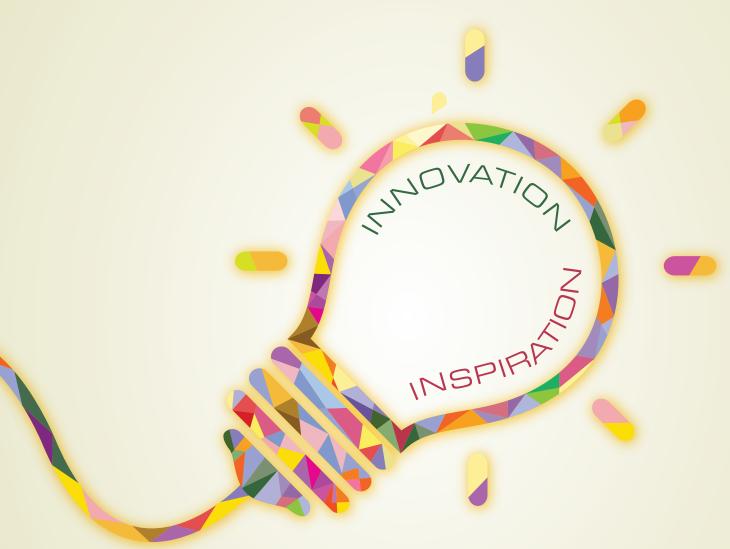


2015 Agency Awards of Merit In Housing and Community Development



Awards Catalog

NAHRO

PROFESSIONAL DEVELOPMENT







Committed to providing organizations and individuals in the affordable housing community with the training tools and resources they need to succeed, NAHRO offers unmatched resources that result in unlimited opportunities.

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Provides local Housing Agency Commissioners with the opportunity to expand their knowledge and learning while emphasizing convenience and economy.

For a complete listing of programs or more information on NAHRO's Professional Development opportunities, visit www.nahro.org, or call toll free 877-866-2476 or 202-289-3500.



NAHRO 2015 Agency Awards of Merit in Housing and Community Development

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

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

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

Established in 1989, the NAHRO Awards of Merit program has honored nearly 6,000 programs. Not only do the awards provide an opportunity to let the public know about the best in public housing and community development, they also provide a resource bank of information that you can use to make your own agency and community a better place to live and work. More importantly, the programs help support our position at HUD and on the Hill so NAHRO can continue to advocate for regulations that give you the flexibility and resources you need to implement your own innovative programs.

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

Martin Luther King, Jr. said, "Every man must decide whether he will walk in the light of creative altruism or in the darkness of destructive selfishness." Let us congratulate all the 2015 NAHRO Awards of Merit recipients, representing thousands of people who are walking in the light of creative altruism.

Preston Prince, CME

NAHRO President

CEO/Executive Director

Fresno Housing Authority



1 | Implementation of the Data Compliance System*

The Housing Authority of the County of Los Angeles (HACoLA) is responsible for ensuring that families assisted through rental housing programs comply with federal, state, and local rules and regulations. However, there is no HUD prescribed method or system to provide public housing agencies the means to precisely detect fraud or crime in rental housing programs. As a result, HACoLA and the Los Angeles County Sheriff's Department partnered to create the Data Compliance System, which automates the transfer of publicly available arrest data from Los Angeles County law enforcement agencies to HACoLA for its use in reviewing criminal activity of program participants.

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2 | Implementation of the Green Route System*

The Housing Authority of the County of Los Angeles (HACOLA) administers rental subsidy programs for over 24,000 Los Angeles County families. Each family's rental unit is inspected before leasing and at least once annually thereafter. Through 2011, HACOLA employed 17 inspectors to conduct approximately 43,000 inspections per year, and seven administrative staffers to manually schedule inspections, maintain logs of inspected units, assign and map inspectors' routes, and generate notices. As a cost reduction measure, HACOLA contracted RBAS People, LLC, to design a Green Route System (GRS) to use geographic data to automate the outdated

process. The GRS automated the inspection process, absorbing four employee positions.

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3 | Maintenance Injury Prevention Program

The Housing Authority of the County of Los Angeles (HACoLA)'s Risk Management Unit faced challenges in minimizing staff injury exposure as it tirelessly worked to maintain HACoLA's 3,229 housing units. Given the job hazards, the maintenance team has been vulnerable to work-related injuries and illnesses. Their work can be physically demanding, requiring frequent bending, lifting, and working with power tools. HACoLA implemented an injury prevention program focused on safety practices, including meetings with safety as the priority. The 44-person maintenance team worked over 259,000 hours without a lost time injury and zero temporary disability 1/1/12 to 10/31/14.

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4 | Maintenance to Go!

The Housing Authority of the County of Los Angeles (HACoLA) manually processes over 17,000 maintenance work orders annually. This manual processing poses a challenge, making it difficult to track work orders in real time. The Work Order Application configured by HACoLA allows staff to utilize the functions on iPADs to process service requests and allows management to track service requests, generate analytical reports, and manage inventory. As a result, HACoLA no longer generates paper work orders and scanning is no longer necessary, which has

saved countless work hours, alleviated workloads, and provided time for other tasks.

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5 | Modernization "On Budget and On Time"

In December of 2011, the Housing Authority of the County of Los Angeles (HACoLA) implemented the Job Order Contracting (JOC) program to address the backlog of deferred maintenance needs, vacant unit rehabilitation, and Americans with Disabilities Act (ADA) improvements. The JOC program is a cost-effective, unit price, and indefinite quantity contracting method used to effectively and efficiently accomplish maintenance, repair, refurbishment, and modernization projects, on budget and on time! JOC reduced administrative burden, and lowered direct construction costs, while meeting all federal, state, and county procurement requirements. HACoLA has saved approximately \$2 million since the inception of the program. With the savings, HACoLA completed additional needed work items.

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6 | Fresno Housing Pay to Performance

The Fresno Housing Authority recently implemented an effective goal oriented performance management system that improved the evaluation process, productivity, and motivation of their employees. The successful implementation and administration of this program has proven to be vital to the success of the agency's mission which is to create and sustain vibrant communities



throughout Fresno County. Fresno Housing Performance Management:

- Provides clear performance goals and objectives that are relevant to the agency's mission and strategic initiatives
- Drives excellence by measuring performance as it relates to agency goals
- Encourages professional development and career growth
- Rewards exemplary performance with monetary incentives

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7 | 2015 Participatory, Value-Driven Budgeting Process*

The Participatory, Value-Driven Budgeting Process was initiated to improve transparency and understanding of the operating and capital budgets. The Housing Authority of the City of Los Angeles (HACLA) wanted to improve communication with residents and identify shared values. Through a framework of surveys and 14 community sessions, residents provided feedback on how funds should be allocated. The community sessions included small break out groups, which encouraged all residents to contribute their ideas. Residents indicated budget priorities based on four categories: healthy environment, habitability, public safety, and resident services. The collaborative input shaped budget priorities, which led to budget modifications and improved communication with residents.

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Photo courtesy of Housing Authority of the County of Montery

8 | Affordable Housing Trust Fund Online Application*

For allocations from the Affordable Housing Trust Fund, the city holds competitive funding rounds two to three times annually. The previous application process involved the submission of numerous, voluminous, documents. Staff manually entered data, made multiple photocopies, and distributed the documents to various units to begin the review process. Automating the application process has streamlined it for increased efficiency, reduced application costs for proposers, saved hours of staff time, provided management better oversight of the review process, and facilitated the coordination of efforts with other local housing agencies through the sharing of online applications for multi-agency use.

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9 | Social Media to Engage HCV Participants

In May 2013 the Housing Authority of the County of Monterey (HACM) implemented the POWER Project to assist adults with no income. At this time HACM began the use of Social Media to further enhance the programs outreach. Staff developed and

implemented the use of a Facebook page to provide direct information to all POWER Project and Family Self-Sufficiency participants. By posting information on Facebook, information is immediately provided to families instead of the typical mailings or telephone calls. This saved time and money for the agency, and it has proven to be a popular way to communicate with families.

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10 | Strategic Plan 2014-2016

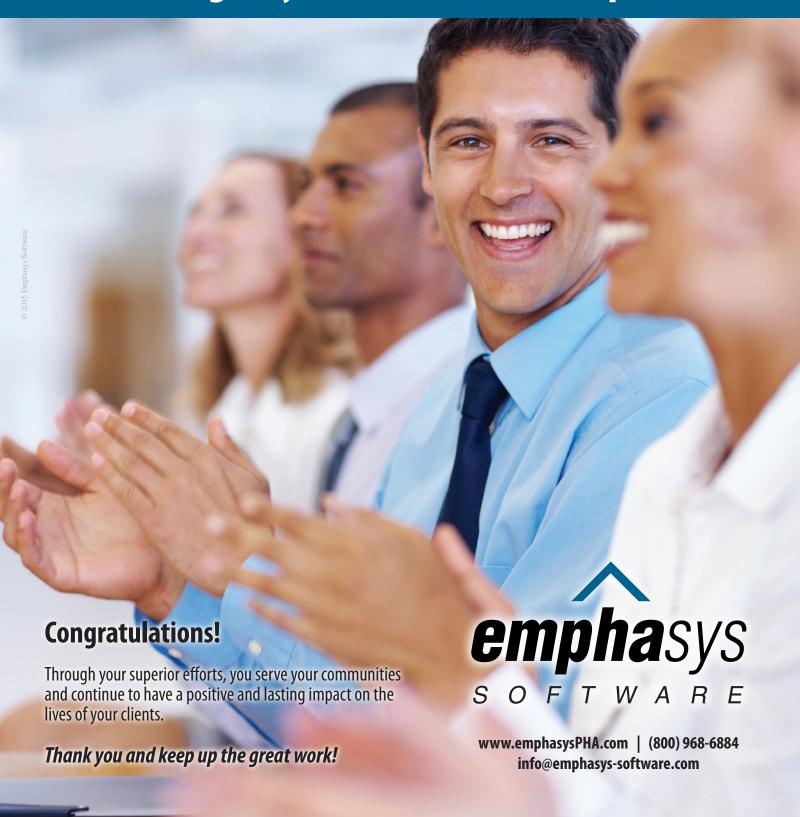
In 2013, the San Diego Housing Commission (SDHC) Board of Commissioners and President & CEO Richard C. Gentry developed a Strategic Plan to move the agency forward. SDHC created a two-year Strategic Plan for 2014–2016 to:

- Create and preserve quality affordable housing
- Provide Housing Choice Voucher families with opportunities for them to become more financially self-reliant
- Foster a culture of excellence and innovation

This Strategic Plan provides SDHC with a framework to identify the greatest possible impact with limited financial resources. A critical piece of the plan is the companion

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

Emphasys Software salutes the 2015 Agency Awards of Merit recipients





report on the SDHC website, published for transparency.

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11 | MTW Objectives Realized with MTW University

On October 1, 2013, the Housing Authority of the County of Santa Clara (HACSC) launched Moving to Work (MTW) University to promote and progress the MTW program within the agency and the community. The purpose of the MTW University is to ensure staff, housing assistance applicants, participants, and community stakeholders are provided with resources and opportunities to further HACSC and MTW's missions and objectives. It also helps them gain a better understanding of housing regulations, HACSC policies, and agency processes. This needed education serves to bridge the gap between all parties involved and enhances mutual respect, communication, and job satisfaction.

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12 | Self-Calculating Forms Create Efficiency

Douglas County's proactive approach to subgrantees who receive CDBG funding includes an innovative series of reports in a spreadsheet. The new format avoids errors, saving considerable time for the subgrantees who prepare and submit the reports and the CDBG staff who review them. Reports generated distill HUDs complex requirements into a simple format subgrantees can easily understand and manage. Subgrantees request draw downs and describe their accomplishments through these reports,

which link and automatically populate subsequent reports to streamline the process and ensure accuracy. Feedback from subgrantees has been positive throughout the implementation of the new reporting format.

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13 | Housing Authority Mobile Cameras—HAM CAM

The Colorado Springs Housing Authority (CSHA) was desperate to find a way to keep unauthorized guests out of subsidized housing while monitoring current tenants who did not abide by their lease. A mobile camera program was implemented to provide "spot detection" with the ultimate goal of cutting down on vandalism while making their buildings safer for tenants. They could monitor activities in common areas of buildings that had security issues and verify the identity of tenants who were admitting unauthorized guests. The results have been very successful.

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14 Mindfulness at Work

Mindfulness has become a hot topic with new scientific research supporting its impact on health. Recognizing a need for greater work/life balance, Fort Collins Housing Authority (FCHA) created and piloted an innovative Mindfulness in the Workplace program to improve job satisfaction, mental health, and work efficiency. It consisted of daily education and meditation training. Nineteen of FCHA's 72 employees chose to participate. Results were studied by a researcher from Colorado State University which showed substantial improvements

in all constructs evaluated in the study. Baseline and post program data validated statistically significant positive changes.

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15 Administrative Revision

In order to maximize individual skills and ability, as well as reduce administrative costs, the Tampa Housing Authority (THA) created a Housing Counselor II position. Housing Counselor IIs would have a higher case load than housing counselors. In creating these positions, THA eliminated the need for two housing counselors and reduced expenses.

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16 Internal Cross Training

In an effort to improve departmental productivity, accuracy, and employee growth, the Tampa Housing Authority's Assisted Housing Department has implemented a cross training program. Cross training involves equipping and motivating employees to effectively perform multiple job functions as it relates to the department. Department benefits are emergency coverage, reduced turnover, a positive work environment, and employees are able to see the bigger picture by understanding the multi-functions of the department. Employee benefits are teambuilding, job rotation, burn out reduction, and creating growth for future advancement. Although

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Photo courtesy of Housing Opportunities Commission of Montgomery County

cross training takes time and planning, there are definite benefits to the practice.

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17 | Call Back 24 Survey Response System

In late 2013, the Winter Haven Housing Authority in an effort to strengthen its client services, created the "Call Back 24" Survey Response System, to ensure 100% compliance in the areas of work order maintenance and inbound customer contact. Responses are used as in-house tools for executive management to evaluate overall agency performance as part of its strategic planning.

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18 | RIHA 75th Anniversary Video*

In October 1939, a meeting was called to organize, elect officers, and establish by-laws of the Rock Island Housing Authority (RIHA). As a result, a resolution was passed authorizing the application to fund the first public housing project in the city. Responding to the growing awareness of the social problems connected to concentrated poverty and the economic burden of warehousing lowincome families in large developments, RIHA established a new vision in 2003 to build communities based on transition and hope. To honor that October afternoon and the fruition of that vision, RIHA created a video telling their story.

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19 Debt Recovery Program

In 2012, the State of Illinois established the "Local Debt Recovery Program" to allow units of local government to collect outstanding debt in coordination with the Illinois Comptroller's Office. The Springfield Housing Authority was one of the first PHAs in Illinois to enroll in 2014 and successfully collected over \$33,000 toward vacated tenant accounts. With decreasing funding

through pro-ration, this program provides an opportunity to collect funds from past tenants and regenerate to the AMPs for continuing operations. There is little to no administrative costs to enroll and the operational efficiency of the properties is increased.

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20 | Introducing Online Portal for Housing to Community

As the Housing Authority of the City of Fort Wayne prepared to open its waiting list for the Housing Choice Voucher Program, they were looking for a way to increase the efficiency of the application process, while minimizing the hours spent by employees entering applications into the system. After extensive research was completed, they concluded that utilizing an online application portal offered by their current software company would meet both objectives. After months of development and testing for possible database issues, their agency was able to launch the online application system and began to successfully accept applications online for the first time.

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21 Merging Departments with COCC Increases

For the past several years, the Fort Wayne Housing Authority maintained two separate offices for each of their housing programs; the Housing Choice Voucher Program and the Public Housing Program. While it seemed beneficial having two offices in order to retain a separation between the departments and respective clients, it added additional cost to the company and forced some





employees to travel back and forth between the offices. In looking at more proficient ways to run their programs, they decided to bring both offices together in one location. In doing so, their agency increased efficiency and company morale as well.

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22 Leadership Tomorrow

Today, success comes from effective leadership. At HOC our future achievements will be built on Leadership Tomorrow, a new professional development initiative for agency employees. Leadership Tomorrow is designed to help HOC foster the intellectual and leadership capital necessary to position the agency as a national model of creativity and excellence in the affordable housing industry. Leadership Tomorrow cultivates the passion and talent of staff, preparing a new group of leaders to usher in the next chapter of HOC's story. Leadership Tomorrow is a two-year training/mentoring program which incorporates bi-weekly coursework, engaging guest speakers, and hands-on leadership development activities.

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23 | Revenue Diversification

Beginning in 2011 the Wildwood Housing Authority (WHA) engaged in developing new lines of business to accommodate for the continually decreasing funding from HUD. The revenue generated from the new lines of business is utilized to fund underfunded housing needs. Throughout the last few years, a diverse revenue stream has enabled the WHA to continuously post a positive

net income even through the most recent sequestration.

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24 | Compliance, It Is What It Is!

The Compliance Department was established in 2011 reporting directly to the Chief Executive Officer. Compliance is responsible for ensuring that the Cuyahoga Metropolitan Housing Authority (CMHA) identifies and complies with federal, state and local laws and regulations and CMHA policies and procedures as well as preventing waste, fraud, and abuse. Further, the department serves as a liaison between CMHA and regulatory agencies. Department restructuring, professional collaboration, and implementation of automated systems increased the Compliance Department's productivity, monitoring, and enforcement activities. As a result, Compliance was able to conduct increased training and engagement among agency employees, contractors, potential vendors, and outside agencies.

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25 | Concentrated Approach to REAC & UPCS

The UPCS/REAC team is responsible for ensuring that the Cuyahoga Metropolitan Housing Authority (CMHA) is meeting HUD's Uniform Physical Condition Standards (UPCS). Prior to 2013, CMHA didn't have the organizational capacity to manage its UPCS inspections or properly prioritize for REAC inspections to maintain consistent scoring. In 2013, CMHA took a concentrated approach and hired a UPCS/REAC Manager to focus solely on UPCS inspections. Doing so,

allowed the agency to incorporate policies and procedures, and enforce compliance controls to extrapolate policy changes into action. In FY 2011 CMHA's overall REAC score was 67.8%, in FY 2012 76.5%, and FY 2013 85.70%.

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26 | Employee Email and Smart Phones

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Two years ago the Cuyahoga Metropolitan Housing Authority (CMHA) successfully provided all full time employees with email accounts in an effort to enhance communication to the agency's workforce. That effort created a comfort level with technology that was new to many employees. It also allowed CMHA to apply technology to address other challenges by using email accounts along with smart phones and an intranet.

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27 | HCVP Management Dashboard

The HCVP Management Dashboard is a tool that allows access to near real-time data from the Cuyahoga Metropolitan Housing Authority's Elite housing management software application. The Dashboard allows staff to review and pro-actively monitor issues within multiple aspects of the HCVP Department and related procedures. The Dashboard has the ability to graphically display various HCVP summaries for an overview of multiple reporting areas. The Dashboard currently combines ten different areas monitored by HCVP into one convenient location on the agency's Intranet. Various permissions can be set as well, so only authorized individuals can access the



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





Photo courtesy of Cuyahoga Metropolitan Housing Authority

appropriate information from within the Dashboard.

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28 | LEAD Program*

It has been said that the most valuable assets of any company or organization are its employees, and the Cuyahoga Metropolitan Housing Authority (CMHA) could not agree more. CMHA recognizes this diverse group of dedicated and knowledgeable employees as the most important factors in executing its mission to provide safe, decent, and affordable housing for individuals and families in Cuyahoga County. In order to best serve their residents and foster an environment that focuses on the employee, an on-site leadership program called The Cornerstone of Success: The LEAD Program was developed.

LEAD is an acronym for Leadership, Excellence, Achievement, and Development.

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29 Online Stakeholder Communications

In 2012, the Cuyahoga Metropolitan Housing Authority (CMHA) set out to create a strategic communications plan that would effectively position CMHA on a local and national level. While CMHA has a strong history of communicating with their residents, the tendency with the general public was to take a more reactive position rather than proactive approach. With the assistance of Strategy Design Partners (SDP), a local communications and strategic planning firm, CMHA created a communications plan, which included a social media strategy. It was the first time

CMHA participated in social media. Social media allows a free platform to communicate with target audiences on all aspects of the housing authority. CMHA saw this as a new opportunity to step out into the social media landscape and strategically plan a social media strategy.

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30 | Performance Based Management Nomination for the Ad

The Cuyahoga Metropolitan Housing Authority (CMHA) discontinued using the previous performance review process and the form associated with it. A team consisting of the Executive Special Assistant to the CEO and Board Liaison, the Director of Compliance, and the Human Resources Manager was formed to review various forms and programs available externally. The team developed Performance Based Management which concentrates on 1) focusing on key challenges 2) focusing on everyone's role in addressing the challenges 3) measuring individual objectives linked to CMHA goals, and 4) recognizing results, teamwork and performance. The employee performance evaluation process includes goal setting, performance measurement, and regular performance feedback.

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31 | Real Time Crime Center

The Allegheny County Housing Authority (ACHA) faced an increase of gang activity, shootings, drug sales, and the lack of police presence. Residents were reluctant to contact police in fear of retaliation. Site





cameras were installed, but not monitored. The ACHA integrated all community camera systems into a Real Time Crime Center. ACHA police, managers, and the 911 center all now have the ability to access ACHA's cameras remotely and to respond to potential crimes in progress based on live video footage. Thus, apprehending those responsible for their actions and improving the quality of life of their residents.

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32 | Collaborative Strategic Planning

The East Greenwich Rhode Island Housing Authority collaborated with a private non-profit affordable housing development corporation, Cove Homes, Inc., to develop a multi-year strategic plan aimed at increasing the affordable rental housing supply in a small New England community, while growing and sustaining partnerships for improved resident services. A local philanthropic foundation provided support. The collaboration has already lead to the construction of ten new townhouse style homes.

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33 | Voucher Lease-Up Extravaganza*

In May 2014 HUD notified the Sioux Falls Housing and Redevelopment Commission (SFHRC) that it had been identified as one of the top 25 Housing Authorities with leasing potential. HUD strongly encouraged SFHRC to take steps to significantly increase its leasing for the remainder of 2014 as it would impact its funding for 2015. Increasing leasing using its normal business practices would not produce the desired results.

SFHRC held a 2-day Lease-Up Extravaganza which resulted in 90 vouchers being issued in two days and another 35 vouchers issued within the following week.

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34 | Assistance Check Provides More Efficient Process

Housing Agencies operating the HUD Housing Choice Voucher program have endured significant reductions in administrative funding for the past 11 years. Recently agencies have suffered the lowest levels of administrative funding in the history of the program. Administrative funding has declined while HUD requirements increased, creating an administrative and operational burden on agencies. While agencies have become expert at doing more with less, the current situation has created a dire emergency to equip agencies to dramatically improve efficiency while reducing operating costs. The Arlington Housing Authority has utilized emerging technology to accomplish this objective.

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35 | Bringing Opportunity Home Video Project*

As part of its strategic planning process completed in 2013, the Housing Authority of the City of Austin (HACA) engaged in a video project to help promote its renewed mission and vision of Bringing Opportunity Home. The project culminated in the creation of a series of short videos that captured inspirational resident success stories and promoted effective, transformational programs offered

by HACA and its non-profit subsidiaries. The videos serve as a powerful outreach mechanism for clients, as well as a marketing and general awareness tool for potential funders, the community, elected leaders, and the general public.

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36 | Minority Woman-Owned Business Enterprise Program

The San Antonio Housing Authority (SAHA) recognized the need to engage the minority and women-owned business community and to leverage SAHA contracting dollars to create greater economic impact. In early 2013, SAHA hired a consultant and designed a formal Minority and Women-owned Business Enterprise (MWBE) policy. The policy created unique contract language and upfront approval of MWBE good faith efforts, and a myriad of capacity building measures. It used "race-conscious" and "race-neutral" approaches to foster a more level playing field to increase the competitiveness and qualifications of MWBEs and to help SAHA more effectively outreach and promote business opportunities to minority and womenowned businesses.

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37 Ombudsman Position

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The Ombudsman position was implemented in January 2014 to serve as an advocate on behalf of San Antonio Housing Authority (SAHA) residents and program participants to research and resolve concerns, as well as provide recommendations to staff. In addition to working with staff to resolve resident



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



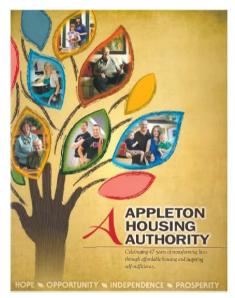


Photo courtesy of Housing Authority of Appleton

concerns, the Ombudsman also created a civic engagement plan to include voter registration, implemented programs on the topic of bullying in both family and elderly/disabled public housing properties, and tasked to head up the SAHA Housing Emergency Action Response Team (HEART) initiative in response to displaced residents/citizens of natural disaster or other designated SAHA occurrence.

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38 | Program Integrity Process

The San Antonio Housing Authority (SAHA) receives concerns from individuals, program participants, landlords, and governmental officials on a regular basis. These concerns would come into SAHA in various forms - phone calls, emails, letters, etc. SAHA sought a way to manage all the concerns that come in using one tool. The tool had to provide multiple avenues for concerns to be given to the agency, be accessible to multiple staff, have search capabilities, and allow for resolutions to be included. The tool SAHA

chose was Lighthouse. Lighthouse offered everything SAHA needed and more.

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39 | Self-Certification of HQS Corrections

The San Antonio Housing Authority's (SAHA) Assisted Housing Programs Department addressed the Housing Choice Voucher program funding cuts by implementing "self-certification" of corrective actions for failed inspection items. Rather than scheduling a follow-up inspection for five or fewer non-life-threatening errors found in an initial inspection, landlords are allowed to self-certify their corrective actions. As a result, inspections of this nature are completed quickly and with minimal resources, which benefit the SAHA staff, the program participants, and the landlords.

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40 Unified Application Center

The San Antonio Housing Authority implemented a centralized eligibility unit called the Unified Application Center (UAC) to simplify the applicant eligibility process, reduce vacancy days in public housing, and expedite the lease up process in the Housing Choice Voucher program. The UAC minimized the manual application process for applicants in a cost-effective manner by creating a single waitlist for both public housing and the Housing Choice Voucher Program and a web applicant portal where applicants and program participants can update personal information. The single wait

list and applicant portal eliminated duplicity and reduced waiting list times for applicants.

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41 | Public Relations Tool via Website*

The Newport News Redevelopment and Housing Authority needed a way to let the community know about all the various projects the authority was undertaking with the City of Newport News to revitalize neighborhoods through new construction of single family homes, innovative adaptive reuse of an old school and several commercial structures for rental housing, and the demolition of blighted and obsolete properties. They approached the City of Newport News' in-house video production department about the possibility of a short feature for the City TV channel highlighting the authority's activities.

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42 | Change Management and Initiative Implementation

King County Housing Authority is in the process of converting its existing housing management software. The software is a core component of day to day operations, and the conversion will inevitably trigger changes in internal processes, which will impact more than half of the agency's staff. Most software implementations fail because of staff resistance. In order to mitigate this issue and successfully implement the system, King County is using Change Management. This will ensure end-users are actively involved with the design and implementation of the



system, and that leadership is effectively communicating the changes that will occur throughout the implementation process.

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43 | Small Capital Projects Completion Protocol

The King County Housing Authority (KCHA) has, like many public housing agencies, struggled to stay ahead of the capital needs backlog at its properties. While the Capital Construction department completes large scale capital projects that help revitalize properties and ensure maximum longevity from the physical asset, they are not able to complete smaller projects. Projects that are just as important to keeping the physical asset in manageable condition and curb appeal at an acceptable level. KCHA has therefore designed an internal "Small Capital Projects Protocol" process to allow property managers to quickly complete this type of work.

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44 | Whole Building Energy Usage Study*

Energy conservation measures (ECMs) benefit both owners and residents. Although owners can track ECM impact on their own consumption, they do not have access to tenant consumption and therefore can't understand how well the overall building has done post installation. The King County Housing Authority (KCHA) collected over 8,000 individual meter numbers and worked with local electrical utilities to aggregate consumption by whole buildings over a period of time. Using this data, KCHA was then able

to measure the overall effectiveness of its resource conservation efforts, develop a profile of a well-functioning building, and investigate variances from expected results.

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45 | Faces of Affordable Housing— Annual Report*

The Appleton Housing Authority understands it is critical to the success of their agency and the people they serve to receive the support of the community and its leaders. They knew a less favorable view of the families they serve existed, and it did not seem they were receiving due credit for the unique programs or partnerships they operated. Some people were even confusing their agency with other non-profit housing providers, so they created a highly successful report highlighting the success of their families.

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AFFORDABLE HOUSING

46 | Jack Capon Villa Developmentally Disabled Housing*

Jack Capon Villa is the City of Alameda's first multi-family affordable housing project for adults with developmental disabilities designed to help meet the extreme need for affordable supportive housing. The project is named after the late Jack Capon, an esteemed Alameda resident, who founded the city's Special Olympics. The property provides 18 (plus a manager's unit) permanent affordable one- and two-bedroom apartments for households in which at least one member has a disability and total household income is at or below 50 percent of the area median income. It was the city's final project funded through the redevelopment agency.

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47 | Del Rey Square*

The city of Los Angeles is one of the most expensive housing markets in the country with limited senior housing options and a dearth of affordable housing supply. Relying



Photo courtesy of National Community Renaissance



AFFORDABLE HOUSING



Photo courtesy of Tampa Housing Authority

on key relationships and a strong track record, a highly collaborative partnership between the Housing Authority of the City of Los Angeles (HACLA) and the developer allowed for the successful financing and execution of the \$37.4 million project, providing the first affordable apartment development for the area in over ten years. Del Rey Square is a 124-unit development, west of the 405 and three miles from the ocean, offering affordable and homeless housing for seniors.

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48 | San Emi Apartments

San Emi is an 18-unit apartment community designed and built specifically for adults with developmental disabilities, and it includes onsite services provided by United Cerebral Palsy. San Emi is part of a larger neighborhood campus of four National CORE communities serving more than 600 adult, family, and senior residents in Montclair. San Emi benefits developmentally disabled individuals in the City of Montclair and surrounding San Bernardino County by addressing a recognized and urgent need for affordable

housing in the area for developmentally disabled adults.

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49 | Plan to End Homelessness of Families with Children

Homeless families with children that "graduate" from federally-funded transitional housing often return to the streets, due to a lack of affordable housing. This cycle places children in vulnerable and unhealthy environments and impacts the use of limited shelter beds available. The Special Local Preference Program for homeless families with children helps break the cycle of homelessness by providing them with a Section 8 Housing Choice Voucher. The program has significantly reduced the number of families with children on the street, opened up beds and resources in the region, and increased the effectiveness of the region's federal homeless dollars.

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50 | Cedar Pointe Apartments, a Smart Living Community*

Tampa Housing Authority and Hillsborough County Affordable Housing Department recently cut the ribbon on their newest collaboration, Cedar Pointe Apartments. It is a new multi-family development of sustainable smart living, consisting of 1, 2, and 3 bedroom units. Cedar Pointe is a 100% affordable living community that transforms lives. A Smart Living community that provides unique resources to help individuals and families progress in life in order to reach new positive goals. Tampa Housing Authority and Hillsborough County partnered in redeveloping a dilapidated apartment community, utilizing NSP1 funds, to provide first rate, quality housing worthy of emulation.

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51 Section 8 Mass Wait List Interviews*

In instances where you might need to rapidly pull and quickly interview, as well as purge and validate your waiting list, the Tampa Housing Authority has discovered that conducting mass interviews of large pulls to be the quick and easy solution.

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52 NHA Computer Lab*

In years past, when Nampa Housing Authority would replace its computers, they would wipe them of data and raffle them at their annual celebration for their residents called Resident Appreciation Day (RAD). Today those computers are being utilized by all of their residents, from children to seniors, thanks to the partnership between the forprofit world and their agency.

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53 A Place for Young Adults Aging Out of Foster Care

When young adults age out of the foster care system, there are sometimes very limited options for them. Housing authorities all too often see the neglect this demographic is shown, and that is why the Fort Wayne Housing Authority was honored to be a part of the Courtyard project in Fort Wayne, IN. The Courtyard is a brand new 36 unit permanent supportive housing apartment complex that offers a wide range of supportive services for those young adults, ages 18-25, leaving the foster care system and/or those at risk of becoming homeless.

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54 | Affordable Home Ownership Partnership

The lack of affordable home ownership opportunities in Madison forced low/moderate income families out of the area. The average cost of a single family home was over \$450,000 and a 2-bedroom apartment was over \$1,600 a month. To remedy this situation, the Madison Housing Authority decided



Photo courtesy of Madison Housing Authority

to build affordable homes. However, the lack of grants to keep the sale price low was a significant roadblock. In order to do so, it partnered with Morris Habitat for Humanity. As a result three affordable single family homes were built and occupied.

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55 | OHA Builds Quality Affordable Housing

The Orange Housing Development Corporation in conjunction with the Orange

Housing Authority redeveloped the Walter G. Alexander public housing complex by providing safe and affordable homes for seniors and neighborhood families, while attracting new mixed income renters. The Dr. Walter G. Alexander Village was originally a public housing complex built in the 1950's. This site was a 3.8-acre, bounded by Central Place, Parrow Street, Wilson Place, and Oakwood Avenue. The site now consists of 48 affordable housing units for seniors and 66 affordable housing family developments.

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



Photo courtesy of New Hope Housing, Inc.

56 | Carnegie Apartments

The problem at Carnegie Apartments was the building was originally designed to accommodate families in a location that was not conducive to a family development. The development consisted of 15 units of various bedroom units. The location didn't provide for any recreational space for families and playing outside was downright dangerous. The building is located ¼ of a mile from a major highway interchange producing heavy traffic. The innovative solution used was a complete re-design of the building, featuring a closed-loop geothermal heating and cooling system. Within two months of completion, all 17 one bedroom units were leased.

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57 | Housing Locator Program*

The Housing Locator Program was funded in 2014 as part of Chester County PA's 10 year plan to end homelessness. The program assists families or individuals who are currently experiencing homelessness, or are in immediate danger of becoming homeless, locate affordable housing in the county. The goal is to link up clients with or without a housing subsidy to decent and affordable units. The results for the program in 2014 were exponentially better than was expected for the new program. Throughout the course of the year, the Housing Locator assisted with 75 leases being signed.

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58 | Hillside Apartments Partnership

Fort Worth Housing Authority (FWHA) partnered with private sector developers to fill a need for affordable workforce housing in Fort Worth's booming downtown. Hillside Apartments currently has 103 units of affordable housing and provided developers with tax breaks that made the project economically feasible. When the tax breaks expired, the developers sought to sell the property. FWHA worked with one of the development partners to create a governing and property management structure that allowed the developer to acquire the complex in a way that generated a positive cash flow that could be directed to support continued development of affordable housing in downtown.

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COMMUNITY REVITALIZATION



59 | Rittenhouse*

New Hope Housing shatters stereotypes of low-income, single room occupancy housing – proving that it can be both visually attractive and affordable. Rittenhouse, New Hope's seventh property, gives back to the community by providing 160 people in the Houston area the opportunity to live in a high-quality, environmentally friendly, affordable housing development with the critical support services to help them exit the cycle of homelessness and stabilize their lives. The intentional design of Rittenhouse, a combination of art and nature, provides a serene and safe place that inspires personal and communal growth.

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60 | Gardens at San Juan Square*

San Juan Homes originally constructed in 1951 and 1960, consisted of 458 public housing units. Over time, this traditional public housing cinder block style development negatively impacted the neighborhood because its structures, site plan, architecture, and unit design became obsolete and had deteriorated beyond repair. Revitalization of this community occurred in three phases with the third and final phase being completed in December 2014. The Gardens at San Juan Square is now a new, vibrant, 100% affordable housing community, consisting of 252 units, 17 residential buildings, a clubhouse, business center, 12 work/live units, and 4,200 total square feet of commercial space in two separate buildings. (See also #70 under Community Revitalization and #92 under Project Design.)

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61 A Pivotal Point for Domestic Violence Survivors*

Partnering with Domestic Violence Services of Snohomish County (DVS) the Everett Housing Authority coordinated to convert an Army Reserve Center into a shelter and construct twenty units of supportive housing with a preference for survivors of domestic violence experiencing homelessness. The project utilized complex funding from various sources and required nearly a decade of planning. Pivotal Point Apartments, completed in August of 2014, has quickly achieved nearly 100% occupancy. Residents have access to onsite services, as well as services at the adjacent DVS emergency shelter, and they have a safe place for their families to begin to heal.

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62 A Very RAD Financing Strategy*

The Everett Housing Authority (EHA)'s RAD program is addressing the outstanding capital needs of public housing developments, as well as seven other properties, preserving those developments as a long-term source of affordable housing, providing an enhanced experience for residents, strengthening the agency's fiscal position, and allowing for stable employment for their staff. EHA's innovative financing strategy allowed the use of public housing as collateral to access private debt and equity. The project financing was structured to minimize timing delays and rely less on public funding sources. Instead, the project utilized 4% low income housing tax credits, EHA seller financing, and privately placed tax-exempt bonds.

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COMMUNITY REVITALIZATION

63 | San Ramon Apartments

As part of a community-wide effort, in collaboration with the Building Neighborhood Capacity Program, Fresno Housing partnered with the City of Fresno Neighborhood Stabilization Program funds to revitalize a 32-unit complex in a distressed neighborhood with one of the highest crime rates in Fresno. Located near recreation, public transportation, and schools, San Ramon was a compelling choice for development. The renovation included basic upgrades and designs to enhance the property's interface with neighbors. While safety was identified as the key community issue, the focus has changed to finding ways for people to build pride in their community.

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64 Citrus Grove Apartments *

The Santa Paula Housing Authority utilized a variety of funding sources and assembled a diverse team to take a blighted, long vacant infill property and transform it into a beautiful six unit apartment project specifically designed for the city's low income seniors; an underserved population that has unique needs in the community. Though the development team faced the same challenges that caused previous developers to abandon their plans, the team viewed this long vacant parcel as an opportunity to transform an area, eliminate a public nuisance, and foster a sense of pride in both residents and neighbors alike.



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65 | Memorial Neighborhood Park Revitalization Project *

Memorial Park lies in central Arvada, strategically located along Ralston Creek in a densely populated low/moderate income area of mature single family homes and multi-family dwellings. This well-used 12 acre park is valued by the residents, but it was in need of substantial upgrading. The neighborhood was chosen as the first project in the City Neighborhood Revitalization program. Residents established a primary goal of making changes to the park to resolve usage conflicts and re-establish a neighborhood focus to the park. Sensitive alternative design concepts by park users were incorporated into the completed project.

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66 Neighborhood Stabilization Program*

Facing the problems of a lack of affordable housing, neighborhood blight, and high school dropouts, the Winnebago County Housing Authority and the Rockford Housing Authority partnered to leverage the nonprofit, government, and private sectors to use the Neighborhood Stabilization Community Trust program, YouthBuild, and the Project Based Section 8 Program to rehabilitate and bring housing assistance to six homes. The renovations impacted against encroaching distressed neighborhoods, expanded housing opportunities into neighboring communities, and demonstrated jurisdictional cooperation to maximize a

program that rehabbed homes, gave jobs to youths, and housed low income families.

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67 | Providing Healthy Alternatives in a Food Desert

Those with little income face the difficult reality of not being able to provide fresh fruits and vegetables to their family because of the high price tag associated with these

items. This, along with not being within close proximity of a store that offers affordable or high-quality fresh food, otherwise known as "Food Deserts," is what some residents struggle with every day. That is why the Fort Wayne Housing Authority partnered with the HEAL Program to bring fresh food to the community and provide residents the opportunity to purchase healthy food at a low cost.

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Photo courtesy of Winnebago County Housing Authority

COMMUNITY REVITALIZATION



68 | Riverview Ridge Workforce Housing Development*

Dakota County Community Development Agency constructed the Riverview Ridge workforce housing development and increased the capacity of its Workforce Housing Program by 27 units. By creating a public/private partnership through the sale of Federal Low Income Tax Credits, the CDA is able to provide affordable rental townhomes for low and moderate income working families. This provides families an opportunity to live in the communities where they work, attend school, shop, access services, and other amenities. The Riverview Ridge site was a redevelopment project to turn an underutilized, contaminated commercial site into a vibrant community within a residential neighborhood.

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69 | Laptop Computer Lab

The United Healthcare Community Plan and Cox Communications successfully awarded

six laptop computers and internet services for a new computer lab located at Forand Manor, Washington Street, for residents and Family Self Sufficiency participants to use for healthcare research, wellness programs, employment application, and local and federal aid applications. Participants will be able to use the laptops for online applications, which will cut down on the wait time for some state and federal aid.

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70 | Gardens at San Juan Square

San Juan Homes was originally constructed in 1951 and consisted of 458 cinder block public housing units. Over time, the development negatively impacted the neighborhood with its outdated and deteriorated beyond repair structures and site plan causing the community to suffer from disinvestment and increased crime. This eventually fractured the relationship between the development and neighborhood. Its revitalization occurred in three phases beginning in 2007 and finishing in December 2014. The Gardens at

San Juan Square is now a mixed-income, mixed-use development consisting of 252 units, a clubhouse, business center, 12 work/live units and 4200 SF of commercial space that reconnected the community. (See also #60 under Affordable Housing and #92 under Project Design.)

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71 | Preservation of an Expiring HUD-236 Project*

Pendleton Park was built by a faith-based, not-for profit with HUD-236 funding. In 2012, the HUD-236 contract expired, and the owner's desire was to dispose of the asset. Notwithstanding the preference to sell, the owner did not want to displace the low-income residents of the property, many of whom were long-time church members. Given the affordable housing crisis in the DC MSA, the preservation of this neighborhood as affordable depended on the conscience of the seller, and their ability to look beyond the market value of the site to the longer term good of not displacing the families.

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72 | Terrace @ Bruce Street*

The Terrace had become the worst property in the neighborhood after only 20 years. Once a new construction development with built in subsidies to aid low income families, it had become a festering sore that was condemned by the local zoning department and advertised for foreclosure. The Franklin Redevelopment and Housing Authority allocated non-federal funds to purchase the property at auction, and then they compiled



Photo courtesy of Oakland Housing Authority



Photo courtesy of Metro West Housing Solutions

a team that included a community lender and many leaders in the neighborhood. The property was redesigned and renovated to better accommodate families, and it is now a modern housing development that is affordable to low- and middle-income families.

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PROJECT DESIGN

73 | Courtyard at La Brea*

The lack of affordable housing in Los Angeles County hits the most vulnerable special needs populations the hardest. The Community Development Commission of the County of Los Angeles (CDC) seeks to allocate resources to projects serving those populations. The Courtyard at La Brea provides 32 affordable housing units, including 15 units for those with special needs. To ensure project viability, the CDC served as bond issuer and provided HOME funds and Project-Based Section 8 Vouchers. Residents are now enjoying a beautifully-designed GreenPoint Rated building with easy access

to services such as AIDS Project Los Angeles, which also occupies space.

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74 | Cathedral Gardens*

The Cathedral Gardens development is a public-private partnership between the City of Oakland Housing Authority (OHA) in Oakland, CA and EAH Housing (EAH) in San Rafael, CA. The partnership was formed for the acquisition of a former historic Catholic Cathedral, which included an existing historic rectory, the construction of two new buildings, and the rehabilitation of the rectory to create 100 units of affordable family housing. Mental Health Services Act (MHSA) and Housing Opportunities for Persons with AIDS (HOPWA) funding was secured to provide new services to family members who have special needs.

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75 Lion Creek Crossings 5*

The redevelopment of Lion Creek Crossings V (LCC5) was the fifth and final phase in the replacement of a decrepit public housing project in an historically problematic neighborhood. Four phases of this Hope VI redevelopment were previously built and LCC5 maximizes its spectacular elevation offering 128 units of affordable independent senior apartments with community, office, and service spaces on a 1.5 acre site at a relatively high density of 86 units/acre. With the completion of this phase, the development has 567 apartments adjoining the major transit hub near the Oakland International Airport and Oakland Coliseum sports complex.

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76 Mariposa Active Living Staircase

The Mariposa redevelopment is a transitoriented housing development in the La Alma/Lincoln Park neighborhood near downtown Denver. An Active Staircase was proposed to encourage residents to forgo the elevator. The staircase is centrally placed and provides a variety of sounds and colors that follow the user as they travel up and down. An interactive 40-foot 1,800 LED chandelier was installed as the central component to provide animations synchronized with the sounds. The sounds and animations are derived from the Mayan folktale of Kukulkan, which is artistically etched into the staircase.

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77 Two Creeks Outdoor Classroom*

The Two Creeks Outdoor Classroom is a physical representation of Metro West Housing Solutions' (MWHS) commitment to the Two Creeks community by acting as a multi-functional piece of public art. Less than 1,000 feet from light rail, in the heart of the 40 West Arts District, the sustainably-built classroom is a venue for learning, meeting, and informal gathering. This spring, a community garden will open adjacent to the classroom. MWHS partnered with CU Denver's graduate architecture Design Build Program to design and construct it. The Outdoor Classroom is well-used by residents and community partners, and it receives accolades from architects and designers across the globe.

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78 Alterations and Improvements at Quarry Knoll II*

The project was for the exterior rehabilitation and some interior upgrade of three elderly and disabled buildings built in 1980. This included replacing the dilapidated siding with insulated siding, replacement of the windows, which improved energy efficiency and appearance, adding a new roof, repairing the porches, landscaping and paving, updating to the new fire code, and adding balconies and closets. There had been extensive weathering to the exterior which needed addressing. One of the biggest challenges was designing a new drainage system that took the runoff water uphill.

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79 | Northwood Village II

The Housing Authority of the City of Daytona Beach's inventory has an average age of 44 years. Like many affordable housing service providers, their stock had exceeded its useful life expectancy, and it did not lend itself well to modernization due to the type of construction utilized years ago. As such, they are limited to the type of capital improvements they can make within their aged inventory. The newly constructed Northwood Village II represents the first new construction of public housing (affordable housing of this type) in Daytona Beach within Volusia County since February, 1985 – nearly three decades ago.

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80 | Pinellas Heights*

Pinellas Heights provides much needed housing for local seniors, as well as seniors from across the state unable to find affordable housing in their communities. It houses everyone from those who suddenly find themselves unexpectedly retired, to



Photo courtesy of Saint Louis Housing Authority

¹⁹



Photo courtesy of Cuyahoga Metropolitan Housing Authority

homeless veterans, and those no longer able to afford the home where they raised their families. Pinellas Heights also provides community-based organization facilities to reach their targeted population. Pinellas Heights has spurred economic growth in the immediate area. By way of example, a vacant parcel fronting Ulmerton Road immediately adjacent to Pinellas Heights is finally under development.

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81 | Trio at Encore*

Trio at Encore is Tampa's newest multifamily rental housing development. It consists of 141 mixed income, mixed-use multifamily units. The development is configured within a 3-building framework of green construction, LEED Silver Certification minimum. Residents of the Trio enjoy amenities such as a library, theater, pool, fitness center, computer room, retail space, community room, and early childhood education center. Tile murals depicting the former Central Avenue business district and music themed art are featured throughout the development. The Trio was developed through a partnership between the Tampa Housing Authority and

Banc of America Community Development Corporation.

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82 | Allen Wilson Revitalization*

The Housing Authority of the City of Decatur (DHA) undertook a three-phase revitalization of Allen Wilson Terrace, a 200-unit public housing community originally built in 1941. Despite its worsening condition, this physically obsolete community enjoyed an exceptional location near downtown Decatur with immediate access to a transit station, shopping, restaurants, churches, parks, recreation, cultural facilities, and employment. DHA successfully completed the \$28.3 million revitalization effort that met these goals:

- · Retain 191 affordable housing units.
- Make the redevelopment seamless and reduce the disruption to the residents.
- Provide housing for the authority's growing senior population.
- Develop the community with energy efficiency, including EarthCraft Multifamily and Communities designations.

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83 North Sarah

North Sarah is a mixed-income, mixedfinance housing development, which has revitalized a long-disinvested area of north St. Louis City. North Sarah has 223 economically-integrated apartment homes geared towards families from all income levels. The property features a mix of rowhouse and garden-style units located in two- and threestory buildings that include live/work units as well as commercial/retail space designed to support community entrepreneurs. The architecture of North Sarah, developed using Enterprise Green Communities Criteria Standards, is environmentally sustainable and preserves the historic character of the surrounding community while featuring modern amenities.

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84 | Dr. Gertha S. Gibson Child Development Center

The Fayetteville Metropolitan Housing Authority, in partnership with the Cumberland Community Action Program, recently completed the Dr. Gertha S. Gibson Child Development Center. The 13,885 square foot new construction project is home to Head Start's most recent program in Fayetteville, NC. The innovative and sustainable design engages the community and staff, and it offers a welcoming and safe learning environment for children. The state of the art facility boasts large flexible spaces to host community workshops and educational programs for parents. Its oversized, natural day-lit classrooms comfortably accommodate infants, toddlers, and preschool aged children.

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85 | Oaks at Tenth–New Construction

This project was the first phase of the implementation of the Cleveland Avenue Initative, which calls for the redevelopment and/or removal of dilapidated public housing and the creation of mixed-income communities with 1-for-1 replacement of all public housing units. The result is the design of 50 new units of public housing for the Housing Authority of Winston-Salem, NC.

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86 Village Apartments of Cherry Hill, NJ, Inc.

The Diocesan Housing Services Corporation (DHSC) recently completed a complex \$3.9 million multi-phased preservation project of the Village Apartments of Cherry Hill, NJ. This site is the organization's second oldest affordable housing site built in 1983. The 32 year old site is a HUD 202/811 project serving both very low-income frail elderly seniors and disabled individuals at or below 30% of the Area Median Income for Camden County. The project consisted of site improvements, storm water management, building façade, windows, structural systems, roofing, unit interiors, HVAC systems, energy conservation, and a new 2000 sq. ft. office.

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87 | Miles Pointe

Miles Pointe was designed by incorporating four major factors: revitalization, accessibility, energy efficiency, and long term sustainability. Located at East 119th and Miles Avenue in Ward 2 of the City of Cleveland, affordable housing options are available for seniors who are still able to live independent of nursing care, but can no longer afford a mortgage or maintain a house and yard. Miles Pointe is a 51,000 square foot, 3-story L-Shaped building which consists of 43 affordable one and two bedroom units available in four distinct unit designs. Funding comes from 9% tax credits and a City of Cleveland HOME loan.

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88 Deskins Commons*

The Housing Authority of Yamhill County (HAYC) developed a 3+ acre site near



Photo courtesy of San Antonio Housing Authority



downtown Newberg, OR. The site required extensive efforts working with local government and surrounding neighbors to change property zoning, preserve the existing historic homes and larger trees, deal with poor soil percolation, integrate into the neighborhood without being intrusive, and create a safe environment for residents consisting of workforce families and integrated special needs clients. The resulting 56-unit development addressed all of these issues, and created a cornerstone property of which all can be proud.

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89 | South Greengate Commons— Senior Housing*

South Greengate Commons is a three-story, 45 unit independent living facility for seniors near Greensburg in Western Pennsylvania, on property owned by the Westmoreland County Housing Authority. The project addresses the dearth of affordable housing for seniors in the region. Design concepts used throughout take the efficient doubleloaded layout to creative new heights. These include a variety of "commons," and use of daylight/views to create settings for engagement between residents in serendipitous leisure and task-oriented encounters with the site's natural beauty. The energy efficient building has remained fully occupied, with a long waiting list.

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90 | Woodland Terrace Landscape Redesign

Woodland Terrace is a fully occupied, six-unit family development built in 1976 on an old

school site. The property was beginning to show its age as roots from 30 year-old trees cracked the parking lots and sidewalks, causing the walkways to become unstable. The Lincoln Housing Authority (LHA) allocated Capital Funds in 2014 to design and implement a safer, modern, and more pleasant presence. Their design included an increase in parking spaces by 90%, adding additional security cameras, outside building lighting, new centralized mailboxes, signage, and a landscaping overhaul.

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91 Henry Flores Education and Training Center

The Housing Authority of the City of Austin (HACA) recently celebrated the grand opening of the Henry Flores Education and Training Center – a 10,000-square-foot building designed not only to provide high-tech training opportunities for residents, but also serves as a beautiful, environmentally friendly addition to one of the agency's public housing properties in south-central Austin. Made possible by a \$1.7 million Capital Fund Community Facilities (CFCF) construction grant, this project features native xeriscape landscaping and a rainwater harvesting system that will keep irrigation costs to a minimum.

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92 | Gardens at San Juan Square

San Juan Homes originally constructed in 1951 and 1960, consisted of 458 public housing units. Over time, this traditional public housing cinder block style development negatively impacted the neighborhood because its structures, site plan, architecture and unit design became obsolete and had deteriorated beyond repair. Revitalization of this community occurred in three phases with the third and final phase completed in December 2014. The Gardens at San Juan Square is now a new vibrant community, consisting of 252 units, 17 residential buildings, a clubhouse, business center, 12 work/live units, and 4,200 total square feet of commercial space in two separate buildings. (See also #60 under Affordable Housing and #70 under Community Revitalization.)

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93 | Marie McGuire Rehab

The San Antonio Housing Authority 's (SAHA) new downtown community for elderly and disabled residents, The Lofts at Marie McGuire, is an architectural gem, built in 1924 and originally named The Ogilvie Building. After being retro-fitted using the foot print and shell, the new building boasts 63 units in a six-story, mid-rise in the heart of downtown San Antonio—two blocks from the Alamo. SAHA purchased and rehabilitated the development in the late 1970s as an elderly/disabled residential building. In 2010, they initiated a retrofit which envisioned upgrading the building to 50% more efficient than pre-construction retrofit.

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94 | Park at Sutton Oaks*

The existing vacant public housing property was re-developed through partnership efforts between the neighborhood residents, San Antonio Housing Authority (SAHA), the





Photo courtesy of Newport News Redevelopment and Housing Authority

City, and Franklin Development staff into The Park at Sutton Oaks. This previous public housing site had been plagued with isolation, ground movement building issues, deferred maintenance, and lack of energy efficient building components and systems. This phase two re-development features 208 apartments of mixed income families in 49 public housing, 113 affordable and 46 market rate units. The property was built to comply with Build San Antonio Green (BSAG) Level II, a city department managing energy conservation programs.

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95 | Bud Bailey Apartment Community*

The Housing Authority of the County of Salt Lake recently completed construction on the Bud Bailey Apartment Community on a vacant parcel of industrial land along the light-rail line. The project stemmed from community need to create affordable housing for large refugee families. Spacious, four bedroom units are part of the 136 units of housing available to refugee families, chronically homeless families and individuals, homeless youth, and other qualifying low-income households. To unite this diverse population, the site was developed around a central court yard and community center to encourage resident interaction and provide on-site activities and services for residents.

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96 Lofts on Jefferson

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Completed in July 2014, the Lofts on Jefferson involved the rehabilitation and adaptive reuse of a three-story building constructed almost one hundred years ago. This project provided 14 attractive one-bedroom apartments, which are rented to households with income 80% or less of area median income. The project used a combination of funds from the HOME Investment Partnership Program, the City of Newport News, Virginia's Housing Finance Agency (VHDA), and the Newport News Redevelopment and Housing Authority. This project is an important element of the revitalization of the city's southeast Community and has encouraged additional interest and investment in the Lower Jefferson Ave Corridor.

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97 | PARC Shelter Modernization

The Portsmouth Redevelopment and Housing Authority (PRHA) partnered with the Portsmouth Area Resource Coalition (PARC), a locally based emergency housing provider, to facilitate the renovation of an existing family shelter operated by PARC. The building, owned by PRHA and dating to 1940, had exceeded its lifespan and was in dire need of major modernization to maintain its viability as a community resource. PRHA was able to secure construction financing with CDBG funds and grants from community banking institutions and local charitable foundations.

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



The project and partnerships developed resulted in the saving of a valuable resource.

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RESIDENT AND

CLIENT SERVICES

98 | Electrifying Student Success

During a meter conversion project at the

Nueva Maravilla Housing Development,

Housing Authority of the County of Los

energy bills based on income. For each

Southern California Edison suggested the

Angeles (HACoLA) become a "capitation rate

partner" which allowed HACoLA to sign up

Nueva Maravilla residents for reduced-cost

unit that signed up for the CARE program, a

donation was made toward the Community

Development Foundation operated HAR

support from Edison allowed the HAR Scholarship Fund to consistently more than double the number of awards made annually.

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99 | Motivational Milestones in the FSS Program

The Family Self-Sufficiency (FSS) program is designed to provide necessary support services for Section 8 Housing Choice Voucher families that commit themselves to working towards economic self-sufficiency. The Housing Authority County of Los Angeles (HACoLA) sets itself apart by administratively achieving motivational milestones that, in turn, inspire families to pursue higher wage occupations and higher educational achievements – benchmarks that reflect the success of an FSS program. Thriving in its accomplishments, HACoLA proudly believes its investment in developing a genuine rapport with families has increased the number of FSS program graduates, escrow disbursements, and most notably, produced two National

Association of Housing and Redevelopment Officials awardees.

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100 | Smoke-Free Policy in Public Housing

On July 1, 2013, the Housing Authority of the County of Los Angeles adopted a smoke-free policy for its 63 public housing developments. The policy protects families, youth, the elderly, and persons with disabilities from the dangers of secondhand smoke. Through a systemized process of outreach, educational support, surveys, advocacy, collaboration, and campaigns, the policy was approved. During the policy development phase, and the one-year transition phase, 80% of current residents and new move-ins showed their support by signing a "Non-Smoking Lease Agreement Addendum" and pledging their unit as smoke free before the mandatory implementation deadline of July 1, 2014.



Photo courtesy of Housing Authority of the City of Los Angeles







Photo courtesy of Oakland Housing Authority

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101 | Fresno Housing Education Corps*

Fresno Housing Education Corps focuses on supporting the academic achievement of the children and adults who receive assistance from Fresno Housing Authority, roughly 50,000 residents, 24,000 of which are children, 6,500 who are five years of age and younger. Fresno Housing Education Corps partners with local school districts to align resources and share student data to better provide academic based programming at Fresno Housing sites.

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102 | Holiday Concert in Nickerson Gardens

The words "poverty" and "gangs" have long been associated with the Nickerson Gardens development in Watts. Overlooked by the media is the community's revitalization by its 3,217 residents with support from the Los Angeles Police Department, Watts Gang Task Force, and Nickerson Gardens Resident Advisory Council. This renaissance was celebrated on December 23, 2014 at a toy giveaway, banquet, and concert headlined by Grammy nominee Kendrick Lamar and Nickerson Gardens alumnus—Jay Rock. Over 5,000 fans flocked around the temporary playfield stage. Newsfeeds, MTV, and Los Angeles TV stations gave the nation a heartwarming story.

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103 | Moving on from Shelter Plus Care to Section 8

The Housing Authority of the City of Los Angeles (HACLA) has made it possible for formerly homeless residents in the Shelter Plus Care program who have stabilized their lives and no longer need the level of supportive services provided by that program to transfer to the Housing Choice Voucher program and move on with their lives. This provides clients with maximum independence and mobility, and frees their highest-impact, highest-service provision units for chronically homeless (CH) individuals and families who need them. This innovative program has assisted more than 300 formerly CH households to reintegrate into the community.

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104 | Partnering for the Future

The City of Los Angeles has had to reduce recreational services traditionally provided



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





Photo courtesy of Housing Authority of the City of Gainesville

to public housing sites. Recognizing that paying for or providing these services directly was infeasible due to federal budget cuts, the Housing Authority of the City of Los Angeles (HACLA) sought to partner with non-profits, initially the Boys and Girls Club (BGC), to provide such services. HACLA would provide initial startup support while the BGC would leverage its funding capabilities. The program has blossomed into its third year with declining direct support from HACLA and has created similar synergies at three other sites.

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105 | Tenant Based Supportive Housing Program

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The Tenant Based Supportive Housing program is designed to support local homeless assistance strategies by providing tenant-based Section 8 assistance to chronically homeless individuals and families, and those discharged from hospitals without housing

who require extensive services to live independently. Services are provided for the time the family remains on the program, and are provided by the LA County Departments of Health Services and Mental Health and Community Based Organizations selected through a competitive process. Vouchers are made available from existing HUD allocations to the Housing Authority of the City of Los Angeles to assist eligible applicants who qualify for the limited preference.

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106 | Wellness Station Pueblo Del Rio*

The Wellness Station derives its name from the busy railroad tracks running along Pueblo del Rio (PDR) in South Central Los Angeles. Like a switching yard, the center matches 2,005 PDR residents with any of 16 community partners that deliver medical and social services, fitness and life skills classes, and healthcare enrollment

assistance. The program is operated by the nonprofit National Council of Negro Women Inc. with support from private sector firms, including Lowe's, Home Depot, and Dunn Edwards. Those companies donated materials used by the Housing Authority of the City of Los Angeles to help renovate the oncedormant building that houses the onsite Wellness Station.

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107 Keeping it R.E.A.L.

According to the Centers for Disease Control and Prevention (CDC), physical activity is essential for healthy aging. The recommended guidelines state that older adults should engage in at least 150 minutes of physical activity per week, comprised of aerobic and muscle strengthening exercises. To meet these guidelines, Oakland Housing Authority developed the Keeping It R.E.A.L. (Resident Exercise Activity Leaders) program





composed of group exercise sessions four days per week at senior public housing site Palo Vista Gardens. By adapting this exercise schedule, seniors can meet the CDC's recommended guidelines despite various barriers such as lack of resources and inadequate transportation.

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108 | OHAPD Police Activity League (PAL)

The Oakland Housing Authority (OHA) Police Activity League (PAL) is a law enforcement commitment to resident youth offering various athletic, educational, and enrichment programs in a safe and supervised environment. Providing first-rate programs that bring together "Cops and Kids" is what makes PAL so unique. Through groundbreaking programs, PAL makes a difference in kids' lives by reducing juvenile crime and gang involvement throughout Oakland. Each program is based on the concept that if outreach to young people occurs early enough they can develop strong, positive attitudes towards police officers and the law can be cultivated.

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109 | Resident LEAD Program*

In 2013, Oakland Housing Authority (OHA) opened the Resident Leadership Center (RLC), a professional office designed to give a home to efforts undertaken by graduates of the Neighborhood Leadership Institute (NLI) training program. The NLI provides an interdisciplinary curriculum that includes community problem solving, conflict mediation,

public speaking, and civic engagement. Upon opening the RLC, the Resident Leadership Engagement and Development (LEAD) program was launched. Available to OHA residents who have completed the NLI and Resident Advisory Board (RAB) members, the RLC is an innovative space that provides LEADers a place and resources to complete projects that create positive change within Oakland.

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110 | School Attendance Pilot Program*

The purpose of the School Attendance Pilot Program is to assure that residents of public housing receive support for their children to be successful academically, facilitate community involvement and improvement in living conditions, and enhance educational attainment and self-sufficiency of young people in order to make a positive difference for themselves, their families, and their public housing complexes.

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111 | Little Outdoor Libraries*

In May of 2014, the Housing Authority of the City of Santa Barbara and its affiliate nonprofit, Second Story Associates, created "Little Outdoor Libraries" on the premises of three public housing family developments with the goal of promoting literacy among low-income youth. 61% of low-income families have no books at home for their children. The Little Outdoor Libraries have provided a



Photo courtesy of Housing Authority of the City of Bristol



way to make books accessible to low-income youth, and to promote reading in a fun and original way, while at the same time creating a gathering place for children residing in these communities.

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112 | Stockton Summer United (SSU*

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The Stockton Summer United (SSU) strived to improve early literacy by offering children free, safe, structured, and inspiring instruction during the summer break from school. The SSU pilot offered a structured educational and enrichment program for six weeks, four days a week, during the summer break, and was based at the Sierra Vista Homes and Conway Homes public housing developments. The program focused on intensive, small-group literacy intervention, with opportunities for children to hear from and speak to community leaders, and for parents to discuss and become effective advocates and partners in their child's education.

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113 | Healthy Living—Cardiac Risk Screenings

In an effort to combat cardiovascular disease, which studies have shown disproportionally effects individuals from lower socio-economic classes, the Denver Housing Authority (DHA) has partnered with Denver Public Health to provide free cardiac risk screenings for its residents. These screenings are administered at DHA sites and include free rapid blood screening, as well as a lifestyle questionnaire to help deliver a comprehensive heart attack or stroke

risk score. By empowering residents with educational opportunities—through both personalized risk scores and preventative education—DHA is working to improve heart health disparities.

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114 | Holiday Helpers Program

Denver Housing Authority's (DHA) Resident and Community Services Department (RCS) provide programming that promotes economic self-sufficiency and supports seniors and those with a disability age in place. For the last 10 years, RCS has hosted The Wall of Fame Awards Ceremony honoring those who have made substantial contributions to DHA and those who have accomplished significant economic self-sufficiency goals as DHA residents. In 2013, RCS created an innovative solution to funding shortages by expanding the Wall of Fame Awards Ceremony into a fundraising event.

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115 | Mariposa Neighborhood EcoPass Program*

Continual input is solicited from residents as part of the community-driven Master Planning process for the Mariposa TOD redevelopment. Residents identified that the light rail station in their neighborhood was under-utilized due to cost. Transportation is often a barrier to self-sufficiency; even public transportation is unaffordable for most public housing residents. To address this barrier, the Mariposa neighborhood worked with local public transportation to create a pilot bus pass program. Mariposa residents can

now receive an annual pass for only \$20. The "NECO Pass" has given residents unlimited access to transportation, creating opportunity where there once was none.

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116 | Bus to Edgewood*

The children of Cambridge Park make up 65% of chronic absenteeism in Edgewood School, with a spike in absence during inclement weather. These students are not eligible for a bus, as they live less than 2/10 of a mile under the mile marker. Bristol Housing Authority saw a need and began advocating for its residents. Through donations by BHA and several community organizations, a one-way bus was paid for to take the children to school during the coldest months of the year. The results show a drop in absences and discipline referrals.

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117 | Provider Tent

Family Day has been a long standing annual program at Cambridge Park bringing families together to celebrate achievements and excellence. In August of 2011 the Bristol Housing Authority (BHA) expanded on the existing program and began including various service providers and community based organizations to the event since there was a disconnect between the community and the residents of BHA. With the Service Providers Tent, clients began to put a face to the name of the organization and bridge the gap between provider and client. Clients are able to talk with providers and gather information



while talking face-to-face. Relationships are born on this day.

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118 | Enfield Holistic Occupational Therapy*

Bay Path University Occupational Therapy Graduate Program located in Longmeadow, MA has developed a relationship with their Mark Twain Congregate Housing residents, who are 62 and older. The residents had the accessibility to meet with the students five days a week for educational in services and individual one-on-one home safety assessments. The students are very caring, compassionate, and possessed a strong communication line with the staff. Group activities included fall prevention, cold weather safety tips, energy conservation, living with low vision, joint protection, and vehicle safety. One-on-one assessments included environmental modifications and home safety.

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119 Summer Success Reading Program for Grades 1-3*

The Summer Success Reading Program for Grades 1-3 provides a six-week comprehensive summer reading support program to 74 public housing students who will enter first through third grades delivered by state certified teachers in comfortable on-site Learning Centers. The Program addresses the summer loss of learned reading/literacy skills and empowers students through daily reading and individually tailored literacy support so students maintain/improve skills



Photo courtesy of Housing Authority of the City of Bristol

in comprehension, vocabulary, and fluency. Program students are prepared to return to school and strive to reach their highest literacy potential during the next year. This year they surpassed their 90% success objectives.

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120 Youth Toastmasters Program*

The Housing Authority of the City of Norwalk (NHA) maintains a strong, comprehensive education component delivered through their Learning Centers' after school enhancement programs. They continually look for innovative ways to improve student school performance through out-of-school activities, providing what kids find beneficial, interesting, different, and fun. They see in their middle and high school students the potential for leadership development through improved social discourse skills, public speaking and comportment

confidence, and better listening abilities. These skills will serve the students well as they move through public school and prepare for college and job interviews.

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121 | Bridges

Building Resilient Individuals Developed through Guidance, Education, and Strengthening (BRIDGES) is a wraparound System of Care model implemented to provide pregnant women, children, and families with access to services and supports, with a special focus on children functioning below level with behavioral obstacles. The BRIDGES program services are set up in three tiers to include universal prevention, selected prevention, and indicate prevention. The BRIDGES mission is to leverage community resources that will create a comprehensive system of care resulting in healthy, academically successful children. The BRIDGES



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





Photo courtesy of Lake County Housing Authority

Successful Achievement Award honor kids who are doing well in school.

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122 | Case Management Services

The Community and Supportive Services (CSS) Case Management Program is an initiative put in place specifically to work with residents in the process of relocation from a Tampa Housing Authority Development. This program allows case managers to coordinate supportive services and other activities designed to help public housing residents attain economic and housing self-sufficiency. This program promotes the development of local strategies to coordinate assistance with public and private resources for supportive services and resident empowerment activities. Through these services, families increase earned income, reduce or eliminate the need for welfare assistance, and make progress toward self-sufficiency.

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123 Check and Connect Program

The Check and Connect Program was designed to address youth experiencing difficulties with focusing on and applying themselves to reach personal academic goals. The Program and Property Services Department identified the need for a program that would provide support to both the youth that face academic challenges and their parents. The purpose of this evidence based program is to provide an intensive intervention to 50 youth at-risk for school failure and dropout. The target population for this program is youth aged 9-12 living in two of the housing neighborhoods that have a low "C" or below grade average in school.

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124 | Encore Art Program

The Tampa Housing Authority's mixed-income, mixed use Encore redevelopment sits where Tampa's historic Central Avenue once boomed with innovative businesses and thrived as a music district where jazz legends penned songs and performed. As much as art and culture was part of the historic Central Avenue days, public art will be placed throughout the Encore development to help connect a new generation to that rich history. The Encore Public Art plan will enrich the lives of its residents and help create a sense of place for the new development.



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125 | Job Development and Placement Program

The Tampa Housing Authority is committed to serving the community through the Program and Property Services (PPS) Job Development and Placement Program (JDPP). To that extent, the JDPP provides supportive services relative to job development trainings to create neighborhood stabilization and sustainable communities. The services provided by the Job Development and Placement Program include business etiquette, public speaking, and employability skills, which include resume writing, job application process, interview skills, and other job readiness services. The JDPP will provide effective job development training programs that will provide services to over 3,000 public housing residents and 8,000 assisted housing (Section8) tenants.

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126 | My Home Library Literacy Project

In 2014, the Winter Haven Housing Authority created the "My Home Library" Family Literacy Project as a way to address declining reading outcomes of its after-school youth, and to promote healthier reading habits between parent and child. Bookshelves fully stocked with reading materials for the entire household were donated by local businesses to deserving families who through essay competitions explained why having a home library was important to their family.

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127 | Short-term Healthcare Training Program*

The Winter Haven Housing Authority has created what it believes to be a one-of-akind, in-house, short-term medical training program aimed at placing eligible public housing and Section 8 participants into high demand local jobs at assisted living and group home facilities. Expert trainers prepare participants to enter the growing local market for trained technicians to work as Certified Medical Technician, Certificated Medical Aide, Certified Nursing Care Assistants, and First Aid CPR. Training takes place on-site at the housing authority, and participants are offered an opportunity to become economically independent, skilled providers for their families.

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128 | Community Health Initiative

In 2014, Innovation Station (the community center that services Gainesville GA's Housing Authority's Melrose Apartments) became a community-partnered pilot site for the Community Health Initiative, a sustainable living project that combines horticulture, exercise, nutrition, and bodily/dental hygiene to improve health, fitness, and nutrition habits among public housing youth. Involvement reached about 9% of residents in 2014, with plans for replication at other sites.

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129 | Community Job Fair Expo

According to the Department of Labor, the unemployment rate for Northeast Georgia is 7.3% and 21.2% for residents of the Winder Housing Authority (WHA). To help residents of WHA and Barrow County achieve self-sufficiency, WHA held a job fair to connect employers with job seekers. WHA partnered with over thirty employers and served roughly 300 people in attendance. As a result nearly 100 candidates' landed interviews and 54 of those were hired, with many more to be hired for seasonal holiday help. The fair had a significant impact on the community and can be easily implemented at minimal cost.



Photo courtesy of Peoria Housing Authority

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130 | Little Free Library (LFL)

Many Winder Housing Authority (WHA) residents who enjoy reading do not have the means of transportation to get to local libraries. In order to address this issue and promote reading for children and adult literacy, WHA partnered with the Winder Barrow High School Key Club and Beta Club to install a Little Free Library. It's a take a book, return a book gathering place where neighbors share their favorite books. A Little Free Library is a

box full of books where anyone may stop by and pick up a book or two and bring back a book.

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131 | Youth Empowerment

Many youth lacked a safe, positive, and affordable place where they could pursue their interests and goals and strive to improve their academic performance. Parental support, financing, and transportation were some of the key components that

were missing. To address these problems, the Winder Housing Authority partnered with the local Boys and Girls Club and 4-H Extension office to provide programs such as mentoring, character building, college tours, leadership, and career development. As a result, the youth improved their graduation rates, academic performance in the classroom, grades, and test scores. The youth received on-time promotions to the next level.

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132 | Mayor's Task Force to End Veteran Homelessness*

In 2014, a challenge was issued to all city mayors by First Lady, Michele Obama, to end Veteran Homelessness by 2015. The Mayor of the City of Pocatello was one of only two mayors in the state of Idaho to accept this challenge. As a result, the Mayor's Task Force was created. The Housing Authority was a major participant in the development, strategic planning, and implementation of action of this group. As a result, VASH vouchers have seen a utilization rate of 90% and the community has benefited immensely from the stronger partnerships created in this task force.

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133 | Junior WDI

The Junior Workforce Development Institute (WDI) is a summer and after school program created to address behavioral issues in youth, specifically grades K-4. Children develop attitude and behavior that often continues into their adulthood. The program started in the 2014 summer in conjunction



Photo courtesy of Highlands Residential





with another summer youth program. It addresses key soft skills such as positive behavior and communication. The local schools are supportive of the program, and parents and teachers have seen a substantial positive difference in the behavior of the children who attended the Junior WDI program.

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134 | Parenting Classes

Parenting practices vary, but knowing and understanding the basics are necessary for a healthy relationship with your child. Freeport Housing Authority [FHA] has seen first-hand unsupervised children and children with behavior issues on the property. FHA wanted to empower parents and encourage good parenting practices as the results can help all those involved including the parent, the child, the school, and the community. FHA entered a new partnership to provide traditional parenting classes. The results were the best the partner or FHA has ever seen with 83% of the enrolled participants successfully completing the classes.

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135 | Father's Day Farewell

As the oldest property owned by the Lake County Housing Authority (LCHA), Marion Jones Townhomes is considered the forefather of the LCHA housing development. For more than 53 years, Marion Jones Townhomes served as home to hundreds of families within the Lake County community. This development provided security, shelter, and comfort, much like a father would. In 2013, LCHA announced that Marion Jones Townhomes would be closing and a

new housing mixed income development would be built in its place. The Lake County Housing Authority hosted its 1st annual Father's Day 3K Walk and Run on June 13th, 2014 in honor of the property.

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136 | 3E: Empower. Educate. Employ*

Peoria's public housing residents see unemployment rates higher than the city's average. To help residents become more self-sufficient, PHA's Brent Baker created the 3E Program, a college preparation course. 3E is designed to Empower, Educate, and Employ residents in areas that interest them. Students were acclimated into the school environment, taught how to fill out relevant paperwork, and generous grants and donations eventually allowed them to attend school and study with the right tools, free of charge. Now, five students are on track to

become Certified Nursing Assistants in our community.

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137 | Spencer Towers Resident Council

The Spencer Towers Resident Council was founded in 1996; but came to life in 2013 when three individuals with fresh ideas and the desire to make a difference took the reins and ran with it. Spencer Towers is a high-rise with 199 one-bedroom apartments. The residents range in age from 18 to 97 including 12 shut-ins. In the beginning, the group hosted one event per month with barely a dozen participants. Today they host twelve events a month with between 35 and 50 residents in attendance – and the activity list and participation continues to grow.



Photo courtesy of Philadelphia Housing Authority



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138 | Helping Residents Achieve Financial Freedom

In the housing and community development industry, it is often those with fixed or little to no income who are the ones that have the most difficult time managing the money they have. In order to help their residents and participants make their dollars stretch a little farther, the Housing Authority of the City of Fort Wayne wanted to offer classes to help those residents who seemed to have no money left towards the end of the month. In partnering with a local social service organization, they were able to help many residents become aware of where their money was going and help them gain control of wasteful spending.

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139 | Healthly Homes

Studies have documented that asthma disproportionately affects public housing residents. The Lowell Healthy Homes Program involved a partnership to raise public awareness of asthma and how to effectively control it, develop capacity to implement healthy homes policies and practices, and conduct in-home interventions to lower exposures to hazards and improve the health of children and adults. Results included successful interventions in the homes of 87 asthmatic children (showed overall improvements in wheezing, asthma attacks, hospitalization, emergency room visits, and doctor visits) and training of 32 individuals from Lowell



Photo courtesy of Housing Authority of the City of Paterson

Housing Authority and partner staff, and 59 resident leaders.

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140 | Public Housing Community Garden Initiative

Food insecurity is a significant obstacle for low-income families residing in public housing. In January 2014, the Lowell Housing Authority (LHA) was chosen to become a "Build-A-Garden" partner organization with Mill City Grows, an agency founded in 2011 with the purpose of fostering food justice through the creation of year-round urban food production sites and educational programs within the City of Lowell. The establishment of the community garden provided not only nutritious, local produce for the families, but it also supported their goal of promoting nutrition education and

healthy eating habits amongst the youth in their after-school and summer programs.

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141 | It's Your Time to Shine Theater Arts Program*

The "It's Your Time to Shine Theater Arts Program" began on July 10, 2013 for youth ages five to seventeen in the Claremont Courts community. The program inspired imagination and provided a needed platform for youth's talent to shine. Thirty-seven youth practiced and performed three play productions entitled "You Look Ridiculous (2013)," "A Mixed Up Fairytale (2014)," and "Drug Related: A Deadly Dream (2014)." By collaborating with Foxfire Productions Performing Arts Development Center, Greensboro Housing Authority youth gained a sense of self-worth, respect for others, teamwork, the



ability to express emotions, and most importantly, stronger reading and writing skills.

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142 On-site Fitness for Elderly and Disabled*

Physical activity is one of the most important things you can do for your health. It can prevent many of the health issues that seem to come with age. The Housing Authority of the City of Orange (HACO) is committed to providing a variety of support services to their residents. In an effort to do so, the HACO decided to incorporate a state of the art fitness center in its community room available to residents' age 55 and older residing in OHA's senior housing complex. The fitness center keeps residents active while maintaining their physical and mental health.

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143 | Section 3 Workforce Development—Chat 'n Chew

The City of Paterson located on the Passaic River in New Jersey was once one of the mightiest industrial cities of the United States. However, the New Jersey Department of Labor statistics reveals that employment rates in Passaic County have not increased in the last 20 years, and thus the city experiences a 20% unemployment rate. This dissipating manufacturing base has not only caused disproportionately high unemployment numbers among residents in the area; many residents additionally find themselves underemployed and hence ill prepared to compete in today's competitive workforce. A solution was needed to fix the problem so the Modernization and Development

Department of the City of Paterson's Housing Authority (PHA) formulated Chat n' Chew seminars for its Section 3 and workforce clients

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144 Wellness Initiative for Senior Education Program

The Housing Authority of the City of Paterson entered into a partnership for senior health and wellness with the Center for Alcohol and Drug Resources. The Wellness Initiative for Senior Education (WISE) Program is provided through a grant from the Taub Foundation. WISE celebrates healthy aging and educates older adults on a variety of topics. The WISE

programs success is based on the commitment of its creative partners. The program is available to older adults living in public housing.

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145 With Every Heartbeat Is Life (WEHL)

The National Heart Lung and Blood Institute (NHLBI) reported that despite notable improvements in the overall health of the nation in the last two decades, there continues to be disparities in the burden of illness and death experienced by African Americans, Latinos, and other minority groups. The Housing Authority of the City of Paterson



Photo courtesy of Houston Housing Authority







Photo courtesy of San Antonio Housing Authority

(HACP) through its HOPE VI grant implemented the NHLBI's cardiovascular health initiative With Every Heart Beat is Life (WEHL) for residents. WEHL promotes healthy lifestyles through group education, physical fitness, and nutrition classes. Program outcomes include increased ability to identify risk and protective factors associated with heart disease and stroke.

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146 Afterschool Math Hoops Program

At the start of the 2013-2014 academic year, 85% of middle school students participating regularly in CMHA's afterschool programs received a below average grade in mathematics. In 2011, only 26.9% of fourth graders attending local schools reached proficient

status on state achievement assessments. There was a sense of urgency to provide rigorous, yet engaging and innovative curriculum to inspire youth. NBA Math Hoops, Inc. provided a fast-paced, relevant curriculum with real-life application strategies. Through this partnership the agency's youth transformed their thinking, resulting in 83% of their participants achieving a C or better on mid-year report cards.

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147 | Afterschool Yoga Program at Riverside Park

In 2013, Cleveland experienced record high rates of 40% in childhood obesity. In response to this, they sought to improve the health of their youngest residents. In April 2014, their afterschool program partnered with a local non-profit to implement a pilot program at one program site. More than sixty children were exposed to 360 minutes of exercise over eight weeks. Not only was exposure to exercise increased, they also saw improved overall health attitudes among their youth and staff. In the 2014-2015 program year, they will expand the program to four sites and more than 200 youth.

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148 | Steps to a Healthy Lifestyle*

The Franklin County Housing Authority (FCHA) wanted to make their tenants aware of the many agencies in the community that provide information and assistance with obtaining healthcare services, learning emergency response skills, and locating affordable health insurance. Since transportation





is a challenge in the area, FCHA chose to host those programs in buildings located in the Meadow Creek Community. The event was called "Steps to a Healthy Lifestyle" and took place during the month of October 2014.

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149 | PHA Pre-Apprenticeship Program

For 13 years, the Philadelphia Housing Authority operated a highly touted Pre-Apprenticeship program with the building trades. A review of the program showed that fewer than 100 graduates out of over 800 trained were actually employed. PHA President/CEO Kelvin Jeremiah ordered a revamp of the program, with the new program re-launched in July 2013. The revamped program gives residents training in one of three areas where the demand exists for sustainable employment in jobs that pay, while increasing the number and percentage of residents who become employees to 100% for those who successfully complete the program.

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150 | PhillySEEDs, Inc.

The Philadelphia Housing Authority (PHA) created PhillySEEDs Incorporated, a duly incorporated 501c3 because Kelvin Jeremiah, the President and CEO, realized the need to raise non-federal funds to expand the opportunities for PHA residents and families to achieve self-sufficiency. PHA does not receive additional dollars from HUD to provide the much needed social services and opportunities for residents to achieve self-sufficiency. PhillySEEDs can tap into a wide range of philanthropic funding sources,

develop community based partnerships, and exercise financial flexibility to invest in the upliftment of PHA families.

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151 | Central Falls Kickball Tournament

On October 26, 2014 the Central Falls Housing Authority brought the community together in raising funds for their Youth Employment Program. The housing authority organized a kickball tournament to promote a city wide competition amongst members of the communities public, social, and business entities. In doing so, the housing authority was able to create a friendly and competitive atmosphere while attaining thier goal of raising funds to continue to support young teens.

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152 Opening Doors to Opportunity

The Central Falls Housing Authority, in an effort to continue to foster a great relationship with the community it serves, embarked in a collaboration with Central Falls City Hall to provide community valet services to residents doing business in City Hall.

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153 | Fall Prevention for Seniors

The East Greenwich Rhode Island Housing Authority is partnering with its local Community Action Agency and the Tufts Health Plan Foundation to provide on site workshops, one-on-one assistance, and assistive equipment to seniors to prevent falls. According to the Centers for Disease Control and Prevention, falls are the leading cause of both fatal and non-fatal injuries among older adults. Injuries caused by falls make it hard to maintain mobility and live independently, and increase the risk of early death.

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154 Consumer Protection Series*

Each year billions of dollars and countless hours are lost to fraud, scams, and identity theft. Among the most vulnerable is the senior population. In response to the increasing sophistication and technology of these scammers, Lincoln Housing Authority (LHA), in conjunction with local law enforcement, emergency responders, and the RI Attorney General, launched a proactive approach to ensuring residents privacy. Through newsletters, workshops, and a shredding event, LHA worked to educate residents about fraud and scam alerts, ways to protect themselves against these crimes, and what to do if they are a victim.

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155 | Fall Funday

During the school system's fall break, Highlands Residential Services would often hear parents state there is nothing for kids to do. Based on the success of their poster

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contest, they started Fall Funday. They obtained local funding, enlisted volunteers, and set dates at each housing site for kids to come out and have fun. They provided arts and crafts projects, games, lunch, and take home goody bags. In 2014, approximately 60 children had a fun and safe place to go for the day.

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156 | Quawana's Coats

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Single parents living in public housing have felt the sting of balancing bills and necessities for their child. While looking for a project for "Make a Difference Day" standing in line for a coat at a local drive came to mind. Quawana's Coats is designed to take away the social stigma sometimes generated when asking for help. Two free new or gently used coats for anyone, no questions asked.

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157 Homes for Youth

The Homes for Youth Program serves young people, ages 18 through 25, who have no permanent residence and few resources. This often invisible population is located through community networks with the public school system and social service agencies. Once found, the participants are provided with housing, case management, and mentor support to help each youth reach their goals of self-sufficiency and financial stability. Johnson City Housing Authority was able to assist several homeless youth in 2014, and they are excited about the future growth of the program to one day end youth homelessness in the Northeast Tennessee Region.

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158 | Compass to College—College Readiness Program*

Recognizing that high school completion is only the first step toward self-sufficiency, the Housing Authority of the City of Austin worked with Communities in Schools to develop Compass to College, a curriculum that builds the knowledge, skills, and habits essential for college enrollment and completion. Compass to College is currently offered at two Austin high schools. Participating resident high school students are provided with professional support as they choose high school courses and complete college admissions, scholarship, and financial aid applications. In 2014, every senior that participated was accepted into college.

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159 | Rosewood Resident Leaders Program

The Rosewood Resident Leadership Program was designed by the Housing Authority of the City of Austin (HACA) as a capacity-building component of the Rosewood Choice Neighborhoods Planning Initiative. The program aims to provide residents with the skills to become community leaders, and the ability to transfer those skills to other areas and settings including the workplace, church, and school. The foundation of the program is based in the tenets of community organizing and is supported by complementary approaches to leadership and skill-building.

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160 | Community Action Partners (CAP) Skills Training

The Fort Worth Housing Authority (FWHA) partnered with the City of Fort Worth's Community Action Partners (CAP) program to assist FWHA's housing recipients attain economic and personal independence through a variety of supportive services, including case management, vocational training, daycare, and rental assistance. FWHA provides outreach, recruitment, and program orientation and operation and CAP provides funding. The result is that residents obtain free training in high-demand occupations, as well as supportive services while in training. The partnership has reduced residents' reliance on social services. To date, 19 residents have received free vocational training and obtained employment.

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161 Financial Coaching and Counseling for Clients

The Fort Worth Housing Authority's (FWHA) Family Self Sufficiency (FSS) Program has partnered with The Family Pathfinders of Tarrant County to offer the "Coach Approach" and "Lending Circles" program that provide financial coaching and counseling services. The program has two components and offers a more 'hands-on' approach to improving money management skills, increasing credit scores, creating personal savings, establishing and rebuilding credit, and eliminating financial barriers. The "Coach Approach" component provides financial-oriented classes, while the "Lending Circles" program

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





Photo courtesy of Houston Housing Authority

component offers a zero-interest, zero-free loan for which FSS clients can apply.

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162 | Homeownership Opportunities for Homeless Veterans

The Fort Worth Housing Authority (FWHA) partnered with Cornerstone Housing Development Corporation to create a homeownership program that targets homeless military veterans. The program offers a low-cost means of purchasing a condominium with full ownership within ten years and the pride of becoming a homeowner. Because the tenant's investment is minimal, and tenants may receive assistance through the housing authority, it is a great opportunity to

serve as a stepping stone to self-sufficiency for those who would generally remain renters. Cornerstone enlisted FWHA to provide prospective homeowners through its Veterans Affairs Supportive Housing Program (VASH) and the Housing Choice Voucher Program.

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163 Youth Science Kitchen Camp

During the 2013-2014 school year, the Texas Education Agency (TEA) classified several schools that feed into the Fort Worth Housing Authority (FWHA) housing communities as priority schools in math, science, and reading. Annually, FWHA partners with Tarrant County College (TCC) to provide a

four-week Science, Technology, Engineering, and Math (STEM) Camp for youth. In an effort to enhance the program, FWHA also partnered with Grambling State University interns to incorporate a Science Kitchen that focused on science, math, reading, and chemistry theories. The camp was considered a success. Attendees GPA's were shown to have improved by an average of .5%.

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164 Changing the Lives of Houston's Homeless

The Housing Choice Voucher Program (HCVP) is the largest housing subsidy program available to low-income households in the country. The Houston Housing





Authority's (HHA) HCVP serves an average of 17,000 households annually and is designed to ensure that Americans with incomes can afford to live independently in privately managed rental housing. Historically, the homeless population has had a disproportionately difficult time receiving assistance through HCVP. In Houston, HHA has changed the game; not only creating a homeless preference for 1,400 units of permanent and supportive housing, but by adding an additional 1000 Project Based Vouchers into the mix.

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165 | Housing Houston's Heroes

Houston has housed more than 2,800 homeless veterans. Since 2012, over 80% of the veterans housed were categorized as chronically homeless. Extensive planning and collaboration between the housing authorities, the City of Houston, the VA, Harris and Fort Bend Counties, and local continuum of care partners, has resulted in a dramatic decrease in the time it takes to house a homeless veteran. Depending on their circumstances, Houston-area veterans can now be housed as quickly as the same day they present. The goal is that every veteran's homelessness will be resolved as quickly as possible.

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166 | Opportunity Center

The Houston Housing Authority (HHA) opened the doors to the Opportunity Center (OC) in September 2013. The OC serves as a one stop shop for clients of the HHA to receive referrals and informational flyers about community organizations focusing on

jobs, education, economics, home-owner-ship, and health/wellness.

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167 | Partner Portal Program

The Houston Housing Authority (HHA) partnered with Emphasys Software and Bank of America to implement the Partner Portal Program. Partner Portal gives landlords secure web-based access to unit and account information 24 hours a day. Landlords can access payment detail, inspection results, 1099s, and more. Enrollment for Partner Portal began in September 2013. Landlords were given the option to receive HAP payments via direct deposit or debit card. The innovative part of this program was giving landlords the choice of direct deposit or debit cards while simultaneously providing them with online data access. Furthermore, this program generates revenue for the agency to support future innovations.

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168 H2A Awards (Healthy Habits, Active Living)

The San Antonio Housing Authority (SAHA) is committed to creating dynamic communities where people thrive, including efforts to empower and equip families to improve their quality of life. The Community Development Initiatives (CDI) and Education Investment Foundation (EIF) staff presented the third H2A Awards (Healthy Habits, Active Living) at the 17th Annual Golden Gala hosted in December 2014. These awards recognize outstanding elderly and disabled residents and the most active elderly and disabled

community for their contributions to improving the quality of life of their neighbors, communities, and all SAHA residents.

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169 | Health and Wellness Committee

The Health and Wellness Committee (HWC) was formed in 2012 to address the obesity epidemic in San Antonio's low income populations. The HWC has been working on creating a holistic model for residents of the San Antonio Housing Authority (SAHA), including the connection of proper nutrition through urban agriculture, physical activities, and education of Earth Systems connecting residents to the natural environment. To date, SAHA has had 18 bike rides and installed 11 elderly, youth, and community gardens and one orchard. SAHA is constantly partnering with other agencies and organizations to increase food security and to promote physical activities.

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170 Las Damas Women's Program*

Problem: Approximately 85% of the membership (941 residents) of the Jobs-Plus Program at Alazan-Apache Courts and Mirasol Homes was single and female with an average of 2.5 children. Most were unemployed when entering the program. The innovative Solution? Create a group within the program focused on employment, while attending to the issues of single parenting, poverty, lack of education, and womanhood. The result was this small group of unemployed women cried together, networked, and bonded

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

together as each developed confidence and found jobs in the local community.

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171 | Partnership with San Anto Cultural Arts

In Summer 2014, San Antonio Housing Authority partnered with a local non-profit, San Anto Cultural Arts, to unveil murals that were painted by 45 teenage resident of the Alazan, Lincoln, and Cassiano communities. The walls with the murals are located on Guadalupe Street, a major corridor that acts as a gateway from downtown to the City's Westside.

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172 | Resident Civic Engagement Program

The Civic Engagement Program was developed to encourage civic engagement as an avenue to increase community involvement and voter participation to ultimately create stronger communities. The overall goal is to work hand in hand with the City of San Antonio's SA2020 initiative created by former Mayor Julian Castro, designed to move the needle on the low voter turnout rate and encourage more residents to become actively involved in their community. The Civic Engagement Program was initiated at the San Antonio Housing Authority in February 2013 and has become

a key component in educating residents on voting and becoming involved in the local community.

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173 San Antonio Housing Authority's Early Engagement

The Early Engagement Program (EEP), a HUD approved MTW initiative, is an enhanced orientation for incoming residents that provides training to support successful participation in the San Antonio Housing Authority's (SAHA) assisted housing programs. All incoming residents are required to attend an EEP orientation as part of the housing process. The premise of EEP is to engage, educate, and proactively link incoming residents to needed services in the community before they are housed.

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174 | Senior Bullying Prevention Program

Bullying is most often thought of as a problem among children and teens, however, in recent years more attention has been given to bullying among seniors living in senior housing. Senior bullying is a topic that has generally not attracted much attention in senior housing until recently. The Ombudsman noted instances of senior bullying at elderly and disabled properties and has attempted to tackle the issue due to increased concerns brought forth. As a result of viewing a webinar hosted by the National Center for Housing Management,

the Ombudsman created the Senior Bullying Prevention Program.

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175 Senior Service Training

The Senior Service Training Program was implemented as a result of an increased need for public housing staff to be trained and educated on the diverse and important needs of seniors living in San Antonio Housing Authority's (SAHA) public housing communities. Public housing staff work with seniors on a daily basis and have observed that seniors have a myriad of issues to deal with related to aging. In order to better serve the senior population, staff reached out to the local community to find resources and training that would provide SAHA public housing staff with much needed tools and education.

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176 Sutton Youth Garden

Sutton Oaks is within the Choice
Neighborhood revitalization footprint. The
community is predominantly landlocked
from surrounding neighborhoods due to
highways, interstates, and railroads. Many
youth have not been able to benefit from
after school programs i.e. tutoring, to help
them advance in life. The Community
Coordinator, along with volunteers, tutor
the youth and create activities to occupy
their time so they learn how to stay focused
and keep out of mischief. The community
garden project provides the youth with
active engagement to academics in school





Photo courtesy of Housing Authority of the City of Everett

including science, math, and life skills such as nutrition, physical activity, and literacy.

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177 | Youth Bullying Prevention Program

The Youth Bullying Prevention Program was created in response to parents speaking out about kids bullying each other at public housing properties. The program was created in October to coincide with National Bullying Prevention Month. This program was created by the Ombudsman and coordinated with Family Self Sufficiency staff and the property management team. Bullying can be detrimental to youth, which is the reason for the implementation of this program.

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178 | Joining Hands to Fight Summer Hunger

During the early part of April 2014 the Public Housing FSS Coordinator worried about children residing at the housing authority having to face another long summer without enough food. Calls were placed and a response came from Elaine M. Hernandez/Baylor Hunger Initiative. Within 45 days a partnership was established between the Housing Authority of the County of Hidalgo, Baylor Hunger Initiative, Catholic Charities of the RGV, Vista, and McAllen I.S.D. Food and Nutrition Program to provide meals and snacks for all housing authority children.

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179 | Franklin Scholars

Franklin City Public Schools are ranked 2nd from the bottom in Virginia. Through collaboration with schools and the local community college, community agencies, churches, and families, the Franklin Redevelopment and Housing Authority support children in reaching their full potential by providing academic support, recreational and enrichment activities, and enrichment classes in a safe, secure, and structured environment.

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

180 | Workforce Development Transportation Program

To promote resident employment through economic self-sufficiency, the Norfolk Redevelopment and Housing Authority (NRHA) created the Workforce Development Transportation (WDT) Program, which was designed to transport residents to and from work and work related activities. The WDT program provides transportation services to all residents living in NRHA assisted-rental units and HCV recipients. The WDT program has demonstrated the capacity and technical ability to successfully operate and provide a positive impact on residents utilizing the program.

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181 | 2014 Career Fair

The Portsmouth Redevelopment and Housing Authority (PRHA) implemented a Career Fair for its residents and the community in 2013 to provide an opportunity for residents to meet representatives of employers, schools, and training programs in one location. In its first two years, the program has provided more than 800 individuals access to nearly 40 employers. Several attendees receive an interview, offer of employment, or enroll in a training or education program. The career fair is held in partnership with community organizations such as Optima Insurance, the Wesley Community Center, and the City of Portsmouth.

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182 | Homeownership Program

In 2011 Bremerton Housing Authority (BHA) established a Homeownership Program designed to support the efforts of families who have made it a priority to become a homeowner. The program is open to anyone who is currently being assisted through BHA's Housing Choice Voucher program. The goal is to assist families with purchasing a home and, at the end of 15 years, they will have established self-sufficiency and no longer require a housing subsidy. The program consists of a series of goals designed to educate the participant in a variety of areas required to be a successful homeowner.

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183 Growing Food and Friendships, Community Garden*

The Friendship Garden is a safe, beautiful, nurturing space for relationships, flowers, and food to grow. The Everett Housing Authority (EHA) along with community partners heard residents in North Everett and took action. People wanted to garden. Many who reside in the area come from around the world where gardening is a lifestyle. The Friendship Garden was conceived by local residents, EHA staff, and community stakeholders. The garden has produced more than food, it has blossomed friendships, mentoring, and beautified an empty space. EHA is pleased to present this innovative program to the 2015 NAHRO Awards committee.

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184 | Landlord Incentive Program*

With higher than average unemployment, Cowlitz County has experienced a growing homeless population who found themselves alienated from the rental market and unable to find landlords who would rent to them. The Landlord Incentive program was created to encourage landlords to rent to highbarrier homeless households, by providing them with Landlord Liaison Services and a Damage Pool while providing high-risk homeless clients with Tenant Education Classes, and Housing Locator Services. The results have been amazing with a high percentage of chronically homeless clients locating landlords who are willing to take a risk and offer them a home.

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185 Community Health Advocate Program of Spokane, WA

The Spokane Housing Authority (SHA) in partnership with Foundation for Healthy Generations (Healthy Gen – formerly Comprehensive Health Education Foundation) and the Spokane Regional Health District (SRHD) implemented an innovative and resident-driven Community Health Advocate (CHA) program to improve the individual and community health of public housing residents. This innovative pilot was adapted from Community Health Worker literature in the US and overseas.

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186 | Resource Development Plan*

The impetus for this change was the vision to provide housing to clients and take a holistic approach to serving participants. Housing subsidy being the hub of the wheel and the benefit of connecting clients to the spokes: education, employment, stabilization services, and financial literacy. The Seattle Housing Authority realized a challenge to achieving this vision was staff's lack of confidence in comprehensive answers to frequent questions about community resources. In order to standardize information being provided, staff created the Resource Development Plan. This included Resource Toolkits. Now, 93% of staff feel equipped to answer resource questions.

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187 | Student and Family Stability Initiative*

In 2013, King County Housing Authority (KCHA) implemented the Student and Family Stability Initiative pilot to reduce the number of homeless students within the Highline School District. Using the flexibility granted under the Moving To Work program, KCHA pairs short-term rental assistance with case management and employment support to rapidly rehouse homeless families within students' school of origin. The program goals are to assist families in exiting homelessness achieve housing stability and promote academic stability and success for the children. Under contract to KCHA, Neighborhood House administers the services and subsidies to the families referred through the district's McKinney-Vento Liaisons.

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⁴⁵



501c3 Creation/Program: 150.

Adaptive Reuse: 96.

Advocate: 37.

Affordable Housing: 60, 63, 70, 71, 73, 79, 92.

See also: Disabled Housing; Elderly Housing; Homeownership Programs; Mixed-Income Development; Transit Oriented

Development; Veterans Housing.

After School Programs: 120, 133, 146, 147. See also: Education; Youth Programs.

 $\textbf{Agency Administration:}\ 2, 4, 5, 6, 7, 8, 12, 15, 17, 21, 24, 25, 33,\\$

34, 122.

See also: Electronic Communication; Electronic Documentation;

Landlord Relations; Staff Development and Training;

Technology.

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

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136, 146, 158, 160, 163, 168, 173, 179.

See also: After School Programs; Computer Learning Centers; Job Readiness/Training Programs; Self Sufficiency Programs;

Summer Programs; Youth Programs.

Elderly Housing: 47, 64, 75, 80, 82, 86, 87, 89, 93. **Elderly—Social Services:** 118, 142, 144, 153, 174, 175.

Electronic Communication: 9, 26, 29. Electronic Documentation: 4, 8. Employment Programs: 129. **Energy Management and Savings:** 44, 82, 83, 87, 93, 98.

See also: Sustainability; Green Building Initiatives;

Modernization.

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Fraud Prevention: 1, 38, 154. Food Programs: 67, 140, 178, 183.

See also: Gardening. **Fund Raising:** 114, 151.

Gardening Programs: 67, 77, 128, 140, 169, 176, 183.

Green Buildings/Programs: 73, 83, 91, 94.

See also: Energy Management and Savings; Sustainability;

Modernization.

Health Care: 67, 76, 106, 113, 118, 128, 139, 140, 142, 144, 145, 147, 148, 168, 169, 178, 185.

Historic Preservation: 74.
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