



NAHRO 2013

Agency Awards of Merit
in Housing and Community Development



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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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.

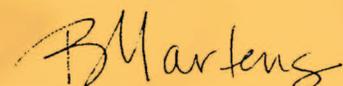
The Awards of Merit listed in this catalog are examples of their innovative solutions. These organizations demonstrate that the best solutions are often local, and that they are committed to serving their communities through groundbreaking programs and services that address local needs and opportunities.

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 5,500 programs. Not only do the awards provide an opportunity to **educate** the public about the best in affordable housing and community development, they also provide a vital resource bank of information so that you can **activate** new ideas to make your own organization, neighborhoods and community a better place to live and work. Additionally, the information provided by the award recipients helps **elevate** our position as NAHRO continues to advocate for programs that give you the flexibility and resources you need to serve those of challenging incomes in your jurisdictions.

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.

Congratulations to all of the 2013 NAHRO Awards of Merit recipients.



Betsey Martens, CME, NAHRO President



Photo Courtesy of Cook Inlet Housing Authority

ALABAMA

1 Gateway Place*

Gateway Place is an affordable housing development, comprised of 86 public housing and tax credit senior units. The design is innovative, environmentally responsible, provides a sense of community, and it met the Buy American requirements with no waivers. This new, vibrant community replaces a portion of a once dilapidated 1950s era, barracks-style traditional public housing community. The lasting impact is a LEED Platinum facility for seniors with grocery shopping, pharmacy, other small retail and banking just across the street. HOME funds, Wachovia Foundation grant funds, Section 1602 funds, and HUD CFRC stimulus funds were used to fund the development.

Ms. Wendy Reeves
Community Relations Manager
Huntsville Housing Authority
Post Office Box 486
Huntsville, AL 35804-0486
Phone: (256) 532-5665
Fax: (256) 535-2245
Email: wreeves@huntsvillehousing.org

2 Renovation of The Terrace*

The Montgomery Housing Authority (MHA) transformed The Terrace, from an obsolete, minimally functional senior building, to a well-appointed, state of the art property that rivals any private sector apartment community. Prior to renovation, the building lacked suitable living space, common areas and was a poor representation of quality, affordable housing. The bedrooms lacked privacy as there were no doors separating the living/dining areas. The plumbing, electrical and mechanical systems were outdated and the entire building was not ADA compliant. Renovations of the interior and exterior of the property, using sustainable design elements, now makes it a sought after property.

Ms. Evette Hester
Executive Director
Housing Authority of the City of Montgomery, Alabama
525 South Lawrence Street
Montgomery, AL 36104-4611
Phone: (334) 206-7255
Fax: (334) 206-7240
Email: ehester@mhatoday.org

ALASKA

3 Loussac Place*

Loussac Manor, built in 1967 by the Alaska State Housing Authority, was a 62-unit public housing development that needed substantial renovations. The exorbitant price of the renovations made redevelopment a more cost effective plan. Cook Inlet Housing Authority (CIHA) competed and won the bid to redevelop the property. CIHA redeveloped Loussac Manor as “Loussac Place, Where Families Grow,” which consists of 120-units of 5 Star Plus energy rated, mixed-income housing. Loussac Place now features a mix of 1-4 bedroom apartments, all with their own front doors and garage, which adds a real sense of ownership for the residents.

Ms. Carol Gore
President and CEO
Cook Inlet Housing Authority
3510 Spenard Road, Suite 201
Anchorage, AK 99503-3777
Phone: (907) 793-3775
Fax: (907) 276-8236
Email: sghanson@cookinlethousing.org

ARKANSAS

4 B.I.B.L.E. (Buffalo Island Better Life Experience)*

Arkansas currently has over 503,000 persons living in poverty and more hungry children than any other State! In January 2011, Dr. Kima Stewart, Director of Education BIC School District, and Barbara Suber, Monette Housing Director, formed a partnership that would address the challenge of hunger that presently exists in the Buffalo Island area. No other services were available to meet these needs, thus the BIBLE (Buffalo Island Better Life Experience) project evolved. The partnership is now providing backpack snacks each weekend for the needy children in their school, food for seniors, and others that have emergency situations.

Ms. Barbara Suber, PHM
Executive Director
Monette Housing Authority
Post Office Drawer 387
Monette, AR 72447-0387
Phone: (870) 486-5487
Fax: (870) 486-2165
Email: mhatch@centurytel.net

CALIFORNIA

5 Independence Plaza Landscape Renovation Project*

Independence Plaza, a 186 unit senior citizen apartment complex built in 1991, featured two large ponds and water fountains, expansive areas of lawn, shrubs and trees. Over the past 20 years, the costs to maintain the ponds and water fountains, the excessive use of water and overall decline of the lawn, shrubs and trees lead the Housing Authority to refurbish the site. They added more than 5,000 new drought tolerant native plants which encompass current Bay-Friendly Landscape practices, save water, preserve resources, and provide a peaceful environment for the enjoyment of the senior citizen residents and their visitors.

Mr. Michael T. Pucci
Executive Director
Housing Authority of the City of Alameda
701 Atlantic Avenue
Alameda, CA 94501-2161
Phone: (510) 747-4300
Fax: (510) 522-7848
Email: mpucci@alamedahsg.org

6 Nueva Maravilla— "A Green Community"*

The Housing Authority of the County of Los Angeles (HACoLA) completed its \$12 million HUD approved Energy Performance Contract to revitalize Nueva Maravilla and complete the Nueva Maravilla - A New Green Community Project. The HACoLA utilized \$12 million from several funding sources, including ARRA, CFRC, CF, CDBG and EPC, to complete this Project. "Going Green" measures provided the HACoLA with significant energy and water savings. Energy Conservation measures include the installation of photovoltaic solar panels, cool roofs, pervious concrete parking lots, efficient lighting, condensing water heaters, solar thermal hot water heaters, plumbing fixtures, and irrigation and xeriscaping throughout the property.

Ms. Norma Nunez-Clark
Modernization Administrator
Housing Authority of the County of Los Angeles
700 West Main Street
Alhambra, CA 91801
Phone: (626) 586-1904
Fax: (323) 890-8594
Email: norma.nunez@hacola.org

7 Renaissance at Santa Clara*

In Fresno, there are 5,000+ homeless persons, which include 3,000+ without any type of shelter each night. Fresno Housing (FH) created a partnership with a private developer and government agencies for housing and serving the homeless. They lead the efforts in obtaining tax credit financing, in addition to resources from the City of Fresno (HOME), County of Fresno (MHSA), HUD (CoC), State of California (MHP-SH), Federal Home Loan Bank (AHP) and a land donation, to create "Renaissance at Santa Clara," a 69-unit permanent supportive housing development for chronically homeless and mentally ill individuals.

Mr. Preston Prince, CME
CEO/Executive Director
Fresno Housing Authority
1331 Fulton Mall
Fresno, CA 93721
Phone: (559) 443-8475
Fax: (559) 445-8981
Email: pprince@fresnohousing.org

8 Paperless Portability Document Processing*

The Housing Authority of the County of Alameda (HACA) has over 1,300 billed ports with Oakland Housing Authority (OHA). The processing of invoices, 50058's and 52665's required for HACA to provide the required documents needed by OHA to review and make payment took literally reams of paper and several FedEx mailings per week. HACA determined they could send electronic copies of OHA's required documents to an FTP site which they developed and gave access to OHA. OHA is able to process their port outs quickly and efficiently, and HACA gets timely payment.

Mr. Jim McRoberts
Information Technology Manager
Alameda County Housing Authority
22941 Atherton Street
Hayward, CA 94541-6633
Phone: (510) 727-8522
Fax: (510) 727-8554
Email: jimmm@haca.net

Photo Courtesy of Fresno Housing Authority



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



Photo Courtesy of the County of Santa Barbara

9 Creekside Village*

The Housing Authority of the County of Santa Barbara (HACSB) recently completed Creekside Village, a 39-unit tax credit development with a preference for farm worker families in rural Los Alamos, CA. This project, which has been in the works for more than a decade, is meant to fill a need in North Santa Barbara County for affordable housing focused on year-round agriculture workers in the surrounding area, most of whom previously commuted long distances to their jobs or had to double or triple up with other families for living accommodations.

Mr. Frederick C. Lamont, CPA, SPHM
Executive Director

Housing Authority of the County of Santa Barbara

Post Office Box 397
Lompoc, CA 93438-0397
Phone: (805) 736-3423
Fax: (805) 735-7672
Email: fredlamont@hasbarco.org

10/11 Community Safety Partnership

The Housing Authority of the City of Los Angeles (HACLA) and the Los Angeles Police Department (LAPD) created the Community Safety Partnership (CSP) program to test a new approach to policing

in four public housing communities with the highest crime rate. CSP’s “relationship based” policing model aims to improve the safety and welfare of residents by increasing the number of and dedicating specific officers to each site and emphasizing relationship-building between the officers and the resident community. In the first year, violent crime dropped significantly and residents are interacting more often and more positively with police officers.

Mr. Douglas Guthrie
President and CEO
Housing Authority of the City of Los Angeles
2600 Wilshire Boulevard
Los Angeles, CA 90057-3400
Phone: (213) 252-1810
Fax: (213) 383-9719
Email: douglas.guthrie@hacla.org

12 Dana Strand Senior Housing*

With high demand for affordable housing in Los Angeles County, challenges abound in securing project financing. Relying on key relationships, the successful track record of the developer, and a highly collaborative city housing authority, financing was obtained for a \$22.3 million development. Built on a portion of a 20-acre site, Dana Strand Senior Housing represents the third phase of redevelopment of Dana Strand Village, a former public housing site. It

showcases a successful, collaborative public/private partnership that can be duplicated in other areas to provide high-quality, affordable housing that embodies best practices of new Urbanism and smart growth.

Mr. Larry D. Goins
Director, Development Services
Housing Authority of the City of Los Angeles

2600 Wilshire Boulevard
Los Angeles, CA 90057-3400
Phone: (213) 252-1812
Fax: (213) 252-1893
Email: larry.goins@hacla.org

13/14 Harnessing College Students Spirit of Volunteerism*

Building on university support of volunteerism, the Housing Authority of the City of Los Angeles (HACLA) partnered with UCLA to harness the energy of student volunteers for two improvement projects that benefited thousands of public housing residents. First, HACLA and 50 students created a library in Ramona Gardens, with students painting shelves and sorting donated books. Then, HACLA and 300 students beautified the grounds of Nickerson Gardens. These initiatives exposed students to often unnoticed community needs, improved each community, bolstered volunteerism in students and residents, and exposed residents to young university volunteers encouraging education and volunteerism.

Mr. Douglas Guthrie
President and CEO
Housing Authority of the City of Los Angeles

2600 Wilshire Boulevard
Los Angeles, CA 90057-3400
Phone: (213) 252-1810
Fax: (213) 383-9719
Email: douglas.guthrie@hacla.org

15 Homeless Assistance Initiatives

The Housing Authority of the City of Los Angeles (HACLA) has taken a multi-faceted, collaborative approach to ending homelessness in Los Angeles. They worked with many public and private non-profit

partners locally within their jurisdiction, and they also worked with other organizations to support a regional effort to end homelessness. They constructed effective partnerships that leveraged public and private funding sources and coordinated the resources to serve the many different sub-populations of homeless individuals and families in LA. They offer a “continuum” portfolio approach by providing housing resources that serve homeless individuals with widely varied supportive housing needs.

Mr. Peter Lynn
Section 8 Director
Housing Authority of the City of Los Angeles
2600 Wilshire Boulevard
Los Angeles, CA 90057-3400
Phone: (213) 252-2570
Fax: (213) 252-2650
Email: peter.lynn@hacla.org

16 HUD-VASH Streamlined Procedures*

The HUD-Veterans Affairs Supportive Housing (HUD-VASH) program combines Housing Choice Voucher (HCV) rental assistance for homeless veterans with case management and clinical services provided by the Department of Veteran Affairs (VA) at its medical centers. When the program began in 2008, the Housing Authority of the City of Los Angeles (HACLA) received the second largest award in the nation with 840 vouchers. As of today, the total allocation to HACLA is 1,995 HUD-VASH vouchers. Partnering with the Veteran Affairs Medical Center, HACLA has streamlined the process for HUD-VASH families to be determined eligible for the program.

Mr. Peter Lynn
Section 8 Director
Housing Authority of the City of Los Angeles
2600 Wilshire Boulevard
Los Angeles, CA 90057-3400
Phone: (213) 252-2570
Fax: (213) 252-2650
Email: peter.lynn@hacla.org

17/18 Jordan Downs: “Yes, In My Back Yard”*

In the Jordan Downs public housing community, the Housing Authority of the City of Los Angeles (HACLA) staff works to address resident’s concerns and obtain feedback on community issues by conducting weekly informal meetings in the back yard of resident’s units. Residents are first asked if they would welcome HACLA into their yard to discuss questions and concerns they have regarding their community. HACLA also invites resident volunteer Block Captains and LAPD to participate. These meetings improve communication; improve the resident’s perception of and interaction with neighbors, HACLA and LAPD; and help build a stronger sense of community.

Mr. Douglas Guthrie
President & CEO
Housing Authority of the City of Los Angeles
2600 Wilshire Boulevard
Los Angeles, CA 90057-3400
Phone: (213) 252-1810
Fax: (213) 383-9719
Email: douglas.guthrie@hacla.org

19 Motivated Mothers of Jordan Downs

The Motivated Mothers Group of Jordan Downs was organized as part of the community engagement and outreach activities spearheaded by the Housing Authority of the City of Los Angeles (HACLA). Over half of the families at Jordan Downs are

Photo Courtesy of Passaic County Housing Agency



Photo Courtesy of Pennrose Management Company

single-women heads of household and many of the women had similar issues yet were disengaged due to a lack of safety in the community. By formally organizing them and bringing them together on a monthly basis, the women were able to connect on issues they had a common ground on and provide a support system for one another.

Mr. John R. King II
Director, Policy and Planning
Housing Authority of the City of Los Angeles
2600 Wilshire Boulevard
Los Angeles, CA 90057-3400
Phone: (213) 252-1872
Fax: (213) 252-1893
Email: john.king@hacla.org

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Photo Courtesy of Cuyahoga Metropolitan Housing Authority

20 Paint Selection Collaboration

The Housing Authority of the City of Los Angeles' (HACLA) history of partnering with residents is founded on the belief that collaboration builds trust, community involvement and "ownership." HACLA used this "partnership" model to engage residents in selecting exterior paint colors for two large public housing communities: Nickerson Gardens and Mar Vista Gardens. HACLA presented each site with five color palettes developed by staff and painted five unit exteriors so residents could assess the effect. HACLA and resident leaders held meetings over several weeks, and residents voted for their preferred palettes. Resident-hires required of contractors furthered community engagement. The result has been increased community pride.

Mr. Douglas Guthrie
President and CEO

Housing Authority of the City of Los Angeles

2600 Wilshire Boulevard
Los Angeles, CA 90057-3400
Phone: (213) 252-1810
Fax: (213) 383-9719
Email: douglas.guthrie@hacla.org

21 Project Fatherhood

Project Fatherhood is a grant-funded program that provides group therapy for fathers who want to be more involved with

their children. The program targets ex-offenders who have children living in public housing to obtain group therapy to assist them in becoming better fathers. Other supports include job training and placement with employers that will forgive their prior backgrounds.

Mr. John R. King II
Director, Policy and Planning
Housing Authority of the City of Los Angeles
2600 Wilshire Boulevard
Los Angeles, CA 90057-3400
Phone: (213) 252-1872
Fax: (213) 252-1893
Email: john.king@hacla.org

22 Disaster Recovery Site

The Oakland Housing Authority (OHA) has replicated its data infrastructure at a remote site to mitigate a potential natural or man-made disaster. By co-locating servers and other critical data systems at an off-site, geographically-safe facility with Virtual Private Network (VPN) technology, the authority is preserving critical data prior to any prospective compromise of the system, enabling operational continuity during a crisis. The OHA Disaster Recovery Site (DRS) enables prompt access of data, minimizing information loss, downtime or customer service disruption. The remote site contains four physical servers that house application software, security,

infrastructure, and the agency's data storage needs.

Mr. Eric Johnson
Executive Director
Housing Authority of the City of Oakland
1619 Harrison Street
Oakland, CA 94612-3307
Phone: (510) 874-1510
Fax: (510) 874-1674
Email: ejohnson@oakha.org

23 Get Fresh, Stay Healthy

Low-income seniors experience multiple barriers to good nutrition including limited income, access to grocery stores, and lack of exercise and nutrition education. Oakland Housing Authority (OHA) partnered with the University of California Cooperative Extension of Alameda County (UCCE) to bring the Get Fresh, Stay Healthy campaign to senior residents at Palo Vista Gardens, a 100-unit public housing development. The eight-week interactive series includes nutrition education, cooking demonstrations, exercise routines, and an on-site farmers' market. Upon completion, seniors are more likely to make healthy food choices within a limited budget and choose a more physically active lifestyle.

Ms. Greer McVay
Senior Communications Manager
Housing Authority of the City of Oakland
1619 Harrison Street
Oakland, CA 94612-3307
Phone: (510) 874-1510
Fax: (510) 874-1674
Email: ejohnson@oakha.org

24 Harrison Street Senior Housing*

Completed September, 2012, the Harrison Street Senior Housing (HSSH) construction project is an example of public/private partnership and cooperation. Oakland Housing Initiatives (OHI), a nonprofit affiliate of the Oakland Housing Authority (OHA), and Christian Church Homes of Northern California, a nonprofit developer and manager of affordable senior rental housing, jointly developed the new six-story, 73-unit, affordable senior rental apartment in Oakland, CA. HSSH boasts an array of architectural and environmentally

sustainable features and residents will be supported by a host of on- and offsite social services and programmed activities geared to assist them with “aging in place.”

Mr. Eric Johnson
Executive Director
Housing Authority of the City of Oakland
1619 Harrison Street
Oakland, CA 94612-3307
Phone: (510) 874-1510
Fax: (510) 874-1674
Email: ejohnson@oakha.org

25 Youth Bicycle Excursion Program*

The Youth Bicycle Excursion Program provides public housing youth the fitness and recreational benefits of cycling and familiarizes them with areas outside their immediate neighborhoods, while establishing a positive relationship with authority figures in general and the Oakland Housing Authority (OHA) Police Department (OHAPD) in particular. Under the guidance

of OHAPD staff, participants were educated about the versatility of bike riding as a year-round sport and as a source of transportation. The program’s goal is to enhance the relationship between these young adults, law enforcement, and OHA staff, in a fun, safe and supportive environment while improving their overall health and fitness.

Mr. Eric Johnson
Executive Director
Housing Authority of the City of Oakland
1619 Harrison Street
Oakland, CA 94612-3307
Phone: (510) 874-1510
Fax: (510) 874-1674
Email: ejohnson@oakha.org

26 Innovative Communication—Multimedia Report*

The San Diego Housing Commission (SDHC) recognized the importance of utilizing modern digital technology to enhance community outreach and succeed in an evolving communications

world. SDHC’s Community Relations and Communications Department produced two in-house multimedia reports, using digital publishing software with the following features: embedded video interviews and profiles seamlessly integrated within the report; comprehensive information through clickable documents linking to permanent locations on SDHC website; and integration of Google maps and graphics. Permanently accessible on SDHC’s website, the reports are “live” documents that can be updated to remain current. They promote government transparency and reach a wider, more diverse audience.

Ms. Maria Velasquez
Vice President, Community Relations and Communications
San Diego Housing Commission
1122 Broadway, Suite 300
San Diego, CA 92101
Phone: (619) 578-7560
Fax: (619) 578-7360
Email: maria@sdhc.org

Photo Courtesy of Cuyahoga Metropolitan Housing Authority



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Emphasys Software salutes the 2013 Agency Awards of Merit recipients

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Congratulations!

Through your superior efforts, you serve your communities and continue to have a positive and lasting impact on the lives of your clients.

Thank you and keep up the great work!



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Photo Courtesy of Housing Authority of the City of Santa Paula

27 Julian Gardens*

The Julian Gardens modernization project was a full physical and operational transformation of a nine-unit family apartment complex near downtown San Jose, CA. Constructed as a scattered site public housing building in 1980, it was in poor repair with outdated utilities, as public housing capital funds could never be accumulated in sufficient amounts to modernize the property. Therefore, the housing authority included the small property within an overall disposition and transition to tax credit housing. Through a complex conversion process involving 335 total units, the nine units at Julian Gardens were reborn when all necessary physical improvements were made.

Ms. Vanessa M. Cooper
 Director of Real Estate Services
Housing Authority of the County of Santa Clara
 505 West Julian Street
 San Jose, CA 95110-2338
 Phone: (408) 361-4650
 Fax: (408) 381-4650
 Email: vanessac@hacsc.org

28 Public Housing Disposition and Portfolio Refinance

Through a creative partnering of public and private parties, the Housing Authority of the County of Santa Clara successfully preserved 335 aging units through a public housing disposition and conversion to service enhanced Project Based Voucher units. The project was financed through the use of credit enhanced tax-exempt bonds and 4% tax credits. Comprehensive exterior and interior renovations were completed to meet the full backlog of capital needs, and all units are restricted to serve very-low-income households. The housing authority retained ownership of the land and leased the improvements to the tax credit Limited Partnership.

Ms. Vanessa M. Cooper
 Director of Real Estate Services
Housing Authority of the County of Santa Clara
 505 West Julian Street
 San Jose, CA 95110-2338
 Phone: (408) 361-4650
 Fax: (408) 381-4650
 Email: vanessac@hacsc.org

29 Sunset Gardens

As part of a portfolio project to convert from public housing to tax credit housing, the Housing Authority of the County of Santa Clara renovated and expanded an aging community center, built a community garden area, and introduced a comprehensive services program that now serves seventy-four elderly and non-elderly disabled households living at Sunset Gardens Apartments in Gilroy, CA.

Ms. Vanessa M. Cooper
 Director of Real Estate Services
Housing Authority of the County of Santa Clara
 505 West Julian Street
 San Jose, CA 95110-2338
 Phone: (408) 361-4650
 Fax: (408) 381-4650
 Email: vanessac@hacsc.org

30 The Orchards at Santa Paula

The Orchards at Santa Paula consists of the acquisition and rehabilitation of a 45-bed (10,848 sqft) vacant assisted living facility, for a comprised 16-units, with another

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4-units of new construction. This resulted in an end product of a 20-unit seniors' affordable housing facility, for persons earning between 30% to 50% of area medium income (AMI), 11-units at 30%; 4-units at 40%; and 5-units at 50% AMI. All of the units were occupied upon grand opening.

Ms. Gail Miller
Office Manager

Housing Authority of the City of Santa Paula

Post Office Box 404
Santa Paula, CA 93061-0404
Phone: (805) 485-4646
Fax: (805) 525-3887
Email: gail@mccarthycompanies.net

31 Easy Rider Transportation Program*

Easy Rider is a transportation assistance program. By providing this service, the Housing Authority of the City of San Buenaventura has experienced increased participation in public housing resident leadership, an increase in wellness and healthy food shopping at a senior building, and resident employment under Section 3. Inaugurated in December 2011, the authority provides scheduled bi-weekly

trips for grocery shopping, transportation to/from monthly meetings, and trainings for the duly elected members of the resident leadership (the City Wide Resident Advisory Boards for Public Housing). Part-time employment of three residents under Section 3 is the third benefit under the implementation of the Easy Rider transportation program.

Mr. John R. Garcia
Director of Resident Services
Housing Authority of the City of San Buenaventura
995 Riverside Street
Ventura, CA 93001-1636
Phone: (805) 648-5008
Fax: (805) 643-7984
Email: jgarcia@hacityventura.org

32 Ventura Adult Continuing Education Partnership*

This dynamic Ventura Adult Continuing Education (VACE) partnership was developed to attract qualified professional instructors in three synergistic fields of art therapy to engage the untapped creativity of residents experiencing lack of trust, isolation and depression. These ongoing

stimulating activities resulted in increased physical and mental health, a sense of camaraderie, and confidence. Piloted in 2009, the program has been expanded to three elderly/disabled developments offering twelve hours of weekly programming year round. The diverse and accessible programs have resulted in increased skill levels, social interaction, and trust. Now, potlucks and social activities are scheduled and self-directed.

Mr. John R. Garcia
Director of Resident Services
Housing Authority of the City of San Buenaventura
995 Riverside Street
Ventura, CA 93001-1636
Phone: (805) 648-5008
Fax: (805) 643-7984
Email: jgarcia@hacityventura.org

COLORADO

33 Creekside Park "City Beat" Program Video

The City of Arvada's local TV channel (KATV Channel 8) completed an excellent program for the "City Beat" series that

Photo Courtesy of Brockton Housing Authority



highlighted the award winning Creekside Park project. The video program provided a compelling and excellent report on how CDBG and CDBG-R was effectively used and crucial to completing a needed neighborhood project in a low/moderate income area. It clearly and professionally displayed the importance of CDBG to communities like Arvada and what these crucial funds can do and have done at the local level. It also provided positive information about NAHRO and its awards process.

Mr. Edward G. Talbot
Executive Director

Housing and Neighborhood Revitalization Division of Arvada

Post Office Box 8101
Arvada, CO 80001-8101
Phone: (720) 898-7494
Fax: (720) 898-7490
Email: ed-t@arvada.org

34 Denver B-cycle Partnership*

Residents within Denver Housing Authority's Mariposa Community struggled with consistently reliable and affordable transportation options. Through a partnership with Denver B-cycle (the first large-scale municipal bike sharing system in the United States), Mariposa residents were provided with free bicycle memberships, helmets, and education on biking safety. Because of this partnership, 110 residents found an economical and convenient solution to their transportation barrier. Access to Denver B-cycle has increased resident mobility, provided access to a greater variety of healthy food options, and reduced expenditures for transportation.

Ms. Lynne Picard
Sr. RCS Program Manager
Denver Housing Authority
777 Grant Street
Denver, CO 80203
Phone: (720) 932-3052
Fax: (720) 932-3006
Email: lpicar@denverhousing.org

35 Family Day—A Day to Eat Dinner with Your Children

Substance abuse affects families of all ethnicities, affluence levels, and ages. Research by the National Center on Addiction and

Substance Abuse has consistently found a positive correlation between family dinners and substance abuse prevention: the more that kids eat dinner with their families, the less likely they are to smoke, drink, or use drugs. Partnering with the Denver Office of Drug Strategy, Denver Housing Authority implemented "Family Day—A Day to Eat Dinner with Your Children," as an annual event to unite parents and their children through conversational engagement about friendships, extracurricular interests, and the dangers of drugs and alcohol.

Ms. Lynne Picard
Sr. RCS Program Manager
Denver Housing Authority
777 Grant Street
Denver, CO 80203
Phone: (720) 932-3052
Fax: (720) 932-3006
Email: lpicar@denverhousing.org

36 FSS Cash Out Restructure

In an attempt to encourage true economic self-sufficiency for program participants, Denver Housing Authority (DHA) implemented specific financial guidelines that clients must meet in order to complete the Family Self Sufficiency (FSS) Program and cash out their escrow account. Beginning in 2012, in addition to the full-time employment requirement, the FSS program implemented minimum requirements for income, credit score, savings, and debt in order to assess and affirm that FSS clients have attained an acceptable level of economic self-sufficiency and are eligible to cash out funds from their FSS Escrow Accounts.

Ms. Renee Nicolosi
RCS Program Manager
Denver Housing Authority
777 Grant Street
Denver, CO 80203
Phone: (720) 932-3048
Fax: (720) 932-3002
Email: rnicol@denverhousing.org

37 FSS Class Restructure

The Denver Housing Authority's Family Self Sufficiency Program (FSS) progress reports reflected that a higher percentage of participants than desirable were having

difficulty complying with program requirements regarding updating and maintaining contact with their Resource Advisor. In an attempt to provide more options for clients to meet this requirement, the FSS Program instituted additional updating methods. In place of having to provide monthly written and quarterly in-person updates with their Resource Advisor, participants could choose to take one class per quarter and complete in-person meetings semiannually. This change reduced program violations and increased education received by FSS clients.

Ms. Renee Nicolosi
RCS Program Manager
Denver Housing Authority
777 Grant Street
Post Office Box 40305
Denver, CO 80203
Phone: (720) 932-3048
Fax: (720) 932-3002
Email: rnicol@denverhousing.org

38 Resident Achievement Program

Whether pursuing economic self-sufficiency, or self-sufficiency through aging in place in the senior or disabled population, public housing residents need consistent encouragement, support, and resources in order to achieve ambitious goals. In 2011 the Denver Housing Authority (DHA) developed the Resident Achievement Program, or RAP, to address this need. Residents earn points through participation in activities that promote these goals, such as opening a bank account, attending health and nutrition classes, or enrolling children in afterschool programs. These points accumulate over time, and the residents can cash them in for household items or improvements to their unit.

Ms. Renee Nicolosi
RCS Program Manager
Denver Housing Authority
777 Grant Street
Denver, CO 80203
Phone: (720) 932-3048
Fax: (720) 932-3002
Email: rnicol@denverhousing.org

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



Photo Courtesy of Housing Authority of the City of Allentown

39 Thanksgiving Meal Program

Since 2011, Elvis Dumervil of the Denver Broncos and local radio station KRFX 103.5 the Fox have teamed up with the Denver Housing Authority (DHA) to help provide Thanksgiving meals to families in need. The Elvis Dumervil Family Foundation and the Lewis and Floorwax for Kids Foundation, coordinated by radio and television personality Kathy Lee, donated turkeys and side dishes to complete 300 meals to low- and moderate-income households of DHA. Residents were grateful for the holiday meal and enjoyed being able to take pictures with and get autographs from Dumervil.

Ms. Renee Nicolosi
RCS Program Manager
Denver Housing Authority
777 Grant Street
Denver, CO 80203
Phone: (720) 932-3048
Fax: (720) 932-3002
Email: rnicol@denverhousing.org

40 With Every Heartbeat is Life Program*

The WEHL (With Every Heartbeat is Life) program was designed to address heart healthy choices and available healthy living options to public housing residents. The program focuses on simple and easy changes in food choices, food preparation and lifestyle choices that residents can make to decrease their chances of preventable

diseases such as heart disease, obesity, high cholesterol, high blood pressure, stroke and heart attack. The program focuses on bringing knowledge and awareness to the participants and empowering them to take control of their health in ways they previously weren't aware of. Residents are trained in the WEHL curriculum, and they present the information to their peers.

Ms. Lynne Picard
Sr. RCS Program Manager
Denver Housing Authority
777 Grant Street
Denver, CO 80203
Phone: (720) 932-3052
Fax: (720) 932-3006
Email: lpicar@denverhousing.org

DELAWARE

41 Loans for Heroes

Delaware State Housing Authority (DSHA) has been working with veterans throughout the state to provide them with the opportunity to purchase a home with its Loans for Heroes mortgage loan. This successful program provides veterans with reduced mortgage rates; funding more than \$6M in mortgage loans for veterans since its launch in May 2012. Qualified veterans can benefit from a reduction of one-half percentage point (0.50%) below the already low mortgage rate by financing through DSHA. For example, a veteran purchasing a \$200,000

home at the current rate of 2.25% could save up to \$623.88 per year.

Ms. Christina Hardin-Dirksen
Chief, Community Relations
Delaware State Housing Authority
18 The Green
Dover, DE 19901-3612
Phone: (302) 739-4263 EXT 0271
Fax: (302) 739-3178
Email: christina@destatehousing.com

DISTRICT OF COLUMBIA

42 Canal Park — Investment in a Community Centerpiece*

In 2009, the District of Columbia Housing Authority's (DCHA) non-profit subsidiary, DC Housing Enterprises (DCHE) received a \$50M New Markets Tax Credit (NMTC) allocation from the Community Development Financial Institutions Fund (CDFI). DCHE's first NMTC investment was in Canal Park, located in DCHA's fifth HOPE VI Arthur Capper Carrollsburg, a mixed use/mixed income sustainable community. Canal Park received a \$13.5 million NMTC allocation which helped to develop the LEED Gold Certified eco-friendly community park that features rainwater reuse for landscaping, irrigation, the ice rink, and toilets, electric car charging stations; dark sky friendly street lighting, emissions-free equipment; and organic landscape maintenance techniques. Workshops and tours are

also offered for students to learn about the benefits of sustainable design.

Ms. Shirley Boubert
Project Manager
District of Columbia Housing Authority
1133 North Capital Street, NE
Washington, DC 20002-7599
Phone: (202) 535-2812
Fax: (202) 535-2573
Email: sboubert@dchousing.org

43 Capitol Quarter II (CQII) Closer to the Vision*

Capitol Quarter II (CQII) brings the District of Columbia Housing Authority (DCHA) closer to fulfilling a vision that has taken over two decades to achieve. The 163 units developed are the product of the Arthur Capper/Carrollburg Hope VI, a mixed-income housing community creating over 1,700 units. Like other aging public housing, not only were the physical conditions of the developments in an extremely poor state, the community was plagued by poverty and crime. Committed to transforming both developments into a vibrant mixed-use/mixed-income sustainable community, retaining over 700 public housing units, the major challenge and achievement was crafting a non-traditional financing structure.

Mr. David Cortiella
Project Manager, Office of Planning
and Development
District of Columbia Housing Authority
1133 North Capital Street, NE
Washington, DC 20002-7599
Phone: (202) 535-1445
Fax: (202) 535-2573
Email: dcortiel@dchousing.org

FLORIDA

44 Office Skills Training Program

Job training and income are important facets needed by residents of low-income households in their goal of achieving self-sufficiency. Some face the decision of continuing their education or settling for a low-paying labor job. The Lakeland Housing Authority's Office Skills Training Program offers its clientele an opportunity

to learn employability skills while earning an hourly stipend. The 20-month program is a blend of on-the-job training and general office skills. An hourly training stipend is earned by the participant. The stipend provides needed income for the family while the participant learns valuable employability skills.

Mr. Earl Haynes
Resident Services Director
Housing Authority of the City of Lakeland
Post Office Box 1009
Lakeland, FL 33802-1009
Phone: (863) 687-2911 EXT 283
Fax: (863) 413-3398
Email: ehaynes@lakelandhousing.org

45 YouthBuild-Lakeland

Lakeland Housing Authority's (LHA) YouthBuild Program targeted high school dropouts of the Paul A. Diggs (PAD) Neighborhood of Lakeland, FL. PAD is a nationally recognized federal Weed and Seed (crime prevention) neighborhood with a population of 12,670. Risk factors included low income levels, extremely low literacy levels, low high school graduation rates, gang participation, and substance abuse. LHA's YouthBuild Program assisted disadvantaged young adults between the ages of 18 and 24 years of age with completing their high school education, construction training, leadership development, job placement, and promoting economic self-sufficiency.

Photo Courtesy of Minneapolis Public Housing Authority



Mr. Earl Haynes
Resident Services Director
Housing Authority of the City of Lakeland
Post Office Box 1009
Lakeland, FL 33802-1009
Phone: (863) 687-2911 EXT 283
Fax: (863) 413-3398
Email: ehaynes@lakelandhousing.org

46 Educational Contractor Workshops*

The Pinellas County Housing Authority (PCHA) received feedback that the bidding procedures for the agency were overwhelming due to bonding requirements and the amount of paperwork required. In an effort to better inform the local contracting community on the various types of solicitations, PCHA issues, and their differing requirements, PCHA held educational workshops for contractors providing various types of services. Two types of workshops were presented: 1. a general how-to workshop titled "How to Do Business with PCHA", and 2. a workshop aimed to simplify contractors' understanding of the requirements relating to the Davis Bacon Related Acts.

Ms. Rhonda Allen
Purchasing and Contracts Director
Pinellas County and Dunedin Housing Authorities
Dean S. Robinson Admin. Bldg. 1
1479 Ulmerton Road
Largo, FL 33778
Phone: (727) 443-7684
Fax: (727) 489-0781
Email: rallen@pinellashousing.com

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

Save Gas

Because work orders can be synced wirelessly, maintenance technicians can now send and receive work orders from the field.

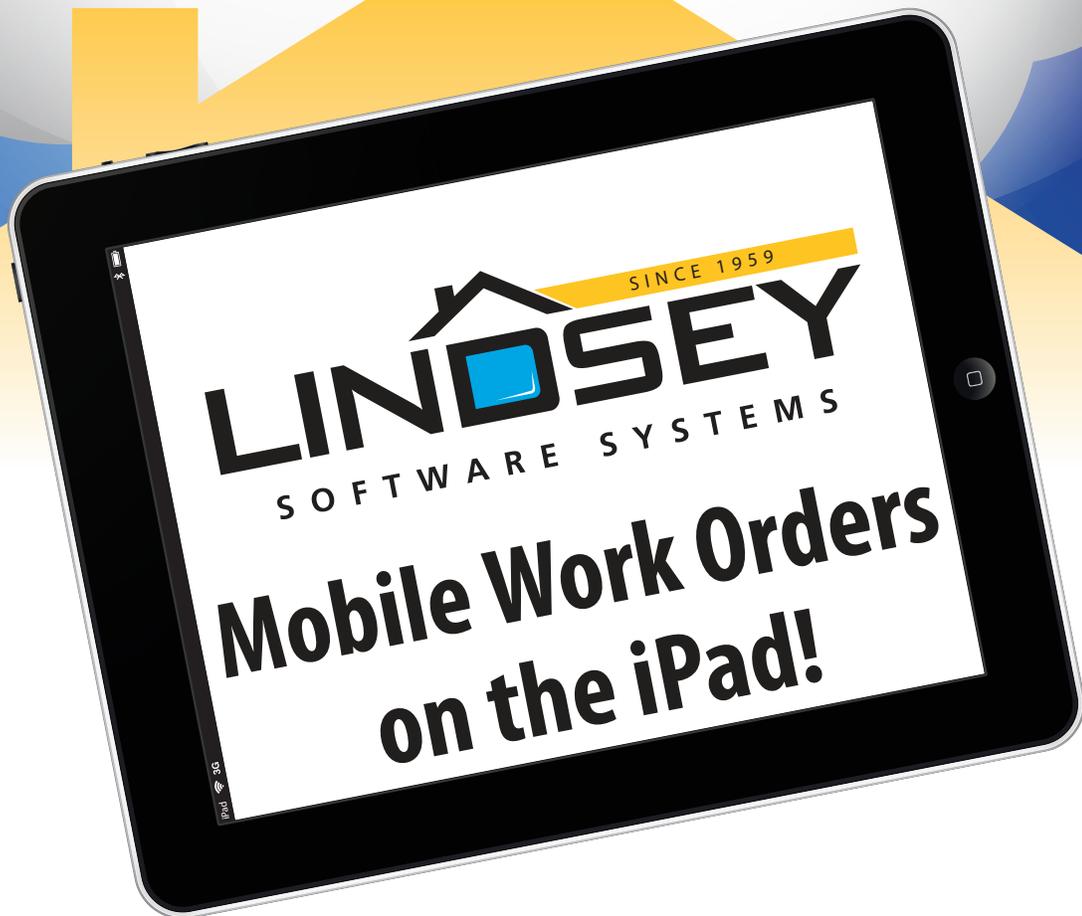
Save Money

Less labor on data entry,
Less ink, toner, & paper,
Fewer travel & work time errors

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Less Worry!



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Photo Courtesy of Cuyahoga Metropolitan Housing Authority

47 Peer to Peer Training Program

As HUD regulations change and PHA policies are revised, training is key to maintaining efficient and effective operations in the Housing Choice Voucher program. Continuous learning opportunities are necessary to reinforce regulatory requirements and agency policies and procedures to maintain high performance. In a climate of significant funding decreases it is more important than ever that innovative, cost-saving techniques are used to maintain a level of staff training to continuously improve and maintain the efficiency and effectiveness of HCV program operations without significantly impacting the budget. The implementation of the Peer to Peer Training Program provides the solution.

Ms. Elisa Galvan
HCV Director
Pinellas County and Dunedin Housing Authorities
Dean S. Robinson Admin. Bldg.
11479 Ulmertown Rd
Largo, FL 33778
Phone: (727) 443-7684
Fax: (727) 443-6894
Email: egalvan@pinellashousing.com

48 Housing Choice Voucher Education Initiative*

The St. Petersburg Housing Authority's (SPHA) objective in developing the "Housing Choice Voucher (HCV) Education Initiative" is to improve outreach and educational strategies for clients and landlords. Using a four-pronged outreach approach, SPHA's goal is to promote a greater understanding of the programs and an increased level of comfort with their requirements for all participants, including existing tenants, program applicants, and landlords, as well as the community in general. Through this initiative, SPHA staff endeavors to foster positive and trusting relationships with those they serve and to eliminate misconceptions about the agency.

Ms. Melinda Perry
Chief of Programs
Housing Authority of the City of Saint Petersburg
2001 Gandy Boulevard North
Saint Petersburg, FL 33702-2187
Phone: (727) 323-3171
Fax: (727) 209-6988
Email: mperry@stpeteha.org

49 Local Agencies Collaborate on Father's Day Event*

The Clearwater Housing Authority (CHA), the Dunedin Housing Authority (DHA), and the St. Petersburg Housing Authority (SPHA) joined forces to host Father's Day 2012 on Saturday, June 16, 2012, a free event to celebrate families and to encourage responsible fatherhood among the housing authorities' low-income residents. By working collaboratively to provide fathers with a positive venue to connect with their children and to showcase real life success stories, CHA, DHA, and SPHA hope to make a real difference in the lives of their residents.

Ms. Melinda Perry
Chief of Programs
Housing Authority of the City of Saint Petersburg
2001 Gandy Boulevard North
Saint Petersburg, FL 33702-2187
Phone: (727) 323-3171
Fax: (727) 209-6988
Email: mperry@stpeteha.org

50 Program to House Youth Aging Out of Foster Care

Working with partners Camelot Community Care, Inc., Ready for Life, and Bay Area Legal Services, the St. Petersburg Housing Authority (SPHA) is operating a demonstration program to house young adults who have aged out of foster care. Through this innovative program, SPHA rents double-occupancy units at one of its affordable housing properties to young adults who have aged out of the system, and who are receiving case management services. The first two residents in this program moved into their shared apartment on June 1, 2012, and the program has since expanded to more apartments and other local housing authorities.

Ms. Melinda Perry
Chief of Programs
Housing Authority of the City of Saint Petersburg
2001 Gandy Boulevard North
Saint Petersburg, FL 33702-2187
Phone: (727) 323-3171
Fax: (727) 209-6988
Email: mperry@stpeteha.org

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



Photo Courtesy of Housing Authority of the City of Montgomery

51 Resident Training Program with Contractor Role

As part of an initiative to help residents achieve self-sufficiency, the St. Petersburg Housing Authority (SPHA) has explored different options to get residents trained and employed. SPHA's Resident Training program is just one resource that assists residents living in public housing in becoming job-ready and provides them with access to jobs. Through a fund created by the federally mandated Section 3 program and maintained by contractor contributions, SPHA helps residents pay for job training courses. In addition, SPHA encourages local businesses to develop training programs for residents and hire trained graduates for permanent employment.

Ms. Melinda Perry
Chief of Programs
Housing Authority of the City of Saint Petersburg
2001 Gandy Boulevard North
Saint Petersburg, FL 33702-2187
Phone: (727) 323-3171
Fax: (727) 209-6988
Email: mperry@stpeteha.org

52 Smoking Risks Education Initiative

As the first step in transitioning all public housing units to non-smoking, the St. Petersburg Housing Authority (SPHA) has embarked on an educational outreach campaign to inform residents of the health and safety risks of smoking and to provide them with free resources to support their smoking cessation efforts. While continuing to help residents understand the benefits of a smoke-free lifestyle, SPHA is moving forward to implement a non-smoking policy at all properties. Smoking will no longer be permitted in common areas of housing developments, as of January 1, 2013.

Ms. Melinda Perry
Chief of Programs
Housing Authority of the City of Saint Petersburg
2001 Gandy Boulevard North
Saint Petersburg, FL 33702-2187
Phone: (727) 323-3171
Fax: (727) 209-6988
Email: mperry@stpeteha.org

53 Oak Ridge Estates — 1 for 1 Replacement of PH Units

Tarpon Springs Housing Authority's (TSHA) intent in developing Oak Ridge Estates was to effect long-term change within the Union Academy Neighborhood; a designated Revitalization Area of Pinellas County. They also wanted to achieve one-for-one replacement of its aging public housing units. TSHA and its nonprofit instrumentality, the Local Community Housing Corporation (LCHC) have a commitment to act as agents of positive change in affordable housing and community development of Tarpon Springs. Oak Ridge Estates was developed for the purpose of furthering affordable housing availability options for low income persons in the neighborhood.

Agency Awards of Merit

Ms. Patricia A. Weber, PHM, SPHM
Executive Director
Housing Authority of Tarpon Springs
500 South Walton Avenue
Tarpon Springs, FL 34689-4730
Phone: (727) 937-4411
Fax: (727) 938-7161
Email: patweber@tarponspringshousing.com

54 Journey Learning Center Initiative

In 2010, the Winter Haven Housing Authority created a learning laboratory for academic excellence, whereby public housing youth are paired with high school honor students and first-year college freshman, for a hands-on tutoring experience designed to expose at-risk youth to real life lessons for learning from their peers. At the Journey Learning Center, honor students from Polk State College's Chain of Lakes Collegiate High School, as part of the

school's community service and learning in action initiative, mentor K-8th grade public housing youth two-days a week in the areas of reading, English, math, and science.

Ms. Lisa Landers
Executive Director
Winter Haven Housing Authority
2653 Avenue C, SW
Winter Haven, FL 33880-2502
Phone: (863) 294-7369 EXT 107
Fax: (863) 291-0266
Email: llanders1@tampabay.rr.com

GEORGIA

55 Historic Building Adaptive Reuse*

The Wilson Housing Authority (WHA) in North Carolina had simply outgrown their existing Administrative Offices that were shoehorned into the basement of an elderly midrise. Inefficient, dreary office space

with a lack of visitor parking convinced the authority to build a new office complex. It was quickly arrived at the critical decision to abandon plans for a new building, and invest in Wilson's immediate downtown instead. A dilapidated building was purchased and renovated to accommodate the WHA. This concept saved substantial construction dollars while simultaneously enhancing the urban fabric, and providing a significantly sustainable solution through the use of an existing structure.

Mr. Thomas Rhodes, AIA
Vice President
Bradfield, Richards, Rhodes & Associates, Architects, Inc.
1040 Crown Pointe Parkway, Suite 550
Atlanta, GA 30338
Phone: (678) 990-5656
Fax: (678) 990-5858
Email: trhodes@brr-architects.com

Photo Courtesy of Winter Haven Housing Authority



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

56 Oliver House at Allen Wilson*

Oliver House is the second of the three phases of revitalization of Allen Wilson Terrace, a 200-unit public housing community built in 1941. Despite its worsening condition, this physically obsolete community enjoyed an exceptional location near downtown Decatur with immediate access to public transportation and proximity to shopping, restaurants, churches, parks, and recreation facilities. Decatur Housing Authority engaged in a unique revitalization planning process designed to retain the elderly residents in the area while constructing the energy efficient green community of Oliver House with solar energy, rainwater harvesting and reuse, geothermal heating, and energy star appliances.

Mr. Douglas S. Faust
Executive Director

Housing Authority of the City of Decatur
750 Commerce Drive, Suite 110
Decatur, GA 30030
Phone: (404) 270-2101
Fax: (404) 270-2123
Email: dsf@decaturha.org

57 Cooperative Purchase of Security Cameras

A number of the residents at Winder Housing Authority (WHA) communities felt unsafe due to loitering and criminal activity. As a result, WHA pursued the purchase of security cameras and envisioned making the security camera contract a vehicle for other agencies to use in order to simplify and eliminate the administrative cost of purchasing their own security cameras. WHA also worked with local authorities to create an infrastructure for the cameras that could be used by other agencies. The camera installations caused a reduction in crime and the contract allowed more than nine other entities to quickly procure cameras under this cooperative agreement.

Ms. Michelle Yawn, PHM
Executive Director

Winder Housing Authority
Post Office Box 505
Winder, GA 30680-0505
Phone: (770) 867-7495
Fax: (770) 307-0126
Email: myawn@winderhousing.com

58 Financial Literacy and Homebuyer's Club

Many Winder Housing Authority (WHA) residents lacked training in financial management from the basics of balancing a checkbook to more advanced activities like mortgage applications. To address this issue, WHA partnered with local banking professionals to provide training in their areas of expertise through Financial Literacy Classes. WHA also began a Home Buyers' Club to provide pre- and post-homebuyer counseling and a pathway to homeownership. As a result, residents obtained banking accounts, improved credit ratings and purchased or plan to purchase homes. These programs are having a significant impact and are easily implemented at minimal cost.

Ms. Michelle Yawn, PHM
Executive Director

Winder Housing Authority
Post Office Box 505
Winder, GA 30680-0505
Phone: (770) 867-7495
Fax: (770) 307-0126
Email: myawn@winderhousing.com

Photo Courtesy of Cook Inlet Housing Authority



59 Garden Club

Winder Housing Authority (WHA) identified a need to provide its residents with readily available fresh produce and information on healthy eating habits. In an effort to address this need, WHA and residents in its Smith Heights and Fort Yargo communities began a garden club and planted WHA's first community garden in partnership with the Georgia Master Gardeners Association (GMGA). Through this program, WHA residents learned gardening techniques and the benefits of healthy eating while providing food for approximately 80 households. The residents also developed a means to sell the surplus vegetables for income to sustain the program for years to come.

Ms. Michelle Yawn, PHM
Executive Director

Winder Housing Authority
Post Office Box 505
Winder, GA 30680-0505
Phone: (770) 867-7495
Fax: (770) 307-0126
Email: myawn@winderhousing.com

60 Project Barrow

In 2010, a housing assessment report was completed that identified neighborhoods within the City of Winder with the greatest need for housing improvement. This report analyzed a variety of factors including house numbers, styles, occupancy and exterior conditions of the homes. In 2011, the Winder Housing Authority (WHA) partnered with local faith-based and non-profit organizations to establish Project Barrow. Project Barrow's mission is to rehabilitate aging homes owned by very low- to low-income elderly and disabled residents in targeted areas of Winder and other rural parts of Barrow County, GA. Over the last two years, Project Barrow has renovated 37 homes.

Ms. Michelle Yawn, PHM
Executive Director
Winder Housing Authority
Post Office Box 505
Winder, GA 30680-0505
Phone: (770) 867-7495
Fax: (770) 307-0126
Email: myawn@winderhousing.com

access to the internet and computer technology, and access to job training and mentoring programs. WHA has implemented Workforce Wednesdays with the Workforce Development Board (WDB) of Athens, GA and an Office Skills Apprenticeship (OSA) Program to provide all levels of employability training from access to computers and training to providing real life work experience. This small-sized housing authority is implementing programs that are having a big impact on its residents.

Ms. Michelle Yawn, PHM
Executive Director
Winder Housing Authority
Post Office Box 505
Winder, GA 30680-0505
Phone: (770) 867-7495
Fax: (770) 307-0126
Email: myawn@winderhousing.com

ILLINOIS

62 The Lunch Bunch

Resident children who qualify for free meal programs during the school year go hungry during summer months. It's also hard for the elderly and unemployed in the area to keep food on the table. The Macoupin County Housing Authority had sponsored a summer food program a few years ago, but could not continue it due to declining subsidy, and no single agency in the area could get the needed program off the ground alone.



Photo Courtesy of Housing Authority of the County of Los Angeles

However, when the authority partnered with the local hospital and area volunteers, The Lunch Bunch served almost 3,000 free lunches over an eight week period.

Ms. Margaret Barkley, PHM
Chief Executive Officer
Macoupin County Housing Authority
Post Office Box 226
Carlinville, IL 62626-0226
Phone: (217) 854-8606
Fax: (217) 854-8749
Email: peg1@teamhousingcenter.com

61 Workforce Wednesdays & Office Skill Apprenticeship

Although many of Winder Housing Authority's (WHA) residents are pursuing employment, they do not have sufficient programs to support all their needs in the area. Residents lack skills and training,

Photo Courtesy of Cook Inlet Housing Authority



63 Empowering Residents*

The Housing Authority of the City of Freeport's (HACF) residents needed employment and educational opportunities, barriers removed, and empowerment to pursue their goals. The area had lost many jobs; the highest rate ever was in early 2010 at 14.7% and currently it is 9.9%. HACF started offering a variety of classes to residents at no charge and onsite. Primary support came from the HUD Family Self-Sufficiency (FSS) Grant Coordinator, other awarded grant funding, Section 3 program funding, and numerous partnerships. Classes covered financial, educational, employment, health awareness and empowerment, in addition to focus topics for youth and elderly.

Mr. Larry Williams, PHM
Executive Director
Housing Authority of the City of Freeport
1052 West Galena Avenue
Freeport, IL 61032-3820
Phone: (815) 232-4171
Fax: (815) 599-8985
Email: lwilliams@hacf.us

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



Photo Courtesy of Housing Authority of the City of Rock Island

64 Sharing the Good News*

In 2005, the Housing Authority of the City of Freeport (HACF) was named to the Troubled Housing Authority list. There was much negative press and ill community opinions of HACF. Employees were not proud of their workplace, and HACF was viewed as housing of last resort. Since then, HACF has greatly improved programming and services, and they involved the public in programming thus fostering a positive view of HACF's work and public housing in the community. Through a focus on public and community relations, HACF is now a respected agency and partner in the community.

Mr. Larry Williams, PHM
Executive Director

Housing Authority of the City of Freeport
1052 West Galena Avenue
Freeport, IL 61032-3820
Phone: (815) 232-4171
Fax: (815) 599-8985
Email: lwilliams@hacf.us

65 A Winning Combination for Security Deposit Aid

Money is one thing most feel they never have enough of, and for Lake County's most vulnerable, sometimes this lacking proves to be the biggest barrier to gaining affordable housing as they cannot afford security deposits. To address this, Lake County Housing Authority launched a collaborative Security Deposit Assistance Program for Family Unification Program (FUP) participants, joining them with the Family Self-Sufficiency (FSS) and Housing Counseling programs. This program allows applicants to receive funding for Security Deposits where financial barriers exist. Applicants are also provided housing counseling and enrolled in the FSS program designed to help achieve goals towards independence.

Mrs. Jeneen Smith-Underwood, CMPO
Executive Director/CEO
Housing Authority of County of Lake
33928 North Route 45
Grayslake, IL 60030-1714
Phone: (847) 223-1170 EXT 254
Fax: (847) 223-7910
Email: jsmith-underwood@lakecountyha.org

66 Enhancing Lives Through Work Preparedness Training*

In 2012, the Lake County Housing Authority (LCHA) was able to offer free computer, custodial and landscaping training for its Family Self-Sufficiency (FSS) participants by collaborating with local community partners. LCHA takes pride in the services offered to its clients. In regard to its FSS Program participants, it strives to see those under the umbrella of this particular program not only succeed, but excel in their lives. Through these various community partnerships, the LCHA worked hard to provide FSS training in areas the participants requested.

Mrs. Jeneen Smith-Underwood, CMPO
Executive Director/CEO
Housing Authority of County of Lake
33928 North Route 45
Grayslake, IL 60030-1714
Phone: (847) 223-1170 EXT 254
Fax: (847) 223-7910
Email: jsmith-underwood@lakecountyha.org

67/68 New Realms for Affordable Housing Acquisition*/Turning Eyesores into Assets within the Community

The Affordable Housing Acquisition Program focuses on revitalization of distressed assets (such as foreclosed properties, those damaged by natural disasters, and those listed on HUD's "Dollar Homes" roster and/or foreclosed inventory list). By acquiring properties that had fallen into disrepair and/or been left vacant and renovating or rebuilding them, Lake County Housing Authority found a viable solution to a problem that not only plagued the specific townships where these properties were located, but the broader community as well. By increasing the homes aesthetics, they improved property values. The agency will continue this practice so more properties can be brought up to code and made available again for inhabitants.

Mrs. Jeneen Smith-Underwood, CMPO
Executive Director/CEO
Housing Authority of County of Lake
33928 North Route 45
Grayslake, IL 60030-1714
Phone: (847) 223-1170 EXT 254
Fax: (847) 223-7910
Email: jsmith-underwood@lakecountyha.org

69 Black Hawk College ESL Partnership

In 2010, 30 dialects and languages were spoken in the Rock Island-Milan School District. More than 500 immigrants and refugees moved into Rock Island within the last five years. Hundreds have relocated to the City to be closer to others from their country of origin. Another 100 families are expected in 2013. The result is an unprecedented increase in demand for housing and other social services complicated by language and cultural barriers that make even the simplest challenge or concern an enormous hurdle. The Authority working with Black Hawk College, provided English as a Second Language classes as one positive step toward bridging that gap.

Ms. Susan Anderson
Executive Director
Housing Authority of the City of Rock Island
227 21st Street
Rock Island, IL 61201-8819
Phone: (309) 788-0825 EXT 216
Fax: (309) 788-8610
Email: sanderson@riha4rent.org

70 RIHA Residents Go GREEN!*

The unique RIHA multifamily unit curbside recycling program is the first of its kind among PHAs nationally. Since June 2012 residents from all six properties have been placing their recyclable items in individual green plastic bins. The bins are small enough to be tucked into a closet or under the kitchen sink making recycling easy to do. Each week, the bins are placed outside the unit door and emptied into a basket by resident volunteers making it a "curbside" pick-up program. The baskets are then emptied into a big green dumpster, which is picked up for sorting and recycling.

Ms. Susan Anderson
Executive Director
Housing Authority of the City of Rock Island
227 21st Street
Rock Island, IL 61201-8819
Phone: (309) 788-0825 EXT 216
Fax: (309) 788-8610
Email: sanderson@riha4rent.org

71 RIHA Summer Enrichment Program*

The RIHA Summer Enrichment Program exploded with fun, imagination and exploration! Eighty children explored the worlds of art, natural science, storytelling, photography, music, and creative writing. They started businesses, created a play, and honed their reading, writing, math, and science skills. The program ran from June 11th through July 20th, 2012, and operated Monday-Friday, 8:00 am to 1:00 pm, and included both breakfast and lunch. Friday was designated field trip day. Staff consisted of one enrichment coordinator, one site coordinator, four site assistants and a variety of guest educators, teachers, and professionals from the area.

Ms. Susan Anderson
Executive Director
Housing Authority of the City of Rock Island
227 21st Street
Rock Island, IL 61201-8819
Phone: (309) 788-0825 EXT 216
Fax: (309) 788-8610
Email: sanderson@riha4rent.org

72 Johnston Garden*

Johnston Garden, a 50 unit apartment complex, was in need of rehabilitation to preserve it as part of the South Beloit, IL area's affordable housing. With the decline in capital funding from HUD and uncertainty of future funding, the Winnebago County Housing Authority (WCHA) put together a \$5 million mixed finance program using tax credits, Project-Based Section 8, Capital Fund financing and Acquisition Loan. Completed in nine months, the renovation added unique features such as additional elevators, a playground, security system, a generator, and a computer technology center. Not only was the site renovated, it was improved beyond its original design.

Mr. Alan Zais, SPHM, PHM
Executive Director
Winnebago County Housing Authority
3617 Delaware Street
Rockford, IL 61102
Phone: (815) 963-2133
Fax: (815) 316-2860
Email: alan@wchauthority.com

INDIANA

73 Briefing Seminar*

Fort Wayne Housing Authority created a Housing Choice Voucher Program (HCVP) Briefing Seminar, which is held five times a month. The seminar's goal is to reduce client turnover due to client induced program violations. The HCVP staff worked together to overhaul the annual reexamination briefing, visual aids and application process to further engage the participants in the learning process of the program. The results were a reduction in turnover from 14% in 2009 to 11% in 2011.

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



Photo Courtesy of Housing Authority of the City of Orange

Mr. Maynard Scales, CPM
 Executive Director
Housing Authority of the City of Fort Wayne
 Post Office Box 13489
 Fort Wayne, IN 46869-3489
 Phone: (260) 267-9300
 Fax: (260) 449-7817
 Email: mscales@fwha.org

Mr. Maynard Scales, CPM
 Executive Director
Housing Authority of the City of Fort Wayne
 Post Office Box 13489
 Fort Wayne, IN 46869-3489
 Phone: (260) 267-9300
 Fax: (260) 449-7817
 Email: mscales@fwha.org

74 Homeownership Program

The homeownership program offers Housing Choice Voucher Program (HCVP) participants an educational tool, preparing them for the possibility of being a homeowner. This program has the potential to offer the participant assistance with their mortgage payment. The detailed course selection offers a broad array of educational programs geared toward educating the participant in relevant topics related to the responsibility of purchasing a home. Homeownership is a long-term goal for many Family Self Sufficiency Program participants; however, owning a home is not for everyone. This program provides the tools participants need in order to make an educated decision about purchasing a home in the future.

75 Lifeline Project Incentive*

Lifeline’s Project Incentive is a program of Lifeline Youth & Family Services. Brookmill Court Apartments of Fort Wayne Housing Authority is one community where Lifeline makes a difference. They are not just bringing services into the community; they are literally a part of it. The program’s offices are right in the community center. Lifeline’s Project Incentive includes a preschool and community-wide outreach working to make families stronger, to help children succeed in school, and to help families become more independent.

Mr. Maynard Scales, CPM
 Executive Director
Housing Authority of the City of Fort Wayne
 Post Office Box 13489
 Fort Wayne, IN 46869-3489
 Phone: (260) 267-9300
 Fax: (260) 449-7817
 Email: mscales@fwha.org

76 Pre & Post Rental Education Program

The primary purpose of the Fort Wayne Housing Authority (FWHA) Pre & Post Rental Education Program is to assist and prepare low to moderate income applicants and residents to succeed as public housing residents and to increase their level of self-sufficiency. The secondary purpose of this program is to reduce the turnover rate in FWHA Public Housing by 5% over the next two years, and to increase lease up faster for applicants on the FWHA Public Housing waiting list.

Mr. Maynard Scales, CPM
 Executive Director
Housing Authority of the City of Fort Wayne
 Post Office Box 13489
 Fort Wayne, IN 46869-3489
 Phone: (260) 267-9300
 Fax: (260) 449-7817
 Email: mscales@fwha.org

KANSAS

77 Energy Efficiency Program

An Energy Efficiency Program was planned and executed to maximize utility savings by improving energy and water efficiency in all 2,045 public housing units and administrative offices. Through the implementation of an Energy Efficiency Program, the Housing Authority of the City of Kansas City was able to install all energy improvement equipment at virtually no cost to the agency, freeing up future funding for much needed capital improvements and development initiatives, while substantially reducing the costs to maintain the old equipment. The Energy Efficiency Program guarantees an annual savings in excess of \$1.2 M, reducing consumption by at least 28%.

Mr. Thomas Scott
 Executive Director
Kansas City Kansas Housing Authority
 1124 North 9th Street
 Kansas City, KS 66101-2197
 Phone: (913) 281-3300
 Fax: (913) 279-3428
 Email: tscott@kckha.org

78 Resident Services Employment Center*

In 2009 HUD asked the Lawrence-Douglas County Housing Authority to concentrate their efforts on raising the Area Medium Income (AMI) of their clients. They added two case managers to improve critical cross-systems (childcare, treatment services, transportation, and employment services) linkages so that jobseekers had the needed support and training to be successful. Their focus was on transitioning adults into training opportunities by strengthening partnerships between the local WIB sponsored workforce center and other community entities, to create a pre training/education focused program to assist people who receive housing to move forward into other training opportunities and onto a path toward sustainability.

Ms. Shannon C. Oury
Executive Director
Lawrence-Douglas County Housing Authority
1600 Haskell Avenue
Lawrence, KS 66044-4399
Phone: (785) 830-2250
Fax: (785) 842-9596
Email: soury@ldcha.org

79 ZOMBIE Initiative

Studies show that low-income children are at greater risk for obesity and its effects. ZOMBIE (six identified health targets—Zoning/healthy spaces, Outside activity, Movement, Body image, Ingredients and Exercise) has introduced programming for preventing and reducing childhood obesity in youth who receive housing assistance by increasing interest in, access to and regular, consistent participation in physical activity and nutrition based eating. ZOMBIE has helped over 100 youth and their families take advantage of daily opportunities to learn that healthy, long-term behavior

changes can be achieved incrementally and new, unfamiliar activities can become part of everyday life.

Ms. Shannon C. Oury
Executive Director
Lawrence-Douglas County Housing Authority
1600 Haskell Avenue
Lawrence, KS 66044-4399
Phone: (785) 830-2250
Fax: (785) 842-9596
Email: soury@ldcha.org

80 Affordable Summer Fun for Families

The majority of Olathe's Housing Choice Voucher program participants are extremely low-income single parent families. Even though the parent might be working part-time or full-time, they struggle in the summer to put food on the table and keep their children stimulated and learning without it being a cost burden on the family. Staff created, researched, and compiled a Summer Fun Guide for families that lists free or low

Photo Courtesy of Housing Authority of the County of Los Angeles



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

NAHRO 2013

cost activities/events parents could do with their children within a 10-mile radius of Olathe. Families found the guide to be very beneficial and an excellent resource.

Ms. Ashley Follett, PHM
Family Self Sufficiency Coordinator

Housing Authority of the City of Olathe

Post Office Box 768
Olathe, KS 66051-0768
Phone: (913) 971-6260
Fax: (913) 971-6277
Email: amfollett@olatheks.org

MAINE

81 Healy Terrace*

Healy Asylum, an orphanage built in 1893, had been vacant and deteriorating for several years. Lewiston Housing Authority renovated this historic downtown property into 32 apartments for the elderly and an office suite housing the nonprofit Center for Wisdom's Women. The project was financed with a combination of Low Income Housing Tax Credits, federal and state Historic Preservation Tax Credits,

and HOME funding. Its operations are supported by Project Based Vouchers and a Tax Increment Financing district. Renamed Healy Terrace, the project is fully occupied and a local landmark was restored to its former prominence.

Mr. James R. Dowling
Executive Director
Lewiston Housing Authority
1 College Street
Lewiston, ME 04240-7118
Phone: (207) 783-1423
Fax: (207) 783-8648
Email: jdowling@lewistonhousing.org

MARYLAND

82 "The Cloud" Adds Speed, Reliability for Web Users

The Housing Opportunities Commission (HOC) of Montgomery County is installing cloud computing centers to expand residents' access to computers and the Internet. After launching its first cloud computing centers for residents in July 2012, HOC has now set up 12 centers at various subsidized

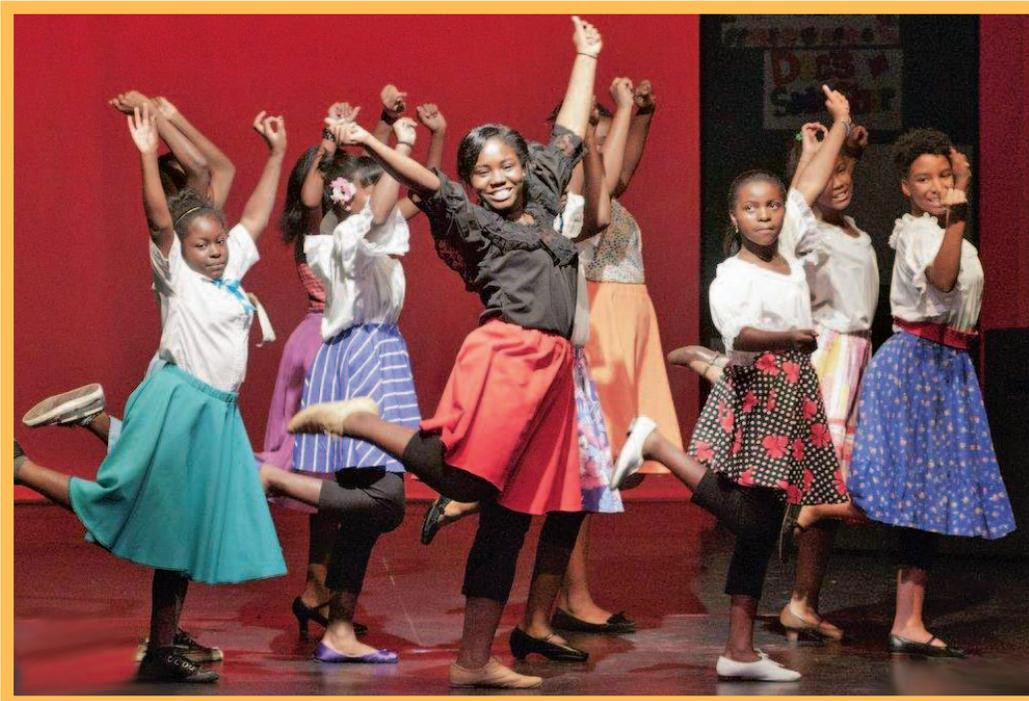
apartment communities throughout Montgomery County. The move to cloud computing, which eliminates the need to operate unfunded, out-of-date individual PCs at each individual site and uses lower cost computer terminals, allows the agency to provide better, more reliable internet service for residents.

Mr. Stacy L. Spann
Executive Director
Housing Opportunities Commission of Montgomery County
10400 Dietrick Avenue
Kensington, MD 20895
Phone: (240) 773-9000
Fax: (301) 949-1274
Email: stacy.spann@hocmc.org

83 West Side Story Redux: Drama Program Helps Teens

Middle-school age youth living in subsidized housing communities are at high risk for gang involvement, substance abuse, and other anti-social activities. The "Team of Stars" program is a collaborative project involving a housing authority and several nonprofit organizations dedicated

Photo Courtesy of Housing Opportunities Commission of Montgomery County



to promoting positive youth development. This program uses theatre, music, dance, and dramatic arts to help youth improve their communication skills, relationships, and behavior in a summer camp setting. The camp experience includes follow-up workshops and activities addressing social issues relevant to real challenges faced by the youths.

Mr. Stacy L. Spann
Executive Director

Housing Opportunities Commission of Montgomery County

10400 Dietrick Avenue
Kensington, MD 20895
Phone: (240) 773-9000
Fax: (301) 949-1274

Email: stacy.spann@hocmc.org

MASSACHUSETTS

84 CrescentCourt: Partner in a Revitalized Community*

The Brockton Housing Authority (BHA) transformed Crescent Court from a 1960s barracks-style development to a public housing centerpiece that contributes to downtown Brockton's ongoing downtown renewal. Innovative financing, an \$8.2 million pooled bond financing collateralized on capital funds, jumpstarted the \$14.5 million revitalization project that now meets modern standards for aesthetics, function, and livability. The BHA was the first in its state (and perhaps the region) to use this funding mechanism. Once a liability, Crescent Court is now a downtown renaissance asset, encourages additional development of abandoned properties, houses more working families, inspires resident pride/ownership and is safer.

Mr. Frank L. Hinds
Director of Modernization and Housing Development
Brockton Housing Authority
Post Office Box 7070
Brockton, MA 02301-7070
Phone: (508) 427-9111
Fax: (508) 580-6261
Email: frank.hinds@brocktonhousingauthority.com



Photo Courtesy of Brockton Housing Authority

85 Viva Verde—Living Green*

A new Harris Poll finds that people age 62 and older are more likely to practice recycling than are younger Americans. To further prove this point, all of the Authority's elderly/disabled buildings are participating in a new paper recycling program called Viva Verde—Living Green. The focus of Viva Verde is to meet the City of Holyoke's initiative to increase recycling activities. The Authority's Viva Verde—Living Green program began its planning phase early in 2012 and kicked off on Earth Day April 22, 2012.

Ms. Rosalie M. Deane
Executive Director
Holyoke Housing Authority
475 Maple Street, Suite 1
Holyoke, MA 01040-3798
Phone: (413) 539-2202
Fax: (413) 539-2231
Email: rdeane@holyokehousing.org

86 Employment of Post 9/11 Veterans

The non-profit Operation Returning Veterans, Inc. Program (ORV) was established as a public/private partnership to assist returning Post 9/11 veterans with obtaining housing, employment, job training, education, and support services. The Lowell Housing Authority Executive Director and Board of Commissioners made a resolution to hire veterans to open positions at the LHA. Since this resolution was made on January 25, 2012, the LHA

has hired four veterans to positions which became available.

Dr. Gary K. Wallace, PHM
Executive Director
Lowell Housing Authority
Post Office Box 60
Lowell, MA 01853-0060
Phone: (978) 364-5314
Fax: (978) 937-5758
Email: gwallace@lhma.org

87 Construction of the Bike to the Sea Trail

Bike to the Sea, Inc., a 501(c)(3) non-profit organization worked for twenty years to develop a recreational trail called the Northern Strand Community Trail. The three mile section of the trail through Malden (Bike to the Sea) was recently completed. The project was done in partnership with Malden Redevelopment Authority, the City of Malden and Bike to the Sea. The City used creative financing – the City's Meals tax revenue in combination with State roadway funds – to pay for the project. The trail has transformed the former abandoned railroad right-of-way, creating an alternative transportation network.

Ms. Deborah A. Burke
Assistant Executive Director
Malden Redevelopment Authority
Government Center-Room 621
200 Pleasant Street
Malden, MA 02148-4802
Phone: (781) 324-5720
Fax: (781) 322-3734
Email: edebski@maldenredevelopment.com

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



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MINNESOTA

88 Cedars Improvement Project*

The Cedars campus is an eight acre site with four existing high-rise apartment buildings. The complex provides affordable housing and community space for a diverse resident population. After decades of use, the site was in need of a comprehensive renovation. The Cedars Improvement Project confronted a number of significant challenges that impacted the lives of residents along with various environmental conditions that needed remedy. The solution entailed a total redesign that integrated new lighting, landscaping, re-use of storm water runoff, and public art and furnishings to create a beautiful new campus where a thriving multi-cultural population could celebrate.

Mr. Bob Boyd
 Director, Policy and Special Initiatives
Minneapolis Public Housing Authority
 1001 Washington Avenue, North
 Minneapolis, MN 55401
 Phone: (612) 342-1437
 Fax: (612) 335-4497
 Email: bboyd@mplspha.org

Photo Courtesy of Minneapolis Public Housing Authority



89 Foreclosure Stabilization PBV Program

Minneapolis Public Housing Authority (MPHA) and Minneapolis-based CDC, Project for Pride in Living, Inc., partnered to reverse the cycle of foreclosure and abandonment for six small multi-family rental buildings in low-income neighborhoods hard hit by the foreclosure crisis. Twenty-four rental units were acquired and renovated using federal Neighborhood Stabilization Program funding and other capital sources. Three units serve households earning 50% AMI or less and twenty-one are assisted through a MPHA Project-based HAP contract enabling households with even lower incomes to live in decent, safe, and affordable housing. Four families are Promise Neighborhood participants.

Mr. Bob Boyd
 Director, Policy and Special Initiatives
Minneapolis Public Housing Authority
 1001 Washington Avenue, North
 Minneapolis, MN 55401
 Phone: (612) 342-1437
 Fax: (612) 335-4497
 Email: bboyd@mplspha.org

90/91 Heritage Park Senior Campus*

With the senior population continuing to grow at exponential rates, the Minneapolis Public Housing Authority saw a need to provide affordable housing and services for seniors, particularly those suffering from memory loss issues. With this need in mind, the Thomas T. Feeney Manor and the Heritage Park Senior Services Center (HPSSC) were created. The Thomas T. Feeney Manor is a 48-unit assisted living and memory care facility providing enhanced care services, while HPSSC is a state of the art community center offering physical therapy, clinic services, adult daycare, a fitness center, and a therapy pool all exclusively for seniors.

Mr. Bob Boyd
 Director, Policy and Special Initiatives
Minneapolis Public Housing Authority
 1001 Washington Avenue, North
 Minneapolis, MN 55401
 Phone: (612) 342-1437
 Fax: (612) 335-4497
 Email: bboyd@mplspha.org

92 Horn Recycling Program

Minneapolis Public Housing Authority (MPHA) initiated the "Horn Recycling Program" at three of its high-rise facilities. The goal was to reduce the amount of waste and increase the amount of recycling. Tenant participation was a critical challenge. Tenants not only failed to recycle, but contaminated the process by disposing recyclable items in the trash. MPHA adopted three objectives: first, make the recycling program user-friendly, second, have a door-to-door approach in educating tenants, and third engage residents in picking up the recycling material. Through this approach, MPHA recycled over five tons that otherwise would have been disposed as trash.

Mr. Bob Boyd
 Director, Policy and Special Initiatives
Minneapolis Public Housing Authority
 1001 Washington Avenue, North
 Minneapolis, MN 55401
 Phone: (612) 342-1437
 Fax: (612) 335-4497
 Email: bboyd@mplspha.org

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93 Dunedin Terrace Modernization*

The St. Paul Public Housing Agency completed a modernization Master Plan and construction of a prototype building at The Dunedin Terrace family public housing site. Dunedin Terrace had not been modernized since its 1966 construction and needed modernization and an improved image. An architect worked with staff and residents to produce the Master Plan for the modernization of the 88 dwelling unit site and the modernization of the four unit prototype building. The prototype construction was completed in September of 2012. The Master Plan included innovations in design, contracting methods, and resident relocation.

Mr. Jon M. Gutzmann, SPHM
Executive Director
Public Housing Agency of the City of Saint Paul
555 North Wabasha Street, Suite 400
Saint Paul, MN 55102-1017
Phone: (651) 292-6172
Fax: (651) 298-5666
Email: jon.gutzmann@stpha.org

94 Energy and Water Reduction*

In 2009 the St. Paul Public Housing Agency submitted applications for a HUD competition to award stimulus funds for energy and water improvements in public housing. HUD awarded two grants to the PHA totaling \$7.152 million for water and energy conservation improvements at six of the PHA's hi-rises. All six of the hi-rises received new windows, lighting improvements, and new toilets. Four of the hi-rises received new central boiler systems. All of the funds were obligated within five months of receipt and the work resulted in significant energy and water savings.

Mr. Jon M. Gutzmann, SPHM
Executive Director
Public Housing Agency of the City of Saint Paul
555 North Wabasha Street, Suite 400
Saint Paul, MN 55102-1017
Phone: (651) 292-6172
Fax: (651) 298-5666
Email: jon.gutzmann@stpha.org

95 Fire Suppression and Alarm Systems*

The St. Paul Public Housing Agency replaced fire alarms and installed automatic fire suppression systems (fire sprinklers)

in all 16 public housing hi-rise buildings, including common areas and each of the 2,548 dwelling units. The PHA's hi-rises were not required to have sprinkler systems when they were built (before 1976). The PHA retrofitted its first building with a sprinkler system in 1990 and the last one in 2012, at a total cost of \$8.3 million. All buildings are now protected from the ravages of smoke and fire and are vastly safer for residents, staff, visitors, and fire fighters.

Mr. Jon M. Gutzmann, SPHM
Executive Director
Public Housing Agency of the City of Saint Paul
555 North Wabasha Street, Suite 400
Saint Paul, MN 55102-1017
Phone: (651) 292-6172
Fax: (651) 298-5666
Email: jon.gutzmann@stpha.org

96 Health Care Partnership*

Most residents (77%) in the St. Paul Public Housing Agency's 16 hi-rises are elderly or have disabilities and face barriers to accessing health care. To address unmet health needs, the PHA formed a successful partnership with Metropolitan State University that brings nursing students on-site to provide free medical care, under the supervision of skilled faculty supervisors. The services include mini-clinics, blood pressure and medicine checks, diabetes wellness, and foot care. Residents benefit with improved health, and student nurses increase their knowledge and skills in working with low-income elderly and disabled individuals in the community.

Mr. Jon M. Gutzmann, SPHM
Executive Director
Public Housing Agency of the City of Saint Paul
555 North Wabasha Street, Suite 400
Saint Paul, MN 55102-1017
Phone: (651) 292-6172
Fax: (651) 298-5666
Email: jon.gutzmann@stpha.org

97 McDonough Homes Modernization*

In 2009 HUD distributed stimulus funds to the St. Paul Public Housing Agency that allowed modernization of

Photo Courtesy of San Antonio Housing Authority



the 150 remaining dwelling units at the McDonough Homes family public housing site. The Master Plan for the modernization was drafted in 2002 and 334 of the units had been modernized between 2002 and 2009. The pace of modernization had slowed due to reductions in the PHA's annual Capital Fund Program allocation and increasing needs at other PHA properties. The PHA awarded the contract for use of the stimulus funds within six weeks of receipt and work was completed by August 31, 2011.

Mr. Jon M. Gutzmann, SPHM
Executive Director
Public Housing Agency of the City of Saint Paul

555 North Wabasha Street, Suite 400
Saint Paul, MN 55102-1017
Phone: (651) 292-6172
Fax: (651) 298-5666
Email: jon.gutzmann@stpha.org



Photo Courtesy of Cuyahoga Metropolitan Housing Authority

MONTANA

98 **Whitetail Square, A Sustainable Community***

In 2008 the Housing Authority of Billings (HAB) envisioned the need to combat the growing numbers of HAB applicants having to wait up to two years for assisted housing. In order to serve this severe need, HAB utilized creative partnerships and financing for the 2009-2011 building of the 32-unit Whitetail Run (WTR) Apartments and Tom Moss Memorial Park and Community Garden. These projects are part of the larger Whitetail Square (WTS), a subdivision working to build resident sustainability through energy efficient buildings, easy to access public transportation, close local amenities, and food security to enhance nutritional well-being.

Ms. Lucy A. Brown, SPHM, CMPO
Executive Director
Housing Authority of Billings
2415 First Avenue, North
Billings, MT 59101-2318
Phone: (406) 245-6391
Fax: (406) 245-0387
Email: lucyb@billingsha.org

NEVADA

99 **Sherman Gardens Safe Village Initiative***

The Sherman Gardens Safe Village Initiative is a coalition of community partners that worked closely and provided a comprehensive array of resources to reduce crime, enhance safety, and improve the quality of life in Southern Nevada Regional Housing Authority's (SNRHA) Sherman Gardens community, which consists of approximately 315 households (approximately 1,000 residents). The partners for this initiative include the SNRHA, residents, local criminal justice agencies, social service organizations, clergy, and schools. The goal of the initiative is to improve the community by utilizing a collaborative, broad community approach to address the issues that challenged the community.

Ms. Essie Williams
FSS Coordinator
Southern Nevada Regional Housing Authority
Post Office Box 1897
Las Vegas, NV 89125-1897
Phone: (702) 922-7717
Fax: (702) 922-7733
Email: ewilliams@snavrha.org

NEW JERSEY

100 **Family Food Co-op**

Many Irvington Housing Authority (IHA) residents find themselves without adequate food resources between benefit cycles. The Community Bank of New Jersey provides a monthly nutritional program to IHA residents 60 years or older. In order to bridge the gap in services to families that did not meet the 60+ eligibility requirement, IHA partnered with Team Resurrection, Inc to provide monthly food packages to IHA residents on a first come first serve basis. Through this partnership, IHA families that may run out of food between benefit cycles are able to sustain adequate food in their homes throughout the month with this program.

Ms. Robin E. Brown
Director of Social Services
Irvington Housing Authority
624 Nye Avenue
Irvington, NJ 07111-2398
Phone: (973) 375-2121
Fax: (973) 374-2089
Email: rebrown@ihanj.org

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

101 Heart and S.O.L.E.

Upon the request of many of the Irvington Housing Authority's (IHA) seniors to actively participate in exercise classes, IHA partnered with Olive Branch Wellness Group to provide free wellness exercise classes to IHA residents, even those with disabilities. Olive Branch provides exercise classes twice a week for an hour. Each IHA resident is assessed, provided referrals, and participates in exercise classes. Olive Branch staff is available during program hour to assist with questions concerning stretching, blood pressure, and healthy activity questions regarding their exercise routine. The exercise program is a vehicle for engaging and educating IHA residents about living a healthy lifestyle.

Ms. Robin E. Brown
Director of Social Services
Irvington Housing Authority
624 Nye Avenue
Irvington, NJ 07111-2398
Phone: (973) 375-2121
Fax: (973) 374-2089
Email: rebrown@ihanj.org

102 Premiere, Lights, Camera and Fashion

The Irvington Housing Authority in an effort to enhance the quality of life for its residents, decided to host a Senior Fashion Show. People of all ages want to look their best. Seniors are no different. A senior fashion show can bring many wardrobe options to one place and help seniors keep up with current fashion trends. Therefore, S.A.S.S.Y. DIVAS was born, and it aspired to show that women at any age aren't invisible, but stylish and graceful. Models ranged from 50 to 82 years old, and some were asked to model for the Salvation Army Fashion Show Extravaganza.

Ms. Robin E. Brown
Director of Social Services
Irvington Housing Authority
624 Nye Avenue
Irvington, NJ 07111-2398
Phone: (973) 375-2121
Fax: (973) 374-2089
Email: rebrown@ihanj.org

103 Seniors Reading Together*

The Irvington Housing Authority consists of 80% Senior/Disabled Residents that spend every day sitting in community rooms watching television. They were not participating in any outside activities or spending time being social or communicating with the other residents sitting with them. Many of the seniors felt sheltered and alone so the housing staff came up with an idea to form a Senior Book Club where each resident would have to interact with one another. To date, they have about 65% of the senior population participating in the new book club on any given day.

Mrs. Zedoria S. Chatman, PHM
Senior Housing Manager
Irvington Housing Authority
624 Nye Avenue
Irvington, NJ 07111-2398
Phone: (973) 375-2121
Fax: (973) 375-4581
Email: zchatman@ihanj.org

Photo Courtesy of Passaic County Housing Agency



104 Supplemental Nutrition Assistance Program (SNAP)

The Irvington Housing Authority (IHA) realized that many of their residents qualified for the Supplemental Nutrition Assistance Program (SNAP) after a health fair, but they never took the necessary steps to apply for the benefit. Reasons included lack of transportation, lack of information about eligibility requirements, and confusion on where to apply. Through education and on site home visits from a SNAP representative, residents were able to be screened and apply onsite in the comfort of their homes. This new initiative increased the percentage of residents receiving the benefit by about 30%.

Ms. Robin E. Brown
 Director of Social Services
Irvington Housing Authority
 624 Nye Avenue
 Irvington, NJ 07111-2398
 Phone: (973) 375-2121
 Fax: (973) 374-2089
 Email: rebrown@ihanj.org



Photo Courtesy of Housing Authority of the City of Orange

105 Woman to Woman*

A substantial percentage of the Irvington Housing Authority's clients are single women. Most of the women had relationships that had a negative impact on their lives. Many of them had very low self-esteem and didn't realize it. These women would most likely benefit from counseling; however, few were willing to seek help. They used the excuse of not having time, transportation, child care etc. to avoid getting help. The Peer Support Group, created by the authority, provides some relief for these women and eliminates the excuses.

Mrs. Becky L. Candelora, SHM, PHM
 Director of HCV
Irvington Housing Authority
 624 Nye Avenue
 Irvington, NJ 07111-2398
 Phone: (973) 375-2121
 Fax: (973) 374-6405
 Email: bcandelora@ihanj.org

106 Dr. Walter G. Alexander Village

The Dr. Walter G. Alexander Village, a redevelopment that was originally a two-tower public housing project built in 1952, had become a breeding ground for crime. Faced with the challenge of changing the behavior and culture of an entire community, the Orange Housing Authority partnered with a private developer, The Alpert Group, and enlisted support from key community leaders, the state of New Jersey, and concerned residents to rebuild a new housing development strategically designed to meet the 21st Century needs of the community. The new development consists of 48 affordable senior units and 66 affordable family housing units.

Dr. Walter D. McNeil, Ph.D.
 Executive Director
Housing Authority of the City of Orange
 340 Thomas Boulevard
 Orange, NJ 07050-4151
 Phone: (973) 677-4577
 Fax: (973) 675-6843
 Email: wmcneil@haconj.org

107 NJBuild Program

Joblessness and crime, which were engulfing the Orange Housing Authority's (OHA) community, were taking a negative toll on residents' quality of life. OHA's innovation? Attack the problem at its foundation by teaching resident's in-demand job skills and critical life skills that lead to job success and personal growth. Obtaining a grant from The New Jersey Department of Labor, the NJ Build Program, established an 18-month heating, ventilation, and air-conditioning training program that in 2012, graduated 15 residents. Ten out of 15 are now gainfully employed and endowed with a greater sense of ownership of their community.

Dr. Walter D. McNeil, Ph.D.
 Executive Director
Housing Authority of the City of Orange
 340 Thomas Boulevard
 Orange, NJ 07050-4151
 Phone: (973) 677-4577
 Fax: (973) 675-6843
 Email: wmcneil63@aol.com

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



Photo Courtesy of Passaic County Housing Agency

108 Housing Agency Partners with Camp to Benefit Kids

As a result of a partnership formed between a county camp offering recreational facilities and a Housing Agency seeking to positively impact the lives of the families it serves, children from the Passaic County Public Housing Agency have had the fortunate experience to spend a day or two at a wooded retreat during their summer vacation. The campers also received a new pair of sneakers thanks to a generous \$40,000 donation from NY Jets middle linebacker David Harris.

Ms. Janice L. DeJohn, CS-PHM
Executive Director

Passaic County Public Housing Agency

100 Hamilton Plaza, Suite 510
Paterson, NJ 07505

Phone: (973) 881-4370

Fax: (973) 684-0317

Email: janicedj@passaiccountynj.org

109 Plainfield Symphony

The Housing Authority of Plainfield Department of Community Program continues to provide cultural awareness to housing authority residents and the community at large through innovative collaborative partnership and continued community involvement. The Plainfield Symphony is committed to providing cultural awareness to enrich the citizens through the arts. The Symphony has agreed to volunteer for the second year at the Housing Authority of Plainfield Department of Community Programs 4th Annual Coat Drive. Through this continued effort they empower the citizens through musical awareness.

Mr. Eric Graham, PHM
Housing Manager/FSS Coordinator
Housing Authority of Plainfield

510 East Front Street
Plainfield, NJ 07060-1496

Phone: (908) 769-6335 EXT 632

Fax: (908) 753-0350

Email: ericg@hap-nj.org

NORTH CAROLINA

110 Historic Wilkesboro School*

The project known as Historic Wilkesboro School involved the rehabilitation of a 1937 Works Progress Administration elementary school in the town of Wilkesboro, NC. It was envisioned that the existing building and a new addition would provide affordable housing for seniors, repurpose a landmark that had fallen into disrepair, and integrate the residents and site into the community. With renovations and additions complete, the fully occupied project now provides 41 affordable housing units, common spaces for resident and community use, and site improvements that enhance the historic downtown district of which it is an integral part.

Mr. Edward Fowler
Executive Director

Northwestern Regional Housing Authority

Post Office Box 2510

Boone, NC 28607-2510

Phone: (828) 264-6683

Fax: (828) 264-0272

Email: efowler@nwrha.com

111 Homeownership through HCV & Mutual Self-Help Program

In desirable and affluent Henderson County, NC, the goal of homeownership for low-income families has been unattainable in the past due to higher than usual housing costs. Western Carolina Community Action (WCCA), in partnership with the Housing Assistance Corporation (HAC), is helping families acquire new, energy efficient homes through the wedding of the HUD Housing Choice Voucher Homeownership Program with the United States Department of Agriculture-Rural Development Mutual Self-Help Housing Program. When caring organizations join forces to improve lives and families invest their own “sweat equity,” dreams of homeownership can come true!

Ms. Sheryl Fortune
Housing Director
Western Carolina Community Action, Inc.
220 King Creek Boulevard
Post Office Box 685
Hendersonville, NC 28793-0685
Phone: (828) 693-1711
Fax: (828) 697-4277
Email: sfortune@wcca.net

112 HCV Family Self-Sufficiency Job Training Program

The majority of participants in High Point Housing Authority’s (HPHA) HCV Family Self-Sufficiency (FSS) program have limited job skills and are either unemployed or underemployed. It is critical that these participants increase their job skills in order to secure gainful employment in an extremely competitive job market. To address this obstacle, the HPHA secured private grant funding to pay for participants to attend Quick Jobs training through Guilford Technical Community College (GTCC). As a result, 13 participants to date, have completed job training. The majority of these participants are now employed and have State Board of Nursing certification.

Ms. Nadine Williams
Vice President of Resident Services
Housing Authority of the City of High Point
Post Office Box 1779
High Point, NC 27261-1779
Phone: (336) 878-2335
Fax: (336) 887-2414
Email: nwilliams@hpha.net

113 ISCEC Project

For many years, a subliminal label has been adhered to subsidized housing. Statesville Housing Authority recognized this issue and vowed to implement alternatives to the label. Ironically, customers dreaded visiting the facility to receive the services providing the most basic need for their families – shelter. Iredell Statesville Community Enrichment Corporation (ISCEC), an instrumentality of the Statesville Housing Authority, set out on a mission to address these issues. Each customer at ISCEC is empowered to reach their highest potential regardless of their economic or educational background. As a result, ISCEC has succeeded at empowering housing residents and the general community in obtaining economic stability, education, employment, and homeownership.

Ms. Zeldia Turner
Program Services Manager
Statesville Housing Authority
110 West Allison Street
Statesville, NC 28677-6616
Phone: (704) 495-0300
Fax: (704) 873-0491
Email: zturner@iscecinc.org

OHIO

114 Cafeteria for Residents and Employees

As part of the new construction of the New Administrative Building, CMHA built a Cafeteria for the residents and its employees.

Mr. Ed Oliveras
Director of Purchasing
Cuyahoga Metropolitan Housing Authority
8120 Kinsman Road
Cleveland, OH 44104
Phone: (216) 271-2831
Fax: (216) 432-5907
Email: oliverase@cmha.net

115 Campus Solar Field*

The Cuyahoga Metropolitan Housing Authority has begun the largest renewable energy project in Cuyahoga County. In an effort to be innovative and energy efficient, they built a 1.1 megawatt solar field at the Campus that will power the administrative headquarters. It will save the authority

several million dollars over the lifetime of the panels. It will produce power on a post-industrial brown field site that would otherwise go unused. The cost to the authority was \$0. Additionally, it will create jobs for residents.

Ms. Cortney Kilbury
Director, Marketing and Communications
Cuyahoga Metropolitan Housing Authority
8120 Kinsman Road
Cleveland, OH 44104
Phone: (216) 233-8790
Fax: (216) 348-8236
Email: kilburyc@cmha.net

116 CMHA Dream Playground for All Ages*

The Cuyahoga Metropolitan Housing Authority, Humana, KaBOOM!, and volunteers joined forces to build a one-of-a-kind, multi-generational playground in Cleveland, Ohio. The customized playground was created with personal drawings and input from local community members – from children to seniors – and was built in six hours! The project promotes healthy play and well-being. The unique space has both senior and kid-friendly equipment for all ages.

Ms. Cortney Kilbury
Director, Marketing and Communications
Cuyahoga Metropolitan Housing Authority
8120 Kinsman Road
Cleveland, OH 44104
Phone: (216) 233-8790
Fax: (216) 348-8236
Email: kilburyc@cmha.net

117 Community Collaboration for Chronically Homeless*

In Cuyahoga County, additional funding was needed to support the community’s goal to eliminate chronic homelessness. The funding source which provided operational subsidy was reaching its limit and this would undermine the goal. An attempt to utilize Project-based Vouchers (PBV) in the past to serve this segment of the population had failed due to incompatible policies and procedures between the housing provider and the Cuyahoga Metropolitan Housing Authority (CMHA). CMHA and the local Housing First decided to partner in a year-long collaboration process that resulted in policy and procedural changes to meet the

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

NAHRO 2013

community need and leverage community-wide resources.

Ms. Priscilla Pointer-Hicks
Director, Housing Choice Voucher Program
Cuyahoga Metropolitan Housing Authority
8120 Kinsman Road
Cleveland, OH 44104
Phone: (216) 271-2593
Fax: (216) 432-3970
Email: pointer@cmha.net

118 Conflict of Interest

Based on many recent events occurring across the nation and in their immediate serving area, understanding conflict of interest laws and regulations has become a focus of the OIG and HUD with many PHAs. To improve its understanding and make employees and partners of Cuyahoga Metropolitan Housing Authority (CMHA) aware of the complex laws and regulations relating to conflicts of interest, CMHA embarked on an agency-wide training initiative. As part of this initiative, CMHA successfully trained all 906 full time employees in a three month period.

Mr. Peter W. Monse, PHM
Director of Internal Audit
Cuyahoga Metropolitan Housing Authority
8120 Kinsman Road
Cleveland, OH 44104
Phone: (216) 271-2111
Fax: (216) 432-5907
Email: monsep@cmha.net

119 Email Blasts for Landlords*

The Cuyahoga Metropolitan Housing Authority Housing Choice Voucher Program had long utilized check inserts to convey important and timely information to property owners with Housing Assistance Payment contracts. Reductions in administrative fees required a strategy of cost containment, leading to the elimination of monthly mailings. The challenge was to continue a high level of outgoing communications, even though previously mailed newsletters and inserts could be found on the Authority's website. The answer was a no-cost Email Blast Program with concise, professional messages delivered on a regular



Photo Courtesy of Cuyahoga Metropolitan Housing Authority

basis to every owner who supplied the authority with an email.

Ms. Priscilla Pointer-Hicks
Director, Housing Choice Voucher Program
Cuyahoga Metropolitan Housing Authority
8120 Kinsman Road
Cleveland, OH 44104
Phone: (216) 271-2593
Fax: (216) 432-3970
Email: pointer@cmha.net

120 Enhanced Email Communication Initiative

In an effort to facilitate communication with staff, the Cuyahoga Metropolitan Housing Authority (CMHA) set forth an initiative to provide all full-time personnel with a CMHA email account. Through the use of various email groups, CMHA is able to achieve the fundamental goal of systematic and prompt notification to all or subsets of the agency's workforce.

Ms. Cortney Kilbury
Director, Marketing and Communications
Cuyahoga Metropolitan Housing Authority
8120 Kinsman Road
Cleveland, OH 44104
Phone: (216) 233-8790
Fax: (216) 348-8236
Email: kilburyc@cmha.net

121 Heritage View Homes III*

Cuyahoga Metropolitan Housing Authority, with development partners, creatively financed the Heritage View Phase III project, which elevated previous sustainability commitments by utilizing innovative new sustainable construction methods. The project has energized a dilapidated neighborhood and has spurred additional development in the area. The project's low-income public housing units were built to high standards with solar panels to generate energy and heat water, all electric composition, storm water management through permeable concrete and bioswales, and extensive efficiency measures. This project is a shining example of the new face of public housing in America.

Mr. Nilantha 'Sam' Samarasekera, PHM
Director, Construction
Cuyahoga Metropolitan Housing Authority
8120 Kinsman Road
Cleveland, OH 44104
Phone: (216) 348-5000
Fax: (216) 432-5515
Email: sam@cmha.net

122 Inspection eReports and Archive System*

When Stimulus Funds increased the workload of the Cuyahoga Metropolitan Housing Authority's Construction Department by three-fold, the standard Construction Inspections process became burdensome, and overloaded Project Managers with excessive paperwork. In order to streamline the Construction Inspection process, an in-house program was developed, which allowed inspectors to generate and distribute their reports 100% electronically. The reports are also automatically stored in a searchable, electronic database. This allows anyone in the agency to find and sort the reports by an assortment of criteria including project, date, inspector, and contractor. The report system has significantly increased efficiency agency-wide.

Mr. Nilantha 'Sam' Samarasekera, PHM
Director, Construction
Cuyahoga Metropolitan Housing Authority
8120 Kinsman Road
Cleveland, OH 44104
Phone: (216) 348-5000
Fax: (216) 432-5515
Email: sam@cmha.net

123 Lead Safety Program*

Effective April 2010, in response to the federal lead safety law developed by the EPA and regulations established by HUD, the Cuyahoga Metropolitan Housing Authority and its Housing Choice Voucher Program implemented new procedures designed to comply with the regulations and ensure the safety and health of families residing in the older housing stock common to Cuyahoga County. The organization, procedures, and innovative tools created by the authority to address the situation have been recognized by HUD as among the best they have encountered.

Ms. Amy Waxman
Deputy Chief Financial Officer
Cuyahoga Metropolitan Housing Authority
8120 Kinsman Road
Cleveland, OH 44104
Phone: (216) 271-2599
Fax: (216) 432-3970
Email: waxmana@cmha.net

124 Risk Management Program*

The Cuyahoga Metropolitan Housing Authority was confronted with escalating or continuing liability and property losses with corresponding increases in costs of claims and insurance. The solution was to implement an enterprise risk management approach led by the Office of Legal Affairs/Risk Management to purposefully integrate risk principles with business decisions. The principles include value creation, explicit consideration of uncertainty, transparency, innovation, responsiveness, and values human and cultural factors. The effort is founded on fostering the management of risk as a value in the authority's culture.

Mr. Jeffrey Wade
Associate General Counsel/Risk Manager
Cuyahoga Metropolitan Housing Authority
8120 Kinsman Road
Cleveland, OH 44104
Phone: (216) 271-2875
Fax: (216) 432-5900
Email: wadej@cmha.net

125 Self-Sufficiency Programs

Many families living in public housing encounter barriers which prevent them from achieving their goals of economic development and self-sufficiency. The self-sufficiency program is set up to reduce those barriers by providing programs, resources, and activities based mainly

Photo Courtesy of Housing Authority of the City of Allentown



within the housing authority and the community in which the residents live.

Ms. Kristie Groves
Self-Sufficiency Manager
Cuyahoga Metropolitan Housing Authority
8120 Kinsman Road
Cleveland, OH 44104
Phone: (216) 271-3072
Fax: (216) 432-5907
Email: grovesk@cmha.net

126 Youth Summer Camp*

Many children do not attend any enrichment programs during the summer months. The Cuyahoga Metropolitan Housing Authority (CMHA) wanted to offer its children an opportunity to be involved in activities that would help build self-esteem, encourage team building, socialization, and expose them to a different environment. CMHA was offered this opportunity through a partnership and has been able to send children, who meet academic and age requirements, to a week long summer camp each year. Children have reported positive experiences and are eager to return each summer.

Ms. Kristie Groves
Self-Sufficiency Manager
Cuyahoga Metropolitan Housing Authority
8120 Kinsman Road
Cleveland, OH 44104
Phone: (216) 271-3072
Fax: (216) 432-5907
Email: grovesk@cmha.net

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OREGON

127 Hood River Crossing

A unique public-private development and ownership entity was created to develop workforce housing that addressed a high priority need vital to the local economy to attract and retain an adequate workforce. With the support of Hood River County, the new entity successfully countered NIMBYism and high land costs in the Scenic Columbia River Gorge. It overcame challenges in a struggling economy to construct an attractive, sustainable rental complex that has yielded wide community praise and acceptance of affordable housing. As a result, 35 families employed in 21 local businesses were able to obtain affordable housing closer to work.

Ms. Ruby L. Mason, PHM
Executive Director

Columbia Cascade Housing Corporation

312 Court Street, #419
The Dalles, OR 97058-2133
Phone: (541) 296-3397
Fax: (541) 296-8570
Email: rubym4997@aol.com

PENNSYLVANIA

128 Cumberland Gardens Revitalization

The \$15 million comprehensive renovation of the 40-year-old Cumberland Gardens community began in January 2012 with 60 of 200 units. The number of bedrooms was reduced in many of the apartments to provide adequate size quarters for modern living needs. Each unit will receive new doors and windows, structural improvements, replacement of floors, trim, fixtures, and siding and interior wall repairs. The project also included substantial landscape changes aimed at increasing the green or grassy areas to make the community more pedestrian-friendly. A small number of buildings were demolished and rebuilt to

meet federal accessibility guidelines for families with disabilities.

Mr. Daniel R. Farrell, PHM
Executive Director

Housing Authority of the City of Allentown

1339 Allen Street
Allentown, PA 18102-2191
Phone: (610) 439-8919
Fax: (610) 969-7551
Email: dfarrell@allentownhousing.org

129 Resident and Community Relations

Recognizing the need to expand outreach to both residents and the community-at-large, the Allentown Housing Authority (AHA) embarked on an overhaul of its public/community relations efforts with an improved and expanded quarterly newsletter and the first annual report prepared by AHA in decades. To provide consistency and professionalism, AHA hired a freelance professional writer to prepare the newsletter and report. Each issue of the newsletter – delivered to every resident, employee, and local elected officials and posted on the AHA website – is provided in English and Spanish to accommodate and overcome any potential language barriers.

Mr. Daniel R. Farrell, PHM
Executive Director

Housing Authority of the City of Allentown

1339 Allen Street
Allentown, PA 18102-2191
Phone: (610) 439-8919
Fax: (610) 969-7551
Email: dfarrell@allentownhousing.org

130/131 Stephen Phillips Homes, Monaca, PA*

HUD approved the Housing Authority of the County of Beaver's acquisition of a 100-unit market rate housing development for conversion to public housing. Stephen Phillips Homes built by the housing authority and the Federal Works agency in 1941 was experiencing vacancy problems, in need of extensive rehab, and had weak prospects of financial assistance. Using ARRA and Capital Funds, 71 modern, energy efficient units were completed over a five phase two year construction schedule while housing the current residents. The development is

now eligible for operating and capital grant funds to enable it to operate the units as affordable.

Mr. Carl DeChellis, PHM
Executive Director

Housing Authority of the County of Beaver

300 State Street
Beaver, PA 15009-1629
Phone: (724) 775-1220 EXT 19
Fax: (724) 630-2022
Email: hacbcd@comcast.net

132 "Ready, Set, Summer!" A Day Camp Referral Program

In response to a prevalent problem of unsupervised children causing damage, irritating neighbors, and putting themselves in harm's way in both the public housing and tax credit neighborhoods, the Franklin County Housing Authority developed Ready, Set, Summer!, a summer camp referral program. The supportive services department partnered with a variety of summer day programs to channel the youngest residents of the housing developments into productive activities. The staff touted the benefits of summer camp to the parents while securing funding for the children.

Ms. Bonita A. Zehler
Executive Director

Housing Authority of the County of Franklin

436 West Washington Street
Chambersburg, PA 17201-2458
Phone: (717) 263-4200
Fax: (717) 263-7474
Email: bzehler@fcha.net

133 Benefits of Banking*

Struggling under the administrative weight of checking accounts in numerous banks, the accounting department of the Franklin County Housing Authority (FCHA) made the bold decision to move all accounts to one location. In the process, the accounting department seized the opportunity to give low-income residents the chance to open free checking or savings accounts and receive a financial education. When the fact that the new account has a percentage rate that is triple that of the old accounts is considered, The Benefits of Banking program may be seen as a success on many levels.

Ms. Bonita A. Zehler
 Executive Director
Housing Authority of the County of Franklin
 436 West Washington Street
 Chambersburg, PA 17201-2458
 Phone: (717) 263-4200
 Fax: (717) 263-7474
 Email: bzebler@fcha.net

134 Hablenos! A Translation Services Program

In response to the question of how to communicate with the rapidly growing Hispanic population in public housing and tax credit communities, the Franklin County Housing Authority (FCHA) created Hablenos!, a translation services program. For Hablenos!, FCHA contracted with a local company to have a Spanish/English bi-lingual person working out of the management offices on a part-time basis and whose sole job it was to provide translation services to FCHA residents and staff. Hablenos! is translated as Talk to Us! and, with this new program, every resident, regardless of language, has the opportunity to hear and be heard.

Ms. Bonita A. Zehler
 Executive Director
Housing Authority of the County of Franklin
 436 West Washington Street
 Chambersburg, PA 17201-2458
 Phone: (717) 263-4200
 Fax: (717) 263-7474
 Email: mhoward@fcha.net

135 Union County Justice Bridge Housing Program

The Justice Bridge Housing Program provides release eligible offenders “permanent supportive housing.” A Pennsylvania Commission on Crime and Delinquency Justice Housing Initiative Grant provides rental assistance to justice involved individuals. The program is based upon the housing authority’s Housing Choice Voucher (HCV) Program and facilitates the transition of participants to HCV. A review panel vets local non-violent applicants and coordinates support services. So far the cost of this housing is 35% of incarceration. Importantly, participants re-unite with their families, and get the help they need to pay



Photo Courtesy of Pennrose Management Company

their debt to society and hopefully become responsible citizens.

Mr. Bruce Quigley
 Deputy Executive Director
Union County Housing Authority
 1610 Industrial Boulevard, Suite 400
 Lewisburg, PA 17837
 Phone: (570) 522-1300 EXT 1309
 Fax: (570) 522-1329
 Email: b.quigley@unioncountyhousingauthority.org

136 Felton Lofts*

Originally constructed in 1882, Steelton High School served as the town’s primary high school for 125 years. After sitting vacant for five years, Pennrose stepped in to adaptively re-use the three building campus into affordable housing for families and individuals. Listed on the National Register of Historic Places in 2011, Steelton High School is an enduring landmark for not only the town of Steelton, but also the people that call it their alma mater.

Ms. Sara Levy
 Director of Marketing
Pennrose Management Company
 1301 N. 31st Street
 Philadelphia, PA 19121
 Phone: (267) 386-8737
 Fax: (267) 386-8650
 Email: slevy@pennrose.com

137 Mary Taylor House*

The Mary Taylor House is a 60 residence senior building in the Borough of West Chester, PA. A joint venture between Pennrose and The Hickman Friends Senior Community of West Chester, Mary Taylor House was constructed to provide additional affordable housing for seniors in an area that was severely lacking in housing opportunities for older residents.

Ms. Sara Levy
 Director of Marketing
Pennrose Management Company
 1301 N. 31st Street
 Philadelphia, PA 19121
 Phone: (267) 386-8737
 Fax: (267) 386-8650
 Email: slevy@pennrose.com

138/139 Saint Lukes Manor*

Located in Cleveland, Ohio, the Saint Luke’s Hospital stood as a landmark property for over 90 years. After being vacated in 1999, the property fell into disrepair, until in 2004 when Pennrose and their development team stepped in to adaptively reuse the dilapidated building. The property now houses affordable apartments for seniors, as well as community and commercial space. Saint Luke’s Manor, as it is now called, stands

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

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as a glowing example of the team's commitment to the redevelopment of historic architecture.

Ms. Sara Levy
Director of Marketing
Pennrose Management Company
1301 N. 31st Street
Philadelphia, PA 19121
Phone: (267) 386-8737
Fax: (267) 386-8650
Email: slevy@pennrose.com

geotechnical engineering firms to design a successful community worth calling home.

Ms. Sara Levy
Director of Marketing
Pennrose Management Company
1301 N. 31st Street
Philadelphia, PA 19121
Phone: (267) 386-8737
Fax: (267) 386-8650
Email: slevy@pennrose.com

greatly reduced over time with greater long-term asset value.

Mr. Jan Pasek
Project Management Specialist
Philadelphia Housing Authority
12 South 23rd Street
Philadelphia, PA 19103-3014
Phone: (215) 684-5728
Fax: (215) 684-1212
Email: jan.pasek@pha.phila.gov

140/141 Uplands

Pennrose faced significant challenges in redeveloping the former Uplands site. Delays in demolition, extensive mass grading, and public infrastructure required to be constructed by the City Department of Transportation (DOT), demanded a close working relationship with DOT. Pennrose overcame these obstacles through intimate partnerships with both the Southwest Baltimore CDC and DOT. Throughout the development effort they co-hosted quarterly update meetings as well as employing nationally-renown architectural, civil, and

142 Paschall Village, Philadelphia PA*

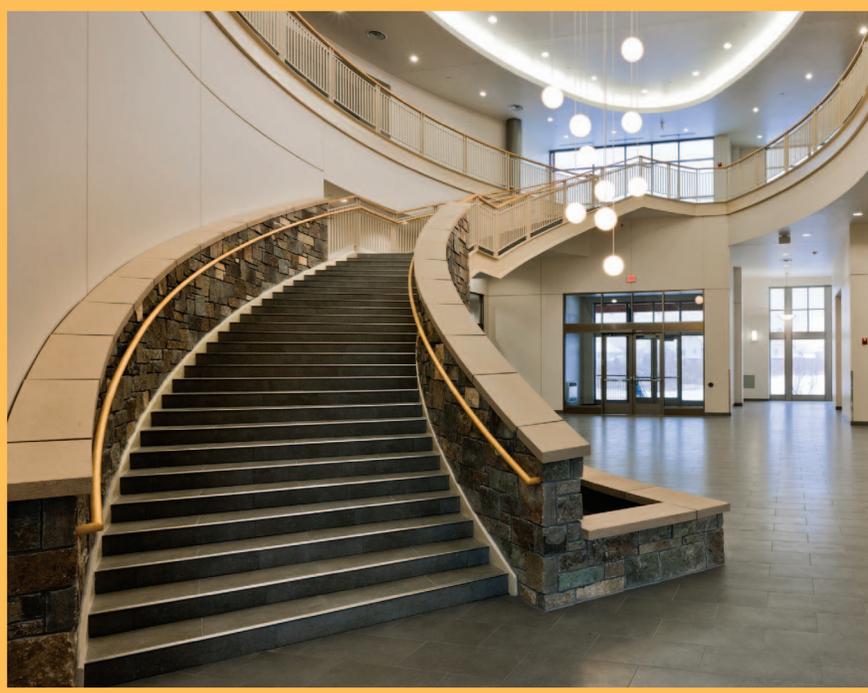
Paschall Village is a green, sustainable development with a fully-integrated system of solar energy, solar hot water, and geothermal heating and cooling that provides an estimated utility savings of 30 to 35%. The development addresses indoor air quality health issues based on materials used to build it. It has created a network of open space that improves safety conditions, increases pervious space/materials, and features a rainwater harvesting/irrigation system, which complements the city's wastewater management program and reduces its carbon footprint. Energy costs will be

143 On Site Combined Heat and Power Plant*

With visions of reducing its carbon footprint, producing on-site electricity, and saving on natural gas usage, the Reading Housing Authority (RHA) decided to install a combined heat and power plant to serve its developments. Lacking sufficient capital available for funding, the RHA took an innovative approach in uncovering resources — leveraging federal grants, and an energy savings program to fund the installation without extending the agency's budget. The result was the successful deployment of modern, energy-saving technology that has trimmed the RHA's carbon use by 40% and significantly diminished its overall energy spending.

Mr. David Talarico
Maintenance Superintendent
Reading Housing Authority
400 Hancock Boulevard
Reading, PA 19611-1802
Phone: (610) 775-4813
Fax: (610) 777-5965
Email: dtalarico@readingha.org

Photo Courtesy of Minneapolis Public Housing Authority



144 Security Cameras

Curfew issues, car thefts, and on-property drug deals were just a few of the crimes occurring on the Reading Housing Authority's (RHA) property. With an outdated security system ineffective at stemming crime, the RHA needed a way to increase the safety and livability of its housing developments for its residents. An updated security system equipped with the latest technologies helped the RHA substantially lower the crime rate in and around its property. It also provided the local police department with a resource to help mitigate criminal incidents, while empowering

residents to take control of their community and help curb area crime.

Mr. David Talarico
Maintenance Superintendent
Reading Housing Authority
400 Hancock Boulevard
Reading, PA 19611-1802
Phone: (610) 775-4813
Fax: (610) 777-5965
Email: dtalarico@readingha.org

145 Cooperative Approach: Firsttime Homebuyer Program

The HVI Homebuyer Opportunities program is an innovative means for community revitalization by providing affordable homeownership to low-income first time homebuyers. The Housing Authority of the County of Chester, the Developer, and Real Estate Agent developed a program that utilized HVI funds and sale proceeds to rehabilitate homes along with providing credit counseling and mortgage assistance for first time homebuyers. This partnership identified the needs of prospective homebuyers, provided credit counseling to improve scores and worked with clients to ensure success. The agent and developer often spent a year assisting clients through the homeownership process, who might otherwise not have gone through it.

Ms. Kathy J. Kline
Deputy Executive Director
Housing Authority of the County of Chester
30 West Barnard Street, Suite 2
West Chester, PA 19382-3293
Phone: (610) 235-4475
Fax: (610) 436-9203
Email: kkline@haccnet.org

146 Cooperative Development of Mental Health Housing*

This innovative program was the outcome of creative thinking and cooperation between the Housing Authority and agencies of the County of Chester to address two distinct needs: the county's need for housing for the MH/IDD eligible special needs population of Chester County and the Housing Authority's need for funds for urgent capital improvements. The solution was an innovative financing technique



Photo Courtesy of Housing Authority of the Town of East Greenwich

— the “exchange of dollars for units” — the county's restricted Reinvestment Funds for PH set-aside units. The result was that eight MH/IDD clients are now housed and the authority has \$600,000 capital improvements complete.

Ms. Katharine Campbell
Special Projects Coordinator
Housing Authority of the County of Chester
30 West Barnard Street, Suite 2
West Chester, PA 19382-3293
Phone: (610) 235-4479
Fax: (610) 436-9203
Email: campbell@haccnet.org

147 Proactive Resident Relocation*

In the summer of 2011 a demolition application was submitted for the Housing Authority of the County of Chester's public housing development, Fairview Village. The development was fully occupied by twenty-four families. Many of the residents had lived in the development for years and had little experience with private sector housing. Rather than simply providing residents with vouchers, the housing authority implemented a proactive relocation program that emphasized marketing to landlords, resident education to prepare them for the move, and mobility counseling to assist transitioning to areas of greatest opportunity. All residents were successfully

relocated within ninety days to locations of their choice.

Mr. Dale P. Gravett, SPHM
Executive Director
Housing Authority of the County of Chester
30 West Barnard Street, Suite 2
West Chester, PA 19382-3293
Phone: (610) 235-4476
Fax: (610) 436-9203
Email: dgravett@haccnet.org

RHODE ISLAND

148 Junior Sports Court

The East Greenwich Housing Authority addressed the problem of a small public housing site designed without an outdoor play area by creating a 30 ft by 30 ft junior sports court and purchasing play equipment.

Ms. Marcia Sullivan
Executive Director
Housing Authority of the Town of East Greenwich
146 First Avenue
East Greenwich, RI 02818-3661
Phone: (401) 885-2610
Fax: (401) 885-4166
Email: msullivan@eghousing.com

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

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149 Queen Street Acquisition and Rehab

A small New England Housing Authority operating in a high income community with a shortage of affordable rental units available for Housing Choice Voucher holders was able to acquire and rehabilitate a two family property in the town's historic district.

Ms. Marcia Sullivan
Executive Director
Housing Authority of the Town of East Greenwich
146 First Avenue
East Greenwich, RI 02818-3661
Phone: (401) 885-2610
Fax: (401) 885-4166
Email: msullivan@eghousing.com

150 Seniors for Education

Each year Lincoln Housing Authority (LHA) residents often look for unique ways to get involved with and give back to the local community. Unfortunately, budgets are usually stretched pretty thin and mobility can halt project plans. Therefore, this autumn, as local public elementary schools were gearing up with Back-to-School programs, events, and fundraisers, LHA decided to host their own "Seniors for Education" program. In partnership with the Lincoln Senior Center and Lincoln House, an outreach program for adults with disabilities, LHA collected Box Tops for Education and Labels for Education to raise much needed funds for local community schools.

Ms. Claudette Kuligowski, PHM
Executive Director
Town of Lincoln Housing Authority
10 Franklin Street
Lincoln, RI 02865-2049
Phone: (401) 724-8910
Fax: (401) 723-1350
Email: claudette@lincolnhousing.org

151 Residents Work Together Towards a Greener Future

The purpose of the Public Housing Recycling for the Elderly/Disabled (PHRED) program was to decrease the social norms that hinder successful recycling behaviors in a public housing setting. Successful recycling behaviors reduce negative environmental and health effects among the vulnerable elderly/disabled population. The program sought to reinforce environmental education and awareness regarding recycling and increase social behavior and participation regarding recycling initiatives among high-rise residents. The PHA recognized that sustaining a recycling program and providing consistent education and outreach to the residents of high-rise developments will continue to empower the PHA's residents.

Ms. Melissa Sanzaro
Manager of Special Projects
Housing Authority of the City of Providence
100 Broad Street
Providence, RI 02903-4154
Phone: (401) 709-1133
Fax: (401) 273-4623
Email: melissas@pha-providence.com

152 Safe-T First and Detectors Matter

In an effort to provide safe and healthy living conditions, prevent residential fires, and reduce property damage costs due to fires, the Providence Housing Authority (PHA), through grant funding from the Fire Prevention & Safety (FPS) FEMA grant, implemented two fire safety projects. The projects reached out to 1,500 residents in Carroll Tower (elderly/disabled high-rise) and Chad Brown (family development). Safe-T element™ Cooking System, a patented fire prevention technology was installed in Carroll Tower and smoke and carbon monoxide combination alarms were installed in Chad Brown. The implementation and development of the programs augmented the PHA's continued efforts to keep residents safe and healthy.

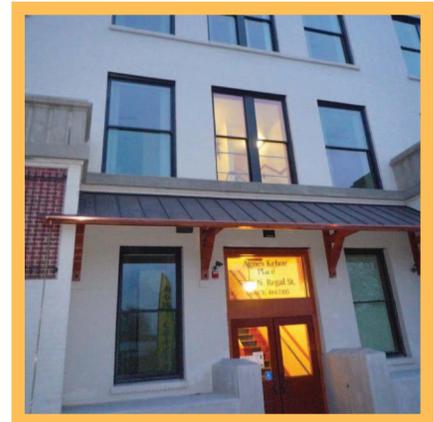


Photo Courtesy of Spokane Housing Authority

Ms. Melissa Sanzaro
Manager of Special Projects
Housing Authority of the City of Providence
100 Broad Street
Providence, RI 02903-4154
Phone: (401) 709-1133
Fax: (401) 273-4623
Email: melissas@pha-providence.com

153 Smoke-Free Documentary Inspires a Nation*

To provide healthier and safer living conditions and reduce preventable health hazards associated with smoking, secondhand smoke exposure, and residential fires, the Providence Housing Authority (PHA) implemented a Smoke-Free Policy in April 2011. At the time, the PHA was a pioneer of the national smoke-free public housing movement and received numerous calls from housing authorities (HAs) requesting information regarding the policy's implementation. This prompted the PHA to document its Smoke-Free Policy experiences with a professionally produced documentary. This documentary served to gain stakeholder support and served as a consultation tool for HAs interested in all aspects of a smoking ban.

Ms. Melissa Sanzaro
Manager of Special Projects
Housing Authority of the City of Providence
100 Broad Street
Providence, RI 02903-4154
Phone: (401) 709-1133
Fax: (401) 273-4623
Email: melissas@pha-providence.com

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

154 Youth and Police Initiative*

The Youth and Police Initiative (YPI) is a community-based intervention strategy intended to bring positive changes in the relationship between at-risk youth and police officers. YPI facilitators engaged youth and officers in an interactive program that sought to prevent gang involvement, reduce crime, and limit delinquency among city teens. The program aims to enlighten officers of adolescent development, increase their knowledge of urban socialization issues, and improve communication strategies when interacting with local youth. For youth, the program teaches conflict de-escalation skills and leaves youth with a greater understanding of the responsibilities and challenges faced by police officers.

Ms. Melissa Sanzaro
 Manager of Special Projects
Housing Authority of the City of Providence
 100 Broad Street
 Providence, RI 02903-4154
 Phone: (401) 709-1133
 Fax: (401) 273-4623
 Email: melissas@pha-providence.com

Photo Courtesy of Winter Haven Housing Authority



TENNESSEE

155 Parkside—Past and Present, WOW!*

From rough beginnings, the former Highland Heights development, now known as Parkside, gets its “wow factor” of today. The Murfreesboro Housing Authority had planned to demolish the 60-unit complex where no one wanted to live. This 1950’s vintage row-house development had out-lived its purpose. With the downturn of the economy and the rising need for affordable housing, the mindset changed. Along came ARRA money to jumpstart the renovation. Amassed funding from ARRA 2009, 2008-2011 Capital Funds, and reserves provided the path to a gorgeous 46-unit property that is the pride of the whole community.

Ms. Patsy D. Noland, PHM
 Executive Director
Murfreesboro Housing Authority
 415 North Maple Street
 Murfreesboro, TN 37130-2831
 Phone: (615) 893-9414 EXT 18
 Fax: (615) 893-9436
 Email: pnoland@mha-tn.org

TEXAS

156 Crossing Senior Living Community

The Beaumont Housing Authority demolished a 46 year old, 56-unit elderly public housing property and replaced it with a 150 unit mixed income senior living community. This new development features an array of amenities including a beauty salon, ceramics studio, billiards room, health screening room, and a fitness center with equipment geared towards seniors. The City of Beaumont committed to improving the infrastructure surrounding the property, including new streets, sidewalks, drainage, lighting, and a crosswalk for the residents to access the grocery store and pharmacy across the busy street.

Ms. Allison Landrum
 Communications and Grant Development
 Coordinator
Housing Authority of the City of Beaumont
 1890 Laurel Street
 Beaumont, TX 77701-1904
 Phone: (409) 951-7208
 Fax: (409) 951-7276
 Email: landrumal@bmtha.org

157 Paisano Green Community*

The Paisano Green Community is the first net-zero, LEED Platinum, public housing community in the United States. Constructed by the Housing Authority of the City of El Paso, this \$15 million project was funded by an \$8.25 million ARRA grant. The new 73-unit community uses no fossil fuels. The entire property is powered by clean electricity generated on site by solar photovoltaic panels and wind turbines. Innovative design and construction strategies implemented in the project have brought it in on budget while providing the highest quality of life possible for its senior residents.

Mr. Gerald Cichon
 Chief Executive Officer
Housing Authority of the City of El Paso
 5300 East Paisano Drive
 Post Office Box 9895
 El Paso, TX 79905-9895
 Phone: (915) 849-3710
 Fax: (915) 849-3708
 Email: sgriffith@hacep.org

158 Customer Dress Code

The Fort Worth Housing Authority (FWHA) established a customer dress code. While the majority of the agency's clients dressed appropriately when visiting FWHA, the attire of a small client segment had progressively declined. Clients began wearing sagging clothing that was revealing, suggestive, or contained profane language. While the agency constantly refined its employee dress code in order to provide a more professional environment, inappropriate client dress negatively impacted the professional atmosphere. After implementing a customer dress code, there was improved decorum in the common areas of the offices and a more professional overall atmosphere at the agency.

Ms. Selarstean Mitchell, SHM
Vice-President of Assisted Housing
Housing Authority of the City of Fort Worth
Post Office Box 430
Fort Worth, TX 76101
Phone: (817) 333-3601
Fax: (817) 336-8206
Email: smitchell@ftwha.org

159 Mothers-In-Transition Program

The Mothers-in-Transition program (MIT) provides "transitional" housing in a stable and safe environment for homeless mothers and pregnant women who have a mental illness. Housing is available for up to two years to cover the pregnancy, birth and post-birth periods. Housing assistance is provided through the Housing Choice Voucher Program as a preference on the program's Wait List. MIT is a joint project of the Fort Worth Housing Authority (FWHA), the Mental Health Mental Retardation of Tarrant Count (MHMR), Tarrant County Health Department, and the John Peter Smith Health System's Moms and Babies program.

Ms. Selarstean Mitchell, SHM
Vice-President of Assisted Housing
Housing Authority of the City of Fort Worth
Post Office Box 430
Fort Worth, TX 76101
Phone: (817) 333-3601
Fax: (817) 336-8206
Email: smitchell@ftwha.org

160 Pre-Employment Workshop for Zero Income Clients

The Employment Preparation Seminar was created to assist housing participants who have no income to gain the skills necessary on how to present effectively at job fairs and during job interviews. The Fort Worth Housing Authority (FWHA), in coordination with a property management company and another housing agency, partnered to host the seminar. Seminar topics included resume writing, completing the employment application, applying for the job, interviewing techniques, excelling on the job and maintaining the job. Human Resource professionals and other industry professionals presented the topics and answered participants' questions about each phase of the employment process.

Ms. Deana Broussard
FSS/Homeownership Coordinator
Housing Authority of the City of Fort Worth
Post Office Box 430
Fort Worth, TX 76101
Phone: (817) 333-3658
Fax: (817) 878-2476
Email: deana@ftwha.org

161 QuadCo Management Solutions, LLC

In an effort to address the need for more affordable housing options in the City of Fort Worth, the Fort Worth Housing Authority (FWHA) created several vibrant and sustainable housing communities through the purchase, acquisition and construction of mixed-income properties. This program required management of highly specialized housing programs and complex federal regulations. FWHA established QuadCo Management Solutions, an affiliate fee management company to serve this purpose and in time, compete in the affordable housing market for additional business. As a result, FWHA has gained management control of its affordable housing properties by achieving significant operational efficiencies, reducing expenses, increasing revenue, and reducing compliance risk.



Photo Courtesy of Housing Authority of the Town of East Greenwich

Mr. Brian Dennison
VP, Development and Asset Management
Housing Authority of the City of Fort Worth
Post Office Box 430
Fort Worth, TX 76101
Phone: (817) 333-2123
Fax: (817) 534-9271
Email: brian@ftwha.org

162 Read2Win Youth Literacy Campaign

Students in local elementary public schools rank among the school district's highest illiteracy groups. In response, the District partnered with the Fort Worth Housing Authority (FWHA) volunteers to implement the Read2Win program in schools that serve FWHA communities. Fifteen volunteers were matched with first graders as reading coaches. In addition to the total three hours of training to become reading coaches, staff worked an additional 15 hours weekly with students on reading. By the end of the school year, FWHA staff will have devoted more than an estimated 345 hours to this program. Program results will

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



Photo Courtesy of San Antonio Housing Authority

be judged by comparing students' scores with 2011 results.

Ms. Sonya Barnette
Resident Services Administrator
Housing Authority of the City of Fort Worth
Post Office Box 430
Fort Worth, TX 76101
Phone: (817) 333-3521
Fax: (817) 870-1642
Email: sonya@ftwha.org

daily to provide staff with 24-hour access to agency information.

Mr. Kurt Joye
MIS Manager
Housing Authority of the City of Fort Worth
Post Office Box 430
Fort Worth, TX 76101
Phone: (817) 333-3410
Fax: (817) 870-1642
Email: kurt@ftwha.org

new ground for the future of the assisted housing industry.

Mr. Mark Thiele, CME
Vice President - Housing Choice Vouchers
Houston Housing Authority
2640 Fountain View Drive, Suite 370 B
Houston, TX 77057
Phone: (713) 260-0605
Fax: (713) 260-0737
Email: mthiele@housingforhouston.com

163 Staff Intranet Site

Fort Worth Housing Authority (FWHA) has 124 employees spread across five operation sites and the administrative center. Traditional hard-copy communication systems did not always reach employees in a timely manner and were not readily available for review. Thus, employees were not always aware of FWHA's internal operations, employee social information, and agency announcements. The system also impaired FWHA's ability to effectively serve its internal clients because agency news about changes in forms and policies were not timely received. FWHA solved this issue by creating an intranet site that is updated

164 Housing Houston's Heroes — The First 100 Days

When national leaders at the US Department of Veterans Affairs, Housing & Urban Development, and the US Interagency Council on Homelessness asked communities throughout the country to participate in a bold initiative to house 10,000 chronically homeless veterans at an unprecedented pace and thus end veteran homelessness by 2015, the Houston Housing Authority (HHA) led a monumental community effort to house 100 chronically homeless Houstonians in 100 days. Achieving success and housing 101 Houstonians, HHA provided true leadership through agency performance, community outreach, and efforts to break

165 Home TBRA Program*

The Housing Authority of the City of New Braunfels is located on the Interstate 35 Corridor in south Texas between San Antonio and Austin. Their Voucher Program waiting list is years long. When applicants did receive a voucher their turn-back rate was high because clients had a difficult time paying for security and utility deposits which can cost \$700 or more. The authority previously secured small grants from the Texas Department of Housing and Community Affairs (TDHCA) HOME Program, Tenant-Based Rental Assistance (TBRA), which did paid security and utility deposits. They were able to secure more of these funds, which created a supplemental program to their Voucher Program.

Ms. Nadine N. Mardock
Executive Director
**Housing Authority of the City of
New Braunfels**
Post Office Box 310906
New Braunfels, TX 78131-0906
Phone: (830) 625-6909
Fax: (830) 625-6915
Email: nmardock@sbcglobal.net

166 Electronic Signature Services for HAP Contracts

The San Antonio Housing Authority (SAHA), in an effort to cut costs and account processing times, implemented the use of Adobe EchoSign electronic signature services to allow SAHA and participating landlords to electronically sign and transmit Housing Assistance Payment (HAP) Contracts. The result was a 98% decrease in the average turnaround time for completed HAP contracts.

Mr. Joel Tabar
Assisted Housing Manager
San Antonio Housing Authority
818 South Flores Street
San Antonio, TX 78204
Phone: (210) 477-6620
Fax: (210) 477-6241
Email: joel_tabar@saha.org

167 Housing Choice Voucher Landlord Symposium

In its continual effort to improve the administration and delivery of its Housing Choice Voucher (HCV) program, the San Antonio Housing Authority (SAHA) held its first annual Landlord Symposium on May 22, 2012. A total of 95 participating HCV landlords and property managers attended the Symposium to receive information about SAHA's strategic planning initiative, HCV program, and related special programs. It also gave them a chance to provide feedback on their experience conducting business with SAHA and to voice their concerns about SAHA's policies and practices. The Symposium was a great success and, at the request of several landlords, has become an annual event.

Mr. Joel Tabar
Assisted Housing Manager
San Antonio Housing Authority
818 South Flores Street
San Antonio, TX 78204
Phone: (210) 477-6620
Fax: (210) 477-6241
Email: joel_tabar@saha.org

168 Jobs-Plus Forklift Certification Program

Public housing residents generally have very few employable skills and job experience which could help lead them to self-sufficiency. Jobs-Plus partnered with Waste Management and developed a no-cost forklift certification training course to allow

public housing residents to immediately gain employable skills in a trade constantly in demand. Waste Management provided the instructor at no cost. The San Antonio Housing Authority provided the warehouse and forklift. Over 50 public housing residents have successfully completed the course, and several have gained employment with local companies.

Mr. Larry D. Carter
Jobs-Plus Program Manager
San Antonio Housing Authority
818 South Flores Street
San Antonio, TX 78204
Phone: (210) 477-6531
Fax: (210) 477-6052
Email: larry_carter@saha.org

Photo Courtesy of Housing Authority of the City of Alameda



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



Photo Courtesy of San Antonio Housing Authority

169 On-Boarding: A Passport to Success

The San Antonio Housing Authority (SAHA) has three priorities: improve the quality of life for its clients, preserve and expand affordable housing, and strengthen SAHA's basic services and systems. SAHA developed an on-boarding program to engage new employees in understanding the agency's vision, mission, priorities, and culture. The program design results in a seamless indoctrination of the new employee into their respective departments. Finally, the program provides the new employee a broad understanding of the history of the agency, as well as their role in relation to the vision, mission, and priorities of SAHA.

Mr. Gerald Avila
 Assistant Director of Human Resources
San Antonio Housing Authority
 818 South Flores Street
 San Antonio, TX 78204
 Phone: (210) 477-6867
 Fax: (210) 477-6112
 Email: gerald_avila@saha.org

170 Project Storm

The San Antonio Housing Authority (SAHA) partnered with the University of Texas Health Science Center and the San Antonio Metro Health District to address alarming rates of sexually transmitted diseases in targeted areas that affect three SAHA communities through Project Storm. Rates of chlamydia and gonorrhea infection in zip code 78207 are 922.8 and 324.84. The partnership committed to conduct outreach to 1,000 individuals, and facilitate small group education activities for 150 residents ages 18 to 34. Of the 150 program participants, at least 120 will be referred to SAHA case management for services.

Ms. Adrian Lopez
 Director of Community Development Initiatives
San Antonio Housing Authority
 818 South Flores Street
 San Antonio, TX 78204
 Phone: (210) 477-6221
 Fax: (210) 477-6052
 Email: christine_leyva@saha.org

171 SAHA Increasing Sustainability

The San Antonio Housing Authority (SAHA) understands the importance and impact the agency has on systems in San Antonio. Historically, Texas has been behind the times for the green and sustainable movements in Green Building Practices, environmental awareness, and renewable energy. San Antonio is part of the U.S. Mayors Climate Protection Agreement and has been strategically increasing ordinances to net-zero by 2030. In response, SAHA has become a leader in retrofits and developments in the city by passing a board approved policy for building standards – SAHA's Affordable Housing Preservation and Expansion Policy. Since the policy's inception, many other large developers and organizations in the city have also committed to green building as a standard practice.

Ms. Lauren Beth Keel
 Sustainability Initiatives
San Antonio Housing Authority
 818 South Flores Street
 San Antonio, TX 78204
 Phone: (210) 477-6242
 Fax: (210) 477-6002
 Email: beth_keel@saha.org

172 SAHA Monthly Bike Ride

The San Antonio Housing Authority (SAHA) was a sub recipient of the Communities Putting Prevention to Work (CPPW) ARRA Grant. San Antonio's Metro-Health received the CPPW funding and worked with SAHA for various initiatives including receiving 1,000 bicycles for SAHA residents. The bikes have been distributed over the past year through Bike Rodeos and community education. In order to continue the education, training, motivation and energy of the bike recipients the Health and Wellness Committee is working on creating a monthly bike ride to include nutrition education and bike/ pedestrian awareness on the west side of San Antonio in early Spring 2013. SAHA

hopes to engage more people to leave their cars at home and ride.

Ms. Lauren Beth Keel
Sustainability Initiatives
San Antonio Housing Authority
818 South Flores Street
San Antonio, TX 78204
Phone: (210) 477-6242
Fax: (210) 477-6002
Email: beth_keel@saha.org

173 Employee Wellness Incentive Point System

Costs for health insurance were increasing by double digit percentages, so a method to increase employee wellness was needed. The Temple Housing Authority combined their existing Wellness Activities with a Healthy Points Incentive to encourage development of healthy eating and consistent physical exercise habits. Employees must earn 1,500 points per year to be eligible for a \$350 incentive. To date, 48% of employees are working to earn points. They anticipate health insurance premiums will no longer experience such high increases due to a

healthier workforce that has reduced medical care costs.

Mrs. Barbara Bozon
Executive Director
Central Texas Housing Consortium Temple & Belton Housing Authorities
Post Office Box 1326
Temple, TX 76503-1326
Phone: (254) 773-2009 EXT 2050
Fax: (254) 773-1958
Email: execdir@centexhousing.org

174 Frances Graham Hall Green Modernization*

Increasing utility costs at Frances Graham Hall, a 100-unit public housing elderly complex, were the catalyst for the energy efficiency and “green” improvement projects. The improvements were designed to reduce electricity, gas and water costs in a sustainable way. The renovations included solar photovoltaic system, compact fluorescent bulbs, fluorescent lighting upgrades, ADA compliant water saving devices, chillers and air conditioners, ceiling fans, motion sensors, lighting timers, hand dryers in common area restrooms, and water retention

strategies. These improvements resulted in cost savings of 27.4% for electricity, 23.4% for natural gas, and 31.6% for water.

Mrs. Barbara Bozon
Executive Director
Central Texas Housing Consortium Temple & Belton Housing Authorities
Post Office Box 1326
Temple, TX 76503-1326
Phone: (254) 773-2009 EXT 2050
Fax: (254) 773-1958
Email: execdir@centexhousing.org

175 Resident Income Tax Preparation Assistance Program

Residents were being charged high fees, some more than \$100, to have income tax returns prepared and filed. To enable residents to retain 100% of their refunds, Temple Housing Authority partnered with United Way and Goodwill Industries to create the Volunteer Income Tax Assistance (VITA) Program and with AARP to provide free tax return preparation services. Trained volunteers provided free tax return preparation for low income residents and

Photo Courtesy of Portsmouth Redevelopment and Housing Authority



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NAHRO 2013

other low income citizens of Temple. Each tax season during the eleven week program, demand is tremendous. Last year 290 returns were completed, which resulted in over \$392,000 being completed.

Mrs. Barbara Bozon
Executive Director

Central Texas Housing Consortium Temple & Belton Housing Authorities

Post Office Box 1326
Temple, TX 76503-1326
Phone: (254) 773-2009 EXT 2050
Fax: (254) 773-1958
Email: execdir@centexhousing.org

176 Procuring Partnerships with State Health Agencies

In the fall of 2011, participants from the Hidalgo County Housing Authority FSS program started asking questions about the Star & Star-Plus health Insurance programs that were going into effect in 2012. After speaking to some of the managers within the housing authority and realizing this was an issue at all the developments, a plan was put into motion to invite the agency to promote the upcoming changes and meet with all the residents and inform them on these changes. The residents were then educated on the health insurance options available.

Mr. Mike Lopez
Executive Director

Hidalgo County Housing Authority

1800 North Texas Boulevard
Weslaco, TX 78596-4034
Phone: (956) 969-5865
Fax: (956) 969-5863
Email: hidalgo@aol.com

VIRGINIA

177 Administrative Headquarters Renovation

The Portsmouth Redevelopment and Housing Authority (PRHA) works to offer affordable housing, facilitate redevelopment, and revitalize communities within the City of Portsmouth, VA. When the time came for the PRHA to relocate its administrative headquarters in 2012, its decision on the location for a new facility was driven by these principles. The PRHA decided to renovate a once blighted commercial office

building at 3116 South Street in Midtown Portsmouth. The renovation and relocation allowed PRHA to be more centrally located, established its presence in the community, and demonstrated the redevelopment potential of the once distressed Midtown area.

Mr. Harry L. Short
Executive Director

Portsmouth Redevelopment and Housing Authority

Post Office Box 1098
Portsmouth, VA 23705-1098
Phone: (757) 399-5261
Fax: (757) 399-8697
Email: hshort@prha.org

178 Education Foundation Scholarship Program*

The Portsmouth Redevelopment and Housing Authority (PRHA) Education Foundation Scholarship program provides scholarships to youth and adult public and assisted housing residents that are pursuing post-secondary education or employment training through traditional two- or four-year colleges or universities, vocational and trade schools, apprenticeships or employment training programs. In 2012, its inaugural year, the PRHA Education Foundation awarded 23 scholarships to residents pursuing education and employment training opportunities. PRHA has outstanding residents that need support as they pursue education and economic self-sufficiency. The scholarship program provides needed financial support.

Ms. Delores Adams

Director of Procurement and Resident Services

Portsmouth Redevelopment and Housing Authority

Post Office Box 1098
Portsmouth, VA 23705-1098
Phone: (757) 399-2913
Fax: (757) 399-8697
Email: dadams@prha.org



Photo Courtesy of Housing Authority of the City of Rock Island

179 Westbury Splash Park*

Portsmouth Redevelopment and Housing Authority constructed the Westbury Splash Park to provide children with much-needed recreation. This new water feature is colorful, inviting, and safe for children. It is located in downtown Portsmouth adjacent to a neighborhood recreation facility and playground. It is the first of its kind in the City and opened in July, 2012. The park is a redevelopment project that was developed on land once occupied by a highly inefficient, antiquated 1800's City water pump facility. The new facility costs less to operate than a pool and the insurance liability is greatly reduced.

Mr. Harry L. Short
Executive Director

Portsmouth Redevelopment and Housing Authority

Post Office Box 1098
Portsmouth, VA 23705-1098
Phone: (757) 399-5261
Fax: (757) 399-8697
Email: hshort@prha.org

WASHINGTON

180/181/182 Agnes Kehoe Place*

With the loss of over 600 affordable housing units in the City of Spokane, Spokane Housing Authority (SHA) has become a leader in providing innovative solutions in replacing lost units. Community Partners had written-off a foreclosed building as an “old pile of bricks.” SHA stepped forward with no funding lined up and reinvented the building in under four years’ time. The redevelopment of Agnes Kehoe Place contributes 51 affordable units while focusing on the preservation of a historic neighborhood building. It overcame economic challenges in a time when investors had stopped investing, incorporated outstanding design best use, and spurred neighborhood revitalization.

Mr. Steve A. Cervantes
Executive Director
Spokane Housing Authority
55 West Mission Avenue
Spokane, WA 99201-2398
Phone: (509) 252-7139
Fax: (509) 323-2364
Email: scervantes@spokanehousing.org

WISCONSIN

183 Parker Bluff Redevelopment

In 2012, Beloit Housing Authority (BHA) undertook the redevelopment of Parker Bluff, a 35 year old public housing complex that houses low-income elderly and disabled residents. Parker Bluff had become dilapidated over time, and the BHA looked to increase the accessibility and energy efficiency of the site by building a consortium to accomplish these goals. The plan called for the demolition of 40-units comprised of 10 fourplex apartment buildings, and replacing these units with a 41-unit senior/disabled building, as well as the addition of nine townhomes to house families, and upgrades to 16 single family units.

Ms. Cathy Pollard
Director
Beloit Community Development Authority
100 State Street
Beloit, WI 53511-6234
Phone: (608) 364-8747
Fax: (608) 364-8745
Email: pollardc@ci.beloit.wi.us

184 “Do You Know Your Numbers?” by MA Students

The partnership between the Housing Authority of the City of La Crosse (LHA) and Globe University La Crosse was created to educate residents on the importance of knowing their blood pressure, the meaning behind the numbers, and how to make heart healthy nutritional decisions. Medical Assistant Students gain a valuable service-learning experience by connecting the classroom to the community. Using their clinical skills, students are required to plan, organize, and facilitate an educational session. Due to the majority of residents being on limited income and having decreased access to transportation, the students provide the free health service in the building.

Mrs. Jane L. Alberts, PHM
Executive Director
Housing Authority of the City of La Crosse
Post Office Box 1053
La Crosse, WI 54602-1053
Phone: (608) 782-2264
Fax: (608) 782-2262
Email: jalberts@lacrossehousing.org

Photo Courtesy of Portsmouth Redevelopment and Housing Authority



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

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See also: Arts and Cultural Programs; Educational Programs; Recreation; Summer Programs.



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2013 National Conference

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The poster for the 2014 Legislative Conference features a dark blue top section with a white silhouette of a city skyline and the NAHRO logo. The logo consists of the word "NAHRO" in a bold, serif font, with the tagline "building communities together" in a smaller, italicized font below it. The bottom section is red and contains the text "2014 Legislative Conference" in a large, white, serif font, followed by "MARCH 9-12 • WASHINGTON, DC" in a smaller, white, sans-serif font. At the bottom of the poster is a photograph of the U.S. Capitol building in Washington, D.C., viewed through bare trees in a park-like setting.

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