
GEOGRAPHIC WINNERS

Best Practices 2000

Simply the Best

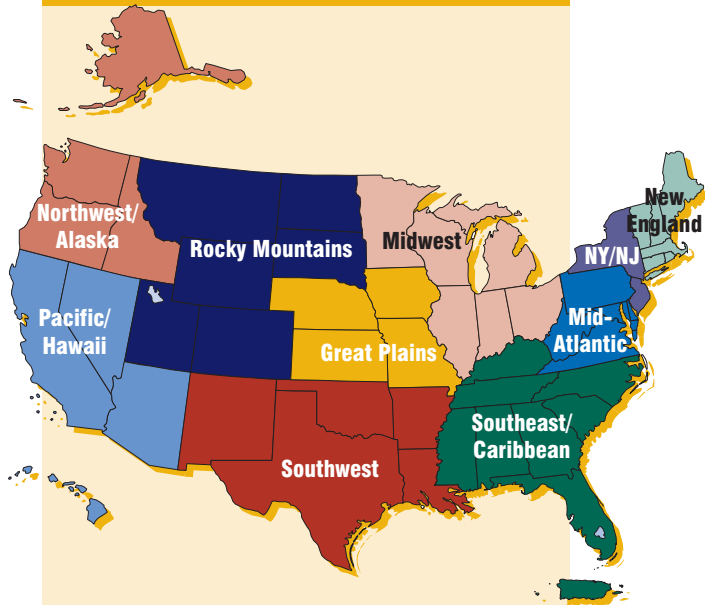
Program & Geographic Winners

- ADM
- CIO
- CPD
- FHEO
- FPM
- Housing
- ODOC
- OGC
- OLHC
- PIH
- PD&R
- REAC
- Great Plains
- Mid-Atlantic
- Midwest
- New England
- New York/
New Jersey
- Northwest/Alaska
- Pacific/Hawaii
- Rocky Mountain
- Southeast/
Caribbean
- Southwest

Geographic Winners



Program & Geographic Winners



GEOGRAPHIC WINNERS

Geographic Winners

Secretary's Representatives

Great Plains

- Iowa
- Kansas
- Missouri
- Nebraska



Mary Ann Wilson, Acting
Secretary's Representative



Rosanna Marquez
Secretary's Representative



Mary Lou Crane
Secretary's Representative

Mid-Atlantic

- Delaware
- District of Columbia
- Maryland
- Pennsylvania
- Virginia
- West Virginia

Midwest

- Illinois
- Indiana
- Michigan
- Minnesota
- Ohio
- Wisconsin

New England

- Connecticut
- Maine
- Massachusetts
- New Hampshire
- Rhode Island
- Vermont



Charlie King
Secretary's Representative

New York/New Jersey

- New Jersey
- New York



Bob Santos
Secretary's Representative

Northwest/Alaska

- Alaska
- Idaho
- Oregon
- Washington



Art Agnos
Secretary's Representative

Pacific/Hawaii

- Arizona
- California
- Hawaii
- Nevada



Joe Garcia
Secretary's Representative

Rocky Mountain

- Colorado
- Montana
- North Dakota
- South Dakota
- Utah
- Wyoming



Davey Gibson
Secretary's Representative

Southeast/Caribbean

- Alabama
- Caribbean
- Florida
- Georgia
- Kentucky
- Mississippi
- North Carolina
- South Carolina
- Tennessee



Louis Ybarra, Acting
Secretary's Representative

Southwest

- Arkansas
- Louisiana
- New Mexico
- Oklahoma
- Texas

GEOGRAPHIC WINNERS

Program & Geographic Winners

Secretary's Representative

Program & Geographic Winners

Des Moines

Best Practice: New Lawn Apartments

Great Plains
Iowa

400

GEOGRAPHIC WINNERS

Anawim Housing Renovates Historic Apartment Building

Des Moines. Anawim Housing, in conjunction with the city of Des Moines HOME programs, Polk County Housing Trust Fund, Iowa Finance Authority and Federal Home Loan Bank, stepped in to restore what had once been a state-of-the-art luxury apartment building on a main inner-city thoroughfare. Neglected almost beyond repair, the structure, which was built in 1915, would not have survived another winter. The Pacesetter Company, Inc., supervised a complete renovation of seven three-bedroom apartments and one two-bedroom unit. The building is now called the New Lawn Apartments. The restoration earned the apartment building a spot on the Historical Register as a landmark property. The renovated building provided much-needed low-income housing for larger families. All of the families currently residing in the complex earn less than 50 percent of the area median income. In addition, the project serves to anchor rehabilitation of the surrounding neighborhood and has transformed what was once an eyesore into a beautiful landmark.

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2000 HUD Best Practices

GEOGRAPHIC WINNERS

Local Developer Transforms Run Down City Housing Through Community Partnerships

St. Louis. Kohner Properties turned a crime-infested, dilapidated property in St. Louis into a thriving, affordable apartment building. More than 50 percent of the neighborhood in which Bristol Place is located was owned by the city because of tax foreclosures. Kohner Properties purchased the 100-unit apartment complex at a HUD foreclosure sale for \$640,000 and adopted a substantial amount of surrounding abandoned property from the city in exchange for removing trash and dead trees. The developer worked closely with police to arrest and/or evict tenants and visitors responsible for drug trafficking. The apartments were then remodeled: new roofs, windows and doors were installed, modern kitchens replaced old ones, and walls were demolished to enlarge the size of rooms. Kohner Properties obtained \$1.8 million in privately financed renovation costs and a 10-year tax abatement from the city. Through partnership, innovation and dedication, Kohner Properties changed the environment of the eight city blocks, by not only improving their properties, but also by adding attractive fencing, signage, and renovating two playgrounds, making the area safer and economically stable, and promoting interest from other developers.

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Program & Geographic Winners

St. Louis

Best Practice: Bristol Place (previously Murphy Blair Townhouses)

Great Plains Missouri

Program & Geographic Winners

Kansas City

Best Practice: Fair Housing Faith and Community Fair

Great Plains Missouri

Noel

Best Practice: The Housing Authority of the City of Noel

402

GEOGRAPHIC WINNERS

Fair Educates Residents on Civil Rights and Fair Housing

Kansas City. Led by the Metropolitan Baptist Church, a coalition of church leaders, federal agencies, schools and colleges sponsored an all-day fair housing and civil rights fair. The U.S. Department of Justice, HUD, the U.S. Department of Agriculture, the U.S. Commission on Civil Rights, and a variety of other federal agencies joined with private sector organizations to educate approximately 500 people on issues ranging from how to obtain food stamps to how to fight for fair housing. These efforts substantially raised the level of community awareness regarding how government and private sector resources can be used to protect their rights.

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Housing Authority Develops Homeownership Plan for Public Housing Residents

Noel. The Noel Housing Authority (NHA) is comprised of 100 units. The complex is located in McDonald County, which is one of the poorest counties in the state. The waiting lists for subsidized housing in this area is extremely long. In an effort to improve the situation, the NHA Board of Commissioners decided to improve the properties throughout the community, and a homeownership plan was devised. The Public Housing Authority (PHA) has been successful in enhancing the lives of public housing residents by stabilizing them in the community. The homeownership plan builds residents, self-sufficiency and self-esteem by allowing them to feel like an integral part of the community. Run down properties in the community were improved, renters became interested in purchasing homes, transient work force became more stable and the property tax base improved. To date, two homes have been purchased and prospective buyer sessions have yielded a list of thirty-six interested homebuyers.

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2000 HUD Best Practices

GEOGRAPHIC WINNERS

Program Offers Housing Assistance and Community Support for Families

St. Louis. The Support Services Provision Program of Beyond Housing of St. Louis provides a combination of permanent housing for needy families and comprehensive, individualized assistance to enable those families to reach their goals of self-sufficiency. Families are selected by income eligibility and willingness to achieve self-sufficiency. Caseworkers focus on identifying and meeting the needs of each individual in the family. The families are required to set and keep records of both short- and long-term goals, and the records are reviewed quarterly with case workers. The organization operates 215 homes in the St. Louis area and serves 875 needy people, including 570 children. Services provided include training for homeownership, parenting skills, employment counseling, childcare assistance, transportation and vocational assistance, money management training, tuition for post-secondary education, books, GED educational support, job readiness activities, training and education. Youth services include classes in life skills and leadership development, computer access and training, tutoring and exposure to post-high school possibilities.

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Program & Geographic Winners

St. Louis

Best Practice: Support Services Provision Program

Great Plains Missouri

Program & Geographic Winners

Missouri

Best Practice: Missouri Commission on Human Rights

Great Plains Missouri

GEOGRAPHIC WINNERS

Commission Trains Ministry Staff on Fair Housing Issues

Missouri (Various Counties). The Missouri Commission on Human Rights is partnering with Columbia Interlight Ministry, a local housing counseling agency, to promote fair housing in four counties in Missouri. The commission provides fair housing training to the ministry's staff who then collect allegations of fair housing violations in the counties served, and deliver them to the commission for further investigation. As part of an outreach strategy, the commission also developed a fair housing quiz show for use at state and county fairs. The traveling quiz shows receive a positive response at these events and serve to further educate the public about fair housing issues.

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GEOGRAPHIC WINNERS

Chadron YouthBuild Train Young People in Building Homes for Low-Income Families

Chadron. The High Plains Community Development Corporation has implemented a holistic approach that provides direction in the lives of low-income young people while supplying low-income housing opportunities and trained construction workers to the rural area surrounding Chadron. The program accepts eight participants at a time, many of whom are Native Americans from the neighboring Pine Ridge Reservation. Seventy-five percent of the participants, ages 16 to 24, must have very low incomes and 75 percent must be high school dropouts. There are many facets to the YouthBuild program, including: community service by constructing housing for low- to moderate-income families, pursuit of academic goals, including obtaining a GED, job training and apprenticeship in the construction field, leadership development, and youth development. With the assistance of Chadron YouthBuild, six students have received GEDs and three affordable homes have been completed for low- to moderate-income homebuyers.

Contact: Marguerite Vey-Miller, Phone: (308) 432-4346, Tracking Number: 11

Program & Geographic Winners

CHADRON

Best Practice: Chadron YouthBuild

Great Plains
Nebraska

Program & Geographic Winners

Omaha

Best Practice Award: Identifying Design and Construction Violations

Great Plains
Nebraska

GEOGRAPHIC WINNERS

Innovative Program Works to Insure Compliance with Fair Housing Accessibility Rules

Omaha. Family Housing Advisory Services, Inc., has developed a program to identify design and construction violations that limit access to newly constructed buildings for people with physical disabilities. Employees of Family Housing Advisory Services perform field testing of all new construction units before work is completed to ensure that problems with accessibility are resolved at that stage. As a result of partnering with state and federal fair housing agencies, the program has resulted in a number of citations for construction and design violations, more than 1,000 newly constructed wheelchair-accessible units, and numerous requests from other cities for program details.

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GEOGRAPHIC WINNERS

Interfaith Advisory Committee Develops Symposium on Community Leadership

Newark. Many religious organizations are poised to have a profound impact in their neighborhoods and communities, but they lack the knowledge and expertise to effectively focus their resources. The Delaware Association of Community Based Development Organizations, Citigroup, HUD, the Center for Community Development and Family Policy at the University of Delaware, and the Methodist Action Program together established the Interfaith Advisory Committee. The committee is charged with providing guidance to the faith community on how to address the housing, employment and economic revitalization needs of their communities. In November 1999, the committee sponsored a very successful statewide symposium. More than 190 participants received hands-on training from experienced and nationally known community and economic development practitioners. Attendees participated in one of three tracks: Leadership and Vision Casting, Organizational and Legal Structure, and Project Development. They were encouraged to have representatives from their organizations attend separate tracks to maximize the information each group would take away from the symposium. A resource exhibit center, with representatives from local and national trade associations, financial institutions, technical assistance providers and others, provided additional opportunities for information exchange. Feedback surveys completed by 92 percent of the participants concluded that 87 percent of them believed that the symposium met its goals and should be an annual event.

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Program & Geographic Winners

Newark

Best Practice: Interfaith Community Development Symposium: Leading Communities into Wholeness and Health

Mid-Atlantic Delaware

Program & Geographic Winners

Annapolis

Best Practices: Safe Communities Law Enforcement

Mid-Atlantic Maryland

GEOGRAPHIC WINNERS

Building Trust Through Community Involvement

Annapolis. The Safe Communities Law Enforcement program is a partnership between the Housing Authority of the city of Annapolis and select law enforcement officers from the Annapolis Police Department who employ community-oriented policing concepts to gain community trust. This is a critical ingredient in effective crime fighting. The Safe Communities team includes two liaison officers who coordinate activities between the housing authority and police department, and 10 officers who patrol the public housing communities, investigate criminal activity and engage in community activities to gain trust and cooperation. As off-duty police officers contracted by the housing authority, they work on behalf of the housing authority. Officers respond to all resident complaints and use those opportunities to get to know the residents. They participate in community events: they coach youth basketball teams and lead the community's drum and bugle corps. In addition, they host training sessions on crime prevention for residents and housing authority staff. Arrests of public housing residents have declined dramatically since the program was implemented. In 1999, arrests of residents declined by 17 percent to 475. In the first four months of 2000, there were only 25 arrests of public housing residents, representing less than 5 percent of arrests citywide.

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GEOGRAPHIC WINNERS

Attractive Hotel Development Project Creates Employment in Downtown Carlisle

Carlisle. In a joint effort to develop a vacant lot and bring new investment to downtown Carlisle, the city entered into public and private partnerships to develop an attractive 105-room, franchised hotel and conference center. The hotel, which opened in August 1999, has five meeting rooms and banquet rooms, a small restaurant, bar and garage. The purpose of the project was to develop a vacant lot, provide amenities to businesses, develop the downtown as a cultural and educational center, and create jobs. Designed to be compatible with the surrounding 19th century buildings in the area, the hotel is an attractive feature. With an occupancy rate of more than 60 percent, the hotel is consistently meeting the area's need for upscale accommodations. The hotel's restaurant adds to the area's reputation as a center for fine dining. Located near the Carlisle Regional Performing Arts Center, the hotel attracts patrons before and after performances. A complex financing package using private, local, state and federal resources was key to the success of this project and public investment was necessary to attract private investors to the downtown area. The hotel brought 52 jobs to Carlisle, 72 percent of which provide employment to low- and moderate-income persons.

Contact: Christopher Gulotta, Phone: (717) 249-0789, Tracking Number: 2405

Program & Geographic Winners

Carlisle

**Best Practice: Carlisle's
Downtown Hotel**

Mid-Atlantic
Pennsylvania

Program & Geographic Winners

Pittsburgh

Best Practice: Miryam's

Mid-Atlantic
Pennsylvania

410

GEOGRAPHIC WINNERS

Safe Haven Shelter Treats Mentally Ill Homeless Women

Pittsburgh. Mentally ill homeless women in Pittsburgh can find shelter and personal assistance at Miryam's. Housed in two buildings and connected by an enclosed passageway, Miryam's offers transitional housing and next step and after-care programs. The facility has four safe haven and 20 transitional housing beds on-site. The program also offers a day shelter/treatment program for clients who typically reside on the streets or in local emergency shelter facilities. These programs incorporate financial resources from four HUD programs and one state-funded program to efficiently and comprehensively operate the Miryam's facility. Miryam's offers chronically mentally ill homeless women the opportunity to rebuild their lives and work toward self-sufficiency. Over the past year, a total of 63 women with mental illness have been served.

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2000 HUD Best Practices

GEOGRAPHIC WINNERS

Facility Provides Services and Support for Homeless Women to Become Self-Sufficient

Henrico County. After studies revealed a need for emergency and transitional housing for homeless women and children in Henrico County, the Henrico Community Housing Corporation made it a priority to establish Hilliard House as a shelter for them. Hilliard House, in eastern Henrico County, an urban county near Richmond, is the physical incarnation of the county's plan to provide transitional housing for 30 homeless women and women with children making the journey from homelessness to self-sufficiency. Slated to open this summer, the 17,000 square-foot facility consists of two rehabilitated and four new buildings that are connected by an interior courtyard. Hilliard House will also provide classes in parenting, anger management, personal finance and nutrition. Other support services, such as job training and mental health counseling, will be provided by allied agencies. By sharing responsibility for caring for the homeless in the community, participating organizations (i.e., the Henrico Community Housing Corporation, nonprofit organizations, faith-based groups, foundations, local businesses and county government), provide a safe, nurturing environment to local families.

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Program & Geographic Winners

Henrico County

Best Practice: Hilliard House

Mid-Atlantic
Virginia

Program & Geographic Winners

Chicago

Best Practice: Chicago Rents Rights Collaboration

Midwest
Illinois

412

GEOGRAPHIC WINNERS

Collaboration Promotes Understanding Between Landlords and Tenants

Chicago. The Chicago Rents Rights Collaboration brings together approximately 15 organizations representing landlords, tenants and other entities involved in the housing industry. Through education, the collaboration fosters a positive relationship between tenants and landlords. The collaboration offers a variety of services, including educational programs on the Chicago Residential Landlord and Tenant Ordinance, and informational brochures on the rights and responsibilities of tenants and landlords. A training program for aldermanic staff on landlord and tenant issues is offered as well. In addition to creating a media-marketing plan, the Chicago Rents Rights Collaboration has established a landlord-tenant hotline. The hotline is programmed to answer frequently asked questions and offers referral services for more complex questions. During the first month of operation, the hotline answered 20,000 telephone calls.

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2000 HUD Best Practices

GEOGRAPHIC WINNERS

Oakland County Providing Technical Assistance Series

Pontiac. To ensure a successful partnership with 50 local municipalities, Oakland County implemented a comprehensive Community Development Block Grant (CDBG) technical assistance, training, and monitoring program. Three components comprise the program: 1) individualized CDBG orientation meetings tailored for new local officials, local CDBG staff, and commissioners; 2) focused monitoring interviews/reviews with local CDBG officials/staff to assess performance and compliance, and provide technical assistance; and 3) a technical assistance series of workshops providing detailed training on eligible projects, the annual application, and other topics. Sessions coincide with the annual grant application, the release of grant funding and subsequent activity implementation to assure effective grant management throughout the CDBG process. The program has achieved enhanced compliance and spending performance by local participants, and a better understanding of the program by elected officials.

Contact: Karry L. Rieth, Phone: (248) 858-0493, Tracking Number: 60

Program & Geographic Winners

Pontiac

Best Practice: Technical Assistance Series

Midwest
Michigan

Program & Geographic Winners

Bloomington

**Best Practice: Government on Display
Exposition: Mall of America 2000**

Midwest
Minnesota

GEOGRAPHIC WINNERS

Mall of America Exposition Displays Fair Housing Booths Among Several Government Programs

Bloomington. Under the direction of the Minnesota Federal Executive Board, more than 50 state and federal agencies provided displays, rotunda performances, military demonstrations, seminars and other activities at the Mall of America in February 2000. The event showcased the diverse range and high quality of government programs in an exciting family-oriented display, offering more than 350,000 citizens a chance to interact with the government first-hand for three days. It was the largest government event staged in a mall, thereby using a venue that has become the nation's town square. Combining a festive atmosphere with a clearinghouse for information and services, the exposition included the naturalization of 55 citizens, the unveiling of a new national stamp, free tax assistance, small business seminars and entertainment. The Minnesota HUD office was responsible for public affairs and promotion, the career fair and the coordination of more than 30 displays, including its booth promoting fair housing and homeownership. The project received the Hammer Award from Vice-President Gore in its first year (1999), and its success continued this year with increased participation by both agencies and citizens.

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GEOGRAPHIC WINNERS

Affordable Housing and Training Opportunities Available for Section 8 Renters of the Twin Cities

Minneapolis. Metro Housing Options is a collaborative of two nonprofit agencies and three public housing authorities that assists Section 8 participants in locating affordable housing in low-poverty neighborhoods that offer quality housing, employment and education. Affordable housing is virtually non-existent in the Twin Cities' metro area, and vacancy rates are extremely low. Many of the vacant units are not an option for Section 8 participants because rents are high or landlords do not accept Section 8 tenants. Further, many landlords have misconceptions about Section 8 and low-income tenants. To remedy this problem, outreach coordinators contacted more than 1,300 landlords, more than 110 of whom agreed to work with Metro-counseled families. These landlords represent more than 12,000 rental units, including many that were not previously available to Section 8 renters. Housing social workers provided mobility counseling to 168 families, of whom 59 used their Section 8 voucher in low-poverty neighborhoods. In addition, many of these families improved their credit and rental history, obtained employment or returned to school, all steps towards self-sufficiency that may not have been taken without the program.

Contact: Joel R. Salzer, Phone: (612) 879-5303, Tracking Number: 1533

Program & Geographic Winners

Minneapolis

**Best Practice: Metro Housing Options
— Minneapolis/St. Paul**

Midwest
Minnesota

Program & Geographic Winners

Cleveland

Best Practice: Ohio Section 8 Tenant Based Program Survey

Midwest Ohio

GEOGRAPHIC WINNERS

Survey of Public Housing Authorities Establishes Industry Norms

Cleveland. HUD's Cleveland Public Housing HUB and Ohio Housing Authority Conference co-sponsored a survey of public housing authorities in Ohio administering the Section 8 program. Despite 25 years of program experience, little in the way of operating norms and workload measures are available for the Section 8 program. The project was designed to fill this need by benchmarking administrative practices, staffing, processing timeframes and workload measures, and identify good ideas. Extensive input was obtained from public housing authorities in developing the survey, and approximately 75 percent of all public housing authorities in the state responded. The HUD office analyzed and compiled a report, provided it to the public housing authorities and presented it at the conference. As a result of the project, public housing authorities for the first time could benchmark themselves against industry norms for the Section 8 program. In addition, HUD was able to better diagnose and solve problems because it could identify performance, operating and staffing norms, and departures from the norm.

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GEOGRAPHIC WINNERS

Funding Enables Small Communities to Focus on Fair Housing

Columbus. The Ohio Office of Housing and Community Partnerships is responsible for administering more than \$87 million in HUD funds every year in nonentitlement cities and counties, and the office takes very seriously the fact that those funds, as well as the many additional dollars of state and local funds, are to be expended in a way that affirmatively furthers fair housing. Because of this strong commitment to fair housing, the office has developed an ambitious fair housing program that both enables and requires small communities around the state to promote fair housing rights proactively and enforce fair housing laws aggressively. The program has four components: (1) Standard Fair Housing Program; (2) New Horizons Fair Housing Program; (3) Fair Housing Training Opportunities; and (4) Ongoing Technical Assistance. Thanks to this initiative, small communities around the state have increased their capacity to address fair housing issues significantly.

Contact: Joyce A. Hill, Phone: (614) 466-2285, Tracking Number: 1225

Rehabilitation and Exhibition of Homes Boosts Sales and Property Values

Dayton. Dayton Rehabarama rehabilitates decaying neighborhoods by renovating abandoned and dilapidated homes in Dayton. After the homes have been restored, Rehabarama showcases them in a festival with homes that were recently built. Rehabarama was held in 1993, 1995 and 1999. In each event, Rehabarama purchased the homes for as little as \$10,000 and resold them at four times their value. The restoration of these homes has a positive effect on surrounding neighborhoods where property values have appreciated by at least 50 percent.

Contact: Michael Turner, Phone: (937) 333-3652, Tracking Number: 2551

Program & Geographic Winners

Columbus

Best Practice: Office of Housing and Community Partnerships-Fair Housing Program

Midwest
Ohio

Dayton

Best Practice: Dayton Rehabarama

Program & Geographic Winners

Milwaukee

Best Practice: SCO Self Help Housing Program

Midwest Wisconsin

GEOGRAPHIC WINNERS

Milwaukee's South Community Organization Doesn't Sweat the Down Payment

Milwaukee. The South Community Organization, Inc.'s Self Help Housing Program is a housing rehabilitation and homeownership program that enables low-income homebuyers to reduce down payment requirements, earning sweat equity through self help labor. Applying the successful self help model used throughout rural Wisconsin to an urban environment, the organization helps families' purchase rehabilitated or newly constructed houses. The program serves low-income, larger families that are effectively priced out of segments of the housing market. By performing an average of 600 hours of work, including demolition, clean up, interior painting, and floor sanding, homebuyers can earn up to 10 percent of the development cost of a single or two-family home as their equity investment in the property. Families receive technical assistance and training and homeownership counseling. To date a total of 19 units are completed or under construction, 13 have been purchased, and seven families are in the process. In addition, the program has trained families to maintain and repair their properties, and many of the participants have learned new skills and been able to find better jobs in the building trades.

Contact: John M. Bach, Phone: (414) 643-7913, Tracking Number: 2134

GEOGRAPHIC WINNERS

Wausau Community Development Department Puts Good Ideas to Good Use

Wausau. Staff members from the city of Wausau's Community Development Department attended the Best Practices Symposia in Charlotte, North Carolina, in 1998 and Kansas City, Missouri, in 1999, where they learned about successful programs sponsored by communities and nonprofits. These Best Practices were borrowed and customized by Wausau in the spirit of taking good ideas and applying them to improve local community development activities. The city's Community Development Department now offers housing counseling to help low- and moderate-income residents purchase new homes. The department also developed a partnership with the Marathon County Health Department to undertake lead hazard reduction in Wausau homes. A fair housing message is now included on resident water bills, and the department organized a neighborhood council to serve low- and moderate-income residents under the Building Better Neighborhoods program. Finally, the department developed a pamphlet to help first-time homebuyers find answers to questions related to real estate closings. These programs assisted 15 low-income families purchase their primary residence, and assisted over 150 potential homebuyers, assisted 12 households with lead issues, and mailed out 14,300 fair housing messages.

Contact: Ann M. Werth, Phone: (715) 261-6680, Tracking Number: 2865

Program & Geographic Winners

Wausau

Best Practice: Best of the Best

Midwest
Wisconsin

Program & Geographic Winners

Hartford

Best Practice: Connecticut Kids' Court Competition and Kids Speak

New England
Connecticut

GEOGRAPHIC WINNERS

Kids' Court and Kids Speak Opens Young Minds to Human Rights Issues

Hartford. The Connecticut Commission on Human Rights and Opportunities educates middle and high school students about civil and human rights issues through their Kids' Court Competition and Kids Speak program. This competition offers students a chance to express their opinions on human and civil rights issues, while providing them an opportunity to improve their research and communication skills. In later rounds of the competition, students submit formal plans, complete with budgets, on how to correct a civil or human rights problem. Statewide finals are televised. The project has grown from 40 students in 1993 to more than 1,000 students today.

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GEOGRAPHIC WINNERS

Maine Legislature Tackles Youth Homelessness

Bangor. Recognizing the need to address the growing problem of homeless youth in urban areas, the Maine Legislature enacted a law to establish the Homeless Youth Demonstration Project. Its purpose is to explore services for unaccompanied youth and youths-at-risk, and will result in strategic recommendations regarding youth homelessness. The project targets Maine’s urbanized areas—communities that are attractive to youth who have left home because of economics, disciplinary reasons or abuse. These youth are subject to homelessness, sexual and drug abuse, and violence. Two pilot sites will be established initially. These pilot sites will provide the state legislature with documented data about the increasing problem of homeless youth.

Contact: Becky Hayes-Boober, Phone: (207) 561-4197, Tracking Number: 548

Program & Geographic Winners

Bangor

Best Practice: Homeless Youth Demonstration Project

New England
Maine

Program & Geographic Winners

Bangor

Best Practice: Penobscot Riverfront Development

New England
Maine

422

GEOGRAPHIC WINNERS

Redevelopment of Dilapidated Riverfront Begets Attractive Community Center

Bangor. The city of Bangor has invested 15 years acquiring and clearing property, and making environmental improvements along a one-mile stretch of riverfront in downtown Bangor. These efforts have resulted in the removal of a leaking petroleum storage tank farm, a closed shoe manufacturing plant, a large railroad switching yard, a dilapidated paper products warehouse, and a coal yard that relied on neither water nor rail to receive and ship its products. In place of these eyesores are a popular brew-pub and restaurant, a landscaped park and open space, parking, and a replica of an early 20th century rural Maine train station that houses meeting areas, offices, and an observation deck overlooking the pleasure boat docks of Bangor Landing. In addition, construction of an amphitheater is planned to accommodate the annual Maine Shakespeare Festival. As a result of these efforts by the city to resolve environmental and land acquisition issues, the entire area has been renovated and has attracted prosperous private sector businesses. City officials anticipate an enormous return on their investment in the form of increased revenues from tourism and convention business.

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2000 HUD Best Practices

GEOGRAPHIC WINNERS

Program Prevents Foreclosures Through Financial Education

Boston. The Don't Borrow Trouble program educates homeowners about their financial options and how to avoid mortgage pitfalls. Homeowners are constantly overwhelmed with aggressive marketing campaigns for various refinancing and home equity products but are not sufficiently informed to make the choice that is best for them. As a result, predatory lending builds the path for a new set of foreclosures. The city of Boston joined with the Massachusetts Community and Banking Council and the marketing firm of Devine & Pearson to create Don't Borrow Trouble. The program has a multimedia consumer awareness campaign designed to alert homeowners to the risks associated with predatory mortgage lending. Homeowner education counseling and a referral system help homeowners evaluate mortgage offers and how to avoid foreclosures. The exact impact of the program is unknown; however, the cost to renovate a single housing unit is estimated to be in excess of \$100,000.

Contact: William Cotter, Phone: (617) 635-0458, Tracking Number: 2556

Program & Geographic Winners

Boston

Best Practice: Don't Borrow Trouble

New England
Massachusetts

Program & Geographic Winners

Boston

Best Practice: Initiative on Boston Housing Authority Infill Properties

New England
Massachusetts

GEOGRAPHIC WINNERS

Hand-In-Hand Partnership Renovates Affordable Housing Units

Boston. Four community development corporations have teamed with the Boston Housing Authority to become involved in an effort to renovate various infill properties throughout Boston and eventually offer them for sale to low-to-moderate-income families. The Boston Housing Authority owned 44 scattered-site units in the Roxbury and Dorchester localities. In 1999 half of these units were vacant. The Boston Housing Authority realized the need to rehabilitate these homes; however, it lacked the resources to do so. With the help of the community development corporations and Boston's Local Initiatives Support Corporation, the units have been renovated and utilized by those who need it most. To assist in the success of this program, HUD has waived Boston Housing Authority's repayment of underlying property debts, thus allowing the transfer of ownership to the development and local initiative. Instead of entering in a joint venture, all involved have chosen to work hand-in-hand and meet biweekly to achieve their goals. The city has delegated \$1.56 million in Home Investment Partnership funds to help subsidize the rehabilitation costs and retain property ownership.

Contact: Mr. Mathew Thall, Phone: (617) 338-0411, Tracking Number: 1471

GEOGRAPHIC WINNERS

Advocacy Program Provides Training for the Disabled and Housing Professionals to Ensure Fair Housing

Concord. The Housing Access and Advocacy Program was established in 1990 to ensure increased housing access and choices for disabled and hearing-impaired individuals throughout New Hampshire. The program provides training and education for disabled and hearing-impaired consumers, as well as healthcare and housing providers, about the requirements of the Fair Housing Amendments Act of 1988. The training specifically focuses on home modifications and the rights and responsibilities of all parties involved. The program ensures that disabled and hearing-impaired consumers understand their responsibility, as well as their rights to housing access and choices in the housing market. The program has been very successful in empowering individuals with disabilities to achieve greater independence, as well as increasing the number of accessible units and awareness of these issues in the community.

Contact: Stephen Jones, Phone: (603) 228-9680, Tracking Number: 1766

Program & Geographic Winners

Concord

Best Practice: Housing Access and Advocacy Program

New England
New Hampshire

Program & Geographic Winners

Patterson

**Best Practice: Riverview Towers
Neighborhood Networks'
WINGS Program**

New York/New Jersey
New Jersey

426

GEOGRAPHIC WINNERS

Program Helps Residents Achieve Self-Sufficiency

Patterson. The Riverview Towers Neighborhood Networks Center offers the WINGS program, a multi-faceted project that includes use of an on-site computer learning center, GED and ESL programs, and a variety of other services to increase residents' job skills and reduce welfare dependency. WINGS is a holistic program designed to foster individual dignity, promote self-sufficiency, and create a sense of community among the residents of Riverview Towers. More than 50 residents have graduated from the program's beginning or intermediate level classes. WINGS is being implemented through the Workforce Development Department at Berkeley College, with the assistance of local community organizations, corporations, schools, and government agencies. The Department of Labor has designated WINGS as an official One Stop for the State of New Jersey. Department of Labor staff helps evaluate participants and aids them in getting jobs. The Division of Vocational Rehabilitation helps evaluate learning disabilities among participants.

Contact: Dean Santa, Phone: (973) 790-4600, Tracking Number: 3287

2000 HUD Best Practices

GEOGRAPHIC WINNERS

Changes in the Selection Criteria in New Jersey's Low-Income Housing Tax Credit Program has created a set-aside for programs that use HOPE VI funds

Trenton. The New Jersey Housing and Mortgage Finance Agency responded creatively to the need for additional resources to expand the impact of HOPE VI projects by changing the selection criteria in New Jersey's Low-Income Housing Tax Credit Program. The change creates a set-aside for programs that use HOPE VI funds, thus encouraging private developers and investors in fierce competition for the tax credits to support projects incorporating HOPE VI funding and community revitalization strategies. The careful oversight of HOPE VI projects also provides extra assurance that projects are in compliance with income, occupancy, and other requirements of the Tax Credit Program. The changed selection criteria have already resulted in developer applications for two additional multi-family projects with a total development cost of over \$17 million.

Contact: Gregory Adkins, Phone: (609) 278-7457, Tracking Number: 2779

Program & Geographic Winners

Trenton

**Best Practice: New Jersey HMFA
Low Income Housing Tax Credit
Prioritization for HUD HOPE VI Projects**

New York/New Jersey
New Jersey

Program & Geographic Winners

Glen Cove

Best Practice: Glen Cove Downtown Revitalization 2000

New York/New Jersey
New York

GEOGRAPHIC WINNERS

Downtown Business Improvement District Fosters New Jobs and Business Growth

Glen Cove. With financial assistance of a New York State Urban Development Corporation grant and technical support from the Glen Cove Community Development Agency (CDA), a Downtown Business Improvement District (BID) was formed in 1997 for business recruitment and retention, marketing, promotion and beautification of the downtown commercial district. Property owners, merchants and city representatives worked tirelessly to develop programs and events to retain existing businesses, attract new ones and let area residents know Glen Cove was a city on the move. This positive energy generated excitement among apathetic merchants and property owners, while it instilled community pride among citizens. The BID board of directors reached out to include all segments of the business community to serve on its committees. Today, the BID and the local Chamber of Commerce literally work side by side—in adjoining offices—coordinating efforts to foster a prosperous business community. The collaboration and dedication of many organizations and agencies, including city and CDA staff, the BID, Chamber of Commerce, La Fuerza Unida de Glen Cove, property owners and citizens, made changes possible. The revitalization efforts created more than 400 new jobs since 1997 and provided over 300,000 square feet of vacant land, empty buildings or substantially vacant buildings with more than \$72 million in private investment since 1993 and excess of \$7 million in municipal infrastructure improvements since 1994.

Contact: Thomas Suozzi, Phone: (516) 676-2144, Tracking Number: 3000

GEOGRAPHIC WINNERS

Collaborative Effort Transforms Property to Provide Improved Housing

New York. With the collective assistance of HUD, the cooperative's board of directors, a new management agent, the New York City Housing Preservation Department and the New York City Housing Development Corporation, a management improvement operating plan was developed to address repairs to this 1,594 unit project, including elevator renovations, roof replacement and heating system repairs. Once among the worst properties, it is now on sound financial footing and considered an excellent property. Emphasis was placed on shaping up approximately 90 vacant units so they could be rented, thereby improving the property's income stream. HUD approval of a two-stage rent increase, together with the execution of a Section 236 excess income repayment agreement enabled the project to stabilize and improve.

Contact: William Dames, Phone: (212) 749-3999, Tracking Number: 2008

Fair Housing Enforcement and Testing in New York City

New York. The Open Housing Center coordinates fair housing enforcement and testing through a set-a-side program to recruit and train testers, and obtain pro-bono services from large law firms and provide litigation support. It is one of the most effective fair housing organizations in the nation. HUD has highlighted its effective testing program in a joint press release informing the public of a \$100,000 settlement against a New York City landlord accused of discrimination on the basis of race. More than 660 tests of housing discrimination were conducted and the center used multi-ethnic testers to support allegations of discrimination. The tests resulted in the filing of 15 cases. To date, cases recovered \$406,049 through settlements before and after trial.

Contact: Karen Webber, Phone: (212) 941-6101, Tracking Number: 253

Program & Geographic Winners

New York

Best Practice: 1199 Housing Corporation

New York/New Jersey New York

New York

Best Practice: Fair Housing Enforcement-Testing

Program & Geographic Winners

New York

Best Practice: Supportive Housing Network of New York

New York/New Jersey
New York

Watervliet

Best Practice: Gun Buy Back Program

430

GEOGRAPHIC WINNERS

Supportive Housing Network Helps Provide Affordable Housing

New York. The Supportive Housing Network of New York is a membership organization of nonprofit supportive housing providers with 156 member agencies throughout New York state, offering resources, public education, and advocacy on behalf of providers and approximately 17,000 tenants living in supportive housing. Member agencies provide safe, affordable housing for people with limited incomes, including those who were homeless, have mental or physical disabilities, are living with HIV/AIDS and/or have a history of substance abuse. Since its inception 12 years ago, Supportive Housing Network has become the leader statewide in public education, advocacy, resource sharing and supportive housing policy analysis. As the voice for the supportive housing movement, Supportive Housing Network educates the public and policymakers about this cost-effective, permanent solution to homelessness. Supportive Housing Network also provides training and information to its members, hosting workshops and an annual conference on issues affecting its members. Among the Network's many accomplishments is its integral role in the renewal of the New York/New York II Agreement to develop 1,500 new units of housing for the homeless mentally ill over the next five years. The New York/New York II program resulted in \$45.7 million in new state capital funding and \$85 million in city capital funding.

Contact: Maureen Friar, Phone: (212) 870-3303, Tracking Number: 1980

Watervliet Housing Authority Exchanging Guns for Grocery Certificates

Watervliet. The Watervliet Housing Authority launched what it believes is the first Gun Buy Back Program started by President Clinton and HUD Secretary Cuomo. The cooperation from city government leaders, the police department and Watervliet Housing Authority was key to a successful program; 85 weapons were turned in. In exchange, grocery gift certificates were given to those who presented the weapons.

Contact: Charles Patricelli, Phone: (518) 273-4717, Tracking Number: 1765

2000 HUD Best Practices

GEOGRAPHIC WINNERS**Westchester County Campaign Developing Affordable Housing**

White Plains. The Westchester County Affordable Housing Campaign is a multifaceted program to provide education and to encourage greater support for and participation in the development of affordable housing. The project includes a breakfast seminar on the importance of promoting a sense of community and local economic development. There were housing advocacy-training sessions to increase knowledge of the impacts of affordable housing on a community with more than 150 housing advocates in attendance. Housing Alive! conducted bus tours of affordable housing projects recently completed. Financial incentives were awarded to encourage participants to create affordable housing advertisement campaigns.

Contact: Andrew Spano, Phone: (914) 232-6583, Tracking Number: 3072

Program & Geographic Winners**White Plains**

**Best Practice: Westchester County
Affordable Housing Campaign**

New York/New Jersey
New York

Program & Geographic Winners

Syracuse

Best Practice: SHA Homeownership Voucher Program

New York/New Jersey
New York

GEOGRAPHIC WINNERS

Low-Income Section 8 Participants Create a Rainy Day Fund for Homeownership

Syracuse. The Syracuse Housing Authority assists low-income Section 8 recipients with homeownership by using their Section 8 funds toward the purchase of a home. Low-income residents of Syracuse who qualified for Section 8 funding have little opportunity to use their funding toward the purchase of a home instead of renting. The program provides homeownership classes to participants, helps participants set up an escrow account to demonstrate their saving ability to mortgage lenders, and uses the escrow funds for homeownership-related expenses. Local Syracuse agencies, like Home Headquarters, Syracuse Weed and Seed and the Syracuse Modern Neighborhood, partner with SHA to provide financial assistance and classes for the program. Cooperation from Section 8 staff and Family Self-Sufficiency coordinators is essential to replicating the program because they provide supportive services and referrals to agencies and banks for assistance. As a result of SHA, participants have purchased two homes, and three additional homes are entering the closing process.

Contact: Terry Kresser, Phone: (315) 470-4407, Tracking Number: 3185

GEOGRAPHIC WINNERS

HOME Opportunity Program Assist Low-Income Homebuyers in Meeting Down Payment and Closing Costs

Anchorage. The HOME Opportunity Program (HOP) provides low-income homebuyers with forgivable, zero interest rate loans to assist them in meeting down payment and closing costs requirements, and makes loans affordable by buying down the first mortgage. HOP is administered by nonprofit organizations that respond to a Notice of Funding Availability issued by Alaska Housing Finance Corporation annually or bi-annually. This program delivery method achieves a variety of goals. It makes the program available in multiple locations in this geographically dispersed state, and builds the recognition and capacity of local nonprofit housing organizations. It encourages a diverse range of leveraged funds, catered to best serve the different populations, housing stock and organizational resources across the state. In addition, the program builds a statewide network of housing organizations experienced in homeownership assistance that can share knowledge and experience amongst one another. Three nonprofits, Cook Inlet Housing Authority, Fairbanks Neighborhood Housing Services, and Community Housing Development Organization operate HOP. Each organization brings additional resources to the table to most appropriately assist homebuyers in their service areas.

Contact: Carma Reed, Phone: (907) 330-8275, Tracking Number: 1822

Program & Geographic Winners

Anchorage

Best Practice: HOME Opportunity Program

Northwest/Alaska Alaska

Program & Geographic Winners

Boise

**Best Practice: Statewide
Accessibility Standards Legislation**

Northwest/Alaska
Idaho

GEOGRAPHIC WINNERS

Idaho Implements a Standardized Statewide Accessibility Standards Legislation

Boise. Sponsored by Senators Larry Craig and Mike Crapo, this Best Practice organized an unprecedented grassroots coalition to undertake the task of developing consistent statewide accessibility standards for buildings covered under the Americans with Disabilities Act (ADA) and Fair Housing Act. Coalition members included disability advocates, architects, developers, builders, business owners, building officials, realtors, and representatives from the Association of Idaho Cities, the Association of Idaho Counties, the state legislature and the governor's office. The work of the coalition and its final outcome—a statewide building code with comprehensive accessibility components—will ensure that architects, developers, builders and owners have an approval and permit process that would provide protection from accessibility-related fines and litigation. Moreover, the code will have a significant impact on Idaho residents with disabilities and their access to commercial structures and residential opportunities. This change will promote equality at the most basic level the ability to access businesses for the purposes of working, shopping, recreating and socializing, and to have accessible housing, regardless of disability.

Contact: Kelly Buckland, Phone: (208) 334-3800, Tracking Number: 347

GEOGRAPHIC WINNERS

Nez Perce Young Horseman's Club Helps Students with Riding as well as Academics

Lapwai. “What do you get when you cross horses, computers, and a bunch of kids?”-The Nez Perce Young Horseman's Club. The members of the club come from two predominantly Native American schools on the Nez Perce Reservation. Some members have a history of low grades and poor attendance; the goal of the program is to counter that trend. During the year, the students are tutored in math and English. Math problems are centered on their interest in horses; for example they calculate the time and distance of a trail ride and write daily entries in their required journals. The young horsemen also spend a week at the University of Idaho shadowing professors and learning about college. The program culminates each summer with a one-week encampment at the meadows, where the youth live in traditional Nez Perce housing, elders tell stories of the old days, and students ride horses on trails once traveled by their great-great-grandfathers. The program, open to students ages 8-14, was started by the Chief Joseph Foundation—a nonprofit organization. Although students are tutored in academic and equine skills, the program's most important role is to help preserve Nez Perce culture.

Contact: Samuel Penney, Phone: (208) 843-3253, Tracking Number: 2303

Program & Geographic Winners

Lapwai

Best Practice: Nez Perce Young Horseman's Club: Mounted Scholars Program

Northwest/Alaska
Idaho

Program & Geographic Winners

Portland

**Best Practice: Portland, Oregon
Hispanic Metropolitan Chamber of
Commerce Latino Home Buying Fair**

Northwest/Alaska
Oregon

Salem

**Best Practice: Family Self-Sufficiency
ABC's of Homebuying Club**

436

GEOGRAPHIC WINNERS

First Latino Homeownership Fair Attracts Over 75 Families

Portland. In an effort to increase the number of Latino homeowners, the Hispanic Metropolitan Chamber of Commerce held a homeownership fair, which included various home buying seminars presented in Spanish, Spanish language pamphlets and brochures, a raffle drawing for items donated by various sponsors and activities for children. The 19 exhibitors at the fair consisted of realtors, lenders, FHA/HUD representatives, and others in the local real estate community. This first effort attracted over 75 Hispanic families. A second fair is expected to have 30 exhibitors and attract the same or greater number of Hispanic families as the first successful homeowner fair.

Contact: Shelli Romero, Phone: (503) 282-7455, Tracking Number: 1055

The ABC's of Homebuying Educates Potential Homebuyers

Salem. The Family Self-Sufficiency (FSS) program provides encouragement, support, information and training to Housing Authority residents interested in homeownership. All inquiries to the Housing Authority regarding home buying are referred to self-sufficiency case managers who provide information about general requirements of lenders and local training classes for first time home buyers. Basic information about government homeownership programs is mailed to every caller making a request. Housing Authority residents making inquiries are encouraged to join the program and work specifically towards their homeownership goal. FSS Program Coordinators organize Homebuyers' Clubs, and lead workshops in the Homeowner Education Collaborative of Oregon's curriculum "The ABC's of Homebuying." In addition they promote special programs with lenders for FSS homebuyers, and work intensively with prospective homebuyers, as well as make referrals to community agencies to help participants prepare to meet the various homebuying requirements.

Contact: Barbara Kauss, Phone: (503) 588-6368, Tracking Number: 2742

2000 HUD Best Practices

GEOGRAPHIC WINNERS**A Vacant Soon to be Demolished School Became the Shelter for the Boys and Girls Club of Pasco**

Pasco. The city of Pasco has for a number of years provided a facility for use by the Boys and Girls Club to support a wide range of activities for young people in the area. These facilities are old and in need of constant repairs and, as a result, are not efficiently serving the needs of the children's afterschool, evening and weekend activities. The number of children from low- to moderate-income families have greatly increased in the city of Pasco in recent years. The city and the Boys and Girls Club Committee have directed their attention to addressing the concerns of how to meet the growing demand to use the facilities. To address the problem, Pasco leaders took advantage of a vacant soon to be demolished school. They leveraged resources to convert the facility to a needed and heavily used Boys and Girls Club facility.

Contact: Kellee Magnuson, Phone: (509) 543-9980, Tracking Number: 1841

Program & Geographic Winners**Pasco****Best Practice: Boys and Girls Club of Pasco**

**Northwest/Alaska
Washington**

Program & Geographic Winners

Seattle

Best Practice: Burke Gilman Apartments

Northwest/Alaska Washington

438

GEOGRAPHIC WINNERS

HUD Renovates Burke Gilman Apartments

Seattle. The Burke Gilman Apartment project is the first to use Washington State Housing Finance Commission (WSHFC) Bond financing with State Tax Credit Program in combination with HUD's FHA 223f mortgage insurance—a refinance of an existing HUD insured mortgage. In April 2000, HUD announced the closing of the Burke Gilman Apartments, a 113-unit apartment near the University of Washington in Seattle. The new owner, A.F. Evans Co., will make 62 units available to those with incomes at or below 60 percent of the area median when the remodeling and renovation of the complex is complete. The project will allow the owner to benefit as well as potential residents. The refinancing package helped preserve and rehabilitate a low-income building and expands the number of affordable units in the Seattle area. The remodeling and renovation will include repair work such as replacing roofs, upgrading site lighting, replacing handicap ramps, repairing sidewalks, and repairing cabinetry and window coverings.

Contact: Gloria Garcia, Phone: (206) 220-5228 Ext. 3174, Tracking Number: 1937

2000 HUD Best Practices

GEOGRAPHIC WINNERS

Cross-Sector Communities Strengthen Neighborhoods through Block Clubs

Seattle. NewHolly Community Building Strategy uses the development of Block Clubs and Activity Clubs to pull this redeveloped HOPE VI community together as a neighborhood. With the broad diversity in income and ethnicity's within the new neighborhood, building relationships across class and race lines is critical in creating a healthy neighborhood. The Community Building Strategy at NewHolly is designed to develop a caring community that promotes positive relationships, self-sufficiency, and a sense of pride and ownership of the neighborhood. The Block Clubs and Activity Clubs are designed as a space for people to meet neighbors they might not otherwise speak with and to identify common interests or concerns. Three Block Clubs have been formed to help neighbors meet and interact with people on their immediate blocks. Seven Activity Clubs have been formed including parks and gardens; adults for youth and teens; crime prevention/blockwatch; transportation; seniors and disabled; management questions and no speeding team. Over 100 people are involved in these clubs organizing community events, addressing community problems and making recommendations for resolution. Through these clubs, neighbors are forming cross-cultural relationships and expanding their social support system as well as bringing a sense of community and empowerment to the residents.

Contact: Harry Thomas, Phone: (206) 615-3300, Tracking Number: 2678

Program & Geographic Winners

Seattle

Best Practice: Community Building Strategy-Seattle Housing Authority's NewHolly Neighborhood

Northwest/Alaska Washington

Program & Geographic Winners

Clovis

Best Practice: Clovis, Magill Heights Housing Project

Pacific/Hawaii
California

San Jose

Best Practice: San Jose Teacher Housing Programs

440

GEOGRAPHIC WINNERS

Clovis, Magill Heights Housing Project Provides a Sense of Community for the Neighborhood

Clovis. Clovis, Magill Heights Housing Project provides homeownership opportunities for low-income families, and creates a sense of community in an area comprised mainly of low- to moderate-income households. Partnerships of government agencies, a nonprofit and residents helped revitalize the deteriorated Magill Heights neighborhood. The project relied on creative leveraging of resources through several HUD programs, the California Housing Finance Agency, and the City of Clovis Redevelopment Agency. The effort improved the neighborhood infrastructure by adding cul-de-sacs, building a sound wall near a freeway and installing curbs, gutters and storm drainage. Ten single-family homes were built using the mutual self-help method of construction, in which low-income families work together to build their first homes.

Contact: Ron Leinio, Phone: (559) 242-4292, Tracking Number: 2810

San Jose Teacher Housing Programs Makes Homes Available for Teachers

San Jose. The San Jose Department of Housing launched an innovative First Time Teacher Homebuying Program to help close the gap between the average salary of teachers and the purchase price of a home. Teachers with full-time credentials who teach grades K-12 in San Jose public schools are eligible. Private lenders, homebuilders, realtors, federal, state and county agencies partner with the city to reduce the monthly mortgage amount. The program is marketed to existing and potential teachers, in conjunction with the annual teacher recruitment program. Six teachers have purchased their first home since the program began in June 1999, five more homes were scheduled for closing in June 2000 and another 70 teachers are in the process of buying homes. The city also has committed funds for private developers of rental housing that agree to set aside units for low-income teachers.

Contact: Alex Sanchez, Phone: (408) 277-5817, Tracking Number: 2477

2000 HUD Best Practices

GEOGRAPHIC WINNERS

Torres Martinez Mobile Home Park Development Project Provides Affordable Housing

Thermal. This 330-unit mobile home park provides affordable, safe and sanitary housing to Coachella Valley, families who live in substandard housing. Hundreds of families in the area face displacement from their homes as a result of Riverside County code enforcement violations. The development project provides needed economic development opportunities for the Torres Martinez Tribe, which is leveraging funds received from HUD, USDA and Riverside County to obtain private-sector financing.

Contact: Mary Belardo, Phone: (760) 397-8144, Tracking Number: 2471

Certification for Loan Officers Improves Consistency

Henderson. The need for standardization and consistency in lending practices resulted in this new certification offered to Nevada's mortgage loan officers for the first time through a partnership headed by the Nevada Mortgage Bankers Association and the Nevada Association of Mortgage Brokers. The mortgage group is developing the Certified Nevada Mortgage Professional designation to advance technical expertise and curb lending abuses in the mortgage lending industry. The credential allows industry leaders to develop academic criteria with governmental organizations that address community needs and ensure equality.

Contact: Debbie Hedderly, Phone: (702) 524-8991, Tracking Number: 269

Program & Geographic Winners

Thermal

Best Practice: Torres Martinez Mobile Home Park Development Project

Pacific/Hawaii California

Henderson

Best Practice: Certified Loan Officer Designation

Program & Geographic Winners

Littleton

Best Practice: Willow Street Residences

Rocky Mountain
Colorado

GEOGRAPHIC WINNERS

A Coalition of Three Nonprofits Addresses Special Housing Needs

Littleton. Borne out of the need for a Community Housing Development Organization (CHDO) to develop affordable housing and housing for persons with special needs, three local nonprofits formed a partnership to develop affordable housing for Arapaho County and its residents. These three nonprofits serving special-needs residents received training from housing management experts, incorporated their nonprofit, and became certified by the county as a CHDO. With \$400,000 in CDBG and HOME Partnership funds, the association purchased a property and developed the 80-unit Willow Street Residences. The association assembled a task force to design the property and developed a management structure to ease neighborhood concerns about the proposed development. The \$400,000 provided by the county leveraged \$7 million from other sources. With an active and flexible partnership, the agencies have created an environment that addresses special needs in the community and provides additional low-income housing.

Contact: Colleen Carrier, Phone: (303) 738-8062, Tracking Number: 1699

GEOGRAPHIC WINNERS

Energy Efficiency Program Helps Tribal Members Save Money While Reducing Energy Consumption

Poplar. The Fort Peck Assiniboine and Sioux Tribes provide opportunities for energy efficiency upgrades through the Innovative Energy Program and Fort Peck Electric Utility (FPEU). The FPEU program, organized and operated in partnership with The Heritage Foundation, provides reliable, low-cost electricity and generates economic benefits and services for its customers. The program was formed through funding from federal grants and allocations from regional utilities that allow the tribes to take advantage of an allocation of energy at a wholesale rate and save an estimated \$750,000 per year for reservation customers. The upgrades to the aging stock of reservation residences and buildings will further reduce energy consumption, improve building comfort levels, and increase energy savings.

Contact: Lawrence Gallagher, Phone: (406) 768-5719, Tracking Number: 2768

Program & Geographic Winners

Poplar

Best Practice: Fort Peck Electric Utility Innovative Energy Program

Rocky Mountain
Montana

Program & Geographic Winners

Bismarck

Best Practices: North Dakota Fair Housing Council

Rocky Mountain
North Dakota

GEOGRAPHIC WINNERS

Council Works to Eliminate Discrimination in Housing

Bismarck. The North Dakota Fair Housing Council has used technology and creative educational tools to prevent, reduce and eliminate discriminatory practices in the rental, sale, and financing of housing transactions. Using funding from social services agencies, other nonprofit fair housing organizations and the law firm of Brancart & Brancart, the council has conducted eight workshops throughout the state, responded to more than 600 allegations of housing discrimination and conducted about 150 tests to investigate these complaints. The council maintains a Web site and has developed a fact sheet series on fair housing. Helping clients to file complaints of housing discrimination with HUD, the council ensures greater awareness among residents of the full scope of state and federal fair housing laws, including a greater willingness to pursue legal remedies to end discrimination.

Contact: Amy Schauer-Nelson, Phone: (701) 221-2530, Tracking Number: 1516

GEOGRAPHIC WINNERS

CDC Provides Affordable Housing to Rapid City Residents

Rapid City. The Rapid City Community Development Corporation (RCCDC) combines the resources of its membership to build affordable housing for first-time homebuyers who have incomes 80 percent or less of the area median. Member organizations include lenders, title companies, credit counseling services, realtors, nonprofits, and the city. The combined resources of members help more people than any single organization could individually. For example, the Rapid City Housing Coalition provides homebuyer education and locates potential buyers, while other members aid buyers in obtaining downpayment assistance. Thus far the program has enabled 12 families (all single parent households) to purchase homes. Low-income families who qualify benefit from the free lots and the zero-interest construction loans arranged by the corporation. Through a second mortgage, the RCCDC places a deed restriction on the cost of the lot and if the buyer does not sell the home in the first ten years, the full cost of the lot is forgiven.

Contact: Bonnie Hughes, Phone: (605) 394-4181, Tracking Number: 3010

Program & Geographic Winners

Rapid City

Best Practice: Rapid City Community Development Corporation Affordable Housing

Rocky Mountain
South Dakota

Program & Geographic Winners

Sioux Falls

Best Practice: Heartland House

Rocky Mountain
South Dakota

446

GEOGRAPHIC WINNERS

Transitional Housing Program Provides Shelter and Supportive Services for Homeless Families with Children

Sioux Falls. Heartland House is a 15-unit transitional housing program for homeless families with children that emphasizes self-sufficiency in moving residents into permanent housing. The program has served more than 50 participant families since its inception, and has removed more than 90 children from a life on the streets or in shelters. Of the 44 families that completed the residential aftercare components of the program, 43 are still in permanent housing and all 43 have worked their way off of Temporary Assistance to Needy Families (TANF), food stamps, and other public support programs. Participants create a self-sufficiency plan upon entering the program and at least one adult of the household has a two-week period upon entry to either find a job or be enrolled in a full-time educational program. Each family is required to attend 24 two-hour classes on basic skills, parenting skills, living skills and other fundamental topics to help them transition into permanent homes.

Contact: Cindy Dannenbring, Phone: (605) 256-6518, Tracking Number: 2780

2000 HUD Best Practices

GEOGRAPHIC WINNERS

Utah Partnership Develops Long-Term Growth Strategy

Salt Lake City. Envision Utah, a public/private partnership studying the effects of long-term growth in the Greater Wasatch Area of Northern Utah, created a publicly-supported long-term growth strategy that will preserve Utah's high quality of life, natural environment and economic vitality during the next 50 years. Key to the program's success was early and constant involvement of residents and local community groups. The group formed an advisory board representing community interests to act as partners in the planning process. They also held a series of meetings, surveys, and open workshops to encourage local community support for the final proposal. The final scenario includes the promotion of transit-oriented development, walkable communities, in-fill development, higher-density housing development, preservation of agricultural and recreational land, and conservation of natural resources. Adoption of the strategy by local communities will preserve 171 square miles of land, reduce mobile emissions by 7.3 percent, decrease traffic congestion by 12.5 percent, and save \$4.5 billion in infrastructure investment.

Contact: Stephen Holbrook, Phone: (801) 973-3372, Tracking Number: 590

Program & Geographic Winners

Salt Lake City

Best Practice: Envision Utah

Rocky Mountain Utah

Program & Geographic Winners

Casper

Best Practice: Wyoming Statewide Homeless Collaborative

Rocky Mountain
Wyoming

GEOGRAPHIC WINNERS

Wyoming Statewide Homeless Collaborative Links Remote Services and Shares Knowledge

Casper. The Wyoming Statewide Homeless Collaborative is developing a statewide Continuum of Care for homeless services while meeting the organizational challenges present in a large, sparsely-populated state. The Statewide Collaborative is a confederation of four previously existing local collaboratives of homeless service providers. In an effort to link homeless services and develop a Continuum of Care for the entire state, the four local collaboratives have expanded their activities and outreach efforts to encompass their regions of the state. The Statewide Homeless Collaborative then works through these strengthened regional organizations. The presence of a Statewide Collaborative has improved communication and knowledge sharing among homeless providers. Tasks for the Statewide Collaborative as they develop the Continuum of Care include identifying and eliminating gaps in service, maximizing limited resources by reducing duplication, and mobilizing appropriate groups in an ongoing effort to help homeless people achieve self-sufficiency. Key aspects of the system include prevention, outreach/assessment, emergency shelter, transitional housing, permanent housing and supportive services.

Contact: Dennis Royal, Phone: (307) 235-9491, Tracking Number: 1464

GEOGRAPHIC WINNERS

Building The Clinton L. Johnson Economic Development Center

Mobile. The Mobile Housing Board used its \$1 million Economic Development and Supportive Services Grant to partner with the private sector to construct the Clinton L. Johnson Economic Development Center. The center provides training and employment opportunities for individuals living in public housing. The center's mission is to provide low- to moderate-income residents with tools that enable them to become self-sufficient and substantially improve their quality of life. There are three components to the program: adult basic education, life skills training, and business development. The center also offers support services, including roundtrip transportation and on-site child daycare. The program's major partner, the Dollar General Corporation, provides on-the-job retail training that leads to a paid position with the on-site Dollar General Store. There are 43 participants enrolled in the program and 17 of them are public housing residents. All employees of the Dollar General Store are trained staff from the economic development center. This economic development endeavor is a result of a partnership of local businesses, universities and colleges, and government agencies.

Contact: Gregory Stevens, Phone: (334) 434-2202, Tracking Number: 1703

Program & Geographic Winners

Mobile

**Best Practice: Clinton L. Johnson
Economic Development Center**

Southeast/Caribbean Alabama

Program & Geographic Winners

Fayetteville

**Best Practice: City of Fayetteville
Downtown Business Loan to Advanced
Internet Technologies**

Southeast/Caribbean
North Carolina

450

GEOGRAPHIC WINNERS

Downtown Revitalization Begins with a Loan to a Small Business

Fayetteville. The city of Fayetteville's Downtown Loan Program has a \$1 million loan pool, funded in partnership with local lending institutions, for the purpose of downtown revitalization. The program provides funding to small businesses that locate in one of the six poorest census tracts in the city or that expand or renovate businesses within those areas. The loans are tied to job creation and are offered below the prime-lending rate. In November 1997, a small start-up business called Advanced Internet Technologies received a \$100,000 loan to renovate a downtown building. The business today has a staff of 75, annual earnings between \$12-\$15 million and customers worldwide. The company repaid its initial loan from the city and received additional assistance from the county to expand. This expansion will result in the addition of more than 200 employees and the development of a business incubator program for local entrepreneurs. It will advance substantial redevelopment of the downtown area and provide even more local jobs.

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2000 HUD Best Practices

GEOGRAPHIC WINNERS

Academy Promotes Self-Sufficiency and Job Placement Through Classes and Internships

Knoxville. The Career Investment Academy was developed by Knoxville's Community Development Corporation to create opportunities for self-sufficiency for residents, promote jobs in the local workforce and restore community trust in the welfare and public housing systems. Begun in 1997 under an Economic Development and Supportive Services grant, the program's mission is to provide a unique learning environment in which adults can acquire life and job skills, education, job training, work experience and job placement under one umbrella, with additional self-sufficiency training and three-year case management follow-up. Residents spend 35 to 40 hours each week in a combination of class and work, receiving a minimum of 150 hours each of basic education/computer training, personal and professional development training, and participating in a paid internship. After an initial three-month training and completion of the internship, students receive job placement assistance. To date, 266 residents have enrolled and participated in the academy; 36 participants have graduated from the program, of which 25 have gained employment. The goal of the academy is to serve 450 residents in the next three years.

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Program & Geographic Winners

Knoxville

Best Practice: Career Investment Academy

Southeast/Caribbean Tennessee

Program & Geographic Winners

Jacksonville

Best Practice: Jacksonville Business Incubator Program

Southwest
Arkansas

452

GEOGRAPHIC WINNERS

Jacksonville Program Offers Small Business Training Classes

Jacksonville. The Small Business Administration (SBA) places the failure rate of small businesses in Arkansas well above 50 percent. The Jacksonville Business Incubator Program stimulates the growth of small businesses to create employment for low- to moderate-income individuals and give new entrepreneurs a good foundation for success. The program provides six weeks of concentrated business training classes and seminars for enrolled individuals and technical assistance for a two-year incubation period during the start-up of small businesses. They are contractually committed to hire at least one low-income resident. Graduates may apply for loans up to \$5,000, secured by purchased equipment, to assist with start-up operations. A grant up to \$3,000 may also be awarded to program graduates to assist with hiring and training persons from low- to moderately low-income households within the city. A minimum one-year employment for hired trainees is required. Last year, the program graduated 23 entrepreneurs; 15 started their own business in the community and this resulted in the creation of 14 jobs.

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2000 HUD Best Practices

GEOGRAPHIC WINNERS

Program Offers Personal, Spiritual, and Community Support for Elders

New Orleans. The Christopher Homes Eldercare Support Services is a non-medical model for providing assisted living services for low-income elderly. Program staff arrange activities such as education, training for senior caregivers, health care provides, and assistance with activities of daily living. Daily living services include assistance with meal preparation, housekeeping, bathing, transportation, and escort for medical appointments and case management. The objective of the program is to focus on employing senior residents of Christopher Homes complexes, and seniors within New Orleans parishes. The support of the elderly includes improving the environment of frail elderly, providing assistance in their apartment, and promoting lifelong personal and spiritual development, educating the elderly on services available in the community, and seeking to prevent early nursing home placement.

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Program & Geographic Winners

New Orleans

Best Practice: Christopher Homes Eldercare Support Services

Southwest
Louisiana

Program & Geographic Winners

Shreveport

Best Practice: One Hundred Men of Shreveport

Southwest
Louisiana

GEOGRAPHIC WINNERS

African American Men Develop Youth Support Group

Shreveport. The unemployment rate among African Americans in the City of Shreveport is almost twice the rate of the total civilian labor force. Citywide, the poverty rate exceeds 24 percent and it is as high as 79.4 percent in targeted inner city neighborhoods. One Hundred Men of Shreveport began when a group of four local young men came together in 1993 to promote positive change in the Shreveport-Bossier City area. Today, there are 70 members and the goal is to exceed 100. Recognizing the need for strong, effective role models for disadvantaged youth in the inner city, they decided to spend time with 50 male youths ages 8-17 in activities that were both fun and educational. Outings included movies, bowling, camping and fishing. Mentors volunteer approximately 120 hours per month. Since January 1999, the program has served more than 200 young men from “at-risk” neighborhoods. The components of youth enhancement education include mentoring, computer literacy, martial arts, tutoring and career preparation.

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GEOGRAPHIC WINNERS

“Togetherness” is the Key to the Success of the Hugo Housing Community Resource Center

Hugo. The Housing Authority of the City of Hugo is committed to working to enhance the positive influence of families and communities through proven strengthening programs. The Authorities Program is entitled “Linkages in Hugo Public Housing Drug Elimination Program.” The program is based on the creation and strengthening of various linkages including; linking families together, linking the housing community closer together with a new vision for the future and linking the local community with our housing communities into a partnership relationship. During 1998 the Authority converted a four-bedroom duplex into a community resource center at a low rent housing addition called “Rosewood Addition.” This community is home to approximately 300 persons. The community resource center provides: parenting and family skills, tutoring, GED training, computer training, literacy training, life skills training, job skills training, sporting and cultural programs, a comprehensive summer program, holiday activities and referrals. As a result of the program, the Authority has realized an increase in occupancy, has seen an increase in monthly rental payments and a decrease in delinquencies and lease terminations.

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Program & Geographic Winners

Hugo

**Best Practice: Hugo Housing
Community Resource Center**

Southwest
Oklahoma

Program & Geographic Winners

Tulsa

Best Practice: Project Impact– Tulsa

Southwest
Oklahoma

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GEOGRAPHIC WINNERS

Task Force Transforms Tulsa Into A Disaster-Resistant Community

Tulsa. Tulsa, OK, and Oklahoma City, OK, as well as the Fort Worth, TX, area, are in a part of the country that has the highest recorded number of tornadoes per 1,000 square miles of any place in the world. In addition, Tulsa County has the fifth highest risk of tornadoes in the nation. A task force was charged with making Tulsa a disaster-resistant community. This committee educates residents about the need to incorporate safety into new construction and retrofit safe rooms into existing homes. Several private companies have begun to manufacture portable safe rooms constructed of steel panels that bolt together on site. The steel boxes can be, and have been, retrofitted into existing homes or installed in new construction. An entire 120-lot subdivision in the Tulsa area is being constructed with a built-in safe room in every home. It is believed that this is the first subdivision in the country with a safe room in all homes.

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2000 HUD Best Practices

GEOGRAPHIC WINNERS

Contract For Deed Conversion Initiative Turns Colonia Residents into Homeowners

Austin. The focus of the Contract For Deed Conversion Initiative is to help Colonia residents become property owners by converting their contract for deed into a traditional mortgage. The program provides Colonia residents with the opportunity to seek funding for construction, rehabilitation and other benefits of homeownership. In addition, pre- and post-counseling is conducted for all eligible Colonia residents. In a contract for deed, the buyer pays the purchase price and interest in regular payments within a certain period of time before acquiring title to the property. Unlike a traditional mortgage, a buyer purchasing land using a contract for deed does not have the benefit of building equity in the property. To date, the department has expended \$3,415,713 on this initiative and assisted 278 Colonia households, with an average household size of five, convert to a traditional mortgage and bring their homes to Colonia housing standards.

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Program & Geographic Winners

Austin

Best Practice: Contract For Deed Conversion Initiative

Southwest
Texas

Program & Geographic Winners

Nederland

Best Practice: Southeast Texas Coalition for the Homeless

Southwest
Texas

GEOGRAPHIC WINNERS

Southeast Texas Coalition Improves Provision of Services to the Homeless

Nederland. The Southeast Texas Coalition has generated a regional consensus enabling local officials and homeless service providers to identify existing services, target service gaps, structure a Homeless Services Coordinating Council, and develop a Tri-County Continuum of Care Consolidated Application. The Coalition is designed to assist homeless individuals achieve self-sufficiency and permanent housing. It was created in large part through the efforts of U. S. Representatives Nick Lampson and Jim Turner. The counties of Hardin, Jefferson and Orange, known as the Golden Triangle, suffer an unemployment rate nearly triple the national and state averages. Before the Southeast Texas Coalition for the Homeless was formed, homeless service providers in the tri-county area worked independently. The formation of the Coalition joined over 10 homeless service provider groups with approximately 40 local/state government agencies, businesses, and nonprofit organizations. The establishment of a support system provides homeless individuals with a chance to advance through the Continuum, become self-sufficient, connect to the community, achieve economic empowerment, and reside in permanent housing.

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