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Agency Awards of Merit

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2019 NAHRO Agency Awards of Merit

Twenty years ago, NAHRO created the Awards of Merit program to honor member agencies' successes and amplify the innovative ways in which they've improved their agencies, their communities, and the lives of the people they serve. Over these past two decades, we've recognized nearly 6,000 affordable housing and community development programs of all types — communications initiatives, sustainable energy use, budget and financial awareness education, health and wellness programs, supportive housing projects, veterans' housing, apprenticeship training, and so much more.

This booklet is much more than a list of winning initiatives. Think of it as a yearly compendium of some of the best work being done by housers and community builders nationwide. As you read through, we hope you find yourself inspired to try something new at your organization, or to reach out to an awardee 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.

Congratulations to our 2019 NAHRO Awards of Merit recipients. Thank you for all you do for your clients and your communities and thank you for sharing your solutions and successes with us.

Carl S. Richie, Jr., NCC
NAHRO Fellow
NAHRO President
Chairman
Housing Authority of the City of Austin
Austin, TX

Adrianne Todman
Chief Executive Officer
NAHRO
Washington, DC

Note: The award-winning entries have been arranged by category and then alphabetically by state. Award of Excellence nominees and entries from small agencies are also noted in the program. Finally, the subject index references the entries' number, not the page number.

ADMINISTRATIVE INNOVATION CATEGORY

(1) Website Initiative [E]

The Auburn Housing Authority (AHA) manages the LaFayette (LHA) and Roanoke (RHA) Housing Authorities. Although AHA has had a website for many years, the previous website was very outdated, and it did not provide useful information. The AHA launched its new website in September 2017 with the intent of incorporating AHA and its managed agencies. The website is used as a business portal for AHA's clients and the general public. The website strengthens the relationship between AHA and clients/businesses by meeting the evolving expectations of the public for secure and reliable online services. AHA's website may be viewed at www.auburnhousingauth.org.

Auburn Housing Authority
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931 Booker St., Auburn, AL 36832
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(2) Unleash Your Superhero

Cook Inlet Housing Authority (CIHA) has participated in the "Take Our Daughters and Sons to Work Day" for the past several years with each year focusing on morning activities for kids. For the 2018 CIHA event, the theme was "Unleash Your Superhero." Kids learned about CIHA's work in the community, providing affordable housing for a city that needs affordable housing. The kids met local firefighters and got a tour of several firetrucks. They then learned about giving back as they created care kits for a local charity and "shopped" for food items to give to a local food bank.

Cook Inlet Housing Authority
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(3) County of Santa Barbara Houses 18 Percent of its Homeless [E]

Full funding of the Housing Choice Voucher (HCV) program in 2018 created an opportunity for the Housing Authority of the County of Santa Barbara to rapidly expand permanent housing opportunities for homeless families in the county. Through a strategy of collaboration, applicant and participant education, waiting list preferences, simplification of the HCV waiting list application, landlord outreach assistance, and security deposit assistance, the Housing Authority of the County of Santa Barbara was able to house 18 percent of its homeless population.

Housing Authority of the County of Santa Barbara
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(4) Section 8 Open Enrollment and Application Process

The Housing Authority of the City of Los Angeles' Section 8 Program opened its waiting list after 13 years. People applied online by going to hacla.hcvlist.org using a smartphone, mobile device, or computer with internet access. Section 8 implemented a strong community wide outreach and media campaign effort to inform the greatest number of income eligible individuals about the opening of the Waiting List Lottery. The outreach and media campaign process was designed to allow equal access for submission of applications by all eligible persons from throughout the housing authority's jurisdiction.

Housing Authority of the City of Los Angeles
Douglas Guthrie, President and CEO
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Phone: 213-252-1812 | Email: douglas.guthrie@hacla.org

(5) Business Process Re-engineering

To increase operational efficiencies, reduce operational costs, and improve customer service, the San Diego Housing Commission's (SDHC) Rental Assistance Division re-engineered how it does business. The division underwent a process known as Kaizen, which means "continuous improvement," to analyze and redesign its workflows. The business process re-engineering was staff-led and resulted in significant efficiencies, such as reducing leasing process timeframes by 68 percent, reducing recertification processing by 25 percent, reducing initial inspections timelines by 71 percent, and an overall full-time equivalent (FTE) savings of 12 percent.

San Diego Housing Commission
Azucena Valladolid, Senior Vice President, Rental Assistance
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Phone: 619-578-7138 | Email: scottm@sdhc.org

(6) San Diego Housing Affordability Recommendations [E]

The San Diego Housing Commission (SDHC) was one of the first public housing authorities in California to develop a comprehensive blueprint to identify the costs of developing affordable housing and make recommendations on how to lower those costs. SDHC's report has been recognized and cited by other organizations throughout California. Action occurred on all 11 recommendations in SDHC's first report. Among those actions was a follow-up SDHC report about housing production objectives for the City of San Diego. In February 2018, SDHC published a third report, summarizing the actions taken on all 11 recommendations in the initial report.

San Diego Housing Commission
Scott Marshall, Vice President,
Communications and Government Relations
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Phone: 619-578-7138 | Email: scottm@sdhc.org

(7) Website Redesign

The San Diego Housing Commission (SDHC) completed its first comprehensive website update and redesign in close to 10 years, launching its new site on July 2, 2018. With the goal of enhancing customer service, public outreach, and transparency, the new website is easier to navigate, more appealing visually, and responsive to different devices. It also includes features to translate content into multiple languages and assist visitors with disabilities. In the first six months, page views increased more than 40 percent, pages per session increased 29 percent, and new users increased 5 percent from the same time period a year earlier.

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(8) Customer Service Initiative

What "good" customer service means in the context of housing assistance can be murky; determining how to improve it can be equally elusive. The Santa Clara County Housing Authority convened an employee-driven customer service Initiative to understand their clients' needs and how to better address them. After a year of "design thinking" research, brainstorming, prototyping, and field testing, several new processes and communications tools are helping to reduce stress for Section 8 families, support owners, and increase agency responsiveness. In early 2019, they will be debuting their newest customer service tool, a web-based mobile tenant app designed to simplify and improve tenant-agency interactions.

Santa Clara County Housing Authority
Katherine Harasz, Executive Director
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Courtesy of Santa Clara County Housing Authority

(9) Denver Housing Authority HCV FastTrack Initiative

With a goal of creating a replicable process for streamlining voucher issuance, the Denver Housing Authority Occupancy/Admissions, Management Information Systems (MIS), and Housing Choice Voucher (HCV) departments launched a pilot program called FastTrack. A small trial event on a Monday, followed by a larger full-day event that Saturday, resulted in 81 households completing the application process, attending orientation, and receiving a voucher, all within the same day. Of those, 42 percent ported to different jurisdictions, and 44 percent leased up in the City and County of Denver (with 47 percent of those leasing up in the initial 60-day period).

Denver Housing Authority
Loretta Owens
777 Grant Street, Denver, CO 80203
Phone: 720-932-3188 | Email: smadri@denverhousing.org

(10) A Year of Celebration

The Housing Authority of the City of Pocatello celebrated 50 years of service to the community in 2018. In preparation for this monumental event, they planned a year of celebration that began with a name change and was followed by an activity each month that focused on residents, community

education, and strengthening partnerships. A year of celebration was fun and memorable for all who participated.

Housing Alliance and Community Partnerships
Sunny Shaw, Executive Director
711 N. 6th Ave., Pocatello, ID 83201
Phone: 208-233-6276 | Email: sunny@hacp.services

(11) Electronic File Conversion

In an effort to improve customer service, the Moving to Work Housing Choice Voucher Program at the Housing Authority of Champaign County scanned participant files into the Tenmast Winten 2+ computer software system. The participant's information related to certifications, unit, and permanent documents are now readily accessible in electronic form from the participant's household screen page. This helped improve the department's work efficiency by eliminating the time it takes to manually file documents and search for information. Staff members can now view and print participant information, as oppose to asking participants for duplicate information.

Housing Authority of Champaign County
David Northern, Sr., Executive Director/CEO
2008 N. Market Street, Champaign, IL 61822
Phone: 217-378-7100 | Email: davidn@hacc.net

(12) Building a Positive Image

Public housing and Section 8 programs have developed a negative image over the years. Most people associate these programs with high crime and drugs, and they don't really know how they work, or what public housing agencies are. The Fort Wayne Housing Authority (FWHA) was facing this issue in their community. They knew they needed to change the stigma surrounding affordable housing, and they had to begin with their own agency. It was then that FWHA decided to consult with an outside marketing firm in order to rebrand their organization and create a positive image in the community.

Fort Wayne Housing Authority
George Guy, CEO/Executive Director
7315 S. Hanna Street, Fort Wayne, IN 46816
Phone: 260-267-9300 | Email: jmatuska@fwha.org

(13) Increasing Visibility Through Social Media [E]

Social Media is no longer just a place to catch up with old friends from high school or post pictures of your family or your latest meal. It is quickly becoming a platform for businesses and organizations to potentially reach the millions of people who log on every day. When looking at ways for the Fort Wayne Housing Authority to increase their visibility in the affordable housing industry and in their community, they looked to social media for their answer. Thus beginning their outreach efforts in the land of "posting" and "tweeting." Since launching, their social media presence, they have found that while its time consuming to search for content and post every day, it is worth it in order to create a level of exposure their organization didn't have before.

Fort Wayne Housing Authority
George Guy, CEO/Executive Director
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(14) Social Media [S]

In a rural county of less than 30,000 people on the outer banks of Lexington, KY, the Housing Authority of Danville is consistently looking for ways to attract residents from the community, neighboring counties, and even across the nation. They decided to use social media platforms, FaceBook and Twitter, to keep residents and the community up-to-date on the happenings with local, state, and federal government as it pertains to public housing. In the meantime, social media also let people know about the great opportunities and programs being offered to the residents of the Housing Authority of Danville.

Housing Authority of Danville
Tim Kitts, Executive Director
1014 Rosemont Ave., Danville, KY 40422
Phone: 859-236-6116 | Email: hadanvl@bellsouth.net

(15) Website Redesign [S]

The Housing Authority of Danville previously had a very basic, generic website with some general public housing information displayed such as the A.C.O.P. and five-year plan. In 2017, the housing authority partnered with eLink Designs out of Lexington, KY to do a complete overhaul of their website. They wanted something more user-friendly while also being able to update residents, contractors, and others of all things pertaining to the Housing Authority of Danville. The new site won SERC-NAHRO website of the year for 2018, and it provides residents, potential residents, and contractors easy access to up-to-date information at their fingertips.

Housing Authority of Danville
Tim Kitts, Executive Director
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Phone: 859-236-6116 | Email: hadanvl@bellsouth.net

(16) LHA Leadership Academy

The Lexington Housing Authority (LHA) Leadership Academy is an educational opportunity for employees who display leadership qualities and desire greater achievement. The Academy was developed to broaden participant's perspectives and gain greater knowledge and leadership competence. The program gives participants the opportunity to better understand business practices and prepare for workplace challenges. Applications for participation in the Academy are evaluated by a committee and require a supervisor's recommendation. Academy participants are exposed to lessons in leadership from industry peers and community leaders. Sessions included a broad range of topics related to business, government, education, the arts, and community service.

Lexington Housing Authority
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(17) Community Solar Gardens, Sustainable Energy Use [E]

The Public Housing Agency of the City of Saint Paul owns and manages 4,274 units of public housing and is therefore a large consumer of energy. The Community Solar Garden program was created by the Minnesota Legislature, and it provides Minnesotans with convenient opportunities to invest in renewable resources. Under the program, the PHA entered into a 25-year community solar garden agreement with a private developer. Under the Agreement, 10 high-rises and the PHA's Central Administrative Office building are connected to a community solar garden where the PHA completely offsets its electric costs with billing credits from solar energy. Last year, the PHA saved $112,000 in energy costs.

Public Housing Agency of the City of Saint Paul
Louise Seeba
555 N. Wabasha Street, Saint Paul, MN 55102
Phone: 651-266-8772 | Email: louise.seeba@ci.stpaul.mn.us

(18) NYCHA IVR and Kiosk Self-Service System

Interactive Voice Response (IVR) is an automated telephone system that interacts with residents or applicants to provide the ability to enquirer about various status of their applications, complaints, payments, outages, and receive and record the complaints about repairs for the concerned units. Using the IVR triage questions, the system will guide the caller through the steps either to resolve or create a new complaint request. This includes both emergency and non emergency tickets. Residents can call any time and IVR is available round the clock for the service. Also IVR function is available in various languages, and residents can also use the NYCHA Application (Kiosk) to perform various actions.

New York City Housing Authority
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250 Broadway, New York, NY 10007
Phone: 212-306-4719 | Email: Venkata.Chitrapu@nycha.nyc.gov

(19) Asset Management Fiscal Awareness Initiative [E]

Understanding an agency's finances is critical for all employees. Articulating a balanced perspective of operations, while incorporating the financial impacts of each function represented at the authority, is more than a challenge. The finance department at the Cuyahoga Metropolitan Housing Authority has created a powerful communication forum that facilitates conversation with intention. The forum is the Asset Management Fiscal Awareness Initiative, which is opening the doors between functions at the Authority, so operational and financial issues are elevated, to all impacted parties, so that complete solutions can be discovered.

Cuyahoga Metropolitan Housing Authority
Cortney Crocket, Director, Marketing & Communications
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Phone: (216) 271-2072 | kilburyc@cmha.net

(20) Budget Training 101 — Building Your 2019 Roadmap

Today's housing environment requires agencies to accomplish much with limited resources. Balancing the needs of properties and resident safety, while maintaining an environment in which residents thrive is challenging. The Cuyahoga Metropolitan Housing Authority's finance department committed to partnering with their operation and administrative staff, in order to achieve the task of doing much with little. Training courses were developed to empower and allow staff to be vested and accountable in the success of the agency. Finance started by introducing budget training, which provided the tools needed to create a financial roadmap, thus setting the stage for operational success and resident satisfaction.

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(21) CMHA Healthy Living Wellness Program

Research has linked sedentary lifestyles and sitting for long periods of time to a number of health concerns including obesity, high blood pressure, high blood sugar, and abnormal cholesterol numbers. For many employees there are limited opportunities for physical activity during the work day, so the Cuyahoga Metropolitan Housing Authority (CMHA) held a Health Fair to help educate their employees about healthy living. During the event employees had the opportunity to meet with over 14 vendors to learn more about health and wellness as well as some of the resources available to help motivate them in making healthier behavior changes.

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(22) Strategic Support Team

The Cuyahoga Metropolitan Housing Authority (CMHA) invests in its employees and understands that creating an environment and teams of people to fulfill its mission is an investment. The Strategic Support Team, created by CMHA administrative professional personnel, has effectively engaged in team building and cross departmental communication to actively establish leadership and foster teamwork. This is the model of the culture CMHA is trying to build: a culture of teammates working together, helping one another, sharing, collaborating, having positive energy, and vigorously working to be their best selves.

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(23) Email Blast

The Parma Public Housing Agency (PPHA), a small PHA, faced the challenge of engaging its customer base. They needed to build a strategy focused on enhancing communications with these customers in a timely, cost-effective manner, while strengthening community ties with its partners. In April 2017, PPHA launched its Email Blast Program for its customer base with a goal of achieving 100 percent enrollment by the end of 2018. As of October 2018, progress towards that goal is on track, and community partners now participate as both recipients and sources of information for the blasts.

Parma Public Housing Agency
Priscilla Pointer-Hicks, Executive Director
1440 Rockside Rd #306, Parma, OH 44134
Phone: 216-661-2015 | Email: Priscilla@ParmaHousing.org

(24) Do More With AmeriCorps [ES]

The East Greenwich Rhode Island Housing Authority demonstrates how a small agency can see big results by partnering with AmeriCorps. Tools for successful tenancy, eviction prevention, community resource, awareness, and an enhanced social media presence are just some of the value added through this partnership. (See also #171 under Resident and Client Services.)

East Greenwich Housing Authority
Marcia Sullivan, Executive Director
146 First Avenue, East Greenwich, RI 02818
Phone: 401-885-2610 | Email: msullivan@eghousing.com

Courtesy of East Greenwich Housing Authority

(25) 80th Anniversary Celebration Challenge Coin

On September 27, 2018, the Housing Authority of the City of Greenville (TGHA) presented a Challenge Coin to all who attended the Greenville Housing Authority's 80th anniversary celebration. The coin is a reminder of the importance of their 80 years of work in the affordable housing arena, and it is also a 'challenge' to renew their commitment and draw others to their cause. They are called to press ahead with unflinching valor and to forge new public/private

partnerships in this very important cause of insuring that all fellow citizens have safe, affordable housing.

Housing Authority of the City of Greenville
Kimberly M. Reynolds, Resident Services Manager
122 Edinburgh Court, Greenville, SC 29607
Phone: 864-238-1472 | Email: kimberlyr@tgha.net

(26) HCV Mass Intake Processing

The City of Pasadena Housing Program streamlined their Housing Choice Voucher (HCV) waiting list intake process and increased voucher utilization by beginning a mass intake process. After Hurricane Harvey's negative effects on the rental units in the area, voucher utilization had decreased for the agency. They streamlined the intake process for waiting list applicants by adding an additional six staff members to assist the Waiting List Coordinator to conduct mass interviews with intake. A total of 1,950 applicants were called from January to June 2018. This improved the process and increased their lease up rate to 100 percent.

City of Pasadena Housing Program
Melissa Quijano, Director of Housing & Community Development
1149 Ellsworth Dr., Pasadena, TX 77506
Phone: 713-475-4894 | Email: mquijano@ci.pasadena.tx.us

(27) Compliance Protocol

The Compliance Protocol was developed as a means to track and stay ahead of the ever changing and often increasing regulatory requirements of layered mixed income development. The program allows for constant review, analysis, and coaching to ensure ongoing compliance.

San Antonio Housing Authority
Kristi Baird, Director of Beacon Communities
818 S. Flores St., San Antonio, TX 78204
Phone: 210-477-6136 | Email: Kristi_Baird@saha.org

(28) How SAHA Won $110,000 with Solar Mesh Design

The San Antonio Housing Authority (SAHA) Innovative Technology department, the only housing authority team to compete among 90 teams across the nation in the Mozilla National Science Foundation Wireless Innovation for a Networked Society Challenge, won a $10,000 honorable mention for their submission of an Innovative Solar Mesh idea. Continuing to advance through all three stages, they had the opportunity to present among the top seven in the nation at Mozilla headquarters in California. SAHA placed third, winning $100,000 for delivering a concept that has the potential to build smart communities.

San Antonio Housing Authority
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(29) Maintenance Safety Program

The Maintenance Safety Program was developed with goals of reducing maintenance workplace injuries. While the program has proven successful, there have been added program benefits such as cost reduction, increased morale, and improved communication among the team.

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(30) Operation Cooperation — LEAPS, SAFFE, PRIDE, SWEAR

Police have a heavy call-load and are not able to proactively patrol San Antonio Housing Authority communities. Hiring police for random patrols, provided random results. Security decided to implement the US Department of Justice "Operation Cooperation" strategy to blend a Law Enforcement and Private Security Partnership (LEAPS). Collaboration between LEAPS and stakeholders in problem-solving initiatives was enhanced by a sophisticated system of performance measures and empirical evidence that synchronize police and security presence, which resulted in the reduction of crime at target locations. The Security Weekly Evaluation and Review (SWEAR) internet-based platform established an exchange of information via the Google Records Management

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(31) Prospect Hill On-Site Recertifications

Annual recertifications were challenging for elderly and disabled Assisted Housing Program (AHP) participants who had difficulty finding transportation to the San Antonio Housing Authority's main office. Additionally, some of the participants had trouble filling out the form by themselves or would forget important documents at home resulting

in them having to reschedule their appointment. Failure to complete the recertification process would result in the termination of assistance. With the implementation of on-site recertifications at Prospect Hill, a complex that houses 55 elderly and disabled AHP participants, the process is done with ease and participants receive the proper assistance they need.

San Antonio Housing Authority
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(32) SMARTI.SAHA.ORG Microsite

In efforts to bridge the digital divide, the San Antonio Housing Authority (SAHA) pursued a Mozilla and National Science Foundation's Smart Community Challenge grant with the design of SMARTI, a prototype that uses solar energy to access a local network and distribute free Wi-Fi to Cassiano Homes, one of SAHA's largest public housing developments. Although the agency had made great strides in connecting the unconnected, the agency had no centralized location of its work in the community. During the pursuit of the grant, SAHA created smarti.saha.org, a microsite where the agency's efforts were highlighted and centralized.

San Antonio Housing Authority
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(33) Online Section 8 Annual Recertifications [E]

Imagine HCV clients clicking on a link in an email at home and being able to answer questions online in one of seven languages. Imagine their answers leading to prompts to upload specific documents, and then that uploaded information reaching caseworkers who process it. Imagine clients and landlords receiving automated emails with their new HAPs and client portions with no paper at all. In 2018, the Everett Housing Authority laid the groundwork for this imagined future. No more disruption of clients' schedules, taking time off work, traveling to meet with caseworkers, snail-mailing multiple forms, individual meetings with clients to verify completeness of information, follow-up meetings, data entry, and paper files.

Everett Housing Authority
Wendy Westby, Director of Housing Choice Voucher Program
3107 Colby Avenue, Everett, WA 98206
Phone: 425-303-1195 | Email: wendyw@evha.org

(34) Rent Increase Request Process Improvement [E]

In 2015 King County Housing Authority (KCHA) did not have an automated process to receive rent increases. Instead, landlords sent requests to individual case managers. In an effort to improve customer service and provide better tracking of rental trends in the community, KCHA developed an online rent increase system, a rent increase facilitator, and an automated workflow and notification process. These new processes improved landlord interaction, streamlined landlord contact with the agency, and allowed the KCHA to keep up with the increase in rent requests due to market conditions in the county.

King County Housing Authority
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AFFORDABLE HOUSING CATEGORY

(35) Woven House and Creekview Plaza II (AVS56) [E]

Alaska Village Senior 56 (AVS56) is a mixed-tenancy development, comprised of three buildings: Woven House, which features 38 apartments, located in two sister buildings offering independent senior rentals for residents aged 55 years or older; and Creekview Plaza II, a mixed-use, mixed-income building that houses 18 one-bedroom apartments with retail on the street level. AVS56 is the continuation of the Creekside Town Center concept bringing affordable, independent living opportunities to east Anchorage. AVS56 joins Cook Inlet Housing Authority's other Creekside Town Center developments: Grass Creek Village, Creekside Plaza 49 and Grass Creek North.

Cook Inlet Housing Authority
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Phone: 907-793-3000 | Email: sghanson@cookinlethousing.org

(36) Project h2 Healthcare and Housing

The City of Phoenix has seen a large increase in the number of street homeless. To address this growing issue, the State of Arizona's Medicaid Department AHCCCS, the regional behavioral healthcare authority called Mercy Care, and the Housing Authorities of Maricopa County, Phoenix, and Tempe came together to house 100 street homeless. Arizona's Medicaid Department will pay rental subsidy

through Mercy Care for the initial 12–24 months. The housing authorities will then "bridge" the 100 individuals onto their permanent Housing Choice Voucher programs, once they are stabilized, with help from their health plans and supported housing providers.

Housing Authority of Maricopa County
Irma Hollamby, Director, Administration & Housing Services
8910 N. 78th Avenue, Peoria, AZ 85345
Phone: 602-744-4541 | Email: i.hollamby@maricopahousing.org

(37) ECHO Permanent Supportive Housing Program

The ECHO Permanent Supportive Housing (PSH) Program is a Dedicated Plus collaborative effort that provides direct links between permanent housing, supportive services, and employment programs for chronically homeless persons. The populations served include disabled homeless individuals and families, severely mentally ill persons, clients with chronic substance abuse disorders, and persons with multiple diagnoses. ECHO agencies implement Housing First; serving individuals and families that have multiple barriers to housing and economic security by providing opportunities for housing stability and employment/training services. More than 100 highly vulnerable, chronically homeless individuals have been moved off of the streets and into permanent housing.

City of Tucson Housing and Community Development Department
Vanessa Gonzalez, Community Services Project Coordinator
310 N. Commerce Park Loop, Tucson, AZ 85745
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(38) Littlejohn Commons

Named after Elector Littlejohn, a well-known housing justice activist in Alameda, Littlejohn Commons is Alameda's newest affordable living community developed by the Housing Authority of the City of Alameda. This infill property was developed in partnership between the Housing Authority of the City of Alameda, Island City Development, and a private developer to provide deeply affordable housing for seniors in the City of Alameda. The Housing Authority and its nonprofit affiliate, Island City Development, developed 30 new units and provided Project-Based Section 8 vouchers, thereby fulfilling a need for permanent rental housing for senior households.

Housing Authority of the City of Alameda
Kathleen Mertz, Director of Housing and Community Development
701 Atlantic Avenue, Alameda, CA 94501
Phone: 510-747-4300 | Email: kmertz@alamedahsg.org

(39) VASH on Campus

The Housing Authority of the City of Los Angeles (HACLA) has one of the largest HUD-VASH allocations in the country at 4,615. With vacancy rates below 2.7 percent in the City of Los Angeles, HACLA must develop innovative solutions to ensure that the homeless veterans, through HUD-VASH, can find affordable housing. One solution was to project base the subsidy, but the challenge was to locate a building close to the VA medical center. This resulted in a collaborative partnership with the VA to develop a project based voucher building on the VA campus, known as Building 209.

Housing Authority of the City of Los Angeles
Ryan Mulligan, Assistant Director of Section 8
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Phone: 213-252-6965 | Email: ryan.mulligan@hacla.org

(40) Owner Incentives Program [E]

The Oakland Housing Authority (OHA) Owner Incentives program offers a range of services that support and retain existing HCV owners by providing enhanced, concierge-like services to existing owners and signing bonuses to new owners as a recruitment strategy. While there are five components to the program, Phase 1 saw the successful implementation of the first four key elements: vacancy loss payments, pre-qualifying unit inspections, an owner recognition program, and a new landlord incentive payment. OHA used creative strategies based on extensive knowledge of landlord program participants to increase and maintain HCV utilization in a challenging and expensive Bay Area real estate market.

Oakland Housing Authority
Eric Johnson, Executive Director
1619 Harrison Street, Oakland, CA 94612
Phone: 510-874-1512 | Email: ejohnson@oakha.org

(41) Mission Cove [E]

The Mission Cove apartment home community exemplifies innovative public/private partnership in the creation of intergenerational affordable housing with robust on-site amenities. The City of Oceanside identified a parcel of land and facilitated the master-plan and development of 288 affordable apartment homes for seniors, families, veterans, transition-age youth, and formerly homeless individuals. An intergenerational approach was taken to connect seniors with families and children, a concept that encourages interaction in social activities and enhances understanding. The result is an affordable community with sustainable and

universal design that will transform the lives of its residents and the surrounding community.

City of Oceanside
Margery M. Pierce, Housing and Neighborhood Services Director
300 N. Coast Hwy., Oceanside, CA 92054
Phone: 760-435-3360 | Email: mpierce@oceansideca.org

Courtesy of City of Oceanside

(42) Leveraging Affordable Housing for Blight Removal

With the 2011 loss of California redevelopment, the City of Pasadena collaborated with local non-profit housing developer Heritage Housing Partners (HHP) to revise an existing Inclusionary Housing Program, adding blight removal and economic development objectives to the program. The revised program allows affordable housing developers to partner with market-rate developers, transferring inclusionary housing funding to eligible receiver sites exhibiting blighted, non-conforming uses. A 21-unit affordable homeownership development (Summit Grove) is presented as an implementation example. Partnering with HHP delivered significant leverage on city funds and provided the community with a high-quality catalytic project to encourage further economic activity.

City of Pasadena Housing Department
James Wong, Senior Project Manager
649 N. Fair Oaks Ave. #202, Pasadena, CA 91103
Phone: 626-744-8316 | Email: jwong@cityofpasadena.net

(43) Oakcrest Terrace and Oakcrest Heights [E]

Oakcrest Terrace and Oakcrest Heights symbolize the tenacity of National CORE and its commitment to addressing the nation's housing crisis through the development of high-quality, affordable apartment homes for our most vulnerable populations. NIMBYism and dissolving funding sources led to a nine-year journey that was overcome through education, teamwork, and creative financing. Ultimately 123 families, seniors, veterans and transition-age youth have beautiful, sustainable, affordable housing and supportive services in a community that will transform their lives.

National CORE
Steve PonTell, President and Chief Executive Officer
9421 Haven Ave, Rancho Cucamonga, CA 91730
Phone: 909-483-2444 | Email: spontell@nationalcore.org

Courtesy of National CORE

(44) Haciendas 3 Development (Hikari)

Haciendas 3 (Hikari) is an affordable housing development in the Chinatown area of Salinas, CA, and is the final phase of a four-phased redevelopment. The 50-unit Hikari multi-family affordable housing development replaced and expanded upon a prior public housing development of only 14 units. Haciendas 3 also added new complementary amenities, including laundry services, a community center, and a computer lab. Haciendas 3 was the first multi-family affordable housing development in Monterey County to be built using modular units. In addition, the development exceeds the standard requirements for energy efficiency.

Housing Authority of the County of Monterey
Starla Warren, President/CEO
123 Rico Street, Salinas, CA 93907
Phone: 831-796-4660 | Email: swarren@hdcmonterey.org

(45) Grace Village [E]

Grace Village is the Housing Authority of the City of Santa Barbara's latest innovation in affordable housing. Grace Village was built on the former site of the Grace Lutheran Church that was founded in 1903. After decades of declining

membership, the Church's members began to explore new, innovative ways it could continue serving the Santa Barbara community. They gifted the property to the housing authority specifically for the development of affordable senior housing. Named after the former church, Grace Village features 58 one-bedroom units, a community room, garden and food pantry, and on-site supportive services.

Housing Authority of the City of Santa Barbara
Jennifer Schipa, Administrative and Public Information Coordinator
808 Laguna Street, Santa Barbara, CA 93101
Phone: 805-897-1035 | Email: jschipa@hacsb.org

(46) Citricos de Santa Paula Apartment Homes [S]

The Housing Authority of the City of Santa Paula (SPHA) assists low-income families with safe, decent and affordable housing opportunities as they strive to achieve self-sufficiency and improve the quality of their lives. In a small city of approximately 30,000 people, it becomes increasingly difficult to develop affordable housing due to lower tax revenues, high city fee costs, availability of funding, and simply being able to find a location economical and available enough to build senior housing. Through Citricos de Santa Paula Apartment Homes, SPHA set out to expand the supply of assisted housing by building 11 new independent living apartments.

Housing Authority of the City of Santa Paula
Ramsey M. Jay, Executive Director
15500 W. Telegraph Rd., Suite B-11, Santa Paula, CA 93060
Phone: 805-525-3339 | Email: spharmj@aol.com

(47) Village on Horsetooth [E]

Limited available land for development, recent natural disasters, and high housing costs have caused an affordable rental shortage in Fort Collins. Housing Catalyst needed to find creative ways to fund housing for people earning below 60 percent AMI. Their innovative solution was to layer multiple funding sources, some of which were time-limited. They worked with the City of Fort Collins to activate a land bank property in order to take advantage of these funding opportunities. Village on Horsetooth has now brought 96 affordable apartments to a family-friendly location, with three public schools nearby, along with several large community parks.

Housing Catalyst
Julie J. Brewen, CEO
1715 W. Mountain Ave, Fort Collins, CO 80521
Phone: 970-416-2917 | Email: jbrewen@housingcatalyst.com

(48) Fifty Eight Hundred [E]

Since early 2014, the average rent in Lakewood, CO has risen by 23.4 percent, adding an extra $3,372 to annual housing costs for Lakewood's renters. For those struggling to keep up with the ever-increasing cost of living, affordable housing isn't just convenient, it's vital. When an opportunity arose to transform a vacant office tower into high-quality and affordable apartments and knit a long-ignored neighborhood back together, Metro West Housing Solutions (MWHS) saw a way to provide Lakewood's residents with a 152 units of attainable housing. After a challenging process, Fifty Eight Hundred is now providing a home to hundreds of tenants. (See also #73 under Community Revitalization.)

Metro West Housing Solutions
Sarah Smith, Communications Specialist
575 Union Boulevard, Suite 100, Lakewood, CO 80228
Phone: 303-987-7761 | Email: sarsmi@mwhsolutions.org

Courtesy of Metro West Housing Solutions

(49) The Micro-Cottages at Williamstown [E]

The Micro-Cottages at Williamstown provide public housing for seniors and military veterans. Florida is in the midst of a severe affordable housing shortage. For every ten persons/families that need affordable housing, there are only three units of rental housing available. Military veterans also have a difficult time finding housing. The Housing Authority of the City of Lakeland created an innovative solution using the tiny house concept. The result was the development of 48 one- and two- bedroom micro-housing units, 550 square feet, within a new affordable housing community. Free meals and healthcare services are available.

The Housing Authority of the City of Lakeland
Benjamin J. Stevenson, President/CEO
430 Hartsell Avenue, Lakeland, FL 33815
Phone: 863-687-2911 | Email: bstevenson@lakelandhousing.org

(50) Staff in the Field Day

The Staff in the Field Day Initiative was implemented due to an idea to involve all staff, other than just the executive team, in learning more about all of the authority's properties, their locations within the city, who manages them, and when they were built or revitalized. They felt all employees would become more efficient and interested in their jobs by knowing this information and by having a first-hand opportunity to meet all of the managers to learn of the challenges they faced each day. It would also better prepare them to answer questions from residents and others within the community.

Tampa Housing Authority
Lillian C. Stringer, Director of Community Affairs
5301 W. Cypress Street, Tampa, FL 33607
Phone: 813-341-9101 | Email: Lillian.stringer@thafl.com

(51) Emergency Family Shelter [E]

Champaign County, IL lacked a shelter to serve families. Men and women entered shelters specific to gender, younger dependent children were provided services through Crisis Nursery, and older dependent children were often unable to be served if the family was without an established support system. The Housing Authority of Champaign County and community members joined together to create the Emergency Family Shelter Program so families could stay together. The program provides temporary shelter and intensive case management services for homeless families with dependent children. Families are eligible to stay in a shelter unit for a temporary period of 30 days with extensions up to 45 days, if they agree to participate in case management services.

Housing Authority of Champaign County
David A. Northern Sr., Executive Director/CEO
2008 N. Market Street, Champaign, IL 61822
Phone: 217-378-7100 | Email: davidn@hacc.net

(52) Metro Heights at Mondawmin Apartments [E]

Baltimore City faces a lack of quality affordable housing for its citizens, particularly its most vulnerable populations such as the homeless and those with special needs. Declines in federal funding and scarce public resources add to this challenge. Metro Heights was created through a public-private partnership with the state, the city, Enterprise Homes, and the Housing Authority of Baltimore City (HABC). The result is a newly constructed development that offers 70 high-quality affordable apartments to low-income families, including units subsidized with project based vouchers from HABC that are designated for non-elderly disabled (NED) and chronically homeless households.

Housing Authority of Baltimore City
Corliss Alston, Deputy Chief for HCVP
417 E Fayette Street, #201, Baltimore, MD 21202
Phone: 443-984-2218 | Email: Corliss.Alston@habc.org

(53) New Shiloh Village Apartments

New Shiloh Village II consists of 73 apartments for families. Sixty-five of the apartments will be affordable for low-income families and disabled and formerly homeless tenants, including 19 for very low income residents. Eight are unrestricted market rate units. New Shiloh is a transit-oriented development that has been built to LEED green building standards (LEED Silver level). The project broke ground in June 2017 and held its grand opening celebration on September 11, 2018.

Maryland Dept. of Housing and Community Development
John Papagni, Program Officer
2 North Charles Street, Suite 450, Baltimore, MD 21201
Phone: 410-209-5807 | Email: john.papagni@maryland.gov

Courtesy of MD Dept. of Housing & Community Development

(54) RAD 6 [E]

The Housing Opportunities Commission (HOC) of Montgomery County executed a strategy to rehabilitate 268 public housing units spread across six sites. Using HUD's Rental Assistance Demonstration program and a pooled finance structure to combine the sites into one transaction, HOC leveraged the value of the assets to attract private capital to ensure long-term preservation of the affordable units. Furthermore, HOC used the opportunity to deconcentrate poverty, swapping 59 deeply affordable units within developments that were 100 percent low-

income with market rate affordable units. The units were relocated to other properties, preserving the total number of affordable units in the community.

Housing Opportunities Commission of Montgomery County
Stacy Spann, Executive Director
10400 Detrick Ave., Kensington, MD 20895
Phone: 240-627-9400 | Email: stacy.spann@hocmc.org

(55) The Lindley [E]

In 2018, the Housing Opportunities Commission (HOC) of Montgomery County opened The Lindley in Chevy Chase, MD. It capitalized on the opportunity to increase affordable units near a future public transit hub. Using a creative financing structure, HOC is the only PHA in the nation to secure private equity in a transaction while retaining principal control and ownership of the property. Through critical public-private partnerships, HOC created a self-sustaining property and increased affordable units in one of the top communities in the country for low-income youth to achieve upward mobility while building a new public park for the community. (See also #92 under Project Design.)

Housing Opportunities Commission of Montgomery County
Stacy L. Spann, Executive Director
10400 Detrick Ave., Kensington, MD 20895
Phone: 240-627-9400 | Email: stacy.spann@hocmc.org

(56) School District Partnership [E]

When the Carver County Community Development Agency (CDA) became aware of the number of homeless households in the school district, they approached them to partner on this issue. The CDA purchased units within the district and applied for project-based vouchers. They signed a Memorandum of Understanding with the school and designated the units for homeless families from the school district. They started this partnership with one school district and three units, and they have expanded to all four school districts in Carver County and currently have eight units.

Carver County Community Development Agency
Allison Streich, Deputy Director
705 N. Walnut St., Chaska, MN 55318
Phone: 952-556-2803 | Email: allisons@carvercda.org

(57) EOHA HCV Security Deposit Grant Program

Housing Choice Voucher (HCV) wait list families are granted vouchers to search for decent, safe, and sanitary housing. However, families are often met with financial barriers. Many do not have savings or resources to secure funds for the required security deposit. As a result, many families lose the opportunity for housing with the use of their HCV voucher. HUD approved unrestricted administrative reserves were used to create the EOHA HCV Security Deposit Grant Program, which provides half the required security deposit to families. To date, 70 families have been assisted with nearly $70,000 in funding.

East Orange Housing Authority
Wilbert O. Gill, CPA, PHM, Executive Director
7 Glenwood Avenue, Suite 304A, East Orange, NJ 07017
Phone: 973-678-0250 | Email: wgill@eoha.org

(58) Honor Ridge [E]

Approximately 423 people, including veterans, were homeless one night in February 2014 (2014 Point-in-Time Count) in eastern North Carolina. About 78 percent were staying at an emergency shelter and the remainder were living in an unsheltered situation. The Housing Authority of the City of Greenville (HACG), NC took action to alleviate this unjust and shameful situation affecting veterans and partnered with other public/private organizations to develop "Honor Ridge," a permanent supportive housing community exclusively for homeless veterans. Honor Ridge is currently home to 21 formerly homeless veterans, and may house up to 77 homeless veterans.

Housing Authority of the City of Greenville
Wayman A. Williams, Executive Director/CEO
1103 Broad Street, Greenville, NC 27834
Phone: 252-329-4004 | Email: williamswa@ghanc.net

(59) Dorchester Apartments

Dorchester Apartments is an affordable housing senior community development in an underserved and affluent community (Mt. Lebanon Township) in Allegheny County, PA, which uses Passive House and Enterprise Green Communities design. Income tiers range from 30 percent of area median income to 60 percent of area median income for the property, which provides a new affordable housing option to residents. A comprehensive supportive service program is being developed, focusing on individual needs, and allowing the senior resident to age in place. This low-income housing tax credit development is the first development of its kind being built in Mt. Lebanon.

Allegheny County Housing Authority
Frank Aggazio, Executive Director
625 Stanwix Street, Ste. 1200, Pittsburgh, PA 15222
Phone: 412-402-2450 | Email: franka@achsng.com

(60) Project Based Voucher/Gap Financing

Pittsburgh has a tremendous need for affordable housing, which is evidenced by the 9,000 voucher households who are unable to lease from the private market. The Housing Authority of the City of Pittsburgh (HACP) saw an opportunity to increase the affordable housing stock by creating the Gap Financing program. The program diversifies the developer pool by encouraging less experienced, non-profit organizations, such as community development corporations, to invest in their communities and develop proposed housing, while building capacity. Approximately $9.5M worth of affordable housing investment has been made for projects currently under construction with an additional $22M committed for 2019.

Housing Authority of the City of Pittsburgh
Chuck D. Rohrer, Community Affairs Communications Manager
200 Ross Street, Pittsburgh, PA 15219
Phone: 412-456-5000 | Email: chuck.rohrer@hacp.org

Courtesy of Housing Authority of the City of Pittsburgh

(61) Prairie Gardens Affordable Housing Complex [E]

The Abilene Housing Authority has implemented a Tax Credit Program through their first Tax Credit project Prairie Gardens. The 48 unit senior apartment complex was awarded to be developed in the 2014 9 percent Tax Credit round. The complex features 48 units, 45 of which are affordable housing and three market rate units. The head of household must be at least 62 years of age. The complex also holds 19 project based vouchers through the housing authority HCV voucher program. This Tax Credit complex has helped the housing authority to implement a new form of affordable housing in Abilene. (See also #78 under Community Revitalization and #100 under Project Design.)

Abilene Housing Authority
Tana Kauffman-Hubbard, Housing and Community Development Director
1149 E. South 11th, Abilene, TX 79602
Phone: 325-676-6385 | Email: tana.kauffman@abileneha.org

(62) Austin Housing Conservancy

The Housing Authority of the City of Austin and its subsidiary the Austin Affordable Housing Corporation recently partnered with The Community Development Trust and The Austin Housing Conservancy Fund to acquire The Preserve at Well Branch Parkway. This 308-unit apartment complex built in 1985 with amenities including a pool, clubhouse, fitness center, and business center, provides residents with a modern affordable housing option in north Austin. The Austin Housing Conservancy is a new real estate investment fund aimed at preserving Austin's fast-disappearing supply of affordable housing.

Housing Authority of the City of Austin
Sylvia Blanco, Executive Vice President
1124 S. IH-35, Austin, TX 78794
Phone: 512-477-4488 | Email: sylviab@hacanet.org

(63) Independence Heights Apartment

In response to the challenge of providing quality affordable housing in desirable neighborhoods, the Houston Housing Authority developed a beautiful Class A property that is made up of 154 units in a neighborhood that is located just outside the 610 loop and near the prestigious Greater Houston Heights. The property has 1, 2, and 3-bedroom units, two playgrounds, a business center, free WiFi in common areas, a game room, and a large community room for gatherings and community meetings. Quality living at an affordable price!

Houston Housing Authority
Tory G. Gunsolley, President and CEO
2640 Fountain View Drive, Houston, TX 77057
Phone: 713-260-0537 | Email: clewis@housingforhouston.com

(64) New Hope Housing Harrisburg [E]

Homelessness and substandard housing destroy lives, wrench families apart, and degrade communities. With more people living on the edge, New Hope Housing created a formula for alleviating homelessness by building healthy communities. For more than 25 years, New Hope has helped people mend their lives and recover their dignity by providing affordable, beautiful housing for adults living

alone on very limited incomes. By working with collaborative partners, they developed a model of excellence in housing and supportive services, and the results have real human impact. Harrisburg is their eighth property in Houston, and their first mixed-use development.

New Hope Housing Inc.
Joy Horak-Brown, President and CEO
3315 Harrisburg Blvd., Suite 400, Houston, TX 77003
Phone: 713-222-0290 | Email: joy@newhopehousing.com

Courtesy of New Hope Housing Inc.

(65) Homeless Housing Partner

The San Antonio Housing Authority entered into an agreement that would provide additional units to their Affordable Housing inventory. Utilizing their Beacon Communities portfolio they were able to dedicate conventional market units to their affordable initiatives. These were funded by partner grants and did not impact their voucher program.

San Antonio Housing Authority
Kristi Baird, Director of Beacon Communities
818 S. Flores St., San Antonio, TX 78204
Phone: 210-477-6136 | Email: Kristi_Baird@saha.org

(66) 9th E. Lofts at Bennion Plaza

The 9th East Lofts Apartments at Bennion Plaza is a 68-unit Housing Authority of Salt Lake City development with low income (54) and market rate (14) units located in the East Central Community Council District of Salt Lake City, UT. Adjacent to the 9th East Light Rail "Trax" station, it is considered a true Transit-Oriented Development (TOD). It also meets the "walkable" community criteria with human-scale design elements that include warm brick façades, street level retail spaces, and a community plaza. Multiple community and government entities have participated in its development and ongoing success. (See also #104 under Project Design.)

Housing Authority of Salt Lake City
Daniel Nackerman, Executive Director
1776 S. West Temple, Salt Lake City, UT 84115
Phone: 801-487-2161 | Email: dnackerman@haslcutah.org

(67) Denver Street Apartments

The Denver Street Apartments is an innovative reimagining of a former public housing property that will ultimately serve 22 residents that are considered some of the hardest to serve — the persistent and severely mentally disabled. This property was part of the Housing Authority of Salt Lake City's public housing portfolio until it was repurposed 10 years ago as affordable apartments for residents making less than 80 percent AMI. To create housing for this target group, the housing authority identified the Denver Apartments as a prime location for this project.

Housing Authority of Salt Lake City
Daniel Nackerman, Executive Director
1776 S. West Temple, Salt Lake City, UT 84115
Phone: 801-487-2161 | Email: dnackerman@haslcutah.org

(68) Bodhi Salt Lake City [E]

Bodhi Salt Lake City addresses housing instability with an integrated strategy, uniting elements of supportive housing, private enterprise, and public housing to prevent homelessness. Bodhi offers 80 units, 20 at market rate, 37 for people in need of affordable housing, and 23 earmarked for vulnerable populations (five for chronically homeless persons, nine for persons with a disability, and nine for persons with a mental illness). Bodhi leased up in less than two months and remains 100 percent occupied. Bodhi provides a permanent place to call home in central Salt Lake City. As an integrated community, Bodhi is the solution to ending homelessness.

Housing Connect
Jeanette Hernandez, Affordable Housing/Compliance Manager
3595 S. Main Street, Salt Lake City, UT
Phone: 801-284-4400 | Email: jeanette@hacsl.org

COMMUNITY REVITALIZATION CATEGORY

(69) Lunch with Leaders

The Housing Authority of the City of Los Angeles (HACLA) has committed permanent supportive housing (PSH) assistance to almost 19,000 households of formerly homeless and chronically homeless individuals and families. With low vacancy rates in the City of Los Angeles, the HACLA must be able to creatively coordinate its resources in order to provide innovative avenues for exposure. "Lunch with Leaders" was created to recognize owners for their continuous support and commitment to expand the supply of affordable housing. The event honored 32 owners whom collectively dedicated over 300 units to house HACLA's homeless applicants.

Housing Authority of the City of Los Angeles
Kristine Khachatrian, Special Programs Coordinator
2600 Wilshire Blvd., Los Angeles, CA 90057
Phone: 213-252-3158 | Email: kristine.khachatrian@hacla.org

Courtesy of Housing Authority of the City of Los Angeles

(70) Olive Meadow [E]

Olive Meadow, a beautiful 62-unit affordable housing community, benefits low-income families and fills a recognized and urgent need for affordable housing in the region. It is the first onsite phase in the revitalization of the larger Arrowhead Grove Neighborhood (formerly known as Waterman Gardens) and is part of a service-rich, master-planned community that supports educational attainment, economic mobility, and improved health through education, wellness, and social service programs. Beyond the construction of high-quality apartment homes, the redevelopment of Olive Meadow includes the revitalization of the surrounding neighborhood and the alignment of community partnerships that promote educational opportunity and improved health.

National CORE
Steve PonTell, President and Chief Executive Officer
9421 Haven Ave, Rancho Cucamonga, CA 91730
Phone: 909-204-3434 | Email: spontell@nationalcore.org

(71) Bridging the Gap: Community and Police [E]

There is a disconnect between citizens and law enforcement officers in many cities across the United States. In no one group is this disconnect more pronounced than among our youth. Research shows that youth are often scared of and unwilling to cooperate with police, causing many police contacts to unnecessarily escalate into confrontations or arrests due to misunderstandings and fear. Bridging the Gap is a partnership between the Denver Public Housing and the Denver Police Department that seeks to proactively build strong relationships between young people and police officers through education and community engagement events.

Denver Housing Authority
Lynne Picard, Director of Workforce Development
and Community Initiatives
777 Grant Street, Denver, CO 80203
Phone: 720-932-3052 | Email: lpicar@denverhousing.org

(72) Village on Shields Major Rehabilitation [E]

Housing Catalyst preserved 285 affordable apartment homes by purchasing and rehabilitating a property in dire need of repairs and upgrades. The project required a complex funding structure that was almost derailed when the 2016 election caused a 16 percent drop in tax credit equity pricing, creating a funding gap over $3 million. Then, days before closing, the investor unexpectedly required a $1.6 million replacement of water supply lines. Despite those obstacles, the project came together because of the development team's monumental efforts to fill the funding gap and value engineer the project, resulting in a beautifully renewed 17-acre affordable community.

Housing Catalyst
Julie J. Brewen, CEO
1715 W. Mountain Ave, Fort Collins, CO 80521
Phone: 970-416-2917 | Email: jbrewen@housingcatalyst.com

(73) Fifty Eight Hundred [E]

Like the surrounding metro Denver area, Lakewood has seen an increased rate of development and economic growth in recent years. However, like any city, as parts of Lakewood developed, others fell further into decline. Such was the case at 5800 W. Alameda Avenue. When an opportunity arose to transform a vacant office tower into high-quality and affordable apartments and knit a long-ignored neighborhood back together, Metro West Housing Solutions (MWHS) saw a way to provide Lakewood's residents with 152 units of affordable housing while leading the way in revitalizing a community. (See also #48 under Affordable Housing.)

Metro West Housing Solutions
Sarah Smith, Communications Specialist
575 Union Boulevard, Suite 100, Lakewood, CO 80228
Phone: 303-987-7761 | Email: sarsmi@mwhsolutions.org

Courtesy of Metro West Housing Solutions

(74) Wilmington Housing Authority Solar Park

PHAs are faced with burdensome energy costs and declining budgets which lead to an inability to keep pace with property maintenance requirements. The Wilmington Housing Authority (WHA) partnered with Ecogy Energy to repurpose a vacant former development site into a 1.15MW solar system providing five properties with clean electricity. WHA residents were hired for the installation and WHA is expected to save $1.2 million over 25 years and will focus the savings on needed property maintenance. This US DOE award finalist solar project offers a model to promote public/private partnerships that benefit PHA's budgets, residents, and the environment.

Wilmington Housing Authority
Roger Turk, Director of Development
400 N. Walnut St., Wilmington, DE 19801
Phone: 302-429-6701 | Email: rturk@whadelaware.org

(75) Bel Air Armory Marketplace

The Bel Air Armory Marketplace has transformed vacant garages at the former Armory in Bel Air into affordable rental spaces for merchants, and it supports the ongoing revitalization of the traditional Main Street in Bel Air. Named to the National Register of Historic Places in 1985, the Milton A. Reckord Armory has been a fixture of Bel Air's Main Street for over 100 years. The Armory Marketplace project completes one of the most comprehensive community improvement projects the Town of Bel Air has ever undertaken.

Maryland Dept. of Housing and Community Development
John Papagni, Program Officer
2 North Charles Street, Suite 450, Baltimore, MD 21201
Phone: 410-209-5807 | Email: john.papagni@maryland.gov

(76) Riverview Sensory Garden AARP Partnership [E]

In partnership with the American Association of Retired Persons (AARP), the Cuyahoga Metropolitan Housing Authority transformed a dilapidated sand volleyball court at a low-income public housing high rise for seniors into a thriving, therapeutic, multiuse outdoor space, which includes areas for recreation, intergenerational activities, and growing and harvesting fresh fruits and vegetables. The Riverview Sensory Garden transformation project at Riverview Towers will provide access to fresh food, and will allow residents to relax and commune with nature and their neighbors, which can combat a variety of health problems that can stem from poor nutrition or social isolation.

Cuyahoga Metropolitan Housing Authority
Cortney Crocket, Director, Marketing & Communications
8120 Kinsman Road, Cleveland, OH 44104
Phone: (216) 271-2072 | kilburyc@cmha.net

(77) White Swan Apartments [E]

White Swan Apartments, a six-floor high-rise building located in Historical Downtown Uniontown has been a staple of the city's landscape for decades. This prime location for low income housing residents near many resources in the city, had became outdated, and over time, fell into a state of disrepair with fears of closing the building completely due to lack of modernization funds and accessibility needs required for such a large property. To save the building, Fayette County Housing Authority created a development team to self-develop this substantial property into large modern low income housing and restore the city's landscape.

Fayette County Housing Authority
Mark Yauger, Executive Director
624 Pittsburgh Road, Uniontown, PA 15401
Phone: 724-434-2100 | Email: myauger@faycha.org

(78) Prairie Gardens [E]

The Abilene Housing Authority implemented a Tax Credit Program through their first Tax Credit project Prairie Gardens. The 48 unit Senior Apartment Complex was awarded to be developed in the 2014 9 percent Tax Credit round. The complex features 48 units, 45 of which are affordable housing and three are market rate units. The head of household must be at least 62 years of age. The complex also holds 19 project based vouchers through the housing authority HCV voucher program. This Tax Credit complex has helped the housing authority implement a new form of affordable housing in Abilene. (See also #61 under Affordable Housing and #100 under Project Design.)

Abilene Housing Authority
Tana Kauffman-Hubbard, Housing and
Community Development Director
1149 E. South 11th, Abilene, TX 79602
Phone: 325-676-6385 | Email: tana.kauffman@abileneha.org

(79) "See Something, Say Something" Safety Program [E]

The Houston Housing Authority (HHA) collaborated with local partners to implement a viable crime prevention strategy called "See Something, Say Something." This initiative abates crime to allow tenants to feel safe and live comfortably, within their public housing communities. Public and private partnerships between the HHA, resident councils, management, Houston's Police Department, Harris County's Constables, and the Houston Apartment Association allows key stakeholders to organize local efforts to reduce crime through improvement in physical design and coordination of resources. As a result, traditionally vulnerable public housing tenants are able to feel safe and thrive within their community.

Houston Housing Authority
George Griffin, VP of Public Housing Operations
2640 Fountain View Drive, Houston, TX 77057
Phone: 713-260-0733 | Email: ggriffin@housingforhouston.com

(80) Utility Savings: EPC, Rate Reductions and Bulk Purchasing

The Houston Housing Authority (HHA) entered into a HUD-sponsored Energy Performance Contract (EPC) with Siemens Industry Incorporated. This incentive greatly reduced energy consumption, while at the same time the agency was able to actively negotiate the lowest electric utility rate possible for its entire portfolio. Because cost savings are a direct result of reduced consumption in an EPC, a reduced utility rate would compromise the dollar savings amount achieved. Since HUD has recognized this fact, it offers public housing authorities an opportunity to apply for a Rate Reduction Incentive. The HHA found itself in this unique situation, of applying for and receiving the Rate Reduction Incentive.

Houston Housing Authority
Bill Bryant, Energy Manager
2640 Fountain View Drive, Houston, TX 77057
Phone: 713-260-0702 | Email: WBryant@housingforhouston.com

(81) Bibliotech East

Bibliotech East is a full branch, digital library developed in partnership with Bexar County of Texas. Located in the newly redeveloped San Antonio Housing Authority property, East Meadows, the partnership addresses the absence of neighborhood libraries and bridges the digital divide. Through technology, youth and other residents are exposed to reading and learning in the cloud. Patrons can access a multitude of online databases and educational resources with a simple library card. Bibliotech East is centrally located, within a quarter mile of the Tynan Early Learning Center, Washington Elementary School, and the Young Men's Leadership Academy.

San Antonio Housing Authority
Arrie Porter, Assistant Director
818 S. Flores St., San Antonio, TX 78204
Phone: 210-477-6489 | Email: arrie_porter@saha.org

(82) Mayor's Housing Summit: Housing Policy Charrette

At the City of San Antonio's 4th Annual Mayor's Housing Summit, the San Antonio Housing Authority in collaboration with San Antonio Independent School District and the University of Texas at San Antonio- Department of Architecture (UTSA) developed a two-day Housing Policy Charrette led by UTSA college students. The Charrette provided 30 high school students from various local high schools the opportunity to learn about housing challenges

from housing experts and college students and present policy recommendations to local housing policymakers and experts.

San Antonio Housing Authority
Richard Milk, Director of Policy and Planning
818 S. Flores St., San Antonio, TX 78204
Phone: 210-477-6073 | Email: richard_milk@saha.org

(83) Framing Pilot-Persons Experiencing Homelessness [E]

The Housing Authority of Salt Lake City partnered with state and local government and the local community college to create a construction framing program to be offered to single individuals experiencing homelessness. Participants were given an apartment for six months, furniture, food and household items, and transportation to class. At the end of the six-week course, participants were given a certificate of proficiency in framing and interviewed by local construction companies. Twelve people were selected for the program, and eight graduated the course and were hired by local construction companies. (See also #200 under Resident and Client Services.)

Housing Authority of Salt Lake City
Daniel Nackerman,Executive Director
1776 S. West Temple, Salt Lake City, UT 84115
Phone: 801-487-2161 | Email: dnackerman@haslcutah.org

PROJECT DESIGN CATEGORY

(84) Downtown Motor Apartments [E]

"Everyone deserves a place to call home." This was the motto behind the redesign of the Downtown Motor Apartments. Built in 1941 for travelers by famed Tucson architect Josias Joesler, the building had become uninhabitable and neglected over the years. With little affordable housing offered downtown, Compass Affordable Housing discovered the building and received approval to repurpose the building for use as an affordable housing complex. It was not an easy task due to historic preservation concerns, but in February 2017 the project was completed. Today 44 veterans, artists and low wage earners now have a place to call home.

City of Tucson Housing and Community Development Department
Vanessa Gonzalez, Community Services Project Coordinator
310 N. Commerce Park Loop, Tucson, AZ 85745
Phone: 520-837-5404 | Email: vanessa.gonzalez@tucsonaz.gov

(85) Liberty Community Plaza [E]

Liberty Community Plaza opened to residents on June 20, 2015. Based on extensive community involvement, this 20,000 square-foot community center was designed to house multi-purpose rooms for community activities. The center includes an exercise room, event space, and an outdoor amphitheater. County offices and rooms reserved for military veterans' programs are managed by Helpline Youth Counseling, the non-profit organization located onsite that operates the center. The Plaza project also included the beautification of, and improvements to, the adjacent track and field area including a water demonstration garden built in collaboration with Orchard Dale Water District.

Los Angeles County Development Authority
Scott Stevenson, Director
700 W. Main St., Alhambra, CA 90801
Phone: 626-586-1790 | Email: scott.stevenson@lacdc.org

Courtesy of Los Angeles County Development Authority

(86) Horizons at Yucaipa Senior Housing Community

Horizons at Yucaipa is a new 50-senior unit apartment complex in Yucaipa, CA. It is a partnership between the Housing Authority of the County of San Bernardino and its affiliate non-profit developer Housing Partners I Inc., the managing general partner. The housing authority provided 50-Project Based Vouchers to support phase 1 that opened in the spring of 2017. In 2019, Phase 2 for the remaining 27-units is anticipated. Ten of the 77-units were set aside for seniors (55+) with mental health needs. To help residents, the units were fully furnished and on-site supportive services are available.

Housing Authority of the County of San Bernardino
Maria G. Razo, Executive Director
715 E. Brier Drive, San Bernardinio, CA 92408
Phone: 909-332-6307 | Email: mgrazo@hacsb.com

(87) Village at Westerly Creek 3 [E]

Nearly 15 years ago, the Aurora Housing Authority (AHA) began planning the replacement of their physically and functionally obsolete public housing development, Buckingham Gardens (BG). BG, constructed in 1975, provided ten family rental units and 120 walk-up apartments for seniors and the disabled. It became apparent that the cost of continuing to band-aid the units was no longer economically feasible nor was the walk-up design suitable for seniors or residents with disabilities. The culmination of the planning was the three phase development of Village at Westerly Creek (VWC) to replace BG. VWC I and VWC II are now complete and VWC3 is the final phase, which consists of fifty family rental units and 24 one-bedroom/one bath senior rental flats.

Housing Authority of the City of Aurora
Melissa Stirdivant, Housing Developer
2280 S. Xanadu Way, Aurora, CO 80014
Phone: 720-975-9119 | Email: mstirdivant@aurorahousing.org

Courtesy of Housing Authority of the City of Aurora

(88) Foran Towers Revitalization

Foran Towers is an affordable housing development built in the mid-1960s. Over time, its brick façade had deteriorated beyond repair, and the potential for falling bricks created an imminent safety risk for residents. The Milford Redevelopment & Housing Partnership responded with a façade modernization project that completely transformed the development with attractive architectural features, structural improvements, and environmental efficiencies. As a result, the project has had a positive impact on the residents and surrounding community by extending the life of the building by 50 years, and serving residents with an energy-efficient, safe and attractive building that complements the nearby neighborhood.

Milford Redevelopment & Housing Partnership
Anthony J. Vasiliou, Executive Director
75 Demaio Drive, Milford, CT 06460
Phone: 203-877-3223 | Email: AVasiliou@mrhp.org

(89) The Manor at Prairie Crossing [E]

The Manor at Prairie Crossing is a senior living facility developed by the Housing Authority of Champaign County (HACC). As an MTW agency, HACC is afforded the flexibility to design projects around the needs of its community. For many years, HACC has sought to expand their services to smaller communities outside the Champaign-Urbana area. This development presented them with a great opportunity to collaborate with municipalities that have had no prior dealings with the housing authority in past years.

Housing Authority of Champaign County
David A. Northern, Sr., Executive Director/CEO
2008 N. Market Street, Champaign, IL 61822
Phone: 217-378-7100 | Email: davidn@hacc.net

(90) Buckner Tower — RAD Geothermal Conversion

The George W. Buckner Tower conversion to RAD included a new state of the art geothermal heating and cooling system. Overall operating expenses for the project have been reduced and the quality of living spaces for their residents has improved.

Evansville Housing Authority
Rick Moore, Executive Director
402 Court Street, Suite B, Evansville, IN 47708
Phone: 812-428-8500 | Email: rick.moore@evansvillehousing.org

Courtesy of Evansville Housing Authority

(91) White Oak Manor — RAD Geothermal Conversion

The White Oak Manor conversion to RAD included a new state of the art geothermal heating and cooling system. Overall operating expenses for the project have been reduced, and the quality of living spaces for their residents has improved.

Evansville Housing Authority
Rick Moore, Executive Director
402 Court Street, Suite B, Evansville, IN 47708
Phone: 812-428-8500 | Email: rick.moore@evansvillehousing.org

(92) The Lindley [E]

In 2018, the Housing Opportunities Commission (HOC) of Montgomery County opened The Lindley in Chevy Chase, MD. It capitalized on the opportunity to increase affordable units near a future public transit hub. Using a creative financing structure, HOC is the only PHA in the nation to secure private equity in a transaction while retaining principal control and ownership of the property. Through critical public-private partnerships, HOC created a self-sustaining property and increased affordable units in one of the top communities in the country for low-income youth to achieve upward mobility while building a new public park for the community. (See also #55 under Affordable Housing.)

Housing Opportunities Commission of Montgomery County
Stacy L. Spann, Executive Director
10400 Detrick Ave., Kensington, MD 20895
Phone: 240-627-9400 | Email: stacy.spann@hocmc.org

Courtesy of Housing Opportunities Comm. of Montgomery Co.

(93) Ravoux Plumbing Modernization [E]

Ravoux Hi-Rise was built in 1970. For several years Ravoux experienced plumbing problems that became increasingly frequent and serious, causing inconvenience to residents and damage to the building. Staff determined that it was necessary to replace all of the original galvanized hot and cold water plumbing supply lines because they were clogged with sediment and were failing at the threaded joints in the building's common areas and apartment units. Complete replacement of the plumbing system stopped the leaks and improved overall building water pressure.

Public Housing Agency of the City of Saint Paul
Charisse L. Brown, Assistant Resident Services Senior Manager
555 N. Wabasha Street, Suite 400, Saint Paul, MN 55102
Phone: 651-228-3174 | Email: Charisse.brown@stpha.org

(94) Valley Hi-Rise Plumbing Modernization [E]

Valley Hi-Rise is an 11-story apartment building that was originally constructed in 1963. Prior to the plumbing modernization, the building was experiencing a number of leaks and plumbing issues related to the failing system that was causing damage to critical areas and units. St Paul PHA replaced all the vertical water supply and waste lines in every unit of the building along with all the horizontal mains. The project was completed without displacing residents from the building and the plumbing work gave the PHA a chance to modernize the units with new kitchen cabinets and plumbing fixtures.

Public Housing Agency of the City of Saint Paul
Brent Feller, Construction Program Manager
555 N. Wabasha Street, Suite 400, Saint Paul, MN 55102
Phone: 651-292-6092 | Email: Brent.Feller@stpha.org

(95) West Union Square [E]

The Cincinnati Metropolitan Housing Authority (CMHA) is driven to be a leader in the housing industry while promoting neighborhood stability. There is no better example of this than the West Union Square development in Colerain Township. This crime ridden area known as the Devil's Triangle was a plague on the neighborhood and public services. This area accounted for 79 percent of the crime in Colerain Township. CMHA and Colerain Township partnered to revitalize this blighted area and develop beautifully designed, innovative, senior housing with an abundance of amenities. Through this public/private partnership, 70 seniors now proudly call West Union Square home.

Cincinnati Metropolitan Housing Authority
Gregory D. Johnson, CEO
1627 Western Ave., Cincinnati, OH 45214
Phone: 513-977-5660 | Email: Gregory.Johnson@cintimha.com

(96) Beautification Project

During the summer of 2018, the Zanesville Metropolitan Housing Authority Neighborhood Beautification Project was announced in the July newsletter inviting all residents to participate in a contest to foster a stronger sense of ownership and pride in their neighborhoods. All six properties were included and participated. Over one hundred units participated and residents were awarded prizes in September. As a result, the neighborhoods saw cleaner yards, streets, sidewalks, and playgrounds. An unexpected benefit was the reported feeling of increased friendliness amongst residents.

Zanesville Metropolitan Housing Authority
Steve Randles, Executive Director
407 Pershing Road, Zanesville, OH 43701
Phone: 740-454-9714 | Email: srandles@znesvillehousing.org

(97) Coopermill Manor L.P. [E]

Zanesville Metropolitan Housing Authority (ZMHA) manages Coopermill Manor L.P. which consists of 324 housing units in 39 buildings on a 20 acre campus. This housing development was in need of renovations to extend its viability for years to come. All units were rehabilitated. To better serve residents with disabilities, (18) ADA units and (5) Hearing and Vision Units were created from existing units. These apartments underwent many modifications including ADA compliant appliances, doors, halls, cabinets, bathrooms, concrete ramps, and parking.

Zanesville Metropolitan Housing Authority
Steven G. Randles, Executive Director
407 Pershing Road, Zanesville, OH 43701
Phone: 740-454-9714 | Email: zmha@zanesvillehousing.org

(98) Honor Heights Towers Comfort and Green Rehab

The Muskogee Housing Authority needed to retrofit an eleven-story aging high rise building built in the seventies with a more efficient and responsive heating and cooling system. They wanted to provide better comfort year-round to residents, reduce energy consumption, replace dated and inefficient equipment with equipment that minimized the impact of a system failure, reduce equipment costs, and find a product that was easily serviced by maintenance or a local HVAC contractor. The design of the interior mini-split head is clean, sleek, and modern, allows users to regulate their own temperature, is quieter than the previous air handler, and the equipment is energy efficient and can be easily fixed or replaced.

Muskogee Housing Authority
Don Bliss Brooks, Director of Capital Improvements
220 North 40th, P.O. Box 1471, Muskogee, OK 74401
Phone: 918-687-6301 | Email: don.brooks@muskogeehousing.org

(99) Norris Apartments Phase II

The Norris Apartments Phase II consists of 89 units scattered on 8 city blocks, and there are two senior preference small apartment buildings consisting of a total of 26 units plus 63 family units. Phase II partially replaces a demolished low-rise development, which had become obsolete in a variety of building types and lot configurations. These new homes revitalize vacant land and repopulate a once thriving working class community, and they complement ongoing private housing and commercial development in the neighborhood. The development occurred as a result of a $30 million Choice Neighborhoods Implementation grant to the Philadelphia Housing Authority and the City of Philadelphia.

Philadelphia Housing Authority
Jan T. Pasek, Media Specialist
2013 Ridge Avenue, Philadelphia, PA 19121
Phone: 215-684-5728 | Email: jan.pasek@pha.phila.gov

(100) Prairie Gardens [E]

The Abilene Housing Authority has implemented a Tax Credit Program through their first Tax Credit project Prairie Gardens. The 48 unit Senior Apartment Complex was awarded to be developed in the 2014 9 percent Tax Credit round. The complex features 48 units, 45 of which are affordable housing and three market rate units. The head of household must be at least 62 years of age. The complex also holds 19 project based vouchers through the housing authority HCV voucher program. This Tax Credit complex has helped the housing authority to implement a new form of affordable housing in Abilene. (See also #61 under Affordable Housing and #78 under Community Revitalization.)

Abilene Housing Authority
Tana Kauffman-Hubbard, Housing and Community Development Director
1149 E. South 11th, Abilene, TX 79602
Phone: 325-676-6385 | Email: tana.kauffman@abileneha.org

Courtesy of Abilene Housing Authority

(101) Comprehensive Re-Roofing at Various Properties

In April of 2016 the San Antonio, TX metropolitan area sustained significant damages area-wide from a severe storm producing record amounts and size of hail. The damage sustained at affordable housing communities in the San Antonio Housing Authority's (SAHA) public housing and non-federal housing programs was wide-spread and significant. In an effort to capture the damaged roofs in insurance claims, SAHA pursued the replacement of roofs at many of these properties. Taking advantage of an existing US Communities agreement, SAHA was able to procure and contract on several roof replacement construction projects at once with much of the funding coming from insurance proceeds.

San Antonio Housing Authority
Hector F. Martinez, Director of Construction Services and Sustainability
818 S. Flores St., San Antonio, TX 78204
Phone: 210-477-6507 | Email: hector_martinez@saha.org

(102) Dr. Charles Andrews Rehabilitation

Charles Andrews Apartments has 52 units and was originally built in 1995 in the Medical District of San Antonio. Over the past 23 years the Medical District has grown and expanded. High end apartment complexes built up around Andrews, made it look outdated and out of place. The San Antonio Housing Authority decided to update the facade of the units, improve energy efficiency, building envelopes, kitchens, and bathrooms, and now Andrews fits more into the neighborhood.

San Antonio Housing Authority
Beth Keel, Sustainability Initiatives Liaison
818 S. Flores St., San Antonio, TX 78204
Phone: 210-477-6242 | Email: Beth_Keel@saha.org

(103) Wheatley Park Senior Living [E]

Wheatley Park Senior Living is the second phase of the third and final redevelopment phase of the Wheatley Courts. The Original Wheatley Courts, built in 1940, was comprised of 40 residential buildings containing 246 public housing units and one nonresidential building. The development was obsolete and had deteriorated beyond repair. The Wheatley Park Senior Living Development consists of 80 units of public housing, project based vouchers, and affordable units. The new development is a single, three-story, two color tone, U-shaped building that offers modern high quality, energy efficient, one and two bedroom apartments at an affordable price.

San Antonio Housing Authority
Bernardo Mancha, DSNR Project Manager
818 S. Flores St., San Antonio, TX 78204
Phone: 210-477-6072 | Email: Bernardo_Mancha@saha.org

(104) 9th E. Lofts at Bennion Plaza [E]

The 9th East Lofts Apartments at Bennion Plaza is a 68-unit Housing Authority of Salt Lake City development with low income (54) and market rate (14) units located in the East Central Community Council District of Salt Lake City, UT. Adjacent to the 9th East Light Rail Trax station, it is considered a true Transit-Oriented Development (TOD). It also meets the "walkable community" criteria, with human-scale design elements like brick façades, street level retail spaces, and a community plaza. The 9th East Lofts development is the first building in Utah to receive the Energy Star Multi-Family High Rise Certification. (See also #66 under Affordable Housing.)

Housing Authority of Salt Lake City
Daniel Nackerman, Executive Director
1776 S. West Temple, Salt Lake City, UT 84115
Phone: 801-487-2161 | Email: dnackerman@haslcutah.org

RESIDENT & CLIENT SERVICES CATEGORY

(105) SHINE Mentor Program [E]

The SHINE Mentor Program is a positive solution to otherwise unsupervised after-school hours where high school students are statistically prone to commit crime and violence. The Mentor Program provides free college credit, as well as mentor and leadership training in a community that was formally known as a criminal hub. The award winning program not only serves its students, but focuses on the

community and hosts an annual community project. The 2018 community project was the city's First International Peace Conference which prompted the Mayor's proclamation of May 12, 2018 as Yuma's "Day of Peace."

Housing Authority City of Yuma
Luz A. Acosta, Community Service Specialist
420 S. Madison Ave., Yuma, AZ 85364
Phone: 928-782-3823 | Email: LuzA@hacy.org

(106) Resilience Through Emergency Preparedness

The Housing Authority of the City of Los Angeles (HACLA) made emergency preparedness a top priority to ensure resiliency of its operations by identifying the agency's essential functions, and preparing staff and residents for emergencies through training and education without additional staff or funding. HACLA achieved this through unique reciprocal and synergistic partnerships with emergency management professionals including the City's Emergency Management Department.

Housing Authority of the City of Los Angeles
Douglas Guthrie, President and CEO
2600 Wilshire Blvd., Los Angeles, CA 90057
Phone: 213-252-1851 | Email: douglas.guthrie@hacla.org

(107) OHA Anti-Bullying Program [E]

The Oakland Housing Authority Police Department (OHAPD) expanded its Anti-Bullying program by facilitating in-person training for school-age children in partnership with the Oakland Unified School District (OUSD). The program empowers, engages, and educates children on techniques for breaking the cycle of bullying that often emanates from the home and follows the child into school, extracurricular and social activities, and within their communities. By providing the tools necessary for understanding the psychology behind bullying acts, their objective is to reduce the number of instances and consequences of the abuse, while helping everyone overcome their own victimization or become a champion for victims.

Oakland Housing Authority
Eric Johnson, Executive Director
1619 Harrison Street, Oakland, CA 94612
Phone: 510-874-1512 | Email: ejohnson@oakha.org

(108) Bring the Vote Home

The Housing Authority of the City of Santa Barbara's (HACSB) "Bring the Vote Home" program was created with the mission of providing voter registration opportunities and electoral education to low income households. In order to maintain affordable housing on the national agenda, elected officials need to see that it is an important issue to voters. For the first year of the program, the housing authority partnered with the Santa Barbara League of Women Voters to celebrate National Voter Registration Day on September 25th, 2018.

Housing Authority of the City of Santa Barbara
Celia Irene Wright, Resident Specialist
808 Laguna Street, Santa Barbara, CA 93101
Phone: 805-965-1071 | Email: cwright@hacsb.org

(109) Young at Heart Senior Fair

The Housing Authority of the City of Santa Barbara (HACSB), in partnership with various senior-serving community agencies, hosts an annual "Young at Heart Senior Fair" targeted to low-income seniors residing in affordable housing. The event features dozens of community-based agencies that help connect housing authority seniors to programs, information, and critical resources throughout the community. Attendees are linked to resources related to disaster preparedness, transportation, meals, volunteer and socialization opportunities, health care coordination, and other supportive services. In addition, event participants enjoy an afternoon of delicious food in a relaxing atmosphere with live music.

Housing Authority of the City of Santa Barbara
Rigoberto Gutierrez, Program Coordinator
808 Laguna Street, Santa Barbara, CA 93101
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(110) Housing + [E]

The Housing Authority of the City of San Buenaventura's first RAD project started in 2014 at a senior site. It quickly became evident that many seniors were either isolated, not connected to medical or mental health services, or simply had no food. To address these needs, they issued a request for proposals for case management services, which resulted in their partnership with Area Agency on Aging in 2015. Area Agency on Aging employs the Social Worker, and they fund the position. The contracted social worker sits within the authority's community services team, and after 3-years, they have seen increased housing stability, greater connection to services, and a variety of aging in place programs.

Housing Authority of the City of San Buenaventura
Stephanie J. Spampanato, Community Services Manager
995 Riverside Street, Ventura, CA 93001
Phone: 805-673-3606 | Email: sspampanato@hacityventura.org

(111) Arts Street@YEA [E]

The Youth Employment Academy (YEA), a non-profit under the umbrella of Denver Housing Authority, saw that there was a digital divide that underserved youth were experiencing, as well as a lack of creative industry training in many low-income public schools. With creative industries growing in Denver, there was a need for training so that positions could be filled and youth could be shown career paths that could lead to lucrative employment. YEA acquired Arts Street, an established arts non-profit which allowed YEA to expand its career academies into the creative industries of arts and technology, serving more youth and increasing their job skills.

Denver Housing Authority
Amy Banker, Program Manager
777 Grant Street, Denver, CO 80203
Phone: 720-956-3833 | Email: abanke@denverhousing.org

Courtesy of Denver Housing Authority

(112) Boards and Commissions Leadership Workshop

The Boards and Commissions Leadership Workshop was created to help the Denver Housing Authority (DHA) resident leaders experience civic engagement at the city level. DHA recognized that their residents were affected by changes being made in the City of Denver, but their residents were not involved in relevant discussions. In partnership with the city of Denver's Human Rights and Community Partnership Agency, DHA developed workshops to educate DHA residents on how to apply, interview, and sit on Boards and Commissions in Denver, to learn more about decision making and leadership engagement at the city level, and to be stronger leaders in their own communities.

Denver Housing Authority
Renee Nicolosi, Director, Resident and Community Services
777 Grant Street, Denver, CO 80203
Phone: 720-932-3048 | Email: rnicol@denverhousing.org

(113) Community Connectors

Denver Housing Authority (DHA) started the Sun Valley Community Connectors program to ensure that the redevelopment of Sun Valley, their most distressed housing development, remains grounded in the needs and desires of the community. Three resident "Community Connectors" work with the DHA Choice Neighborhood People team, connecting residents to resources, fostering trust and relationships, and elevating the voices of community members who are affected during the redevelopment. The Community Connector program has enabled DHA to listen to authentic community voices and concerns and design a neighborhood that addresses those concerns while building upon the strengths of the community.

Denver Housing Authority
Lynne Picard, Director of Workforce Development
and Community Initiatives
777 Grant Street, Denver, CO 80203
Phone: 720-932-3052 | Email: lpicar@denverhousing.org

Courtesy of Denver Housing Authority

(114) Cultivating Community: Sowing the Seeds of Health

"Cultivating Community: Sowing the Seeds of Health" is a program developed by the Denver Housing Authority to explore alternative ways of improving health outcomes by providing the space and programmatic infrastructure for residents to garden. Recognizing the social, physical, and emotional health of gardening, DHA's community garden program has provided residents with a shared experience, bridging cultural gaps, fostering regular interactions, and strengthening communities. In 2017 and 2018, DHA residents grew approximately 4,000 lbs of vegetables across the eleven community gardens.

Denver Housing Authority
Renee Nicolosi, Director, Resident and Community Services
777 Grant Street, Denver, CO 80203
Phone: 720-932-3048 | Email: rnicol@denverhousing.org

(115) Journey 2 Unity Youth Art Installation [E]

The Journey 2 Unity art installation was a collaboration between the Sun Valley public housing community and social venture Arts Street@Youth Employment Academy that explored the potential to change negative opinions and strengthen positive perceptions about immigration. Youth employed by Arts Street, collected stories from immigrant and refugee families in the Denver area, then planned, organized, and implemented an art project that was installed in the Sun Valley community. Upon completion of the project, there was an event with multi-cultural foods and activities to celebrate the diverse community of Sun Valley and unveil the newly finished mural.

Denver Housing Authority
Lynne Picard, Director of Workforce Development and Community Initiatives
777 Grant Street, Denver, CO 80203
Phone: 720-932-3052 | Email: lpicar@denverhousing.org

(116) Quigg Newton Jobs Plus

Denver Housing Authority's Jobs Plus program has successfully provided education and employment wrap-around services to low-income adults in the Quigg Newton Development since 2016. The community has become increasingly isolated in the wake of recent gentrification in north Denver. The Jobs Plus program provides employability and job retention services to ensure participants gain and retain employment, achieve a living wage, and enhance their quality of life. The program has a documented track record of success in assisting participants reach their education and employment goals. To date, the program has enrolled 260 participants and has already achieved many of its four year site goals.

Denver Housing Authority
Denise M. Salazar, Education and Training Supervisor
777 Grant Street, Denver, CO 80211
Phone: 720-956-3829 | Email: dsalaza@denverhousing.org

(117) Steps to Success

Steps to Success is a creative solution to address HUD's requirement that public housing authorities verify the income of those reporting zero income on a regular basis. This program is a collaboration between Housing Management and Resident and Community Services (RCS) that was established in 2015 and greatly improved in 2017. The Denver Housing Authority (DHA) hosted quarterly meetings where residents reporting zero income met with their Property Managers to verify income and participate in financial literacy presentations provided by RCS. Through this program, housing management complied with HUD requirements, RCS assisted residents in working toward economic self-sufficiency, and the partnership between departments strengthened.

Denver Housing Authority
Renee Nicolosi, Director, Resident and Community Services
777 Grant Street, Denver, CO 80203
Phone: 720-932-3048 | Email: rnicol@denverhousing.org

(118) Bristol Housing Authority College Prep Program [E]

The Bristol Housing Authority designed and successfully implemented a College Prep Program for their residents. Students from grades 4 through 12 and adult learners are now preparing to go to college. The personalized program gives families access to early understanding and useable practices, such as developing your resume and list of curriculum activities. It has also tapped into gray areas they did not know existed. Parents have expressed their gratitude for the program and what it would mean for their families if their children could attend college.

Bristol Housing Authority
Brenda J. Moore, ROSS Coordinator
164 Jerome Avenue, Bristol, CT 06010
Phone: 860-585-2022 | Email: bmoore@bristolhousing.org

(119) NBHA Parenting Club Paint Night [E]

To decrease the stigma of accessing mental health treatment, a Licensed Clinical Social Worker in private practice who accepts Medicaid visited the Housing Authority of the City of New Britain, and conducted a Paint Night for members of their Parenting Club. The housing authority provided babysitting and dinner to make it a family event. The therapist asked participants to paint a picture and then shared with them the various benefits of working with a licensed mental health counselor. As a result, four clients visited a therapist for the first time, and they are working through issues that have prevented them from increasing their self-sufficiency.

Housing Authority of the City of New Britain
Kenneth G. House, ROSS Program Coordinator
16 Armistice Street, New Britain, CT 06053
Phone: 860-225-3534 | Email: khouse@nbhact.org

Courtesy of Housing Authority of the City of New Britain

(120) DCHA Housing Affordable Living Options (HALO) E

Through the District of Columbia Housing Authority's (DCHA) Housing Affordable Living Options (HALO) program, the Housing Choice Voucher Program (HCVP) is committed to the empowerment of the families DCHA serves. HALO is designed to move HCVP families from high-poverty to low-poverty neighborhoods of opportunity — opening up access to options meant to enhance the life outcomes of families. Through a suite of services and incentives for both voucher holders and landlords, over 300 families have participated in HALO.

District of Columbia Housing Authority
Carolyn Punter , Director, Housing Choice Voucher Program
1133 North Capitol Street, NE, Washington, DC 20002
Phone: 202-435-3300 | Email: cpunter@dchousing.org

(121) Modified Apprenticeship Training Program E

The Modified Apprenticeship Training Program (ATP) is a six-month program designed to create opportunities for unemployed and under employed DC residents, including DC Housing Authority (DCHA) residents and Section 3 program participants. DCHA recognized the need for economic pathways towards self-sufficiency for residents and also faced a large work order backlog. Through ATP, trainees support Property Management Operations by performing janitorial, maintenance, painting, and other services on DCHA properties while receiving skills development. DCHA hired 19 trainees as full-time laborers, DCHA contractors hired two full-time painters and one full-time laborer, and the Department of Public Works hired three full-time laborers from the program.

District of Columbia Housing Authority
Larry Williams, Director of Resident Services
1133 North Capitol Street, NE, Washington, DC 20002
Phone: 202-535-1517 | Email: lwilliams@dchousing.org

(122) SHA Summer Enrichment Program E

Sixty percent of primary and middle school students living in Sarasota's public housing scored at least one level below grade level on Sarasota County's i-Ready reading assessments administered between 2015-2018. Public housing children enter kindergarten academically behind and fall further behind with each passing academic year. While students make gains during the school year, they are vulnerable to reading/learning loss over summer. In Sarasota Housing Authority's full-time Summer Enrichment Program, students read and participate in life-enriching arts/literacy and health/wellness programming daily. They earn wristbands and ultimately, life-enriching field trips by accomplishing weekly reading goals.

Sarasota Housing Authority
William Russell, CEO/President
269 S. Osprey, Sarasota, FL 34236
Phone: 941-361-6210 | Email: wrussell@sarasotahousing.org

Courtesy of Sarasota Housing Authority

(123) Boxing Program E

The Tampa Housing Authority 's (THA) Oaks at Riverview Community Center (ORCC) partnered with the Tampa Police Athletic League (PAL) with the interest of providing a Boxing Program for youth from the ages 8 to 17. THA/PAL's promotion of the sport of boxing teaches sportsmanship, self-discipline, and provides an opportunity for public housed at risk youth of Hillsborough County to have positive interaction with the police officers of the Tampa Police Department.

Tampa Housing Authority
Stephanie T. Brown Gilmore, Director,
Program and Property Services
5301 W. Cypress Street, Tampa, FL 33607
Phone: 813-341-9101 | Email: stephanie.brown@thafl.com

(124) Literacy Program

Upon completing assessments with residents ages 55 and over from the JL Young Apartments, it was discovered that many did not complete elementary school and some could not read. After recognizing the needs and interests, Tampa Housing Authority initiated the Literacy Class which is facilitated by college interns and volunteers to teach seniors how to read at JL Young. The seniors' attitude towards their reading deficiency impacted their daily lives. Some relied on family, friends, and community to assist them. Tampa Housing Authority implemented the literacy program to provide adult education and literacy activities for those living at JL Young.

Tampa Housing Authority
Stephanie T. Brown Gilmore, Director,
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Phone: 813-341-9101 | Email: stephanie.brown@thafl.com

(125) Opera Tampa

Tampa Housing Authority provides affordable and independent housing to many seniors and persons with disabilities. The housing authority is committed to providing seniors with health, wellness, social, educational services, and activities. Seniors living at JL Young have limited income and resources to attend full scale productions of performing arts events within the community, and many have not attended an opera performance. Tampa Housing Authority developed a partnership with the Straz Center to enrich performing arts to youth and seniors. Since 2015, the Opera Tampa performers have traveled to the JL Young Community Center to provide a spectacular performance for the seniors.

Tampa Housing Authority
Stephanie T. Brown Gilmore, Director,
Program and Property Services
5301 W. Cypress Street, Tampa, FL 33607
Phone: 813-341-9101 | Email: stephanie.brown@thafl.com

(126) HomeWork Academy [S]

In 2015, the Thomaston Housing Authority (THA) revamped its afterschool program to become the HomeWork Academy. The key goal of the program is to provide homework assistance to elementary, middle, and high school students of the THA communities that will enhance their educational and life skill level, whether it is core values, reading comprehension, mathematics, science, or special projects. HomeWork Academy involves families, communities, and teachers to work with the THA children to successfully achieve life and homework goals. It entails establishing communication among teachers, afterschool staff and families to support students' homework efforts by utilizing all available community resources.

Thomaston Housing Authority
Patricia A. Allen, Executive Director
574 Triune Avenue, Thomaston, GA 30286
Phone: 706-647-7420 | Email: patriciaallen@thomastonhousing.org

Courtesy of Thomaston Housing Authority

(127) Youth Advisory Council [E S]

The purpose of Thomaston Housing Authority-Youth Advisory Council (YAC) is to create partnerships between youth, communities, and youth serving organizations while at the same time developing life and leadership skills. The Thomaston Housing Authority-Youth Advisory Council carries out community-based initiatives and/or activities from a comprehensive youth development approach. The YAC is comprised of middle school and high school students that reside in the communities. The YAC is considered to be the youth leaders of the community and must honor the Code of Conduct (good behavior) of the program. The YAC meets with the ED each month.

Thomaston Housing Authority
Patricia A. Allen, Executive Director
574 Triune Avenue, Thomaston, GA 30286
Phone: 706-647-7420 | Email: patriciaallen@thomastonhousing.org

(128) Valdosta Housing Authority Youth Enrichment Program

The Valdosta Housing Authority was faced with the potential closure of its community centers due to disappearing federal grants, which had funded its operation in past years. The authority brought together a collaboration, including the local Boys and Girls Club, and a local private foundation, which agreed to help fund the operation and staffing of the centers for summer-time and after-school programming for its youth, to help combat teen pregnancy, delinquency, and gang involvement. The results have been a holistic program that addresses many issues that youth face today, and has given them the tools to succeed in life.

Valdosta Housing Authority
Mark T. Stalvey, Executive Director
610 E. Ann St, Valdosta, GA 31602
Phone: 229-242-4130 | Email: mstalvey@valdostapha.org

(129) Art Therapy Program

The Housing Authority of Champaign County's Senior Art Therapy program was developed by the need to have more engaging activities that would promote a healthy community among the elderly in their buildings. Guided painting sessions are a very effective way to engage people. Participants can socialize with the art guided instructor and other participants, while participating in an activity that can relieve stress in a secure and safe environment. All sessions are conducted in the building's community rooms by the art instructor who is assisted by the building manager and other staff.

Housing Authority of Champaign County
David A. Northern Sr., Executive Director/CEO
2008 N. Market Street, Champaign, IL 61822
Phone: 217-378-7100 | Email: davidn@hacc.net

(130) Keys to Success — Job Skills Program

Working together with area providers, the Randolph County Housing Authority developed an innovative program to assist low-income young adults with developing job readiness skills that will allow them to become productive, successful employees. The Keys to Success Program linked together area employers, the Regional Office of Education, and a Youth Development Provider, to develop a program that improved the employment outcomes for several low-income young adults and developed the skill sets they needed to access living wage careers within the region.

Randolph County Housing Authority
Chris Blechle, Executive Director
916 George Street, Chester, IL 62233
Phone: 618-826-4314 | Email: chris@powrup.net

(131) Forest Preserve Experience [E]

The Forest Preserve Experience (FPE) is a five-week summer program aimed at introducing high school-aged residents from the Housing Authority of Cook County's (HACC) HCV and Public Housing programs to work and education throughout the Forest Preserve District of Cook County (FPDCC). FPE was designed to tackle two problems. First, to provide an important step toward adulthood, a summer job, for youth in disenfranchised communities lacking such opportunities, and second, to introduce a population of Cook County residents who do not typically access the Preserves. In 2018 (second year), FPE expanded in size (48 to 84 participants) and geography (from south suburbs to south and west suburbs).

The Housing Authority of Cook County
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175 W. Jackson Blvd., Suite 350, Chicago, IL 60604
Phone: 708-932-5521 | Email: nmathiowdis@thehacc.org

Courtesy of The Housing Authority of Cook County

(132) Lifeskills Camp Program [E]

Policing in America is facing a crisis of legitimacy and purpose and the Rockford community is no exception. The Rockford Housing Authority in conjunction with the Rockford Police Department is rededicating policing as a public service initiative based in trust between law enforcement and the diverse communities officers serve and protect. In practice, community policing involved forming a partnership with the Rockford Housing Authority, prioritizing transparency,

actively pursuing feedback, and establishing the Life Skills Program that allowed the officers to engage with young residents outside of the law enforcement arena.

Rockford Housing Authority
Laura Snyder, CEO
223 S. Winnebago Street, Rockford, IL 61102
Phone: 815-489-8500 | Email: lsnyder@rockfordha.org

(133) Creating Healthy Minds and Bodies

As medical costs continue to rise, it's important to be mindful of one's health. So what can we do to ensure that we're living a healthy lifestyle? That was a question the Fort Wayne Housing Authority asked its employees and residents. The responses received prompted them to make some changes to the programs and amenities they offered. In addition to the health fairs and cooking classes they offered residents, they decided to create fitness centers at three separate properties for them. They also started a Wellness Committee for their employees who sent out weekly fitness tips, tricks and healthy recipes. They offered counseling sessions, through the Bowen Center, on stress management, smoking cessation, and wellness promotion, and they created a fitness program for them as well.

Fort Wayne Housing Authority
George Guy, CEO/Executive Director
7315 S. Hanna Street, Fort Wayne, IN 46816
Phone: 260-267-9300 | Email: jmatuska@fwha.org

(134) Developing Skills and Empowering Girls

In a world full of cell phones, kids today are becoming socially isolated. Their idea of hanging out with friends is texting, snapchatting, and posting selfies on Instagram. Manners seem to have gone by the wayside, and schools are expected to teach children the skills needed once they are in the "real world." Society is seeing fewer and fewer positive role models for children, especially when it comes to young girls. This is what sparked the Fort Wayne Housing Authority to develop a program geared towards empowering girls to become strong and independent women. The program events focus on social skills, academics, personal growth, family growth, and daily living skills.

Fort Wayne Housing Authority
George Guy, CEO/Executive Director
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Phone: 260-267-9300 | Email: jmatuska@fwha.org

(135) Renter's Education

The Lawrence-Douglas County Housing Authority (LDCHA) has administered a Renter's Education program since 2002. This program is designed to help applicants who may not be eligible for housing assistance, due to poor residential history, overcome their barriers and gain valuable life skills to become successful tenants in Section 8 and public housing. LDCHA reinvented their Renter's Education Program in 2018 to make it more tenant friendly, accessible, and include more outside partnerships. The program redesign was a huge success and more tenants are successfully completing Renter's Education and being added to waitlists for housing assistance.

Lawrence-Douglas County Housing Authority
Shannon Oury, Executive Director
1600 Haskell Avenue, Lawrence, KS 66044
Phone: 785-830-2250 | Email: soury@ldcha.org

(136) sayYes!/CHAMPS Youth Development Program [E]

Beginning in 2016 the City of Wichita set out to further youth development and fight childhood hunger in Wichita by applying to be a Cities Combating Hunger through Summer and Afterschool Meals Programs (CHAMPS) city and creating the "say Yes!" program. CHAMPS aims to establish new afterschool and summer meals programs in cities throughout the country and is affiliated with "say Yes!" City of Wichita Housing Authority (WHA) who was selected by the National League of Cities to help lead this fight in the Wichita area. Since 2017 WHA has sponsored nine different meal sites in Wichita serving over 10,000 meals to area youth in need.

City of Wichita Housing Authority
Andrew Tyree, Family Development Specialist
455 N. Main, 10th floor, Wichita, KS 67202
Phone: 316-462-3749 | Email: atyree@wichita.gov

(137) Community Service Center [S]

Supplied with a full kitchen, spacious meeting room, and a computer lab of eight desktop computers, the Housing Authority of Danville's Community Service Center will offer budgeting classes, cooking classes, after-school tutoring and much, much more. The center and the Resident Services Program aims to enhance the lives of residents of all ages. The housing authority has partnered with several community

partners to promote activities and programs that support health and wellness, financial stability, and self-sufficiency.

Housing Authority of Danville
Tim Kitts, Executive Director
1014 Rosemont Avenue, Danville, KY 40422
Phone: 859-236-6116 | Email: hadanvl@bellsouth.net

(138) Street to Housing Pathway

The Lafayette Housing Authority (LHA) strategically partnered with the Acadiana Regional Coalition (ARCH) to systematically address homelessness. This partnership, an innovative solution, tailored a bureaucracy to support the issuance of rental vouchers to the homeless. The introduction of service providers cleared the pathway for an LHA compliant process that approved 50 families of the homeless community, in six months, to receive a place called home, which categorizes this partnership as a stellar achievement. The idea is that ARCH refers people in need to service providers, who direct eligible individuals and families to the LHA which provides a priority rental voucher.

Lafayette Housing Authority
Yvonda A. Bean, Executive Director/CEO
115 Kattie Drive, Lafayette, LA 70501
Phone: 337-233-1327 | Email: yvonda@theLHA.com

(139) Community Clinic at Morris Blum Senior Apartments

After a four year startup period, funded primarily by the State of Maryland through its Health Enterprise Zone Program (HEZ), the Community Clinic at the Morris Blum Senior apartments in Annapolis, MD, a 154-unit mixed population public housing "high-rise" of the Housing Authority of the City of Annapolis (HACA) was judged to be a success and a worthwhile investment by the Anne Arundel (County) Medical Center, Inc. and its partners, including HACA. Now, rather than an innovative concept, the Clinic has become a community institution with outcomes quantifying its success. The Enterprise Zone Grant that allowed the project to start is now completed.

Housing Authority of the City of Annapolis
Beverly Wilbourn
1217 Madison Street, Annapolis, MD 21403
Phone: 410 267 8000 | Email: bwilbourn@hacamd.org

(140) Peer-to-Peer Resident Technology Support Program

The Lowell Housing Authority (LHA) applies a holistic approach towards its mission of self-sufficiency for all residents while sustaining a healthy community. As part of this effort, the agency established a Peer- to Peer Resident Technology Support Program. This resident-led support program offers on-site tech support for residents living in the LHA's City View Towers property in addition to smart phone support for residents' agency wide. Furthermore, it increases technological awareness while providing the foundation for the agency's digital inclusion initiatives. By supporting technological aptitude among their residents, the LHA is actively strengthening the social fabric of their resident community.

Lowell Housing Authority
Gary K. Wallace, Executive Director
350 Moody Street, PO Box 60, Lowell, MA 01853
Phone: 978-364-5314 | Email: gwallace@lhma.org

(141) The Collaborative: Child Development Center [S]

The Collaborative: Ypsilanti YMCA Child Development Center opened in the summer of 2018 in partnership with Eastern Michigan University, Ypsilanti Community Schools, and the Ypsilanti Housing Commission. The center provides a high-quality, affordable childcare option for full-time or part-time students, resident families, and local school district families. The Collaborative is also on track to become the third NAEYC-accredited childcare center in the city.

Ypsilanti Housing Commission
Zac Fosler, Executive Director/CEO
601 Armstrong Dr., Ypsilanti, MI 48197
Phone: 734-482-4300 | Email: zfosler@ypsilantihc.org

(142) St. Paul PHA: Small Business Development Training

The Public Housing Agency of the City of Saint Paul began partnering with African Economic Development Solutions (AEDS) Small Business Development Training program in December 2015. This was in response to the need for alternatives to employment counseling and job skills training, and for residents who wanted some degree of economic independence and control in their lives. AEDS has brought four intensive courses to agency sites, each consisting of 24-hours of training in either a six or 12-week program that requires intense focus and time, and delivers

the tools, knowledge, and resources residents need to start a small business in Minnesota.

Public Housing Agency of the City of Saint Paul
Alicia N. Huckleby, HR Director/Resident Initiatives Director
555 N. Wabasha Street, Suite 400, Saint Paul, MN 55102
Phone: 651-298-5270 | Email: alicia.huckleby@stpha.org

(143) St. Paul PHA: Stop for Me Crosswalk Safety Events [E]

Saint Paul Public Housing Agency Resident Councils are partnering with Saint Paul's Stop for Me campaign to raise awareness about crosswalk safety and improve street crossings near several housing sites in Saint Paul so all residents have a healthy, walkable, and thriving community to call home. Stop for Me engages drivers and pedestrians to be more aware at intersections, crosswalks and parking lots, educates drivers about how stopping for pedestrians is both common courtesy and the law, and enforces the law when necessary. Since 2017, the agency has hosted twelve Stop for Me Crosswalk Safety events for residents and surrounding communities.

Public Housing Agency of the City of Saint Paul
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(144) St. Paul PHA: The Computer Peer Team

After the expiration of HUD ROSS Grant technology funds, Saint Paul Public Housing Agency residents and staff created a system that empowers public housing residents with the ability to maintain 85 Resident Council-owned computers at 18 public housing sites. Together, staff and residents initiated the Computer Peer Team. The Computer Peer Team identifies, coordinates, and supports residents with computer literacy skills who are willing to maintain and repair the computers located in the community centers and spaces for all public housing residents to use.

Public Housing Agency of the City of Saint Paul
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(145) EOHA Partner Scholarship Program [E]

The East Orange Housing Authority (EOHA) partnered with Bloomfield College to offer an exclusive and unique scholarship and support opportunity to qualified participants, residents, employees, and their dependents. This partnership is an initiative created to clear pathways to college by offering EOHA specific scholarships, internship opportunities, mentoring, and academic support for EOHA assisted students. Bloomfield College is the first college to partner with EOHA. Since the inception of this initiative, three additional local PHA's have joined this opportunity which is developing into an educational enterprise to address the cycle of intergenerational economic and educational disadvantage.

East Orange Housing Authority
Elena D. Coley, Director of Operations
7 Glenwood Avenue, Suite 304A, East Orange, NJ 07017
Phone: 973-678-0250 | Email: ecoley@eoha.org

(146) Resident Economic Empowerment & Sustainability

A key part of the New York City Housing Authority's (NYCHA) mission is to facilitate resident access to social services. Less than 50 percent of non-disabled working age, NYCHA residents report income from employment. NYCHA's Office of Resident Economic Empowerment & Sustainability (REES) supports residents to increase their income and assets. To do so effectively, NYCHA built Opportunity Connect, a web-based self-service platform that allows residents to interact electronically with REES and REES partners. There is also a Partner portal for REES partners to easily access resident referrals and report outcomes. To date more than 5000 referrals have been made.

New York City Housing Authority
Venkata Chitrapu, Deputy Director - CRM Applications
250 Broadway, New York, NY 10007
Phone: 212-306-3000 | Email: Venkata.Chitrapu@nycha.nyc.gov

(147) Financial Freedom Seminars

Financial literacy leads to a solid foundation for long-term personal success, and many individuals living in Greensboro Housing Authority (GHA) assisted housing lack a foundational understanding of home finances and rental or home buying topics. To meet residents' needs, GHA began offering Financial Freedom seminars focusing on money management and home buying education. However, after experience with many participants' rental issues, a large portion of the curriculum was updated to include rental education. Not all residents are ready for homeownership and have rental issues in the meantime. Positive outcomes from participants include increased savings, increased credit scores, improved housing situations, and improved home affordability.

Greensboro Housing Authority
Tina Akers Brown, Chief Executive Officer
450 N. Church St., Greensboro, NC 27401
Phone: 336-303-3107 | Email: takers@gha-nc.org

Courtesy of Greensboro Housing Authority

(148) LENA START (Language Environment Analysis)

The most critical brain development in children takes place during the early childhood years, and by the age of three, 80 percent of a child's brain has already developed. Research has examined these important initial years and has discovered that children who lag in language development early on are at a disadvantage for their futures and the roots of socio-economic inequality start to take form. To meet these critical needs, Greensboro Housing Authority offered LENA (Language Environment Analysis) Start, a program that focuses on early language development to more effectively prepare youth for school and life.

Greensboro Housing Authority
Tina Akers Brown, Chief Executive Officer
450 N. Church St., Greensboro, NC 27401
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(149) Read to Achieve

Research has shown that reading by third grade is an important milestone for children. By the time a child reaches fourth grade, they must use their reading skills to solve problems and think critically about what they are learning. Ultimately, reading by third-grade matters and many children in Greensboro Housing Authority's (GHA) communities need additional intervention to cultivate strong reading skills to help them in their future academic pursuits. Read to Achieve was designed for children in GHA communities, kindergarten through third grade, to improve literacy and school performance. Participants have shown improved reading skills, underscoring the program's positive results.

Greensboro Housing Authority
Tina Akers Brown, Chief Executive Officer
450 N. Church St., Greensboro, NC 27401
Phone: 336-303-3107 | Email: takers@gha-nc.org

(150) Ask A Doc

In January of 2018, the Cuyahoga Metropolitan Housing Authority (CMHA) started a partnership with Cardiologist and University Hospital's Chief Innovation Officer, Dr. Marco Costa. Dr. Costa came to CMHA after hearing about the internet connectivity efforts of CMHA. After learning more about their work, Costa wanted to get involved somehow, so he made himself available to discuss heart health with residents every Thursday for one to two hours. Dr. Costa also coordinated blood pressure screenings, cholesterol tests, and CPR trainings for residents. These sessions eventually adopted the moniker, Ask A Doc!, for their discourse based around resident health-related questions fielded by the doctor. They have since brought this partnership to two additional senior/adult high rises, Legacy Park and Bohn Tower, with the intentions of expanding even further.

Cuyahoga Metropolitan Housing Authority
Cortney Crocket, Director, Marketing & Communications
8120 Kinsman Road, Cleveland, OH 44104
Phone: (216) 271-2072 | kilburyc@cmha.net

(151) Cleveland Clinic Workforce Development Program

In an effort to help residents of Cuyahoga Metropolitan Housing Authority (CMHA) attain self-sufficiency and address the need in the community to enhance economic stability for individuals residing in low income public housing, the CMHA resident services department developed a partnership with Cleveland Clinic, the largest employer within Cuyahoga County. The goal was to establish an intentional and collective partnership, bringing their Workforce Development Employment Workshop and jobs directly to CMHA's residents.

Cuyahoga Metropolitan Housing Authority
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(152) CMHA Spring Break STEM Day with NASA [E]

Recognizing the importance of Science, Technology, Engineering and Math (STEM), the Cuyahoga Metropolitan Housing Authority (CMHA) decided to provide targeted STEM events for low-income public housing youth during spring break. STEM is nationally recognized to improve outcomes for students and lead them on the path to successful careers in growing industries. In 2018, CMHA partnered with NASA, Girl Scouts, and 4H to bring a dynamic event to life, featuring interactive exhibits, experiments, and demonstrations from subject-matter experts.

Cuyahoga Metropolitan Housing Authority
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(153) Coffee with a Cop

The Cuyahoga Metropolitan Housing Authority's Police Department (CMHA PD) hosted a Coffee with a Cop initiative to enhance community policing and engagement. The CMHA program is part of a nation-wide program with the goal of identifying and overcoming communication barriers that CMHA residents and police officers face. Members of the CMHA PD engaged residents at three different property locations to interact, have an open dialogue, and enjoy refreshments in a casual setting. These events created an inviting environment for residents and officers to learn about each other, build positive relationships, discover community needs, and focus on citizen engagement.

Cuyahoga Metropolitan Housing Authority
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Courtesy of Cuyahoga Metropolitan Housing Authority

(154) Common Ground Conversation at Scranton Castle

The Cuyahoga Metropolitan Housing Authority, in conjunction with the Cleveland Foundation and the Fare Project, hosted a platform for community dialogue called Common Ground. The conversations centered on the topic "why does place matter?" A key component of the project is to create a participatory process informed by and responsive to feedback from the residents of neighborhoods in Cleveland. The goal is to connect people to neighbors and to connect ideas to funding and to other partners in the community. Outcomes from the conversation were used to inform decisions at all the partner organizations.

Cuyahoga Metropolitan Housing Authority
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(155) Library Hotspot Lending Partnership

In October of 2018 the Cuyahoga Metropolitan Housing Authority (CMHA) received a $88,000 grant from the Cleveland Foundation to promote a new initiative to bridge the digital divide. CMHA was tasked with educating, advocating, and making their residents aware of library hotspot lending at all City of Cleveland libraries and select Cuyahoga county libraries. CMHA was also tasked with informing their residents about affordable refurbished desktops and laptops being sold at the new Cleveland branch of national non-profit, PCs for People.

Cuyahoga Metropolitan Housing Authority
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8120 Kinsman Road, Cleveland, OH 44104
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(156) Recipe Remix

The Cuyahoga Metropolitan Housing Authority (CMHA) has made an increased effort to bridge the digital divide and teach their residents the benefits of using internet services. By utilizing ConnectHome, CMHA created focus groups with the senior residents of Cedar High Rise to discuss their diet and health concerns, and to show the residents healthy versions of their favorite dishes by including internet technology. The 'Recipe Remix' focus groups were created for the residents to take recipes and substitute ingredients in for healthier alternatives. The 'Recipe Remix' focus groups

have been warmly received by the residents, and they have been engaged throughout the entire process.

Cuyahoga Metropolitan Housing Authority
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(157) The CMHA Breathe Free Movement

The Cuyahoga Metropolitan Housing Authority (CMHA) developed the Breathe Free committee in April of 2017 comprised of staff from various departments, residents, and community partners to develop strategies to educate residents on the smoke-free rule and to provide tools and support. Committee members facilitated resident meetings, presented at resident council retreats and annual meetings, and distributed information at resident events. The committee also facilitated a smoke free building challenge to assist residents desiring to quit.

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(158) Veterans Day Recognition Event

The Cuyahoga Metropolitan Housing Authority (CMHA) hosted its first annual Veteran's Day Awareness Event. The purpose of this event was to celebrate and honor the veterans that both live and work for the housing authority. The event was developed because they recognized a need to bring camaraderie and unity, resources, and recognition to its veteran population.

Cuyahoga Metropolitan Housing Authority
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(159) Resident Work Experience Program [E]

The average income at the DeSoto Bass Asset Management Project (AMP) is $6,419. In response, Greater Dayton Premier Management (GDPM) secured a 4 year Jobs Plus grant from HUD. GDPM restored a community center to provide on-site programming for residents which opened in May, 2017. In partnership with the Urban League, GDPM introduced the Solid Opportunities for Advancement and Retention (SOAR) program, a 3 week, robust, soft skills program. In December, 2017, GDPM received $32,500 from the KeyBank foundation to add a Work Experience component. The Work Experience Program offered paid, job experience for SOAR graduates. Forty residents graduated, and 25 are now employed.

Greater Dayton Premier Management (Dayton MHA)
Jennifer Heapy, CEO
400 Wayne Ave., Dayton, OH 45410
Phone: 937-910-7622 | Email: jheapy@dmha.org

(160) Bonifield Family Night

In 2016, an opportunity for additional resident engagement presented itself to a new staff member of the resident services team. A multi-use facility in the Bonifield neighborhood sat empty for years until the Zanesville Metropolitan Housing Authority (ZMHA) resident services team decided to utilize it for Bonifield residents. With the goal of building better relationships with the residents at Bonifield, the resident services team began planning activities and reaching out to residents. The first Bonifield game night was held on Wednesday, November 16, 2016. Since first opening, over 100 youth and families have visited and enjoyed fellowship, snacks, and skill-building activities in this facility.

Zanesville Metropolitan Housing Authority
Steve Randles, Executive Director
407 Pershing Road, Zanesville, OH 43701
Phone: 740-454-9714 | Email: srandles@zanesvillehousing.org

(161) Career Readiness Program

Muskogee Housing recognized a tremendous need for career programs to enhance client opportunities to gain skills and knowledge needed to obtain suitable employment. In September of 2018, Waynelle Jackson, FSS Coordinator, created the Career Readiness Program by collaborating with community resources to help clients build employment skills in interviewing, resume building, workplace ethics and behavior, goal setting, and dressing for success. Waynelle also created the Career Closet for participants needing professional clothing to wear to interviews. Since the Career Readiness Program began, clients are reporting increases in employment opportunities and wages.

Muskogee Housing Authority
Shirlene S. George, Director of Family Services
220 North 40th, P.O. Box 1471, Muskogee, OK 74402
Phone: 918-687-6301 | Email: shirlene.george@muskogeehousing.org

(162) Eviction Intervention Program (EIP) [E]

Established on October 1, 2018 as an attempt to reduce the number of evictions from its public housing developments,

Muskogee Housing established the Eviction Intervention Program (EIP). The EIP serves as mediation between families and community management staff by bringing in community partners and service providers as an attempt to help resolve issues resulting in lease violations and evictions. The EIP focuses on families who are having difficulty in paying their rent, failing housekeeping inspections, going through domestic violence issues, and other situations outside of violent or criminal violations of their lease agreement.

Muskogee Housing Authority
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(163) Helping Our People Excel (HOPE) Pantry [E]

Created in October of 2017, the Helping Our People Excel (HOPE) Pantry is a resident services program that serves to meet the basic needs of over 200 elderly and disabled residents residing at Honor Heights Towers, a public housing site for elderly and disabled families. After recognizing an immense need among residents, especially those living on a fixed income, Muskogee Housing staff created the HOPE Pantry to give residents in need, access to food, clothing, household and personal care items.

Muskogee Housing Authority
Shirlene S. George, Director of Family Services
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Phone: 918-687-6301 | Email: shirlene.george@muskogeehousing.org

(164) Homework Helpers After School Program

Created in August of 2018, the Homework Helpers After School Program serves to meet the educational and supportive needs of children from families with low incomes residing in Muskogee Housing's 200 public housing family sites. With assistance of Community Coordinators and volunteers, the program provides children of all ages, a place where they can go after school to receive guidance, support with homework assignments, enjoy light healthy snacks, participate in arts and crafts, or maybe watch a movie. The program also provides students with access to the Learning Center's Library and Computer Lab.

Muskogee Housing Authority
Shirlene S. George, Director of Family Services
220 North 40th, P.O. Box 1471, Muskogee, OK 74402
Phone: 918-687-6301 | Email: shirlene.george@muskogeehousing.org

(165) YMCA $10 Youth Activities Program

Rogue Valley YMCA and Housing Authority of Jackson County (HAJC) have been partners in providing youth programs to HAJC residents since 2010. The YMCA youth programs previously provided to residents were limited in scope, in access, and cumbersome to bill. The new YMCA $10 Youth Activities program provides an expanded list of youth programs available for all ages, program access to all HAJC residents, better scholarship rates, and streamlined billing. HAJC resident children have more opportunities available to them and have shown increased participation.

Housing Authority of Jackson County
Susan Lynch, Lead Resident Services Coordinator
2251 Table Rock Road, Medford, OR 97501
Phone: 541-779-5785 | Email: susan@hajc.net

(166) Future Stars Youth Theatre Program

The Housing Authority of the City of Erie (HACE) understands the importance of bringing education and the Arts to children. Numerous studies have demonstrated a correlation between drama involvement and academic achievement. Unfortunately, theatre programs are typically one of the first programs to be cut in schools. Therefore, in 2018, HACE restarted a new and expanded Future Stars Theatre Program; a partnership between the Housing Authority, YMCA of Greater Erie, and Gannon University.

Housing Authority of the City of Erie
Michael R. Fraley, Executive Director
606 Holland Street, Erie, PA 16501
Phone: 814-452-2425 | Email: fraleym@hace.org

Courtesy of Housing Authority of the City of Erie

(167) "STORIES ALIVE!"

The Deborah D. Booker Community Center (SSBCC) Stories Alive!!!, is an interactive event encouraging collaboration, mentoring, and imagination between young children and teen participants in the Allegheny County Housing Authority's (ACHA) Sheldon Park Community. In 2016, ACHA began a reading program to encourage the children to improve their reading skills. Elaine Dillman, Program Coordinator for the DDBCC learned about the program and suggested that the teens at the Booker Center help the youth in the BJWL Program, bring the story alive with props and characters, thus creating the first "Stories Alive!!!" production, which is now a yearly event.

Allegheny County Housing Authority
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(168) Children Learning Digital Coding

A group of children from two of the Allegheny County Housing Authority sites participated in a field trip to the Apple Store to learn how to code. The children ranged in ages 8 to 16, and at the Apple Store they took part in a 90-minute coding fundamentals lesson where they used a robot and iPads to complete a maze challenge using all basic code. Not only did this lesson introduce the children to the basics of coding, but they also were able to learn how to function on a team and work in groups.

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(169) ABK Early Learning & Development Center [E]

In February 2018, the Housing Authority of the City of Pittsburgh, ABK Early Learning & Development Center, and Duquesne University, launched an on-site early learning center in the Bedford Dwellings public housing community. The effort is the culmination of years of strategic planning designed to make high-quality early childhood education accessible and affordable to the residents of Pennsylvania's oldest public housing community. The innovative center aims to improve children's early childhood learning opportunities, taking community needs and input into account to provide a context-based and holistic approach to early childhood education.

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(170) Easy Gardening for Senior and Disabled Tenants

Accessible and environmentally friendly, elevated planter beds were introduced to the tenants at Cumberland Manor. The tenants can pull up a chair and enjoy gardening comfortably. It is perfect for tenants in wheelchairs and for all other tenants who want to avoid bending, stooping, squatting and kneeling for long periods of time. Tenants grew a variety of fruits, vegetables, herbs, and flowers. A scarecrow, made by the tenants, protected their produce and flowers from unwanted guests. In addition, water barrels were close to the planters to make watering a snap.

Cumberland Housing Authority
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(171) Do More with AmeriCorps [S]

The East Greenwich Rhode Island Housing Authority is a small agency that has been able to enhance services to residents by becoming an AmeriCorps Host Site. Skills for successful tenancy, intervention to prevent eviction, broadening resource referrals, and increasing social media activity are some of the advantages gained through this partnership. (See also #24 under Administrative Innovation.)

East Greenwich Housing Authority
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(172) The Bigger Picture [S]

A small Rhode Island housing authority has executed three community art projects with input from residents, staff, and other community members. An East Greenwich Rhode Island Housing Commissioner inspired and oversaw the completion of these highly participatory projects. Two of the three projects were created on the lawn outside their office building, with parents and children working side by side with commissioners, staff, local police officers and even their attorney. The most obvious results of the program are the three-striking works of art on display in their offices, but

more important, is the story they tell and the memory of the shared creative experience they represent.

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Courtesy of East Greenwich Housing Authority

(173) The Oaks Toy Drive [E S]

The East Greenwich Rhode Island Housing Authority (EGHA) partners annually with a small local business to coordinate an ever growing annual toy drive. In addition to ensuring the distribution of hundreds of toys to low income families in December, the initiative connects the larger community to the EGHA families and increases community awareness of and puts a human face on the work they do.

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(174) A Matter of Balance [S]

Lincoln Housing Authority (LHA) recognizes the at-risk population they work with and is constantly working to identify strategies, tools, and techniques to ensure resident safety, security, and independence. In partnership with Federal Hill House, a non-profit agency, LHA began hosting A Matter of Balance Workshops, an evidence-based fall prevention program for residents free of charge. This empowering, evidence-based program has a success rate of 98 percent across the country at fostering independence, confidence, and improving participants overall health.

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(175) Chair Lifts for Increased Accessibility [S]

As Lincoln Housing Authority (LHA) residents continue to age in place, accessibility modifications are required to ensure safety, security, and continued independence. In order to meet the mobility needs of LHA residents, while also cutting down on the amount of transfer requests, LHA installed chairlifts at two of their Manville Manor buildings. Since installation in early October, three families have already withdrawn transfer requests due to mobility issues, and they expressed satisfaction and excitement to remain in their homes.

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(176) Lending Literacy [S]

At no cost, Lincoln Housing Authority secured funding, resources, and continued support from community partners to purchase, install, and stock a Little Free Library located at its family housing complex. Knowing that literacy is a major component in continued academic success; their goal is to lessen the opportunity gap for low-income families by increasing access to literacy supplies. Located adjacent to an elementary school and public park, this program not only has the ability to increase access to reading materials for their program participants, but hundreds of additional community members as well.

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(177) Safe Hearts, Save Lives [S]

Lincoln Housing Authority recently installed three automated external defibrillators (AED) at two senior housing complexes in congregate areas. Training and information was made available to residents and resident community leaders on how to properly use these machines in the event of an emergency. Each AED is also automatically connected directly to local EMS so in the event the machine is removed

from the wall, EMS will automatically be dispatched. In emergency situations, every second counts!

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(178) 100 Black Men of the Upstate

The majority of public housing households with children are headed by single women who earn less than $9,000 annually. Current statistics consistently show that children suffer when their fathers are absent. The Greenville Housing Authority (TGHA) partnered with the 100 Black Men of the Upstate to provide mentoring to boys and young men ages 12-18. The 100 Black Men are made up of dedicated, professional African-American men who give of their time, talent, and resources to mentor, encourage, inspire, and motivate the young male residents of TGHA, while also offering guidance, friendship, and the steady influence of strong male role models.

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(179) College Prep

Higher education is universally understood to be one of the surest routes out of poverty, but linking low-income students to the resources necessary remains a challenge. Many first-generation college aspirants are unaware of the resources available to them, and navigating the murky waters of college and financial aid applications can simply be overwhelming. The Greenville Housing Authority Resident Services staff developed a College Prep program to help high school seniors complete applications, conduct college campus tours to numerous colleges and universities, and meet with students and their advisors to assist with the enrollment process.

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(180) Dream Tour

Homeownership is universally understood to be the most powerful driver of wealth creation in our nation's economy. According to Habitat for Humanity, when people move out of substandard housing and into simple, decent, affordable homes, homeowners and their families frequently improve their health, educational attainment, safety, and personal wealth. The Greenville Housing Authority partnered with local home ownership agencies to create and implement "The Dream Tour," in an effort to promote local home ownership programs and to inspire residents to take the steps necessary to begin to pursue home ownership.

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Courtesy of Housing Authority of the City of Greenville

(181) Silver Sneakers

In an effort to improve and enhance the overall quality of life of its senior citizens, and to specifically address a lack of social engagement and physical exercise, the Housing Authority of the City of Greenville (TGHA), SC partnered with Silver Sneakers to implement an onsite low-impact exercise, fitness, and flexibility program. Silver Sneakers is a free fitness benefit offered by Medicare, and all exercise classes are conducted by certified fitness instructors, with a goal of keeping senior citizens physically active and socially engaged. TGHA implemented this program at each of its three senior citizen facilities, where it takes place monthly.

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(182) The Safety Series

People want to live in neighborhoods where they are safe, secure, and free from harm, and where they and their families can thrive and reach their full potential. The Resident Services staff of the Greenville Housing Authority (TGHA) recognized a need among residents for training in personal safety, and in matters of neighborhood safety and security. They contacted the local fire department and police department to conduct safety programs on site at each of the TGHA properties. Topics included personal security, when to call for police, fire safety, what to do in an emergency, and hands-on CPR and first aid.

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Courtesy of Housing Authority of the City of Greenville

(183) Toddler Tales & Tunes

According to the National Center for Children in Poverty, impoverished children are underserved by federal child care and early education programs due to high demand for those programs and limited funding. Only about 42 percent of eligible children are served by a local Head Start program. Infants and toddlers account for only 25 percent of the overall population, yet have the highest poverty rates of any age group in the country. Toddler Tales & Tunes is an interactive program for children ages 9 months to 3 years, along with their mothers, in which participants play, dance, sing, and use musical instruments together. The mission of the program is to enhance age-appropriate growth, development, and socialization among children in their formative years.

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(184) Wellness Week

Approximately 30 percent of Americans in poverty have been diagnosed with depression at some point, as opposed to only about half as many Americans that are not impoverished. Impoverished individuals are also more likely to suffer from asthma, diabetes, hypertension, heart disease, and higher rates of obesity. The Greenville Housing Authority Resident Services staff developed "Wellness Week," a program dedicated to teaching holistic wellness. Wellness Week consists of five days of fun, socialization, and education, with each day focused on a particular theme and aspect of holistic well-being. The five themes are mental health, nutrition, hydration, exercise, and financial literacy.

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Courtesy of Housing Authority of the City of Greenville

(185) Partnering for Healthy Outcomes for Seniors

Due to the barriers that many seniors face in regards to their sense of community and/or engagement with others, the Housing Authority of the City of Spartanburg in partnership with The Shepherd's Center of Spartanburg offers active seniors in public housing a variety of programs designed to provide learning experiences, activities promoting physical and mental fitness, avenues for volunteerism, and life enriching opportunities so they may grow mentally, physically, and spiritually while aging in place. The partnership provides a healthy, encouraging environment for seniors to socialize, stay engaged in learning, and the opportunity to participate in classes.

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(186) Partnering to Eliminate Healthcare Barriers

The Housing Authority of the City of Spartanburg and Regenesis Health Care (RHC), Inc. have a shared vision of being committed to the support of access to healthcare for the residents of Archibald High Rise. RHC is providing onsite clinical services for RHC patients who reside or work at Archibald Rutledge High Rise. This service to the residents is to establish a continuum of care for patients and to enhance the access and availability of healthcare services. This partnership has created a shared vision and commitment to the support of resident's health.

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(187) Creative Action

Hands-on creative education enhances a child's academic, social, and emotional development, which is why the Housing Authority of the City of Austin (HACA) partnered with Creative Action, Central Texas' largest provider of after-school arts enrichment services, to provide high-quality arts-based youth enrichment services at HACA properties with the greatest need for youth services. Programming includes weekly after-school classes, Saturday clubs, and summer and holiday camps. Caring adult role models expose HACA youth to a variety of service learning projects and peer leadership opportunities.

Housing Authority of the City of Austin
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Courtesy of Housing Authority of the City of Austin

(188) Jobs Plus ATX

The Housing Authority of the City of Austin (HACA) and its partners have successfully moved residents to work through delivery of tailored employment-related services and incentives including innovative use of technology and social media. In December 2015 the U.S. Department of Housing and Urban Development awarded a $2.7 million grant to establish Jobs Plus ATX to address unemployment at two HACA public housing properties in East Austin. With these funds, HACA has increased the employment rate of working adults from 53 percent to 57 percent and boosted the average income for residents from $10,518 to $17,340 over the 2.5 years of the program.

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Courtesy of Housing Authority of the City of Austin

(189) Fort Worth Embraces Hurricane Harvey Evacuees

When Hurricane Harvey hit southeast Texas, more than 100 evacuees landed in Fort Worth. Fort Worth Housing Solutions provided 50 Housing Choice Vouchers so the families could move quickly out of shelters and into housing. In a partnership with Mutual of Omaha, the agency has been able to provide ongoing support. Families have benefited from a post-disaster financial recovery workshop, group meetings with refreshments and Wal-Mart gift cards, and streamlined access to community resources.

Fort Worth Housing Solutions
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(190) Healthy Living Garden Program [E]

The Harlingen Housing Authority's Healthy Living Garden Program was implemented due to a lack of healthy living education and healthy activities for their residents. They saw the need to offer the unique opportunity to teach nutrition, stewardship, and environmental sustainability to their residents. They were moved by a vision to create a space where their residents could connect with each other, learn how to grow their own healthy vegetables, and engage in healthy exercise. They were able to accomplish this by partnering with the Valley Baptist Legacy Foundation and Healthy Harlingen's Nutrition Workgroup as part of the Mayor's Wellness Council.

Harlingen Housing Authority
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Courtesy of Harlingen Housing Authority

(191) The FLC Summer Youth Employment Program [E]

The Family Learning Center Summer Youth Employment Program was implemented due to the lack of activities and employment opportunities for youth in the summer months. This six week program hires high school and college students to mentor children at the Harlingen Housing Authority housing sites and surrounding communities. The students work 20 hours a week for six weeks in June and July. The mentors must be participants of the agency's public housing or Section 8 Programs. They are given the opportunity to obtain work experience, become role models for younger children, develop leadership skills, and earn some much needed money.

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(192) "MyGoals for Employment Success"

Families receiving housing subsidies are amongst the poorest and most disadvantaged families in America, making them an important focus for an economic intervention. Studies have shown that housing subsidies by themselves, do not improve tenants' employment outcomes. The program "MyGoals for Employment Success" targets those families and has features that reflect a variety of techniques that play an important role in participants becoming self-sufficient. Some techniques used are goal setting, executive skills coaching, and financial incentives. The objective of "MyGoals" is to ensure that at the end of the program, participants are in a relatively better position than when they began.

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(193) "Being a Good Neighbor" Community Collaboration

The "Being A Good Neighbor" program was developed as a low-cost alternative to address one of the most persistent and difficult issues within public housing: neighbor disputes. By using a train-the-trainer model, Resident Council leaders were certified to conduct trainings within their own communities to prevent and manage interpersonal conflict. The first graduates of this program have already demonstrated significant reductions in neighbor-related incidents, and have continued collaborating with the San Antonio Housing Authority (SAHA) staff to expand community partnerships and further resident engagement across all of SAHA's public housing developments.

San Antonio Housing Authority
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(194) SAHA Digital Ambassadors

Under the Connecthome Program SAHA residents have an opportunity to be hired as Digital Ambassadors. The Digital Ambassador position is a paid part-time workforce development program that focuses on the development of digital skills. The ambassadors receive computer and workforce training that allows them to support Connecthome activities and training, which also provides the residents the opportunity to develop the digital skills needed in the 21st century. Some of the duties performed include assist and conduct digital literacy training, provide tech support, refurbish computers, community outreach, data entry, and computer lab monitoring.

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(195) SAHA FSS Graduations

The San Antonio Housing Authority (SAHA) Family Self Sufficiency Program created a quarterly FSS Graduation in an effort to celebrate SAHA's Mission to "empower and equip families to improve their quality of life and achieve economic stability." It also provides motivation to housing residents participating in public housing and assisted housing programs to also pursue the path of self-sufficiency.

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(196) SAHA Parent Leadership Academy

Families living under HUD assisted housing programs are at higher risk of being chronically absent as they experience additional barriers such as unreliable transportation, food insecurity, health problems, and chronic violence that can affect students' attendance and performance at school (Galvez and Gallagher, 2012). From 2016–2017, 44 percent of students attending the San Antonio Independent School District were chronically absent. In an effort to address factors impacting chronic absenteeism, the San Antonio Housing Authority formed a partnership with the San Antonio Independent School District (SAISD) to create a special Parent Leadership Academy. The Academy empowers parents to have a leadership role in their families education, become education advocates in their community, and increase their access and knowledge about higher education.

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Courtesy of San Antonio Housing Authority

(197) SAHA TEAMSS Project

The San Antonio Housing Authority (SAHA) commenced the TEAMSS Project in March 2018. This opportunity not only offers residents a chance at a career in auto manufacturing, but it also brought in community partners that would assist with much needed support services such as transportation and work related expenses. What made this project unique is there were five different partners that came together to collaborate and set forth a process that would make a career path in auto manufacturing easily accessible to the residents of SAHA and Jobs Plus members.

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(198) SAHA Walking School Bus [E]

There is a policy with all San Antonio school districts that stipulates if a student lives within a 2-mile radius of their school, bus services will not be available to that student. Unfortunately, this includes over 200 children living at Cassiano Homes who attend Sarah King Elementary. On any given day, one could see large amounts of children ranging in age from 4 to 10 years old, making their way to school without any adult supervision. In an effort to address this issue, the San Antonio Housing Authority created a Walking School Bus, which coordinates volunteers to walk with a group of children to and from school on a structured schedule or planned route.

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(199) Capitol Homes [E]

After months of predevelopment and financing activities, the Housing Authority of Salt Lake City (HASLC) purchased the dilapidated Capitol Motel. HASLC partnered with a local, private for-profit organization providing low-cost, no-deposit housing through utilization of inn keeper laws, while also requiring program participants to perform service work. HomeInn performs the 24-hour management functions plus basic maintenance at the site. This project provides short-term housing for persons who are homeless and at-risk of becoming homeless in a city with an extreme need and a very short supply of this type of housing.

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(200) Framing Program-Persons Experiencing Homelessness [E]

The Housing Authority of Salt Lake City partnered with state and local government and the local community college to create a construction framing program that would be offered to single individuals experiencing homelessness. Participants were given an apartment for six months, furniture, food and household items, and transportation to class. At the end of the six-week course, participants were given a certificate of proficiency in framing and interviewed by local construction companies. Twelve people were selected for the program, and eight graduated the course and obtained employment. (See also #83 under Community Revitalization.)

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(201) TANF Family Housing Program [E]

The Temporary Assistance for Needy Families (TANF) Housing program, offered through the Housing Authority of Salt Lake City (HASLC) in partnership with the Department of Workforce Services (DWS), provides non-recurrent short-term financial assistance and supportive services to families currently experiencing homelessness. This program is most beneficial to those families who have a high likelihood of obtaining income in the near future to sustain stable housing. Participants are provided with housing search and placement, landlord/tenant education, outreach, and case management for up to four months. At the end of four months, participants regain their housing stability and become self-sufficient.

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(202) Aging in Place [E]

In July of 2017, Franklin Redevelopment and Housing Authority (FRHA) purchased a forty-eight unit senior citizen complex for 55 and older residents where the atmosphere was more a nursing home than a retirement home. Morale was low and camaraderie among neighbors and social activities were practically non-existent. FRHA implemented an 'Aging In Place' program of health/wellness education, and social and leisure activities that allow seniors and the disabled to live in their homes with dignity, quality of life, and independence. Through surveys and verbal responses from residents in the 48 units, they have seen a 78 percent participation rate.

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(203) Wiggums Park Relocation — Tax Credit Acquisition/Relocation [E]

The Everett Housing Authority's (EHA) Relocation Team adopted two core objectives for its latest tax credit acquisition/rehabilitation project: 1. 100 percent on-time delivery of vacant units to contractors and 2. tenant satisfaction. These objectives drove solutions for the project's challenges, which were to secure temporary units in a low-vacancy neighborhood, minimize impacts on tenants during parking lot closures, respond rapidly to unexpected construction mishaps, and communicate effectively with contractors whose employees are unfamiliar with their communities. To address these challenges and achieve the objectives, they created comprehensive, efficient, and innovative procedures. Each solution was innovative, but combined they constituted a replicable template for future projects. More importantly, they produced the desired results.

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(204) Mental Health First Aid for Landlords

In the USA, almost one in five adults has a mental illness, and many reside in public housing. They can be disruptive, but Pierce County Housing Authority has no wish to evict these highly vulnerable people. Since 2011, the agency has taught Mental Health First Aid (MHFA) to in-house staff. MHFA is an evidence-based program that teaches lay people how to provide first aid to a person experiencing a mental health crisis. In 2018, they made major changes to the project, expanding MHFA classes to landlords and finding a community partner for logistical support, which has been a great success.

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(205) Baby Academy Builds Brains, Skills and Connections [E]

Baby Academy is a housing and school district partnership to increase kindergarten readiness for King County Housing Authority children. Its innovations include a target population of infants and toddlers, a hyper-localized effort to build social ties between parents of young children, a combination of individual and group instruction, and a program structure that comprehensively reduces typical barriers faced by low-income families. To date it has served 189 children within three school districts, and has been successful in meeting its objectives of children achieving developmental benchmarks, increased parental knowledge and skills, and increased enrollment in additional early learning opportunities.

King County Housing Authority
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(206) Resident Services Subsidy Retention Program

King County Housing Authority's (KCHA) Resident Services Subsidy Retention Program pairs Subsidy Retention Coordinators with voucher holders who are at risk of losing their voucher. The program assists in resolving short-term barriers like inspection failures, the inability to pay the tenant portion of rent, or any number of other circumstances that would otherwise result in a program participant losing their housing subsidy. In 2018 the program helped 389 individuals and is in line with KCHA's ambitious goal of having zero preventable, unnecessary Housing Choice Voucher program terminations.

King County Housing Authority
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(207) Sharon Wandler Scholarship

The Sharon Wandler Scholarship embodies a lifetime commitment to providing opportunities for higher education. The ever-increasing cost of higher education and fear of rising tuition costs has created a road block for students in the community. The "What Home Means to Me" poster contest artwork and essays inspired the collaboration between the housing authority and a local vendor to produce a water bottle with the student's beautiful artwork. The water bottle helps tell a story and the proceeds from the sales helped establish a scholarship fund, which attracted donors willing to contribute funds and ensure the longevity of the program.

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SUBJECT INDEX

A

Adaptive Reuse: 45, 48, 62, 73, 84, 199

Affordable Housing: 42, 43, 44, 47, 48, 63, 66, 70, 77, 84, 87, 104

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

After School Programs: 126, 164, 187

Agency Administration: 5, 6

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

AmeriCorps: 24, 171

Apprenticeship Programs: 121

Art Programs: 111, 115, 119, 125, 129, 166, 167, 172, 187

See also: Senior Activities; Youth Programs.

Asset Management: 19

B

Beautification: 85, 96

Bullying: 107

Businesses: 75, 142

C

Case Management: 51

Child Care: 141

Choice Neighborhoods: 99

College, Encouragement Toward: 118, 179

Community Centers/Buildings: 85, 137

Community Meetings: 113, 153, 154

Community Revitalization: 70, 73, 75, 77

Compliance: 27

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

Computer Use: 144, 155

Cultural Diversity: 115

Customer Service: 8, 18

D

Disaster Preparedness/Recovery: 189

Donations: 2, 173

E

Early Child Development/Programs: 148, 169, 183, 205

Economic Development: 42

Educational Programs: 82, 140, 144, 155, 156, 168, 193, 194, 196, 204

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

Elderly Housing: 35, 38, 45, 46, 49, 59, 61, 78, 86, 89, 95, 100

Elderly Programs: 31, 124, 129, 174

Elderly—Social Services: 109, 110, 163

See also: Senior Activities.

Electronic Communication: 23

Electronic Documentation: 11, 33

Emergency Preparedness: 106, 177, 182

Employment Programs: 37, 116, 130, 142, 151, 159, 188, 191, 197, 200, 201

Empowerment Programs: 134, 146

Energy Management and Savings: 17, 74, 80, 90, 91, 98, 103

See also: Green Building Initiatives.

Eviction Procedures/Prevention: 162

F

Fairs: 21, 109

Financial Counseling Program: 20, 147

Fitness/Exercise: 21, 133, 181

Food Program 76, 114, 136, 163, 170, 190

See also: Gardening.

Fundraising: 2

G

Gardening Programs: 76, 114, 170, 190

Green Buildings/Programs: 17, 59, 61, 74, 78, 100, 102

See also: Energy Management and Savings; Modernization.

H

Health Care: 21, 133, 139, 150, 156, 177, 181, 184, 185, 186, 202

Holiday Programs: 173

Homelessness: 3, 36, 37, 51, 52, 56, 68, 69, 138, 180, 200, 201

Homeownership Programs: 147

Housing Choice Vouchers: 3, 9, 26, 120, 189, 206

Housing for Special Needs: 52, 67

I

Income Verification: 117

Independent Living: 175, 202

Innovative Financing: 43, 47, 54, 55, 60, 62, 72, 92

Insurance: 101

Internet/Wi-Fi: 32, 81, 155, 156

Internship: 131

J

Job Readiness: 2, 161

Job Training Programs: 83, 111

L

Landlord Relations: 40, 69, 120, 204

Leadership: 16, 105, 112, 127

Lease Up Programs: 9, 26

LEED Certified: 53

Literacy Programs: 122, 124, 149, 167, 176

M

Maintenance: 29, 101

Males, Programs for: 178

Marketing: 4

Mental Health Program: 119, 204

Mixed-Income Development: 35

Mixed Population: 41

Mixed Use: 35, 64

Mobile Applications: 8

Modernization: 88, 93, 94, 97

Modular Units: 44

N

New Construction: 46, 61, 78, 100

O

Online Applications/Forms: 33, 34, 146

P

Parenting Programs: 196, 205

Police, Interaction with: 30, 71, 123, 132, 153

Programs for Women: 134

Project Based Vouchers: 38, 39, 56, 60

Public/Private Partnerships: 24, 38, 41, 42, 52, 55, 56, 58, 62, 65, 79, 83, 86, 89, 92, 95, 125, 128, 138, 139, 141, 150, 1, 154, 159, 165, 166, 167, 169, 171, 173, 174, 178, 180, 185, 186, 187, 188, 190, 197, 199, 200, 201, 205, 207

Public Relations: 10, 23, 25, 32, 172

R

Recertification: 31

Rebranding: 12

Redevelopment: 45, 103

Relocation: 203

Renovation: 72, 101, 102, 203

Rent/Deposit Assistance: 57

Rental Assistance Demonstration: 54, 90, 91

Resident Councils/Advisory Boards: 193

Resident Recognition: 195

Resident Services: 109, 160, 206

See also: Educational Programs; Elderly—Social Services; Financial Counseling Programs; Gardening Programs; Health Care; Homeownership Programs; Job Readiness/Training Programs; Male Programs; Self Sufficiency Programs; Women's Programs; Youth Programs.

S

Safety and Security: 29, 30, 79, 143, 182

Scholarship Programs: 145, 207

Section 8: 4

Self-Sufficiency Programs: 117, 192, 195

Senior Activities: 125, 129, 181, 184, 185, 202

See also: Elderly—Social Services

Smoke Free: 157

Social Media: 4, 13, 14

Solar Energy: 17, 74

Sports Programs: 123

Staff Development and Training: 5, 16, 19, 20, 50

Staff Programs: 22

STEM Programs: 152

Summer Programs: 122, 131

See also: Educational Programs; Job Readiness/Training Programs; Youth Programs.

Supportive Housing: 36, 37, 64, 68

T

Tax Credit Programs: 47, 59, 78, 100, 203

Technology: 18, 28, 32, 81, 140, 144, 155, 168, 194

See also: Computer Use; Electronic Communication; Internet/Wi-Fi; Web Sites.

Tenant Education: 135, 147

Transit Oriented Development: 53, 55, 66, 92, 104

Transitional Housing: 199, 201

Transportation Programs: 198

U

University/Housing Authority Collaboration: 82, 83, 141, 145, 166, 169, 200

V

Veterans Affairs Supportive Housing: 39

Veterans Housing: 49, 58

Veterans Programs: 158

Voice Recognition: 18

Voter Registration: 108

W

Waiting List: 4

Web Sites: 1, 7, 15

Y

Young Adults: 130, 191

Youth Programs: 2, 105, 111, 115, 122, 123, 127, 128, 131, 132, 136, 149, 152, 164, 165, 166, 167, 168, 178, 198

See also: Educational Programs; Job Readiness/Training Programs; Literacy Programs; Sports Programs; Summer Programs.

KeyBanc Capital Markets

Public Housing Authority Update

Q3 2019

Transaction Description

Issuer Name:	Housing Authority of Snohomish County, WA ('HASCO')
Security:	General Revenue Pledge
KBCM Role:	Sole Manager
Closing Date:	April 10, 2019
Par Amount:	$68,290,000
Term & Amortization:	30 years
True Interest Cost:	3.70%
Tax Status:	Tax-exempt

Project

The Authority issued its Series 2019 Bonds in order to secure permanent financing for the newly acquired 230-unit Carvel Park Apartment complex, located 23 miles north of Downtown Seattle. The property was purchased to support affordable housing within Snohomish County, Washington, which encompasses part of the greater Seattle MSA.

Financing

With the partnership of KeyBanc Capital Markets and Key Government Finance, HASCO was able to quickly secure and close on its 100% loan-to-value acquisition financing in September 2018. For its refunding bonds, the time between initial distribution of bond documents and transaction closing was approximately 75 days. Key's capability as both an experienced municipal underwriter and balance sheet lender allowed HASCO to act quickly and efficiently in acquiring and permanently financing the Carvel Park Apartments at rates far below most comparable financing structures. HASCO and its 2019 Bonds achieved a credit rating of 'A+' from S & P Global Ratings.

Transaction Statistics – Series 2019	
Term	30 Years
Final Maturity	April 1, 2049
Optional Redemption	April 1, 2049
True Interest Cost	3.70%
Average Life	18.62 Years
Par Amount	$68,290,000
Total Interest	$52,292,729
Total Debt Service	$120,582,729

Working Group Members

Issuer	KeyBanc Capital Markets — *Underwriter*
PACIFICA LAW GROUP — *Bond Counsel*	FOSTER PEPPER — *Underwriter's Counsel*
usbank — *Trustee*	

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