2017

NAHRO Agency Awards of Merit

in Housing and Community Development

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NAHRO 2017 Agency Awards of Merit
in Housing and Community Development

In today's demanding operating and political environments, housing and community development professionals have risen to the challenge to address the needs of income-challenged people and improve our neighborhoods and communities through vision and perseverance.

The Awards of Merit winners 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 6,000 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 2017 NAHRO Awards of Merit recipients, and thank you for the care that you demonstrate to your clients through these tremendous initiatives.

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

ADMINISTRATIVE INNOVATION

1) Student Intern Program

For the past two summers, the Housing Authority has employed college students interested in affordable housing and community development. The recruitment has attracted an outstanding pool of young adults, at least two of whom have made the choice to enter the housing and community development industry after graduation. Projects completed include a portfolio-wide utility usage analysis, a study and report of the city's subsidized homeownership program, set-up and expansion of a children's reading program, and research into the zoning history of authority owned land. Each of the interns also made at least one presentation before the Board of Commissioners.

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2) HCVP Landlord/Tenant Videos*

The City of Pasadena Housing Department administers 1,409 HCVP vouchers, and an additional 90 special needs vouchers. With an area of only 23 square miles and a tight rental market, the competition for rental units is high, with voucher holders often losing out. Working with UCLA graduate students and KTLA News, the housing department developed two videos, one for landlords and one for tenants, to market and explain the HCVP program and assist program participants to succeed in finding rental units.

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3) Homelessness — Let's Talk About It!*

The County of San Diego created a training program to provide frontline staff with the tools and techniques needed to improve engagement and interactions with homeless people. Homeless people often gather in public spaces such as libraries, parks and public buildings, which can result in conflicts with general users of these facilities. Historically, the typical approach was to work with law enforcement to rouse the homeless and encourage them to move on to another location. This new training program seeks to broaden the understanding of homelessness and aid in connecting the homeless to community resources.

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4) The San Francisco HUD-VASH Program

The San Francisco HUD-VASH program resulted in housing over 700 chronically homeless veterans in San Francisco over the last two years (2015-2016). The ongoing program is projected to continue increasing housing opportunities for veterans in the coming years. The unique program is a collaboration between the San Francisco Housing Authority (SFHA), the City & County of San Francisco, the United States Department of Housing and Urban Development, the United States Department of Veterans Affairs, and numerous non-profit organizations. The SFHA, along with its partners, are on track to house an additional 330 veterans through this program this year.

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5) Douglas County Senior Initiative*

Douglas County, CO has been one of the fastest growing older adult populations in the country for the past decade. The Partnership of Douglas County Governments (PDCG) established the Senior Initiative to explore the implications of the growing aging population in the county. The Initiative included key informant focus groups, citizen and provider surveys, and a listening tour at 13 locations throughout the county. Based on results, Douglas County has enhanced two-way communication between residents and community leaders, enhanced information on the County's website, and expanded resources and services through partnerships with local providers.

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6) Rebranding a Housing Authority*

In 2016, Fort Collins Housing Authority in Colorado embarked upon a rebranding campaign, which it publicly unveiled in October. This rebranding initiative was born out of the desire to better reflect the organization's work as a catalyst for positive change and to combat negative stereotypes that often accompany affordable housing.

The new name and logo have raised people's curiosity about what the agency does and how they do it. People assumed they were a government organization. Now, they sound and look different and people have noticed. Their image is bright, vibrant, and positive and that is exactly who they want to be.

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7) Agency Wide Transformation Exceeded Expectations

The Cocoa Housing Authority transformed itself through comprehensive simultaneous initiatives. They improved staff morale through reorganization and refocusing; they mended public relationships by collaborating with community partners; and they found resources to renovate properties and redevelop land. They were awarded $13,500,000 in tax credits and $496,000 in HUD ROSS and ESS grants. They raised $111,000 for 3.87 acres sold to the City of Cocoa for affordable homeownership and $390,000 for 1.69 acres under contract for sale to Dollar General. A 100% RAD conversion is underway, and they have a co-developer for the first phase and a sole developer for the second phase. Finally, they earned a FAHRO "Turnaround" Award.

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8) End of an Era Celebration

As part of the process of building a new affordable housing development in Gainesville, GA, the existing 65-year-old Green Hunter Homes public housing units (131 apts. in 21 buildings and one community center) first had to be demolished. Because former Green Hunter residents – including some original residents from the 1950s – held this site as near holy ground with its rich cultural legacy, the Gainesville Housing Authority (GHA) sought to celebrate its past, bridging it into the future development. The GHA hosted an onsite community ceremony weeks prior to demolition, including the presentation of a free, commemorative historical booklet.

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9) Vitality Plan Health Care Costs Reeducation

With the cost of health insurance on the rise, the Gainesville Housing Authority sought to reduce the cost while still offering its employees a top plan. Humana offers a comprehensive wellness program with large financial incentives. The annual cost of health insurance was reduced by 10%, once staff reached the silver level.

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10) LCHA Online Waiting List

In 2016, the Lake County Housing Authority (LCHA) opened its public housing 3-Bedroom Scattered Sites Waiting List online. This was the first time the agency had made its waiting list online. Many months beforehand were spent in preparation for this innovative way to serve their clients. The need for a more effective way to fill the waiting list was noticeably clear after the last time waiting lists were open in 2016. As a way to combat the issues that come with applicants having to physically come to the LCHA offices, the online application was created.

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11) Public Housing Resident Newsletter

Lake County Housing Authority is very proud of the satisfaction expressed by their public housing senior residents. The staff goes above and beyond to make things convenient for the residents and also to make sure they enjoy themselves. In order to highlight the activities and share important information, the agency created a Public Housing Residents Newsletter.

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12) Public Relations Innovation

In 2016 the Lake County Housing Authority made innovative strides in its public and community relations. They recognized the need for housing authorities to not only provide services, but to also ensure the community is aware of all the services they provide. They launched a public relations campaign that would make their services more easily accessible to the public and enable them to successfully serve Lake County, IL in excellence.

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13) Website Innovation

A major key to a successful housing authority is establishing strong communication with its clients, partners, landlords, and all those in the community it serves. Lake County Housing Authority took steps to strengthen communications with all those aforementioned through building a new, easily-accessible website.

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14) Electronic HCV Landlord Training Materials*

The Springfield Housing Authority (SHA) has been hosting its Annual Landlord Workshop for the Housing Choice Voucher program for existing and potential landlords for 30 years. Each year, SHA would compile a training manual for the event, including HUD and agency program rules and regulations, that would take significant staff and financial resources. In 2016, SHA offered the training manuals to participants on a flash drive they could reference as necessary.

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15) Recognition Program to Inspire Employees*

When looking at ways to show appreciation to those employees who go above and beyond their normal job duties in order to provide better service for the families they assist and improve the success of the agency as a whole, the Fort Wayne Housing Authority (FWHA) developed an Employee Recognition Program titled "Super Star of the Month". Awarding this honor each month demonstrates to the FWHA staff they are valued, appreciated, and their hard work and commitment to the organization has not gone unnoticed.

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Photo courtesy of Fort Wayne Housing Authority.

16) Restructuring Department to Boost Efficiency

Ensuring the Fort Wayne Housing Authority runs efficient programs is their number one priority. In order to achieve this goal they are constantly seeking methods to increase productivity and streamline their processes. After discussing methods to improve the efficiency of the Housing Choice Voucher Program Department, it was decided the best thing to do was to overhaul the entire administrative team. Realigning the department and redefining staff roles and responsibilities increased productivity and improved results tremendously.

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17) UMass Lowell Digitization Collaboration

Blueprints are necessary for capital improvements and are provided to contractors regularly. While the blueprints are accurate, the Lowell Housing Authority (LHA) has been using fragile, original copies, which can present a challenge to anyone who needs to handle them. To preserve

the history of LHA properties and streamline operations, the LHA enlisted the help of UMass Lowell students and faculty to digitize the blueprints and floor plans for LHA properties. Students are exposed to the tasks of interpreting and archiving historical documents, and upon completion, the LHA will be able to utilize digital plans for future functions.

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Photo courtesy of Lowell Housing Authority.

18) Pre-Proposal Workshops*

The Cincinnati Metropolitan Housing Authority (CMHA) identified there was a need to assist contractors with the sometimes challenging intricacies and formatting of Requests for Proposals. Appropriate procurement is imperative to CMHA, but so is fair and open competition. In order to increase the fair and open competition, as well as ensure that smaller, resident owned Section 3, Minority Owned and Women Owned businesses were not being left behind, CMHA began holding several Pre-Proposal Workshops.

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19) 2017-2022 Strategic Plan: Charting the Way Forward

As the City of Cleveland continues to rise in profile nationally through development initiatives, national conventions, and a re-energized downtown, citizens will look to their government agencies to be prudent managers of public resources and effective stewards of public trust in order to sustain its thriving communities. The Cuyahoga Metropolitan Housing Authority must ensure it operates in a responsible and effective manner while the agency adopts forward thinking policies, takes advantage of new technologies and new patterns of development and advances service delivery and management. To ensure success, leaders have developed a five-year strategic plan.

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20) CMHA Healthy Living Wellness Program 2016 Employee

People who work in sedentary jobs have increased risk of heart disease, obesity, cancer and diabetes. The Cuyahoga Metropolitan Housing Authority (CMHA) started an Employee Garden in May 2016. Employees volunteered their time on their lunch hour, committing approximately one hour each per week over six months. From the onset of the program, participants agreed that half of all the produce would be donated to senior CMHA residents that did not otherwise have fresh produce from the food bank or local community gardens. As of December 2016, 363.75 pounds of fresh, organic, produce was donated to CMHA residents.

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21) Tagging Project

The valve-tagging bar code program is an initiative by the Allentown Housing Authority (AHA) to address issues of efficiency and cost, as well as a loss of institutional memory created by the impending retirement of many long-time maintenance staffers. However, as the program began to roll out, both the authority leadership and contractor realized there were many new and innovative ways to take advantage of the technology, ranging from additional cost-savings to emergency management and prevention.

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22) Employee Training Key to Success*

Housing authorities face a myriad of maintenance challenges. A successful authority must retain a reliable staff to handle these problems. Westmoreland County Housing Authority's (WCHA) new Maintenance Skills Improvement Program (MSIP) not only evaluates its employees' job skills, but offers a venue where employees can hone their skills or learn new ones. A written NOCTI assessment and specialized hands-on testing evaluated employees' skills and identified strengths and weaknesses. As a follow-up, WCHA then paid and provided subsequent training, including electrical, plumbing and carpentry, for interested employees. WCHA's investment has resulted in a more efficient, better skilled workforce to meet its needs.

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Photo courtesy of Westmoreland County Housing Authority.

23) Collaboration Creates Accuracy and Efficiency

The Allegheny County Housing Authority and the Department of Human Services of Allegheny County formed a collaboration that assures rental calculations for residents of the Allegheny County Housing Authority are accurate by gaining unlimited access to the Public Welfare COMPASS system 24-hours a day/seven days a week.

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24) No Tolerance Bullying Policy

The Lincoln Housing Authority (LHA) serves seniors and disabled adults with the purpose of providing affordable and safe housing free from discrimination. No longer is bullying a problem relegated just to the playground. In response to the widespread concern surrounding the issue of bullying, LHA has implemented a no tolerance Bullying Policy. This policy provides a clear definition of bullying, the process to report bullying instances, staff intervention and investigation, as well as repercussions of bullying. The goal of the agency has always been to ensure residents have the resources and support needed to independently and successfully age in place.

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25) JCHA Department of Pest Control*

The Johnson City Housing Authority (JCHA) is committed to providing quality units for its residents. The Department of Pest Control ensures that this objective is maintained through efficient and effective pest prevention and elimination services. Pest contamination in many of JCHA's public housing units made clear the need for department revitalization. Changes were made in inspection, scheduling, record keeping, and treatment procedures, which significantly improved the quality of service provided to tenants. Attention to tenant education also proved a useful means of proactive treatment. This success led JCHA to be a leading source of information and training for bed bug elimination statewide.

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26) Fraud — What Can the PHA Do?

The Baytown Housing Authority (BHA) cares deeply for their families in need and they want to ensure the people who receive the assistance are people who deserve it and are struggling to pay their rent. They discussed the issue of fraud and abuse of federal funds and decided they needed a strategy to ensure the fraud was caught so they could free funds for those on the waiting list. They took this task on as an agency wide endeavor and the results were a win-win for HUD, BHA and the low income families in their community.

Ms. Joyce J. Young, Executive Director
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27) HACB Strategic Plan and Organizational Chart

The Housing Authority of the City of Brownsville (HACB) needed a solution to bring back focus to the residents and

provide a service that would enhance their quality of life and help them achieve self-sufficiency. In order to achieve this, the HACB went through the exercise of creating the HACB 5-Year Strategic Plan and Organizational Chart in the latter part of 2014 and in the spring of 2015. The finished products mirror the Choice Neighborhood Program Initiative. They now have an innovative agency, that is unlike any other public housing authority, working on an array of different projects.

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28) Agency Rebranding

In 2016, the Fort Worth Housing Authority rebranded itself as Fort Worth Housing Solutions (FWHS) to better reflect their identity in the community and who they do business with and for. Typically, PHAs across the United States carry a predetermined persona and stigma due partly to participant or governmental affiliations which complicate working relationships. While PHAs are not generally considered creative or capable of developing unique solutions to housing issues, FWHS approaches affordable housing through a private market mindset. Rebranding was necessary to differentiate themselves and illustrate how their agency is able to develop innovative solutions and educate the community.

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29) Butler RFQ

In late 2016, Fort Worth Housing Solutions (FWHS) used a variety of channels and partnerships to invite vendors to submit a Request for Qualifications (RFQ) for Master Developer Services for the Butler Place Public Housing redevelopment project. This opportunity is to redevelop over 40 acres of land adjacent to downtown Fort Worth, one of the fastest growing and most attractive cities in the nation. The goal of FWHS was to include public and private partners in the process and reach a national audience of prospective respondents.

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30) Continuous Improvement Team (CIT)

The purpose of the Continuous Improvement Team (CIT) is to enlist the efforts of a diverse group of Fort Worth Housing Solutions (FWHS) employees and utilize their expertise, experiences and front line knowledge of processes, procedures and practices in all business areas to help improve internal operations.

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31) Employee Recognition Program "A Pat on the Back"

All who work for Fort Worth Housing Solutions (FWHS) are encouraged to recognize fellow employees for outstanding work habits or extraordinary actions which go above the normal scope of job descriptions or requirements. The program is designed to foster improved employee relations, as well as deepen interactions with clients to help improve services to the greater community.

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32) Landlord Recruiting Video

With the competitive real estate market in the Fort Worth, TX area, increasing numbers of landlords are terminating their participation in the Housing Choice Voucher (HCV) program and leasing their properties in the private marketplace, getting rents that exceed the Fair Market Rents set forth through HUD. This increases the difficulty for Fort Worth Housing Solutions (FWHS) to retain and recruit landlords to the HCV and Veterans Affairs Supportive Housing (VASH) programs. To stem and hopefully reverse the migration from the public to the private sector, FWHS created a landlord recruitment video extolling the benefits of working with FWHS.

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33) HHA 2017 Electronic Waitlist Opening

In September 2016, The Houston Housing Authority (HHA) opened up the waitlists for the Housing Choice Voucher program. HHA made the applications available entirely online. HHA also provided information about the waiting list including practice applications in four languages. HHA utilized social media such as Twitter and Facebook to

promote the waitlist opening. These innovations allowed HHA to meet their customers where they were, connected people faster, and submitted applications more securely.

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34) AHP Dashboard — AHP Department Intranet

The San Antonio Housing Authority's Assisted Housing Programs (AHP) Department created a department intranet using Google Sites to communicate form, policy and procedure updates internally. The AHP Dashboard provides a singular location for all department communication and references, eliminating paper cost when publishing new forms and information. Additionally, it provides a comprehensive and organized site for all procedure and policy updates, allowing staff to review past amendments in one dashboard.

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35) AHP Neighborhood — HCV Program Participant Newsletter

The San Antonio Housing Authority's Assisted Housing Programs (AHP) Department created a Housing Choice Voucher (HCV) participant newsletter in an effort to establish routine communication with participants on HCV policy and procedure updates. The electronic newsletter, AHP Neighborhood, provides participants with procedure changes, policy reminders, and information on upcoming events for low-income individuals. This low-cost publication allows SAHA's AHP Department to connect with participants on a regular basis in between reexamination dates.

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36) Building a Virtual Home.saha.org with Google Sites

Faced with the challenge of upgrading their current infrastructure to meet the demands of information sharing among staff scattered throughout 70 property sites in San Antonio, TX, the San Antonio Housing Authority turned to the G-Suite application, Google Sites. Google sites was one of the many applications that come bundled with their Unlimited Google license fee. By utilizing this application in the cloud, they were able to design and implement two flexible, informational employee communication tools, called home.saha.org and training.saha.org, respectively. The results created a virtual home for staff to access informative links and access important employee information.

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37) Database for Assisted Housing Compliance Testing

One of the responsibilities of the Internal Audit Department of the San Antonio Housing Authority (SAHA) is the performance of client file compliance audits for the Assisted Housing Program (AHP). For many years, the process of selecting files for audit and for reporting results was very labor-intensive. By establishing a database, efficiency was improved as audit results can be reviewed, scored, communicated to management and staff, and responded to, all via the database. The database also provides input for staff training, as trends in errors are seen. The database was created and implemented by SAHA staff.

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38) Food Distribution In Kind (over $100,000 a month)*

With older Americans having to make daily decisions on buying either food or medication, the San Antonio Housing Authority (SAHA) has taken great steps to assist its seniors to ease that decision making process. With continued efforts by leadership and case management staff, along with local partnerships, SAHA has grown its senior food distribution program to account for over $100,000 in kind amount per month. Seniors are able to get daily meals, commodity distribution and can also participate in the government cheese program. The results have been tremendous and greatly appreciated by seniors on the 33 elderly and disabled SAHA owned properties.

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Photo courtesy of San Antonio Housing Authority.

39) Measuring Crime in Public Housing — with GIS*

A Geographic Information Systems data sharing agreement with SAPD provides an inexpensive method for measuring crime on the San Antonio Housing Authority (SAHA) properties. Using Geographic Information Systems (GIS), various social phenomena are mapped and tracked for a detailed analysis of voluminous data. This enhanced analytic capacity makes information easily discernible for property managers, resident councils, police officers, and surrounding stakeholders via an internet-based platform. The information enhances the opportunity to serve and protect the people and places entrusted to their care. The data stream facilitates an understanding about social behavioral patterns and provides various stakeholders opportunities to collaborate in partnerships for crime prevention initiatives.

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40) SAHA — Home Buyer Readiness Program*

Everything is bigger in Texas, especially the red hot real estate market. However, working families chances of finding a starter home in San Antonio are small. There is high demand for existing homes and new construction, but rising costs and lack of skilled labor force more buyers to delay homeownership longer. The San Antonio Housing Authority (SAHA) will develop over 100+ single family homes over the next three years. SAHA created a replicable Home Buyer Readiness Program to assist low- and moderate-income home buyers through the complex lending process and to create a ready pipeline of home buyers.

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Photo courtesy of San Antonio Housing Authority.

41) Using GIS to Map Resident Relocations

One goal of the Choice Neighborhood Initiative is to have original residents of the public housing community return to the neighborhood and benefit from the transformation. Previous redevelopment projects resulted in few residents returning to the new mixed-income property and limited understanding of where they ended up and why. Using a newly adopted approach to tracking resident movement (Geographic Information Systems), the agency has been able to begin to better understand what housing decisions residents are making during the relocation process, where they are choosing to move, how long they stay, and if they are returning to the new community.

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42) Referral Voucher Program*

To combat the overwhelming odds of leasing a rental for participants, the Spokane Housing Authority (SHA) created the Referral Voucher Program (RVP). Typically, after waiting years for a voucher, only 37% of voucher recipients were successful leasing a rental. In addition, it took about seven months from call-up to lease-up because of the complexity of verification requirements and area vacancy rates of 1.6%. RVP targets assistance to vulnerable

households and pairs it with services aimed at securing and stabilizing housing for part call-up to lease-up participants. The results are an 84% lease-up success rate, taking an average of just 41 days from call-up to lease-up.

Mr. David Scott, Director of Housing Assistance Programs
Spokane Housing Authority
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43) Speakers of the House: An Investment in Employees*

The most valuable asset any governmental agency has is its employees. As a large segment of the workforce prepares for retirement, King County Housing Authority (KCHA) recognized that a critical determinant of their organizational future is the degree to which they can retain, train, and advance their emerging leaders. Through their agency supported Toastmasters club called Speakers of the House, they created a space for staff to enhance their communication and leadership skills while building an organization where employees at all stages of their careers are encouraged to thrive and grow.

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Tukwila, WA 98188
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44) Transitioning to Online Policies and Procedures*

In 2016, the King County Housing Authority (KCHA) underwent a profound transformation at the operational level. As part of that transformation, the agency decided to replace paper-based standard operating procedure manuals, job-function guides, and other internal handbooks with a single, consolidated online documentation resource, the KCHA Documentation Portal. The end result was a standardization of the work across the agency, the ability to do real-time updates to instructional and policy content, the ability to fully train staff and provide staff with a robust tool to help them do their jobs, and a means to seamlessly transition staff into different roles.

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AFFORDABLE HOUSING

45) Creekview Plaza 49

Alaska leads the U.S. in senior population growth and demand for affordable senior housing is critical. Cook Inlet Housing Authority developed Creekview Plaza 49 to help meet the needs of seniors with fixed- or low-incomes. Creekview Plaza 49 offers independent senior rental housing for residents aged 55 years and older, with low- and modest-household incomes. The units are located in two "sister" buildings — one building is "mixed-use" with retail space at the street level and apartments above. All apartments are fully accessible allowing residents to age in place. The development is part of a town center master plan.

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Photo courtesy of Cook Inlet Housing Authority.

46) Marion Villas

Marion Villas is designed to serve senior residents and their needs by providing high quality affordable housing with modern amenities and on-site services in the city of Kingsburg. The one- and two-bedroom apartment units offer contemporary living for residents that include balconies overlooking the neighborhood and courtyards. Marion Villas offers a community room with ample space for educational and resident services programs along with a kitchen and lounge area.

Ms. Brandi Johnson, Communications Manager
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Photo courtesy of Fresno Housing Authority.

47) Golden Inn and Village — Family and Senior*

The Golden Inn and Village provides affordable housing to families and seniors in a campus-like setting that promote outdoor recreational use and social interaction. The grounds are designed with walking trails, lush drought resistive landscape and preserved, historic oak trees. The senior development has an onsite activities director, beauty shop, card room, commercial kitchen, medical and dental services, and TV/movie parlor. Ongoing activities and services are provided free of charge by members of the community through The Rona Barrett Foundation fundraising and volunteer efforts. See also #80 under Project Design.

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Photo courtesy of Housing Authority of the County of Santa Barbara.

48) Marv's Place Permanent Housing for Families*

Marv's Place provides 19 units of permanent housing with onsite services for chronically homeless families with children. Residents of Marv's Place are families who have a long history of homelessness. Many have had contact with the child welfare system. Located in a residential area near to parks, public transportation, and a community college, this Mediterranean-style new construction building has applied for LEED Platinum Certification. Onsite amenities include a playground within an enclosed courtyard, computer lab, and activity room. Marv's Place provides needed stability through permanent housing and services for families who have experienced homelessness.

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Pasadena, CA 91104
Phone: 626-744-8320
Email: whuang@cityofpasadena.net

49) Marv's Place in Pasadena, California*

It began as a shared vision to address Pasadena's homeless crisis, with attainable, stable shelter and supportive services designed to transform lives and break the cycle of despair. Today, Marv's Place stands as the only permanent supportive housing program in the Pasadena area available to formerly homeless families and a model for communities everywhere. Marv's Place features 20 homes and offers onsite supportive services that include case management, career development, money management, and substance abuse assistance. It is, in every sense, a safe haven, where formerly homeless families find the support they need to be successful and rebuild their lives.

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National Community Renaissance
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50) Valencia Vista in San Bernardino, California*

Valencia Vista is the first phase of the Arrowhead Grove Neighborhood Revitalization and a bold step forward in the transformation of one of America's troubled cities, San Bernardino, CA. Surrounded by the most crime-riddled neighborhoods in the city, Valencia Vista reflects the hopes and dreams of residents, businesses, students, educators, nonprofits and government leaders who seek a brighter tomorrow. The development at large replaces a decaying public housing project with high-quality affordable and workforce housing, an educational village, and millions of

dollars in related investment that will serve as a catalyst for economic growth and community transformation.

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National Community Renaissance
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Rancho Cucamonga, CA 91730
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51) SFHA Public Housing Conversion to RAD

The San Francisco Housing Authority, Mayor's Office of Housing & Community Development, HUD, and community-based affordable housing teams, successfully completed conversion of 3,491 public housing units in 29 properties to the Rental Assistance Demonstration (RAD) program. Half of the properties closed in November 2015; the other half closed in October 2016. Extensive rehabilitation is either completed or well underway. All 29 properties are being rehabilitated to address critical safety issues such as seismic deficiencies, pervasive mold and mildew, dry rot, elevator breakdowns, water intrusion, fire alarm and sprinkler systems, and modifications for reasonable accommodations.

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52) Project Renovate*

Project Renovate is the first Rental Assistance Demonstration (RAD) conversion of public housing in the state of Colorado, enabling Boulder Housing Partners (BHP) to convert 279 public housing units into a tax credit partnership. The public housing program historically underfunded these properties creating extensive deferred capital needs. Project Renovate ensures that the sites are physically and financially sound so affordability is maintained in perpetuity. Project Renovate improved livability through renovations that included modern amenities, energy efficiency improvements, and new community centers. The properties are now financially viable and continue to serve very low-income residents.

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Photo courtesy of Boulder Housing Partners.

53) South Towaoc Permanent Supportive Housing*

In 2016, the Colorado Department of Local Affairs - Division of Housing (DOLA-DOH) awarded $871,014 of State funds to the Ute Mountain Housing Authority (UMHA) for the South Towaoc Permanent Supportive Housing project, located on the Ute Mountain Ute Reservation in Montezuma County. DOLA worked with HUD to eliminate barriers to use project-based Housing Choice Vouchers on tribal land. The result is the first partnership between a sovereign tribal nation and the State of Colorado to develop supportive housing, enabling the state to provide resources to a population that was previously out of reach.

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54) Multifamily Retrofit Program*

ICAST is a nonprofit social enterprise with a history of designing and launching programs to meaningfully impact communities and provide sustainable resource solutions. ICAST's mission is to provide economic, environmental, and social benefits to under-served communities in a manner that builds local capacity. This mission is achieved in large part through ICAST's Public Housing Retrofit Program (previously known as ResourceSmart), which rehabilitates multifamily affordable housing by providing effective energy improvements in an affordable manner. In 2013, ICAST made the strategic decision to restructure its Public Housing Retrofit Program and utilize an innovative one-stop-shop model to help properties tackle deep retrofits in a hassle-free and cost-effective manner.

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55) Efforts to House Veterans*

President Obama declared it a national initiative to end veteran homelessness. The St. Petersburg Housing Authority (SPHA) implemented a multi-faceted approach to meet this national objective on a local level. SPHA overcame the hurdle of meeting this goal with no new funds by redirecting existing funds in various programs. SPHA is utilizing multiple housing programs, partnering with landlords and local organizations, and building a new accessible housing development in order to meet this goal. Through this approach, SPHA has housed more than 465 veterans, without requiring any additional funding.

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56) Corporate Fitness

The Assisted Housing Department incorporated an innovative exercise routine for employees during their lunch hour. The daily exercise routine not only motivates employees, it also relieves stress and promotes well-being. The idea was formed after many employees indicated that exercising after work was not possible due to an extremely busy schedule at home. It has been well documented that regular exercise improves concentration, creates sharper memory, quicker learning, prolonged mental stamina, and enhanced productivity.

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57) Electronic Tenant Records*

One of the most important trends in business today is the use of technology. One of the problems the department faced was not having instant access to tenant records. Having immediate access to files will increase efficiencies. Although, the agency had software that scanned or located files, it was not real time and had to be updated weekly. The department needed software that would provide real time access to documents and tenant files. In order to stay abreast of new emerging technology, the assisted housing department implemented an electronic tenant record software called FileVision.

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58) Online Landlord Portal

The Tampa Housing Authority created an online landlord portal so their landlords would be able to go online and enroll as a landlord, upload their documents, make changes to their contact information and be able to view their payment ledgers from the comfort of their own home. The portal gave the landlords more freedom and control, and it freed up staff time since they no longer had to provide this information to the landlords directly.

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59) Proactive Panel Discussion on Race Relations*

Lake County Housing Authority hosted "A Proactive Discussion on Race in the Suburbs: What Unites Us is Far Greater than What Divides Us" on July 20, 2016. This was the first of three panel meetings where key figures from the Lake County area came together to discuss the issues relating to race in the community - from law enforcement/community interaction to diversity in the educational system. See also #71 under Community Revitalization.

Mr. David A. Northern, Sr., Executive Director/CEO
Lake County Housing Authority
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Grayslake, IL 60030
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60) Realtor's Workshop*

Lake County Housing Authority hosted two sessions of "The Nuts and Bolts of Housing Choice Voucher (Section 8) Program". This program was designed to equip landlords with the information needed to lease to Lake County Housing Authority clients and their 2,918 housing choice voucher holders. Also, they introduced many landlords to the "C.H.O.I.C.E.S" program which encourages voucher holders to move to communities that encourage self-sufficiency.

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61) Finding Innovative Ways to Secure Project Funding

As the Fort Wayne Housing Authority (FWHA) secured a partnership with a co-developer for a Permanent Supportive Housing project, they began looking at alternative funding sources to get the project off the ground. In order to secure Housing Tax Credits in the state of Indiana for developing such a project, they would first need to apply and become accepted to attend a five-month

long institute to be eligible. After careful consideration, FWHA decided to proceed with the application and was fortunate to receive one of four spots in the highly coveted Permanent Supportive Housing Institute.

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Fort Wayne Housing Authority
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62) LDCHA's MTW Homeless Transitional Vouchers

In 2016, the Lawrence-Douglas County Housing Authority (LDCHA) developed three new homeless transitional vouchers to meet the needs of their community using Moving-To-Work (MTW) flexibility and funding through the City of Lawrence and Douglas County. These vouchers feature supportive case management through their community partners for 24-months and offer an HCV voucher upon completion. These vouchers target families with minors at their local homeless shelter, families in their local domestic violence shelter, and youth aging out of foster care. These community specific supportive housing options are a unique model for other communities to follow when seeking to reduce/end homelessness.

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Lawrence, KS 66044
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63) Landlord Forum*

The Cuyahoga Metropolitan Housing Authority (CMHA) hosted a Landlord Forum to recruit new landlords to the Housing Choice Voucher Program and to update current landlords on standards that may have changed in recent years. The forum was a great opportunity for landlords to meet staff they would be directly working with to become HCVP landlords as well as to have any questions or concerns answered regarding the enrollment process.

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64) The Palm Tree Apartments*

The Palm Tree Apartments were originally constructed in 1955. Through the years, the property fell into neglect and disrepair including code violations for bed bug infestation and failure to repair. In parallel, the neighborhood and community that surrounded it also lost residents and became depressed. In 2016 Fort Worth Housing Solutions (FWHS) partnered with a local foundation to rehabilitate the property and its 24 units into a Permanent Supportive Housing (PSH) community. The rehabilitation effort was to help facilitate a reduction to chronic homelessness in an area that is experiencing a rebirth of arts, culture, and entertainment.

Mr. Joe G. Czabajszki, Marketing and Communications Manager
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Fort Worth, TX 76102
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65) High Opportunity Using Exception Payment Standards

The Houston Authority (HHA) adopted agency wide goals to deconcentrate poverty and provide access to high opportunity areas for Voucher families. This is part of HHA's dedicated effort to Affirmatively Further Fair Housing. Houston Housing Authority established Payment Standards at 100%, 110%, 120% of the HUD published Fair Market Rent (FMR). An Exception Payment Standard Area was approved by HUD using Small Area FMR data to justify the Exception Area achieving the goals of deconcentrating without the mandate of the Small Area Fair Market Rent rule.

Mr. Brian Gage, Senior Policy Advisor
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66) Property Management Olympics

Given the geographic distance between portfolio offices that have been converted to site based management, senior management decided to hold an event (concurrent with the 2016 Olympic Games in Rio), that would foster teamwork among various portfolio offices in one of King County Housing Authority's three regions. Staff were presented with various events that challenged them on knowledge of policy as well as problem solving. Prizes were given to the winning portfolios and the entire team felt like they were closer to staff than they had been before.

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COMMUNITY REVITALIZATION

67) TGE-ERC Revitalizes Carmelitos Public Housing*

The Growing Experience Environmental Resource Center (TGE-ERC) maximizes the use of formerly blighted urban land to serve as a replicable model of environmental sustainability and food production for low-income communities. TGE-ERC's

initiatives include an Aquaponics and Vertical Growing Towers System capable of high-volume production of leafy greens; a demonstration Community Food Forest featuring drought-tolerant edible plants; a Food Waste Composting Program diverting garbage from landfill; and a Renewable Solar Energy System offsetting the site's electrical usage. TGE's energy and resource conservation initiatives result in a healthier physical environment and lifestyle for underserved public housing residents.

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68) The New Dr. Davis Center*

The project features 121, one- and two-bedroom units that serve as a hub of community services for seniors and persons with disabilities. It is the first phase of a $30.5M HUD Choice Neighborhood Initiatives Grant awarded to the San Francisco Housing Authority & McCormack Baron Salazar, for revitalization of the aged Alice Griffith public housing development built in 1962. The project addressed the need for affordable housing for seniors ages 62 and older. 67 units are occupied by low-income seniors whose income is no more than 30% of the area median and 23 units are occupied by former, chronically homeless seniors.

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San Francisco Housing Authority
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69) Tampa Byrne Criminal Justice Initiative*

The Tampa Housing Authority partnered with the Tampa Police Department and local social service agencies to secure a Byrne Criminal Justice Grant in 2013. The goal is to build upon ongoing revitalization work in the Central Park / Ybor Choice Neighborhood, from 664 acres to include Invision Tampa at 5,500 acres to focus on crimes and nuisances committed by homeless persons. This innovative collaboration will expand the reach of current cross-sector partnerships to incorporate a focus on addressing the underlying conditions that give rise to crimes and nuisances committed by homeless persons.

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70) Home Improvement Grant

Lake County Housing Authority introduced the "Home Improvement Grant Program" in September 2016. Millions of homeowners lack the funds to make sure their homes are safe and maintain the upkeep of their property. In impoverished areas, this is a prevalent problem. The goal of the program is to assist low income minority homeowners with home improvements that will help them maintain the upkeep of their property and become energy efficient which may ultimately result in a decrease in their household expenses.

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71) Proactive Panel Discussion on Race Relations*

Lake County Housing Authority hosted "A Proactive Discussion on Race in the Suburbs: What Unites Us is Far Greater than What Divides Us" on July 20, 2016. This was the first of three panel meetings, where key figures from the Lake County area came together to discuss the issues relating to race in the community - from law enforcement/community interaction to diversity in the educational system. See also #59 under Affordable Housing.

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72) Creating a Consortium to Provide Superior Service*

In most communities, there may be several service providing agencies that offer assistance to low-income individuals; however, in larger cities that number could increase exponentially. In turn, this could create a disconnect between these individual agencies regarding knowledge of services offered simply due to the size of the community itself. The Fort Wayne Housing Authority recognized some of the issues that were being faced by the service providers in Fort Wayne, IN and took it upon themselves to create a consortium of individual representatives of these agencies to help bridge the gap of services.

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Fort Wayne Housing Authority
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Email: gguy@fwha.org

73) Engaging the Community to Increase Housing Choices

A housing authority's mission is to promote safe, decent, affordable housing options to the eligible members of the community. In looking at ways to develop additional

options to those in the area that require such housing, it was discouraging to find that a study done years ago could prohibit the plans of a new development from coming to fruition. After meeting with members of the community, the Fort Wayne Housing Authority was confident that by using local resources and industry knowledge, the need for affordable housing in the southeast quadrant of Fort Wayne, IN could be proven.

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74) Themeles Square Revitalization

Themeles Square sits at an important intersection in Lowell, MA at the corner of Market and Dummer streets, in historic downtown. However, conditions in this area had long been neglected compared with the restoration of other areas of the city. Crumbling sidewalks, broken benches, lack of lighting, crooked and broken security bollards plagued the area, contributing to a haven for criminal activity. Utilizing Crime Prevention through Environmental Design (CPTED) principles, in the Spring of 2016, the Lowell Housing Authority began work on the neighborhood, with the building of new walkways, concrete common areas, benches, and fencing between units to develop a more open and inviting neighborhood.

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Lowell, MA 01853
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Email: gwallace@lhma.org

75) Open Works

Open Works transformed a vacant building into a vibrant, new community anchor that provides economic opportunity for area residents. Open Works provides "maker space" – affordable business incubator space, with access to state of the art prototyping and artisan equipment. The project will generate $5 million of annual economic activity by providing affordable space and technology to 150 artisans and entrepreneurs in addition to monthly access for up to 400 members. The project also creates an exciting platform for workforce development programs in construction, digital fabrication, textile and IT jobs.

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Photo courtesy of Maryland Department of Housing and Community Development.

76) Creative Fusion Mural*

The Creative Fusion Mural at Lakeview Terrace Estates was produced through a partnership between the Cuyahoga Metropolitan Housing Authority (CMHA), The Cleveland Foundation, The Cleveland Public Theatre (CPT) and Ohio City Inc. The artist responsible for creating the mural is Brazilian Creative Fusion artist, Ananda Nahu, who began painting the 170 meter long mural. The piece includes the residents of CMHA's Lakeview Terrace Estates who participate in the Cleveland Public Theatre's Brick City program. Nahu worked on the wall five days a week with the help of residents of the community. The mural is now Ohio's largest mural.

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77) Public Service Fellowship

The Cleveland Foundation Public Service Fellowship places nine talented fellows across different organizations and agencies throughout Cleveland, OH. Currently, at the Cuyahoga Metropolitan Housing Authority (CMHA), two fellows, Joshua Edmonds, and Eli Stacy, are working on groundbreaking initiatives that are reshaping the Northeast Ohio landscape. Edmonds, placed within the Marketing and Communications Department, has devoted time working on digital inclusion efforts with national program, ConnectHome. Stacy works within the Resident Services Department, and currently serves off-site in the Central neighborhood as a Jobs Plus Facilitator, creating programs aimed at college and career readiness for Cleveland youth.

Mr. Joshua Edmonds, Public Service Fellow
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78) Sankofa Village: Revitalization of Central

The Cuyahoga Metropolitan Housing Authority (CMHA) and partners developed a comprehensive Transformation Plan for the Central Neighborhood of Cleveland. The planning process provided a unique opportunity to transform a series of disconnected residential, educational, employment, and institutional organizations into a united, mixed-use neighborhood faction and a model for future collaboration.

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79) Self-Implemented Energy Performance Contract (EPC)

The San Antonio Housing Authority started working on a self-implemented Energy Performance Contract (EPC) in 2014 that focuses on water and energy efficiency upgrades for 2,180 of their Public Housing units. The implementation of the EPC started in 2016.

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PROJECT DESIGN

80) Golden Inn and Village — Family and Senior*

The Golden Inn and Village provides affordable housing to families and seniors in a campus-like setting that promotes outdoor recreational use and social interaction. The grounds are designed with walking trails, lush drought resistive landscape and preserved, historic oak trees. The senior development has an onsite activities director, beauty shop, card room, commercial kitchen, medical and dental services, and TV/movie parlor. Ongoing activities and services are provided free of charge by members of the community through The Rona Barrett Foundation fundraising and volunteer efforts. See also #47 under Affordable Housing.

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Photo courtesy of Housing Authority of the County of Santa Barbara.

81) AvéVista*

The Oakland Housing Authority partnered with BRIDGE Housing Corporation to build a 68-unit mixed-use family development on a .68 acre underutilized vacant site in one of Oakland's most desirable neighborhoods. This Mediterranean-style project, AvéVista, is five-stories and includes two levels of parking and four levels of wood construction. The ground floor adds 3,300 SF of neighborhood-serving retail to the community. With sweeping views of Lake Merritt, "The Jewel of Oakland," AvéVista provides low- and moderate-income families the opportunity to enjoy a safe and scenic neighborhood that is not generally affordable to all.

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Photo courtesy of Oakland Housing Authority.

82) Valencia Grove Affordable Housing Community*

In 2013, the Housing Authority of the County of San Bernardino (HACSB) and its' affiliate non-profit developer, Housing Partners I, Inc. began the revitalization of its first public housing site in Redlands. In April 2016, the 85-units from the first phase were occupied and the community center was opened. Three innovative approaches took place in the re-construction: 1. Partial demolition of the 70-year old housing site through a deconstruction project that recycled the building materials while training low-income residents in construction. 2. Installed modular factory built units. 3. Transitioned away from the traditional public housing model towards a mixed income community.

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San Bernardino, CA 92408
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83) CityScape at Belmar*

Until CityScape at Belmar was built, Belmar, Lakewood's thriving downtown, had no affordable housing options for older adults. When Metro West Housing Solutions announced its plans to develop a mixed-income senior housing community, Belmar welcomed and encouraged the development into realization. In the past year, CityScape at Belmar has become a friend to the neighborhood as the colorful building is easily recognizable and provides a gateway to Belmar's recreational path. The residents love the modern building, and they are enjoying the nearby amenities and entertainment options that Belmar offers.

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Photo courtesy of Metro West Housing Solutions.

84) Harrison Square Family Pavilion

The Gainesville Housing Authority (GHA) proposed, designed, and led a group of 100 volunteers to build a safe play space/family area in a vacant lot for a feel of "countryside" into public housing. The project was 100% funded through community support and volunteer labor comprised of GHA staff, contractors and 90 mother and sons from the Young Men's Service League of Alpharetta (YMSL). The folk-art themed area features a large pavilion/ stage with customized painted benches, tables, and games. This area provides a safe, holistic family space or children play area, and it is used by numerous groups, as well as by individual families.

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85) Solar Installation w/STEM Resident Platform*

The Rockford Housing Authority (RHA) installed three solar installations as part of its EPC program. The program came in on time and under budget leaving contingency to add a fourth installation, coupled with another grant award. The fourth installation is an on the ground solar farm that not only saves RHA money, but also serves as a community building and educational asset. Leveraging the Better Buildings Challenge and Department of Energy curriculum, students and residents of the RHA tour the facility to learn about energy, energy conservation, and STEM job opportunities in the community.

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Photo courtesy of Rockford Housing Authority.

86) Birch Circle Storm Water Impact Site Improvements*

BangorHousing developed an improvement project for the Birch Circle property to treat storm water runoff and its impact on the environment. Along with the project implementation, BangorHousing made significant improvements to the property as a whole including new pervious pavement, new pervious sidewalks, security cameras, perimeter fencing, and playground replacement and relocation.

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87) Lakeview Three Family Rental "Home"

Three small parcels of dilapidated unoccupied housing on a limited access road fronting a well maintained elderly/disabled public housing development were causing a problem. They were an eye sore, attracting vagrants, drug activity, vermin and were a generally unused property with no redeeming value. The housing economy in the region was still devastated, and a first time home buyer program for low-income families was not viable because families eligible for the program based on income could not secure a mortgage and the housing authority could not identify appropriate funding sources. The plan was to sell the local officials on changing the zone of the property to allow for the combination of the three vacant parcels to build one sustainable beautiful building which resulted in the Lakeview Three Family Rental "Home."

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88) Whispering Pines Basketball Court Revitalization

After listening and receiving valuable feedback from their residents, the Muskogee Housing Authority took the initiative to apply for a grant to bring life back into the two existing basketball courts which are located in the center of the 100-unit apartment complex managed by the Muskogee Housing Authority. The residents expressed the desire to spend more time as families outside of their homes, participating in physical activities. Thanks to the City of Muskogee Foundation, the Muskogee Housing Authority was able to secure a $20,000 grant to rehabilitate both basketball court areas.

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89) Blue Springs Crossing Apartments*

This project started with a land donation in what was thought to be the "perfect location" for low income families to live. The problem was the lot is a small triangle formally used as a watering pond for livestock, so how could it be converted into a jewel of a project nestled up against a high end single family home development? This would be the only apartment complex this community would have and a low income one to boot. The project had to fit in its place, look high end and prove everybody wrong who opposed it. In order to do this, a courtyard design was used and the siding, roof, and color schemes were all chosen to fit into the existing community's look and feel.

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Photo courtesy of Northeast Oregon Housing Authority.

90) Queen Lane Apartments

The new Queen Lane Apartments replaced an obsolete 16-story high-rise with a mix of two-story flats and walk-up apartments, and three-story townhouses in character with Philadelphia's low-rise Germantown neighborhood. The redeveloped site uses the perimeter of the block on three sides. It contains 55 affordable rental units, cutting the number of units on the site by more than one-half, and is built for LEED for Homes certification. A former Potter's Field fronting on Queen Lane will be maintained as historic

open space that also provides drainage and reduces the strain on the city's sewer system.

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91) Galesburg

Galesburg is a single family home on the North-west side of San Antonio, settled within a stable family oriented community. The house is in the public housing scattered sites portfolio and was off-line due to a fire for the past six years. In 2016 San Antonio Housing Authority rehabbed the house to become energy and water efficient. The house hit a Home Energy Rating System (HERS) score of 73.

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Photo courtesy of San Antonio Housing Authority.

92) Sahara Ramsey Repairs and Exterior Improvements

The Sahara Ramsey Apartments were built in 1975 to provide housing for low-income seniors and disabled residents. The community is comprised of two, 2-story brick buildings with 16 total units, of which are all two-bedroom apartments and one fully accessible unit. In order to make needed repairs to meet code deficiencies and HUD and HQS standards, the housing authority repaired exterior walls, replaced the roof, repaired masonry and stucco, upgraded windows, repaired the parking lot, painted, enhanced the landscaping, upgraded amenities, and much more.

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RESIDENT AND CLIENT SERVICES

93) Comprehensive Health Services at Star Apartments*

In an effort to address chronic homelessness in the Skid Row neighborhood of Los Angeles, the Housing Authority of the County of Los Angeles (HACoLA) collaborated with state and local agencies and a local non-profit to provide comprehensive healthcare and assisted living services for homeless individuals with special needs at Star Apartments. As a result of leveraged funding from city, county, and state programs, special needs tenants have access to an in-house clinic, comprehensive health services, and options for full-time Assisted Living care, for eligible seniors or persons with disabilities.

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Photo courtesy of Los Angeles County Community Development Commission.

94) Ending Jurisdictional Boundaries for Veterans*

Los Angeles County presents a unique geographical and jurisdictional challenge as it is spread across 4,084 square miles and within this area are 88 incorporated cities, of which 18 have their own public housing authorities. The Housing Authority of the County of Los Angeles (HACoLA) administers the Housing Choice Voucher (HCV) program for unincorporated areas of the County and 62 other cities. Complicated jurisdictional boundaries present a challenge to homeless veterans seeking subsidized housing. As a solution, HACoLA entered interjurisdictional agreements with eight other cities within the county that allows veterans to have more housing options.

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95) Enhanced Client Services through Survey Research*

The Housing Authority of the County of Los Angeles (HACoLA) administers a Family Self-Sufficiency (FSS) program that serves residents of the Section 8 Housing Choice Voucher (HCV) and conventional public housing programs. This can be challenging as clients are spread across the county, spanning over 4,000 square miles. In an attempt to expand services and reach more clients, the FSS team created a series of research surveys that were distributed to both current and past participants. Feedback allowed the FSS team to tailor the program to fit the needs of clients, resulting in a significant increase in participation and graduations.

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Photo courtesy of Los Angeles County Community Development Commission.

96) Landlord Incentive Program to End Veteran Homelessness

Los Angeles County is in the midst of a homeless crisis and more alarming is how many homeless veterans are amongst this population. Shockingly, in 2016, over 4,000 homeless veterans were reported living on the streets on any given night. In an effort to reduce these numbers and address issues such as low vacancy rates and high rental prices, the Housing Authority of the County of Los Angeles (HACoLA) implemented the Landlord Veteran Incentive Program (Landlord VIP) that incentivizes owners to rent to homeless veterans. In just nine months, 249 Veterans have been housed exclusively through the Landlord VIP.

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97) Plight to End Homelessness in Los Angeles County

Los Angeles County is in the middle of a homeless crisis, in fact the number of homeless persons reported living in the streets has risen to over 46,000, increasing by 6% since 2015. In an effort to reduce these numbers and address issues such as low vacancy rates and high rental prices, the Housing Authority of the County of Los Angeles (HACoLA) has implemented the Homeless Incentive Program (HIP). HIP has given landlords the extra push to rent vacant units to the homeless population by offering program components that help families compete against the tight rental housing market and non-subsidized renters.

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Photo courtesy of Los Angeles County Community Development Commission.

98) Strategies Lead to 100% VASH Voucher Utilization

The Housing Authority of the County of Los Angeles (HACoLA) struggled to secure housing for veterans with a Veterans Affairs Supportive Housing (VASH) voucher in hand over the course of the program. As a direct result of carrying out a series of strategies to eliminate administrative barriers, HACoLA reached 100% voucher utilization for its VASH Program. Meaning, over 1,700 formerly homeless veterans and their families have secured housing. On a grander scale, HACoLA's efforts have contributed to a 30% decrease in veteran homelessness in Los Angeles County in just one year.

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Photo courtesy of Los Angeles County Community Development Commission.

99) Mandela MarketPlace — An Oasis in a Food Desert*

The city of Oakland's low-income families are disparately affected by limited access to affordable and healthy groceries. Lack of access to affordable food is a leading factor contributing to higher rates of serious medical conditions including obesity, diabetes, and hypertension. These health problems disproportionately impact low-income residents. The Oakland Housing Authority partnered with Mandela MarketPlace to host a community produce stand at a low-income senior housing development in East Oakland. This program brings healthy food options to residents and the surrounding community by removing barriers to healthy food access in disenfranchised neighborhoods in Oakland.

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100) San Francisco's Sunnydale Wellness Center*

Completed in 2016, the Sunnydale Wellness Center is a full-scale health and wellness center that provides key health services to the families residing in the Sunnydale Housing Development. With 775 units situated on 49 acres, Sunnydale is the largest public housing development in San Francisco. It is approved for HOPE SF redevelopment, which is a San Francisco funded program to rebuild distressed public housing into mixed income communities with one-for-one replacement of the public housing. The San Francisco Department of Public Health staffs and oversees the operations and provided the authority with the funds to build the facility.

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101) Oakwood Senior Apartments*

The Housing Authority of the City of Santa Paula (SPHA) assists low-income families with safe, decent, and affordable housing opportunities as they strive to achieve self-sufficiency and improve the quality of their lives. In a small city of approximately 30,000 people, it becomes increasingly difficult to develop affordable housing due to lower tax revenues, high city fee costs, availability of funding, and simply being able to find a location economical and suitable enough to build senior housing. Through Oakwood Senior Apartments, SPHA set out to expand the supply of assisted housing by building eight new independent living apartments for seniors.

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Photo courtesy of Housing Authority of the City of Santa Paula.

102) Bridges to Opportunity Program*

Bridges to Opportunity is a self-sufficiency case management program within the Arvada Community Food Bank. In January of 2015, a partnership was formed between the Bridges to Opportunity Program and the Arvada Housing Authority's (AHA) Housing Choice Voucher program. The collaboration was designed to assist 25 identified Bridges to Opportunity clients currently living below the poverty level who are either homeless, at risk of becoming homeless, or whose housing costs are at 50% or more of their current income to provide a broad range of self-sufficiency and support services to those so very much in need.

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103) BHP Internet Inclusivity Program*

Boulder Housing Partner's (BHP) Internet Inclusivity Program strives to fill the gap between low income individuals and access to digital services and opportunities. Internet access is key to resident participation in education, benefits acquisition, and workforce activities. Unfortunately, home internet on average costs $50 per month and Wi-Fi capable devices are even more expensive. The housing authority's solution was to essentially become the internet service provider and install their own community-wide mesh networks and computer labs. To do this, they took advantage of community renovations to purchase and install the equipment for a reduced upfront cost.

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104) Academies to Work*

The Academies to Work Program (ATW) provides educational and employment services; including barrier removal and career development supportive services for low-income individuals within 125% of poverty and reside within the city and county of Denver. ATW offers complete wrap around services including workplace readiness/ soft skills development, transportation and childcare barrier mitigation assistance, academy style courses in the Denver Office of Economic Development identified growth industries with industry recognized certifications, and post-placement support. ATW serves 92 individuals. Of these, 51 graduated from an academy with an industry recognized certificate, and 26 individuals attained employment within 90 days of academy completion.

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105) Creating Smiles: The Senior Mobile Dental Program*

The "Creating Smiles: The Senior Mobile Dental Program" is a program created between the Denver Housing Authority (DHA) and Senior Mobile Dental, a nonprofit dental clinic, to bring an onsite dental facility to public housing residents aged 18 and older with a specific focus on serving the needs of DHA's senior population. This program provides a full dental clinic including x-rays, extractions, dentures, fillings, and cleanings once a week, subsidizing costs through Medicaid, grant funding, and sliding fee scales to DHA residents and the larger community.

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106) Have a Kid's Back

The "Have a Kid's Back" Program was created in 2014 to provide backpacks and school supplies to children living in public housing sites at the Denver Housing Authority (DHA). To accomplish this, DHA worked with many community partners, including DHA's own nonprofit organization to obtain backpacks, supplies, and financial donations. To increase involvement and participation by residents, DHA coordinated community events that incorporated the distribution of backpacks and school supplies. This year, 899 backpacks and supplies were distributed and all families that requested backpacks received them.

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107) PC's for the People; Connectivity for All

Attempting to apply for a job or complete schoolwork without access to a computer is pretty much near impossible. According to the 2013 census, 21.5% of Americans do not have a computer in their home. Children without a computer at home are essentially being denied equal access to knowledge and information that is a required part of education in the 21st century. Through a partnership with PCs for People and the law firm Holland & Hart, third-, fourth- and fifth-grade students in one of the

most economically disadvantaged schools in Denver's Sun Valley neighborhood received refurbished computers.

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108) Tackling Mental Health through Patient Navigators*

Senior and disabled public housing residents often possess characteristics that put them at greater risk for behavioral health conditions. Many of the Denver Housing Authority's (DHA) residents have inadequate health care coverage in regards to seeking mental health treatment. With the overwhelming majority being on Medicare or Medicaid, scheduling mental health visits is difficult due to the large amount of mental health practitioners that only serve private insurance. DHA's Health Navigator program provides services that include behavioral health education and resources that enable DHA residents to get the proper medication and care they need instead of seeking emergency services.

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109) Summer Youth Employment Program*

Young people of color and from distressed neighborhoods are being left out of a slowly strengthening economy and continue to struggle with unemployment and poverty due to lack of work experience, job training, job search abilities, and financial resources to find and secure employment. DHA's Summer Youth Employment Program addressed these disparities by providing 269 disadvantaged youth and young adults with comprehensive job skill enhancement trainings in demand driven industries followed by placement on the job, paid employment internships.

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110) Bridge to Hope Summer Program

The Ocala Housing Authority (OHA) believes education is a key component to remaining economically self-sufficient. The earlier in life education can be received the less likely a client will become a generational recipient of subsidized program assistance. Many local youth scored poorly on the FSA, and a vast majority have repeated grades. Many students will not have access to academic and enrichment services due to the high cost associated with program services. Therefore, OHA partnered with Bridge To Hope to provide an educational and enrichment program for youths K-5th grade on site.

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111) BRIDGES

Building Resilient Individuals Developed through Guidance, Education, and Strengthening (BRIDGES) is a Wraparound System of Care model implemented to provide pregnant women, children, and families with access to services and support, with a special focus on children who are functioning below level academically and children who are in need of early literacy and kindergarten preparedness. The BRIDGES mission is to leverage community resources that will create a comprehensive system of care resulting in healthy academically successful children.

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112) Bright Scholars — Congressional Black Caucus

The Tampa Housing Authority (THA) offers an opportunity for low-income and assisted housing high school students to be a part of the THA Bright Scholars Program and attend the National Legislative Conference for the Congressional Black Caucus Foundation in Washington D.C. The Congressional Black Caucus is an organization representing African American members of the United States Congress. This conference gives students the opportunity to see and learn how critical issues affect their communities. The goal in having them attend the conference is to provide them with leadership development and scholarship opportunities in order to educate the next generation's leaders.

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113) Community Organic Garden — JL Young

The Tampa Housing Authority's JL Young Apartments created an on-site community organic garden which is maintained by residents ages 55 and over. The garden was initiated to satisfy resident need for more affordable and healthy produce while fostering greater resident

and community involvement. This program also contains an intergenerational component which allows youth to participate and obtain mentors as positive role models.

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114) ConnectHome

The Office of Housing and Urban Development, (HUD) under President Obama's administration selected 27 cities and one Native tribal community to bring high-speed broadband internet and technology education to low-income families living in public housing. The City of Tampa and the Tampa Housing Authority, as partners, were among the selected cities to be recognized in launching ConnectHome: a digital inclusion program that will connect Tampa Housing Authority low-income households with high-speed broadband internet and technology education.

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115) Homeless Outreach

The Tampa Housing Authority (THA) has been involved with combating homelessness since 2002, but they became further involved with the launching of Opening Doors. Due to this federal initiative THA made many policy changes and implemented many programs to benefit the homeless. The focus of this application will be on homeless outreach. THA has cross-trained a staff member to conduct homeless outreach to ascertain community need, as well as remain part of a community created HOT team that was created during Opening Doors.

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116) Navy Day — Back-To-School

In partnership with the US Navy, the Tampa Housing Authority (THA) has an annual US Navy Day – Back-to-School Event serving public housing residents and inner city youth. The US Navy Day provided over 400 back packs which included school supplies for grades K-12. This partnership has proven to be a community service for those proudly serving our country. The program has an opening ceremony and recreational activities with Navy Commanders, Officers, and Technical Personnel participating in the activities. As part of the ceremony, the US Navy offers presentations involving culinary arts, medical care, human resources, and piloting.

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117) Prodigy*

The Tampa Housing Authority (THA) Prodigy Cultural Arts program is geared towards students between the grades of first through twelfth-grade. This program is for students in the Florida Public School System who have been identified to possess factors that contribute to increased risk levels that may result in negative outcomes. The program activities include use of artistic instructions in visual and performing arts to promote life skills to help students succeed in all areas of daily living. The foundation of the program is to provide preventative and intervention services that targets both the student and the family.

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118) Youth Build

The YouthBuild Program serves low-income residents between the ages of 16-24 years old. The core objectives of the program are to enable disadvantaged youth to obtain the education and employment skills necessary to achieve economic self-sufficiency in occupations in demand and post-secondary education and training opportunities. It also provides disadvantage youth with opportunities for meaningful work and service to their communities, fosters the development of employment and leadership skills through workshops, and expands the supply of permanent affordable housing for low-income families.

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119) 2016: Homeownership and Homeless Demonstration

In order to fulfill the Housing Authority of DeKalb County's (HADC) mission to "provide sustainable and affordable housing as a platform to enhance lives," the authority continued to expand their non-profit affiliate, Resident Services Corporation's (RSC) Pathways to Self-Sufficiency initiatives in 2016. In adherence to RSC's Strategic Plan, they reviewed their 2015 initiatives for any potential gaps in mission to promote self-sufficiency and enhance economic

stability for their residents. Recognizing the need to provide additional programming to further expand Pathways to Self-Sufficiency into their Housing Choice Voucher (HCV) community, HADC implemented the Homeownership and Homeless Demonstration initiatives in 2016.

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120) Building Leaders in North Georgia (BLING)*

BLING (Building Leaders in North Georgia) is a weekly girl's program tailored to combat high pregnancy rates, low graduation rates, self-esteem issues, drug and alcohol temptations, and gang influences. The program serves more than 30 at-risk girls at two sites. The Gainesville Housing Authority partners with the Hall County Health Department, Rotary Club of Hall County, and the Marta Chapman Memorial Foundation to fund BLING. BLING girls learn skills such as financial/credit, self-defense, self-esteem, etiquette, skincare, health, hygiene and personal growth, as well as receiving homework help, career counseling, and mentoring. They also attend inspirational field trips.

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121) Leadership Academy

Through the LaGrange Housing Authority's non-profit sector, West Georgia Star provides a 16-week leadership program for eligible residents. The eligibility for platform is anyone working under the mark of 25-hours a week. During this 16-week platform residents are introduced to "key principles" development, which help with the alignment of professional career and/or learning skills sets. Further into the session's development, they introduce specific specialists to help residents transform into proactive leaders within the community.

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122) A Book For Every Child Initiative*

Recognizing that the key to breaking the cycle of poverty is education, the Housing Authority of the City of Pocatello (HACP) has taken a first step in its education plan by working to get books into the hands of the children they serve. The Book for Every Child Initiative insures every child that comes into the office or is listed on a form, is given an age appropriate book. Additionally, Free Little Libraries have been stocked with books at the HACP properties making book access easier for the children served.

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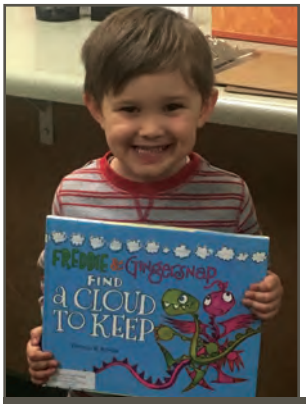

Photo courtesy of Housing Authority of the City of Pocatello.

123) Furry Friends Need Homes Too

The Randolph County Housing Authority noticed a large increase in the stray cat population at one of its developments which was leading to complaints about cat feces in yards and flower beds, groups of stray cats acting aggressively, and trash being strewn throughout the property as cats searched for food. Working with local community partners, they developed the Furry Friends Assistance Program, which provided temporary shelters, monitored feeding stations, and advocated for spay-neutering/adoption procedures for the large stray/abandoned cat population. This sheltering program allowed local animal activists and volunteers the time needed to find new homes for many of these animals, which reduced the stray cat population and improved the overall health of the development.

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124) Family Literacy Night

Studies have shown that children from low-income families are at a disadvantage when it comes to early exposure to language and literacy. By the time children from low-income families reach school age, they have one-fourth the vocabulary of children from wealthier households. In an

effort to combat this social issue, the Lake County Housing Authority FSS team implemented a Family Literacy Night. The purpose of this event was to increase interest and awareness of literacy resources for adults and children within the Public Housing and Housing Choice Voucher programs.

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125) Family Self-Sufficiency's Regional Collaboration*

The Lake County Housing Authority (LCHA) held its first Family Self Sufficiency (FSS) program RoundTable to share best practices with other agencies in the hopes of gaining new insight and tools to assist in increasing enrollment, participation, and providing the best case management possible to clients. Agencies within 90 miles of the Lake County, IL region that have an FSS program were invited to participate in this event.

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126) Toys for Tots

The Holidays can be a stressful time for many people, especially those who are considered to be low-income families. In an effort to reduce some of the stress on clients, on December 16th, 2016 the Lake County Housing Authority hosted its very first Toys for Tots event. This program provided holiday gifts for children of FSS participants.

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127) Community Uniting Music Video

I Am Rockford is one of more than 20 videos about Rockford Housing Authority (RHA) residents aimed to unite a disconnected community. As part of the RHA NewMix Art effort, the video hopes music will unite where divisions in race and class exist. The locally produced and performed video was the result of a poem written by an RHA Resident Service team member, Carandus Brown. Brown, a former RHA resident, knows what it is like to be judged by those who don't live in public housing or understand the value housing residents have.

Mr. Ronald J. Clewer, CEO
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128) New Mix — An Artisan Program

New Mix is a creative entrepreneurship program.
The City of Rockford, IL has long been a manufacturing community and as such has gone through ebbs and flows of economic prosperity and economic hardship. Most recent economic conditions have again returned Rockford to very troublesome conditions. While employment nationally and statewide continues to improve, Rockford still bears troubling unemployment for its residents of color. It is this heritage that has driven the Rockford Area Arts Council (RAAC) and Rockford Housing Authority (RHA) to partner to advance its artisan efforts to bring Arts to All. The program integrates community strategies to create new opportunities for arts engagement, appreciation, growth, pride and economic benefits.

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129) Urban Farm and Community Supported Ag CO-OP

The Urban Agriculture Project at Blackhawk Courts is a 1/2 acre urban farm in the midst of a Rockford Housing Authority public housing site. The program provides summer jobs, learning experiences, develops healthy eating habits, and brings the community into the site to buy freshly grown produce which adds a sense of community.

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130) Springfield Housing Authority — Movie in the Park

In 2014, the Springfield Housing Authority (SHA) implemented a Literacy Program in its Johnson Park Development. In an effort to continue and maintain resident relationships, the SHA expanded the Literacy Program to include a Movie in the Park component during the summer months. The day of the movie featured reading and learning activities followed by a family friendly movie. The final

movie event also featured a "Rock and Roll School Bag" filled with educational materials, toys and snacks.

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Photo courtesy of Rockford Housing Authority.

131) Driving Success through Innovative Events

Developing innovative ways to present information to the residents and participants of the agency's programs has always been a difficult task. Often times, those they serve need access to services outside of housing and don't always know where to go. When looking at ways to bridge this gap, the Fort Wayne Housing Authority felt it necessary to create events such as a back-to-school event and an education/job fair for adults that would allow those they serve to access information from other service providers, all while having fun. Thus building lasting relationships between the families they serve and the community in which they live.

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132) Ensuring Equal Access to New and Improved Services

Since its opening in June of 2014, the Fort Wayne Housing Authority's Resident Services Resource Center has served numerous residents seeking referrals to local social service agencies to assist with their needs. Given the drastic increase in residents requesting assistance, they quickly realized the need to expand their Resident Services Department and increase the number of programs offered to residents and participants. After much deliberation, the organization decided to proceed with the expansion of the Resident Services Resource Center in hopes that higher level of service could be offered to those who needed it.

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133) Finding Fun Ways to Strengthen Families

As a part of HUD's national campaign to strengthen and empower families through their Father's Day Initiative, the Fort Wayne Housing Authority hosts an annual event to honor the fathers or father figures of all residents and participants. As they began planning for their third event of this kind, they knew they needed to find a more engaging way to incorporate education, job readiness, family activities and fun, all at the same time. In looking at the different approaches they could take, they arrived at an idea that would indeed become a huge success. They incorporated an informational fair inside, held games outside, and added a DJ, skits, and a bounce house for added enjoyment and entertainment.

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134) Dinner at the Huppee*

In 2016, the Lawrence-Douglas County Housing Authority (LDCHA) started the "Dinner at the Huppee" summer program with community partners. SFSP meals for youth are available in the community through the Lawrence School District, including breakfast and lunch, but there are no evening meals. The agency witnessed families struggling with food budgets and food insecurity during the summer months. Partnering with Kansas State Research and Extension and Harvesters Community Food Network allowed them to serve 806 youth evening meals over the summer of 2016. A grant from Kansas Appleseed also allowed them to serve 258 free meals to parents/guardians so families could eat dinner together.

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Photo courtesy of Lawrence-Douglas County Housing Authority.

135) Build-A-Bed*

Independence Bank approached the Housing Authority of Bowling Green (HABG), and wanted to know if there were any children in the area that did not have beds. HABG knew of families sleeping on pallets on the uninsulated floor, five or six people sleeping on one mattress, children sleeping with a parent or grandparent, or even sleeping on a couch. Many of these children also have unimaginably difficult lives during the day such as family struggles, educational barriers, etc. HABG along with Independence Bank partnered together to provide 79 beds for needy children and the elderly over the last two years.

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Bowling Green, KY 42101
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Email: lpowers@habg.org

Photo courtesy of Housing Authority of Bowling Green.

136) Clinical Outreach Program*

The Clinical Outreach Program connects a licensed, in-house mental health counselor with residents at risk of eviction due to mental health problems. Historically, they could wait 6 to 12 months for counseling and treatment that often involved resuming medication. When residents acted out, eviction proceedings often followed. Brockton Housing Authority's solution: a proactive, in-house therapeutic program with quick access to mental health and treatment counseling. As a result of the program, approximately 20 evictions and hospitalizations were prevented, improved quality of life at BHA residences, and reduced emotional, financial and legal stress for all – including saving taxpayers approximately $252,000.

Mr. Thomas Thibeault, Executive Director
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137) Low Income Public Housing "Gus Toomey" Playground

The Dedham Housing Authority designed, built, and fundraised approximately $70k to build a new playground that would serve over 200 Dedham Housing Authority children and 80 families. The new playground encourages them to play outside where they can play and grow in a safe, secure environment.

Ms. Joanne Toomey, Executive Director
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Dedham, MA 02026
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138) BangorHousing LIHEAP Partnership*

In response to new legislation requiring all Supplemental Nutrition Assistance Program (SNAP) benefit recipients to apply for heating assistance through the Low Income Home Energy Assistance Program (LIHEAP), BangorHousing has partnered with Penquis CAA to ensure each resident has the chance to apply to the program through onsite appointments. This new partnership bridges the gap between barriers so none of the residents lose their benefits as a result of these barriers.

Mr. Michael Myatt, Executive Director
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Bangor, ME 04401
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139) Swim Lesson Partnership

The Bangor Y received a grant from the YMCA of the USA to provide free swim lessons to local children who live in low-income housing. BangorHousing, the Boys and Girls Club of Bangor, and the Bangor Y teamed up to identify 50 children

in the neighborhood who could benefit from gaining such an important life skill.

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140) Affordable Grocery Delivery Program*

The Saint Paul Public Housing Agency (PHA) and the Amherst H. Wilder Foundation (Wilder) have partnered to provide affordable grocery delivery service to public housing residents through Wilder's Twin Cities Mobile Market (TCMM) Program. The TCMM, a mobile grocery store on wheels, brings affordable, healthy food to seven PHA locations each week. Residents with limited mobility or transportation options, or who live in neighborhoods with limited food access, can step out their front door and onto the bus to find a variety of quality, low-cost nutritional options.

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Saint Paul, MN 55102
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141) St. Paul Public Housing Agency: Walking Program

"Walk with a Doc" is a partnership between the Saint Paul Public Housing Agency (PHA) and Allina Health United Hospitals designed to improve community health and social well-being by inviting residents to come together for monthly group walks. A guest healthcare provider joins each month to talk about a current health topic and walk with the residents. These 30-minute walks are for all ages and abilities, and the event rotates to a different public housing site each month. Since the program's inception in October 2015, a total of 118 residents have participated in seven events.

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142) Bowling for the Ages*

A lack of mobility and transportation, a feeling of isolation, and an income that does not support program fees all hamper the delivery of programs and services to seniors living in the Greensboro Housing Authority's three senior affordable housing communities. Bowling for the Ages addresses these challenges by allowing senior residents the opportunity to be part of a team competing for national recognition in the Wii Bowling Senior League. The benefits of the program, which are held in each senior community, have been amazing with seniors reporting improvements in social, physical and mental well-being and increased confidence in their abilities.

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143) Teens Trained for Greatness*

The Greensboro Housing Authority (GHA) has 657 youth, ages 12 to 17, living in 20 affordable housing communities. These youth live in areas of concentrated poverty with few role models in their neighborhood to guide them towards a positive future. Program fees and lack of transportation keep the youth from area leadership-building programs. With the guidance of GHA staff and partners, Teens Trained for Greatness (TTG) empowers youth to select, plan, and promote activities that develop leadership skills and access to positive outcomes. The growth of the program by 50% in four months and individual success stories illustrate TTG's positive results.

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Photo courtesy of Greensboro Housing Authority.

144) NBHA — Senior Moments Project*

The North Bergen Housing Authority (NBHA), through its Tenant Social Services Department, has identified the need to respond to the growing problem of the increase in age-related memory loss in its age 62+ tenant population. The NBHA response was to create the NBHA — Senior Moments Project. In collaboration with its primary partner on this program, the ACT NOW Foundation, a not-for-profit 501(c) (3), the NBHA has been able to raise awareness

about Alzheimer's disease. This has resulted in the earlier detection and management of this disease in the NBHA target tenant population.

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North Bergen Housing Authority
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North Bergen, NJ 07047
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145) Building for the Future*

The Cincinnati Metropolitan Housing Authority (CMHA) is starting a contractor educational and support initiative for small, minority (MBE) and women (WBE) owned as well as Section 3 and resident owned businesses to prepare them for HUD's RAD implementation. This initiative is called Building for the Future. The program is designed to partner with community resources to help smaller contractors compete for subcontracts with the large construction firms who win the RAD project contracts. It is crucial in today's ever changing construction field to teach people and companies the skills they need to compete.

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146) Brick City Theatre

As school districts have had to turn their attention to the requirements of No Child Left Behind (NCLB), many of them have cut the availability of the arts, especially in low-income areas. The Cuyahoga Metropolitan Housing Authority (CMHA) makes the arts available through its Brick City Theatre program which engages children ages 5-14 who reside in public housing in a year-round afterschool and intensive summer arts program that improves academic skills, instills empathy and responsibility, builds character, and enhances creative thinking. Children learn to create and perform their own plays, choreography, poetry, music compositions, etc.

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147) CMHA Family Self-Sufficiency (FSS) e-Bus

In October 2016, the Cuyahoga Metropolitan Housing Authority (CMHA) Family Self-Sufficiency Program (FSS), hosted a "Financial Literacy – Credit Repair" workshop in partnership with one of its Program Coordinating Council (PCC) partners, Fifth Third Bank. The goal of the FSS program is to outline a financial literacy path for participants that will help them achieve self-sufficiency. CMHA took the initiative to bring the Fifth Third Financial Empowerment Mobile (e-Bus) to CMHA headquarters to provide and connect Housing Choice Voucher participants and low-income public housing residents to financial educational services.

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148) ConnectHome — Cleveland Connects

The Cuyahoga Metropolitan Housing Authority (CMHA) is one of 28 communities selected to take part in the federal initiative, ConnectHome. ConnectHome creates a platform for community leaders, local governments, non-profit organizations, and private industries, to collaborate in order to produce solutions for narrowing the digital divide. Through these stakeholders' specific commitments to provide free or low-cost broadband access, devices, and digital literacy training, ConnectHome extends affordable high-speed Internet to low-income residents in the communities.

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Photo courtesy of Cuyahoga Metropolitan Housing Authority.

149) Family Self-Sufficiency Motivational Mixer*

In July of 2016, the Cuyahoga Metropolitan Housing Authority (CMHA) Family Self-Sufficiency Program (FSS) hosted a "Motivational Mixer" for its participants to celebrate their accomplishments in working towards the achievement of their goals. The purpose of this workshop is to keep participants engaged, motivated, and on track, and to remind them their goals are indeed possible. Sometimes participants lose focus and motivation due to life challenges. They forget their purpose and desire to

become self-sufficient so this is why the Motivational Mixer is vital to their success. CMHA believes that self-sufficiency is the ultimate goal to economic and personal freedom.

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150) The CMHA's Purple Silent Witness Exhibit

The Cuyahoga Metropolitan Housing Authority (CMHA) brings awareness about domestic violence by creating a traveling exhibit which is a visual representation consisting of life-sized wooden silhouettes of the women, men, teens and children murdered in acts of domestic violence during a specific period of time. Creating the silhouettes was a new and innovative way never done before by CMHA, which was successful in reaching out to the residents at large to bring awareness and education on a critical issue of the extent of domestic violence.

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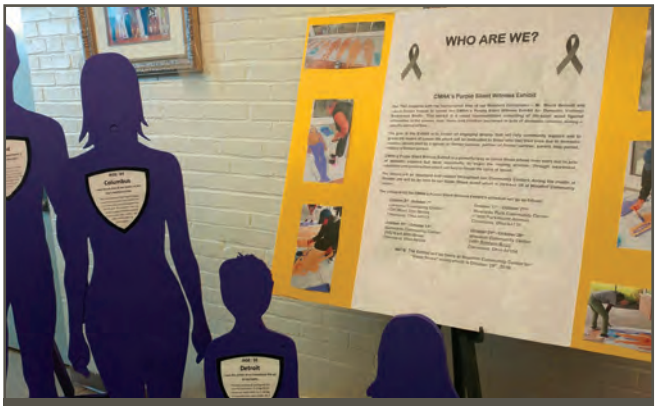

Photo courtesy of Cuyahoga Metropolitan Housing Authority.

151) Literacy Bags*

Each December, the Muskogee Housing Authority promotes early childhood and family literacy by providing each public housing household a "literacy" bag specifically designed for each particular family composition. Along with a bag filled with age appropriate books, the family receives a letter encouraging family reading, reading aloud to children, and ideas for activities relating to literacy. The bags are hand-delivered to the families by "Santa" and Muskogee Housing Authority employees.

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152) COPPS Community Engagement Initiative

The Housing Authority of the City of Erie (HACE) formed various partnerships with the City of Erie to provide policing services in public housing neighborhoods since 1997. In early 2013 HACE staff met with members of the Community Oriented Police and Probation Services (COPPS) unit to discuss/plan how to move to "Policing Through Community Engagement" and make the officers program partners in the HACE community. The goal was to enhance the services available to the officers at their satellite office, involve them in community projects/programs, and give them direct input into planning and implementing resident programs.

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Photo courtesy of Housing Authority of the City of Erie.

153) Justice Bridge Housing Program Replication Study

Justice Bridge Housing Program (JBHP) Replication Study is an innovative cost-effective program that serves non-violent offenders from Union County, all of whom are at high risk of recidivism. Participants receive rental assistance and supportive services until they transition to the HCV Program or market-rate housing. Support services continue as long as participants are on probation or parole. This Bureau of Justice Assistance funded study, which will help establish pilot programs in other PHAs, resulted in an

evaluation report and toolkit for PHA replication. Both were produced by research partner Diana T. Myers & Associates.

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154) Norris Community Afterschool Program*

The Philadelphia Housing Authority created a successful, high quality afterschool program at the Norris Homes Community Center through a partnership between the Norris Community Residents Council, Inc., a Section 3 Resident Owned Business, and Temple University's College of Education. The curriculum and activities of the program are academically enriching, project-based, culturally responsive, and aligned to the school district's standards of academic achievement. The program's success prompted the City of Philadelphia, lead partner in the Choice Neighborhoods Implementation grant for North Central Philadelphia, and HUD to agree to support the program over the next three years under the grant.

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155) Eliminate Hunger Rescue Food*

Alarming statistics lurk in the air of Allegheny County. Feeding America reported in 2012, 171,660 people in Allegheny County are food insecure, 43,090 of whom are children. In 2014, that number changed to 174,110 people and 42,170 children (F.A. Webpage). Despite the efforts made to provide food for the hungry via food banks, the overall perspective of Feeding America is that one in six people go hungry. Allegheny County Housing Authority (ACHA) and 412 Food Rescue partnered to end food waste and reduce human hunger in Allegheny County, especially in ACHA. To this end, the partnership is making a significant impact.

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156) Life and Medical Directives Workshops*

The East Greenwich Rhode Island Housing Authority accessed the resources of the Roger Williams University School of Law Pro Bono Center to provide its residents on site workshops with attorneys and law students that addressed living wills, durable power of attorney, medical power of attorney and Rhode Island estate and inheritance laws.

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157) Accessibility Renovations Foster Independence

The Lincoln Housing Authority (LHA) is proud to provide safe and affordable housing to seniors and young disabled adults within the Lincoln, RI community. In response to the increasing number of senior residents, LHA allocated funding for the renovation of tub-style showers into mobility friendly, accessible walk-in shower stalls. These renovations have provided the aging population they serve with a renewed sense of freedom and independence.

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158) Providence (PVD) Talks

Providence Talks is an early childhood intervention program designed to ensure that all children enter kindergarten ready to achieve. In FY 2016, PVD Talks partnered with the Providence Housing Authority to provide PVD Talks services free of charge to public housing families with children ages 15-36 months. PVD Talks combines a new technology capable of measuring a child's language environment with a comprehensive coaching curriculum for parents. This model supports parents in improving their child's language environment, at a time when brain science indicates that language development is most critical, with the goal of preparing them for academic success.

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159) Children's Reading Center

In an effort to improve childhood literacy among low-income children, the Resident Services Department of the Greenville Housing Authority created a Children's Reading Center, housing 500 books for children ages 1-16. The Reading Center is a cozy nook within the Resident Services Community Room, consisting of a colorful area rug and four bean bag chairs. Children are welcomed and encouraged to

drop in at any time to utilize the space to read on their own or borrow and return books.

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160) Youth Summit and Spelling Bee

In an effort to improve spelling ability and enhance word recognition, combined with developing a love for the great outdoors, the Resident Services department of the Greenville Housing Authority hosted a weekend-long Outdoor Youth Summit and Spelling Bee for children ages 8-14. Participants were from the Greenville, Spartanburg, Charleston, and Columbia Housing Authorities, all within South Carolina. The children competed in a Spelling Bee, and then participated in outdoor activities such as archery, bobcat rides, making tie dye t-shirts, gemstone mining, field games, square dancing, hiking, football, basketball, arts and crafts, and making s'mores around a campfire.

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Photo courtesy of Housing Authority of the City of Greenville, SC.

161) Born Learning

The Spartanburg Housing Authority (SHA) recognizes that poverty is often driven by low educational attainment, social and environmental issues, and other factors. Early childhood development increases lifelong success. The Born Learning Center provides evidenced based programs and services designed to promote healthy childhood development.

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Photo courtesy of Spartanburg Housing Authority.

162) Summer Lunch Program

The Summer Lunch program grew out of a need to provide nutritional food to children when school is not in session. By working with community resources, area churches, and the local school system, Highlands Residential Services has been able to feed and provide activities to as many as 50 children during the summer for the past four years. By 2016, the program had grown to a point of requiring a coordinator which was accomplished by using an AmeriCorps volunteer.

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Cookeville, TN 38501
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Photo courtesy of Highlands Residential Services.

163) Informational Video Project

Johnson City Housing Authority (JCHA) is taking steps to change the negative perception of public housing in the Johnson City area through a series of short video clips entitled "Many Lives. Many Stories." These videos are shot as an upbeat, positive documentary and portray a sense of JCHA's history while highlighting its many quality services. Through this project, JCHA is able to inform tenants about programs and services available to them, recruit community volunteers, celebrate the impact of partnering agencies, and generate positive press about the progress of the Johnson City Housing Authority.

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Johnson City, TN 37601
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164) End Veteran Homelessness Initiative

On January 23, 2015, 238 homeless veterans were counted in Austin, TX. The Housing Authority of the City of Austin (HACA) accepted Austin Mayor Steve Adler's challenge to End Veteran Homelessness by Veteran's Day 2015, and joined the Mayor's Housing Heroes fundraising project started through the Austin Community Foundation. HACA helped establish a comprehensive network of housing and community partnerships to give veterans access to essential supportive services, and decrease barriers to permanent housing. On August 19, 2016, U.S. Department of Housing and Urban Development Secretary Julian Castro declared the end of veteran homelessness in Austin.

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165) Youth Leadership Association*

The Youth Leadership Association (YLA) is an organization dedicated to encouraging Edinburg Housing Authority student residents, ages 13-19, to become actively involved in their communities and pursue a higher education. The YLA was first started in 2013 and is composed of approximately 40 members. Through their active participation, students develop leadership skills, build and expand their networks, and perform community service.

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166) Houston: Housing Youth 18–24yrs Who Have Aged Out

In an effort to change the ways in which Public Housing Authorities work with at-risk populations in the community, the Houston Housing Authority (HHA) has made a commitment to one of Houston's most vulnerable populations, youth aging out of foster care. In the summer of 2014, HHA and the Houston Alumni and Youth Center joined forces to address the difficulties noted above. This partnership allowed the HHA to establish a new Housing Choice Voucher Program (HCVP) waitlist preference for Transition Age Youth (TAY) Aging out of Foster Care.

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167) PHAs New Normal: Housing Homeless Like a Boss*

In recent years, HUD encouraged communities to significantly expand Rapid Re-Housing (RRH), particularly for families with children. Following federal guidance, Houston has coordinated service delivery to ensure the most effective and efficient use of funding to end homelessness. Houston assembled resources to create a standard RRH funding model that aims to increase the reach of RRH to the most families possible; allowing for efficiency in providing services and standardized delivery among providers. In this endeavor, the Houston Housing Authority serves as the Financial Assistance Intermediary; expanding the ways in which a PHA can work to end homelessness.

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168) ConnectHome San Antonio

ConnectHome bridges the digital divide and promotes digital inclusion by providing connectivity, devices, and digital literacy training to residents of public housing. Over the past year, the San Antonio Housing Authority (SAHA) has trained 248 residents at three communities, prepared 17 Digital Ambassadors, and distributed 163 computers and 87 hotspots.

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169) SAHA's Resurgence Collaborative•

The San Antonio Housing Authority (SAHA) was awarded a Department of Justice Byrne Criminal Justice Innovation Grant in 2012 for the HUD Choice Neighborhood Initiative footprint in San Antonio's Eastside. One of the issues identified was the difficulty of ex-offenders re-entering the community from jail or prison. In May of 2015 SAHA established the Resurgence Collaborative, a collective of 20 community agencies and Bexar County Adult Probation dedicated to working together to meet the needs of formerly incarcerated community members, probationers, and their families. SAHA aimed to decrease recidivism rates, improve public safety, and reinforce family unification and self-sufficiency.

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170) SAHA's WOW Bus (Workforce On Wheels)*

The San Antonio Housing Authority (SAHA) partnered with Alamo Colleges and Workforce Solutions Alamo to create the "WOW" Bus (Workforce On Wheels) to provide workforce services to businesses, individuals, and local agencies. SAHA serves over 26,000 families and nearly 70,000 residents who on average are making $12,786 annually. SAHA has a long-standing history of administering very successful Family Self-Sufficiency, ROSS and Jobs-Plus Programs providing site-based programs to help families move towards self-sufficiency. The WOW bus is another tool to bring resources, education, training, and jobs to residents who lack transportation and currently have limited access.

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171) Section 3 Job Referral Program

The San Antonio Housing Authority took a holistic approach to enhancing their Section 3 program that would better meet the needs of its vendors by creating a Job Referral Program. The Job Referral Program provides a streamlined referral process for connecting Section 3 residents to job opportunities with SAHA contracted vendors. Residents also receive vendor-sponsored training in various topics to meet other economic opportunity goals. The program's unique approach to the use of technology and free online software makes it easy to replicate and manage, and it has resulted in increased resident engagement and vendor support for employing low-income workers.

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172) Educating Parents on Using Child Safety Seats

During the 2016 summer children's programs at the Housing Authority of the County of Hidalgo, it was observed that several parents were having problems buckling their children into their safety seats when they picked them up after events. Mothers to be were also heard talking about borrowing a child seat from a close relative for their future newborn. The housing authority decided it would be a good opportunity to provide instruction on the correct car seat size needed for each child and the manner of installing and using child safety seats. Several non-profits were approached for help, and the result was a child safety seat clinic.

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Photo courtesy of Housing Authority of the County of Hidalgo.

173) Summer Scholars Program*

The Portsmouth Redevelopment and Housing Authority (PRHA) created Summer Scholars for residents 5-12 years of age — a free summer camp for children who live in its public housing communities. The camp focused on three enrichment areas: the arts, STEM and community engagement. The Renaissance camp allowed campers to express their creativity through dance, poetry, and story creation. Citizen Go focused on teaching campers how to be "stewards of their community" focusing on bettering their

neighborhood through service projects. Children who attended the STEM Camp explored the world of science and mathematics through experiments and engineering projects.

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174) Summer Splash: A Partnership to Improve Literacy*

In partnership with a local school district and youth development organization, the King County Housing Authority offered the Birch Creek Summer Splash learning program that integrated literacy instruction with activities. The program was developed in response to reading assessment data that showed Birch Creek youth performing below grade level standards. Over two summers the program served 100 elementary school youth and effectively met the program goal of maintaining or improving students' reading levels over the summer. Specific innovations of the program included a three-way cross-sector partnership, blended instruction, the use of rigorous evaluation, family engagement, and embedded professional development and sustainability.

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175) Recreation and Leisure Assessment Clinic*

The Recreation and Leisure Assessment Clinic was conceptualized based on the need of the Assessment and Documentation class at the University of Wisconsin-La Crosse (UWL). The purpose of the course was to introduce students to individual client assessments used in Therapeutic Recreation (TR) practice. While in-class learning is vital, students thrive on authentic learning experiences, which allow students to apply concepts learned in class in real-world settings. Therefore, beginning in the fall of 2015 the UWL TR program partnered with the Housing Authority of the City of La Crosse to develop the clinic. Residents assisted the students in developing their interviewing and observation skills, while they discussed their recreation and leisure interests and passions with the students.

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