

A MESSAGE FROM SECRETARY ANDREW CUOMO

The theme of HUD's second annual Best Practices and Technical Assistance Symposium—*Building a Better Tomorrow: Share, Prepare, Succeed*—captures the mission of the Department and what we have worked over the last four years to make possible for our community partners. By streamlining the agency and making it more efficient and responsive to your needs, we have been able to **share** our experience and know-how, **prepare** communities and nonprofit groups to innovate in their own local programs, and help local governments **succeed** in creating opportunities for a better life for lower-income families across the nation.

HUD's 2000 Best Practices and Technical Assistance Symposium is about America's success stories—what's working, right now, in neighborhoods, towns, cities, and regions—and sharing them with you:

- When a new local partnership begins to make a difference in reducing housing discrimination or turning around a declining neighborhood, we know this is an approach others can use in their own communities.
- When lower-income men or women improve their standard of living because they have decent housing, child care, transportation and training

Building a Better Tomorrow: Share, Prepare, Succeed

A Message



Andrew Cuomo, Secretary
Department of Housing
and Urban Development

to get to a better job, we know this can be a model for other communities facing similar problems.

- When we see senior citizens serve as mentors for at-risk youth, helping them learn to read and giving them a better chance to reach their potential, we know this program can give other neighborhoods new insight to meet their local needs.

We have divided this book into three sections, each one highlighting winning Best Practices for 2000. The first section focuses on the *Best of the Best*—the top 100 winners for 2000; the second section,

Simply the Best, is made up of geographic and program office winners; and the third section highlights the 1511 *local winners*. We are proud of the Best Practices we've included in this book and the people who made them happen. I encourage you to read these real-world examples, learn from them, talk with the men and women who carried them out—and then use that success to innovate in your own community.

By continuing to work together, sharing our success and empowering our communities, we can help all Americans enjoy the opportunities and advantages our great nation has to offer.

A MESSAGE FROM DEPUTY SECRETARY SAUL RAMIREZ, JR.

Welcome to HUD's 2000 Best Practices and Technical Assistance Symposium. We have created this symposium not only to honor the best use of HUD's programs, but also to provide a forum for sharing these success stories with you. This year's theme—*Building a Better Tomorrow: Share, Prepare, Succeed*—underscores our goal of highlighting our community partners' successes and giving you the tools to carry them out in your communities.

Almost 3000 Best Practices were nominated this year. We will acknowledge Best Practices from geographic and program areas, local winners (new

this year), and wrap up the symposium by recognizing the top 100 "Best of the Best."

These four days were designed to help you make the best of your time. You can take part in interactive workshops, make local site visits to winning Best Practice facilities, study educational exhibits, and have an opportunity to network and learn how to replicate the Best Practices which will help your programs and communities.

Many of the Best Practices winners have been asked to share the inside story, particularly problems they faced and solutions they found. I encourage you to take full advantage of these opportunities, because

A Message



Saul N. Ramirez, Jr.
Deputy Secretary,
Department of Housing
and Urban Development

by capitalizing on their success, you can be more effective and innovative in your local programs.

Please consider this book your comprehensive road map to success in economic and community development programs. Not only does it outline

what can work for your communities and neighborhoods, but you can contact these winners in the weeks and months ahead—your interest in others' success is high praise for them while opening new possibilities for the lower-income men, women and children our programs are intended to serve.

INTRODUCTION

Introduction by Secretary Andrew Cuomo i
Welcome by Deputy Secretary Saul Ramirez iii

SELECTION PROCESS

Executive Panel vii
Criteria for Selection ix
Taskforce x

BEST OF THE BEST 1

The 100 National Winners 2

SIMPLY THE BEST 209

Program Winners 210
Geographic Winners 441

THE BEST LOCAL WINNERS 459

Local Winners Listed by State 460

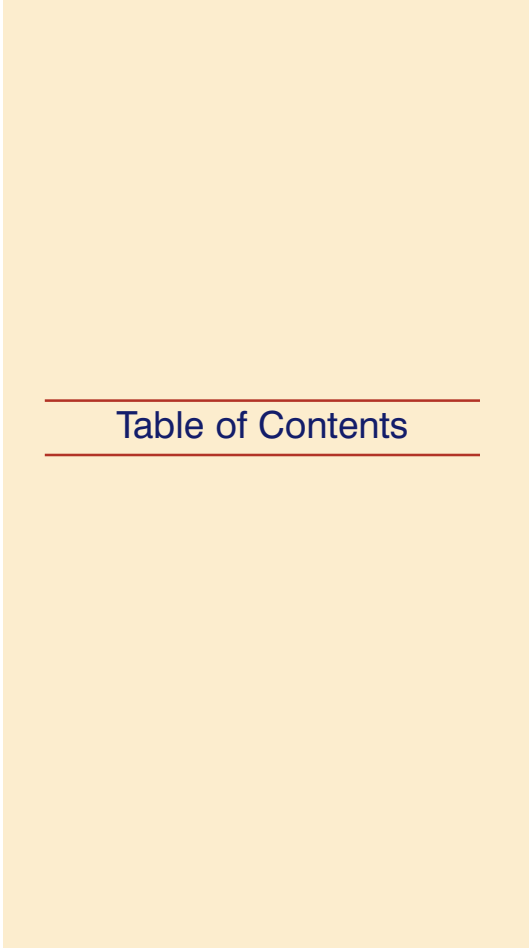


Table of Contents



ACRONYMS

535

Summary of Acronyms 536

SECRETARIAL PANEL FOR SELECTION OF THE TOP 100 BEST PRACTICES PERFORMERS

A Blue Ribbon panel led by HUD's Deputy Secretary Saul Ramirez, and composed of senior HUD staff and executives from 17 industry partners, ranked and rated the Best Practices nominations. We'd like to thank our industry partners for their contributions in helping us "Build A Better Tomorrow." Below is a list of committee members.

Deputy Secretary Saul Ramirez and General Deputy Assistant Secretary for Administration Joseph Smith would also like to acknowledge the contributions of the Office of the General Counsel, the Departmental Enforcement Center, the Office of Fair Housing and Equal Opportunity and the Real Estate Assessment Center in the review process of these Best Practices.

Deputy Secretary Saul N. Ramirez, Jr.
William Apgar, Assistant Secretary for Housing
Harold Lucas, Assistant Secretary for Public and Indian Housing
Cardell Cooper, Assistant Secretary for Community Planning and Development
Eva Plaza, Assistant Secretary for Fair Housing & Equal Opportunity
Davey Gibson, Secretary's Representative
Louis G. Ybarra, Acting Secretary's Representative
Mary Ann Wilson, Acting Secretary's Representative
Julie Fagan, Senior Community Builder
Tom Cusack, Senior Community Builder
Michelle Bernier, Community Builder
Christine Windle, National Association of Realtors



L to R - Tom Cusack, Sr. CB; Davey Gibson, Secretary's Rep; Mary Ann Wilson, Acting Secretary's Rep; Louis Ybarra, Acting Secretary's Rep; and Michele Bernier, Community Builder



L to R - Buzz Roberts, Local Initiatives Support Corporation, Bernardo Ramirez, National Council of La Raza, Mary Madden, Assistant Deputy Secretary, Office of Field Policy & Management

George Caruso, National Affordable Housing Management Association

Jim Carey, Freddie Mac

Roy Priest, National Congress for Community Economic Development

Chandra Western, National Community Development Association

Nan Roman, National Alliance to End Homelessness

Eugene Lowe, The U.S. Conference of Mayors

Kevin Marchman, National Organization of African Americans in Housing

Corrine Yu, Leadership Conference on Civil Rights

Bernardo Ramirez, National Council of La Raza
Margaret Chin, Asian Americans for Equality, Inc.

John Walker, Congress of National Black Churches

Dennis Hayes, National Association for the Advancement of Colored People

Buzz Roberts, Local Initiatives Support Corporation

Larry McNickle, American Association of Homes and Services for the Aging

Ruth Pagani, National Hispanic Housing Council

Wade Henderson, National Conference on Civil Rights

CRITERIA FOR SELECTION OF THE TOP 100 BEST PRACTICES PERFORMERS

Executive panel members used the following Best Practices Criteria to evaluate, rate and rank the nominations selected for department-wide recognition:

- Nomination demonstrated a positive impact on those served.
- Nomination could be replicated in other areas through a clear methodology, tool, program, project or model.
- Nomination exhibited creativity in addressing the problem.
- Nomination overcame challenges in established programs, functions or regions.
- Nomination demonstrated effective use of partnerships.
- Nomination exceeded the expectations of HUD customers.



L to R - PIH Assistant Secretary Harold Lucas, Deputy Secretary Saul Ramirez, CPD Assistant Secretary Cardell Cooper, and Housing Assistant Secretary William Appgar

HUD Best Practices Taskforce

HUD BEST PRACTICES TASKFORCE:

Associate General Deputy Assistant Secretary for
Administration

Karen S. Jackson

Office of Chief Procurement Officer

Amelia McCormick

Richard Melrose

Office of Chief Information Officer

Cassandra Harkless

Office of Community Planning and Development

Barbara A. Brown

Cornelia Robertson Terry

Office of Departmental Operations and Coordination

Jovern James

Departmental Enforcement Center

Jill Bikowski

Office of Fair Housing and Equal Opportunity

Surrell Seidlitz

Office of Field Policy & Management

Kathy Beckwith

Office of General Counsel

Bessie Henderson

Office of Housing

Letha Strothers

Office of Policy Development & Research

Kendra Proctor Goldbas

Office of Multifamily Housing Assistance

Restructuring

Alberta Zinno

Office of Lead Hazard Control

Yolanda Domneys

Office of Management and Planning

E. Neil Brown

Linda Ciancio

Felicia Polk

Jim Cunningham

Office of Public and Indian Housing

Louvenia Eddens

Real Estate Assessment Center

Laurie Maggiano

Special acknowledgment to the contributions of Carole Wilson, John Kennedy, M. Viveca Miller, Eric C. Gauff, William Rogers, Carolyn Armstrong, Paulette Ceophas, Deborah Fowler, Sandi Abadinski, John Flynn, Leland Jones, Sharon Sherron, Francine Sutton, Tamara McClure, Judy Little, Pamela Williams, Marian Jones, Millie Shade, Mary Ellen Bergeron, Marcella Belt, Dave Gibbons, John Biechman, Delores Williams, Paul A. Scott, Kathy Bowie, Sandra Robinson, John Nemeth, Brek Prior, Ron Salazar, Randy Graham, John Jones and Ron Bennett to the work of this Taskforce.

