheny County Port Authority Buses, in bus shelters throughout the City of Pittsburgh, and in windows of businesses who were willing to help in order to recruit landlords.

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41 2880 South County Trail*

East Greenwich, RI—a small, affluent suburban town—is faced with the challenge of meeting a state mandate that 10% of its total housing units be affordable at 80% of area median income. Prior to this initiative, more than 20 years had passed since the construction of any new affordable rental housing for families. The housing authority acted as developer, acquiring land and financing to bring 10 new townhouse style homes online in the spring of 2015.

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42 Alan Court Apartments*

Johnson City has become a landing place for a vast number of homeless veterans due to its proximity to the Mountain Home Veteran's Administration. By partnering with the VA, the Johnson City Housing Authority is able to offer veteran tenants housing near the supportive services they need to reach their goals. Alan Court is a unique apartment complex designed to provide quality and affordable housing to special-needs tenants, particularly homeless veterans. The property includes seven one-bedroom units completed with modern energy efficient amenities and handicap accessibility to best provide tenants with a fresh start.

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43 Hope Village

Hope Village is a comprehensive renovation of 48 project based Section 8 units, utilizing Low-Income Housing Tax Credits, (LIHTC) originally built in 1978 and the associated classroom and community space known as Foundation Stone. The combined housing and educational/ job readiness components are collectively known as Portsmouth's Campus of Learners. The challenge they encountered during renovation was the property was built within a floodplain that was later reclassified by

city ordinance in September 2009 that required any rehabilitation in excess of 50 percent of its market value shall be in full compliance with the Virginia Uniform Statewide Building Code. Redesign and variances had to be undertaken in order to enable this valuable asset of the Authority to be retained and rehabilitated.

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Courtesy of Johnson City Housing Authority.

44 Westbury Cottages

Westbury Cottages are 16 one-bedroom units sited in eight (8) duplex buildings to serve at a minimum of 50% permanent supportive housing to reduce the homelessness population. These ACC mixed financed units were developed utilizing Low-Income Housing Tax Credits, CDBG, and Capital funds on land redeveloped with CDBG funds. The development was an extension of two very successful HOPE VI Revitalization efforts

awarded to the City of Portsmouth. This project model has proven that special needs populations can be addressed within the City using a unique set of financing tools.

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COMMUNITY REVITALIZATION

45 Reaching Higher Together: HACoLA and KIPP LA*

The Community Development Commission of the County of Los Angeles submitted a disposition application on June 13, 2013 to the U. S. Department of Housing and Urban Development (HUD) and received approval to dispose of its vacant administrative building located in East Los Angeles, CA. The property was sold to KIPP LA Schools to convert a 2.6-acre property into a K-8 public charter school campus. HACoLA determined that construction of a campus that houses two high performing schools directly across the street from its 504-unit Nueva Maravilla Public Housing Development would improve the quality of life of its low-income youth.

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Courtesy of Community Development Commission of the County of Los Angeles.

46 Bridge to Housing-Innovative Housing First Model*

Partners in Bridge to Housing (B2H), created a time and population limited pilot project designed to test the

efficacy of a Housing First model within the context of large scale, long-term homeless encampments. This program moved sixty-five individuals from The River into interim housing, 82% graduated Housing Bootcamp with 49 of the 53 graduates receiving a housing choice voucher. 72% obtained permanent housing using their voucher, and one year later, 84% of these households are still permanently housed through the Housing Voucher program.

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Courtesy of Winnebago Housing Authority.

47 Veteran's Drop-In Center*

The Rockford Veteran's Drop-In Center, which provides supportive services for veterans, was housed in another agency's building with restrictive hours and space. They decided they needed to expand their hours, services, and building space. The Winnebago County Housing Authority (WCHA) received a donation of a large, foreclosed and distressed home from the National Community Stabilization Trust as part of WCHA's neighborhood recovery program. WCHA partnered with the Rockford Home Depot Store, which arranged for volunteers and a grant to rehab the home, and then donated it to the Veteran's Center.

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48 "Learning Zone" Classroom Renovation

The Lowell Housing Authority's afterschool homework and mentoring club, the "Learning Zone," recently moved to a new site more suitable for learning and development.



Courtesy of Cincinnati Metropolitan Housing Authority.

This site required renovations and aesthetic improvements to create a flow that better provided space for quiet study, group work and one-on-one assistance. Due to the current funding climate however, the total project was not affordable through the current year operating budget. To bridge the budget gap, the authority worked with private partners to receive donated materials and supplies, and they successfully completed the upgrades before the current school year.

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49 Bangor Youth Community Garden

The Bangor Youth Community Gardens provide an opportunity for families to gain knowledge and skills in gardening, nutrition, and community building. Under the mentorship of Master Gardener volunteers, students are exposed to nutrition activities, hands on gardening, and the wonders of growing their own food. A program evaluation revealed strong trends towards improved attitudes and behaviors surrounding nutrition and gardening. The Bangor Youth Community Gardens have provided a powerful way to bring the community together, promote healthy eating, enjoy nature, and have fun.

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50 Westland, Jefferson Barns Community Vitality Center*

The Jefferson Barns Community Vitality Center (JBCVC) is a key component in the City's efforts to revitalize the Norwayne historic district. Built during WWII, Norwayne is Westland's most economically-challenged neighborhood. Approximately 5.5% of the City's population lives in Norwayne, 85% of students qualify for free lunches, and 12% of the Westland Police Department's calls are dispatched to Norwayne. Mayor Wild designated the Norwayne revitalization as a priority. The City used local and federal NSP, CDBG and HOME funds for renovation, demolition, green space, roads, sidewalks, infrastructure, and park improvements. The JBCVC is the largest investment in Norwayne.

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51 Prospect Village Initiative*

The City of Omaha Planning Department partnered with twenty-five organizations to create and implement a holistic neighborhood revitalization model. The initiative was launched in Prospect Village, a distressed, racially mixed neighborhood in north Omaha. As a result of the broad spectrum of community partners, residents' needs were met through new housing construction, existing housing rehabilitation, healthy home and energy-efficiency upgrades, establishment of community gardens, cultural fairs, neighborhood art projects, financial management training, parenting classes, gang prevention initiatives, and the formation of a viable neighborhood association. The collaboration is now replicating the model in a distressed neighborhood in south Omaha.

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52 The Reserve on South Martin

The Reserve on South Martin is a 60 unit, senior living community constructed by Cincinnati Metropolitan Housing Authority (CMHA) for residents aged 55 and older. The property is managed by CMHA's wholly owned subsidiary, Touchstone Property Services. The Reserve is the result of a successful partnership between CMHA, the cities of Mt. Healthy and Cincinnati, Hamilton County, and several private developers. The building is certified LEED Platinum and was named "Cincinnati's Greenest Building" by the Cincinnati Business Courier in December 2014. It stands as a model for CMHA's Gold Standards of Excellence and challenges perceptions of affordable housing. (See also #62 under Project Design.)

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Courtesy of Cuyahoga Metropolitan Housing Authority.

53 Cleveland's First Fitness Zone

This past October, the Cuyahoga Metropolitan Housing Authority (CMHA) and partners held a ribbon cutting ceremony for the newly built outdoor Fitness Zone, which is the first of its kind in Cleveland. The Trust for Public Land, Saint Luke's Foundation, The MetroHealth System, The Healthy Eating & Active Living Initiative, and three neighborhood hubs partnered to address health disparities in neighborhoods that need more safe, quality, outdoor places for people to exercise close to home. CMHA is excited for their residents and community to begin exercising and getting fit.

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Courtesy of Cuyahoga Metropolitan Housing Authority.

54 Trees for Threes*

In 2014, the Cleveland Cavaliers and PriceWaterhouseCooper US teamed up to make the Northeast Ohio Community greener by launching the "Trees for Threes" program. As part of their commitment to sustainability and the environment, they pledged to plant one tree for every three pointer made during the Cavs regular season home games. In June of 2015, the Cuyahoga Metropolitan Housing Authority (CMHA) was approached by the Western Reserve Land Conservancy to become a recipient of trees for the "Trees for Threes" program. On October 21 2015, the "Trees for Threes" program resulted in the planting of more than 300 trees at the Heritage View Estate.

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55 FWHS Transforms Historic Knights of Pythias Hall

The Knights of Pythias Hall in Fort Worth was built in 1925 by the Key West Lodge of the Knights of Pythias. This African-American fraternal hall served as the lodge headquarters until 1947. Over the decades, the property became vacant and suffered from neglect. In 2007, a Fort Worth real estate firm purchased the property with the intent of redeveloping it, but plans to turn the site into condos fell through. In 2011, Fort Worth Housing Solutions (FWHS) acquired the 87-year-old building and rehabilitated the historic structure into eight affordable housing units, and constructed an additional ten units as well.

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Despite going to per building water heaters, improving AC and heat, the project obtained an overall HERS rated reduction in energy use of 30%. Total project cost \$6,209,804. Total hard costs: \$4,559,101. Total per unit rehab costs: \$33,731.

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PROJECT DESIGN**56 Hacienda Heights Community Center***

Hacienda Heights Community Center was opened to residents on October 25, 2014. Community meetings held throughout the planning phase played a key role in its development. With input and support from the community, the 21,000 square-foot Center was designed to house multi-purpose spaces such as a dance rehearsal room, arts and crafts, and a computer room. The auditorium includes a stage, scene shop, green room, and dressing room for performance style seating for 539 people, as well as banquet style seating for 400 people. The Center also includes recreational park amenities for outdoor gatherings and activities.

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Courtesy of Community Development Commission of the County of Los Angeles.

57 Crosswood Apts Multi-Family Acquisition and Rehab*

Crosswood Apartments is a 48 unit HUD multi-family acquisition and rehabilitation project that used tax credits, 223 f streamline from FHA and a HUD mark up to market financing package in order to rescue a dilapidated development, eliminate water waste and failing water lines, as well as improve overall energy efficiency, sustainability, and better fit within its existing community.

58 Redtail Ponds*

Redtail Ponds, located in South Fort Collins, is the first Permanent Supportive Housing development in the community. Serving homeless individuals with a disability, veterans, and low-income occupants, the new construction development is the realization of the Fort Collins Housing Authority's goal to build a well-designed, high performance residence for the community's most vulnerable populations that is energy efficient, beautiful, and sustainable. The goal of this design was to provide a bright, welcoming place that helps foster a sense of community.

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59 Landings at Cross Bayou

Landings at Cross Bayou is the result of public-private partnerships providing mixed-financing for 184 apartment homes. Built in 1970, every unit was taken back to the

exterior concrete walls and remodeled from the inside out. Each unit has Energy Star appliances, ceramic tile floors, cherry wood cabinets, central air conditioning, and walk-in showers. On-site is a Community Center with a warming kitchen, lounge, library, business center, and a fitness center. The "new" community also has a Youth Center which includes a state of the art computer lab, a large gathering room, and a playground with a full-size basketball court.

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Courtesy of Fort Collins Housing Authority.

60 New Property Offers Affordable Senior Housing*

When looking at the growing number of senior citizens in the Fort Wayne area and the limited number of affordable housing solutions offered to this demographic, the Fort Wayne Housing Authority recognized the need to develop a community that not only catered to the needs of low-income senior citizens, but those looking for affordable housing choices in the private market as well. Thus the concept of a brand new, energy efficient, mixed-finance community for senior citizens was born. After three years of planning and thirteen months of construction, the dream of Southside Senior Villas became a reality.

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61 Crump Village Education and Resource Center*

The Burlington Housing Authority, in partnership with the City of Burlington and Elon University, recently completed the Crump Village Resource Center. The 8,900 SF new construction project serves as home to after-school, summer camp, and training programs in Burlington, NC. The innovative and sustainable design engages the occupants by offering a welcoming and safe learning environment for both children and adults. The facility boasts large flexible spaces, hosting community workshops and educational programs for residents. Automated building systems, natural lighting and views to the exterior from all occupied spaces have proven to enhance building performance and occupant productivity.

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Courtesy of Pinellas County Housing Authority.

62 The Reserve on South Martin

The Reserve on South Martin is a 60 unit, senior living community constructed by Cincinnati Metropolitan Housing Authority (CMHA) for residents aged 55 and older. The property is managed by CMHA's wholly owned subsidiary, Touchstone Property Services. The Reserve is the result of a successful partnership between CMHA, the cities of Mt. Healthy and Cincinnati, Hamilton County, and several private developers. The building is certified LEED Platinum and was named "Cincinnati's Greenest Building" by the Cincinnati Business Courier in December 2014. The Reserve stands as a model for CMHA's Gold Standards of Excellence and challenges the perceptions of affordable housing. (See also #52 under Community Revitalization.)

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63 Oakdale Street Apts.*

Philadelphia has many small, vacant parcels of land that could be used for redevelopment. The Philadelphia Housing Authority wanted to find a way to finance high-quality, small scale affordable housing in the historic and blighted Strawberry Mansion neighborhood. The Oakdale Street Apartments demonstrate what's possible in very limited space. The design of the units is modern, attractive, efficient, and sustainable to manage future costs. Construction of the new units was partially funded using project based vouchers (PBV), in anticipation of HUD's new Rental Assistance Demonstration Program (RAD), where housing authorities can convert traditional public housing to project based voucher units.

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Courtesy of Cincinnati Metropolitan Housing Authority.



Courtesy of Norfolk Redevelopment and Housing Authority.

64 Cottage Bridge: 47 Fully Accessible Units*

Cottage Bridge Midrise was designed to be affordable, accessible, and inclusive. Cottage Bridge is an EarthCraft certified multi-family apartment building with 47 fully accessible units for disabled persons. Principles of universal design were used in the planning of Cottage Bridge. To maximize sustainability the Norfolk Redevelopment and Housing Authority engaged EarthCraft Virginia to earn their multifamily green building certification, which is accomplished through a step-by-step process where EarthCraft Virginia works with the project team during the construction process to meet green building best practices. The result is superior environmental performance, indoor air quality, building durability, comfort, and affordability.

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

RESIDENT AND CLIENT SERVICES

65 Children of the World Reading Room*

Children of the World Reading Room was opened by the Housing Authority of the City of Alameda in response to data that showed only 49% of neighborhood third graders could read at a proficient level by the end of the 2012 school year. The program has been developed in partnership with the Alameda Free Library and is designed to support the National Campaign for Grade Level Reading. In the first two years of operation, over 160 children and their families have participated in reading room events or made use of reading materials.

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66 "On the Spot" Voucher Issuance for Veterans*

The Community Development Commission of the County of Los Angeles administers one of the largest VASH programs in Southern California, and it is on the forefront of ending Veteran homelessness in Los Angeles County. With this rapidly growing program comes challenges related to outreach and leasing issues, some of which can be attributed to the geographical size of Los Angeles County and special needs of homeless Veterans. As an innovative solution, the agency is participating in the Veteran Affairs Medical Center (VAMC) coordinated events and practicing a newly streamlined process of determining eligibility on site and issuing vouchers "on the spot."

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67 Holiday Event — Story Time at the North Pole

The Family Self-Sufficiency (FSS) Program is designed to provide necessary support services for Housing Choice Voucher (HCV) program families that commit to work towards economic self-sufficiency. The Community Development Commission of the County of Los Angeles sets itself apart in the administration of its FSS program by hosting an annual holiday event that makes the season a little brighter for families during the holiday seasons. The 11th annual holiday event highlighted the program's recent focus on literacy as both children and parents

participated in "Story Time at the North Pole." In addition to toys, each child received an age appropriate book to encourage reading at home.

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68 South Los Angeles Recuperative Care Center*

The South Los Angeles Recuperative Care Center (SOLAR) opened its doors in September 2014. Designed to help the homeless have a safe place to live and fully recuperate after discharge from the hospital, this innovative program not only gives relief to the high cost of on-going medical care, but provides homeless individuals the dignity and care they deserve to make a full recovery and move towards permanent supportive housing.

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69 Partnership Helps Families Get Employment*

The Housing Authority of the County of San Bernardino (HACSB) partnered with the County's Workforce Development Department to help HACSB program participants find and retain work by providing them with career counseling, employment services workshops, job referrals, and job skills enhancement services. Between April 2013 and October 2015, the program helped 287 low-income residents secure employment where the salary ranges are \$9.00-\$23.50/hour. Even though they started this partnership because of their Moving to Work (MTW) designation, this endeavor did not require MTW flexibilities. It's an innovative program that all housing authorities can implement in their local areas.

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70 Jumpstart Your Career*

Jumpstart Your Career is a program of the Achievement Academy of the San Diego Housing Commission (SDHC) that provides job-readiness and career training to unemployed youths (aged 18-24) who are living in

households that receive federal Section 8 Housing Choice Voucher rental assistance from SDHC or are public housing residents. This program connects these youth with employment or education opportunities that will help them secure lasting careers. In the first 10 months of the program in 2015, 82 percent of participants found new jobs or enrolled in college classes or vocational training.

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71 Owner and Tenant Workshops

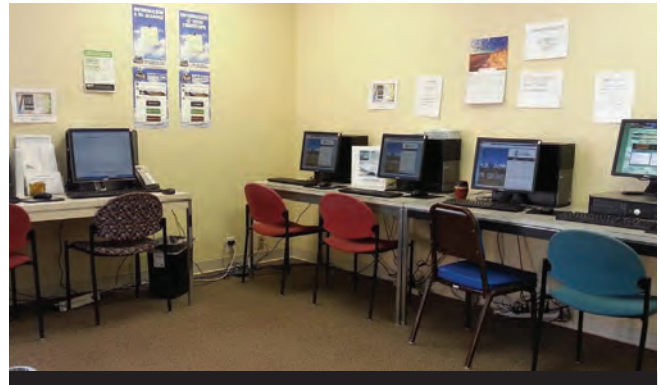
The Housing Authority of Santa Clara County (HACSC) launched the Tenants' Housing Search Workshops and re-formatted Section 8 Owners' Information Sessions in August 2015. The Tenants' Housing Search Workshops are held monthly in English, Spanish, and Vietnamese and are designed to help Section 8 families gain a competitive edge over other tenants during their housing search. The Section 8 Owners' Information Sessions are hosted quarterly to provide information about program regulations and operations and to answer owners' questions about HACSC processes.

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72 Center for Career and Community Enrichment (3CE)*

The Center for Career and Community Enrichment (3CE) is an innovative co-located human services center focused on assisting Adams County, CO residents on their journey toward self-sufficiency. The population in Adams County is growing rapidly and has a great need for extremely scarce human services. Adams County Housing Authority and partners founded 3CE to fill this human services gap, centralizing resources and providing guidance to those in need. Over the past two years, 3CE has provided clients with access to a wide variety of services including job search and resume guidance, GED instruction, housing services, ESL classes, adult education, and more.

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Courtesy of Adams County Housing Authority.

73 Coffee & Convo; Approaching Behavioral Wellness*

In an effort to promote mental health as a critical component of overall wellness, the Denver Housing Authority (DHA) has fostered a partnership with People House, a local Denver non-profit. Together, the two have created a program called "Coffee and Conversations." Through this programming, DHA's low-income senior and disabled residents have access to onsite behavioral health services. Contextualized through a supportive coffee club, the staff of People House provide weekly opportunities for personal and holistic growth in a safe and supportive community.

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74 Education and Employment Services Program

Denver Housing Authority Education and Employment Services provides industry recognized certifications in the Denver Office of Economic Development's identified growth industries and employment attainment assistance

to the low-income population of the Denver Metropolitan Area. Assistance includes skills assessment, resume development, interview coaching, and other success supports, as well as employment placement and post placement support. Success supports include access to professional and/or protective clothing and equipment, education and employment barrier mitigation, such as transportation and childcare assistance, and post placement support.

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75 Project Soar: Rocketing to New Heights with STEM

Computer science-related jobs are growing at twice the national average, but there is a huge gap between STEM (science, technology, engineering and mathematics) related jobs and the number of young people who are studying to qualify for them. This gap is hitting urban and minority students much harder than other populations. Expanding STEM education opportunities in minority communities is one key to helping young people rise out of poverty and fill the job gap. Denver Housing Authority's youth were able to learn about STEM careers and trainings first hand while attending the Project SOAR STEM camp.

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76 State Housing Voucher Program

Colorado Department of Local Affairs, Division of Housing (DOH) is a statewide Public Housing Agency with jurisdiction in entitlement and non-entitlement areas. DOH manages over 6,000 vouchers, including Mainstream, VASH, HOPWA, and FUP. Based on the success of the federal programs, DOH has expanded services with State-funded programs to help address the needs of Colorado's most vulnerable citizens. Launched in 2013, the State Housing Voucher (SHV) program focuses on providing housing with supportive services for those individuals whose needs were not being met by existing

programs, specifically homeless persons transitioning out of state mental health hospitals into permanent housing.

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77 Bristol Housing Career Connect

Noticing a tremendous need for career employment, the Bristol Housing Authority Career Connect (BHACC) was founded. The program includes workshops on resume, cover letter, reference page building, interview techniques, interview first impressions/body language, and mock interview practice. Follow-up includes assisting participants one-on-one with all the above. Since spearheading the program in August 2015, 10 participants have gained better employment, full-time employment, and/or career positions with benefits (and still counting). One participant will be off SSDI and SSI shortly, another will graduate from FSS program, and another was saved from imminent homelessness. The key to the program's success are one-on-one assistance, professionally written resumes, and networking/placement servicing.

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78 Meet and Lease for Veterans

As an active member of the Veterans NOW initiative, the District of Columbia Housing Authority hosted four "Meet and Lease for Veterans" events during 2015 in pursuit of ending Veteran homelessness by the end of 2015 as outlined by the Obama Administration. The goal of each event was to enable homeless Veterans with VASH vouchers or local subsidies to quickly select a unit, lease up, and move into a new home. Collaboration with various partners integral to the housing and services continuum and increased processing efficiencies were key to the success of the four day-long events attended by 160 Veterans with 94 being housed.

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Courtesy of Winter Haven Housing Authority.

79 Conversations — A Women's Empowerment Series

In 2014-15, the Winter Haven Housing Authority saw it as a priority to engage its female population of residents and its community partners, in soul-stirring "Conversations" on issues affecting women, particularly minority women, in the nation and at home, in Polk County, FL. Overwhelmingly, the topics of domestic violence and teen partner violence, breast cancer detection challenges, and HIV/Aids education peaked interests. National statistics on these issues proved to be even more alarming, and a call to action was then put in place to bring women together for action. By October 2015, "Conversations on Women's Health Empowerment Series" was born.

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80 Bad Credit and Applicant Decisions

Poor credit affects many affordable housing applicants. Denial due to a poor credit history leads families closer to homelessness and defeats the mission of many affordable housing programs. The Winter Park Housing Authority decided to add an administrative review for all applicants denied for occupancy at its non-public housing due to a poor credit history. To date more than 40 families have been approved subsequent to an initial denial. No families have had eviction proceedings started against them nor been evicted for any other reason.

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81 Pathways to Self-Sufficiency

"Providing sustainable and affordable housing as a platform to enhance lives" is the Housing Authority of DeKalb County's (HADC) mission. Using this as their standard, HADC strives to provide initiatives that underpin and enhance the health, well-being, and economic stability of its residents. With this in mind, they recognized an increasing need for innovative strategies to promote self-sufficiency and enhance economic independence, and in 2015, HADC implemented Pathways to Self-Sufficiency. This unique initiative, funded almost exclusively by HADC, provides residents with programs that offer viable pathways to self-sufficiency including Circles, Family Self-Sufficiency, Financial Coaching, and Pathways to Empowerment.

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82 Wii Can Do It Too

Working together with local senior service providers, the Randolph County Housing Authority developed an innovative program to encourage physical activity while also giving a sense of place and relevancy for the frail elderly and low income seniors within its service area.



Courtesy of Housing Authority of DeKalb County.

The “Wii Can Do It Too” Wii Bowling League resulted in benefits that extended beyond just fun and games. The authority feels confident that by providing this program, area seniors now have an enhanced opportunity to maintain an active, healthy lifestyle.

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83 Conversations Over Pizza (C.O.P.) Program

Conversations Over Pizza (C.O.P.) is designed to build healthy relationships between the cops and youth and families in the community by starting with conversation. The Program is an informal meeting time in a community facility for police officers and community members to sit around tables, enjoy pizza, and discuss concerns with possible solutions and action plans. These conversations are building relationships, increasing understanding, and improving communication that can ultimately save lives. With the negative press throughout the country on police, it is also important to highlight the police who are doing their job to keep their communities safe.

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84 Teen WDI

The Teen Workforce Development Institute (WDI) is a program created to address behavioral issues in youth ages 13-16 and teach soft skills that are imperative to success in personal and professional life. Youth develop attitude and behavior as a child that often continues into their adulthood. The program, started in Summer 2015, addresses key soft skills including, but not limited to, positive attitude, communication, and responsibility.

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85 Those People*

The initiative of “Those People” was created not specifically for housing residents, but rather it empowers all individuals who desire to overcome life’s hardships, and it provides a platform to share their stories to help break negative stereotypes surrounding impoverished families. It is when a personal story is shared that another person reading it has the possibility to relate and connect with that person and to be empowered to succeed and obtain

self-sufficiency knowing that someone else has made it out of the shared hardship. An address should never determine someone's success. People are people.

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Courtesy of Lake County Housing Authority.

86 Diaper Depot

Over 12% of the families in Lake County, IL are living at or below the poverty level. This often results in many basic needs being unmet. Those suffering the most are often society's most precious commodity, children. Lake County Housing Authority's Family Self Sufficiency Team, in their partnership with Catholic Charities of Chicago, participated in their Diaper Depot program to assist in helping reduce that gap. The FSS Team also constructed a diaper drive to contribute to the supply.

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87 FSS Commencement Celebration

The Family Self Sufficiency (FSS) Team of the Lake County Housing Authority (LCHA) held its first graduation celebration to commemorate and acknowledge the accomplishments of those who had successfully completed the FSS program within the last five years. Since the introduction of FSS to the agency, participants have completed the program and received their certificates and escrow checks in a private setting. LCHA decided to break out of this tradition and honor past and current graduates in a celebratory setting with friends and family.

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88 Transforming Lives Through Education

Lake County Housing Authority (LCHA), in conjunction with Aim North Development Corporation, hosted its 2nd Annual Educational Scholarship Gala on June 26, 2015. Several Family Self Sufficiency program participants were awarded educational and summer camp scholarships. The participants in the Family Self Sufficiency (FSS) program often face many barriers when seeking employment that will allow them to sufficiently sustain their households. Education is one of those main obstacles, therefore LCHA, in conjunction with its not-for-profit Aim North, established a scholarship fund to overcome this hurdle. In order to maintain employment and provide a safe enriching environment during the summer, scholarships were also granted for the agency's children's Summer Camp.

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89 Traveling Enrollment

In an effort to promote the benefits of the Family Self Sufficiency Program (FSS), the FSS team of the Lake County Housing Authority (LCHA) held its first traveling enrollment. The FSS Team set forth a challenge to surpass the current number enrolled and increase the number of individuals on the path to self-sufficiency among LCHA's residents. By joining the program, individuals can receive assistance and encouragement as they work on becoming financially independent. Such support can encourage people to achieve goals they may not have had the confidence to reach on their own.

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90 Johnson Park Literacy Program

The Johnson Park Literacy Program was specifically designed for low-income youth who reside in public housing that have barriers or are at risk of experiencing diminished reading skills due to their socio-economic status. In order to ensure that youth residing in the Springfield Housing Authority's Johnson Park community maintain and surpass literacy requirements, an internal committee was formed to network with existing community resources and implement a program designed to provide learning and reading activities in a fun and safe environment.

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Courtesy of Springfield Housing Authority.

91 In-Depth Support Programs Enhance Quality of Life

The Fort Wayne Housing Authority (FWHA) formed a partnership with Lifeline Youth & Family Services Inc. in order to provide services and programs to families residing in one of its public housing communities. With the assistance of their newest non-profit organization, FWHA is now able to offer in-depth supportive services to those residents facing extreme challenges. The weight of these residents' issues can affect their quality of life and making these innovative programs available on-site, enables FWHA to invest in their residents' future, as well as

enhance the lives of the families and individuals residing in the community.

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92 Resident Resource Center Promotes Self-Sufficiency

Many public housing residents require more than housing. After much consideration on what the Fort Wayne Housing Authority could do to assist with these needs, they decided to open a Resident Services Resource Center. They were able to utilize an empty space at one of their communities in order to house a Resident Service Coordinator as well as a Family Self-Sufficiency Coordinator. In having these individuals accessible to the residents, they were able to offer immediate assistance to those residents faced with serious issues, such as needing food or clothing.

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93 Working Together to Further Fair Housing

As the Fort Wayne Housing Authority continues to adapt and create new housing programs and communities, they make it a priority to ensure that they provide equal opportunity in housing for all. Only there was one problem: How would their program participants know if they were being discriminated against? The solution was to offer regular classes and seminars led by the area's fair housing experts in order to educate clients on what discrimination is, as well as whom to report it to. Thus enabling the program participants to recognize discrimination and empower them to seek support.

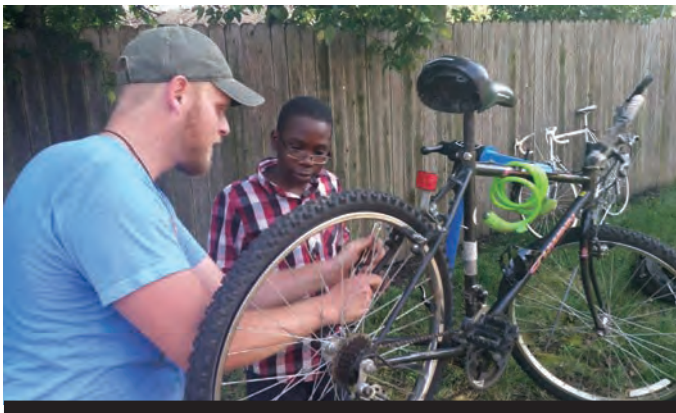
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94 Full Circle Wrenching Crew*

The Lawrence-Douglas County Housing Authority's (LDCHA) Full Circle Wrenching Crew is an innovative approach to bicycle accessibility, safety, and maintenance. Through a public-private partnership with Lawrence Unchained Bicycle Coop and other volunteers, low income youth earn bicycles by completing safety and

basic maintenance courses. Bicycle Rodeos are hosted by the LDCHA where youth become Wrenches (Bicycle Mechanics). The Wrenching Crew also teaches valuable interpersonal skills. As they perform routine maintenance, Wrenches teach peers how to perform repairs thus gaining valuable leadership skills. Agency staff and tenants have noted an increase in ridership for fun and as a means of transportation.

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Courtesy of Lawrence-Douglas County Housing Authority.

95 Born Learning Trail

Children are constantly learning right from birth, and what they learn depends on the experiences they have each and every day. Bangor Housing worked with community partners to bring a Born Learning Trail to its public housing neighborhood. The trail is an interactive, playful outdoor learning tool that promotes early literacy and encourages physical activity for young children. The

trail contains signs with instructions for simple games that will turn an excursion at the park into fun learning moments.

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96 Enhanced Family Self-Sufficiency (FSS) Program

Recognizing the need to address the increasing vulnerability of families in Bangor's public-housing communities, Bangor Housing has developed an Enhanced Family Self-Sufficiency (FSS) Program. This program aims to generate resources for residents through strategic partnerships that create opportunities for residents to pursue educational and career goals, overcome barriers to work, increase financial capability, and build savings and assets.

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97 My Money Works

My Money Works is a financial literacy class that helps individuals gain the skills and confidence they need to stretch their money, pay off bills, reduce debt, find money for savings, and set personal goals. Through strategic community partnerships, Bangor Housing aims to help residents overcome barriers and gain the skills, knowledge, practices, and attitudes necessary to move toward long-term financial stability.

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98 Smarter Summer Program*

Studies demonstrate a significant reading achievement gap between low-income students and their higher-income peers due to unequal access to summer learning opportunities. Bangor Housing, in partnership with the Boys & Girls Club of Bangor, implemented a full-day summer program, which combined engaging educational activities and traditional summer day camp experiences for youth residing in public housing. By the end of the 10 week summer program, 50 youth benefited from positive interaction with peers, free summer meals, and

daily programming aimed at improving literacy skills, overall health and wellness, promoting social interaction and development, and providing opportunities for self-expression through art.

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99 Northside Supportive Housing for Families Program

The Northside Supportive Housing for Families program was designed to help families leave generational poverty and the repeated cycle of homelessness. Specifically the program helps the adults in participant families garner self-efficacy skills, training, and work experience that will increase self-sufficiency through stable employment that is sustainable long term. Affordable quality housing, habit building coaching, and work incentive subsidies are the interventions that have allowed participating families to build the longest housing tenure of their adult lives and increase wages and earnings. The Minneapolis Public Housing Authority (MPHA) Alliance Housing Partnership supports 20 of the 35 families in the program.

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100 Signe Burckhardt Manor Memory Care/ Assisted Living*

With the senior population continuing to grow at exponential rates, the Minneapolis Public Housing Authority (MPHA) saw a need to provide affordable housing and services for seniors, particularly those suffering from memory loss issues. With this need in mind a memory care component was incorporated into a larger building renovation project at Signe Burckhardt Manor, a 42-unit assisted living facility. With multiple levels of care now offered at one site, seniors living at this facility are afforded the opportunity to “age in place” and receive appropriate supportive services as their needs change.

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101 Border Crossing

The Spanish Class fills a real need in the community. It promotes understanding components in the community as well as equips people to communicate in a different language. It allows students the option of becoming better employees and neighbors. It helps the community become less insular and less inclined to view those who don't speak English as “other.” Best of all, it gives students the confidence to take on learning new skill sets that they can take anywhere in the world and continue to build on them and grow as individuals.

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102 Reading is My Superpower!*

In the summer of 2015, the Greensboro Housing Authority (GHA) did more than feed the body of those attending the Summer Lunch Program in their communities. Thanks to 27 heroes, the “Reading is My Superpower!” program nourished young minds as well. These heroes, all GHA staff members, volunteered their Reading Superpower and a portion of their lunch hour to visit and read to children receiving lunch in their communities. “Reading is My Superpower!” combines existing resources to offer this low-cost literacy program for youth and challenged GHA to do more to place books in the hands of youth living in their communities.

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103 Mahoney Manor Garden Project*

Lincoln Housing Authority worked with the tenants, staff, volunteers, donors, and local community foundations to plan and develop a resident garden area including raised and accessible garden beds for residents at Mahoney Manor, a 120 unit senior high rise in Lincoln. The project was successful in planning and development of the garden area itself and the use of resident and community volunteers, donated materials, and the use of both public and private funds. The garden offers residents opportunities for outdoor activity, socialization, shared interests, and access to fresh vegetables. Sixteen residents have garden plots.

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Courtesy of Greensboro Housing Authority.

104 Improving Services for Veterans

Through successful partnerships Albuquerque Housing Authority (AHA) has been able to increase the number of vouchers available in the Albuquerque area for the VASH program and significantly improve utilization of these vouchers. In addition, AHA has increased outreach to Veterans in the Albuquerque area.

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105 YMCA Meal Program

CODE, Inc. is a small organization in rural, Western New York. They recognize their tenants need many of the same services that are available to residents of larger organizations, but they were too small to directly provide those services. Therefore, they partnered with the Jamestown YMCA for a summer and after-school meal program (with school help during the school year). The YMCA provides all of the services and meals. CODE, Inc. provides the space in one of their community rooms. This is an open-site for all area residents, and it is grant-funded by Walmart through the YMCA-USA.

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106 Providing Skills for Rewarding Careers

Cincinnati Metropolitan Housing Authority (CMHA) works to fulfill its mission of promoting self-sufficiency and being a long term asset to the community by helping residents to overcome the barriers that prevent them from securing or maintaining employment. CMHA's Section 3 and Resident Services programs work collaboratively to assist residents with the skills development needed for long term, rewarding careers. CMHA works with community partners and area employers to fully understand the evolving needs of growing industries and to give CMHA residents an advantage when competing in high demand fields.

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107 C.O.P. Conversations Over Pizza*

In August of 2015, the Cuyahoga Metropolitan Housing Authority (CMHA) launched a community initiative, C.O.P. (Conversation Over Pizza), to provide a platform for residents to engage in productive dialogue. The goal of this resident-driven approach is to address the societal challenges faced by residents. CMHA, law enforcement, and community partners, assist residents by facilitating ongoing focus groups to discuss and develop viable solutions for reducing crime, violence, and other community challenges. By raising awareness, listening to the community, and working with residents, C.O.P. serves as a catalyst for building stronger community relationships and safer neighborhoods.

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

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Courtesy of Housing Authority of the City of Lincoln.

108 CMHA Earth Day Celebration

In an effort to spread awareness about the environment and sustainability, the Cuyahoga Metropolitan Housing Authority (CMHA), with community partners, planned a large, agency-wide Earth Day event. More than 150 attendees, youth, adults, and seniors, participated in educational activities, sustainability games, and earth-friendly arts and crafts, such as upcycling by making art out of items that otherwise would have been sent to the landfill. Participants learned about sustainability and environmental awareness by integrating education with fun activities, and they left the event filled with passion to make the earth a better place.

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109 Gang Resistance Education and Training Program

According to the FBI there are over 50 gangs operating in the Cleveland area. Gangs primarily identify with neighborhoods and tend to establish a presence in public housing estates. Gang membership is often the road that leads many youth to criminal activity. Criminal gang activity is responsible for a significant amount of serious crimes in our city. The Cuyahoga Metropolitan Housing Authority (CMHA) Police Department has implemented the Gang Resistance Education And Training (GREAT)

program as an intervention to educate youth about the dangers of gangs and encourage positive decision making. GREAT helps young people develop the skills to make positive choices.

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110 Police Explorer Program Builds Community

The Cuyahoga Metropolitan Housing Authority (CMHA) Police Department identified the need to develop relationships and provide opportunities to teenaged youth within the community. There existed a disconnection between teenaged youth and the law enforcement community. One of the strategies to influence these youth was the implementation of the Law Enforcement Explorers Post. Weekly sessions with Officers helped bridge the gap of misunderstanding and developed not only mutual understanding, but identified youth interested in pursuing a career in law enforcement. As an Explorer, the youth engage in community service projects and discover firsthand what it is like to be a Police Officer.

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111 Reuniting Families*

Cuyahoga Metropolitan Housing Authority (CMHA) teamed up with other organizations to quickly and successfully provide housing to homeless families with children in the foster care system who needed housing. Prior to the program, homeless applicants would patiently wait on the waiting list until it was their time to interview based upon the standard homeless preferences even though housing was essential to reunite them with their children. A high preference was created for those applicants in the Partnering for Success Program with Cuyahoga County. The result was families referred through Frontline Services were interviewed and housed quicker thus increasing the chances of families reuniting quicker, and children spending less time in unstable housing in the foster care system.

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112 Technology Center Bridges Digital Divide*

The digital divide is a term that refers to the gap between demographics and regions that have access to modern information and communications technology, and those that don't or have restricted access. This technology can include the telephone, television, personal computers, and the Internet. The Cuyahoga Metropolitan Housing Authority (CMHA) and partners are addressing the digital divide that exists within low-income families through increasing broadband access, technical training, digital literacy programs, and devices for residents in assisted housing units. The KeyBank Technology Learning Center at CMHA's Griot Village, an inter-generational housing complex, has resulted in increased connectivity and access to resources for seniors and youth.

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113 Youth Police Academy Builds Trust

The Cuyahoga Metropolitan Housing Authority Police Department conducts several community service events and crime prevention programs during the year, with a strong focus on relationships and opportunities for the youth. One of those programs is the Youth Police Academy (YPA). The YPA functions like a week-long camp and gathers groups of like-aged youth and provides them an opportunity to see the inner workings of the Police Department and learn what it's like to be a Police Officer. Youth participants get to meet members of the Police Department and get hands on demonstrations from specialized police units.

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114 Wangari Maathai Tree Project*

In 1964, the Housing Authority of the City of Erie's (HACE) former Executive Director, John Horan, graduated from Mount St. Scholastic College in Atchison, KS. Included in that class, was 2004 Nobel Peace Winner Wangari Maathai from Kenya, founder of the Greenbelt Movement responsible for creating 6,000 tree nurseries, which resulted in the planting of 6,000,000 trees. This inspired Mr. Horan to work with residents, community groups, and volunteers from within the HACE family to plant 1,000 trees setting up nurseries in eight HACE communities. Once the trees reach maturity, they will be planted

throughout HACE communities providing beauty for years to come!

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Courtesy of Cuyahoga Metropolitan Housing Authority.

115 Job Training and Section 3 Program*

Providing low-income residents the opportunity for employment in multi-million dollar redevelopment efforts can be challenging to any housing authority. By developing an aggressive outreach program with the general contractor and the for-profit developers, the Allegheny County Housing Authority helped employ 36 Section 3 residents during the 17 million dollar revitalization. Using creative marketing strategies and community outreach, this successful program has led to 16 permanent jobs for the Section 3 residents.

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Courtesy of Housing Authority of the City of Erie.

116 Coventry Kids

Strengthening Youth! Strengthening Community! Coventry Housing Authority (CHA) has been managing affordable housing for over fifty years and more recently began managing family developments within its community. While challenges arise within developments each year, CHA found different experiences in managing developments with over 72 children of various ages residing at a single property. Their goal was to turn this around and foster positive relationships where residents become neighbors and neighbors become invested in their community, and they looked for community partners to assist them in this endeavor.

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Courtesy of Coventry Housing Authority.

117 Healthy Housing

At one time or another everyone has faced the struggle of eating healthy! It is not an easy undertaking, and imagine trying to do that on a fixed budget. Coventry Housing Authority (CHA) saw the need, so they jumped at the opportunity to bring eating healthy to their developments. The summer food program turned into a healthy initiative at CHA that crossed into all developments and populations. Overwhelming, exhausting, rewarding and totally worth it are the first words that come to mind when they think about this challenge.

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118 Back to School Festival

A small public housing authority in an affluent New England town initiated summer youth programming for resident youth. Activities included basketball clinics, arts projects and a dance competition. Many local partners, including local businesses, contributed to the cost.

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119 Healthy Living Initiative

The key to successful aging is a continued focus on creating and maintaining a healthy living environment. At the Lincoln Housing Authority (LHA) they don't just want their residents to age in place, they want them all to take an active role in their own independence and preserve a high quality of life. In conjunction with a number of agency partners, LHA has transformed their old health and wellness programming to now include informative seminars, as well as medical intervention programming.

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120 Face Forward

Face Forward is a risk intervention, personal growth, and work readiness program for youth ages 16-24 whose behaviors and environment have contributed to their involvement, or potential involvement, in the juvenile justice system. As a stopgap for some, and a diversion program for others, Face Forward provides academic support, career readiness, occupational training, enrichment, community service opportunities, and mentoring to enrolled participants. Members of the program participate in workshops and activities designed to address identified barriers that may impede their overall success. To date, the program has met or exceeded each performance measure required by the funding source.

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121 KIDS Matter

KIDS Matter is an after-school program which grew out of a summer lunch program. In addition to hunger needs, it was found several of the children were behind in reading skills. After working with area churches and volunteers, the after school reading program was started on Nov. 11, 2014. On average 18 children attend, receive a super snack, have group reading, and can check out books to read at home.

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Courtesy of Highlands Residential Services.



Courtesy of East Greenwich Housing Authority.

122 Youth CrossFit Program

Johnson City Housing Authority (JCHA) has partnered with CrossFit East 10 and Lifestyles Fitness Center to provide an exciting opportunity for youth living in public housing. Many students in the JCHA developments are unable to participate in physical activities and sports due to costly recreational fees, the absence of opportunities, and a lack of family support. The CrossFit Fitness Program teaches students about strength, both physically and mentally. Through this program, participants are learning how to handle difficult situations. Most importantly, the fitness program is providing a positive community that supports each youth both in and out of the gym.

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Courtesy of Johnson City Housing Authority.

123 Unlocking the Connection*

Unlocking the Connection is a collaborative effort to bridge the digital divide for Austin's more than 4,300 public housing residents of all ages who reside in 18 housing developments owned and operated by the Housing Authority of the City of Austin (HACA). Grounded in HACA's 2013 Strategic Plan and led by HACA's nonprofit subsidiary Austin Pathways, Unlocking the Connection aims to raise family self-sufficiency through digital inclusion. Through this initiative, HACA is providing public housing residents with digital literacy and science, technology, engineering and mathematics training, access to devices, and the opportunity to access an affordable Internet connection.

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124 Good Tenant-Good Neighbor

Because of the current high occupancy of available units in the Fort Worth area and the need to make clients more appealing to landlords, the Fort Worth Housing Solutions became more dynamic in its approach in making sure that tenants are increasingly responsible and respectful of their surroundings. All of the agency's voucher program clients are now required to participate in a class to acquire and maintain their Housing Choice Voucher certification. This Good Tenant-Good Neighbor class is designed to teach basic skills in housekeeping, timely payment of rent, and

other common issues that are associated with renters thus aiding with landlord recruitment and retention.

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125 Houston Effectively ENDS Veteran Homelessness

Every day without permanent housing for vulnerable, homeless Houstonians is a matter of life and death. In 2012, Houston was faced with dramatic numbers of homeless Veterans and a system that was oftentimes inefficient and ineffective. The problem required a shift from managing homelessness to ENDING it by assisting with permanent housing. On June 1st, 2015, Mayor Annise Parker, U.S. Housing and Urban Development Secretary Julián Castro, U.S. Veterans Affairs Secretary Robert F. McDonald, U.S. Department of Labor Secretary Thomas E. Perez, and U.S.I.C.H. Executive Director Matthew Doherty, announced that Houston has effectively ENDED veteran homelessness.

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126 Houston Fights to END Homelessness: Preference*

The Housing Choice Voucher (HCV) program is the largest housing subsidy program available to low-income households in the country. The Houston Housing Authority's (HHA) HCVP serves an average of 17,000 households annually. Historically, the homeless population has had a disproportionately difficult time receiving assistance through HCVP. HHA has changed the game by creating a homeless preference for 1,400+ units of permanent and supportive housing, adding an additional 1000 Project Based Vouchers into the mix, working with CPS to house young adults who have aged out of care, and by administering Rapid Re-housing for the community as they work to end family homelessness.

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Courtesy of Newport News Redevelopment and Housing Authority.

127 Bud Bailey Afterschool Baseball Program*

The Housing Authority of the County of Salt Lake (HACSL) operates Kids Program to provide quality, affordable afterschool programming to youth age 5-12. Upon implementing Kids Program at HACSL's newest property, Bud Bailey Apartment Community, HACSL identified 110 eligible youth. To best serve all youth, the Bud Bailey Afterschool Baseball Program was developed using the Baseball Hall of Fame Curriculum. Offered twice annually, the BBA Baseball Program is a nine week program for 65 youth age 9-12. It incorporates the fun and fitness of baseball while teaching the common core standards in academics, civil rights, and women's history.

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128 First Time Hispanic Homeownership Seminar

Newport News Redevelopment and Housing Authority Public Housing (NNRHA) offered a first time Hispanic homeownership seminar on September 10, 2015. The purpose of the seminar was to primarily reach Hispanic clients to encourage, motivate, and educate them on the benefits of homeownership. It was also a great way to promote the FSS, HCV FSS, and HCV homeownership programs. Attendees heard from a VHDA first time homebuyer instructor, a Realtor, and NNRHA staff who outlined the available opportunities to purchase homes through their Community Development homebuyer programs. A Spanish interpreter was provided to assist with relaying information to those who needed interpretation.

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129 Flavor Event—Fundraising for Scholarships

The "Flavor – A taste of Portsmouth" event was established through a partnership between the Portsmouth Redevelopment and Housing Authority and the Portsmouth Partnership, a group of volunteer business, professional, and civic leaders whose mission is to promote economic growth, leadership, and education within the City of Portsmouth. The two entities came together raising funds for authority scholarships and community programs. Thirteen restaurants donated services and their signature dishes for over 200 people in attendance. Two Flavor events were held in the Fall of 2014 and 2015 raising over \$21,000.

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Courtesy of Portsmouth Redevelopment and Housing Authority.

RESIDENT AND CLIENT SERVICES

130 PRHA STEM Week*

The Portsmouth Redevelopment and Housing Authority (PRHA) in partnership with Make A Difference 2020, implemented STEM Week, a Spring Break Camp, held April 6-10, 2015. The camp was attended by 36 youth, 5-14 years of age, who participated in fun, hands on, interactive activities and field trips to a local zoo and museums. The youth visited Nauticus Maritime Museum, The Virginia Zoo, The Children's Museum of Virginia, The Chrysler Museum of Art, and ended the week with a presentation from Mad Science, a local group that transforms laboratory science into fun, interactive learning experiences.

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131 JRC Denture and Eyeglass Program

The Joint Resident Council, Inc. (JRC) of the City of Roanoke Redevelopment and Housing Authority conducted a survey of public housing residents and identified 258 people with a critical need for dentures and eyeglasses. JRC applied for grant funds and was awarded a \$40,000 grant. They started a program providing dental extraction, dentures, and eyeglasses to persons aged 50 and older living in public housing. In the first year, the program provided dentures to 115 people and eyeglasses to 150. The program has been awarded a second \$75,000 grant to expand services citywide.

Mrs. Glenda Edwards Goh

Executive Director

City of Roanoke Redevelopment and Housing Authority

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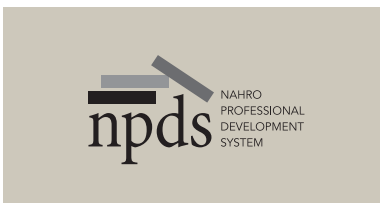
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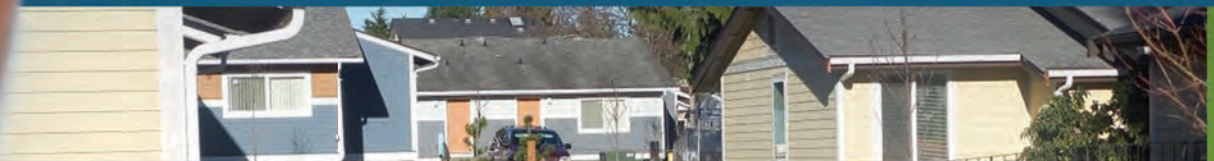
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SEE ALSO: Arts and Cultural Programs; Educational Programs; Fitness/Exercise Programs; Sports Programs; Summer Programs.



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My Application...

19% Complete

Language Selection
Current Address
Family Members
Income Information

Asset Information

List Assets For All Household Members. This included Checking Or Savings Accounts, Money Market Funds, IRA/Keogh Accounts, Certificates Of Deposit (CDs), Stocks, Bonds, Real Estate, Trust, Life Insurance Policies that accrue cash value, or, any other Income-Producing Assets.

Do you or any member of your household have the following....

Checking or savings or money market accounts?*

☒ Yes ☐ No

Mutual funds, or treasury bills?*

☒ Yes ☐ No

☒ Yes ☐ No

☒ Yes ☐ No

☒ Yes ☐ No

☒ Yes ☐ No

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