

NATIONAL ASSOCIATION OF HOUSING AND REDEVELOPMENT OFFICIALS (NAHRO)

# NAHRO 2018

## Agency Awards of Merit



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Ashley Lommers-Johnson  
Executive Director  
Everett Housing Authority

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# NAHRO 2018 Agency Awards of Merit

Nineteen years ago, NAHRO created the Awards of Merit program to recognize member agencies who found innovative ways of making a difference in their communities and in the lives of the people they serve. Over that time, we've honored more than 5,500 affordable housing and community development programs of all types – after-school, disaster prevention, green building, public-private partnerships, job readiness, and more. As wide-ranging as these initiatives are, they share a few things in common: creativity, perseverance and the ability to implement solutions that address local needs and create new opportunities.

These Awards are not only honors, but also resources. Think of this booklet not only as compendium of winning initiatives, but also a yearly encyclopedia of some of the best work being done by housing and community development agencies. I hope that as you look over these programs, you find yourself inspired to try something new at your organization, or to reach out to an honoree for advice or counsel. The subject index in the back of this booklet makes it easy to search for programs by topic. All the award-winning programs are also available in our searchable online Best Practices Database: [www.nahro.org/solution-db](http://www.nahro.org/solution-db).

Congratulations to all our 2018 NAHRO Awards of Merit recipients. Thank you for all you do for your clients, and thank you for sharing your innovations with us.

Carl S. Richie, Jr., NCC  
NAHRO Fellow  
NAHRO President  
Chairman  
Housing Authority of the City of Austin  
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Adrianne Todman  
Chief Executive Officer  
NAHRO  
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### ADMINISTRATIVE INNOVATION

#### 1 Alameda Rent Stabilization Program

Alameda's Rent Program was created to administer a city ordinance adopted in early 2016, in response to growing concerns over rental unit affordability and the displacement of vulnerable Alameda residents in a tight housing market. The Alameda Rent Program provides information and education to both landlords and tenants regarding their rights and responsibilities under the ordinance, and reviews applicable rent increases and terminations of tenancy for compliance. The Housing Authority of the City of Alameda administers the rent program, and it is one of the only housing authorities to directly administer rent control/stabilization on behalf of a city.

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#### 2 Housing Authority Adopts Kaizen and Improves

The Housing Authority of the County of Santa Barbara viewed across the board federal cuts in the foreseeable future as a perfect opportunity to make fundamental changes to the Housing Choice Voucher (HCV) program. Changes that improved customer service, saved money, and made its operation radically more efficient. With the assistance of consultants from The Lean Firm, the agency engaged employees in a process of Kaizen, translated from Japanese meaning "Good Change" to examine and improve every internal process. The end result was a changed HCV program, which now operates efficiently with vastly improved customer service and improved employee morale.

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#### 3 Keep It Flowing! Universal Utilities Assessment

To better address the aging infrastructure systems of its public housing sites and declining annual Capital Fund, the Housing Authority of the City of Los Angeles (HACLA) conducted a study of its existing utility systems in an effort to develop a prioritization of repairs for the deteriorating plumbing, which can pose a threat to the health and safety of the residents. The prioritization was ranked by the needs of each site in terms of safety, durability, and useful

life remaining. The result has been a useful map of much needed capital improvements for the foreseeable future.

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#### 4 We are Open for Business Campaign

The Housing Authority of the City of Los Angeles (HACLA) spends over \$18 million annually to procure goods and services. In 2015, in response to the recognized need to increase competition by enrolling new vendors and better serving existing vendors, HACLA launched its successful "We Are Open for Business" campaign, which has resulted in the registration of hundreds of new vendors, the reduction of contract impediments, the creation of customized procurement forms and resource materials, and the development of a robust training program for vendors and employees. This cost-effective program can be scaled to size and replicated by other public agencies.

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#### 5 OHA Employee Training and Development Program

Key to the Oakland Housing Authority's (OHA) continued innovation, growth, and success is advancement of their talent from within. With escalating housing costs and migration out of the Bay Area, recruitment response has diminished in the last two years. Additionally, candidates frequently lack the required experience and training for positions, prompting renewed agency focus on employee retention. Addressing this, OHA developed its Employee Training and Development Program with four components: 1) OHA Retreat; 2) OHA Summer School; 3) OHA University; and 4) OHA Continuing Education. These components provide individual, group, and agency-wide staff development opportunities grounded in the needs of the agency and career aspirations of the individuals.

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Photo courtesy of Oakland Housing Authority

## 6 Partners Work to House Homeless Families

The Housing Authority of the County of San Bernardino partnered with the San Bernardino County Transitional Assistance Department and its affiliate nonprofit, Knowledge and Education for Your Success, to administer the new CalWORKs Housing Support Program, which is the county's largest rapid re-housing program that promotes housing stability for homeless families. The program is designed to effectively reduce recidivism in homelessness and the needs of homeless families. In the last fiscal year, close to 400 households were housed, which included 1,000 children.

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## 7 Project One for All

In January 2016, the County of San Diego Board of Supervisors unanimously adopted "Project One for All," a bold commitment to provide wrap-around services for all people with a serious mental illness who are experiencing homelessness throughout the San Diego region. The four components of Project One for All are outreach, treatment, housing, and outcomes. From implementation in February 2016 through November 2017, Project One for All has provided mental health treatment and housing to 577 people.

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## 8 Homeless Housing Innovations Contract Streamlining

In Fiscal Year 2017, the San Diego Housing Commission's (SDHC) Procurement and Compliance Department streamlined its administrative oversight of contracts related to the agency's provision of housing services for homeless residents in the City of San Diego. These technological and process improvements resulted in more than \$49,000 in labor cost savings and reduced timeframes for contract implementation. These efforts benefitted Homeless Housing Innovations Department programs, led to enhanced collaboration among agency departments, and resulted in similar efficiency enhancements within the organization.

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## 9 Landlord Guidebook

Every month the Tampa Housing Authority continues to receive a minimum of 20-40 new landlords participating in their Housing Choice Voucher program. Although they may or may not attend a landlord orientation, they are frequently unfamiliar with program requirements, regulations, processes, and procedures. Therefore at no cost to the agency besides staff time, a landlord guidebook was created to supplement the orientations. This guidebook is printed and left in the lobby to view while the landlord is waiting for an appointment, and it is also available for them to download from the website.

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## 10 Mass Housing Choice Voucher Briefing/Issuance\*

In order to streamline processes, the Tampa Housing Authority opted to institute a mass issuance of vouchers for participants. Previously counselors would issue vouchers one on one, which involved explaining the same process multiple times. Using a mass briefing allows distribution of information on a larger scale, and it reduces time spent briefing each client separately.

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### 11 Doing Business with FWHA

When a housing authority is looking at development or redevelopment projects, keeping the cost low is incredibly important. There are many regulations that must be adhered to when going out for requests for proposals and acquiring multiple responses helps to ensure you're getting the best price. But what happens when you don't get the bids you need? This was becoming an issue for the Fort Wayne Housing Authority, so it was decided they would hold a Contractor's Fair in order to spark the interest of contractors in their area and encourage them to look at the agency's upcoming opportunities.

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### 12 Expanding Notification of Opportunities

When the Fort Wayne Housing Authority is seeking proposals for items or services, its main form of notification was listing them on their website and in the local paper. That worked well most of the time, but their organization was looking at an innovative way to streamline this process in order to reach more businesses. This idea prompted them to begin their research for an online system that would make notifying the public of opportunities easier and more efficient.

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### 13 Expanding Recognition to Continue to Inspire

Most employees thrive in an environment where they feel appreciated, and a small token of gratitude or simple recognition in front of their peers, can provide just the boost they need to continue to do well at work. When looking at ways to expand the recognition program currently implemented by the Fort Wayne Housing Authority (FWHA), it was decided to offer yearly awards in addition to the monthly awards currently offered. Awarding this honor monthly and yearly demonstrates to the FWHA staff, that they are valued, appreciated, and their hard work and commitment to the organization doesn't go unnoticed.

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### 14 Mobility Counseling Program

Faced with the challenge of educating their Housing Choice Voucher and Waiting List participants, the Baltimore County Office of Housing developed a series of comprehensive counseling workshops that included financial literacy, banking/household and budgeting, housekeeping/maintenance tips, rights/responsibilities, and referrals for training and employment opportunities. The program ensures up to 36 months of counseling services to include pre-move, move, and post move services. These workshops are all tailored to help each participant achieve their acquired family goals.

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### 15 LHA: Building a Strong Community

Community is a construct of individuals bonded by a shared goal. The Lowell Housing Authority (LHA) ignited a robust community relations and rebranding initiative rooted in its efforts to build a strong community, the success of which was hinged on the ability to engage residents. A vibrant new logo, user-friendly website, social media platform, and a newsletter were the major advancements achieved, and residents quickly took notice. Excitement about the new direction of the agency was cultivated, and the LHA community stands more fortified than ever before.

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### 16 Environmental Projects become Learning Tools at HA

The Hightstown Housing Authority is a 100-unit apartment community sited on 3.1 acres. After a devastating flood, the Board of Commissioners and the Executive Director decided to undertake projects that would reduce the amount of storm water from the site, and at the same time reduce the amount of water consumed on site, thus reducing the environmental impact the community has on the municipality. The multiyear project was completed using grants and donations from a variety of sources. The results are a 30% reduction in overall water consumption and a 50% reduction of stormwater.

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\* Titles followed by an asterisk indicate Merit Award  
Winners nominated for a NAHRO Award of Excellence

## ADMINISTRATIVE INNOVATION



*Photo courtesy of Highstown Housing Authority*

### 17 Operations Data Trackers

The efficiency of any team or operation depends heavily on a streamlined workflow with realistic goals that utilize measurable data. The Greensboro Housing Authority (GHA), seeking to improve processes and become more effective through the use of data, developed two data tracking tools to aggregate case management and events data for the Resident Services Team and occupancy data to monitor vacancies for the Public Housing/Project-Based Vouchers (PH/PBV) Intake Team. These tools were created using software already in use at the agency. The results have improved reporting, planning, communication, and performance to make GHA a more effective organization.

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### 18 CMHA RISK Training Program: CPR Training

The purpose of the Cuyahoga Metropolitan Housing Authority's (CMHA) RISK (Responsibility, Insight, Safety, Knowledge) Safety Training Program is to teach skills and abilities that will increase on-the-job safety, bring about high level awareness related to workplace safety, and create a culture of unconditional dedication to safety. One of the employee training programs CMHA initiated was CPR training. Working with their own CMHA Police Department and partnering with CPR Ohio and the American Heart Association, 134 employees received CPR certification with a 100%

pass rate. This advanced training was focused on staff with the most direct contact with the residents.

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*Photo courtesy of Cuyahoga Metropolitan Housing Authority*

### 19 HCVP Rent Adjustment Tracker

The purpose of the Rent Adjustment Tracker is to provide landlords and staff with ongoing updates on the status of a rent increase. When a landlord calls, their expectation is to reach someone on the phone who is able to provide an informed response to their inquiry. On the other hand, when staff answers that call they want to be in a position to respond accordingly. Both parties have found it to be a challenge to have their needs met — from the landlord's perspective a timely response and from staff's perspective the ability to provide accurate information. The Rent Adjustment Tracker was developed to satisfy the needs of both parties.

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### 20 Remote Work Order Processing

When a work order is created, information is printed out and given to the assigned worker to complete. This required the worker to be physically present to receive a paper copy of the work order. Not only was this inconvenient for the workers in the field, but it also required paper, toner, and equipment in order for the work orders to be distributed. The solution to these and other issues was to create a mobile application that allows the worker to view and process their work orders remotely, which saves time and money while improving productivity.

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### 21 Greenville Housing Authority's Annual Report

The Greenville Housing Authority (TGHA) developed digital, interactive annual report publications and uploaded them to the agency's website for public access. Prior to the development of the digital reports, TGHA produced traditional, printed reports. These printed reports were filled with pages of facts and figures that did not effectively convey the mission or vision of the agency. In an effort to provide a "green" technology-driven solution, reduce consumables, and increase awareness for TGHA's programs and services, the agency re-imagined the annual report as a 24/7 publicly-accessible, interactive, digital publication, which showcases success stories and achievements of their residents and staff.

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### 22 High Impact Brand, Image, and Marketing Campaign

Prior to 2014, The Greenville Housing Authority (TGHA) lacked consistent use of branding, both internally (within the organization) and externally (within the community). The lack of a professional identity hindered awareness for the agency, the programs they offered, and the services they provided. In 2014, TGHA developed a professional logo brand for their agency and implemented the new branding throughout their organization. The new brand provided a professional image during their property portfolio conversion, boosted awareness within the community, and unified all aspects of the organization.

The TGHA brand is now successfully promoted and recognized throughout the Greenville community.

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### 23 High Impact, Responsive Website, and Business Portal

The Greenville Housing Authority (TGHA) developed an interactive, responsive website to create transparency for the agency and enhance communications with residents, staff, commissioners, and the Greenville community. Prior to the website launch, TGHA had difficulty reaching stakeholders in a timely manner with important news and information. Developing and launching the interactive, responsive website allowed TGHA to communicate immediately with the community via text, email, and website updates. In addition, the website features portals for residents, landlords, TGHA staff, and board members for easy, digital access to applicable information. TGHA's website now serves as the hub for their agency's communications.

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### 24 High Impact Social Media Campaign

The Greenville Housing Authority (TGHA) utilized Facebook social media ad campaigns to reach landlords, veterans, and potential residents in the Greenville area. According to 2017 US Census Bureau data, Greenville is the fourth fastest growing city in the United States. Reaching and engaging target audiences through traditional channels proved challenging. Utilizing social media to promote their programs was an innovative idea that produced outstanding results for their agency. TGHA successfully utilized Facebook ad campaigns to connect with area landlords, promote the HUD-VASH program to veterans, and to announce property and program opportunities to the Greenville community.

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## ADMINISTRATIVE INNOVATION

### 25 United Way Employee Giving Campaign

Going beyond brick and mortar and creating real solutions to meet the basic and emergency needs of families is a shared vision between the United Way of Greenville and the Greenville Housing Authority. The Greenville Housing Authority is proud to display its successful gift giving campaign to the United Way of Greenville. Over the last three years, employees have contributed to the cycle of success for many families with their generous employee contributions in excess of \$22k to the United Way of Greenville campaigns.

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

### 26 Hurricane Harvey Status Check\*

In August of 2017 Hurricane Harvey hovered over Houston for four days. The lingering residual rainfall caused damage to much of the Houston Housing Authority's (HHA) housing stock. Immediately after the storm, HHA launched the Hurricane Harvey Status Check, an online system that allowed residents to update HHA if they were impacted by the storm. They urged all families and individuals currently being served by HHA to inform them of their status. This was a critical step to ensure that they were able to collect necessary data and make final determination of the assistance needed. (See also #183 under Resident and Client Services.)

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### 27 Comprehensive Remote Training with Online Videos

The San Antonio Housing Authority (SAHA) adopted a method for delivering online training videos to reach hundreds of employees across multiple locations. These training videos can be prepared quickly and at a fraction of the cost of traditional training methods. Additionally, online training provides consistent operations support and policy guidance across programs within SAHA's newly formed Federal Housing Programs Department. Since its implementation this year, this training innovation has already yielded gains in training attendance, comprehension, and data collection. Expanding this system will be key to SAHA's ongoing efforts to improve efficiency and service through streamlined policies and procedures.

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### 28 Cyber Security Awareness — Battling Human Error\*

Cyber Security is the single most important part of protecting the San Antonio Housing Authority's (SAHA) operation. The challenge is to protect and defend the perimeter at all times to deliver 100% up time to run the operations successfully to help them serve their clients. They can implement the best of network appliances like firewalls, intrusion protection systems, desktop virus protection that fight against possible infected downloads and malware, but when an internal staff member clicks on a "bad" link — it is all for naught! Cyber security awareness is key to winning the battle of the human error.

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### 29 Fire Incident Response Event — A.L.E.R.T.

Fires are a significant problem, devastating people and property. In just two minutes, a fire can become life-threatening, and within five minutes an entire residential structure can be fully engulfed in flames. When staff is not immediately notified, the most vulnerable clients, the elderly and disabled, are left to fend for themselves for hours and at times in inclement weather until staff is able to respond. The solution was a fully automated notification system that notifies staff about fires. The automated system has worked so well, that staff is notified at the same time the fire department is dispatched.

## ADMINISTRATIVE INNOVATION

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### 30 Operations Support Team – Streamlining Operations

San Antonio Housing Authority's (SAHA) Assisted Housing Programs (AHP) Department administers the Section 8 Housing Choice Voucher Program along with special voucher and certificate programs, while the Public Housing (PH) Department oversees all public housing developments. To overcome the challenges presented by decreased funding and budget restrictions, SAHA shifted resources to merge the AHP and PH departments into the Federal Housing Programs (FHP), and formed a new Operations Support Team. The team is focused on providing support for all operations under the department and actively works to align goals of the merged departments to pursue sustainable processes and procedures.

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### 31 SAHA New Construction (SFH) Procurement

In San Antonio, TX, the average home buyer struggles to find affordable homes for purchase. Single family home prices have almost doubled while household incomes have increased only 15% in the last six years. Today, expensive single family homes lure the experienced, tract builders, and construction labor away from affordable building. This dynamic results in fewer builders to construct affordable homes. The San Antonio Housing Authority is in the unique position to build 100+ affordable homes over the next three years. SAHA staff used nontraditional means, such as marketing flyers and personal phone calls, to attract experienced home builders to the traditional procurement process.

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### 32 Ducks Down Program

Envision if you can, dedicated down payment/closing costs funds held in escrow by a local Community Action Agency without administrative funds to administer a viable program AND a budding Housing Choice Voucher

(HCV) Homeownership program managed by a housing authority across the river seeking unique and collaborative opportunities to partner for down payment/closing costs for homeownership participants. Add two Executive Directors committed to low income families, who believe building wealth and self-sufficiency in families is key to moving families up and out of poverty, and the result is the Ducks Down Down Payment Assistance program.

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Photo courtesy of Kennewick Housing Authority

### 33 Customer Service Awareness

The Seattle Housing Authority (SHA) maintenance department is committed to providing high quality customer service and having respectful interactions with everyone from residents to vendors. With limited resources, the team set out in search of a customer service program specifically focused on developing the skills of maintenance staff. Part of the team's research included contacting several other housing authority's to find out if they had implemented customer service programs for maintenance staff. Upon discovering SHA was not the only agency without a maintenance-focused customer service program, the maintenance department decided to design their own program, which includes resident surveys and sharing their findings with other departments, that could be easily replicated by others.

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\* Titles followed by an asterisk indicate Merit Award  
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## AFFORDABLE HOUSING

### 34 Lean Public Housing Inspections\*

In 2016/2017, Seattle Housing Authority (SHA) staff worked on a project to streamline and optimize the yearly public housing inspection process. Staff looked at the entire value stream of the inspection process for non-value added work. In addition, SHA's IT department and business side looked at bringing in mobile technology. The result of removing non-value added work and implementing an iPad with a mobile app for inspections, led to a time savings of over 900 hours. This allowed SHA to inspect double the number of units per year starting in 2017.

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### 35 Specialized Maintenance and Repair Training Program\*

The Seattle Housing Authority (SHA) recognized a growing challenge in attracting and retaining a highly-skilled maintenance workforce with multifaceted expertise. To address this need, SHA developed a Specialized Maintenance and Repair Training (SMART) program with curricula developed and taught by SHA journeyman craftsman. The program helps staff develop new skills and ensures they can perform competently and safely in a variety of disciplines. The training lab was built to mimic a typical residential environment and is used to conduct hands-on training and testing of applicants. Implementation of SMART has increased efficiency, provided career growth opportunities, and increased employee morale and retention.

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## AFFORDABLE HOUSING

### 36 3600 Spenard\*

3600 Spenard is a 33-unit mixed-use building which sits on the site of a former notorious Anchorage strip club. This three-story building is comprised of 2,800 square feet of retail space on the street level, and three levels of one-bedroom apartments. A prime retail and residential location, 3600 Spenard offers midtown access for retail customers, and easy access to major transportation arterials, job hubs and retail/restaurant options for residents. Alternative energy systems include geothermal to supplement heating and cooling and solar

photovoltaic to offset electrical expenses. The building is designed to meet a Six Star energy efficiency rating.

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Photo courtesy of Cook Inlet Housing Authority

### 37 Housing Our Heroes\*

On September 28, 2017, the Housing Our Heroes initiative reached its goal of helping 1,000 homeless Veterans in the City of San Diego secure rental housing. The collaborative initiative of the San Diego Housing Commission (SDHC) and the City of San Diego directed up to \$12.5 million over two years in Federal, City and SDHC resources to provide rental housing for Veterans living on streets or in shelters. Program components included: Landlord Outreach -- more than 430 individual landlords joined the initiative, Rapid Rehousing Assistance; SDHC Federal Veterans Affairs Supportive Housing (VASH) Vouchers, and Federal Housing Vouchers with Supportive Services.

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### 38 Kestrel Community Affordable Housing Development\*

Kestrel is a mixed-use, intergenerational neighborhood designed to serve a variety of populations within two distinct, integrated projects: one 3 story apartment building with 71-units for seniors ages 55 and over and 129 townhome style units with multiplex buildings for individuals and families of mixed ages. The mixed-age

## AFFORDABLE HOUSING

portion of the development will house 20 Section 811 residents, a program designed to provide permanent housing and supportive services for low-income adults with disabilities. The program will allow these residents to live as independently as possible by subsidizing their housing and providing access to supportive services.

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### 39 Westport Village

Westport Village was a 121-unit group of townhomes that were in distressed condition and held by a bankrupt agency. It was acquired by a developer for a RAD-II application and the Winnebago County Housing Authority (WCHA) was recruited as the administrator to protect the project when the original PHA could not complete their responsibility. WCHA's nonprofit component was awarded LIHTC and became a co-owner which made it possible for them to finance a \$17,751,415 rehab project that was successfully completed in twelve months.

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Photo courtesy of Winnebago County Housing Authority

### 40 Creston Plaza Apartments Redevelopment Project

Creston Plaza was a severely distressed 100-unit LIPH development built on a flood-prone site. Challenges included adapting the site terrain to make it suitable for new construction and acquiring the needed redevelopment funding. Participation in the HUD RAD Program gave the Grand Rapids Housing Commission the leverage to obtain \$2.4 million in LIHTC and attract \$19.5 million in private investment. Funding gaps were filled by HUD Capital Fund and Operating Fund monies and mortgage loans obtained through Fannie Mae. Soil fill and compression, site regrading, and retaining walls stabilized the terrain. The redeveloped facility serves families, senior citizens, and disabled persons.

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Photo courtesy of Grand Rapids Housing Commission

### 41 New Parkridge: Redevelopment in Ypsilanti, MI

New Parkridge is a new 86-unit affordable housing community with on-site support services for individuals and families. The community replaces a 70-year old public housing complex that was in extreme disrepair. The new community incorporates design that is environmentally friendly and focused on community safety. Supportive services provide greater access to healthcare, education, job training, childcare, and other services for Ypsilanti's most vulnerable residents. On-site health services include coordination of primary health care, mental health services,

\* Titles followed by an asterisk indicate Merit Award  
Winners nominated for a NAHRO Award of Excellence

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dental care, assistance with Medicaid enrollment, health education, and wellness programs. Other on-site services include adult literacy and education and job training.

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Photo courtesy of Ypsilanti Housing Commission

### 42 Argonne Hills Senior Housing

Argonne Hills is the newest apartment development in the Dakota County Community Development Agency's Senior Housing Program. Dakota County is the third largest county in Minnesota, and the Dakota County Community Development Agency (CDA) has identified a need for affordable housing for adults age 55+ to remain in the communities where they live and work, and to live close to immediate family members also living in the county. The Senior Housing Program features independent living apartments with an underground heated parking garage -- ideal for adults who no longer want the worry of maintaining a house.

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### 43 Keystone Crossing Workforce Housing Townhomes

Keystone Crossing is the newest townhome development in the Dakota County Community Development Agency's Workforce Housing Program. Dakota County is the third largest county in Minnesota, and the Dakota County Community Development Agency

(CDA) has identified a need for affordable housing for working families, especially in the core cities of the county that have large employment centers.

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### 44 Joint Venture in Developing Affordable Housing\*

There was a paucity of affordable housing in the area, and the lack of available funds made it almost impossible to develop any affordable housing. In addition, the local opposition to affordable housing exacerbated the problem. The only way to resolve this was to create a joint venture with a municipality and get "buy-in" from the local community. Through a series of meetings with the local community and the cooperation of a local municipality, an affordable housing complex was conceived, and a 56-unit low income affordable housing development was created.

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Photo courtesy of Madison Housing Authority

### 45 Changing Lives at Cary Crossing

The Cincinnati Metropolitan Housing Authority (CMHA) saw an immense need for housing for individuals with developmental disabilities. CMHA wanted to create a new model for this type of housing. They believed the key to a successful development to meet the

## AFFORDABLE HOUSING

needs of individuals with disabilities lied in weaving the housing and residents into the fabric of the community. Throughout the process of planning for this development, CMHA engaged with parent groups, local disability service agencies, city officials, and nonprofits to create a model for success. The development provides total accessibility and allows residents to live independently while being part of a community.

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### 46 Menwa Apartments — Substantial Renovation

Menwa Apartments is a 70-unit, senior, formerly HUD-236 property in Wadsworth, OH. Menwa had surpassed its 40th birthday without any significant renovation. It had a rent structure too low to support new debt, capital needs too significant to address in piecemeal fashion, and it only had seven units subsidized via a HUD-HAP contract. Menwa's owners began working with the Medina Metropolitan Housing Authority (MMHA) to draft a plan to recapitalize and rehabilitate the property. MMHA worked to develop a 4% Tax Credit application and established a 100% Project-based Voucher contract.

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### 47 Northwest 9 Program\*

The Northwest 9 Program is a collaboration between nine rural counties in Pennsylvania that were experiencing high homelessness among the population of individuals and households who are not eligible for federal housing subsidies. This population includes those owing debts to PHA's, residents in areas with closed voucher waiting lists and, most commonly, ineligibility due to criminal history and/or sex offender status. The development of a voucher like program using reinvestment funds was implemented across the region with an emphasis on self-sufficiency. The program has successfully housed more than 200 households and transitioned over 30% to self-sufficiency.

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### 48 Gallery at West Greenville

The City of Greenville's 2016 Housing Affordability study reported a deficit of 2,500 units for households earning less than \$25k a year. Pendleton Street Arts District in the West Greenville neighborhood was once an impoverished and neglected area, which is currently finding new life through a growing constituency of artists, galleries, restaurants, and other small businesses. Gallery at West Greenville, a 66-unit former public housing development located at the gateway of the Pendleton Street Arts District, underwent comprehensive renovation offering 12 one-bedroom art studios designated for artist and the remaining 54 units for families with an artist preference.

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### 49 Heritage at Sliding Rock

In the fall of 2014, the Greenville Housing Authority (TGHA) imploded Scott Towers, a 14-story public housing high-rise senior development that had met its useful life. In September 2017, TGHA opened Heritage at Sliding Rock, the second of three developments honoring the commitment of the Greenville Housing Authority to replace all affordable senior housing units lost from the implosion of Scott Towers; a former Public Housing community. Heritage is a newly constructed, 60-unit, \$8.5 million community providing long term affordability for low and moderate income seniors.

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

## 50 Manor at West Greenville

In the fall of 2014, Greenville Housing Authority (TGHA) imploded Scott Towers, a 14-story public housing high-rise senior development that had met its useful life. In September 2016, TGHA opened the Manor at West Greenville, the first of three developments honoring the commitment of the Greenville Housing Authority to replace all affordable senior housing units lost from the implosion of Scott Towers; a former Public Housing community. Manor is a newly constructed, 55-unit, \$7.2 million community providing long term affordability for low and moderate income seniors.

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## 51 Disaster Housing Voucher Portability Program\*

In August of 2017 the Houston area was hit by Hurricane Harvey, and lingering residual rainfall caused damage to much of the Houston Housing Authority's (HHA) affordable housing stock. This triggered the need for immediate relocation of low income families from their damaged units into suitable units that were available on the market. The Disaster Housing Voucher Portability Program allowed HHA, in collaboration with Partner PHAs (Oklahoma City and Cambridge), to utilize flexibilities in its admission criteria and the portability process to allow a partner PHA to assist residents in their jurisdiction when local vouchers were not available.

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## 52 Blueridge Energy Efficient Homes

The San Antonio Housing Authority (SAHA) is re-developing a neighborhood with the challenge to build 40 new, high quality, affordable single family homes that "fit in" an existing subdivision. The agency selected a local, experienced builder known for construction of quality homes, and for his expertise in energy efficient building practices. The 40 homes have "jaw dropping" energy efficiency features resulting in an anticipated 30-40% savings in monthly energy costs for the buyer. The homes will exceed the ENERGY STAR Program requirements

and attain local Build San Antonio Green (BSAG) - Level 1 designation, which exceeds local building codes by 15%.

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Photo courtesy of San Antonio Housing Authority

## 53 East Meadows — Innovation Affordable Housing

East Meadows was originally home to Wheatley Courts, which was constructed in 1941 and consisted of 248 public housing units. Over time, this traditional public housing cinder block style development negatively impacted the neighborhood because its structures, site plan, architecture, and unit design became obsolete and had deteriorated beyond repair. Revitalization of this community is occurring in three phases, with the first phase, East Meadows, completed December 2017. This new, vibrant, mixed-income community, consists of 215-units and 38 residential buildings including the leasing office, business center, and a 4,200 square foot commercial space used to house a fully digital library. (See also #79 under Project Design.)

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## COMMUNITY REVITALIZATION

### 54 Multi-family Energy Efficiency Program\*

The San Antonio Housing Authority's (SAHA) Beacon communities benefited from San Antonio's local utility CPS Energy by upgrading lighting, aerators, and showerheads for 2,171 units for free under the Multi-family Energy Efficiency Program.

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### 55 Lincoln Place Apartments Collaboration\*

Lincoln Place Apartments is permanent housing for Vancouver, WA's most vulnerable homeless individuals. It is also a partnership of Vancouver Housing Authority, Vancouver Affordable Housing, a nonprofit development entity of the housing authority, and several other partners to create a dynamic supportive housing program for high-resource-using, chronically homeless individuals. What is innovative about this program is the level of collaboration and cooperation that occurs daily in order to better serve the residents of Lincoln Place.

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Photo courtesy of Vancouver Housing Authority

### 56 Cosecha Court Homeless Housing\*

Yakima Housing Authority's (YHA) seasonal farmworker housing, Cosecha Court, sat empty during the winter months, while a dire need existed in the community for safe winter shelter for homeless families. YHA saw an innovative opportunity to provide temporary supportive

housing to Yakima Valley's homeless. They worked with funders to get waivers that allowed the housing to be used for homeless families in the winter months and partnered with two community agencies to place families and provide supportive services. Its first season was a huge success and funders have now granted a permanent waiver.

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Photo courtesy of Housing Authority of the City of Yakima

## COMMUNITY REVITALIZATION

### 57 Acts Cyrene Apartments-Full of Love\*

Bringing together a developer, an historic faith-based organization, a city, and housing authority, to revitalize a community is the type of partnership we all envision, but can be extraordinarily challenging to achieve. For Acts Cyrene Apartments, an affordable mixed-use development in East Oakland, the Oakland Housing Authority (OHA) brought needed development expertise and funding to the development team -- Acts Full Gospel Church, Related California, and City of Oakland -- creating the lynchpin for community revitalization efforts in this neighborhood. OHA's involvement significantly increased the competitiveness of the tax credit application, allowing the project to get in the ground within a year of OHA's joining the project.

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\* Titles followed by an asterisk indicate Merit Award  
Winners nominated for a NAHRO Award of Excellence

## COMMUNITY REVITALIZATION

### 58 Northwest Route to Health Program (NRHP)

Northwest Route to Health Program (NRHP) addresses the need for comprehensive strategies to improve the wellbeing of residents of affordable housing experiencing overwhelming health inequities and health disparities. The program provides an innovated double approach: contracting and partnering with organizations to provide wellbeing-education-skills programs (YMCA) utilizing locally employed Community Health Workers (CHW) and environment/facilities improvements. Wellbeing-education-skills programs include disease management, support groups, nutrition, homework help, youth wellness, and more. The environment/facilities (first LEED certified in Florida and second in US), consists of 200-units, green space, jogging trail, state-of-the-art fitness center, modern and energy efficient amenities, community gardens, and more. The result is 8,000 (duplicated) residents have been impacted by the program since 2013.

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Photo courtesy of Housing Authority of the City of Fort Lauderdale

### 59 Wimberly Center for Community Development\*

The Wimberly Center for Community Development has become the catalyst for Winder's urban renewal by offering programs and services that are not only needed, but necessary to the community they serve. The state of the art resource center allows nonprofits and governmental agencies the opportunity to collaborate under one roof, reducing overhead and allowing each to focus on their core business. Current partners include: Wimberly's Roots, Boys & Girls Club, ACTION, Inc., Piedmont CASA

(Court Appointed Special Advocates), Barrow County Family Connection, A Kid's Dream, Habitat for Humanity, Live Forward, Lanier Tech, and Adult Literacy Barrow.

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### 60 Wimberly's Roots Demonstration Kitchen and Garden

In 2014, the Local Foods, Local Places group established a national initiative that "helps people create walkable, healthy, economically vibrant neighborhoods through local food enterprise." Winder is one of 27 communities to participate in Local Foods, Local Places in 2016. This along with many other community partnerships has helped in furthering the progress of their community kitchen and garden. This will increase access to fresh, healthy foods, and inter-generational mentorship will be very important for inspiring the youth in the community through gardening. The community garden and kitchen will be completed in May 2018.

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### 61 Revival of Tax Forfeited Residential Subdivisions\*

The Great Recession left this 96 lot, single-family subdivision with 83 undeveloped lots in tax forfeiture, so the Crow Wing County asked for assistance in getting Brainerd Oaks back on the tax rolls. Through a cooperation with the City, County and the Brainerd Housing and Redevelopment Authority, Crow Wing County Housing and Redevelopment Authority found a way to revive the failed subdivision. The creative solution involved the State deeding the land to the county who conveyed the lots to the authority. The city waived all special assessments and property taxes, and the HRA negotiated an agreement with a developer who will purchase/develop homes on all lots within three to nine years.

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## COMMUNITY REVITALIZATION



Photo courtesy of Brainerd HRA/Crow Wing County HRA

### 62 Bicycle Repair Stations

The Cuyahoga Metropolitan Housing Authority (CMHA), in partnership with Bike Cleveland, installed secure bike parking and repair stations in low income neighborhoods to serve residents who rely on their bikes as their primary means of transportation. Losing access to a bike because there is no repair shop in the area or a lack of tools to make the repairs can mean the difference between keeping and losing a job. By providing repair stations for communal use, CMHA and Bike Cleveland help residents solve a fundamental transportation challenge and extend the life of their bikes.

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### 63 Phoenix Court Apartments\*

Phoenix Court Apartments were constructed in 2016-2017 on a site in Atlas, PA—Northumberland County. A number of blighted properties that were severely damaged by a fire in 2013 were demolished to construct the development, which features five apartments for modest income seniors. One is available for persons with behavioral health disabilities. The total project cost is \$850,676. Construction was completed on April 30, 2017 and all are occupied. All units are visitable and one is fully accessible. This project earned the Bellamy Award given by PAHRA, which is its highest award for excellence.

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### 64 Preservation of 41 Marlborough Street\*

The East Greenwich Rhode Island Housing Authority assumed ownership of a five-unit property for adults

receiving mental health treatment services in order to preserve this community housing resource. The previous owner, not a housing provider, was struggling with program compliance, building maintenance, and cash flow issues. The Authority conducted significant due diligence, including re-negotiating terms of deed restrictions, before accepting ownership.

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### 65 Housing Authority and Transit Collaboration

The San Antonio Housing Authority and VIA Metropolitan Transit collaborated to address resident concerns and meet neighborhood needs, by providing greater access and circulation within the neighborhood and across San Antonio, TX by extending bus routes along key neighborhood corridors.

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### 66 SAHA, City of San Antonio Public Improvements

The San Antonio Housing Authority (SAHA) worked with a key partner, the City of San Antonio, to provide much needed public and infrastructure improvements. A \$6 million dollar allocation was provided to SAHA to support infill activities in their Choice Neighborhood. Some of the funds were used for improving walkways, street repairs, lighting, and building façade improvements.

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### 67 SAHA Collaborates With Animal Care Services

Aggressive stray animals are problematic in many urban neighborhoods. The San Antonio Housing Authority, Animal Care Services, and other partners are working together to round up the stray animals so they can return them to their owners if known, or put them up for adoption if the owners cannot be found or can no longer take care of the animals.

\* Titles followed by an asterisk indicate Merit Award  
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## PROJECT DESIGN

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## PROJECT DESIGN

### 68 Rowland Heights Community Center

Rowland Heights Community Center opened to residents in June 2015. With extensive community involvement and site restrictions, the 19,000 square-foot center was designed to house multi-purpose rooms, exercise rooms, activity and meeting rooms, offices, restrooms, and other support spaces. New tennis courts, a new basketball court, on-site parking and other related on- and off-site facilities were also included. Due to the overwhelming request by the community, a 3,000 square-foot splash pad not part of the original scope was added to the project for families to enjoy.

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Photo courtesy of Los Angeles County Community Development Commission

### 69 Prosperity Place\*

The Oakland Housing Authority's (OHA) downtown, 71-unit, five-story Prosperity Place Apartments, developed in partnership with East Bay Asian Local Development Corp, wraps around an open-air courtyard bringing light and air to the apartments and the families who call them

home. Rooftop solar panels and deeply set windows help lower heating and cooling costs, while its central location makes public transportation easily accessible helping reduce carbon emissions. The building features traditional stylings with a nod to nearby Chinatown, including red accents which symbolize good luck. Its minimalist profile fits seamlessly into the character of the diverse neighborhood, which rates high on the walkability scale.

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### 70 Village on Redwood, A Sustainable Community\*

Village on Redwood is an innovative community designed with a strong focus on livability and sustainability. The site design includes a city natural area with a pond and public trail, a bike share station, large community green space areas, a playground, community garden, and community clubhouse. The buildings were designed using a city integrative design program focused on creating buildings that are more cost-effective, durable, easier to maintain, have better indoor quality, and lower energy cost. The result is a beautiful, vibrant community that creates a sense of pride for its residents and elevates the surrounding neighborhood.

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Photo courtesy of Housing Catalyst

## PROJECT DESIGN

### 71 Villas at Vinegar Hill

The Springfield Housing Authority has been charged with neighborhood revitalization efforts as it addresses its aging housing stock with limited public resources. The Villas at Vinegar Hill is a 92-unit tax credit development designated for seniors that replaced 212-units of antiquated public housing located in the heart of the Springfield, IL community. 74-units receive public housing subsidies. The entire building (interior and exterior) is designed as 100% accessible. It is the only building of this type in the Springfield community, and it also holds the Green Communities Certification.

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### 72 Playground Safety and Modernization

Lake Superior Village provides housing for low income families. The property has a Youth and Family Center with a busy playground. The playground was lacking security and becoming a safety hazard for the children, so they installed security cameras with a Capital Fund Emergency Safety and Security Grant to make the area safer. The Marquette Housing Commission (MHC) obtained a Lowe's Hero's Project grant that enabled them to raise the playground sand to reduce the risk of falls and injuries, replace broken playground equipment, and increase curb appeal throughout the property. Nearly \$100,000 of improvements were made with only a \$780 cash investment by MHC.

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Photo courtesy of Marquette Housing Commission

### 73 Unique Design for Affordable Housing\*

While local housing prices and rents were skyrocketing and the need for affordable rentals began to soar ever higher, the Madison Housing Authority set forth to increase the supply of affordable housing by working in conjunction with a municipality to educate the public and develop affordable apartments. Due to the site constraints the design of the development was critical to its acceptance into the neighborhood.

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### 74 Crestview Village Exterior Renovations

Crestview Village, a twenty-four building, 103-unit development originally built in 1952 by the Housing Authority of the County of Beaver was in serious need of a cosmetic overhaul to increase the marketability to the surrounding neighborhoods. As a result of the availability of Capital Grant Funds and in conjunction with Franus Architectural Associates, Inc. and Southwestern Pennsylvania Builders, Inc., an attractive, marketable, comparable housing complex now exists in a quaint historical town available for families in need of housing.

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### 75 Blumberg Phase I\*

Blumberg Phase I is part of the Philadelphia Housing Authority's Transformation Plan for the Sharswood neighborhood in North Philadelphia. Two of three high-rise units located on a superblock were imploded in March 2016, adjacent low-rise units were demolished mechanically, and mostly vacant properties surrounding the old site were acquired through condemnation. The plan calls for development of 1,200-units over one-quarter square mile. Two streets will be reconnected through the superblock and a third connecting street will be added. The restoration of the Ridge Avenue commercial corridor that serves Sharswood is a major goal of the plan, too.

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Photo courtesy of Philadelphia Housing Authority

## 76 The Whitehall — Affordable Veterans Housing\*

Mission First Housing Group renovated the historic Whitehall Inn and constructed a new addition to create 48 permanent supportive housing apartments for veterans in need -- the Whitehall Apartments. Mission First developed The Whitehall in response to a local need for housing for at-risk veterans and a national effort to end veteran's homelessness. The key project building block was a 15-year voucher contract from the Housing Authority of Chester County, which translates into \$5 million in housing assistance. The Whitehall was built using Passive House design standards for energy efficiency, which will reduce utility usage by 80% over standard construction.

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## 77 Samuel Melton Heights — Modernization Phase 1\*

The Samuel Melton Heights, a mid-1970's multifamily construction design, suffered from high turnover and low occupancy numbers due to its high density, unwelcoming institutional design, and poor reputation. The Cleveland Housing Authority implemented a "surgical demolition" followed by the first phase of a modernization project that would transform the development with attractive architectural design features and an open and functional recreation green space. Partnerships with the Boys & Girls Club of the Ocoee Region, the Nancy Lieberman Charities, and World Ventures Foundation, facilitated

the creation of a recreational green space that serves as an anchor to the neighborhood transformation.

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Photo courtesy of Cleveland Housing Authority

## 78 Retreat at Westlock (140 Units Senior Development)\*

Harris County, TX is the third largest county in the United States and has experienced significant growth due to a burgeoning economy in Houston and surrounding cities. The population boom has significantly affected the housing affordability in the local area, especially for residents on a fixed income. Harris County Housing Authority in partnership with ITEX Development responded to the need for affordable housing in the unincorporated area of Harris County with the development of the Retreat at Westlock, a senior housing facility in Tomball, TX.

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Photo courtesy of Harris County Housing Authority

### 79 East Meadows\*

Wheatley was a 248-unit public housing development built in 1940 in San Antonio. Over time, this cinder block style development negatively impacted the neighborhood because its structures, site plan, architecture and unit design became obsolete and had deteriorated beyond repair. Revitalization of this community is occurring in three phases. The first phase, East Meadows, is a new vibrant community, consisting of 215 mixed-income, multi-family units, an onsite digital library, swimming pool, a clubhouse with business center, and washer/dryer appliances in every unit. This community is designed as walkable, sustainable, and inter-generational with improved connections to the broader neighborhood. (See also #53 under Affordable Housing.)

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### 80 W.C. White: Drainage and Structural Repairs

Structural improvements were implemented after the housing agency noticed the crawl space's perimeter soil retaining panels were beginning to fail. This entailed repairing several of these 6'x 4'x 6" concrete panels through excavation and the utilization of a bituminous sealant. Other structural improvements focused on the spalling of the concrete mechanical basement floor. This repair had the prime contractor expose any degrading reinforcement steel and then utilizing an epoxy to reseal the structural reinforcement bars. Drainage improvements

included a new 1/2 horse power sump pump in the crawl space with new exterior drainage items.

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### 81 Westway Apartments Improvement Project

The San Antonio Housing Authority (SAHA) made some much needed repairs to the Westway Apartments. They replaced deteriorated cast iron drain hubs and laterals within the buildings foundations and excavated and replaced hubs in 34 buildings without relocating residents. They also installed solar lights instead of repairing their dated security lighting, which resulted in the number of theft and vandalism incidents reported to decline. Heavy erosion and parking lots beyond their useful life expectancy were causing flooding during heavy rains, so in order to combat this, they expanded their storm system and increased its capacity, re-graded green areas and buildings, and re-graded and sealed the driveways to ensure positive drainage, which ceased ponding and driveway washouts.

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### 82 Residences at Government Center\*

Affordable housing is greatly needed in Fairfax County. Workers are having to move farther away, putting a strain on their lives and their over-burdened transportation system. The Residences at Government Center ensures working people have an affordable place to live. The community is a unique public-private partnership between the county, the Fairfax County Redevelopment, and Housing Authority (FCRHA), SCG Development, Jefferson Apartment Group, and the Virginia Housing Development Authority (VHDA). By leveraging county land, the community was built at no cost to the local taxpayer. The Residences offers 270 rental units of affordable housing for the low and moderate-income workforce.

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\* Titles followed by an asterisk indicate Merit Award  
Winners nominated for a NAHRO Award of Excellence

## RESIDENT AND CLIENT SERVICES

### RESIDENT AND CLIENT SERVICES

#### 83 CIHA Resident Engagement

Cook Inlet Housing Authority (CIHA) is committed to improving residents' quality of life through promotion of independence and self-sufficiency. In order to do this, they transformed their resident services department from a service done for residents to an engagement and empowerment initiative that was interactive and gave residents more opportunity for involvement. The initiative includes a variety of activities, events, and amenities designed to recognize, entertain, educate, and empower residents.

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Photo courtesy of Cook Inlet Housing Authority

#### 84 Senior Games @ Centennial Village

The Olympics inspired the Resident Engagement team to hold athletic competitions for residents at the Centennial Village senior housing campus. A one-time activity has turned into a "three-peat" due to the overwhelming popularity and participation in the games. Senior athletes compete in a variety of categories ranging from Qigong to Wii Bowling to Zumba Gold and even "Fitsperation," a quit smoking program. Gold, silver and bronze medals are given to the top three participants in each category, and a trophy is given to the senior housing building that has the best participation out of the seven buildings on the campus.

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#### 85 Youth Enrichment Program

The Auburn Housing Authority's (AHA) Youth Enrichment Program encompasses a wide variety of programs and services in an effort to address the overall needs of AHA's youth related to academic, economic, social, and recreational barriers. Youth residing in subsidized housing are typically at an economic disadvantage compared to youth whose family does not live in subsidized housing. AHA's approach is to address various needs from a holistic approach in an effort for youth to have the necessary tools to succeed in life despite their living environment.

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#### 86 Employees Help Send Residents to College

Employees of the Housing Authority of the Birmingham District (HABD) for the last two years have personally donated more than \$100,000 to fund scholarships for public housing and Section 8 residents who seek higher education opportunities. The in-house campaign began in 2016 with a kick-off luncheon and celebration. In just that short period of time, more than \$106,000 has been raised through voluntary payroll deductions. Some individual contributions are as high as \$1,000. The funds represent a major source of revenue for HABD's Naomi H. Truman Scholarship Foundation.

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#### 87 The Homeless Work Program\*

The Homeless Work Program is a result of a collaborative effort between community non-profit organizations, city and county government, and business leaders. The primary goal of the program is to help persons exit homelessness through rapid engagement in daily employment and immediate cash payment for work. The Homeless Work Program started on December 6, 2016, and as of November 2017, 290 homeless individuals have worked at 115 sites, cleaning 73 miles of roadway,

## RESIDENT AND CLIENT SERVICES

and removing 67,230 pounds of trash from the City of Tucson and areas within greater Pima County.

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### 88 Promoting Healthy Communities for Seniors\*

The Los Angeles County Community Development Commission owns and manages public and affordable housing throughout Los Angeles County, housing 6,396 low-income residents, of which 1,433 are older adults. As the population ages, they have focused efforts on promoting healthy aging in place for older adults living in public housing. With their expertise in mental health and supportive services, Los Angeles County Department of Mental Health (LACDMH) has provided training to employees and facilitated monthly consultation meetings for technical assistance. In addition, LACDMH has co-located service providers at the housing developments to improve outcomes for older adults through health and wellness workshops, clinical services, resources, and referrals.

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### 89 South County Homeless Initiative Program

The Los Angeles County Community Development Commission has historically given admission priority to homeless families, veterans, and victims of domestic violence seeking placement in public housing. Their public housing program implemented a new homeless initiative as an additional means of addressing the county's homeless crisis. They entered into a Memorandum of Understanding (MOU) with the Los Angeles Homeless Services Authority (LAHSA) to refer homeless individuals and families to the commission's Homeless Initiative Program. As of October 31, 2017, 26 homeless families, totaling 113 household members, have been housed at the South Scattered Sites Family Public Housing Developments.

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*Photo courtesy of Los Angeles County Community Development Commission*

### 90 Health and Wellness Fair

In an effort to transition its public housing property into a non-smoking community, the Livermore Housing Authority (LHA) hosted the Health and Wellness Fair in October 2017 as an initiative to connect residents with community partners and supportive services aimed at providing health and safety awareness, basic health screenings, mentoring, fitness, nutrition, and economic empowerment. The event was held on-site at its Leahy Square Apartments. LHA was able to establish partnerships with 18 community organizations, paving the way for future collaborations. Approximately 150 attendees took part in the event.

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### 91 Digital Inclusion Initiative

As technology has become more integrated with how we live and work, those living in low-income communities can no longer afford to live without computers and Internet, especially children. The children who live in public housing have some of the greatest education setbacks in addition to being exposed to the greatest risk factors. In order to bridge the gap, the Housing Authority of the City of Los Angeles (HACLA) and its non-profit, Kids Progress, Inc., formed federal, state, and local partnerships under the agency's digital inclusion initiative. To date, the housing authority's work has enabled 2,600 households to harness the benefit of internet connectivity.

\* Titles followed by an asterisk indicate Merit Award  
Winners nominated for a NAHRO Award of Excellence

## RESIDENT AND CLIENT SERVICES

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Photo courtesy of Housing Authority of the City of Los Angeles

### 92 Early Literacy Initiative

Created by the Housing Authority of the City of Los Angeles (HACLA), Kids Progress, Inc. (KPI) is a non-profit organization that operates in partnerships with community based organizations, non-profits, government agencies, elected officials, and businesses to provide programs and services that enhance the quality of life and impact long-term economic and academic success for children and families living in public housing. HACLA has created strategic partnerships to ensure children have the resources they need to engage in early literacy activities. In 2017, HACLA donated over 3,000 books to children across the communities.

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### 93 HACLA Collaboration with Community Organizations

The Housing Authority of the City of Los Angeles (HACLA) collaborated with the Los Angeles County Department of Public Health, Tobacco Control & Prevention (DPH), American Lung Association (ALA), and other organizations to adopt a Smoke Free policy. In addition to development of the Policy, through these

partnerships HACLA provided ongoing support to all HACLA residents and employees interested in quitting smoking and/or remaining smoke free by integrating the educational efforts of health care professionals from the Los Angeles County Department of Public Health, Tobacco Control, and the Freedom from Smoking cessation program by the American Lung Association.

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### 94 HACLA Watts/Los Angeles Worksource Center

Since 1992, the Housing Authority of the City of Los Angeles (HACLA) has provided free employment/job readiness services to jobseekers who were residents of public housing and Section 8 through its Housing Services Department. Originally, HACLA operated a Work Source Portal System, which was primarily funded by the City of Los Angeles. In 2014 the City of Los Angeles' Economic and Workforce Development Department (EWDD) awarded HACLA the distinction of becoming the nation's first and only full-service WorkSource Center to be co-located on a public housing development and operated by a public housing authority. This represents a best practice for all housing authorities.

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### 95 Resident Student Author Book Publishing Program\*

Nearly 50% of the Housing Authority of the City of Los Angeles' (HACLA) youth attending Los Angeles Unified School District are not reading at grade level in elementary school. Because of this, youth lack the basic academic skills to excel inside the classroom. Many of these students come from homes where their parents also lack basic reading and writing skills, thus causing a generational problem with literacy. The purpose of Resident Student Author Book Publishing Program is to build an innovative, student driven, community-based book-publishing model within HACLA public housing developments that assists in improving literacy and writing skills, but also helps reduce dropout rates and increase efficacy.

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Photo courtesy of Housing Authority of the City of Los Angeles

### 96 Section 3 Program: Let's Get to Work

HUD's Section 3 regulation requires that the Housing Authority of the City of Los Angeles (HACLA) ensures that economically disadvantaged individuals (Section 3 Residents) and businesses that provide economic opportunities to such individuals (Section 3 Businesses) benefit from the economic opportunities resulting from HACLA's expenditure of HUD funding, whenever feasible. In 2014, HACLA implemented a new, creative approach to Section 3 compliance that has generated increased employment placement and training opportunities for Section 3 Residents and increased contracting opportunities for Section 3 Businesses. HACLA's successful "Let's Get to Work" Section 3 program can serve as a model for other public agencies.

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### 97 The HIP Way to End Homelessness

The City of Los Angeles suffers from a vacancy rate of less than 2.7 percent, making it extremely difficult for the Housing Authority of the City of Los Angeles' (HACLA) homeless applicants to find housing. HACLA implemented the Homeless Incentive Program (HIP) to assist applicants from its various homeless programs to find housing. HIP encourages landlord acceptance of homeless applicants by providing an incentive to hold a vacant unit for 30 days. In order to further assist housing the homeless, HACLA also provides funds for security deposit, utility arrears assistance, furniture essentials, and damage mitigation.

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### 98 Welcome Baby Program

The Welcome Baby Program serves families with children between the ages of 0-5 residing within the Housing Authority of the City of Los Angeles' (HACLA) low income communities. Since diapers are not covered by food stamps and other social service programs, they can be a great financial burden on a family with a fixed income. The Welcome Baby Program was designed to help alleviate this financial burden. Through a partnership with the non-profit, Baby2Baby, the agency obtained donations of essential baby items. During the 2016-2017 distribution cycle, over 500 households received approximately \$50,000 worth of diapers and other baby items.

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Photo courtesy of Housing Authority of the City of Los Angeles

### 99 Holiday Winter Wonderland

Holiday Winter Wonderland is an annual event joining nearly 700 families together with community-based organizations that supply critical resources and linkages to life-altering services, while engaging children and their families. With the backdrop of family-focused activities, the afternoon is designed to support entire families through challenges often exacerbated during the cold winter months when expenses tend to peak and new opportunities are often overshadowed by festivities not all families can fully

\* Titles followed by an asterisk indicate Merit Award  
Winners nominated for a NAHRO Award of Excellence

embrace. The celebration provides a rare opportunity for the Oakland Housing Authority Police Department (OHAPD) and the Family and Community Partnerships team to meaningfully interact with this vulnerable population, while also providing much-needed toys.

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#### **100 North County Works — Innovative FSS PCC**

The Oceanside Community Development Commission (CDC) was challenged with establishing a Family Self-Sufficiency Program Coordinating Committee (PCC) which would achieve the goal of tapping into community resources. The CDC established an alternate committee, North County Works, with other community organizations under the umbrella of a well-respected community collaborative. Since 2014, the PCC has obtained grants to hire a director and job developer, and provide support services funding. The PCC has coordinated job seeker and small business workshops, employer panels, lunch networking, and expungement clinics. The PCC has also expanded to include employers and additional educational institutions.

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Photo courtesy of City of Oceanside Neighborhood Services

## RESIDENT AND CLIENT SERVICES

#### **101 Homeless Winter Warming Shelter**

As fall 2015 approached, no program was in place to provide winter shelter for the chronically homeless in western Ventura County. The Oxnard Housing Department assumed a leadership role to develop regional partnerships, raise funds, and open a winter warming shelter at the Oxnard National Guard Armory. During that severe winter, 655 individuals (an average of 92 every night) received a hot meal and a warm, safe place to sleep. In 2016-17, Oxnard again hosted the regional shelter, with similar results. The program continues as a regional collaboration, led by Oxnard and the 2017-18 shelter host city, Ventura.

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#### **102 Power of One**

Power of One is a year-long program of the San Diego Housing Commission Achievement Academy that assists single parents who receive Federal rental assistance, with children up to age 16. Participants receive access to career and financial planning resources and workshops, as well as matched savings, back-to-school supplies, family-oriented activities, flexible class schedules, and one-on-one case support. The program was introduced in Fiscal Year 2017, and approximately 87% of the participants were either employed or going to school at the time of graduation, and 65% increased their wages and/or improved their credit scores.

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#### **103 Health Access and Care Coordination Project**

The Health Access and Care Coordination Project is a multi-agency, multi-disciplinary collaborative that expands access to primary and behavioral health services and improves care coordination, for Medi-Cal recipients residing in affordable housing in South Santa Barbara County. Funded by a one-time grant from CenCal Health, the pilot project involves a partnership between the Housing Authority of the City of Santa Barbara (HACSB), New Beginnings Counseling Center, PathPoint, Santa Barbara Neighborhood Clinics, Doctors Assisting Seniors at Home, and Doctors Without Walls. By collaborating with local health

## RESIDENT AND CLIENT SERVICES

and social service agencies, HACSB has reduced barriers to health care for its low-income residents.

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Photo courtesy of Housing Authority of the City of Santa Barbara

### 104 The Earn and Learn Program\*

Each year many low-income youth spend their summer either unemployed or at a job with no chance of growth. The Housing Authority of the City of Santa Barbara created the Earn and Learn program believing that providing these young people with the opportunity to prepare for the next phase of their life builds character, self-esteem, and ultimately, self-sufficiency. Earn and Learn offers mentoring, education, and training to assist the educational, job readiness, and career exploration goals of low-income youth between ages 15-21. The youth are matched with employers, and at the conclusion of the six-week summer workshop, receive a stipend.

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### 105 Safe and Accessible Arvada

The City of Arvada forged a collaboration with a non-profit, Brothers Redevelopment, to address residential visitability and accessibility needs for low/moderate income and fixed

income households. The program, Safe and Accessible Arvada, offers residents assistance with necessary modifications focused on safe access and mobility throughout the home including wheel chair ramps, bath modifications, grab bar installation, etc. The alterations to homes provided opportunities for residents to lead healthy, safe, and active lifestyles, while remaining in their homes when age or disability could have forced relocation.

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### 106 Attendance Matters\*

Sarasota Housing Authority (SHA) is committed to helping children achieve academic success and have options in life beyond public housing. One important area SHA is focused on is good attendance in school and reducing and eliminating chronic absenteeism. Research shows that children who miss 10% of their Kindergarten and first grade years, score 60 points lower on reading assessments in 3rd grade. SHA is a leader in the area of tracking school attendance and reducing chronic absenteeism.

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### 107 Book 'Em – Cops & Kids

The Sarasota Housing Authority (SHA) is committed to preparing children for school and beyond by focusing on early childhood literacy and helping children read on grade level by 3rd grade. SHA feels it is a moral imperative to intervene and do what they can in order to increase literacy and brain development in the first 5 to 8 years of life. For three years in a row, SHA has hosted Book 'Em - Cops & Kids, a book giveaway program where local police officers give out free books to public housing children.

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### 108 Calls for Service Safety Program

The Calls for Service Safety Program allows the Tampa Housing Authority to identify safety issues that affect their families prior to it escalating into a criminal situation, which can have a long term effect on the families and the

\* Titles followed by an asterisk indicate Merit Award  
Winners nominated for a NAHRO Award of Excellence

communities. This program allows them to determine ongoing domestic violence issues, VOWA issues, and other issues that normally would have gone unreported, and if left unattended, could have resulted in someone getting hurt, injured, or killed. This has helped them reduce crime in their communities by as much as 32% and in return has made the communities safer for families to enjoy.

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Photo courtesy of Sarasota Housing Authority

### 109 Jobs Plus

The Tampa Housing Authority's Jobs Plus Initiative (JPI) expands locally to residents residing in the Robles Park Village community. Services are employment driven and tailored to address. They include work readiness training, employer linkages, job placement, educational advancement, technology skills, computer literacy, community leadership, and financial literacy. JPI targets three core components including employment (and related services), Community Supports for Work, and financial incentives to remove barriers and advance employment outcomes.

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## RESIDENT AND CLIENT SERVICES

### 110 Pathways to Self-Sufficiency and RSC Initiatives\*

Resident Services Corporation (RSC), a non-profit affiliate of the Housing Authority of DeKalb County (HADC), continues to enhance the lives of the local community by providing targeted, ongoing initiatives that promote self-reliance and self-sufficiency. RSC initiatives, including Circles, Hotels to Permanency (H2P), Family Self-Sufficiency (FSS), Homeownership, and Youth Empowerment work together to further the agency's mission of "providing sustainable and affordable housing as a platform to enhance lives." Their goal is to become a catalyst for change, impacting lives and supporting families as they strive for self-sufficiency, while working within the community to design solutions for generational poverty.

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### 111 A Garden for All

Mytia Patterson, Resident of Lucy Morgan Home and Sheena Favors, Community Advocate, are both mothers of Special Needs Children that came together with a vision to create a garden for their children and other people with specialized needs. The Spirit of the Garden for All is innovative and creative in its own unique way because the garden will include wheel chair accessible beds, a flower garden for the flower girls club, and a tranquility setting for meditation and horticultural healing.

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### 112 Darkness to Light

The West Georgia Star Resident Services Program has partnered with Twin Cedar's Darkness to Light Steward's of Children Program to provide knowledge to their employees and residents on the signs and preventive measures of child sexual abuse. The Stewards of Children program will "increase knowledge, improve attitudes, and change child-protective behaviors." The Darkness to Light Steward of Children program has approximately 6,000 authorized program facilitators across the nation and 16 countries. They have trained over 500,000 adults on the prevention of child sexual abuse.

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## RESIDENT AND CLIENT SERVICES

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### 113 Eggs for Seniors

The Eggs for Seniors program originated when Youth Garden Technicians, Hassan Stargill and Tristan Ware, desired to start a service project in the community. Having previous experience working with his uncle on a small farm, Hassan understood that adding chickens to the garden would not only assist with fertilization, but the eggs could be a benefit for the elderly residents, as well as seniors in the surrounding community.

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### 114 LHA Garden

The LaGrange Housing Authority's Garden was established by Ms. ZsaZsa Heard, CEO in 2015 in response to the need of providing healthier food options to assist with combating the rise in chronic disease and obesity that affects the agency's residents. The garden also provides educational opportunities to residents through the garden club and the West Georgia Farmer's Cooperative, as well as provides employment opportunities through the Summer Youth Enrichment program. Although the garden is located on the LaGrange Housing Authority's property, it is open to the community at designated hours of the month.

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### 115 LHA Transportation

Ease of mobility was a significant concern for the residents of LaGrange Housing Authority. Without adequate and affordable transportation options, many residents were missing opportunities to continue their education, being able to work, providing for their families, and getting to medical facilities to maintain a healthy lifestyle. The housing authority believes they should remove barriers that lend to excuses, so they researched transportation, and realized they had vehicles only being utilized for field trips. They decided to use them for transportation services as well. They now offer transportation to residents daily from 6:00 am-8:00 pm by appointment.

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### 116 West Georgia Star After School Enrichment Academy

The Enrichment Program provides a development program whose focus is on expanding and improving the opportunities for youth during their time out of school. The purpose of this program is to promote leadership, academic achievement, and civic awareness necessary to build life skills to support the achievement of self-sufficiency.

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### 117 WGS/LHA Summer Youth Employment Enrichment Program

Learning and developing essential life skills is vital to adolescents and teens. Life skills play a critical role in determining risk for drug use, tobacco use, alcohol use, violence, and other high-risk behaviors. The LaGrange Housing Authority created a Summer Youth job training program in 2014 to help teens learn life skills. They expanded the program in 2017 to include an apprentice program, where teens could learn skills like painting, carpentry, food service, photography, transportation, and administrative work.

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### 118 Providing a Path to Prosperity

Working together with community stakeholders, the Randolph County Housing Authority developed an innovative program to assist low-income families obtain gainful employment. The Providing a Path to Prosperity Program linked together a large area employer, a regional transportation provider, the Regional Office of Education GED division, and the local Human Services Office, to develop a program which improved the employment outcomes for several low-income families. This program established an affordable transportation network, provided an opportunity to obtain needed educational

\* Titles followed by an asterisk indicate Merit Award  
Winners nominated for a NAHRO Award of Excellence

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credentials and reliable childcare, and most importantly, good paying jobs with opportunities for advancement.

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### 119 Building Beautification Initiative

Lake County Housing Authority's (LCHA) Resident Services program initiated the residential garden initiative in the summer of 2017. In an effort to engage the most senior members of the population, LCHA took on a residential beautification project for all of their senior buildings allowing staff and senior residents to engage in meaningful dialogue, gardening, and lunch once a week over the course of five weeks. At the end of the program, each of the senior buildings had brand new gardens to help beautify their homes.

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Photo courtesy of Lake County Housing Authority

### 120 Career Night

On November 1st, Lake County Housing Authority hosted its first ever literacy and career night. Adults and children of the Family Self-Sufficiency Program were given the opportunity to tour the Lake County Housing Authority facility and learn about the various jobs in the agency. The Family Self-Sufficiency Team

developed the LCHA Reads Everyday Coloring book as a takeaway for children who visited the agency.

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### 121 Family Fitness Nights

Studies have shown a correlation between low family income and childhood obesity. Lake County Housing Authority took pro-active measures to inform their participants and actually engage in healthy living practices with them. On February 15, 2017, the Family Self-Sufficiency Program hosted Family Fitness Night with Joi with Fitness studio. In addition to hosting the event free of charge, Joi with Fitness also offered the participants a membership for 75% off of the normal price.

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### 122 Hidden Figures Youth Outing

On Thursday, January 19, 2017, the Lake County Housing Authority engaged children of the Public Housing and Family Self-Sufficiency Programs by hosting an educational movie outing. Lake County Housing Authority purchased tickets for 25 program youth to watch Hidden Figures at Marcus Cinema and engage in discussion about minority participation in science, technology, engineering, and mathematics fields.

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### 123 Lake County Housing Junior Chefs

Lake County Housing Authority's Family Self-Sufficiency Program partnered with the University of Illinois Extension program to present the Lake County Housing Junior Chef Program offering a total of 16 hours of coaching to children of the family self-sufficiency program. The purpose of the program was to teach youth cooking skills using food items commonly obtained at local food pantries such as non-perishable canned goods. This

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program was a part of Lake County Housing Authority's plan to continually promote equity in the community.

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Photo courtesy of Lake County Housing Authority

### 124 Senior Prom

On Friday, April 28 2017, Lake County Housing Authority and Resident Services held their first Senior Prom. This event featured music, dinner, raffles, and all the prom trimmings. Former Executive Director/CEO David A. Northern Sr. provided music from different eras. It was an evening to dress up, dance, socialize, and have fun. At the end of the night, a king and queen were crowned.

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### 125 Smarties Camp

On July 2, 2017, Lake County Housing Authority sent 25 children through their enrichment grant program to Camp Timber-lee, Smarties Camp located in Troy, WI. The children spent six days and five nights on the 600 acres camp and engaged in a variety of activities.

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### 126 Summer Reading Program

Lake County Housing Authority's (LCHA) Family Self-Sufficiency program initiated a 2017 Summer Reading Challenge where they challenged participants of their Family Self-Sufficiency Program to read as many books as they could over the course of the summer. LCHA celebrated the success of over 100 books read by their program youth through a back-to-school celebration.

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### 127 Water for Life — Flint Michigan Water Drive

In February 2016, Lake County Housing Authority collected and distributed 25,000 lbs of water, as well as monetary donations to purchase bottled water for Flint, MI residents. Lake County Housing Authority recognized the dire need for immediate assistance to the residents of Flint and partnered with the community to help those affected by the water crisis. "We believe in serving our community, and at a time like this, it is so important to help our neighbors," said former Executive Director/CEO, Mr. David A. Northern, Sr.

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### 128 Youth Legislation Camp

March 30 2017, the FSS team took a group of youth to tour the Illinois State Capital. This day camp was hosted during spring break. The trip was designed in an effort to teach children about the history of their state, as well as provide an understanding of how state and local government works to keep them safe every day. Each aspect of the trip provided the youth with a new and exciting perspective on how legislation is created, passed, and enforced.

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\* Titles followed by an asterisk indicate Merit Award  
Winners nominated for a NAHRO Award of Excellence

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### **129 Community Policing and Safety Program**

The Rock Island Housing Authority (RIHA) Liaison Police Officers conduct regular patrols, crime prevention, and education activities, but they do more than that. Liaison Officers are known as friend, confidant, mentor, role model, and hero. Officers sponsor and chaperone youth trips, bike rodeos and safety round-ups, provide pizza and popsicles, cook Christmas dinners, and grill hotdogs. They keep RIHA families and properties safe from trespassers and would-be bad guys. They build trust and open doors for communication and cooperation between residents, police, firemen, and other authorities. Their hard work and dedication make them the true-blue line keeping our community safe.

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### **130 Senior Pantry Program**

Food insecurity and inadequate access to enough food to live a healthy lifestyle coupled with the physical difficulty associated with navigating public transportation with armloads of groceries is a barrier for many elderly and disabled individuals. The Senior Pantry Program alleviates hunger among residents 60 years and older while also eliminating the challenges associated with getting groceries home safely. The collaboration between the Rock Island Housing Authority and River Bend Foodbank, provides real and healthy food to people whose next most affordable meal, especially at the end of the month, might have been provided by fast food chains, gas stations, or quick-marts instead.

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### **131 ROCK Houses: Resident Officer Community Keeper\***

The Winnebago Homes Association is an affordable housing development nonprofit component of the Winnebago Housing Authority, which is providing a home to the Rockford Police Department for the Police Officer Residency Program. In this program, a police officer is provided a home in a high crime area of Rockford. The home is provided rent free for the Officer's residence, and in return the Officer provides visible, high profile community involvement. The Officer commits to a

three year residency, and the program has been proven to have a measurable impact in reducing crime.

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### **132 Bridging the Digital Divide\***

With the increase in the ability to find anything you want on the internet, so has the need to have that information at your fingertips. Individuals can search for employment, pay bills, attend class, locate housing; all from the comfort of their home. That is, if they can afford the luxury of having internet service. Whether it's using a laptop, desktop, or mobile device, the expense incurred for internet service can often prohibit access to those who need it most. With this in mind, the Fort Wayne Housing Authority built free computer labs to eliminate this barrier.

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### **133 Connecting Youth with Study Program**

In looking at ways to assist the local school system and the youth from the public housing communities who attend those schools, the Fort Wayne Housing Authority was excited to learn there was a program which needed their assistance. This program required additional volunteers to tutor young persons after school. Their Social Service team was quick to determine what they would need to do to make this partnership work, and they turned their resource center into a Study Connection site.

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### **134 Cooking Up a Healthy Lifestyle**

The Healthy Eating Active Living (HEAL) Program in Fort Wayne, IN is one of a handful of programs supported by the housing authority that offers access to local gardening opportunities. In addition, many residents are young adults who do not possess the skills to know how to utilize fresh foods in their everyday cooking. That is why incorporating the HEALing Kitchen program at the housing authority's sites was a wonderful way to engage residents. By showing

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them how to use fresh fruits and vegetables in their everyday cooking, they can learn how to help themselves.

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### 135 Creating Book-Rich Environments

Having access to books is an important part of a child's life, and often for low-income families, it's not high on the list of needs. As a housing authority who works with individuals and families who reside in affordable housing, the Fort Wayne Housing Authority recognizes this issue and was determined to find a way to fix it. After looking at many ways to create book-rich environments for the families they serve, they were able to secure the funding necessary to create a new program focused on reading and providing books to the children in the community.

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### 136 Fostering Achievement Through Reading

Teaching children to learn how to read at an early age is quite an important responsibility of those around them. Parents are usually busy working and taking care of the home, and they may have trouble finding the time to read to their children. This leaves a heavy burden on educators, and sometimes, with larger class sizes, not every child gets the attention they need. This is why the Fort Wayne Housing Authority created a reading program, Fostering Achievement Through Reading, in order to help bridge the gap between reading at home and reading at school.

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Photo courtesy of Fort Wayne Housing Authority

### 137 Removing Barriers: Security Deposit Assistance

Brainstorming from a successful model for voucher holders, the Sioux City Housing Authority's (SCHA) City Wide Security Deposit Assistance Program was designed to reduce barriers to those over income for the HCV Program, but under 80% of median income for the community. The goal was to secure rental housing within city limits beyond the HCV Program. Using Community Development Block Grant funds, SCHA designed a program in 2014 to reduce barriers to housing in the community. Since inception, the program has provided deposit assistance to 274 families and distributed \$134,465 to secure housing for the community's low to moderate income households.

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### 138 Family Self-Sufficiency Program

The Baltimore County Office of Housing's Family Self Sufficiency Program (FSS) developed a creative outreach technique that has improved their communication. Program staff designed a quarterly FSS newsletter to ensure continual communication and support for each FSS participant. The electronic newsletter provides FSS participants with upcoming job fairs, employment workshops, homeownership information, health screenings, program updates, and more. This inexpensive publication allows the FSS program to connect with participants on a regular bases in between their case management dates and maintain compliance within the program, as well as assist participants in obtaining continual education.

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### 139 Housing Search Program

Combating the overarching challenges of looking for housing, the Baltimore County Office of Housing's Search Program, designed a counseling search team that assist Housing Choice Voucher (HCV) holders with locating and securing housing that suits their needs. The counselors use a technique that incorporates research and resources in the counseling process. Cultivating a unique approach to enhancing the success of this program, each HCV holder is paired with a housing counselor to evaluate and meet their desired needs from start to finish.

\* Titles followed by an asterisk indicate Merit Award  
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## RESIDENT AND CLIENT SERVICES

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### 140 Choices Program\*

The Housing Commission of Anne Arundel County (HCAAC) established the Choices Program in 2016. As a result of a grant awarded by Anne Arundel County, HCAAC developed a program to provide low income individuals and families additional support in the areas of independence, self-sufficiency, and creating opportunities for those who receive housing assistance. The Choices participants must have a goal of self-sufficiency and a willingness to participate in case management. Through the grant award, a Relocation Specialist and a Choices Manager were hired to perform duties alongside existing staff to enhance programs within the agency.

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### 141 The Golden Dawgs Enjoying Senior Housing

Seniors who reside in low-income neighborhoods are particularly susceptible to the harmful impact of isolation (Klinenberg, E., 2005. Dying alone: The social production of urban isolation The sociology of health and illness: Critical perspectives, pp. 83-97). Based on this knowledge, the Dedham Housing Authority decided to create a community multigenerational, fun, stimulating social program for over 200 low-income seniors, most of whom live alone. The goal of the program is to decrease isolation and increase community involvement.

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### 142 Learning Zone STEM-Enhanced Programming Initiative

Many Lowell Housing Authority (LHA) families are multi-generational where both minimal education and significant language barriers are often present, adversely affecting parental involvement in their children's academics. In many situations, there have been no family members who have

attended/graduated from college. The LHA recognizes hands-on learning is often most effective. By providing the LHA After-School Learning Zone Program, children in grades 3-8 had an opportunity to engage in an on-site Traveling Science Workshop. Through the program, they were afforded access to further understanding of the STEM (Science, Technology, Engineering and Math) curriculum, and an appreciation for the Sciences, which increased their interest in the benefits associated with the pursuit of post-secondary education.

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### 143 Families Forward

Families Forward is a two-generation, whole family approach that combines economic support to parents, parent capacity building, child development, educational and social-emotional early and out-of-school learning to significantly improve outcomes for parents, children, and families. Children and families do better when they both have the opportunity to succeed. Families Forward's goal is to provide knowledge, resources, connection, and incentives that meet the needs of both generations in order to achieve better outcomes for parents and their children.

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### 144 Comfortably Home\*

Comfortably Home offers comprehensive, individualized, high-impact home modifications for low-income elderly homeowners. The goal of Comfortably Home is to extend the time low-income seniors can stay safely in their homes with improved health outcomes and decreased medical costs. The pilot phase documented that a per home investment of \$2,147 had positive outcomes in fall prevention, fire risk reduction, reduced hospitalizations, increased independence, and relief of financial burden.

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Photo courtesy of Bath Housing

### 145 GRHC-GVSU Nursing Collaborative\*

The Grand Rapids Housing Commission (GRHC) operates several developments that serve low-income seniors and disabled persons. Many residents have chronic health conditions that require close monitoring and dietary intervention. GRHC Resident Services staff have partnered with Grand Valley State University Kirkhof College of Nursing to offer ongoing health screenings and informational programs focused on nutrition, wellness, and disease prevention and management. This collaborative effort serves approximately 350 elderly and disabled residents.

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Photo courtesy of Grand Rapids Housing Commission

### 146 Reading Matters\*

Public housing agencies across the country have been challenged to participate in addressing the critical issue of literacy and grade-level reading. The Lincoln Housing Authority (LHA) responded to that challenge by developing the Reading Matters program. Reading Matters is promoting literacy and boosting educational outcomes by presenting new, diverse, age-appropriate books to children 12 and younger, whose families reside in LHA's low income housing programs and gently used books to all families involved with LHA. Along with the distribution of books, education is also provided to families regarding the importance of reading aloud 15 minutes each day.

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### 147 F.R.A.M.E. Free Reading and Math Enrichment Program\*

Research has documented there is a link to lower academic achievement and slower academic progress in low-income households. This is a stark reality for children living in Greensboro Housing Authority's (GHA) Claremont Courts community. In order to address this income achievement gap, GHA's Resident Services Group partnered with a local church to offer Free Reading and Math Enrichment (F.R.A.M.E.). This program addresses these issues through academic enrichment instruction focusing on improving reading and math skills during the summer months. Participants showed improved reading and math scores, which illustrate F.R.A.M.E.'s positive results.

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### 148 Hall Towers Senior Community Garden\*

After a great amount of resident interest, the Greensboro Housing Authority (GHA) began a Senior Community Garden. Gardening for seniors has well-researched health and social benefits, and it fits in with programming that GHA is always trying to provide to residents, including activities that increase socialization, develop hobbies, and help provide a sense of purpose. GHA staff provided tools and ongoing instruction. The garden was extremely popular among participants. It produced a great

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Winners nominated for a NAHRO Award of Excellence

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yield, which members shared with their neighbors and community, and it helped them develop self-reliance. This program also placed an emphasis on education, as all but one member had no prior gardening experience.

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### 149 Breaking the Cycle of Poverty

The Cincinnati Metropolitan Housing Authority (CMHA) is not just about brick and mortar, it has been helping reduce poverty in Hamilton County for years. The agency promotes self-sufficiency by partnering with social service agencies and non-profits. One barrier that many families face is being able to support the educational development of their children. First Learning is a mission driven early childhood education initiative targeting children 18 months to 5 years, as well as their parents or caregivers.

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### 150 Book Distributions at CMHA

Reading is critical to ensure success in school and in life, but two-thirds of low-income families do not even own a single children's book in their home. Through the Cuyahoga Metropolitan Housing Authority's (CMHA) partnership with the Cleveland Kids' Book Bank, approximately 25,000 books in a six month time period have been provided to CMHA families, including the distribution of books to children, youth, and adults. The mutual goal of CMHA and the Kids' Book Bank is to foster improved literacy and a love of reading by providing free books to people in need within the CMHA community.

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Photo courtesy of Cuyahoga Metropolitan Housing Authority

### 151 Cedar High Rise Digital Literacy Training Program

Low income senior residents are probably the largest group of residents within the Cuyahoga Metropolitan Housing Authority (CMHA) and the nation, who are digitally unconnected. Cedar High Rise was the first high rise in a plan of five to receive all three pillars of ConnectHome/Cleveland Connects (internet connectivity, devices, training). Many seniors have apprehensions about technology, simply because they have little experience with it, and they don't have someone to teach them how to properly use it. In 2017, CMHA and several partners came together to address this growing issue in their communities.

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### 152 Cleveland Housing Hackathon

On April 7th and 8th, Cuyahoga Metropolitan Housing Authority (CMHA) held the Cleveland Housing Hackathon. This event brought together people from a diverse range of backgrounds to examine the issues surrounding housing mobility, and the ability to find the best housing opportunity to match one's needs for participants in the Housing Choice Voucher Program (HCVP). The event began with a symposium where experts shared their research and experiences, followed by a social coding competition where participants had 24 hours to create novel technological solutions that helped improve the HCVP housing search process.

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## RESIDENT AND CLIENT SERVICES

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### 153 CMHA & Digital C Internet Access Project

Obtaining and keeping internet connectivity is one of the most costly utilities a low-income individual needs and ends up paying for themselves. Cuyahoga Metropolitan Housing Authority (CMHA), as a ConnectHome community, sought out partners who could change this dynamic. Digital C, a local Cleveland civic tech organization, was that key partner. Digital C gathered private companies together to provide internet connectivity to Cedar High Rise through "line of sight" technology. Four other CMHA high rises are also in this network, along with a men's homeless shelter and a charter school, which are all connected to the internet through equipment located on a roof of a hospital (the hub).

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### 154 CMHA Recycling Champions

The Cuyahoga Metropolitan Housing Authority (CMHA), partnering with the Solid Waste District, enhanced recycling efforts using grassroots organizing. CMHA distributed individual recycling bins to residents at three CMHA senior buildings, and recruited interested residents to become "Recycling Champions." With this group of residents, the team performed waste audits to maximize recycling efforts and relied on the Champions for insider information about how to maximize recycling. The Champions also assisted by educating and engaging with their neighbors to enhance recycling efforts. Recycling outputs increased at these buildings, and the Recycling Champions have evolved to help with all sustainability initiatives.

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### 155 Computer Coding Camp for Girls

The Cuyahoga Metropolitan Housing Authority (CMHA), already working to close the digital divide, collaborated with a high-school age Program Leader to implement

a computer coding summer camp for low-income girls. With grant funding from the National Center for Women in IT, CMHA and the Program Leader developed and presented a near-peer oriented STEM and computer coding curriculum to 15 girls during the week-long camp. At the conclusion, all the girls who completed the program had increased their confidence in coding and expressed an interest in pursuing careers in tech.

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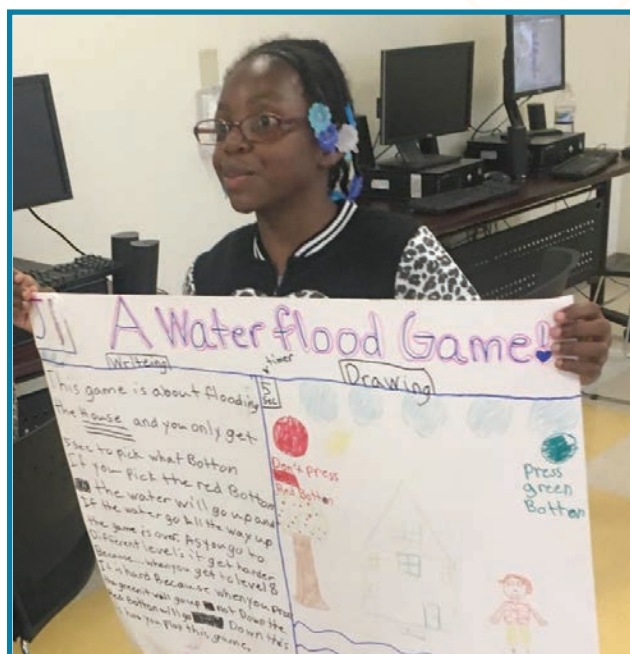


Photo courtesy of Cuyahoga Metropolitan Housing Authority

### 156 Increasing Healthy Food Access for Seniors\*

The Cuyahoga Metropolitan Housing Authority (CMHA) received funding from Cleveland Neighborhood Progress (CNP) to increase healthy food access for seniors at two elderly buildings by transforming underused, outdoor community spaces into vibrant community gardens. CNP also funded a hot house to extend CMHA's growing season. CMHA employee gardeners grow food to donate back to the seniors as part of the Employee Wellness Program. The program has been successful and included resident buy-in and engagement throughout the process. Residents were surveyed before and after,

\* Titles followed by an asterisk indicate Merit Award  
Winners nominated for a NAHRO Award of Excellence

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and their health, happiness, community connection, and access to fresh fruits and vegetables has increased.

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### 157 Bringing Food to a Food Desert

Lafayette Place Apartments is an affordable housing community for families age 62 and older located in Fayetteville, OH. With a population of approximately 695 people, the nearest grocery store is eleven miles away. The Supportive Service Coordinator discovered that residents were having problems getting fresh meat and produce. Through a chance encounter at a Continuum of Care meeting, she and the Maintenance Technician found a way to bring meat, fruits, and vegetables to the residents through a mobile food pantry in the area, which allowed them to pick-up the food from the mobile pantry and bring it back to the residents in their communities.

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### 158 Coffee Cafes "Coffee and Conversation"

Coffee Cafes "Coffee and Conversation" are designated areas located within the Lucas Metropolitan Housing Authority's (LMHA) Senior/Disable Developments where residents meet to enjoy a cup of coffee and conversation. Various topics are discussed including health and wellness, current events, and resident concerns. Starbucks Coffee provides a monthly donation of coffee to the Cafes, which allows the residents to enjoy various premium blends of coffee. The LMHA Coffee Cafes promote socialization, community, and encourages cognitive exercise.

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### 159 Well2Unity Bootcamp

Lucas Metropolitan Housing Authority (LMHA) hosted the first, Well2Unity Bootcamp on April 25, 2017. The programming was sponsored by a grant from the

Toledo Walleye Foundation via the Toledo Community Foundation. The Well2Unity Bootcamp was developed for LMHA youth ages 10-17. The 8-week fitness program focused on fitness activities and nutrition. The classes were facilitated by Fabulously Fit and the Ohio State University Extension Program.

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### 160 Project Play

Project Play is a multi-year effort designed to connect the children who live in Highland Terrace and the Southwest side of Warren to recreational resources and events/activities. In 2016, the management of Highland Terrace and several community partners, including Ignite Ministries and Second Baptist Church, worked to develop Project Play. The specific mission of the project is to create a safe and fun space for these children to hold sheltered events, play, exercise, and build community.

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### 161 HACE Lethality Assessment Program\*

Domestic Violence calls have historically been the highest reported incidence of crime at the Housing Authority of the City of Erie (HACE). In 2015 HACE partnered with SafeNet Domestic Violence Safety Network and their Community Policing Program to implement the Lethality Assessment Program (LAP) in their Neighborhoods. LAP provides an easy and effective method for law enforcement and other community professionals to identify victims of domestic violence who are at the highest risk of being seriously injured or killed by their intimate partners, and immediately connects them to the local community-based domestic violence service program.

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Photo courtesy of Housing Authority of the City of Erie

### 162 Nothing Old about this New Senior Initiative\*

According to U.S. Census figures, Westmoreland County has a larger population of 65 and older than any other county in the state of Pennsylvania, and the numbers are increasing. As the senior population rate continues to rise, Westmoreland County Housing Authority recognized the need to implement a three-pronged initiative to help residents in this age bracket live healthier, happier, and longer lives. The initiative included an elderly wellness program that focused on diet and nutrition, a flex fit program that focused on exercise, and a pen pal program which paired seniors with first graders to encourage social interaction.

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Photo courtesy of Westmoreland County Housing Authority

### 163 Striving for Financial Security, Independence

Public housing residents' dreams of a financially secure and independent future are coming true through the Building Your Financial House (BYFH) program. Westmoreland County Housing Authority's Family Self-Sufficiency Program partnered with the Pennsylvania Housing Finance Agency in offering the program to HUD-assisted families to increase their earned income and reduce their dependency on welfare assistance and rental subsidies. Participants meet once a month for eight months, learning such things as how to save money, plan for retirement, and even buy a house. The program, which was introduced in 2015, has been so successful it is now being offered annually.

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### 164 STEM Connection After-School Program\*

The STEM (Science, Technology, Engineering and Math) Connection After-School Program was initiated in 2015 to address the achievement gap that exists for rural, low-income children in technology. For the past three years, classes have been held at the Housing Authority of the City of Meadville (HACM) learning centers and concentrate on a variety of project-based, hands-on activities that relate to real-world experiences. Through resident engagement, broad community support, and financed by Resident Council MOU funds, 40 youth between the ages of 7-17 have participated. Proven results include increased self-confidence working on science projects, increased knowledge in STEM topics and careers, and strengthened families.

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### 165 Berks Community Health Center\*

For the duration of Wellness Program delivery, coordination with mainstream healthcare providers was most challenging for Oakbrook Homes' residents. Because of the issues of Access to Care, Reading Housing Authority (RHA) entered into a partnership with a local Federally-Qualified Health Center (FQHC) to pursue funding for a satellite center. Funding was awarded, and in six months, RHA secured a neighboring property, engaged in an extensive retrofit, and entered into a long-term lease with the FQHC. The center provides key health services to individuals and families in

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Winners nominated for a NAHRO Award of Excellence

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Oakbrook Homes, Southwest Reading, and surrounding communities, by improving access to primary health care.

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### 166 Equip to Educate

Internet access is something many take for granted, but having access at an affordable rate is limited. Libraries do offer free internet, but imagine a single working parent who not only has to complete the activities of running a household, but then has to drive the children to a library, only to sit and wait for access to a computer. Coventry Housing Authority collaborated with community partners to provide internet hot spots for families in their community to help alleviate this problem. They also engaged their elderly and disabled residents to help with a back-to-school supply drive. The seniors not only helped collect the items, but they stuffed them in the backpacks as well.

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### 167 Homework Club

The East Greenwich Rhode Island Housing Authority initiated a Homework Help Club in the Fall of 2017. Despite having no program space (the administrative conference room had been pressed into service) and no dedicated funding, the program is up and running and providing opportunities for school aged residents of this small agency to work with high school volunteers to complete and understand their homework assignments.

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### 168 Automatic Stove Top Fire Suppressors

Lincoln Housing Authority (LHA) is proud to provide safe and affordable housing to seniors, young disabled adults, and families within the Lincoln, RI community. In response to the increasing number of senior residents, they began a program to reduce the risk of stove-top related fires within apartments. The agency installed automatic fire suppressor canisters above stoves in 75

public housing units. These canisters will automatically engage if a fire breaks out — even if no one is home.

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### 169 Annual Homeownership Promotion Event

In honor of Homeownership Month in June, the Greenville Housing Authority hosts a large Homeownership event each year. Partners are invited to set up vendor tables, where they speak with attendees one-on-one and explain their respective programs. Each vendor is also given an opportunity to present their program before the audience. Partners include banks, finance companies (both for-profit and non-profit), realtors, mortgage companies, affordable housing agencies, HUD-certified housing counseling agencies, the state housing agency, and various community revitalization organizations.

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### 170 Commodity Supplemental Food Program

The United States Department of Agriculture (USDA) is a federal agency that provides the means for individuals or groups to receive or purchase food items. The Commodity Supplemental Food Program (CSFP) is a division of USDA specifically for seniors who meet the income eligibility requirements. This program will not impact any other services received and will offer the participants other nutritious food options. The Resident Services Department of the Greenville Housing Authority (TGHA) partnered with USDA to bring this valuable resource to the senior citizens who reside in TGHA's senior citizen facilities.

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### 171 HOPE (Homeownership Preparation and Education)

Residents in low-poverty neighborhoods are almost twice as likely to own their own homes as are residents in high-poverty neighborhoods. Recognizing that homeownership

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is the catalyst to building both personal and generational wealth, the Resident Services Department of the Greenville Housing Authority sought to make a positive and lasting change in these statistics. They developed the HOPE (Homeownership Preparation & Education) program which provides education on finances, budgeting, building and resolving credit, and ultimately purchasing a home.

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

### 172 Housekeeping Mentorship Program

In an effort to reduce the number of lease violations due to poor housekeeping, the Resident Services Department of the Greenville Housing Authority developed a housekeeping mentoring program. Upon referral from a property manager, the housekeeping mentor works closely with the participant for a period of time offering guidance, counseling, advice, and housekeeping mentoring, until the standard of housekeeping has noticeably improved to a level set and approved by the property manager.

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### 173 Night of Empowerment

In their quest for an innovative and unique way to recognize FSS participants and achievers, and to publicly honor FSS graduates, in February 2014, the Resident Services Department of the Greenville Housing Authority launched its first annual Family Self-Sufficiency Night

of Empowerment. The fun-filled, inspirational evening began with a warm welcome, a time of fellowship, and presentation of door prizes, followed by a buffet-style dinner. During the meal, the diners were treated to a motivational presentation by a local leader from the community and a "Dress for Success" fashion show. Finally, the evening culminated with the presentation of awards.

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### 174 Returning Citizens Housing Initiative

The Greenville Housing Authority has partnered with the Greenville Reentry Coalition and its more than 15 partnering agencies in the Upstate to identify the significant obstacles facing individuals who have prior criminal records. Commonly known as "returning citizens," these individuals are otherwise both healthy and qualified and no longer pose a significant community risk. It is also recognized that ensuring employment and safe affordable housing for these individuals not only improves that individual's own personal and family well-being, but improves the collective good by insuring a safer and more economically prosperous local community.

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

### 175 Senior Artistic Impressions

Studies have shown that individuals who suffer from chronic pain and illnesses, memory loss, dementia,

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loneliness, isolation, and depression can benefit from recreational therapy. Senior citizens, in particular, tend to experience more of these chronic and age-related illnesses. Arts and crafts are proven methods of therapy for sufferers, as creative expression offers the opportunity for self-expression and positive social interactions. The Resident Services Department of the Greenville Housing Authority hosted its first therapeutic painting class for senior citizens. Participants enjoyed creating a painting from a blank canvas, while enjoying fellowship with others, healthy snacks, and soft music in the background.

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### 176 The Born Learning Program

The Born Learning Resource Center is a space designed for parents to join playgroups and engage in early learning activities with their children ages birth-4 years. The facility also serves as a resource center for families, providing information on quality child care and other community services. The Born Learning Resource staff distributes books to families visiting the Center, and the Center, which is located within the Heritage Apartment Complex, also restocks the Little Free Library.

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### 177 Ambassadors: Resident Change Agents for Innovation

What source could provide sustainable and scalable help for residents applying digital tools to the most pressing barriers in their social and economic lives — digital literacy, energy efficiency, and transportation? Their fellow neighbors! Resident Digital, Energy and Mobility Ambassadors provide high-quality, cost-effective program design and development, build professional skills, and the community. Hundreds of Housing Authority of the City of Austin (HACA) residents, dozens of city decision makers and public, private, philanthropic partners have benefited from HACA Ambassadors' work to solve residents' everyday problems. HACA has already provided administrative and process assistance to large and small housing authorities, helping several adopt this model.

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### 178 Involved Dads of Action Developing and Succeeding

Absent and/or unengaged fathers/father-figures with their children effect more than a family's financial stability. Children with absent fathers are at-risk of experiencing social-emotional and academic issues. These findings are of significance since 60% of Housing Authority of the City of Austin (HACA) households are headed by a single female parent. In order to address this, the authority's I-DADS innovative focus and approach included empowering and recruiting fathers/father-figures who may or may not be on the lease for this program and having them identify, through self-reflection, course topics beyond parenting skills and/or workforce development that would aid them in improving their father-child and co-parenting relationships.

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Photo courtesy of Housing Authority of the City of Austin

### 179 Resident Protection Team: Weaving a Safety Net\*

Rental Assistance Demonstration (RAD) allows housing authorities to modernize aging properties, resulting in improved resident quality of life. However, significant physical housing improvements can call for residents to temporarily relocate. The Housing Authority of the City of Austin (HACA) created a Resident Protection Team (RPT) to help mitigate residents' uneasiness during RAD. The RPT's mission is to ease challenges presented when moving, promote community engagement, and develop external partnerships to help HACA better serve residents. As a result, residents are engaged and feel empowered as HACA proceeds with RAD.

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### 180 Book-Rich Environments Literacy Program\*

In an effort to promote literacy and boost educational outcomes for kids in voucher programs across the country, Houston Housing Authority (HHA) is proud to be part of a broad team including the U.S. Departments of Housing and Urban Development (HUD) and Education, the Campaign for Grade-Level Reading, the National Book Foundation, and the Urban Libraries Council in the Book-Rich Environment (BRE) Initiative. BRE aims to transform Public Housing Agencies into book-rich environments by putting diverse, high-quality books and other literacy tools into the hands of children and families living in HUD-assisted housing.

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### 181 Carman V. Orta Scholarship Fund

In 2013, the Houston Housing Resource, the Houston Housing Authority's non-profit affiliate, established the Carman V. Orta Scholarship Fund. Understanding the importance of education, scholarships are given to qualified graduating seniors to help defray the cost of college. Since the establishment of the scholarships, more than \$179,000 has been raised through the agency's annual golf tournament, and over \$75,000 has been given to 33 students.

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*Photo courtesy of Houston Housing Authority*

### 182 Houston's Homeless Mayor's Challenge: Success!\*

At a press conference on Monday, December 18, 2017, City of Houston Mayor Sylvester Turner announced that homeless and housing providers had exceeded their goal to house 500 chronically homeless individuals in six months. The Houston Housing Authority and more than two dozen homeless service organizations and hundreds of staff members moved 548 chronically homeless individuals into Permanent Supportive Housing between March-August 2017.

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### 183 Hurricane Harvey Status Check\*

In August of 2017 Hurricane Harvey hovered over Houston for four days. The lingering residual rainfall caused damage to much of the Houston Housing Authority's (HHA) housing stock. Immediately after the storm, HHA launched the Hurricane Harvey Status Check an online system that allowed residents to update HHA if they were impacted by the storm. They urged all families and individuals currently being served by the HHA to inform them of their status. This was a critical step to ensure they were able to collect necessary data and make final determination of the assistance needed. (See also #26 under Administrative Innovation.)

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### 184 ConnectHome Program\*

The ConnectHome program focuses on providing public housing residents with the three core components of digital inclusion: (1) Internet service, (2) computer devices, and (3) digital skills training. Challenged by the limited number of computer literacy the agency could offer, ConnectHome engaged partner organizations to help provide sustainable and scalable approach to computer literacy training. The Digital Passport Program was created to allow residents to complete the necessary ConnectHome computer training not only at PH locations, but also at different library branches and nonprofit organizations throughout the city.

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### 185 Healthy Living 6 Week Workshops

In an effort to improve the quality of life of their elderly residents, the San Antonio Housing Authority (SAHA) partnered with outside agencies to create practical programs. Texas A&M and City of San Antonio Metropolitan Health District each provided on-site, one-hour workshops over the course of six weeks to equip residents with knowledge to maintain or pursue a healthy lifestyle. Workshop topics covered cooking healthy meals, shopping tips, handy kitchen tools, and more.

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### 186 Housing Authority and UHS Collaboration\*

The San Antonio Housing Authority (SAHA) worked with key partner, the City of San Antonio, to provide much needed public and infrastructure improvements. A \$6 million dollar allocation was provided to SAHA to support infill activities in their Choice Neighborhood. Part of the funds were used to develop on-site case management, which provided a range of needed services and were backed by a network of SAHA and community service providers. They also placed an emphasis on job readiness training programs and improving access to health care.

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Photo courtesy of San Antonio Housing Authority

### 187 Silver Sneakers

In an effort to improve the quality of life of their elderly residents, the San Antonio Housing Authority (SAHA) partnered with outside agencies to create practical programs. Silver Sneakers is a fitness flex program provided onsite for elderly apartment community residents. All classes are taught by experienced and certified fitness instructors. The goal is to keep their residents active both physically and socially. As a result residents are asking for more!

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### 188 Tomorrow for Teens Career Camps

Many employment and career readiness programs delivered to communities are focused on adults. The San Antonio Housing Authority (SAHA) HUD Jobs Plus program recognized that youth are the next generation of the workforce, and they should start thinking about what their future could be today. By connecting with teenage youth through fun team building activities, guest speakers, and hands on activities, the teens learn what careers are out there, and how to make the right moves to get them.

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### 189 Understand, Empower and Prevail

It was discovered some children from the Housing Authority of the County of Hidalgo were being bullied at school during the lunch period. In order to help them, the housing authority decided to ask Nueva Luz Foundation to present a one hour/per week five weeks bullying program to the resident children. A Memorandum of

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Understanding was established with the Housing Authority to help address current and future bullying situations.

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### 190 Getting Ready to Work\*

Getting Ready to Work is a workforce program developed by Newport News Redevelopment and Housing Authority (NNRHA) in conjunction with its Family Self-Sufficiency (FSS) and Family Investment Center (FIC) programs. It offers career and job preparation services for individuals with limited employment experience living in public housing and participating in the Housing Choice Voucher program. NNRHA assists participants by providing an eight week training, and career planning program, as well as providing transportation to interviews and professional clothing resources for interviews. Since February, 2015, 25 participants have graduated and 90% of the class gained employment, internships or training opportunities.

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### 191 Financial Freedom: What is it Worth?\*

A study released by the Federal Deposit Insurance Corporation found more than 600,000 or 20% of Virginia's 2.9 million households are considered unbanked or underbanked. Not having a bank account forces consumers to use costly alternative financial services, such as check cashing and payday loans. To address this problem, Portsmouth Redevelopment and Housing Authority's (PRHA) Family Self Sufficiency Program (FSSP), created the Financial Freedom Program. The program addresses the frequent financial crisis that many residents continually find themselves in due to being unbanked and lacking the financial knowledge needed to make sound decisions. Topics covered include the basics of banking and budgeting, debit and credit cards, credit restoration, home ownership, and more.

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### 192 Youth Program Community of Practice

To raise the quality and consistency of their onsite out-of-school time programs and to serve more youth, the King County Housing Authority (KCHA) developed a Youth Provider Community of Practice. This peer learning network builds the capacity of youth program providers by: 1) Providing resources and professional development; 2) Building relationships between program staff, housing staff, and other community partners; and 3) Adopting a consistent framework for quality improvement. Results to date include an 83% increase in enrollment and a cost savings of \$627 per youth served, which was achieved with a modest annual budget of \$19,083 to support network coordination and materials.

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### 193 FitWise/Strong Bodies Strength Training

The partnership between the Housing Authority of the City of La Crosse and FitWise/StrongBodies was created to offer residents additional free exercise and nutritional programs to help them lead a healthier lifestyle. FitWise/StrongBodies is an adapted exercise program from an extensively researched and evidence-based program called StrongWomen™. The program was developed by Dr. Miriam Nelson and Rebecca Seguin, MS, CSCS, both of the Center for Physical Activity and Nutrition at the Friedman School of Nutrition Science and Policy at Tufts University. FitWise/StrongBodies training program is designed to help individuals become or stay fit, strong, and healthy.

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**Affordable Housing:** 44, 48, 73, 75.

*See also: Elderly Housing; Homeownership Programs; Mixed-Income Development; and Veterans Housing.*

**After School Program:** 116, 133, 142, 164.

*See also: Education; Youth Programs.*

**Agency Administration:** 2, 8, 17.

*See also: Electronic Communication; Landlord Relations; Staff Development and Training; Technology.*

**Agency/Employee Reorganization:** 30.

**Annual Reports:** 21.

**Arts Programs:** 175.

*See also: Senior Activities.*

**Beautification Programs:** 119.

**Back-to-School Program:** 166.

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**Community Meetings:** 44.

**Community Revitalization:** 48, 61, 75.

**Community Services:** 127.

**Comprehensive Services:** *See under specific services: Community Centers/Buildings; Educational Programs; Elderly—Social Services; Family Self Sufficiency Programs; Homeownership; Job Readiness/Training Programs; Senior Activities; Youth Programs.*

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**Contractors/Builders:** 11, 31.

**Crime Prevention:** 129, 131.

**Customer Service:** 33.

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**Data Collection:** 17.

**Disabled Housing:** 45, 105.

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**Disaster Preparedness/Recovery:** 26, 51, 183.

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*See also: After School Programs; Job Readiness/Training Programs; Self Sufficiency Programs; Summer Programs; Youth Programs.*

**Elderly Housing:** 42, 46, 49, 50, 71, 78, 105.

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*See also: Energy Management and Savings; Modernization; Sustainability.*

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*See also:* *Educational Programs; Fitness/Exercise Programs; Recreational Programs; Summer Programs.*

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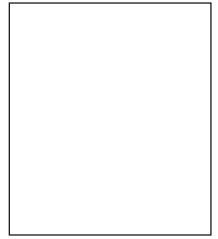


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