

NAHRONAVIGAT

NAHRO 2020

AGENCY AWARDS OF MERIT





Online compliance workflows based on PHA industry best practices



"We shortened our waiting list by 40% in a matter of days. RENTCafé PHA makes it easy for waitlisted households to update their status online."

HOUSING AUTHORITY OF THE COUNTY OF SANTA BARBARA

Bob Havlicek, Executive Director



Streamline compliance without in-person meetings or paperwork

- · Accept applications online
- Expedite intake, interim and annual certifications
- Update waiting lists without mass mailings
- Maximize consistency from initial intakes through residency
- Connect with residents for service requests, payments, inspections and more





More than 30 years ago, NAHRO created the Awards of Merit program to honor our members' successes and amplify the innovative ways in which they've improved their agencies, their communities, and the lives of the people they serve. Over these past three decades, we've recognized nearly 6,200 affordable housing and community development achievements. This group of award-winning initiatives from 2019 includes technology initiatives, career advancement services for residents, health services, mixed-income housing, landlord engagement, and housing for persons with disabilities.

These annual awards recognize the creativity and hard work of our member agencies. They also shine a light on successful housing and community development solutions from agencies large and small, all across the United States.

These awards also remind us of the exceptional work of housing agencies whose amazing efforts are also in full display during this unprecedented and overwhelming year. They are battling the effects of a global pandemic and, in many areas of the country, working through their community's frustration on the unequal pace of justice and racial equity in our country. Through it all, NAHRO's members continue to work hard to provide housing, opportunity, and care.

This catalog provides a one-stop resource for fellow NAHRO members looking for good examples and inspiration. The subject index in the back of this booklet makes it easy to search for programs by topic. When you visit NAHRO's new website, you can also find all the awards in our searchable online Best Practices Database: www.nahro.org/best_practice/.

Congratulations to our 2020 NAHRO Awards of Merit recipients. Thank you for all you do for your clients and your communities, and thank you for sharing your solutions and successes with us.

Sunny Shaw
NAHRO President
Executive Director
Housing Alliance and Community Partnerships
Pocatello, Idaho

Adrianne Todman Chief Executive Officer NAHRO Washington, D.C.

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

ADMINISTRATIVE INNOVATION



Huntsville Housing Authority's mission is to develop and preserve a high standard of safe, affordable housing for qualifying individuals and families, free from discrimination. Their recent publication, "Overcoming Obstacles—Huntsville Housing Authority Residents Speak about the Climb to Success" is the first of its kind in 75 years of the agency's existence. It highlights the testimonies of personal struggles and obstacles that residents face to move out of public housing and into the private market.

Lindsay Diane Pollard

Section 3/Workforce Development Coordinator Huntsville Housing Authority 200 Washington Street NE Huntsville, AL 35804 Phone: 256-759-0295

Email: <u>lpollard@hsvha.org</u>
Nominated for Excellence



The Cook Inlet Housing Authority recently underwent a company-wide employee survey where staff members gave feedback on a variety of topics about the company's operations. One such feedback included employees wanting more face time with senior leadership. In response, "What's Up Wednesdays" was created. For an hour on the third Wednesday of every month, senior leadership discusses topics that are of interest to employees. A portion of that hour is devoted to questions and answers. Topics for each "What's Up Wednesdays" presentations are chosen from staff submissions.

Sezy Gerow-Hanson

Director, Public and Resident Relations Cook Inlet Housing Authority 3510 Spenard Road Anchorage, AK 99502

Phone: 907-793-3775 Email: sghanson@cookinlethousing.org

Nominated for Excellence | Small/Medium Agency



A regional collaborative led by City of Phoenix Housing Department and Arizona Quadel held a HCV Landlord Rapid Response day to address the metro area's rapidly growing housing market, which is causing low vacancies and high rents. Phoenix, Mesa, Scottsdale and Maricopa County PHA's, together with HUD-VASH and local service agencies provided a team approach to improve owner relationships and responsiveness, and to inform and encourage participation in the HCV program. The Rapid Response Day streamlined services, provided same-day resolution for all HCV-related questions, improved owner experiences and simplified processes, resulting in satisfied owners and expanded housing access for participants.

Titus Mathew

Deputy Housing Manager City of Phoenix Housing Department 251 W. Washington St., 4th Floor

Phoenix, AZ 85003 Phone: 602-495-6742

Email: <u>titus.mathew@phoenix.gov</u>
Nominated for Excellence



The San Diego Housing Commission (SDHC) enhanced the services and support it provides to landlords to increase the appeal of landlord participation in the Section 8 Housing Choice Voucher program. More than 600 new landlords joined the program in 2019. Landlords are essential partners of SDHC's federal rental assistance program, which helps more than 15,500 low-income households pay their rent. SDHC implemented a wide-ranging approach, including SDHC's mobility counseling services, Landlord Advisory Committee, Landlord Services Unit and an online Rent Affordability Calculator.

Scott Marshall

Vice President of Communications & Government Relations San Diego Housing Commission 1122 Broadway, Suite 300 San Diego, CA 92101

Phone: 619-578-7138 Email: scottm@sdhc.org



The San Diego Housing Commission (SDHC) automated its process of scheduling and providing results for Housing Quality Standards inspections. The automation achieved a savings of 1,080 hours per year, or one half of a full-time equivalent position. Before this project, SDHC utilized a manual process to schedule inspections and send results to property owners. This included manually filtering Excel files for an average of 1,500 inspections per month. A business process re-engineering initiative for SDHC's Rental Assistance Division identified this manual process as one that could be enhanced through automation. SDHC purchased optimization software and automated calls through the agency's telephone system.

Scott Marshall

Vice President of Communications & Government Relations San Diego Housing Commission 1122 Broadway, Suite 300 San Diego, CA 92101 Phone: 619-578-7138

Email: scottm@sdhc.org Nominated for Excellence



The Landlord Incentive Program is a pilot program between Orange County, Orange County Housing Authority (OCHA) and Orange County United Way (OCUW) to engage private market landlords and facilitate placement into permanent housing for 40 households experiencing homelessness that use OCHA Housing Choice Vouchers (HCV) or Veterans Affairs Supportive Housing (VASH). This program helps to reduce barriers to obtaining housing by connecting those searching for housing with additional opportunities and resources made available through this program. Funds were used to pay for security deposits, holding fees, moving costs and more.

Julia Bidwell

Executive Director Orange County Housing Authority/Housing and Community Development 1501 E. St. Andrew Place Santa Ana. CA 92705 Phone: 714-480-2991

Email: Julia.Bidwell@occr.ocgov.com



Housing Santa Barbara Day

The Housing Authority of the City of Santa Barbara (HACSB) developed and facilitated Housing Santa Barbara Day (HSBD), a day created to provide access to affordable housing resources and encourage residents to advocate for expanded affordable housing opportunities for all in the community. Continually increasing costs and limited availability make finding affordable housing challenging. HACSB collaborated with over 30 community partners, housing providers, and other agencies to provide approximately 3,000 residents with information and access to six elected officials to organize community-wide advocacy to create significant comprehensive solutions. This collaboration helped decrease barriers to accessing information and housing. WATCH VIDEO

Jerry Morales

Leasing Agent Housing Authority of the City of Santa Barbara 808 Laguna Street Santa Barbara, CA 93101 Phone: 805-897-1049

Email: jmorales@hacsb.org Nominated for Excellence



Courtesy of Housing Authority of the City of Santa Barbara



Workplace Health Program

To contain the cost of escalating health insurance premiums and maintain a quality benefit to the employees, the Garfield County Housing Authority created a Workplace Health Program whereby its employees could each earn a \$500 medical expense

debit card. The Board of Commissioners raised the individual deductible, which lowered the premiums paid to the insurance company. As an incentive to invest in their own health, the commissioners offered a debit card if the employee "earns" 150 out of a potential 270 healthy choice points which can be used for any out-of-pocket expenses or meet the plan deductible.

Kate Gazunis

Executive Director Garfield County Housing Authority 1430 Railroad Ave., Ste. F Rifle, CO 81650 Phone: 970-625-3589

Email: kate@garfieldhousing.com

Nominated for Excellence | Small/Medium Agency



A successful employee is shaped through a successful on-boarding process. Tampa Housing Authority (THA) recognized the need to reduce high turnover of Housing Specialists and produce quality work as an agency. THA's role in forming a successful employee is to foster a positive and informed work environment that begins with proper training. Therefore, a detailed training program was implemented effective October 1, 2019, which follows new hires from desk startup to managing a full caseload.

Margaret Jones

Director, Assisted Housing Department Tampa Housing Authority 5301 W. Cypress Street Tampa, FL 33607 Phone: 813-253-0551

Email: margaret.jones@thafl.com Nominated for Excellence



With the goals of streamlining administrative tasks, reducing costs and complementing an electronic records management system, the Tampa Housing Authority installed four easy to use scanning stations and docking centers in the customer service area. These scanning stations allow applicants and participants to scan in all documents without customer assistance. The systems provide a receipt of scanning which the client can keep as a matter of record. The documents

are then sent directly to either the electronic mail room or specialist noticeboard.

Margaret Jones

Director, Assisted Housing Department Tampa Housing Authority 5301 W. Cypress Street Tampa, FL 33607 Phone: 813-253-0551

Email: margaret.jones@thafl.com



The Housing Authority of Danville has partnered with the local high school's vocational program to mentor high school seniors looking for a vocational career after high school. Seasoned maintenance staff will mentor the students for a semester showing them different aspects of the maintenance mechanic's role, i.e. HVAC, plumbing, electrical, etc. Students also complete hands-on work with rehab crews, learning skills such as drywall work, painting, light repairs, etc. This is beneficial for both entities at no cost to either party.

Tim Kitts

Executive Director Housing Authority of Danville 1014 Rosemont Avenue Danville, KY 40422 Phone: 859-236-6116

Email: tkitts@danvillehousing.org

Nominated for Excellence | Small/Medium Agency



Vacancy turnover is critical to a housing authority's mission to ensure that vacant units are made ready for new occupants in the shortest time frame possible. The Lowell Housing Authority has at one time or another utilized all maintenance employees for unit turnover. However, during the process of making a unit ready for occupancy, many employees are temporarily re-assigned from vacant unit turnovers to address other critical maintenance requests from residents. This cycle of conflicting priorities led to higher costs, slower unit turnover, and rental loss. To address this issue, the housing authority established a dedicated turnover team for greater efficiency.

Dr. Gary K. Wallace

Executive Director Lowell Housing Authority 350 Moody Street Lowell, MA 01853 Phone: 978-364-5311

Email: gwallace@lhma.org



Special Needs Housing in Rural Communities

The Scotts Bluff County Housing Authority provided their leadership and management expertise in partnership with a small rural housing authority to fulfill a need in Sidney, NE for Special Needs Housing in their community. LIHTC, National Housing Trust Fund, and deferred developer fee were leveraged to build ten (10) one and two-bedroom apartments on vacant land to infill a residential neighborhood. The struggling community welcomed the special needs housing development and the need was verified when the apartments leased up in less than two months after construction ended. A partnership between two housing agencies was just what the community needed to revitalize housing development and meet this specialized need. Alone, Sidney would not have qualified for the tax credits as it lacked any experience with LIHTC, so it was a win-win for both agencies!

Nancy Bentley

CEO

Housing Partners of Western Nebraska 89A Woodley Park Rd Gering, NE 69341 Phone: 308-633-0482

Email: sbha@scottsbluffhousing.com

Small/Medium Agency



AHA Savings Through Innovation

The Albuquerque Housing Authority (AHA), like many other authorities, is facing decreased funding and an aging vehicle fleet with high maintenance and fuel cost year over year. Working with the budget and looking at ideas of how to save money and upgrade their vehicles, AHA collaborated with Enterprise Fleet to replace the aging vehicles with new models that have minimal maintenance cost and increased fuel economy, thus selling the older vehicles and putting the profits back into the program. The agency has improved employee morale and is moving to a greener future.

Linda Bridge

Executive Director Albuquerque Housing Authority 1840 University Blvd SE Albuquerque, NM 87106

Phone: 505-764-3999 Email: lbridge@abqha.org



2019 New Employee & Manager **Training Series**

With the unemployment rate at a historic low of 4.1% and the Department of Labor reporting a decline in average job tenure, retaining current employees is much more critical than it was a few years ago as there are fewer job candidates. To immediately address this concern, the Cuyahoga Metropolitan Housing Authority (CMHA) developed and launched a well-structured onboarding initiative in 2019 for new employees and managers. Program Success: CMHA excelled in 2019 by achieving an 86.4% retention rate after the first year for new hires compared to 80% in 2018 and 74.5% in 2017.

Elizabeth McCafferty

Human Resources Director Cuyahoga Metropolitan Housing Authority 8120 Kinsman Road Cleveland, OH 44104 Phone: 216-271-2258

Email: mccaffertyb@cmha.net Nominated for Excellence



CMHA Mobile App

The Cuyahoga Metropolitan Housing Authority (CMHA) needed a way to allow field staff to remotely access specific applications and information housed on their corporate Intranet. To solve this problem, CMHA developed a mobile application for Android devices that allows all staff with CMHA-issued cell phones to view the corporate directory, register for CMHA events, request business cards, complete their annual Conflict of Interest disclosure forms, request approval for outside employment, view messages and alerts, and call the CMHA Police dispatch or the City of Cleveland Police dispatch phone numbers.

6

David Svec

Webmaster Cuyahoga Metropolitan Housing Authority 8120 Kinsman Road Cleveland, OH 44104 Phone: 216-271-2288

Phone: 216-271-2288 Email: svecd@cmha.net



Public Housing Applicant Group Information Session

To increase their agency efficiency without decreasing the quality of service they provide, Lincoln Housing Authority (LHA) has developed a new and streamlined applicant interview process. These quarterly Public Housing Information Workshops educate applicants about three critical focus areas for public housing tenants: unit size and layout, HUD requirements and how rent is calculated, and lastly, LHA program specific amenities and policies. This innovative administrative change has cut unit vacancy time in half and decreased administrative time wasted on ineligible or uninterested applicants.

Claudette Kuligowski

Executive Director Lincoln Housing Authority 10 Franklin Street Lincoln, RI 02865 Phone: 401-724-8910

Email: claudette@lincolnhousing.org

Small/Medium Agency



HACA's "Good to be Green" Paperless Initiative

The Housing Authority of the City of Austin's (HACA) admissions department piloted HACA's paperless program, which saved money, increased workspace, streamlined work and improved employee satisfaction. They recently completed a yearlong scanning project of over 250,000 pieces of paper. Previously, the paper was problematic by taking up office space and staff time used to find paper files and information. After staff scanned the files and removed the filing cabinets, the room is now an interactive training lab. What once was a large room used to house filing cabinets used by a few staff, is now a bright open training room used by all staff.

Ken Bodden

PR Manager Housing Authority of the City of Austin 1124 S. IH-35 Austin, TX 78704

Phone: 512-762-9530 Email: media@hacanet.org



Courtesy of Housing Authority of the City of Austin



80th Anniversary Video

This internal video slideshow marked the 80th anniversary of Fort Worth Housing Solutions and aimed to educate and instill pride among employees. The video captured the housing authority's growth and impact from its beginnings at the end of the Great Depression through the present day.

Kristin Sullivan

Communications Manager Fort Worth Housing Solutions 1201 E. 13th St. Fort Worth, TX 76102

Phone: 817-333-3405 Email: ksullivan@fwhs.org



A Fresh Start for Monique

Fort Worth Housing Solutions partnered with the City of Fort Worth to produce a video about the Rental Assistance Demonstration program and Butler Place, an historic public housing property that will be vacant in 2020 once all its residents relocate to new apartment homes. The video focused on a single resident, Monique Smith, and played at two public workshops where stakeholders discussed the future of the 42-acre public housing property. The video set an uplifting mood for the workshops and generated positive reviews. Both the housing authority and the

City have shared the video on their websites and social media. WATCH VIDEO

Kristin Sullivan

Communications Manager Fort Worth Housing Solutions 1201 E. 13th St. Fort Worth, TX 76102 Phone: 817-333-3405

Email: ksullivan@fwhs.org



Fort Worth Housing Solutions created an online video slideshow about managing Project-Based Vouchers (PBVs). It was developed specifically for property managers who oversee the agency's 14 apartment communities with Project-Based voucher units.

Kristin Sullivan

Communications Manager Fort Worth Housing Solutions 1201 E. 13th St. Fort Worth, TX 76102 Phone: 817-333-3405

Email: ksullivan@fwhs.org Nominated for Excellence



In 2011, the Houston Housing Authority created the Employee Vision and Action (EVA) Committee in response to an employee engagement survey that identified an opportunity to increase agency morale. The EVA Committee's mission is to propose innovative team building ideas and initiatives that increase agency morale. The committee consists of one member from each department who commits to a one year term. Members are cheerleaders for their areas and are responsible for gathering employee feedback, communicating ideas at agency meetings, and leading events. 2019 introduced the "Getting to Know Us Better" events with management and the response has been fantastic.

Dianne Mitchell

Human Resources Director Houston Housing Authority 2640 Fountain View Dr. Houston, TX 77057 Phone: 713-260-0516

Email: dmitchell@housingforhouston.com



Once a quarter, the Houston Housing Authority (HHA) convenes for their version of the traditional all staff meeting. They see this as a time for the entire agency to get together, gain a deeper understanding of themselves and their community, and to lift each other up. The objective of the series is to inform and update, frankly share successes and challenges, and to provide training and inspiration to the HHA community. The agenda includes three speakers: their CEO and two partner presenters (one training and one motivational speaker). The Get Together should encourage everyone to shine bright like a diamond.

Dianne Mitchell

Human Resources Director **Houston Housing Authority** 2640 Fountain View Dr. Houston, TX 77057

Phone: 713-260-0516

Email: dmitchell@housingforhouston.com



The Special Programs team at the Houston Housing Authority works with all of the special purpose vouchers, i.e. VASH, Mainstream, FUP. They understand that Housing Choice Voucher Program participants using these vouchers are frequently the most vulnerable populations, including disabled homeless individuals (Mainstream), families currently involved with Child Protective Services (FUP), and homeless veterans (VASH). Therefore, they require a more sensitive approach to allow families to successfully maintain their Housing Choice Voucher Program participation so they decided to conduct in person reexaminations on site, at the property where the client lives.

Cheryl Mongo

Special Programs Supervisor Houston Housing Authority 2640 Fountain View Dr. Houston, TX 77057 Phone: 713-260-0311

Email: cmongo@housingforhouston.com



Saving Green (\$) by Going Green: MyGoals

MyGoals is a self-sufficiency demonstration project designed to promote self-sufficiency. The program faced the challenge of enrolling 450 families into a new self-sufficiency program in under six months. MyGoals was therefore tasked with distinguishing itself from an already crowded self-sufficiency field and overcoming a tight enrollment time frame, all the while attempting to manage costs. In order to reach their goal, they minimized the cost of their print materials, opting to use small post cards instead, and they relied more on technology by creating an online website, using mass text messaging and social media to spread the word.

Carla Ferguson

MyGoals Program Supervisor Houston Housing Authority 2640 Fountain View Dr., Suite 3078A Houston, TX 77056

Phone: 713-260-0313

Email: cferguson@housingforhouston.com



Uni-T-Shirts at family reunions allow "kinfolks" to be identified by the name on their T-shirt. Houston Housing Authority (HHA) hosts an annual fall Backyard Bash for their employees, reminiscent of a reunion. In 2017, the call center at HHA—in the spirit of the family reunion—created shirts for their team to wear at the Backyard Bash. The super cool idea gained attention and by 2019 almost the entire staff represented their teams with catchy shirts that reflected their team mottos, goals, and persona. A T-shirt craze has ignited a camaraderie and unity amongst teams that is reflected in their work.

Khalilah Smith

Management Analyst Houston Housing Authority 2640 Fountain View Dr. Houston, TX 77057

Phone: 713-260-0532

Email: ksmith@housingforhouston.com



Courtesy of Houston Housing Authority



We Connect

We Connect is a project/program in which the Information Technology Department of the Houston Housing Authority connected and centralized 17 remote sites through fiber optic cables to the headquarters at 2640 Fountain View in Houston, Texas to better improve communication, support, technology and productivity. By connecting these sites to the central headquarters, the Information Technology Department has created an environment in which remote sites can work, communicate and function as one entity sharing all the systems in unison. It provides dynamic network monitoring, which allows the technical staff to be proactive in resolving issues before they are notified.

Roy A. Spivey, PMP

Director, Information Technology Houston Housing Authority 2640 Fountain View Dr. Houston, TX 77057

Phone: 713-260-0540

Email: rspivey@housingforhouston.com



Funding Scholarships Using PILOT Contributions

The Housing Authority of the City of Pharr (HACP) needed to raise money to offer and fund scholarships to graduating seniors that receive housing assistance through the public housing and housing choice voucher programs. HACP staff and tenants conducted bake/plate sales throughout the year to fund the scholarships. This required a lot of work for a small return. HACP was awarding a little over \$7,000 in scholarships annually. HACP approached the school district and city leaders

and by building strong relationships, convinced both entities to donate the payment in lieu of taxes (PILOT) HACP paid to a nonprofit for scholarships.

Noel De Leon

Executive Director Housing Authority of the City of Pharr 104 W. Polk Pharr. TX 78577

Phone: 956-783-1316

Email: noel.deleon@pharrha.org

Nominated for Excellence | Small/Medium Agency



In partnership with the Alamo Area Council of Governments (AACOG), Villa de Valencia apartments was approved to receive funds through the U.S. Department of Energy's Weatherization Assistance Program. The low-income qualified program provides an on-site energy audit to determine the needs of the property. Villa de Valencia received two new windows per unit, patio doors, solar screens, and new insulation on approximately 30 units of the 104 unit property.

Kristi Baird

Director of Beacon Communities San Antonio Housing Authority 818 S. Flores St. San Antonio, TX 78204 Phone: 210-477-6046

Email: kristi baird@saha.org



A portion of the San Antonio Housing Authority's affordable housing (not public) portfolio was outsourced to a contract property management company due to poor performance. Management fees were more than \$1.2M annually. At the same time, property management experience and professional certifications and designations became a focus of hiring. With these new skills, staff were able to produce measurable results and exceed operational goals.

Kristi Baird

Director of Beacon Communities San Antonio Housing Authority 818 S. Flores St. San Antonio, TX 78204

Phone: 210-477-6046 Email: kristi_baird@saha.org



Legal and Efficient Data-Sharing with Schools

Public housing authorities are uniquely positioned to assist households with school attendance. PHAs can leverage their relationship with households to convey the importance of attending school and provide or connect households to resources to overcome attendance barriers. In order to assist households, the first step is to identify the students at risk of low attendance. The San Antonio Housing Authority (SAHA) and San Antonio Independent School District partnered to establish a Family Educational Rights and Privacy Act (FERPA)-compliant automated data matching process that uses a Pseudo ID to promote secure data sharing.

Rosario Plascencia

Interagency Initiatives Management Analyst San Antonio Housing Authority 818 S. Flores St. San Antonio, TX 78204 Phone: 210-477-6073

Email: rosario_plascencia@saha.org



A new Pre-Eligibility process, which involves staff prescreening applicants before they are scheduled for an eligibility appointment, has decreased staff time spent on conducting eligibility determinations and increased the number of vouchers issued to applicants at eligibility appointments. Through this new process, the average time from Pre-Eligibility to voucher issuance was reduced from 3-6 months to 30-45 days. The average success rate from waitlist draw to voucher issuance was 43 percent prior to October 2018, and is now 73 percent, which is a major increase.

Christine Durke

Manager of Policy & Operations Support - WOC San Antonio Housing Authority

818 S. Flores St. San Antonio, TX 78204 Phone: 210-477-6088

Email: christine_durke@saha.org Nominated for Excellence



Problem Solving Planner-Community Safety Guide

Housing Authorities look to police to reduce harm caused by crime and disorder; however, a lack of understanding hampered any shifting or sharing of responsibilities. The San Antonio Housing Authority's Problem-Solving Planner better informed each party on how to collaborate on community-oriented, harm-reduction approaches. It also promoted organizational strategies to support the systematic use of partnerships and problem solving techniques that proactively addressed the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime. The Planner produced effectiveness and fairness, which lowered crime and disorder problems in targeted areas.

Domingo Ibarra

Director of Security
San Antonio Housing Authority
818 S. Flores St.
San Antonio, TX 78204
Phone: 210-477-6590

Email: domingo ibarra@saha.org



Public Housing Lease Redesign

The public housing lease impacts each and every one of the more than 6,000 residents across 67 developments in the San Antonio Housing Authority (SAHA). Last year, SAHA implemented a new, streamlined lease that shortened the length of the lease from over 25 pages to just two printed pages. This redesign helped save significant staff time and resources, and helped improve residents' understanding and adherence to lease provisions.

Meghan Regis

Policy Analyst San Antonio Housing Authority 818 S. Flores St. San Antonio, TX 78204 Phone: 210-477-6682

Email: meghan regis@saha.org



Resident Key Security

Resident keys are one of the most important security items on a property. In a day, keys are being used for move ins, move outs, lock changes, and work orders. The probability of keys getting lost is extremely high. With the KeyWarden system, the San Antonio Housing Authority (SAHA) is now able to provide ample security for resident keys. Staff members are required to use a biometric scanner to access resident keys. Reports can be pulled at any time to verify if keys are still logged out and/or missing. The added security has resulted in zero lost keys or security breaches.

Kristi Baird

Director of Beacon Communities San Antonio Housing Authority 818 S. Flores St. San Antonio, TX 78204

Phone: 210-477-6046 Email: kristi baird@saha.org



Courtesy of San Antonio Housing Authority



SABOR Training

A series of training courses was developed in partnership with the San Antonio Board of Realtors (SABOR). The training itself was created by San Antonio Housing Authority (SAHA) in an effort to recruit more landlords for its Assisted Housing Programs (AHP) and as an opportunity for current and potential landlords, real estate agents, investors and more to learn about SAHA and address any misconceptions surrounding the program that might be present. This training provides expert knowledge of the Housing Choice Voucher (HCV) Program to landlords, including regulations, local policies and procedures, and inspections.

Christine Durke

Manager of Policy & Operations Support-WOC San Antonio Housing Authority 818 S. Flores St. San Antonio, TX 78204

Phone: 210-477-6088

Email: christine_durke@saha.org



The San Antonio Housing Authority's (SAHA) Internal Audit Department conducts annual risk assessments to develop priorities that translate into future audits. Risk assessments can be cumbersome and daunting to complete. After utilizing Google Forms, SAHA was able to create the assessment as a survey to capture business practices measured against various risk categories. The form resulted in a 97% response rate, provided instantaneous analytics, and offered multiple opportunities for insight into responses, which led to a better and more thorough risk assessment.

Aiyana Longoria

Community Development Initiatives Interim Director San Antonio Housing Authority 818 S. Flores St.

San Antonio, TX 78204 Phone: 210-477-6570

Email: aiyana longoria@saha.org



SAHA provides housing assistance through an array of complex programs often making it difficult for stakeholders to understand what housing is available and where. SAHA has developed and launched new web applications that provide easy to navigate mapping solutions -- breaking down information barriers not only for public housing applicants but also for anyone searching for SAHA housing. Applicants and others searching for housing can now see where properties are, filter by bedroom size, school district, and other attributes to inform their housing decisions.

Sara Eaves

GIS and MTW Program Analyst San Antonio Housing Authority 818 S. Flores St. San Antonio, TX 78204 Phone: 210-612-9685

Email: sara_eaves@saha.org



For nearly 50 years, the Housing Authority of the County of Salt Lake (HACSL) has been dedicated to assisting people with their housing needs. Hundreds of thousands have benefited from HACSL services to improve their lives and become connected in the community. As the landscape in which they operated changed, they've evolved to extend their innovative services and housing properties to serve communities beyond Salt Lake County. To better reflect how they've changed, and to emphasize their core strength at connecting people with the resources they need, they felt a new, more-descriptive brand was needed. The new brand is called Housing Connect.

Braidee Kolendrianos

Family Services Development Coordinator **Housing Connect** 3595 S. Main Street Salt Lake City, UT 84115 Phone: 801-500-2059

Email: braidee@housingconnect.org

Nominated for Excellence



To increase the ease and efficiency of engaging with the agency and help close the digital divide for its lowincome tenants, the Seattle Housing Authority (SHA) launched a comprehensive Digital Initiative to take better advantage of technology for communicating and conducting business. A new digital newsletter allows for interactivity not possible in print, such as direct links to a host of resources, instant language translation, and enlarged text reading. Recognizing that not all tenants have the skills, devices and service they need to improve their lives through access to the Internet, SHA included a significant digital equity component.

Susanna Linse

Communications Manager Seattle Housing Authority 190 Queen Anne Avenue North PO Box 19028

Seattle, WA 98109 Phone: 206-615-3593

Email: susanna.linse@seattlehousing.org

Nominated for Excellence



Courtesy of Seattle Housing Authority



Inspectors ROCK (Reading Opportunities Create Knowledge) is a literacy program led by King County Housing Authority's education and Section 8 HQS teams where housing inspectors bring age- and language-appropriate books to give to young children in the households they're inspecting. This not only encourages childhood literacy, but also improves the efficiency of the inspection and the relationship between the inspector and the tenants.

Carolyn Robinson

HQS Inspection Manager King County Housing Authority 600 Andover Park West Tukwila, WA 98188 Phone: 206-214-1328 Email: carolynr@kcha.org

Nominated for Excellence



KCHA Applicant Hearing Process

King County Housing Authority's (KCHA) Applicant Hearing Process pairs resident services staff with public housing and HCV program leaders to provide applicants the opportunity to appeal a denial from KCHA housing programs. Resident services staff are trained and certified Hearing Officers and conduct hearings in-house. Through an unbiased lens, the Resident Services Hearing Officers carefully examine the evidence presented by both sides and make a determination. Since 2017, 105 applicant hearings have been conducted, resulting in a cost savings of an

estimated \$110,460 to KCHA, as well as more efficient scheduling of the hearings.

Elizabeth Westburg

Sr. Resident Services Manager King County Housing Authority 600 Andover Park West Tukwila, WA 98188 Phone: 206-574-1186

Email: elizabethw@kcha.org

AFFORDABLE HOUSING



Ch'anikna (cha NEEK nuh) Commons is a 21 unit, townhouse-style apartment complex located in the Anchorage neighborhood of Mountain View, which is recognized by a demographer at the University of Alaska – Anchorage as America's most diverse community. Ch'anikna Commons residents enjoy onsite landscaped courtyards and easy access to the William B. Lyons Park and the Mountain View Community Center—home of the Mountain View Boys and Girls Club. Ch'anikna is the outer Dena'ina region word meaning "my children," and at Ch'anikna Commons, children and their families enjoy a beautiful new place to call "home."

Sezy Gerow-Hanson

Director, Public and Resident Relations Cook Inlet Housing Authority 3510 Spenard Road Anchorage, AK 99503 Phone: 907-793-3775

Email: sghanson@cookinlethousing.org

Nominated for Excellence | Small/Medium Agency



Courtesy of Cook Inlet Housing Authority



Tempe Housing Emergency Units

Tempe's Human Services Department brings the Tempe Public Housing Authority (TPHA) and CARE 7—Tempe's Crisis Response/Victim Advocacy team together under one umbrella to provide services to Tempe's most vulnerable residents. Knowing that on any given night in Tempe, over 200 individuals/families lack shelter, TPHA and CARE 7 decided to take action in 2017 and develop 3 units of emergency housing for households who would otherwise remain on the streets while waiting for shelter and services. To date, the program has served 17 households and 88% of the households have transitioned to stable housing and greater self-sufficiency.

LeVon Lamy

Housing and Revitalization Manager City of Tempe Human Services Division 3500 S. Rural Rd., Suite 202

Tempe, AZ 85282 Phone: 480-858-2264

Email: levon_lamy@tempe.gov Small/Medium Agency



Everett Commons

Developed by the Housing Authority of the City of Alameda in partnership with its affiliate Island City Development and the Alameda Unified School District, Everett Commons is a 20-unit affordable housing community located on the former site of Island High School. Everett Commons provides affordable one-, two-, and three-bedroom apartment homes for families and veterans. The property has on-site laundry, a community room, and on-site property management and social services. This property is an important contribution to alleviating housing burdens that many Bay Area residents face by providing deep affordability to eligible households between 20-60% of the area median income.

Kathleen Mertz

Director, Housing and Community Development Housing Authority of the City of Alameda 701 Atlantic Avenue Alameda, CA 94501 Phone: 510-747-4343

Email: kmertz@alamedahsg.org



Renaissance at Parc Grove

Renaissance at Parc Grove is a new construction affordable housing community that serves veterans, including many who are experiencing homelessness. The project is the first of its kind in the Central Valley and was one of the first construction projects to use Veterans Housing and Homelessness Prevention program funds. The site offers free services, health and wellness programming, and on-site case management. The site is directly across the street from the only veterans hospital in the Central Valley, which covers Bakersfield to Sacramento. The residents can conveniently access much-needed health services. Forty veterans now have much needed affordable housing.

Fidel Contreras

Communications Coordinator Fresno Housing 1331 Fulton Street Fresno, CA 93721

Phone: 559-457-4222

Email: fcontreras@fresnohousing.org

Nominated for Excellence



Courtesy of Fresno Housing



Eagle Park Apartments

Affordable housing remains out of reach for many in the San Francisco Bay Area. The County of Santa Clara, which includes the City of Mountain View, has seen homelessness rise by 31% in the last two years. To combat the growing crisis, the city, in partnership with other public and private entities, helped fund development of Eagle Park Apartments (EP). EP consists of 67 Studio and 1-Bedroom apartments that provide independent living for a mix of extremely low-income to low-income households. More than 50% of the units at EP serve homeless households, including veterans and those with special needs.

Vera Gil

Project Manager - Affordable Housing City of Mountain View 500 Castro Street Mountain View, CA 94041 Phone: 650-903-6459

Email: vera.gil@mountainview.gov

Small/Medium Agency

48 Peppertree Court Apartments

In late 2017, the Area Housing Authority of the County of Ventura (AHACV) was approached by a Simi Valley property owner regarding the purchase of their affordable senior and disabled housing units. The owner's goals were to ensure that those currently housed would remain housed and the units would remain affordable even after the affordability agreement with the city expired. The AHA was able to purchase Pepper Tree Court Apartments in late December 2017. These households were especially vulnerable. Many required assistance to navigate and understand Social Security, housing, health care, senior benefits, emergency assistance, retirement counseling, and elder abuse reports.

Linda Fisher-Helton

Community Relations Manager Area Housing Authority of the County of Ventura 1400 West Hillcrest Drive Newbury Park, CA 91320 Phone: 805-480-9991

Email: LfHelton@ahacv.org



Encanto Village represents the future of communities, addressing challenges of crime and poverty in distressed urban settings. This transit-oriented, high-density, mixed-use affordable housing community provides 65 beautiful apartment homes for individuals and families with incomes between 30 and 60 percent of the area median income, with eight units set aside for homeless veterans. Retail on the first level offers additional opportunities to bring investment and resources to the community. Its urban design and bright colors are breath-taking as the new vibrant

development stands in stark contrast to the old and abandoned buildings that line the streets of Imperial Avenue.

Jill Van Balen

Senior Director of Marketing & Communications National Community Renaissance 9421 Haven Ave.

Rancho Cucamonga, CA 91730

Phone: 909-204-3434

Email: jvanbalen@nationalcore.org

Nominated for Excellence



Courtesy of National Community Renaissance



Palms of Pinellas is a true example of a mixed-income community, built through public-private partnerships, that created affordable workforce housing for all income levels within the local workforce. Taking advantage of historically low interest rates, the Pinellas County Housing Authority secured private conventional financing for the project and joined forces with the local Pinellas County government and local Housing Finance Agency to make the project possible. The developer also deferred the developer fee for additional equity in the project. With such a strong collaboration of public-private entities pulling together to make this housing a reality, this project addresses a critical need in Pinellas County.

Debbie Johnson

Executive Director
Pinellas County Housing Authority
11479 Ulmerton Road
Largo, FL 33778
Phone: 727-443-7684

Email: djohnson@pinellashousing.com

Nominated for Excellence

51 Tenant Kiosk

With the Tampa Housing Authority serving over 10,000 families and with a staff of over 70+ people, the importance for timely notifications of appointments and/or walk-ins was necessary. The kiosk helps satisfy this need. Tenants can sign-in and know their counselor is notified immediately verses having to wait to be called by the receptionist. They can also drop off paperwork as soon as they arrive instead of waiting for the receptionist. These changes save time for both tenants and the receptionists.

Margaret Jones

Director, Assisted Housing Department Tampa Housing Authority 5301 W. Cypress Street Tampa, FL 33607 Phone: 813-253-0551

Email: <u>margaret.jones@thafl.com</u> Nominated for Excellence



New Path Community Housing is an ambitious development made possible through a collaboration between Idaho Housing and Finance Association and Boise City/Ada County Housing Authorities, the city and county, businesses, nonprofits, and healthcare providers. This 40 unit project provides housing and services to people experiencing chronic homelessness in the City of Boise. New Path, a permanent supportive housing project, operates using Housing First practices to stimulate positive, permanent outcomes for its tenants. Spurred by a growing "tent city" in Boise, partners contributed nearly \$7 million in development capital and over \$750,000 annually for rental assistance and services. Boise State University performs ongoing project evaluations.

Brady B. Ellis

VP, Housing Support Programs
Idaho Housing and Finance Association, Boise City/Ada
County Housing Authorities
565 W. Myrtle St.
Boise. ID 83707

Phone: 208-331-4839 Email: <u>bradye@ihfa.org</u> Nominated for Excellence



The Fort Wayne Housing Authority (FWHA) is always looking at innovative ways to bring affordable housing and self-sufficiency services to the residents in their community. So when FWHA was approached to partner with a developer on a new, four-phase housing project, Posterity Heights, FWHA jumped at the chance. This energy efficient and technologically innovative development would serve a variety of demographics, including low-income, single-parent students. FWHA would provide Project Based Vouchers. HOFW Property Management, a subsidiary of Housing Opportunities of Fort Wayne (FWHA's non-profit arm), would provide the on-site property management and maintenance services.

George Guy

CEO/Executive Director
Fort Wayne Housing Authority
7315 S. Hanna Street
Fort Wayne, IN 46835
Phone: 260-267-9300
Email: jmatuska@fwha.org
Nominated for Excellence



The Carver County Community Development Agency (CDA) and MACV (Minnesota Assistance Council for Veterans) formed a partnership to help house homeless Veterans. They began searching for housing options in early 2018, and CDA purchased a fourplex in September 2019. CDA will own and manage the property, while MACV will refer homeless Veterans and provide case management. This creative collaboration brings much needed units of veterans' housing to the county.

Allison Streich

Deputy Director
Carver County Community Development Agency
705 North Walnut Street
Chaska, MN 55318
Phone: 952-556-2803
Email: allisons@carvercda.org

Small/Medium Agency

The Minnehaha Townhomes

Minneapolis faces a critical need for permanent housing for families with children experiencing homelessness. The Minneapolis Public Housing Authority (MPHA) inspired partners from every level of government to join them in the challenging task of building new public housing, under their existing Faircloth capacity, to meet this need. In 2019, MPHA opened the beautiful Minnehaha Townhomes to house families coming directly from the county shelter system, featuring family-focused design, excellent access to transit, and supportive services. Today, the townhomes house 16 families with more than 50 children, with a stable, safe, high-quality place to find home and begin to move forward.

Jeff Horwich

Director of Policy and External Affairs Minneapolis Public Housing Authority 1001 Washington Ave. North Minneapolis, MN 55401 Phone: 612-342-1402

Email: jhorwich@mplspha.org
Nominated for Excellence



Courtesy of Minneapolis Public Housing Authority



Twin Lakes of Leesville, LP

The Twin Lakes of Leesville is the first public housing portfolio conversion in Louisiana leveraging HUD's Rental Assistance Demonstration Program (RAD). The scattered-site development, with 194 units located in Leesville, LA, was originally built in 1968 and 1986. The Leesville Housing Authority's (LHA) developments only received \$1,000 in Capital Fund per unit per year from HUD and had over \$25,000 in backlogged capital needs. The LHA engaged BGC Advantage as the

master developer to assist with the RAD conversion and leverage the LIHTC program. Meeting the goals established by the LHA and the impact on the community make this project unique.

Christianne Brunini

Vice President, Business Development BGC Advantage

1000 Highland Colony Pkwy, Suite 5203

Ridgeland, MS 39157 Phone: 769-798-8809

Email: cbrunini@bgcadvantage.com

Nominated for Excellence



A Community Grows at Red Oak

Woodbridge Housing Authority's 55 year old senior/ disabled site known as Stern Towers housed 60 small units with institutional-like cinder block walls. While converting from public housing to the Rental Assistance Demonstration (RAD) program would provide the agency with the mechanism to borrow much needed funding for modernization, the structure of the building left little leeway to make any major improvements. They therefore decided to partner with their local government who was willing to issue Municipal Bonds in an effort to provide them with the necessary financing for a totally new, state-of-the-art building to be known as Red Oak Manor.

Donna Brightman

Executive Director Woodbridge Housing Authority 800 B Bunns Lane Woodbridge, NJ 07095 Phone: 732-634-2750

Email: donnabrightman@hotmail.com

Small/Medium Agency



Courtesy of Woodbridge Housing Authority

Scattered-Site Bundle

Greensboro Housing Authority (GHA) was in need of rehabilitating 646 units of public housing across ten sites. By utilizing HUD's Rental Assistance Demonstration Program, GHA used a creative financing structure to combine the sites into one bundled deal to better attract investor interest, save on financial costs, and generate enough loan proceeds. Instead of relocating residents, GHA performed all work while keeping residents in place. Through this process, GHA accomplished much-needed upgrades that would have otherwise taken years to complete, while being as cost-effective as possible, to maintain the long-term preservation of affordable housing for GHA and the city of Greensboro.

Maggie Larkins

Special Projects Manager Greensboro Housing Authority 450 N. Church St. Greensboro, NC 27401 Phone: 336-303-3174

Email: mlarkins@gha-nc.org Nominated for Excellence



The Clarion County Housing Authority and its non-profit, Community Development Corporation (CDC), set out to combat blight and lower poverty within Clarion County. With a grant from the Affordable Housing Program through the Federal Home Loan Bank of Pittsburgh, they had the ability to rehabilitate two foreclosed and abandoned Boundary Street Properties, donated by Northwest Bank, into affordable rentals. Through this project, CDC was able to house a homeless veteran and work with Community Action and Children & Youth Services to reunite poverty-stricken families. Many community partnerships were created with community organizations, businesses and individuals to make this project an ongoing success.

Penny Campbell

Executive Director Clarion County Housing Authority 8 West Main Street Clarion, PA 16214 Phone: 814-226-8910

Email: ccha@clarionhousing.com

Small/Medium Agency



Transfer of Assistance Program-**Program Innovation**

Through the U.S. Department of Housing & Urban Development's (HUD) Rental Assistance Demonstration (RAD) Transfer of Assistance, the Philadelphia Housing Authority (PHA) was able to transfer the subsidy it was receiving from HUD for very old, costly scatteredsite units to new construction units developed by PHA or one of its partner agencies. The agency then disposed of the vacant property for fair market value, using the proceeds toward reinvesting in its remaining portfolio, supporting affordable housing developers, or contributing to the City of Philadelphia's Land Bank. The City's Lank Bank properties can be redeveloped for affordable housing or other community amenities.

Kyle Flood, AICP

Senior Advisor to the President & CEO Philadelphia Housing Authority 2013 Ridge Avenue Philadelphia, PA 19121 Phone: 215-684-5134

Email: kyle.flood@pha.phila.gov



Courtesy of Philadelphia Housing Authority



Hickory Street Phase 3 represents the completion of a decade-long initiative designed to transform a blighted 75-unit public housing project into a new 78-unit, mixed-income, service-enriched neighborhood in Rutland, Vermont, In order to serve the homeless and at risk senior residents, Hickory Street combines quality housing with an array of services delivered by community partners, including case management, early education and community gardens. Hickory Street is the first public housing redevelopment initiative completed in Vermont. The result is a beautiful, vibrant community that creates a sense of pride for its residents and elevates the surrounding neighborhood.

Kevin L. Loso

Executive Director
Rutland Housing Authority
5 Tremont Street
Rutland, VT 05701
Phone: 802-775-2926 ext.13

Email: kloso@rhavt.org
Small/Medium Agency



Courtesy of Rutland Housing Authority

COMMUNITY REVITALIZATION



The Nampa Housing Authority (NHA) was awarded a grant from St. Luke's Hospital. St. Luke's Community Health Improvement Fund (CHIF) supports community health improvement activities. The fund was established to provide financial or in-kind support to nonprofit organizations that are also working to improve the health of people in the community. Priority is given to nonprofit organizations that support St. Luke's Community Health Needs Assessment (CHNA) significant health needs. NHA will use the grant money to create and/or continue programs to improve the prevention, detection and management of mental illness and reduce suicide, as well as to improve the overall physical health of their residents.

Andrew Rodriguez

Executive Director Nampa Housing Authority 211 19th Ave. North Nampa, ID 83687 Phone: 208-466-2601

Email: andyr@nampahousing.com

Nominated for Excellence | Small/Medium Agency



Courtesy of Nampa Housing Authority

63 Economic Impact Strategic Plan

Cincinnati Metropolitan Housing Authority (CMHA) has created the Economic Impact Strategic Plan as a road map to ensure community revitalization congruent with the RAD (Rental Assistance Demonstration) program, housing transformation and neighborhood preservation. In order to positively affect the people they assist, CMHA will keep the millions of dollars invested in RAD within the neighborhoods they serve. The Economic Impact Strategic Plan has created goals and outlined opportunities to ensure that CMHA continues to act as an economic engine for the community through career training and job creation.

Gregory D. Johnson

CEO

Cincinnati Metropolitan Housing Authority 1627 Western Ave Cincinnati, OH 45214 Phone: 513-977-5660

Email: gregory.johnson@cintimha.com



In August 2019, movie star Angelia Jolie visited the Ohio City Farm, an urban farm project in Cleveland, OH. The Ohio City Farm is a collaborative project between the Cuyahoga Metropolitan Housing Authority (CMHA), Ohio City, Inc., the local community development agency, and the Refugee Response—an agency that

provides wrap-around services to resettled refugees in the Cleveland Area. Ms. Jolie's visit has brought positive attention to the Ohio City Farm, the Refugee Response Program and CMHA.

Tina Brake

Sustainability Administrator Cuyahoga Metropolitan Housing Authority 8120 Kinsman Road Cleveland, OH 44104 Phone: 216-348-5000

Email: braket@cmha.net Nominated for Excellence



Courtesy of Cuyahoga Metropolitan Housing Authority



CMHA Community Beautification

Resident engagement and involvement within Cuyahoga Metropolitan Housing Authority (CMHA) housing estates combined with housing authority engagement and involvement from site staff and executive leadership staff led to a partnership to beautify estates through cleaning and gardening. Residents were able to work along side CMHA staff at all levels spending the day together, working and sharing lunch. This type of engagement is a key aspect of the CMHA "CARES" logo, which illustrates the Commitment, Accountability, Respect, Excellence, and Safety from staff as they were willing to work alongside residents to ensure good curb appeal, and foster teamwork between residents and staff.

Cortney Crockett

Director of Marketing and Communications Cuyahoga Metropolitan Housing Authority 8120 Kinsman Road Cleveland, OH 44104

Phone: 216-271-3088 Email: kilburyc@cmha.net



Cornerstone Village—Phase II

Cornerstone Village Phase II is a mixed-income housing development and critical phase of the Larimer Redevelopment that has occurred under a FY2013 Choice Neighborhoods Implementation Grant. The process has been underway for more than a decade and was launched after the City of Pittsburgh, Housing Authority of the City of Pittsburgh (HACP), Urban Redevelopment Authority (URA), private property owners, neighborhood residents, and community stakeholders came together to develop the Larimer Vision to Action Plan. HACP and its partners delivered the successful replacement of mixed-income housing through creative financial transaction, participatory site acquisition, inclusive relocation process, and community capacity building.

Chuck Rohrer

Communications Manager Housing Authority of the City of Pittsburgh 200 Ross Street, 8th Floor Pittsburgh, PA 15219 Phone: 412-456-5058

Email: chuck.rohrer@hacp.org Nominated for Excellence



Courtesy of Housing Authority of the City of Pittsburgh



Garcia Street Urban Farm

The San Antonio Housing Authority (SAHA) received the Choice Neighborhoods Implementation Grant in 2014. The grant included six Critical Community Initiatives (CCI) to help revitalize the neighborhood. One of the accepted CCI projects was an urban farm. With community input and partnerships, Garcia Street Urban Farm was born and built. The neighborhood is a known USDA food desert, and the farm was one way to reduce food disparity in the Choice Neighborhood footprint.

Beth Keel

Sustainability Initiatives Liaison San Antonio Housing Authority 818 S. Flores St. San Antonio, TX 78204

Phone: 210-477-6242 Email: <u>beth_Keel@saha.org</u> Nominated for Excellence



Courtesy of San Antonio Housing Authority

PROJECT DESIGN



In 2014, the County of Los Angeles chose the Los Angeles County Development Authority (LACDA) Construction Management Unit to develop the library. The South Whittier Library opened to the public in November 2016. The 14,411 square-foot library replaced the former library that was too small to meet the needs of a multi-ethnic and multi-generational community. The Library offers adult, teen, and children's reading areas, a homework center, group study rooms, and an outdoor reading courtyard. A 100-seat community room equipped with an audio visual system and kitchen provides an opportunity for hosting events. This facility includes the latest services provided by Los Angeles County Library, such as information service pods, public access computers, free Wi-Fi, and self-check machines.

Davon Barbour

Director Los Angeles County Development Authority 700 West Main Street Alhambra, CA 91801 Phone: 626-586-1790

Email: <u>davon.barbour@lacda.org</u>

Nominated for Excellence



Courtesy of Los Angeles County Development Authority



Magnolia Commons is the demolition of 20 existing units and the new construction of 60 affordable housing units. The project participated in the HUD Rental Assistance Demonstration Program, which allowed Fresno Housing to explore new financing opportunities to improve the site. Fresno Housing worked with state and local funding programs to leverage funding opportunities. The site has sustainable design elements, innovative and drought-resistant landscaping, and a substantial solar investment. The site was developed in partnership with the City of Fowler, as well as the school district, with the district granting a portion of their school land to the development.

Fidel Contreras

Communications Coordinator Fresno Housing 1331 Fulton Street Fresno, CA 93721 Phone: 559-457-4222

Email: fcontreras@fresnohousing.org



Fresno Housing's Paseo 55 consists of the new construction of 55 LIHTC units with 20 of the units being HUD RAD Transfer of Assistance from a nearby public housing development, and 20 additional units set aside for those with special needs and seniors. There

is commercial space at the site, and the development incorporates a walking path from the main downtown street. The path continues past commercial and residential sites and connects to the city walking trail that crosses through the rear of the site, which allows residents to easily access the downtown main street and the city walking trail.

Fidel Contreras

Communications Coordinator Fresno Housing 1331 Fulton Street Fresno, CA 93721 Phone: 559-457-4222

Email: fcontreras@fresnohousing.org



Walnut Apartments

Walnut Apartments is a 24-unit family tax-credit development in the City of Moorpark. Built on the site of an abandoned fire station and dilapidated residential/office building, the project brings much needed family housing opportunities to a city of approximately 38,000 residents. High-efficiency windows, solar lighting, drought-tolerant landscaping, the application of "green" building standards and "smart" site use/building placement demonstrates the high environmental benchmark established for affordable housing. The mix of one-, two-, and three-bedroom units serves multiple household sizes and multi-generational families. On-site laundry facilities, large community room, open space with playground, and community BBQs provide life-style conveniences.

Linda Fisher-Helton

Community Relations Manager Area Housing Authority of the County of Ventura 1400 West Hillcrest Drive Newbury Park, CA 91320 Phone: 805-480-9991

Email: lfhelton@ahacv.org



New Palace Hotel Rehabilitation

The rehabilitation of New Palace Hotel by the San Diego Housing Commission (SDHC) created essential, additional permanent supportive housing for seniors who experienced homelessness or were at risk of homelessness. Previously a Single-Room Occupancy (SRO) residential building, New Palace Hotel was transformed into 79 affordable studio apartments by SDHC in partnership with its nonprofit affiliate, Housing

Development Partners (HDP). This was the first major renovation of New Palace in approximately 25 years and included energy-efficiency upgrades. Residents of the renovated New Palace receive federal rental assistance from SDHC and have access to a variety of supportive services.

Scott Marshall

Vice President of Communications & Government Relations San Diego Housing Commission 1122 Broadway, Suite 300 San Diego, CA 92101

Phone: 619-578-7138 Email: scottm@sdhc.org Nominated for Excellence



Courtesy of San Diego Housing Commission



Rancho Verde is a new construction 24 unit LEED Platinum multi-family development for farmworker households earning between 30-50% AMI in Ventura, California. The Housing Authority City of San Buenaventura developed this as a response to the drastic shortage of safe and affordable housing for farmworkers—a job sector that is vital to the City's economic development. A mix of 1 to 4 bedroom units are spread across 11 residential buildings organized around landscaped common area courtyards and a stand-alone community building. 80% of Rancho Verde's energy use is offset by on-site solar and a Greywater system conserves water usage.

Sandy Sanchez

Project Manager
Housing Authority of the City of San Buenaventura
995 Riverside St
Ventura, CA 93001
Phone: 805-648-7344

Email: <u>ssanchez@hacityventura.org</u>
Nominated for Excellence



HACFM—The Southward Village Transformation Plan

The Housing Authority of the City of Fort Myers (HACFM) is committed to working with their affordable housing residents to achieve non-subsidized housing and economic self-sufficiency. The Southward Village Transformation Plan is the culmination of a strategic reinvestment plan implemented by HACFM as part of a community vision process. The goal is to build public and private partnerships to replace the outdated public housing over time with new, modern housing integrated into broader neighborhood patterns. HACFM is exploring options to replace housing for existing residents and attract new residents in a way that helps create a catalyst for reinvestment and improvements within the larger Dunbar neighborhood.

Marcia Davis

Executive Director Housing Authority of the City of Fort Myers 4224 Renaissance Preserve Way Fort Myers, FL 33916 Phone: 239-851-3457

Email: marcia@hacfm.org Nominated for Excellence



Rexford S. Tucker Facelift

After almost 35 years there was a need to give the Rexford S. Tucker building an interior facelift. At the same time they saw a need to reduce their energy consumption. Therefore, they installed new energy efficient lighting throughout the entire building and upgraded the floors, walls, ceilings and furniture in all the common areas and lobby.

Louis A. Riccio

Executive Director Madison Housing Authority 24 Central Avenue Madison, NJ 07940 Phone: 973-377-0258

Email: <u>Iriccio@madisonha.com</u> Small/Medium Agency



Courtesy of Madison Housing Authority



Lakeview Terrace Park Revitalization and Public Art

The Cuyahoga Metropolitan Housing Authority partnered with the non-profit organizations The Trust for Public Land and Ohio City Inc. to realize a vision for public space improvements at the agency's Lakeview Terrace property. A vision was born by engaging Lakeview's youth and residents, the implementation of which is transforming the Lakeview Community Center's park and outdoor basketball courts from a gray, uninspiring space to a vibrant symbol of community pride through resident empowerment. Artist Glen Infante contributed to the project through his "Helping Hands" public art mural.

Matthew Schmidt

Senior Real Estate Planning Administrator Cuyahoga Metropolitan Housing Authority 8120 Kinsman Road Cleveland, OH 44104 Phone: 216-271-2734

Email: schmidtm@cmha.net



Courtesy of Cuyahoga Metropolitan Housing Authority



Riverside Park Phase II Rehab Design

The Riverside Park Phase II community conversion from public housing to Section 8 Project-based Rental Assistance was one of the largest and most challenging projects Cuyahoga Metropolitan Housing Authority has completed to date. Focused on accessibility to the larger neighborhood and within the community itself, the development team gave new life to a post-World War II constructed multifamily estate. This mixed-finance project also received Enterprise Green Community certification and incorporated Universal Design into the units.

Stacy Bowser

Planning Coordinator Cuyahoga Metropolitan Housing Authority 8120 Kinsman Road Cleveland, OH 44104 Phone: 216-271-2824

Email: bowsers@cmha.net



Courtesy of Cuyahoga Metropolitan Housing Authority



The Philadelphia Housing Authority's Sharswood Tower, a mid-century low-income senior apartment high-rise, was seriously dilapidated, inefficiently laid out, and did not meet current requirements for energy efficiency, life safety, and accessibility. Through careful selective demolition and insertion of all new electrical, mechanical and sprinkler systems, insulation, and windows, the building now complies with current life safety and energy codes and meets EGC criteria. The units were reorganized with new kitchens and bathrooms to meet accessibility codes and provide

a fresh, modern look. The community room was expanded, leasing and tenant offices, and common laundries were modernized, the outdoor patio was upgraded, and a walking park was added.

Kenneth Granderson

Architect, Capital Design and Development Philadelphia Housing Authority 2013 Ridge Avenue, 4th Floor Philadelphia, PA 19121 Phone: 215-684-4216

Email: ken.granderson@pha.phila.gov

Nominated for Excellence



Dorchester Senior Housing Apartments

Creating the largest senior affordable housing development through Passive House and Enterprise Green Communities design has pushed the Allegheny County Housing Authority to the forefront of being an innovative housing authority within the Commonwealth of Pennsylvania. By "thinking outside of the traditional new construction box," the building design was creative and cutting edge for the affordable housing community. The 63,866 square foot building has received a pre-certified PHIUS (Passive House Institute US) certification and is in the process of being certified by the Passive Housing Alliance of the U.S.

Ed Primm

Senior Project Manager – Real Estate Allegheny County Housing Authority 625 Stanwix Street, 12th Floor Pittsburgh, PA 15222

Phone: 412-402-2465 Email: eprimm@achsng.com Nominated for Excellence



Courtesy of Allegheny County Housing Authority



Sandstone Quarry—Phase I

Sandusky Court (now renamed Sandstone Quarry Apartments) formed the lowest tier of Allegheny Dwellings public housing community in the Fineview neighborhood of Pittsburgh, Pennsylvania. The site had significant topographical challenges with steep rock formation and slopes. The redevelopment successfully achieved the goal of reintegrating the previously isolated and stigmatized project with the greater neighborhood. A master planning process with extensive public outreach ensued. Designed judiciously, the project optimizes on-site strengths in embracing and enhancing local context. Sandstone Quarry Apartments is now a transformed catalytic development and an impetus for other development in the area.

Chuck Rohrer

Communications Manager
Housing Authority of the City of Pittsburgh
200 Ross Street, 8th Floor
Pittsburgh, PA 15219
Phone: 412-456-5058

Email: chuck.rohrer@hacp.org
Nominated for Excellence



To avoid displacing 80 families from their community, schools, and networks, the Housing Authority of the City of Austin's (HACA) CEO decided to demolish existing office space. This space was perfectly located immediately across the street from a public housing site that was scheduled for redevelopment. Austin's apartment occupancy was over 96% and they were concerned where the families would go while their property was reconstructed. HACA repurposed the land across the street to build relocation housing for their residents. This creative use of land made the temporary move to a new home easier for residents and was a critical component to the success of the new Chalmers project as a whole.

Ken Bodden

PR Manager Housing Authority of the City of Austin 1124 S. IH-35 Austin, TX 78704 Phone: 512-767-7725

Email: media@hacanet.org
Nominated for Excellence



The Corpus Christi Housing Authority (CCHA), like many public housing authorities, struggled with the challenges of maintaining and/or replacing aging properties. La Armada II (LA II), built during 1939-1940 as military housing, was a vital component of CCHA's housing assets. After 70 years of use, the property desperately needed to be modernized. Almost a quarter of its 400 units had been removed from service due to physical deterioration. The remaining units needed significant upgrades. By linking multiple financing sources, CCHA stabilized and improved the living conditions. The once uninhabitable units became modern, up-to-date apartments. In total, 93 units received a full rehabilitation and 307 units received bathroom and kitchen makeovers.

Brian Bray

VP of Administrative Support Corpus Christi Housing Authority & Affiliates 3701 Ayers Corpus Christi, TX 78415

Phone: 361-889-3372 Email: <u>brian.bray@hacc.org</u> Nominated for Excellence



Pathways at Chalmers Courts South

Pathways at Chalmers Courts South is a \$16m, 86-unit family apartment development construction, operated as a Housing Tax Credit/Private Activity Bond property. It is the first of a three-phase reconstruction of the original Chalmers Courts. Pathways at Chalmers Courts South is owned by the Housing Authority of the City of Austin (HACA), and in conjunction with Carleton Companies (developer) and Nelsen Architects (architect) it is being transformed into a new and innovative complex for low income families to have a safe place to live with the services they need to succeed in life.

Ann Gass

Director of Strategic Housing Initiatives Carleton Companies 4201 Spring Valley Road, Suite 800 Dallas, TX 75244

Phone: 512-767-7719 Email: anng@hacanet.org Nominated for Excellence



Agencies in Action

The Houston Housing Authority and Centerpoint Energy Inc. have partnered together to participate in the multifamily "Agencies In Action" HVAC retrofit program. This program is targeted to serve low income eligible Centerpoint Energy customers to replace old and inefficient Heating and Air Conditioning systems in multifamily properties. The Houston Housing Authority was a recipient of this award that replaced all 250 HVAC units at the Oxford Place Apartments. The Centerpoint Energy "Agency in Action" program replaced old inefficient existing central Heating Ventilation and Air Conditioning systems with new energy efficient Carrier heat pump units.

William Bryant

Energy Manager Houston Housing Authority 2640 Fountainview Dr. Houston, TX 77057 Phone: 832-309-0663

Phone: 832-309-0663

Email: wbryant@housingforhouston.com

Nominated for Excellence



High-Rise Apt. Common Area HVAC System Replacement

The San Antonio Housing Authority's Villa Tranchese is an 11-story, 201 unit high-rise, public housing community for elderly and disabled households, built in 1967. The common area cooling and heating, chilled water system (original equipment) was replaced with an energy efficient, direct expansion system with new supply fans equipped with variable frequency drives to modulate the airflow and new state of the art HVAC controls.

Stacie Starks Stohner

Construction Project Manager San Antonio Housing Authority 818 S. Flores St. San Antonio, TX 78204

Phone: 210-385-3388

Email: stacie stohner@saha.org



Phillis Wheatley Park

As part of the Wheatley Courts revitalization into East Meadows, the San Antonio Housing Authority's "SAHA" vision included the construction of a new public park. Situated next to the new 215 unit multi-family development and the 80 unit Wheatley Park Senior

Living complex, Phillis Wheatley Park is named after a nationally renowned poet. Sitting on approximately 3/4 acre of linear tract land, it is bounded by four streets, which provides easy access. The park is very welcoming to all residents of this new and amazing redeveloped neighborhood.

David Casso

Development Manager San Antonio Housing Authority 818 S. Flores St. San Antonio, TX 78204 Phone: 210-389-2437

Email: david_casso@saha.org

Nominated for Excellence



Courtesy of San Antonio Housing Authority



Pacific Drive Apartments

The Housing Authority of Utah County's Pacific Drive Apartments was designed to meet a growing need for affordable housing for seniors. The development is rich with amenities that enhance the lives of residents who will live there for years to come. The amenities are simple and added very little to the overall cost of the project. The Energy Star and EGC certifications added to the overall reduction of energy requirement. Pacific Drive Apartments enhances the community, creating an efficient use of a uniquely-sized unused parcel of land.

Lynell Smith

Executive Director
Housing Authority of Utah County

240 E. Center Provo, UT 84606 Phone: 801-373-8333 Email: <u>Ismith@housinguc.org</u>

Nominated for Excellence | Small/Medium Agency





Courtesy of Housing Authority of Utah County

RESIDENT AND CLIENT SERVICES



Community Services Nexus

Community Services Nexus is an innovative solution that solves the problem of information sharing between City of Glendale programs. Their collaborative approach identified programs within the city's Community Services Department that required similar eligibility documentation from low to moderate income residents and created a systematic method for collecting and sharing information. This program helps low-income housing residents obtain utility assistance through the Community Action Program (CAP). Over 70% of families referred from the housing authority are first time CAP grantees. This helps offset the high cost of peak usage utility bills and move-in costs.

Donald Paredez

Housing Administrator City of Glendale Community Housing Division 6842 N. 61st Ave. Glendale, AZ 85301

Phone: 623-930-3701

Email: dparedez@glendaleaz.com

Nominated for Excellence | Small/Medium Agency



The participants in all of Tempe's housing programs have household incomes that fall within the extremely low and very low range of area median income. These households, despite having rental assistance through programs, struggle to make ends meet and have

significant barriers to increasing their self-sufficiency. The Tempe Housing Workforce Development program was designed to bring the Workforce Innovation and Opportunity Act to the participants under the same roof as their administrative offices. In the first guarter of operation, an average of 167 participants received workforce-related services.

LeVon Lamy

Housing and Revitalization Manager City of Tempe Housing Services Division

3500 S. Rural Rd., Suite 202

Tempe, AZ 85282 Phone: 480-858-2264

Email: levon_lamy@tempe.gov

Small/Medium Agency



Backpacks for School Program

Paragould Housing Authority (PHA) staff realized their families needed help in obtaining school supplies for their children. They worked with a local bank who agreed to provide PHA with \$1,800 in donation funds to assist with purchasing backpacks for all the students living in their development. With these funds they were able to purchase backpacks for over sixty students living in the development, along with \$25 in school supplies. This program continues to grow each year and has now become one of their biggest events.

David Lange

Executive Director Paragould Housing Authority 612 East Canal St. Paragould, AR 72450

Phone: 870-239-8084 Email: pha1@grnco.net

Nominated for Excellence | Small/Medium Agency



Automated Library Services in Public Housing

The Los Angeles County Development Authority (LACDA) is the recipient of two innovative book kiosks located at the Carmelitos and Nueva Maravilla/Rosas Senior public housing developments. In partnership with the Los Angeles County Library, which facilitates community access to library resources, each kiosk is equipped with a rotating collection of 800 books tailored to the residents' needs, including the availability of books in several languages such as English, Spanish, and Chinese. The kiosks, paired with onsite culturally-sensitive programs, have created a sense of community that allows residents to engage in a meaningful way while decreasing loneliness and isolation in older adults.

Twima Earley

Director
Los Angeles County Development Authority
700 West Main Street
Alhambra, CA 91801
Phone: 626-586-1900

Email: twima.earley@lacda.org



Courtesy of Los Angeles County Development Authority



Wildfires are a frequent occurrence in California. In 2018, 24,226 structures were destroyed in wildfires, leaving many of the families who were victims of these natural disasters homeless. Following the Woolsey Fire of 2018, the Los Angeles County Development Authority (LACDA) knew it had to act, as newly homeless families would have to navigate a rental market with extremely and continuously increasing rents and a vacancy rate below 4%. On November 15, 2018, the LACDA created an emergency response team to assist families effected by the Woolsey Fire.

Tracie Mann

Director of Housing Assistance Division Los Angeles County Development Authority 700 West Main Street Alhambra, CA 91801 Phone: 626-586-1670

Email: <u>tracie.Mann@lacda.org</u> Nominated for Excellence



Modernized Space for Public Housing Youth Programs

The Los Angeles County Development Authority (LACDA) was pleased to introduce a beautifully refurbished basketball court and modernized teen room to the Harbor Hills Public Housing Community. These enhancements, made possible by the combined contributions of 2K Foundations and Xbox, will promote positive community mobilization and provide a safe place for youth to connect, learn, and exercise while developing their basketball skills for years to come.

Twima Earley

Director Los Angeles County Development Authority 700 West Main Street Alhambra, CA 91801 Phone: 626-586-1900

Email: twima.earley@lacda.org



Courtesy of Los Angeles County Development Authority



Rents in Los Angeles County are rising, and vacancy rates are low, leading to a homelessness crisis experienced throughout the county. Families that are able to acquire temporary housing through local resources risk returning to homelessness once their temporary housing assistance expires. During this homelessness crisis, the Los Angeles County Development Authority (LACDA) is facing challenges in utilizing its Housing Choice Voucher (HCV) allocation. To combat these local challenges, LACDA

implemented a housing strategy, which transitions families from temporary assistance to permanent assistance. "Moving On" addresses key issues by helping families overcome homelessness, while boosting HCV utilization rates.

Tracie Mann

Director of Housing Assistance Division Los Angeles County Development Authority 700 West Main Street Alhambra, CA 91801 Phone: 626-586-1670

Email: tracie.Mann@lacda.org Nominated for Excellence



In May 2019, the Los Angeles County Development Authority (LACDA) welcomed the Central Neighborhood Health Foundation (CNHF) as the operator of the Daniel "Skip" Gibson Carmelitos Health Clinic. The new clinic is located within the Carmelitos Public Housing community, which is home to over 1,700 lowincome youth, families, older adults, and persons with disabilities. Comprehensive health services include primary to preventive care, and health and wellness workshops. The clinic adopts a patient-centered model of providing care that gives Carmelitos residents and the surrounding North Long Beach community the best opportunity at improving health outcomes while meeting individual needs.

Twima Earley

Director Los Angeles County Development Authority 700 West Main Street Alhambra, CA 91801 Phone: 626-586-1900

Email: twima.earley@lacda.org



The Los Angeles County Development Authority (LACDA) was pleased to introduce 100 low-income. public housing youth to the aviation industry through hands-on education and career exploration experiences. During the summer months of 2018 and 2019, The Organization of Black Aerospace Professionals (OBAP) facilitated fast-paced programs, packed with participant-driven activities that turned

dreams into viable careers and ignited a whole new world of visibility to occupations in science, technology, engineering, and mathematics (STEM) for youth. This program addressed the need to continue learning in the summer months and successfully engaged youth in the process.

Twima Earley

Director Los Angeles County Development Authority 700 West Main Street Alhambra, CA 91801 Phone: 626-586-1900

Email: twima.earley@lacda.org Nominated for Excellence



Courtesy of Los Angeles County Development Authority



Each year, students start with lower achievement levels than when they left their previous school year, commonly known as "summer learning loss." Summer programs often exclude certain children due to costprohibitive, scheduling, and transportation challenges. Summer STEAM education programs face the same challenges but also face the challenge of students being intimidated by highly technical programming. In 2016, Fresno Housing introduced their Summer Tech

Camp (STC), a three-week program that provides Fresno Housing youth with advanced-level, hands-on experience in the exciting worlds of programming, coding and robotics and resources to further explore STEAM beyond STC.

Fidel Contreras

Communications Coordinator Fresno Housing 1331 Fulton Street Fresno, CA 93721 Phone: 559-457-4222

Email: fcontreras@fresnohousing.org

Nominated for Excellence



Courtesy of Fresno Housing



The Housing Authority of the City of Los Angeles Watts/ Los Angeles WIOA WorkSource Center has become the City of Los Angeles' lead service provider for its LA Reconnections Career Academy (LARCA) 2.0 Jobs and Education Program for Class Members of the Rodriguez Settlement. Since 2017, 143 participants, unlawfully detained under a City gang injunction, have individually received job training and new business support services averaging \$10,000 in value.

Pamela Paige

Workforce Development and Section 3 Manager Housing Authority of the City of Los Angeles 2600 Wilshire Blvd., 3rd Floor Los Angeles, CA 90057 Phone: 213-448-0297

Email: pamela.Paige@hacla.org



Courtesy of Housing Authority of the City of Los Angeles



Local high school students with an interest in teaching and a talent for artistic endeavors volunteered to hold art workshops on-site at low income housing and public housing sites. Youth of all ages participated in the weekly workshops held over the course of a year. The high school students also served as mentors for youth interested in art, teaching, or continuing their education past high school. The total cost for the program was approximately \$250 for art supplies. The youth and high school students created the energy for the program to continue past its initial 6-week plan.

Linda Fisher-Helton

Community Relations Manager Area Housing Authority of the County of Ventura 1400 West Hillcrest Drive Newbury Park, CA 91320 Phone: 805-480-9991

Email: Ifhelton@ahacv.org



Courtesy of Area Housing Authority of the County of Ventura

Oxnard Housing Multi-Service Center

The Multi-Service Center facilitates several programs for families that are housed in an area associated with regular gang/drug and violent crime activity. The center is designed to provide services at no cost to the community. The Oxnard Housing Resident Services Program located at the Multi-Service Center is a departmental organization that facilitates and leverages resources with community partners to bring programs that empower families/individuals. The mission is to increase self-sufficiency and quality of life through educational, economic, social-recreational, and community development activities.

Rose Banuelos

Resident Services Coordinator City of Oxnard Department of Housing 1500 Camino del Sol #19 Oxnard, CA 93030

Phone: 805-385-7574 Email: rose.banuelos@oxnard.org



Courtesy of City of Oxnard Department of Housing



The County of San Diego's Office of the Public Defender and Housing and Community Development Services created a collaborative new approach to support persons experiencing homelessness who are currently in custody in a county jail. According to the 2019 Homeless Census, 29 percent of inmates were homeless the night they were arrested. To reduce the impact of homelessness, Housing Navigators were deployed to assist inmates while in custody to secure housing upon release. Their efforts include outreach, assessments, housing plan development, linkages to services, housing search and landlord engagement. Between June and December 2019, 56 persons were

assisted. Of those persons, 27 have secured shelter and 11 have secured permanent housing.

Nicholas Martinez

Chief of Departmental Operations
County of San Diego Housing and Community Development
Services
3989 Ruffin Road
San Diego, CA 92123
Phone: 858-694-4802

Email: nicholas.Martinez@sdcounty.ca.gov



As a program of the San Diego Housing Commission (SDHC) Achievement Academy, Bridges to Career Opportunities helps participants pursue certifications for a career as a Certified Nursing Assistant or in the fields of Customer Service or Information Technology. Program participants obtain support, such as financial coaching, to set long-term goals and help manage expenses during training. Those who complete the training receive additional support, which may include assistance with further certifications and continued job search guidance. The program is funded by a three-year, \$190,000 grant from the national Local Initiatives Support Corporation (LISC), with funding from the Citi Foundation.

Scott Marshall

Vice President of Communications & Government Relations San Diego Housing Commission 1122 Broadway, Suite 300 San Diego, CA 92101

Phone: 619-578-7138 Email: scottm@sdhc.org



Family and Community Vitality at Unison

Unison demonstrated program innovation in resident and client services through their recent conversion from an agency-led model for delivery of community services to a member-centered, demand-driven model led by the residents it exists to serve. In 2019, Unison piloted a Community Organizing and Resource Navigation program at their mixed-use affordable development, Alto Apartments in Westminster, Colorado. It resulted in the formation of a resident community council complete with resident leaders who received formal training from a community

organizer on advocacy, civic responsibility, leadership and public policy.

Donna Hilton

Director of Fundraising Unison Housing Partners 3033 West 71st Street Westminster, CO 80030 Phone: 303-227-2087

Email: dhilton@unisonhp.org



Public housing residents rarely earn social capital networks of relationships that allow individuals to secure benefits and invent solutions to problems from membership in the network. Additionally, silos between social service providers often mean residents seeking self-sufficiency are working at cross purposes. New Britain Housing Authority partnered with several area service providers to deliver wraparound services to public housing residents. By coordinating, collaborating, and communicating, they delivered improved self-sufficiency, created a professional network for residents, and increased the odds of positive life outcomes for a small number of New Britain Housing residents. They now plan to scale this effort.

Kenneth G. House, Jr.

ROSS Program Coordinator New Britain Housing Authority 16 Armistice Street New Britain, CT 06053 Phone: 860-558-1148

Email: khouse@nbhact.org



Girls on the Run (GOTR) is a physical activity-based positive youth development program that inspires 3rd through 8th grade girls to be joyful, healthy, and confident using a fun, experience-based curriculum, which creatively integrates running. GOTR envisions a world where every girl knows and activates her limitless potential and is free to boldly pursue her dreams. The Housing Authority of the City of Daytona Beach through its Neighborhood Network Career Center brought GOTR into the Palmetto Park and Caroline

Village community to expand the GOTR program from the schools and into the community.

Natalie Smith-Wells

Director of Community Engagement and Partnerships Housing Authority of the City of Daytona Beach 211 N. Ridgewood Ave., Suite 300

Daytona Beach, FL 32114 Phone: 386-547-3003 Email: wellsn@dbhafl.org



Courtesy of Housing Authority of the City of Daytona Beach



The Housing Authority of the City of Daytona Beach. through its Neighborhood Network Career Center (NCC) and self-sufficiency grant programs ROSS and FSS, strives to support its residents and community in attaining self-sufficiency. Volusia County has a number of boat manufacturers, resulting in a need for trained individuals in the field of fiberglass fabrication and installation. In partnership with CareerSource Flagler Volusia, the NNC prepares participants for job training opportunities by teaching them soft skills. Once participants are eligible for training, CareerSource Flagler Volusia supports by providing scholarships for eligible 17-24 year old participants to enter the Fiberglass Fabrication Boot Camp. Upon successfully completing the training, participants can secure employment in the field.

Natalie Smith-Wells

Director of Community Engagement and Partnerships Housing Authority of the City of Daytona Beach 211 N. Ridgewood Ave., Suite 300

Daytona Beach, FL 32114 Phone: 386-547-3003 Email: wellsn@dbhafl.org

HACFM—Community Safety Collective Impact

The Housing Authority of the City of Fort Myers (HACFM) is committed to working with their affordable housing residents to achieve non-subsidized housing and economic self-sufficiency. HACFM has entered into a long-term partnership agreement with Southwest Florida Workforce Development Board (SFWDB) to provide direct service support to affordable housing residents for the next four years. SFWDB leads the local jobs creation effort for the City of Fort Myers and Lee County. Their community partners work directly with the Community Supportive Services to enhance and streamline access to services for participants. The goal is create meaningful career opportunities for adults while empowering them to create safer communities.

Marcia Davis

Executive Director Housing Authority of the City of Fort Myers 4224 Renaissance Preserve Way Fort Myers, FL 33916

Phone: 239-851-3457 Email: marcia@hacfm.org



Many of the Housing Authority of the City of Fort Myers (HACFM) senior residents had no access to immediate transportation or onsite healthcare services. In order for them to healthily age in place, HACFM decided to partner with Sunset Home Health Services, Inc. (SHHS). SHHS proposed and implemented on-site services to assist the approximately 320 elderly residents living in HACFM's three senior sites. SHHS hosts weekly blood pressure and glucose screening clinics, their Account Executives assist with needs assessments to identify services and programs, and they host health forums and provide patient care as ordered by physicians for geriatric residents who voluntarily seek services.

Marcia Davis

Executive Director Housing Authority of the City of Fort Myers 4224 Renaissance Preserve Way Fort Myers, FL 33916 Phone: 239-851-3457

Email: marcia@hacfm.org Nominated for Excellence



The Housing Authority of the City of Fort Myers (HACFM) has been working to create career pathways for their youth and to breathe new life into their historic neighborhoods. In 2019, HACFM partnered with Florida Gulf Coast University (FGCU) College of Social Work to enhance resident services. FGCU students entering a career in social work have an opportunity to build their managerial skills, social development, executive business regulation, client-based practice, and resource advancement. The primary goal for this partnership is to increase access to CSS through community engagement and to enhance the overall quality of life of the residents.

Marcia Davis

Executive Director Housing Authority of the City of Fort Myers 4224 Renaissance Preserve Way Fort Myers, FL 33916

Phone: 239-851-3457 Email: marcia@hacfm.org



The Sarasota Housing Authority's Agency Wide Resident Council was exploring ways to get their senior residents to invest in self-healing and creativity, when the idea of an art therapy class was born. Art therapy is known to provide many benefits including improving emotional and physical health, the ability to use self-expression and promote self-discovery, and it also exercises the brain and creates new neurons with new experiences. Although students bring their own supplies, the class is free and it is taught by a volunteer graduate of a local art school. Once their projects are completed, the artists can sell, give away or display their artwork in designated areas of their facility.

Valerie Buchand

President-Resident Council Sarasota Housing Authority 1300 Boulevard of the Arts Sarasota, FL 34236 Phone: 941-361-6210

Email: vbuchand@gmail.com



Courtesy of Sarasota Housing Authority



Tarpon Springs Housing Authority manages the Cops 'n Kids Youth Center, which serves 75 students year-round ages 10-17 that are living under 250% of the Federal Poverty Level. Their regular afterschool and summer programming was expanded by Career Explorations, which empowers youth to actively pursue a career path at an early age. Learning includes fluid career planning with goals, 4-H lessons, hands-on workshops, touring workforces and college tours. The program is funded by the Department of Juvenile Justice. When a person's talents and passions are aligned with a career it creates joy, value, and ultimately stops the multigenerational cycle of poverty.

Robbin Redd

Executive Director Tarpon Springs Housing Authority 500 S. Walton Avenue Tarpon Springs, FL 34689 Phone: 727-937-4411

Email: robbin.redd@tarponhousing.com

Small/Medium Agency



Courtesy of Tarpon Springs Housing Authority



As they continued to seek reduction of energy and water consumption, Tampa Housing Authority (THA) recognized technology alone would not generate optimal efficiencies. In partnership with Johnson Controls, Inc., THA maximized the use of innovative technologies capable of reducing water and energy footprint. Ultimate savings would occur when residents became fully educated and engaged in monitoring their personal consumption. In an effort to involve residents, THA, in tandem with partners, implemented a Sustainability Ambassadors Program in January 2017 with \$50,000 grant funds received from Johnson Control Foundation over a three year period.

Stephanie Brown Gilmore

Director, Program and Property Services Tampa Housing Authority 5301 W. Cypress Street Tampa, FL 33607 Phone: 813-341-9101

Email: stephanie.brown@thafl.com



Tampa Housing Authority (THA) identified additional services for residents. The results indicated a large need for a program that would specifically facilitate parent engagement with cultural dynamics of the community while breaking the barriers that prevent full parent engagement. THA developed the Village Link Up program to provide case management, parenting education, and supportive services with the goal of increasing parent engagement in child education and overall family well-being. The Village Link Up program modeled the approach on creating opportunities and addressing needs of children and adults. The successful outcome is parent involvement activities with at-risk elementary age children.

Stephanie Brown Gilmore

Director, Program and Property Services Tampa Housing Authority 5301 W. Cypress Street Tampa, FL 33607 Phone: 813-341-9101

Email: stephanie.brown@thafl.com

Nominated for Excellence



Youth Prevention Program— Juvenile Justice

Tampa Housing Authority (THA) provides afterschool and summer programs to at-risk youth at the Oaks at Riverview Community Center. The juvenile justice youth programs include tutoring, life-skills training, safety training, and behavioral development services as a diversion from the juvenile justice system. To augment an already programmatically rich afterschool and summer program, the housing authority subcontracted additional safety and behavioral program services from the Florida Sheriff's Youth Ranches and More Health, Inc. in order to ensure access and success for the youth enrolled in the program.

Stephanie Brown Gilmore

Director, Program and Property Services Tampa Housing Authority 5301 W. Cypress Street Tampa, FL 33607 Phone: 813-341-9101

Email: stephanie.brown@thafl.com



Pathways to Independence

"Providing sustainable and affordable housing as a platform to enhance lives" is the Housing Authority of DeKalb County's (HADC) mission. Using this as their model, HADC strives to provide initiatives that underpin and enhance the health, well-being, and economic stability of their residents. To fulfill this vision, they redesigned their Pathways to Economic Independence Initiatives in 2019. Using this as the standard, they reviewed the initiatives for any possible gaps in their mission to promote self-sufficiency and enhance economic stability for their residents.

Laura Roberts

President of Resident Services Corporation Housing Authority of Dekalb County 750 Commerce Drive, Suite 201 Decatur, GA 30030

Phone: 404-270-2525

Email: laura.roberts@dekalbhousing.org



Resident Services Corporation (RSC), a non-profit affiliate of the Housing Authority of DeKalb County (HADC), enhances the lives of the local community by providing targeted and collaborative initiatives that promote resilience factors to help participants

from youth to seniors overcome major challenges. RSC initiatives, including youth services, further the agency's mission of "providing sustainable and affordable housing as a platform to enhance lives." Their goal is to become a catalyst for change, impacting lives and supporting participants at various life stages, while working within the community to find holistic solutions to overcome generational poverty.

Laura Roberts

President of Resident Services Corporation Housing Authority of DeKalb County 750 Commerce Drive, Suite 201

Decatur, GA 30030 Phone: 404-270-2525

Email: <u>laura.roberts@dekalbhousing.org</u>



Courtesy of Housing Authority of DeKalb County



Annual Backpack Giveaway

The Annual Backpack Giveaway was created to address the problem of school supply affordability for low-income families. Boise City/Ada County Housing Authorities partnered with the Southminster Presbyterian Church to provide backpacks and basic school supplies for children of low-income families. All school supplies are donated brand new through a network of local businesses. School supplies are given based on each grade level. Children in grades kindergarten through the 6th grade are eligible for these backpacks. This solution allows families to use their limited resources on other things, such as clothing and any fees for school registration.

Deanna L. Watson

Executive Director
Boise City/Ada County Housing Authority
1001 S. Orchard St.
Boise, ID 83705

Phone: 208-287-1054 Email: dwatson@bcacha.org Nominated for Excellence



In efforts to increase the presence of male role models and father figures, the Housing Authority of Champaign County (HACC) hosted a fun-filled extravaganza called "A Princess Night Out." A group of young participants dressed in princess-type attire and attended a Pre-celebration Party at HACC with their families. Afterward, Mr. David A. Northern, Sr., Executive Director/CEO accompanied the young participants to the Champaign Park District's Dancing with Dad in Hollywood event for a night of dinner and dancing. HACC reached out to vendors to raise funds for the girls to participate. The event was a huge success.

David A. Northern, Sr.

Executive Director/CEO The Housing Authority of Champaign County 2008 N. Market Street Champaign, IL 61822 Phone: 217-378-7100

Panel Discussions



In order to develop more inclusive policies geared toward helping the disenfranchised, the Housing Authority of Champaign County hosted a series of Affordable Housing Panel Discussions, which gave clients, ordinary members of the community, and advocacy groups an opportunity to discuss various housing issues with their local politicians, government officials, community leaders, and property managers. One of the more spirited panel discussions centered around creating local housing solutions for those with criminal backgrounds. The discussions brought an awareness to some of the issues that community members face and helped forge a healthy dialogue of potential solutions.

David A. Northern, Sr.

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



The Champaign County Re-entry Council identified housing as the key issue impacting the success of individuals returning from prison. In order to prevent homelessness and reduce recidivism, the Housing Authority of Champaign County (HACC) partnered with two local non-profits, FirstFollowers and WIN Recovery, to provide a Re-entry Transitional Housing Program for individuals returning to the community from prison. HACC provided two houses with operating subsidies. The non-profits provided case management and other support services to help re-entry clients rebuild their lives. Upon successful completion of the program, clients will become eligible for the MTW Housing Choice Voucher program.

David A. Northern, Sr.

Executive Director/CEO The Housing Authority of Champaign County 2008 N. Market Street Champaign, IL 61822 Phone: 217-378-7100

Email: davidn@hacc.net Nominated for Excellence



The Housing Authority of Champaign County (HACC) has helped transition hundreds of individuals from government assistance to complete self-sufficiency through education and job skills training. Recognizing the need for additional assistance, HACC founded a non-profit called the Housing Authority of Champaign County Enrichment Foundation (HACCEF). The goals of HACCEF are to develop career and economic opportunities for their clients and to expand and enrich educational and recreational opportunities for Champaign County youth. HACC and HACCEF embarked on an aggressive fundraising campaign to provide academic scholarships and youth enrichment activities for the participants of the MTW Housing Choice Voucher program.

David A. Northern, Sr.

Executive Director/CEO The Housing Authority of Champaign County 2008 N. Market Street Champaign, IL 61822 Phone: 217-378-7100

Email: davidn@hacc.net

The Employee Engagement **Initiatives**

The Housing Authority of Champaign County (HACC) founded the Employee Engagement Initiatives (Volunteer Program) to improve the agency's relationship with the community, by giving employees an opportunity to provide information regarding HACC services and programs at various community festivals and events. The participants and the community had a chance to see HACC's employees in a more casual context, which helped employees build a positive rapport with the community and helped improve their overall image within the community. The program is a planned, managed effort that seeks to motivate and enable employees to effectively serve the community.

David A. Northern, Sr.

Executive Director/CEO The Housing Authority of Champaign County 2008 N. Market Street Champaign, IL 61822

Phone: 217-378-7100 Email: davidn@hacc.net



Courtesy of The Housing Authority of Champaign County



Working together with area Child Development Specialists, the Randolph County Housing Authority developed an innovative program to assist low-income families with young children who might be at risk of experiencing developmental delays. This partnership resulted in a program which would allow at-risk children to grow and learn to their fullest potential, while assisting young parents with the unique challenges associated with infancy and toddlerhood.

The Opportunity to Grow Program recognized the importance of parent-child relationships, rather than attempting to work with children in isolation from their families, which was a key to its success.

Chris Blechle

Executive Director Randolph County Housing Authority 916 George Street

Chester, IL 62233 Phone: 618-826-4314 Email: chris@powrup.net

Nominated for Excellence | Small/Medium Agency



In 2018, the Winnebago County Housing Authority (WCHA) partnered with New York University and the Illinois Department of Corrections (IDOC) for a Graduated Reentry demonstration program for individuals to transition from incarceration to release in an effort to prevent recidivism. Participants are selected by IDOC and given a case management team. Parolees are released six months early into their county of conviction, making the recidivism effort essential. WCHA, in partnership with HUD and the Illinois Housing Development Authority had ten setaside public housing and voucher units to house the individuals and create a regional mobility program. The program was replicated by the state to be available for all agencies.

Alan Zais

Executive Director Winnebago County Housing Authority 3617 Delaware Street Rockford, IL 61102 Phone: 815-963-2133

Email: alan@wchauthority.com

Nominated for Excellence | Small/Medium Agency



Rockford Housing Authority's W.I.S.D.O.M. Program is a health and wellness program that aims to help seniors increase their knowledge and awareness of issues related to heath and the aging process. The Wellness program offers a variety of health benefits as well as educational and informational resources for seniors of all demographics. The initiative helps to guide behaviors, habits and lifestyles which enhances the quality of life for many residents and offers ideas and tips on how to live life longer, and healthier.

Odessa Walker

Director Resident Services Rockford Housing Authority 223 S. Winnebago Street Rockford, IL 61102 Phone: 815-299-8428

Email: owalker@rockfordha.org



Washington Gardens Head Start

The Executive Director of the Housing Authority of the City of Elkhart identified the absence of a Head Start Program in their Washington Gardens public housing community. She tasked staff to investigate the possibility of reviving the program in the community. Staff reached out to the local Head Start Consortium, the local school system and the Community Foundation of Elkhart County seeking support. Once Head Start received final grant approval, they had a few short summer months to complete renovations and have the classroom ready for students for the 2019 fall semester.

Mitchell Craven

Director of Comprehensive Improvements Housing Authority of the City of Elkhart 1396 Benham Ave. Elkhart, IN 46516

Phone: 574-296-6958 Email: mcraven@ehai.org



Back to School Bash

In 2018, the New Albany Housing Authority held its first annual Back to School Bash for school age youth. Through partnerships with 20+ local agencies, they were able to provide backpacks, school supplies, haircuts, eye exams, sports physicals and more in order to help the kids get ready to start the new school year. This event grew in the year 2019 and they see great potential to make it even bigger and better next year. Their families struggle with the expense of "back to school" so they are glad to be able to ease some of the stress.

Allison Pruit

Administrative Assistant New Albany Housing Authority PO Box 11 New Albany, IN 47151 Phone: 812-206-2035 Email: apruit@nahain.com Nominated for Excellence



Healthy Cooking Classes

New Albany Housing Authority (NAHA) is deeply involved in their community. One of their partnerships is with the local hospital, Baptist Health Floyd. A NAHA FSS case manager attends monthly Floyd County Nutrition Coalition meetings. In 2019, the coalition decided to bring monthly healthy cooking demonstrations to the NAHA campus. The first cooking demonstration was held in February 2019, and they knew then that they had a hit. Residents were shown how to prepare a healthy dish and given items to take home. This has been a great way to experience healthy cooking while bonding with their residents.

Allison Pruit

Administrative Assistant New Albany Housing Authority PO Box 11 New Albany, IN 47151

Phone: 812-206-2035 Email: apruit@nahain.com



Job Club & Lunch with the Bosses

The New Albany Housing Authority has instituted a new program called Job Club, which provides residents with weekly meetings where they receive support and coaching from FSS staff, local WorkOne staff, and an AmeriCorps member. They are able to use a new cutting edge tool called NextJob that helps them job search, create resumes and practice interviewing. In addition, a Lunch with the Bosses is held monthly where a local employer is invited to come speak with residents, collect applications and conduct initial interviews.

Allison Pruit

Administrative Assistant New Albany Housing Authority PO Box 11

New Albany, IN 47151 Phone: 812-206-2035 Email: apruit@nahain.com

HYPE/TWTW **Youth Employment Programs**

In 2019, the City of Wichita's Housing Authority (WHA) collaborated with their summer youth employment program, The Way to Work (TWTW) to establish the Helping Youth Prepare for Employment (HYPE) program. Their goal was to assist teens and young adults prepare for employment. HYPE is a collaboration of four community partners in Wichita, Kansas, each working together to leverage services to ensure the success of youth participants. During the summer of 2019, HYPE served 3,252 area youth with 1,210 finding employment with over 200 employers. Total wages earned by HYPE participants was \$1,403,600.

Na'shell Williams

Program Specialist City of Wichita Housing Authority 455 N. Main Street, 10th Floor Wichita, KS 67202 Phone: 316-462-3761

Email: ntwilliams@wichita.gov Nominated for Excellence



Megan's Mobile Grocery

The location surrounding the Housing Authority of Bowling Green's main developments, Gordon Ave./ Summit View is currently listed as a food desert by the USDA. The USDA definition of a food desert is vapid of fresh fruit, vegetables, and other helpful whole foods. usually found in impoverished areas. The housing authority worked with other partner organizations in the community to help alleviate this problem by establishing a mobile grocery store. The mobile grocery store makes stops in impoverished neighborhoods so families can purchase the necessary staples they need to help combat this problem.

Katie Miller

Special Projects Director Housing Authority of Bowling Green 247 Double Springs Road PO Box 116 Bowling Green, KY 42102

Phone: 270-467-7133 Email: kmiller@habg.org

Nominated for Excellence | Small/Medium Agency



Staff at the Carver County Community Development Agency (CDA) saw a need for connecting residents with resources and services available to them. CDA staff and community partners worked to fill this need and have seen great results. Residents are being connected to programs they didn't know existed and receiving services for which they are eligible.

Allison Streich

Deputy Director

Carver County Community Development Agency

705 North Walnut Street Chaska, MN 55318 Phone: 952-556-2803

Email: allisons@carvercda.org

Small/Medium Agency



Courtesy of Carver County Community Development Agency



In the Winter of 2018, the Twin Cities' light rail system became the Cities' second largest de facto shelter seeing as many as 362 riders experiencing homelessness on any given night. A specialized team of Metro Transit Police Officers joined the Metropolitan Housing and Redevelopment Authority to conduct outreach and provide this population lowbarrier access to housing vouchers. Through this partnership, new community shelter beds, outreach, and transitional services were created to assist this population. By November of 2019, the team secured housing and ongoing case management services for 94 families, containing 101 adults and 65 children.

Ryane Leifheit

Senior Outreach Coordinator Metropolitan Housing and Redevelopment Authority 390 Robert St. N. St. Paul, MN 55101

Phone: 651-602-1584

Email: ryane.leifheit@metc.state.mn.us



Project Employment Connect

The Missoula Housing Authority's Project Employment Connect is a one-stop employment and community resource fair. The event offered one-on-one resume assistance, interview skills training, haircuts, interview clothing and a multitude of Veteran's Services. Information and onsite registration for Workforce Opportunities Act Information (WIOA) employment, WIOA adult programs, TANF employment programs, SNAP employment and training and adult basic education were available. Additional services offered at Project Employment Connect included free birth certificates and IDs, reading glasses, disability benefits and work incentive programs, lunch, goody bags and information on HUD-assisted housing opportunities. All services were offered at zero cost to participants.

Rebecca Stancil

Family Self Sufficiency Coordinator Missoula Housing Authority 1235 34th Street Missoula, MT 59801 Phone: 406-549-4113

Email: rstancil@missoulahousing.org

Nominated for Excellence | Small/Medium Agency



What is a good way to disseminate important information to residents in a fun, accessible way that is not only practical, but in a format the residents will hold onto and be able to refer to? Why a calendar of course! Bayonne Housing Authority now provides a calendar that includes information about tenancy and the authority, important dates, community resources and an emergency information form, as well as some fun dates to keep in mind. The calendars allow residents to refer to all the information they need for a year in one place.

John Mahon

Executive Director Bayonne Housing Authority 549 Avenue A PO Box 277 Bayonne, NJ 07002 Phone: 201-339-8700

Email: bayonneha@optonline.net



Senior Health and Resource Expo (SHARE)

To attract more senior citizen residents to the one year anniversary of no smoking in public housing, the Bayonne Housing Authority invited other organizations that provided services targeted towards seniors to a one-day event. A singularly focused meeting turned into a half day event that offered a range of services for seniors in one venue. The result was not only a successful anniversary for the implementation of no smoking in public housing, but also that senior citizen residents were afforded an opportunity to discover services targeted for them in the comfort of their community.

John Mahon

Executive Director Bayonne Housing Authority 546 Avenue A PO Box 277 Bayonne, NJ 07002 Phone: 201-339-8700

Email: bayonneha@optonline.net



Edison Housing Authority Food Program

One Meal at a Time, Edison Housing Authority Fights Food Poverty, is a project of the Edison Housing Authority (EHA). Like all great ideas, it was born out of necessity. During the government shutdown in 2019, the administration of EHA recognized a need to aid their Section 8 tenants and public housing residents who were dependent on federal food programs such as SNAP (Supplemental Nutrition Assistance Program) and WIC (Special Supplemental Nutrition Assistance Program for Women, Infants, and Children). The answer was to open a food pantry on site. After the shutdown, the pantry stayed, and the ever-expanding food program was born.

Deborah Hurley

Executive Director Edison Housing Authority 14 Rev. Samuel Carpenter Blvd. Edison, NJ 08820

Phone: 908-561-2525 Email: dhurley@edisonha.org Small/Medium Agency



Courtesy of Edison Housing Authority



Kindergarten Boot Camp

To address learning gaps for students identified as at-risk for poor school outcomes, the Kindergarten Boot Camp (KBC) Program was created as a collaborative partnership between the Housing Authority of the City of Goldsboro (HACG), Wayne County Public Schools (WCPS), and the City of Goldsboro that provides a 4-week intensive learning camp for pre-K aged children. Certified teachers from WCPS are the instructors for the camp. An identified curriculum addressing kindergarten concepts is used. To date, 150 students have graduated from KBC and 20% of them are residents of the HACG.

Michele Wiggins

Director of Grant Management Housing Authority of the City of Goldsboro 700 N. Jefferson Ave. Goldsboro, NC 27530 Phone: 919-735-4226

Email: mwiggins@hacg.org



Pretty Tough, a women's peer support group, was created to combat the isolation frequently felt by women in public housing communities. It is a collective space of women's voices that creates a safe and supportive atmosphere for encouraging, challenging, and supporting each other through difficult times and successes. This innovative solution combines external provider partnerships with the internal strength and camaraderie of peer support. The program has resulted in increased participation in self-sufficiency programs, stronger collaborative partnerships, increased selfesteem for participants, and building common ground for residents.

Michele Wiggins

Director of Grant Management Housing Authority of the City of Goldsboro 700 N. Jefferson Ave. Goldsboro, NC 27530

Phone: 919-735-4226 Email: mwiggins@hacg.org Nominated for Excellence



Greensboro Housing Authority (GHA) youth live in areas of concentrated poverty often with few role models in their neighborhoods to guide them toward a positive future. Program fees and lack of transportation frequently keep youth from pursuing constructive activities. Dancing Dreamers is an outreach program that empowers youth, ages 9 to 14, to realize their dreams through dance. Inspirational topics are intertwined into formal dance instruction, encouraging self-expression, and teaching pathways to discover their deepest desires to envision a new direction for their lives.

Maggie Larkins

Special Projects Manager Greensboro Housing Authority 450 N. Church St. Greensboro, NC 27401 Phone: 336-303-3174

Email: mlarkins@gha-nc.org



Working with a local library branch, Greensboro Housing Authority (GHA) brought the Eco-Explore Program to one of their scattered-site communities. This program is a week-long environmental experience for youth to explore the natural environment just outside their doors. Children are in the midst of a shift in history, where technology is changing and contributing to more time spent indoors on devices. Eco-explore helps children to reconnect to nature, which research shows has cognitive, emotional, and physical benefits over time.

Maggie Larkins

Special Projects Manager Greensboro Housing Authority 450 N. Church St. Greensboro, NC 27401 Phone: 336-303-3174

Email: mlarkins@gha-nc.org
Nominated for Excellence



The Pre-Ballet Program kicked off in March 2019 for youth ages two to four living in Greensboro Housing Authority (GHA) communities or receiving Tenant-Based Vouchers. The program introduced ballet concepts and techniques, but also inspired imagination by providing a needed outlet for GHA's youngest residents to shine. Through collaboration with the Royal Expressions Contemporary Ballet, participants gained a better understanding of ballet basics. But just as valuable was the cultivation of selfworth, community support, confidence, and improved social skills.

Maggie Larkins

Special Projects Manager Greensboro Housing Authority 450 N. Church St. Greensboro, NC 27401 Phone: 336-303-3174

Email: mlarkins@gha-nc.org



When youth are encouraged to find their voice, they benefit by developing skills, self-esteem, and a sense of connectedness. By offering youth civic engagement opportunities through afterschool partnerships, the Cuyahoga Metropolitan Housing Authority (CMHA) is empowering young people to develop leadership skills and become positive change agents. CMHA has partnered with the Girl Scouts to help the Woodhill Troop obtain Citizen Badges by participating in the 2019 Afterschool Alliance Lights On Afterschool efforts. Woodhill Homes Community Center Girl Scouts now have a sparked interest in civic engagement and feel empowered to use their collective youth voice to inspire change in their community.

LaShawna Adams-Mitchell

Manager
Cuyahoga Metropolitan Housing Authority

8120 Kinsman Road Cleveland, OH 44104 Phone: 216-271-2756 Email: mitchelll@cmha.net



Courtesy of Cuyahoga Metropolitan Housing Authority



Since June 2018, the Cuyahoga Metropolitan Housing Authority (CMHA) has been part of a Cleveland Foundation grant geared toward bridging the digital divide in the City of Cleveland and Cuyahoga County. To do this, the foundation brought together libraries, awareness entities (CMHA being one) and PCs for People, a refurbisher. CMHA was tasked with making the people they serve aware of the hotspot lending at the libraries and affordable digital devices being sold by PCs for People. To streamline the PCs for People eligibility process, CMHA created a portal for PCs for People to quickly verify CMHA tenants and participants.

Bianca Rozenblad

Digital Inclusion Manager Cuyahoga Metropolitan Housing Authority 8120 Kinsman Road Cleveland, OH 44104 Phone: 216-271-2973

Email: rozenbladb@cmha.net



The Cuyahoga Metropolitan Housing Authority (CMHA) continually communicates with its residents. With that comes the challenge of changing resident contact information. In today's society, it is very common that people have access to some sort of Internet-connected technology (cell phones, tablets, computers, etc.)

as well as email addresses. In addition, many organizations require you to access their services online (banking, shopping, job applications, billing). This, coupled with the rising cost of mailing documents to clients, sparked the move toward adding electronic communication information to client records so they could contact them more efficiently through email.

Kelly Fuller

Deputy Director, IT
Cuyahoga Metropolitan Housing Authority
8120 Kinsman Road
Cleveland, OH 44104
Phone: 216-271-2294

Phone: 216-271-2294 Email: fullerk@cmha.net



Techie Camp with TechCorps

From June 3, 2019 to June 6, 2019, the Cuyahoga Metropolitan Housing Authority (CMHA) held two TechCorps techie camps where kids in elementary and middle school learned to code and create mobile apps. TechCorps is a Columbus, Ohio based nonprofit whose vision is to create a technologically literate society in which all K-12 students have equal access to the technology skills, programs and resources that will enrich their education today and prepare them for college or career tomorrow. The tech camps took place at two CMHA properties (Riverside Park and Woodhill Homes), and went from 8:30 a.m. to 3:30 p.m. The classes were led by TechCorps college volunteers each day.

Bianca Rozenblad

Digital Inclusion Manager Cuyahoga Metropolitan Housing Authority 8120 Kinsman Road Cleveland, OH 44104 Phone: 216-271-2973

Email: rozenbladb@cmha.net



True2U is a volunteer mentoring program that helps Cleveland eighth graders explore their true selves, identify their strengths and passions, and connect them to their futures. True2U mentors deliver the tools and perspectives that help youth make the most of high school, and be successful in college and/or their career path. Over the past three school years, Cuyahoga Metropolitan Housing Authority employees

volunteered to mentor neighboring schools in the True2U program. The employees spend one Thursday a month at a nearby school working with the students to ensure the youth are exposed to various career paths and options for their future.

Carla Haren

Executive Administrative Officer Cuyahoga Metropolitan Housing Authority 8120 Kinsman Road Cleveland, OH 44104

Phone: 216-348-5911 Email: harenc@cmha.net



World B. Free Health and Wellness Initiative

Many Cuyahoga Metropolitan Housing Authority seniors are not taking an active role in maintaining or monitoring their health care needs. The objective of the World B. Free Health and Wellness Initiative is to initiate a wellness journey for their seniors. The initiative provides resources and activities to help seniors be more educated and engaged in their everyday health choices and more socially attuned, thereby promoting longevity of life. From inception to implementation, the program's time frame took place over the course of approximately 2-3 weeks.

Cortney Crockett

Director of Marketing and Communications Cuyahoga Metropolitan Housing Authority 8120 Kinsman Road Cleveland, OH 44104

Phone: 216-271-2065 Email: <u>kilburyc@cmha.net</u>



Cooking with Commodities

The Lucas Metropolitan Housing Authority (LMHA) partnered with a local food bank to provide monthly commodities (free food pantry items) onsite for its public housing residents. Often, food is leftover as residents do not know how to prepare the item or believe that they do not like the item. As a result, food is often discarded as waste, and the ability to stretch their food budget through the month decreases. Cooking with Commodities is a teaching program that shows residents how to prepare these items. As a result, there was a decrease in food waste, increase in usage of food items, and a desire to replicate the samplings.

Coleena Ali

VP of Resident Services Lucas Metropolitan Housing Authority 435 Nebraska Ave Toledo, OH 43604

Phone: 419-259-9550 Email: <u>cali@lucasmha.org</u>



In July of 2018, Zanesville Metropolitan Housing Authority partnered with the local 4H extension office who gained a grant through Ohio State University to offer The Supplemental Nutritional Assistance Program (SNAP). The program education specialist delivered the curriculum to Zanesville Metropolitan Housing Authorities (ZMHA) Senior Citizens and Youth. The program offered education, demonstrations, tastings and lessons. Several ZMHA residents were able to participate in the actual making of the food as well as preparations. The educator included the federal MYPLATE regulations in her teachings, and now ZMHA residents have a better understanding of heathier foods.

Raegan Gallagher

Resident Services Supervisor Zanesville Metropolitan Housing Authority 407 Pershing Road Zanesville, OH 43701 Phone: 740-452-5463

Email: rgallagher@zanesvillehousing.org



The Housing Authority of the City of Erie (HACE) is cognizant about providing an array of services to help people living in public housing to become self-sufficient. In 2017, HACE realized services being utilized at a neighborhood resource center were diminishing. Barriers to employment needed to be addressed in order to assist residents trying to secure employment. Residents in the neighborhood are predominantly immigrants, refugees and single mothers. HACE and the Multicultural Resource Center (MCRC) decided to redirect the focus. In 2018 it was transformed into a Family Support Center that offers a myriad of services to residents that help eliminate barriers to employment.

Cherie Kinem

Resident Initiatives Coordinator Housing Authority of the City of Erie 606 Holland Street Erie, PA 16501 Phone: 814-452-2425 Email: kinemc@hace.org



Courtesy of Housing Authority of the City of Erie



The Allegheny County Housing Authority's Resident Services Coordinator had been working with five participants to repair their credit so they can get preapproved by a lending institution. As well as giving them pointers on how to save money for the hand money, down payment, and inspections that will be needed in order to purchase a home, the authority afforded the residents the unique opportunity of purchasing the actual single family home they lived in. After working with all the residents, one family met all of the requirements and in May of 2019 they closed on the authority's first Home Ownership Program home.

Y. Beverly Moore MSPL M.Div

Deputy Executive Director Allegheny County Housing Authority 625 Stanwix Street 12th Floor Pittsburgh, PA 15222

Phone: 412-402-2511 Email: <u>bmoore@achsng.com</u>



In October 2017, the Allegheny County Housing Authority (ACHA) established a "Cash for Kids" movie night at several of the ACHA Family and Elderly Sites. "Cash for Kids" is an organization run by Swim Cash—a former Women National Basketball Association (WNBA) player. The ACHA and "Cash for Kids" sponsor movie nights once a month at selected sites. Movie nights allow entire families to watch movies together.

They also give elderly residents something to do in the evenings, which allows them to get out of their apartments and enjoy fellowship with their neighbors.

Frank Aggazio

Executive Director
Allegheny County Housing Authority
625 Stanwix Street 12th Floor
Pittsburgh, PA 15222

Phone: 412-402-2450 Email: franka@achsng.com



Food rescue provides a solution to both food waste and hunger, but stretches the limits of traditional distribution networks. By partnering together, the Housing Authority of the City of Pittsburgh (HACP) and 412 Food Rescue have been able to rewrite the narrative on hunger and food insecurity. 412 Food Rescue has been partnering with HACP since 2016 to deliver over 750,000 pounds of fresh, healthy foods directly to HACP communities, effectively ending hunger for HACP households. Along with the health and nutritional benefits of the service, the collaboration has also created leadership opportunities for residents, community building, and deepened community relations.

Chuck Rohrer

Communications Manager Housing Authority of the City of Pittsburgh 200 Ross Street, 8th Floor Pittsburgh, PA 15219 Phone: 412-456-5058

Email: chuck.rohrer@hacp.org

155 Mobile Computer Lab 2.0

The Housing Authority of the City of Pittsburgh (HACP) launched its Mobile Computer Lab roughly four years ago to connect residents of low-income public housing communities with essential computer skills, including email and Internet use, computer basics, Internet basics, keyboarding, MS Office, Word, Excel and PowerPoint. The program has proven to be successful and widely popular with residents and has been steadily expanded through the years. In 2019, HACP secured a grant with National Network of Libraries of Medicine which allowed HACP to increase their

capacity to serve additional communities and expand the curriculum to include health literacy.

Chuck Rohrer

Communications Manager Housing Authority of the City of Pittsburgh 200 Ross Street, 8th Floor Pittsburgh, PA 15219 Phone: 412-456-5058

Email: chuck.rohrer@hacp.org
Nominated for Excellence



Courtesy of Housing Authority of the City of Pittsburgh



The Pittsburgh Bureau of Police, in collaboration with the Housing Authority of the City of Pittsburgh (HACP) and the Buhl Foundation's One Northside Initiative, formally opened the Northview Heights Public Safety Center in early December 2018. The new Public Safety Center, which serves residents of Northview Heights and Allegheny Dwellings, is designed to improve quality of life for residents and to strengthen relationships between the community and the officers who serve them. Developed by the HACP in partnership with the City of Pittsburgh, the Public Safety Center was intended to serve as a national model for collaborative, community policing.

Chuck Rohrer

Communications Manager Housing Authority of the City of Pittsburgh 200 Ross Street, 8th Floor Pittsburgh, PA 15219 Phone: 412-456-5058

Email: chuck.rohrer@hacp.org
Nominated for Excellence

NARCAN Initiative

Staff of the East Greenwich Housing Authority has received training to effectively administer NARCAN, an opioid overdose antidote that saves lives. The Authority has also received a free supply of NARCAN which is stored at various housing authority facilities. Authority staff are prepared to be effective first responders in situations where minutes can make a difference.

Marcia Sullivan

Executive Director East Greenwich Housing Authority 146 First Avenue East Greenwich, RI 02818 Phone: 401-885-2610

Email: msullivan@eghousing.com

Small/Medium Agency



Newport Housing Authority partnered with a newly created 501c(3) organization of residents, the Hi-Lo Neighborhood Association, to enhance the lives of residents through multiple efforts. Working together, they applied for grant money that would create a health and wellness space for seniors. The project was started and finished within six months, resulting in a space that residents can use to improve their physical and mental health. They also formed a relationship with a local university to foster interactions between elderly residents and young college students. The result is better mental and physical health for residents and high quality service opportunities.

Rhonda Mitchell

Executive Director Newport Housing Authority 120B Hillside Avenue Newport, RI 02840 Phone: 401-847-0185

Email: rmitchell@npthousing.org

Nominated for Excellence | Small/Medium Agency



The Historically Black Colleges and Universities (HBCU) Fair began in February 2018 as part of celebrating Black History Month at the Housing Authority of Florence. At that time, only eight high school students attended the fair. They partnered with the Epsilon Chi Omega Chapter of Alpha Kappa Alpha

Sorority, Inc. They also invited South Carolina HBCU to attend the fair (Allen University, Benedict College, Morris College, South Carolina State University, Voorhees College) and Fayetteville State University of North Carolina. As of 2019, the number of high school attendees has grown to fourteen students.

Clamentine V. Elmore

Executive Director Housing Authority of Florence 400 East Pine Street Florence, SC 29506 Phone: 843-669-4163

Email: celmore@hafsc.org



Courtesy of Housing Authority of Florence



During the summer months when school is on break, families living in the Housing Authority of the City of Austin's (HACA) properties have been faced with the real problem of filling in summer meal gaps. While the USDA "Free Summer Lunch" does help provide free meals to children, it does not cover parents. From this problem, HACA found an opportunity to provide healthy food for the whole family, as well as educate kids and parents about the importance of healthy living. HACA teamed up with HealthStart with the goal of feeding the body and mind of the whole family, to create healthy habits that will last a lifetime.

Ken Bodden

PR Manager Housing Authority of the City of Austin 1124 S. IH-35 Austin, TX 78704 Phone: 512-767-7725

Email: media@hacanet.org





Courtesy of Housing Authority of the City of Austin



In August of 2017, the Housing Authority of the City of Austin (HACA) was awarded a \$60,000 grant from the Moody Foundation, providing funds to contract with Family Eldercare and hire a "floating" Service Coordinator. The Service Coordinator covers the needs of senior residents at seven HACA properties, assisting with individualized services, including reducing isolation, and connecting more seniors with needed services such as transportation, nutrition, housekeeping assistance, and counseling. To date, HACA's partnership with Family Eldercare has served 127 senior households with excellent results: 90% of residents served report they are satisfied with services received, and crisis intervention went up by 50% at year two.

Ken Bodden

PR Manager Housing Authority of the City of Austin 1124 S. IH-35 Austin, TX 78704

Phone: 512-767-7725 Email: media@hacanet.org



The challenge of transitioning to the Rental Assistance Demonstration (RAD) program has been successful at the Housing Authority of the City of Austin (HACA). Still, the community engagement efforts for the RAD conversion at Chalmers Courts stands out as an extraordinary story of best practices. Earning resident trust and community support, ensuring meaningful resident participation, and collaborating with public

agencies was essential during this time of change. HACA earned resident and community trust and the municipality's cooperation through committed staff efforts and in-person contacts. As a result, residents participated in the design of their new home, in public hearings at city hall, and helped HACA meet multiple development deadlines.

Ken Bodden

PR Manager Housing Authority of the City of Austin 1124 S. IH 35 Austin, TX 78704

Phone: 512-767-7725 Email: kennethb@hacanet.org



STAR Mobility Counseling Program

The Corpus Christi Housing Authority's (CCHA) STAR Mobility Counseling Program transforms the lives of its residents. While many residents are comfortable living in multi-family, housing properties, studies have consistently shown the benefits to children when families move to safer, more desirable neighborhoods. Eric Chyn, assistant professor at the University of Virginia, found that children who left public housing for more stable communities were 9 percent more likely to be employed as adults and earned 16 percent more per year. The STAR curriculum provides participants with tangible, real-world education during and after the transition to apartment or single-family living, which gives them the skills and confidence they need to make the move into opportunity areas.

Brian Bray

VP of Administrative Support Corpus Christi Housing Authority & Affiliates 3701 Ayers Corpus Christi, TX 78415

Phone: 361-889-3372 Email: brian.bray@hacc.org



The "What Christmas Means to Me" **Card Activity**

The Housing Authority of the City of Harlingen's "What Christmas Means to Me" Christmas card activity was initiated in 2017 with the intention of keeping children engaged in art through fun activities. The housing authority believes art will improve academic performance and motor skills, boost confidence, and help with visual learning, decision making, and perseverance. This project helps children envision how their dream Christmas will be, and it helps them share their stories with others. It gives them the opportunity to compete and win a gift card with their creative ideas, and they get a chance to be featured in the authority's Christmas Cards, newsletters, and calendars.

Hilda Benavides

Executive Director
Housing Authority of the City of Harlingen
219 E. Jackson St.
Harlingen, TX 78550
Phone: 956-423-2521

Email: hbenavides@harlingen-ha.com



The Harlingen Housing Authority Little Free Library Program was implemented due to the lack of literacy tools for children and their families. The Little Free Library Program allows residents to take a book or return a book as part of the book exchange. The authority was inspired by a vision to provide an area where families can select a variety of high quality books and other literacy tools. The Little Free Libraries were installed in four of their Public Housing communities with the help of the Advanced Placement (AP) European History class from the Harlingen Consolidated Independent School District (HCISD).

Hilda Benavides

Executive Director Housing Authority of the City of Harlingen 219 E. Jackson St. Harlingen, TX 78550 Phone: 956-423-2521

Email: hbenavides@harlingen-ha.com

Nominated for Excellence



The collaborative efforts of the Houston Housing Authority (HHA), City of Houston Housing & Community Development (HCD), the Coalition for the Homeless (CFTH), Search Homeless Services and New Hope Housing Inc., was formed through its shared commitment to end homelessness. HHA began collaborating with the aforementioned agencies to use HOME TBRA funds in late 2017. The HOME Investment Partnerships Program (HOME) is a block grant, formula-funded program administered by HUD.

Nakia Jones

Special Assistant to Vice President of HCVP

Houston Housing Authority 2640 Fountainview Dr. Houston, TX 77057 Phone: 713-260-0336

Email: njones@housingforhouston.com



Houston Housing Authority (HHA) partnered with PopUp Business School to assist clients interested in starting their own businesses RIGHT NOW! The PopUp business school is a business startup training course that is the complete opposite of the traditional approach to starting a business. PopUp teaches entrepreneurs that there is no need for a business plan or funding. The approach is to excite and empower people to test their business ideas and follow a simple process to get started with their business. It teaches them that the most important thing to do is START!

Nakia Jones

Special Assistant to Vice President of HCVP Houston Housing Authority 2640 Fountain View Dr. Houston, TX 77057 Phone: 713-260-0336

Email: njones@housingforhouston.com



The "Walk with a Manager" program was developed jointly as a low-cost, low-impact exercise routine and a way to build communication between residents and property management. This program provides mostly older residents the opportunity to build strength in mind and body through weekly walks around their development. Residents socialize with their neighbors and connect with their Community Manager, who can then coordinate service requests, communicate information on upcoming events or agency resources, or just lend a caring ear. The success of this program has led to greater resident empowerment, expanded services, and a greater sense of community.

Meghan Regis

Policy Analyst San Antonio Housing Authority 818 S. Flores St. San Antonio, TX 78204 Phone: 210-477-6682

Email: meghan_regis@saha.org
Nominated for Excellence

Family Self-Sufficiency— Financial Literacy

The objectives for FSS quarterly financial literacy programming is for participants to learn to manage their finances and get better equipped to live independently. The Family Self-Sufficiency (FSS) Program created the Financial Literacy Class, which is provided after working hours to make it available for those participants who work all day and are not able to attend the class during working hours. Class is also offered for the participant's children. As a result, the participants and their children feel empowered to make better decisions regarding the financial aspect of their lives, and they are able to focus on their professional and educational goals.

Aiyana Longoria

Community Development Initiatives Interim Director San Antonio Housing Authority 818 S. Flores St.

San Antonio, TX 78204 Phone: 210-477-6221

Email: aiyana longoria@saha.org



Garcia Street Urban Farm

The San Antonio Housing Authority (SAHA) received a Department of Housing and Urban Development (HUD) Choice Neighborhoods grant, in December 2012. The Critical Community Improvements (CCI) plan is the Neighborhood component of the grant. The Urban Farm is a CCI strategy to address the "Food Desert" designation afforded to the eastside neighborhood by the USDA. The Urban Farm will increase the amount of whole and natural foods, fresh vegetables, and fruit options accessible to residents, thereby improving health and wellness. SA Tomorrow, the City's Sustainability Plan, identifies Urban Farming as a vital need in the greater San Antonio area.

Arrie Porter

Assistant Director
San Antonio Housing Authority
818 S. Flores St.
San Antonio, TX 78204
Phone: 210-477-6114

Email: arrie porter@saha.org
Nominated for Excellence



Courtesy of San Antonio Housing Authority



HUD Jobs Plus

The San Antonio Housing Authority provides services to help equip residents to reach their educational and employment goals. One of the basic needs their residents expressed was bedding for their children. This fundamental necessity has a direct impact on a child's development and learning experience. The HUD Jobs Plus Community Organizer partnered with an organization by the name of "Sleep In Heavenly Peace," a group of volunteers who build, assemble and deliver bunk beds to children of families in need. At the end of the project, 240 children received quality bedding across three of SAHA's public housing properties.

Aiyana Longoria

Community Development Initiatives Interim Director San Antonio Housing Authority 818 S. Flores St. San Antonio TX 78204

San Antonio, TX 78204 Phone: 210-477-6221

Email: aiyana_longoria@saha.org



HUD Jobs Plus-Mega Job Fair

The San Antonio Housing Authority's Jobs Plus Program coordinated a Mega Job Fair in an effort to provide an opportunity for housing residents to learn about and apply for quality employment opportunities. Collectively, there were thirteen employers, including the City of San Antonio, San Antonio Water System, and HEB. All employers promoted their opportunities with detailed instructions on how to apply for employment.

Residents had the convenience of applying for employment using an on-site computer lab or through on the spot interviews. The Mega Job Fair recorded approximately 200 people in attendance.

Aiyana Longoria

Community Development Initiatives Interim Director San Antonio Housing Authority 818 S. Flores St. San Antonio, TX 78204

Phone: 210-477-6221

Email: aiyana longoria@saha.org



Housekeeping is an ongoing challenge for many low-income households. In order to avoid eviction that would make the residents' housing situation worse, Cottage Creek Apartments established a Housekeeping Training program. They provide residents a full training program that includes cleaning checklists and documentation to help them meet official cleaning standards.

Kristi Baird

Director of Beacon Communities San Antonio Housing Authority 818 S. Flores St. San Antonio, TX 78204 Phone: 210-477-6046

Phone: 210-477-6046 Email: kristi baird@saha.org

174 Mother's Day Celebration

The San Antonio Housing Authority (SAHA) Mother's Day Celebration, held annually, is an event that is dedicated to celebrating and pampering SAHA mothers. Each year, Community Development Initiatives staff plan an event that includes a resource fair, pampering stations, clothing boutique, fashion show, entertainment, and keynote address featuring a SAHA mother. The purpose of the event is to celebrate, pamper, and empower SAHA mothers.

Aiyana Longoria

Community Development Initiatives Interim Director San Antonio Housing Authority 818 S. Flores St.

San Antonio, TX 78204 Phone: 210-477-6221

Email: aiyana longoria@saha.org



A common issue faced by San Antonio Housing Authority (SAHA) residents with young children is the lack of access to affordable parenting materials and services. The Providence Place "Parenting with a Purpose" program addresses some of these issues by reaching out to residents who not only are currently living in public housing units, but also those who have been incarcerated in Bexar County Jail. This allows them to address the needs of those who are least likely to reach out for assistance and provide the best possible outcomes.

Aiyana Longoria

Community Development Initiatives Interim Director San Antonio Housing Authority 818 S. Flores St.

San Antonio, TX 78204 Phone: 210-477-6221

Email: aiyana longoria@saha.org



On May 2, 2019 the Housing Authority of the County of Hidalgo was contacted by a local school district wanting to know if they could use the community room at Memorial Apartments to hold three weeks of summer school sessions for the benefit of the Memorial Apartments resident children. It had been observed that children who failed regular classes did not always attend summer school sessions like they should. They thought if they brought the sessions directly to the students, there would be a better chance they would attend. A memo was submitted to the executive director who promptly approved the idea. The solution: Summer Camp at Memorial Apartments, which was a success with high reported attendance.

Elizabeth Saldivar

FSS Coordinator Housing Authority of the County of Hidalgo 1800 N. Texas Blvd. Weslaco, TX 78599 Phone: 956-520-8122

Email: elizabeths@hidalgocha.org

Families BOND

Families Building Opportunities, Networks and Development (Families BOND) serves low-income families with children age 0-5 living in Salt Lake County who are receiving assistance from Housing Connect. The overall goal of Families BOND is to decrease the negative effects of adverse childhood experiences by providing parents with the tools necessary to increase healthy child development, build strong, positive parent-child relationships and remain in safe and stable housing. Families BOND includes three main components: 1) "Building Opportunities" resource connection and referrals 2) "Building Networks" quarterly community events and 3) "Building Development" apps and web-based child development programs.

Braidee Kolendrianos

Family Services Development Coordinator **Housing Connect** 3595 S. Main Street Salt Lake City, UT 84415 Phone: 801-500-2059

Email: braidee@housingconnect.org

Nominated for Excellence



Courtesy of Housing Connect



Norfolk Redevelopment and Housing Authority's (NRHA) residents have experienced a lot of change. In addition to recovering from violence in the community last summer, some are also feeling insecure about the upcoming changes under St. Paul's Transformation project. Through all of this, NRHA wants to make sure

residents feel connected and included. To this end, on Oct. 30, NRHA held a Trunk or Treat Halloween event in the Safe Space, a community lot central to three of their neighborhoods. This event gave the families a chance to participate in something spectacular with decorated car trunks, vendors, food, and plenty of candy.

Nealy Gihan

Senior Communications and Marketing Specialist Norfolk Redevelopment and Housing Authority 555 E. Main Street

PO Box 968 Norfolk, VA 23501 Phone: 757-314-2009 Email: ngihan@nrha.us



Courtesy of Norfolk Redevelopment and Housing Authority

The Olori Academy

Youth programing in Portsmouth Redevelopment and Housing Authority (PRHA) communities revealed that PRHA youth's awareness and understanding of the world was limited to their immediate community and city. To expand their world, The Olori Academy was created. The Olori (Leadership) Academy was founded to ensure PRHA youth were equipped with tools to become emerging community leaders. During the Spring of 2019, elementary-aged youth that reside in PRHA communities were provided the opportunity to learn about youth from different countries around the world. This program exposed the youth to the similarities and differences between youth from different cultures.

Delores Adams

Director of Procurement and Resident Services Portsmouth Redevelopment and Housing Authority 3116 South Street Portsmouth, VA 23707

Phone: 757-391-2913 Email: dadams@prha.org Nominated for Excellence



The Community Connections Team (CCT) organizes supportive services for individuals and families receiving subsidy from Bremerton Housing Authority (BHA). The CCT works to encourage all residents to stay connected to their community by offering various classes and activities. The team connects residents to long-term economic self-sufficiency resources through referrals for job training, financial literacy programs, wellness programs, basic education, and career advancement. The CCT also runs and operates a full-service cafe and Barista Training Program used for job and life skills training. The program has seen many graduates go on to find jobs and thrive.

Tim Schanne

Interim Executive Director
The Housing Authority of the City of Bremerton
600 Park Avenue
Bremerton, WA 98337

Bremerton, WA 98337 Phone: 360-616-7240

Email: tschanne@bremertonhousing.org

Nominated for Excellence



Courtesy of The Housing Authority of the City of Bremerton



Supported Employment Program

The Supported Employment (SE) program embodies the Yakima Housing Authority's commitment to providing opportunities for the families they serve. SE aligns local resources to provide individualized, person-centered support to clients. SE provides purpose and structure for individuals experiencing behavioral health challenges. With the right supports, individuals can reach stability in their health, housing, and employment. SE is using a new funding stream that helps maintain financial sustainability for the program and agency. Integration of SE into the PHA's daily operations has enhanced relationships with their residents and has been a perfect complement to the Family Self-Sufficiency program.

Carlos Reves

Family Self-Sufficiency Supervisor Yakima Housing Authority 810 North 6th Avenue Yakima, WA 98902 Phone: 509-453-3106

Email: carlos.reyes@yakimahousing.org

Nominated for Excellence



Courtesy of Yakima Family Self-Sufficiency Supervisor

Affordable Housing: 43, 45, 55, 71, 79, 80, 83, 119 See also: Elderly Housing; Homeownership Programs; Mixed-Income Development; and Veterans Housing.

After School Programs: 143

Agency Administration: 2, 9, 12, 14, 15, 17, 30, 32, 34, 37 See also: Landlord Relations; Staff Development and

Training; Technology.

Arts Programs: 76, 99, 110, 164

See also: Senior Activities; Youth Programs.

Back to School Programs: 90, 117, 127

Beautification: 65 Business: 167

Choice Neighborhoods: 66

Communication: 2, 135

Community Meetings: 119, 162

Community Revitalization: 61, 65, 67, 86

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

Computer Learning Center: 155

Crime Prevention: 33 Customer Service: 10, 51 **Data Collection: 31,88**

Demolition: 69

Early Childhood Development/Programs: 123, 126

Economic Development: 63

Educational Programs: 36, 97, 98, 109, 138, 165, 167,

176, 179

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

Youth Programs.

Elderly Housing: 48, 57, 72, 78, 79. 85. 87 **Elderly-Social Services: 125, 148, 158, 161**

See also: Senior Activities. **Electronic Documentation: 18** **Emergency Preparedness: 92**

Energy Management and Savings: 29, 75, 84, 85, 112

See also: Green Building Initiatives.

Employment Programs: 89, 130, 134, 172, 181

Empowerment Programs: 116, 140, 143

Ex-offenders: 101, 120, 124

Fairs: 7, 134, 159, 172

Family Self-Sufficiency: 163, 169 Financial Counseling: 152, 169

Fitness/Exercise: 62, 168

Food Programs: 128, 131, 137, 149, 150, 154, 160

Gardening: 67, 170

Green Buildings/Programs: 71, 73

See also: Energy Management and Savings;

Modernization.

Health Care: 8, 62, 95, 125, 148, 157

Holiday Programs: 164, 178

Homelessness: 55, 94, 101, 133, 166 **Homeownership Counseling: 152** Housing for Special Needs: 13, 44

Housekeeping Training: 173 Innovative Financing: 58, 66, 82

Inspections: 5 Insurance: 8

Internet/WiFi: 144, 145

Internship: 108

Job Readiness Programs: 102, 106, 107, 111, 129, 151

Job Training Programs: 11,98 Landlord Relations: 3, 4, 6, 36

Leadership: 116, 179

Literacy Programs: 41, 91, 165

Mixed-Income Development: 61, 66

Mixed Populations: 47, 50

Mixed Use: 49

Mobile Applications: 16, 38

Modernization: 82

New Construction: 46, 55, 68, 69, 70, 73

Newsletters: 40

Online Applications/Forms: 37
Parenting Programs: 113, 175, 177

Public/Private Partnerships: 7, 11, 13, 14, 45, 47, 50, 52, 53, 54, 59, 64, 74, 76, 90, 112, 120, 124, 128, 130, 142, 149, 158,

160, 166

Public Relations: 1, 64, 122
Police, interaction with: 156
Programs for Women: 139, 174

Rebranding: 39

Recreations Programs: 93, 105

Relocation: 81

Rental Assistance Demonstration: 56, 57, 58, 60, 77, 162

Renovation: 59, 72, 75, 78

Resident Councils/Advisory Board: 103

Resident Services: 42, 104, 129, 132, 135, 138, 139, 144, 145,

150, 153, 171

See also: Educational Programs; Elderly—Social Services; Financial Counseling Programs; Gardening Programs; Health Care; Homeownership Programs; Job Readiness Training Programs; Male Programs; Self-Sufficiency.

Resource Center: 100, 151, 156 Safety and Security: 33, 35, 156 Scattered Site Housing: 56, 58

Scholarship Programs: 28

Self-Sufficiency Programs: 24, 25, 104, 106, 115, 121,

180, 181

Senior Activities: 110, 136, 153, 168 *See also: Elderly—Social Services.*

Smoke Free: 136

Staff Development and Training: 9, 15, 30, 157

Staff Programs: 8, 22, 23, 26

Staff Recognition: 26

Strategic Planning: 63, 74

STEM Programs: 96, 146

Summer Programs: 96, 97, 176

See also: Educational Programs; Job Readiness/Training

Programs; Youth Programs.

Supportive Housing: 52

Technology: 5, 10, 18, 27, 31, 40, 112, 155

See also: Computer Use; Electronic Communication;

Internet/Wi-Fi; Web Sites.

Teen Programs: 11

Tenant Education: 17, 102, 151, 155, 163

Transit Oriented Development: 49

University/Housing Authority Collaboration: 108, 124

Urban Farm: 67, 170 Veterans Housing: 46, 54

Videos: 19, 20, 21 Weatherization: 29

Website: 39

Workforce Housing: 73

Young Adults: 109

Youth Programs: 96, 99, 105, 111, 114, 116, 118, 138, 140,

141, 142, 143, 147, 164, 179

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

Programs.



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