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# Best Practices 2000

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## *Simply the Best*

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### Program & Geographic Winners

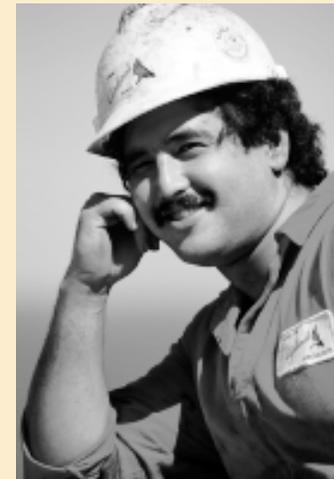
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- ADM
- CIO
- CPD
- FHEO
- FPM
- Housing
- ODOC
- OGC
- OLHC
- PIH
- PD&R
- REAC
- Great Plains
- Mid-Atlantic
- Midwest
- New England
- New York/  
New Jersey
- Northwest/Alaska
- Pacific/Hawaii
- Rocky Mountain
- Southeast/  
Caribbean
- Southwest

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### Program Winners

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**PROGRAM WINNERS**

**Program Winners**

*Program Executives*

**Program Executives**



Joseph Smith  
General Deputy Assistant  
Secretary for Administration

**ADM**



Gloria R. Parker  
Chief Information Officer (CIO)  
Office of the Chief Information Officer

**CIO**



Cardell Cooper  
Assistant Secretary  
Community Planning & Development

**CPD**



Eva Plaza  
Assistant Secretary  
Fair Housing & Equal Opportunity

**FHEO**

**PROGRAM WINNERS**



Mary E. Madden  
Assistant Deputy Secretary  
Office of Field Policy &  
Management

**ADM**



William Appgar  
Assistant Secretary, Federal  
Housing Commissioner  
Officer of Housing

**Housing**



Frank L. Davis  
Director  
Office of Departmental  
Operations & Coordination

**ODOC**



Gail Laster  
General Counsel

**OGC**



David E. Jacobs  
Deputy Director  
Office of Healthy Homes &  
Lead Hazard Control

**OLHC**



Harold Lucas  
Assistant Secretary  
Office of Public &  
Indian Housing

**PIH**



Susan Wachter  
Assistant Secretary  
Policy Development &  
Research

**PD&R**



Donald J. LaVoy  
Director  
Real Estate Assessment  
Center

**REAC**

**Program & Geographic Winners**

## Program & Geographic Winners

### Helena

**Best Practice: Off Net PictureTel**

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ADM  
Montana

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ADM  
Headquarters

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### National

**Best Practice: HUD's Center for  
Community and Interfaith Partnerships**

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## PROGRAM WINNERS

### State Office Expands Use of System to Include Communication with Remote Areas

**Helena.** The Montana State Office has expanded the use of the U.S. Department of Housing and Urban Development's (HUD) PictureTel system. It uses the system for program implementation to communicate with clients in the most remote areas of the state. The office does this by linking PictureTel with other commercial services, such as the MetNet system. By linking PictureTel with this system, staff from Montana to Colorado can conduct live video consultations with each other. The office has connected government agencies, community and tribal colleges, universities and hospitals to HUD staff throughout the state.

**Contact: Paula Booth, Phone: (303) 672-5267 Ext. 1857, Tracking Number: 162**

### Partnership Links HUD with Community- and Faith-based Organizations

**National.** The Center for Community and Interfaith Partnerships links HUD to community- and faith-based organizations. The HUD Secretary established the center to expand HUD's relationship with these nontraditional groups. The Center holds regional conferences to identify community needs, provides information on HUD programs and builds a network of organizations to maximize the impact of local and national community development projects. Through sessions, educational forums, coordination and partnership building, the center brings HUD programs to neighborhoods nationwide. The center's participation in the Appalachian Summit following the President Clinton's New Markets Initiative resulted in \$1 million in new technical assistance for West Virginia and Kentucky.

**Contact: Shannon Hefter, Phone: (202) 708-0614 Ext. 5191, Tracking Number: 1529**

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## PROGRAM WINNERS

### Easily Accessible Electronic Copies of HUD Forms Save Money and Time

**National.** This electronic forms distribution project provides the public with immediate direct electronic access to nearly 700 HUD forms. An estimated 600 forms are available via the Internet for direct downloading 24 hours a day. Many of these forms can be completed on-line, thereby minimizing the need for data entry by HUD staff. This project supports the Government Paperwork Elimination Act, which requires that government agencies make forms electronically accessible through the Internet for use by the public. The project provides immediate service to customers, saves customer and staff time, and increases data quality through customer on-line form completion. In addition, the project saves thousands of dollars in printing, shipping and storage costs.

**Contact: Gloria Parker, Phone: (202) 708-1008, Tracking Number: 2987**

### Computer System Enables HUD to Boost Efficiency, Meet Goals, and Maintain Compliance

**National.** The federal government established the Information Technology Investment Portfolio System, an innovative Web-based, Government-Off-The-Shelf decision-support and project management package to manage information technology investments in a uniform manner within and across agencies. The system is readily accessible through the Internet and is easily tailored to meet organizational needs. It includes an evaluation component that measures the degree to which each completed and fully-operational information technology initiative within the HUD's portfolio met its functional, technical, cost and schedule goals, and the degree to which the initiative fulfilled its contribution to HUD's mission. The system has promoted greater communication and collaboration among all stakeholders in HUD's information technology investment process. The system provides a standard database of information that has streamlined the process of submitting standard reports to the Office of Management and Budget, thereby improving HUD's compliance with OMB.

**Contact: Gloria Parker, Phone: (202) 708-1008, Tracking Number: 3006**

## Program & Geographic Winners

### National

**Best Practice: Electronic Forms Distribution**

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CIO  
Headquarters

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### National

**Best Practice: Information Technology Investment Portfolio System (I-TIPS)**

## Program & Geographic Winners

### National

**Best Practice: Best Practice in Project Management — Year 2000 Project Office (Team 2000)**

CIO  
Headquarters

### National

**Best Practice: Credit Alert Interactive Voice Response System**

## PROGRAM WINNERS

### Successful Y2K Preparedness Efforts Also Result in Staff Education and Systems Documentation

**National.** Without the Year 2000 Project Office, a Y2K glitch at HUD could have left families nationwide without housing certificates and other vital services. HUD responded proactively to Y2K by establishing the Year 2000 Project Office (Team 2000). This project took an aggressive approach to identifying and correcting problems in HUD's information systems, forms, computer platforms, embedded microchips and telecommunications. Team 2000 then went a step further by educating, preparing and involving HUD's business partners to ensure they, too, would be able to correctly process or handle computer transactions on and beyond January 1, 2000. Team 2000 worked with Year 2000 experts, vendors, HUD computer system owners, HUD's development community, HUD's computer services group, building administrators, business partners and other government entities to make HUD Year 2000 compliant. HUD staff now can handle many of their own information technology issues. An unanticipated outcome included the depiction of HUD's systems and business processes, which had never been documented.

**Contact: Gloria Parker, Phone: (202) 708-1008, Tracking Number: 3022**

### System Pre-Screens Federal Program Loan Candidates for Existing Loan Defaults

**National.** The Credit Alert Interactive Voice Response System is a collaborative, cost-effective multi-agency effort to ensure that limited federal loan funds are directed to borrowers most likely to repay them. This system was established to pre-screen HUD loan candidates for any defaults. It has expanded to the Departments of Veteran Affairs, Education and Justice; the Rural Housing Service within the USDA; and the Small Business Administration, which have computer matching agreements with HUD. Primary lenders from grantee programs can access the system to pre-screen applicants. Credit Alert easily supports itself, annually recovering from federal borrowers more than four times the cost to operate and maintain the system. More than 35 million borrowers have been pre-screened through the system since 1987. HUD has avoided more than \$21.1 billion in potential claims and \$7.7 billion in potential losses as a direct result of Credit Alert.

**Contact: Gloria Parker, Phone: (202) 708-1008, Tracking Number: 3026**

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## PROGRAM WINNERS

### Construction Management Training & Technical Assistance Facilitates Construction of Community Buildings

**Fairbanks.** The Alaska Department of Community & Economic Development uses Community Development Block Grant (CDBG) funds to contract with local governments throughout the State to enhance the quality of life for low-income residents by providing financial resources to communities for public facilities, planning, and special economic development activities. The program focuses on funding for public facilities and infrastructure development. The Construction Management Training and Technical Assistance component of the CDBG Program is a partnership utilizing monetary resources from the CDBG Program's 1% Technical Assistance component and management and training skills from the Alaska Housing Finance Corporation's Energy department. Together they make training and assistance available to CDBG grant recipients to help them successfully construct cost effective, energy efficient, technically correct community buildings suitable for their anticipated occupant load and harsh environment. Step one of the process began in 1995 with the writing, publishing and implementation of the program's Grant Recipient Construction Manual. Marketing the manual was the second step. In the fall of 1995 the program conducted workshops in key regional hub areas of the state where the manual was presented. The final step was to provide project specific construction management training and technical assistance to CDBG grant recipients. The Construction Management Training and Technical Assistance component of the CDBG Program has had a positive impact on those being served in that it demonstrates the following: effective use of partnerships among government agencies; creative problem solving; overcomes serious problems to program implementation and demonstrates efficiencies achieved.

**Contact: Jo Cooper, Phone: (907) 452-4468, Tracking Number: 2402**

## Program & Geographic Winners

### Fairbanks

**Best Practice: Construction Management Training & Technical Assistance**

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CPD  
Alaska

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## Program & Geographic Winners

### Phoenix

**Best Practice: Health Care for the Homeless Program**

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CPD  
Arizona

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### Tucson

**Best Practice: Tucson Supportive Housing Program—La Casita**

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#### PROGRAM WINNERS

##### Taking Health Care to Those in Need

**Phoenix.** The Health Care for the Homeless Program delivers health care to homeless individuals in Maricopa County through an interdisciplinary approach that combines aggressive street outreach with integrated systems of primary care, dental, vision, mental health and substance abuse services, case management and client advocacy. Program outreach workers go into the streets, shelters, desert camps, river bottoms, and under bridges to offer homeless persons a continuum of health care—both directly and through referrals. This roaming one-stop shop approach overcomes barriers such as transportation and client inability to make repeat visits to care providers. The program assisted 13,000 homeless individuals in 1999, offering early intervention with less costly care. Program services helped reduce transmission of communicable diseases and limited use of hospital emergency rooms for primary care needs. The program partners with shelters and public and private-sector organizations for services and funding.

**Contact: Annette Stein, Phone: (602) 258-2122 Ext. 232, Tracking Number: 1442**

##### Providing Housing for the Young

**Tucson.** La Casita is a Supportive Housing Program that relies on a public-private collaboration to provide transitional housing and employment assistance to homeless youths and parenting teens. Five public- and private-sector agencies joined forces to form a Homeless Youth Network to provide educational, vocational, social, and personal living skills that help youth become self-sufficient. The Network is developing a shared database system among all agencies that streamlines the intake process for those in need of service from multiple agencies. The program triples the amount of transitional housing for youth in an area offering only three percent of its transitional housing beds to unaccompanied youth.

**Contact: Steve D. Nelson, Phone: (520) 882-5500, Tracking Number: 2431**

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## PROGRAM WINNERS

### Visalia Fox Theatre Renovation Empowers the Community

**Visalia.** Visalia citizens spearheaded a community movement to purchase and restore the dilapidated 65-year-old Visalia Fox Theatre to its historic condition. The residents performed a needs analysis and market study that indicated a need for a large area performance venue. Obtaining nonprofit status, the Friends of Fox simultaneously began fundraising while developing a business plan to address the unmet cultural needs of the community. Once the group raised half of the funds, the owner donated the building. Local service clubs, the city of Visalia, the county of Tulare, the state, individuals and other sources contributed an additional \$1 million to rehabilitate the theatre. More than 50 professional and trade organizations donated materials and services, and more than 500 volunteers donated labor. The theatre now offers visual and performing arts in the preserved landmark.

**Contact: Steven Salomon, Phone: (559) 738-3312, Tracking Number: 1848**

### South of Market Senior Service Program Helps Seniors Carry Out Necessary Tasks

**San Francisco.** The South of Market senior service program provides van service for seniors to and from supermarkets for grocery shopping, and assists seniors with their shopping needs because seniors in San Francisco's South of Market area have few transportation options to meet basic needs. The service also transports seniors to and from recreational activities. The program serves 219 seniors in the San Francisco Enterprise Community.

**Contact: Anna Yee, Phone: (415) 252-3130, Tracking Number: 2438**

## Program & Geographic Winners

### Visalia

**Best Practice: Visalia Fox Theatre Renovation**

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CPD  
California

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### San Francisco

**Best Practice: South of Market Senior Service Program**

## Program & Geographic Winners

# San Francisco

## Best Practice: Section 108 Child Care Center Development Loan Program

CPD  
California

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## PROGRAM WINNERS

### Child Care Center Development Loan Program Improves the Availability of Child Care for Low-Income Neighborhoods

**San Francisco.** The San Francisco Child Care Center Development Loan Program creatively leverages local and federal funds to improve childcare availability in San Francisco's low-income neighborhoods. Increased access to affordable childcare allows parents to work, attend job training or return to school. The project is an innovative application of Section 108 funding to finance the development of childcare centers. Program staff provides technical and managerial assistance to childcare providers during the development process. The city leverages Section 108 funds with local general funds to subsidize repayment. Project capital is \$10 million in city authority for Section 108 loan funds. Up to 80 percent of the loan amount is subsidized for eligible borrowers through the city's General Fund. The program leverages federal funds with local and private resources to address the local childcare crisis. To date, nine nonprofit childcare centers have used \$4.7 million of the program's funds to purchase buildings, construct childcare facilities in HUD housing projects and renovate existing buildings to create 438 new childcare slots and preserve 99 existing slots.

**Contact: Anna Yee, Phone: (415) 252-3130, Tracking Number: 3025**

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## PROGRAM WINNERS

### Helping Families Become Financially Independent and Self-Sufficient

**West Hartford.** The Hillcrest Area Neighborhood Outreach Center (HANOC) offers families in the Hillcrest Avenue neighborhood programs and services geared toward financial independence, self-sufficiency, and greater community involvement. The Hillcrest area has the highest percentage of female-headed households, and children receiving free- or reduced-fare lunches. HANOC provides families with homework and activity groups for children, computer loan programs, and women's and parenting support groups. HANOC provides classes on self-determination, personal responsibility, and commitment and collaboration. The services started in the basement of an apartment complex but soon expanded to two two-bedroom apartments. The key to the success of this program is HANOC's ability to pool resources from the entire community. Funding for the program came from HUD, state, and private resources. HANOC partnered with local businesses to and utilized university students seeking internship experience. HANOC publicized the program through local newsletters, and produced an eye-catching flyer to distribute door-to-door. To help in implementing this program, the group produced an informative video. The results of the HANOC reach far and wide due to the comprehensive nature of this program.

**Contact: Edward Sanady, Phone: (860) 523-3250, Tracking Number: 234**

### Center of Hope Providing Housing and Services to the Homeless

**West Palm Beach.** The Salvation Army Center of Hope provides housing and onsite services to homeless individuals and families, the majority of whom are chronic substance abusers. At the core of the support services is comprehensive substance abuse treatment, with assistance from The Drug Abuse Foundation, provided at a licensed drug treatment facility. Other onsite services include comprehensive case management, adult basic education and GED training, anger management, conflict resolution, life skills and interview skills training, and preschool and after school care. The primary goal of Center of Hope's residential programs, Challenge to Change Bridges (transitional living) and Home Sweet Home (emergency family shelter), is to assist individuals and families so that they become self-sufficient and gain self-esteem through fulltime employment and permanent housing. Emergency and transitional housing assists 105 individuals, and Home Sweet Home provides shelter for 40 people in families. Both programs are made possible through extensive collaboration with organizations and foundations and the experience of staff who provide counseling, medical treatment and skills.

**Contact: Joni Baker, Phone: (561) 682-1118, Tracking Number: 1664**

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**Building a Better Tomorrow: Share, Prepare, Succeed**

## Program & Geographic Winners

### West Hartford

**Best Practice: Hillcrest Area  
Neighborhood Outreach Center**

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CPD  
Connecticut

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CPD  
Florida

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### West Palm Beach

**Best Practice: The Salvation Army  
Center of Hope**

## Program & Geographic Winners

### Macon

**Best Practice: Family Counseling  
Center of Middle Georgia**

CPD  
Georgia

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## PROGRAM WINNERS

### Family Counseling Center of Middle Georgia Empowers Public Housing Development Residents to Acquire Skills to Improve their Lives

**Macon.** The Family Counseling Center of Central Georgia provides clinical therapy in the Family Investment Center in Macon. The Center seeks to empower residents of public housing developments and other low-income areas to acquire skills and services to overcome low self-esteem, unemployment, and substance abuse problems and to centrally locate services to reduce duplication of efforts. The Center also develops short-term skills training programs to meet job demands in Macon. Center services include counseling, parenting education and referrals to community resources. The Center works with an integrated team of agencies to improve the quality of life and economic situation of these families. Clinical therapists evaluate each individual using Quality of Life Assessments to measure more than 16 indicators such as emotional satisfaction within the home, community, job, and family. In a single year, the Center referred 6,500 persons to 28 different agencies. The program used \$4,950 Community Development Block Grant funds to leverage \$1,670 of funds from United Way, and 30 agencies in Macon have agreed to offer coordinated services to the Center.

**Contact: Kathy G. O’Neal, Phone: (912) 745-2811, Tracking Number: 2821**

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## PROGRAM WINNERS

### Center Teaches HUD Clients about Environmental Principles

**Chicago.** The Great Lakes Center for Occupational and Environmental Safety and Health—a nonprofit arm of the University of Illinois’ School of Public Health—offers environmental courses to HUD clients. Community Development Block Grant recipients and public housing authorities are required to meet environmental standards and the environmental education courses at the Great Lakes Center fill the need for educational opportunities in the Chicago area. The effort is unique in its emphasis on classroom learning, using case studies and classroom exercises to demonstrate the practical application of environmental principles. Topics have included Orientation to Environmental Assessments, Energy Performance Contracting, and the Nuts and Bolts of Brownfield Redevelopment. In the last seven years, approximately 700 persons from HUD, the U.S. Environmental Protection Agency, Oak Ridge and Lawrence Berkely National Laboratories, and the city of Chicago have attended training courses at the center. User fees and tuition provide funding for the training program, while members of participating agencies also donate their time. The continuing education courses have received excellent evaluations from the participants, and word-of-mouth publicity keeps the classrooms full.

**Contact: Eugene Goldfarb, Phone: (312) 353-1696 Ext. 2727, Tracking Number: 230**

### Training Initiative Empowers Housing Development Organizations in Chicago

**Chicago.** The 2000 Community Development and Empowerment Series is a training and certification program for Chicago’s community-based housing development organizations. The program’s curriculum includes classes in technical development skills and strategies for community empowerment and investment. Representatives from Home Investment Partnerships’ community housing development organizations, Chicago’s HUD office and city agencies have participated in the program. The program was made possible with funding from the Chicago Rehab Network, Office of Community Planning and Development of the HUD Illinois State Office, Bank One and Bank of America. To date the program has positively impacted the surrounding community. Twelve new housing development organizations were established and 619 units of affordable housing were made available.

**Contact: Kevin Jackson, Phone: (312) 663-3936, Tracking Number: 868**

## Program & Geographic Winners

### Chicago

**Best Practice: HUD Continuing Education Courses at Great Lakes Center**

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CPD  
Illinois

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### Chicago

**Best Practice: 2000 Community Development and Empowerment Series**

## Program & Geographic Winners

### Indianapolis

**Best Practice: Ravenbrook Apartments**

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CPD  
Indiana

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CPD  
Kentucky

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### Louisville

**Best Practice: Louisville Housing Fair**

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## PROGRAM WINNERS

### Ravenbrook Apartments Provide Affordable, Safe Housing

**Indianapolis.** The Ravenbrook Corporation demolished a 26-unit apartment building, consisting mostly of one-bedroom kitchenette apartments, and built the new Ravenbrook Apartments. Ravenbrook Apartments, with 15 new townhouses at the original site and at two duplexes at other sites is a project of the Ravenbrook Corporation, a 501 (c)(3). Ravenbrook Apartment's three housing complexes are located near public transportation and within walking distance to many shops and services. The project, which enabled 19 low- to moderate-income families find safe housing and invested in excess of \$1.8 million in the community, was made possible through various funding sources, including \$48,000 from HUD and \$387,000 from Bank One.

**Contact: Charles Montgomery, Phone: (317) 931-8090, Tracking Number: 461**

### Louisville Housing Fair Facilitates Home Buying and Markets Housing Programs

**Louisville.** For the last two years, The City of Louisville has sponsored a one-day Housing Fair to bring together housing agencies from across Kentucky to show potential homebuyers how simple purchasing a home can be. The fair is both a marketing strategy for the City's numerous housing programs and a "one-stop shop" for potential homebuyers. The City's goal is to create an environment where a potential home buyer can find all the necessary home purchasing information and by the end of the day, leave with an approved loan. The success of the event is evidenced by its strong attendance. The 1999 fair consisted of 13 booths, and was held in a local gymnasium where it attracted approximately 600 participants, many of whom left pre-approved to purchase a home. As a result of the overwhelming success of the first Fair, this year's event was held in the new Convention Center, with more than 50 booths and nearly 600 participants.

**Contact: Robin Penick, Phone: (502) 574-4315, Tracking Number: 376**

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**PROGRAM WINNERS**

**The Continuum of Care Coalition Brought Together Community Leaders to Fight the Homeless Problem**

**Louisville.** The Coalition for the Homeless, Inc., has been the vehicle for the Louisville and Jefferson County governments to make unbiased decisions regarding how to provide emergency shelter grant and other homeless funds in Jefferson County. The Coalition brought together business, religious, civic and government leaders and partnered with nonprofit and other organizations to determine how best to serve the area's at risk and homeless families and individuals. In 1993, due to the creation of the Continuum of Care and the hallmark of effort, efficiency and knowledge demonstrated by the Coalition, local leaders decided that the Coalition would continue its efforts. Through monthly meetings and community involvement, the Coalition has immensely increased the community's understanding of homelessness issues. The Continuum of Care analysis has resulted in consistently high scoring applications through priority rating and rankings initiated impartially, and the majority of applications have been funded over the past four years.

**Contact: Marlene Gordon, Phone: (502) 589-0190, Tracking Number: 482**

**Program & Geographic Winners**

**Louisville**

**Best Practice: Facilitation of the Continuum of Care**

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**CPD  
Kentucky**

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## Program & Geographic Winners

# Lexington

**Best Practice: AVOL AIDS Housing Project**

CPD  
Kentucky

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## PROGRAM WINNERS

### **AVOL Project Provides Array of Services for Eastern Kentucky AIDS Community**

**Lexington.** The mission of AVOL AIDS Housing Project is to maximize independent living by providing education, support, prevention and direct client services to those infected with and affected by HIV/AIDS. Each year, more than 3,000 people are educated through outreach efforts in five areas. They include a speaker's bureau comprised of persons infected and affected by HIV/AIDS; prevention and outreach activities in high-risk populations; a statewide toll-free AIDS hotline; a client news bulletin and regional newsletter. Outreach efforts also include direct client services such as a caregiver team program, support groups, legal referral, chemical dependency assessment, treatment linkage, housing placement and follow-up, individual case management, rental assistance, transitional housing for homeless persons, and an end-stage AIDS community residence. The AVOL project is the only program of its kind in the 63 counties of Eastern Kentucky. It has served 698 individuals and families since its inception. Partnerships with government, social service agencies, nonprofits, hospitals and community-based health organizations across Central and Eastern Kentucky have been crucial to the project's success.

**Contact: Kathy Clark, Phone: (879) 278-7494, Tracking Number: 369**

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## PROGRAM WINNERS

### Empower Baltimore Improves Residents' Quality of Life

**Baltimore.** In 1994, the U.S. Department of Housing and Urban Development (HUD) designated six census tracts within Baltimore as empowerment zone communities. Although home to approximately 72,000 residents and 1,600 businesses, according to 1990 census information, 40 percent of empowerment zone residents were living in poverty. The City of Baltimore was charged with developing a model for the nation to re-energize residents and businesses to improve the quality of life in its most distressed neighborhoods. Empower Baltimore Management Corporation is Baltimore's vehicle for change. Its mission is to foster sustained economic opportunities within the empowerment zone by stimulating business development, facilitating job readiness and training, reducing crime, increasing public safety, providing opportunities for homeownership and entrepreneurship, encouraging community and business partnerships, and, ultimately, transforming neighborhoods into quality locations for living and working. The corporation's four-pronged approach includes business development, including a business empowerment center, financing resources and entrepreneurial training; workforce development, including career centers, customized employment services and work transportation programs; quality of life, including homebuyer assistance, public safety programs, and afterschool programs; and community capacity building, including community leadership training and community partnership building. As one of the first six cities to receive empowerment zone funding, Baltimore has made significant progress in improving the quality of life in six of its most economically distressed communities.

**Contact: Diane Bell, Phone: (410) 783-4400, Tracking Number: 1964**

## Program & Geographic Winners

### Baltimore

**Best Practice: Empower Baltimore Management Corporation**

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CPD  
Maryland

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## Program & Geographic Winners

### St. Joseph

**Best Practice: Marketing Historic Properties**

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CPD  
Missouri

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CPD  
Nevada

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### Las Vegas

**Best Practice: Aid for AIDS of Nevada**

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## PROGRAM WINNERS

### Partnership Encourages Restoration of Historic Homes

**St. Joseph.** To address the problem of deteriorated vacant housing in the city's core neighborhoods, the City of St. Joseph, Missouri, in partnership with nonprofit groups, launched an aggressive real estate marketing campaign to attract private reinvestment for endangered historic properties. The concept was to aggressively identify distressed properties and establish contact with the owners in an effort to encourage rehabilitation or offer assistance in placing the house on the real estate market, and locate preservation-sensitive buyers who would complete the rehabilitation. Historic properties available for sale and restoration are published in The St. Joseph Historic Properties Emporium, a quarterly listing. The publication has generated more than 2,000 inquiries about historic properties since its inception and it has helped find buyers for 17 distressed properties. New owners are encouraged to take advantage of local incentive programs, including the city's U.S. Department of Housing and Urban Development (HUD)-funded Low Interest Loan Rehabilitation Program and the Residential Historic Preservation Loan Program.

**Contact: Greg Sekula, Phone: (816) 271-4648, Tracking Number: 486**

### AIDS Assistance Organization Provides Comprehensive Services To Las Vegas Community

**Las Vegas.** Aid for AIDS of Nevada coordinates a one-stop location to address both social service and emotional needs of individuals and families living with and affected by HIV and AIDS. The organization works to mitigate the fear, stigma and ignorance associated with the disease. Twelve staff and 120 volunteers provide comprehensive services, including housing assistance, education, meal distribution, buddy/companion programs, transportation, financial assistance, medical services, and legal and counseling referrals. Private foundations and public-sector partners provide funds and resources.

**Contact: Randy Reinoso, Phone: (702) 382-2326, Tracking Number: 767**

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## PROGRAM WINNERS

### Harlem Technology Center Provides Training for High-Tech Employment

**New York.** Harlem Technology Center created a high-tech multimedia and telecommunications training center for community residents. Since its inception, 44 Empowerment Zone residents have been trained for high-tech employment and it is projected that 700 more will be trained in the next five years.

**Contact: Terry Lane, Phone: (212) 410-0030, Tracking Number: 2391**

### Citizen Participation Becomes Key in the Development of a Consolidated Plan

**Asheville.** The city of Asheville engaged over 230 citizens in the preparation of its Five-Year Consolidated Strategic Plan for 2000-2005 using a truly citizen-driven process. Due to its belief that it needed a more inclusive strategic planning process, citizen committees assumed the bulk of the work previously reserved for city staff. The city limited the role of its staff to data gathering, facilitation of meetings, and editing of drafts produced by citizen committees. For the 2000-2005 plan, 91 people, representing 48 organizations and individuals, actively participated in the preparation of the consolidated plan. These individuals attended an average of six meetings each. Another 142 people contributed at one or two meetings each. The number of citizen participants grew dramatically from that of previous years, in numbers and in intensity of involvement. With the indispensable help of citizen participants, the city produced a plan that is not only on schedule and within budget, but also in excess of HUD's minimum requirements.

**Contact: Charlotte E. Caplan, Phone: (828) 259-5721, Tracking Number: 1831**

## Program & Geographic Winners

### New York

**Best Practice: Harlem Technology Center**

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CPD  
New York

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CPD  
North Carolina

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### Asheville

**Best Practice: City of Asheville Consolidated Strategic Housing and Community Development Plan**

## Program & Geographic Winners

### Cincinnati

**Best Practice: Tenant Based Assistance Program**

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CPD  
Ohio

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CPD  
South Carolina

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### Charleston

**Best Practice: Neighborhood Health Clinic**

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## PROGRAM WINNERS

### Program Assists the Disabled with Rent and Security Deposits

**Cincinnati.** The Hamilton County Community Development's Tenant Based Assistance Program, which closely resembles HUD's Section 8 Voucher Program, provides low-income disabled individuals and families with ongoing monthly rental assistance as well as security deposit assistance. With support from a Tenant Based Assistance Grant, a resident can secure housing at participating housing developments at a higher rent limit than in Section 8 housing. A resident can move in only after the apartment passes Housing Quality Standards inspection. If needed, the resident can extend the location deadline to up to 120 days. Once a lease is signed, the lease is supplemented with monthly Housing Assistance Payments, the amount of which depends on a resident's income. In order to renew an expired lease with the program, the tenant must requalify and units must once again pass inspection. The program was made possible with funds from HUD and the Hamilton County Community Development Department. Since its inception in 1996, the Tenant Based Assistance Program has helped approximately 160 low-income disabled individuals and families per year.

**Contact: Susan Walsh, Phone: (513) 946-4882, Tracking Number: 874**

### Health Care Clinic Brings Human Services, Prevention, Health Care to Community

**Charleston.** The Charleston Enterprise Community and Medical University of South Carolina are working together with local government agencies to construct a new state-of-the-art health care facility for residents in the community. This partnership addresses the health care needs of residents and the academic mission of the university through the development of a health care clinic that is innovative and cost-effective. In addition to receiving human services and health care, residents of the community will have the opportunity to participate in evening classes that provide education on preventive health care, diet and exercise. The Greater Charleston Empowerment Corporation and the cities of Charleston and North Charleston are assisting the Medical University of South Carolina in this project. The partners raised more than \$3 million to ensure that the clinic was constructed.

**Contact: Patricia Crawford, Phone: (843) 724-3768, Tracking Number: 1694**

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## PROGRAM WINNERS

### Columbia Council of Neighborhoods Coordinates Efforts of Diverse Community Groups

**Columbia.** The Columbia Council of Neighborhoods (CCN) serves as a clearinghouse for information, provides a forum for discussion of neighborhood issues, and fosters the education of neighborhood leadership. CCN is a volunteer, community-based umbrella organization that coordinates the activities of 73 city neighborhood organizations. CCN committees address issues such as drugs, crime, and toxic waste. CCN also works to improve communication between diverse neighborhood groups, recognizing common problems, and sharing solutions and has enhanced citizen participation and empowerment in Columbia. Since CCN serves as a communications vehicle, local involvement and commitment at all levels is paramount for this type of initiative to succeed. Using over \$34,000 in funds from the Department of Housing and Urban Development, the organization provides a link between neighborhood groups and city officials, enhancing the process of identifying neighborhood problems and setting priorities for solutions.

**Contact: Katherine Trimnal, Phone: (803) 765-0006, Tracking Number: 1701**

### Organization Helps Increase Affordable Housing Supply in Area Counties

**Johnson City.** Eastern Eight is a community development corporation representing eight counties in northeastern Tennessee. Its mission is to increase the supply of affordable housing in these eight counties, which previously had few defined organizations to help low- and moderate-income individuals find decent, safe, sanitary and affordable housing. The partnership was formed by local nonprofits and other interested parties following a Homeownership Partnership workshop in Johnson City in September 1996. A part-time executive director will become full time this fall. Eastern Eight has held meetings with HUD and Rural Housing to discuss the agencies' housing and community development programs and how Eastern Eight can benefit from them. The partnership recently received \$175,000 in Home Investment Partnership funds to provide six units of affordable housing in Elizabethton. Eastern Eight is also applying for a HUD Rural Development grant to establish a technical assistance branch to help other nonprofits develop low- and moderate-income housing.

**Contact: Steve Seifried, Phone: (423) 282-4145, Tracking Number: 2528**

## Program & Geographic Winners

### Columbia

**Best Practice: Citizen Participation/  
Columbia Council of Neighborhoods  
(CCN)**

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CPD  
South Carolina

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CPD  
Tennessee

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### Johnson City

**Best Practice: Eastern Eight**

## Program & Geographic Winners

### Harlingen

**Best Practice: Windstar Apartment Homes**

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CPD  
Texas

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CPD  
Texas

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### Harlingen

**Best Practice: Valley Community Ministries (Doing Business as Loaves and Fishes)**

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## PROGRAM WINNERS

### Apartments Cater to Lower-Income and Disabled Residents

**Harlingen.** The high housing occupancy rates in Harlingen suggested the need for additional construction of affordable owner-occupied homes and rental properties. However, new construction in Harlingen, as elsewhere, is expensive. The Windstar Apartments were made available to families with incomes at 60 percent of the area's median income. Six percent of the development's units are set aside for persons with disabilities. The development addresses the need for affordable rental housing in the community. The 80-unit apartment building is built on a site with approximately 8.45 acres. There are 40 two-bedroom units and 40 three-bedroom units. Since its opening, the apartment building has continuously maintained 100 percent occupancy. The development provides specific social services for the elderly, physically disabled and families with at-risk children.

**Contact: Alfredo Huerta, Phone: (956) 421-2351, Tracking Number: 1399**

### Loaves and Fishes Helps Homeless with Meals and Job Placement Services

**Harlingen.** The "Loaves and Fishes" organization brings together government funds, local church organizations, and 19 varied and diverse agencies/entities to provide comprehensive services to help homeless persons in the city of Harlingen become productive members of the community. In its first year, "Loaves and Fishes" goal was simply to feed the hungry. That year 11,189 meals were served. The annual number of meals provided now exceeds 70,000. In addition to feeding the hungry, it became apparent that job placement services were needed in the city of Harlingen for these individuals. The "Job Shop" is designed to put people who are currently on welfare back into the community as taxpayers. While these individuals are volunteering, they are provided with on-the-job training that prepares them to enter the work force. The activities of the "Job Shop" include assessing client skills and abilities, resume preparation, providing employment placement leads, additional follow-up after employment, providing facilities for language skills education, and preparation for citizenship testing. Software is available for clients who are pursuing their GED certificates. Out of 196 clients assisted during 1999, 103 individuals found employment through the "Job Shop." To date over 150 employers in the Harlingen area have given "Job Shop" clients a chance at self-sufficiency.

**Contact: George John, Phone: (956) 423-1444, Tracking Number: 1592**

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## 2000 HUD Best Practices

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**PROGRAM WINNERS****Housing Program Reaches out to HIV Positive Community in Spokane**

**Spokane.** Regional Assisted Collaborative Housing, or REACH, is a comprehensive and collaborative effort aimed at expanding on a previous Housing Opportunities for Persons with AIDS award. The purpose of the grant is to assist with long-term housing and related supportive services, and assist rural communities, especially Hispanic migrant and seasonal farm workers. Each participant is expected to donate funds and/or services in support of the program. The REACH program officially began on July 1, 1999, and has served 57 persons with AIDS. The project assists HIV- positive individuals with locating long-term affordable housing. This program allows consumers to focus on long-term issues rather than daily survival and fosters less personal and family stress. Eight agencies, including Spokane Regional Health District, Spokane Housing Authority, Coalition of Responsible Disabled, Spokane Neighborhood Action Program, Volunteers of America, Yakima Homeless Coalition, Housing Authority of Chelan and County, city of Wenatchee and Walla Walla Housing Authority sponsor the program. Although they had never worked together before, collaboration became necessary to yield a successful program.

**Contact: Michael Davis, Phone: (509) 324-1539, Tracking number: 123**

**Program & Geographic Winners****Spokane****Best Practice: REACH (Regional Assisted Collaborative Housing)**

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**CPD  
Washington**

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## Program & Geographic Winners

# Wauwatosa

**Best Practice: Long Term Flood Mitigation Strategy**

CPD  
Wisconsin

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## PROGRAM WINNERS

### Wauwatosa Removes its Homes from its Flood Hazard Area

**Wauwatosa.** On June 21, 1997, the city of Wauwatosa suffered tremendous flood damages to more than 1,000 of the city's 6,000 homes and caused Wauwatosa to lose more than \$8 million from private property damage. A single business had over \$1 million worth of damage while another went out of business. In 1998, there was another incidence of flooding along the Menomonee River, signaling the need for immediate action for serious flood mitigation. HUD's Milwaukee Community Planning and Development office was the first to extend aid to the city. The HUD Disaster and Recovery Money served as the instigator for additional funds from the Federal Emergency Management Agency (FEMA), Wisconsin Department of Natural Resources and the Milwaukee Metropolitan Sewerage District. Combined, the funds will eventually lead to the removal of all 67 residential and 10 commercial properties from the flood hazard area, resulting in the removal of two-thirds of the city's flood hazard area. Along with these projected goals, all of FEMA's designated repetitive loss properties will also be removed. Thanks to the flood mitigation efforts, over 120 individuals have been relocated from flood-prone housing to equal or improved housing locations.

**Contact: Mr. Robert Harris, Phone: (414) 479-8957, Tracking Number: 1627**

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## PROGRAM WINNERS

### Fair Housing Week Focuses on Economic and Social Justice in Housing

**Tucson.** The Tucson-Pima County Fair Housing Week was created in January 2000, when a subgroup from the City/County Fair Housing Advisory Committee began planning a week of events focusing on fair housing and economic and social justice. Twelve events were planned for the week of April 1-8. The week began with presentations of city and county proclamations and “wall raising” of housing sponsored by Habitat for Humanity-Tucson. Other events included public discussions on diversity in neighborhoods, a training class on fair housing laws and a Fair Housing Awards reception. The week concluded with a basketball hoops tournament and training program sponsored by the Arizona All Stars. Approximately 150 adults participated in the week’s events and 35 youth participated in the basketball event. The Arizona Daily Star ran a front-page article on one of the Fair Housing Award winners. Legislation was passed requiring that recordings of property transactions in the state contain language that reads that any covenants, codes or restrictions based on race, religion, color, handicap status or national origin are null and void.

**Contact: Anita Fonte, Phone: (520) 670-6237 Ext.240, Tracking Number: 333**

### PEOD Creates Video on Fair Housing Practices

**Phoenix.** Phoenix Equal Opportunity Department is a participant in the Fair Housing Assistance Program, authorized through the federal Fair Housing Act. The Fair Housing Act recognizes state or local governments with fair housing laws providing rights and remedies that are substantially equivalent to those under the federal law. The city of Phoenix regularly participates in outreach activities to citizen groups and professionals in the housing industry informing them of the rights and responsibilities conferred by local and federal fair housing laws. To promote outreach and educational opportunities, PEOD created a 17-minute video, “Be Fair...or Beware!” The video is designed for consumers and providers, including landlords, leasing agents, resident managers and other housing-industry professionals. Two vignettes are featured and they explore how practices that appear legal may, in fact, be discriminatory.

**Contact: Lionel Lyon, Phone: (602) 495-0572, Tracking Number: 2382**

## Program & Geographic Winners

### Tucson

**Best Practice: Tucson-Pima County Fair Housing Week**

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FHEO  
Arizona

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### Phoenix

**Best Practice: Phoenix Equal Opportunity Department (PEOD)**

## Program & Geographic Winners

### Ontario

**Best Practice: Inland Fair Housing and Mediation Board**

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FHEO  
California

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FHEO  
Colorado

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### Pueblo

**Best Practice: Posada**

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## PROGRAM WINNERS

### Inland Fair Housing and Mediation Board Uses Mediation as a Tool to Solve Disputes

**Ontario.** The Inland Fair Housing and Mediation Board proactively encourages homeownership and discourages housing discrimination by enforcing fair housing laws through mediation. The agency is responsible for tenant/landlord mediation and counseling. All staff members are trained mediators. In addition to mediation, the Board uses assertive enforcement as needed and periodically tests programs to identify fair housing issues. The Board's testing program has focused on housing rentals, sales and real estate lending. All services are provided in English and Spanish. Inland Fair Housing has filed approximately 40 fair housing complaints with HUD and the California Department of Fair Employment and Housing in the last two years.

**Contact: Betty Davidow, Phone: (909) 984-2254, Tracking Number: 2064**

### Emergency Shelter Leads to Long-Term Assistance

**Pueblo.** Posada operates on the philosophy that empowerment is as important as a warm bed. This Pueblo, Colorado nonprofit has effectively used the services of a broad range of partners — government agencies, nonprofit groups, medical providers, local law enforcement departments and other stakeholders in the community — to provide comprehensive services to individuals and families who are homeless or at risk. With the goal of empowering individuals with the skills and abilities to reintegrate into the community, Posada provides for the immediate needs of the homeless while enabling them to overcome the problems that have led to their homelessness. Posada achieves this through emergency shelter services, aggressive case management and transitional housing. Posada complements its main services with ancillary services such as employment assistance programs, physical and mental health care and counseling. Posada has served over 37,000 homeless individuals and provided over 190,000 nights of shelter.

**Contact: Anne Stattelman, Phone: (719) 545-8776, Tracking Number: 906**

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## PROGRAM WINNERS

### Florida Fair Housing Act Making Homes Safe

**Tallahassee.** In an effort to promote the goal of fair housing for persons with disabilities in the State of Florida, the Florida Attorney General's Office of Civil Rights initiated a statewide enforcement program in 1999. The goal of this program was to ensure that covered multifamily dwelling units built for occupancy since March 13, 1991, complied with the Florida Fair Housing Act's new design and construction accessibility requirements. One element of the accessibility project included trained investigators conducting on-site measurements of these housing projects throughout Florida. Another component was the education and outreach training workshops on the new building code for building department officials, architects, and builders. This successful outreach culminated in an accessibility workshop for the Building Officials Association of Florida's 48th Annual Educational Conference, and has drawn over 300 building officials and plan examiners to training programs and discussions regarding accessibility requirements. Efforts of officials such as Assistant Attorney General Kathleen Burgener and partnerships among government agencies, nonprofit organizations, private businesses, HUD personnel, state and local fair housing agencies, building officials, and architects created a successful campaign to educate Florida building officials about fair housing building compliance.

**Contact: Robert Butterworth, Phone: (850) 487-1963, Tracking Number: 1776**

## Program & Geographic Winners

### Tallahassee

**Best Practice: Fair Housing Act New Design and Construction Accessibility Requirements**

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FHEO  
Florida

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## Program & Geographic Winners

### Miami

**Best Practice: Miami-Dade Housing Agency Section 3 Business Certification, Marketing and Enforcement Initiative**

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FHEO  
Florida

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FHEO  
Georgia

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### Atlanta

**Best Practice: Disabled Dealer Magazine of Georgia**

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## PROGRAM WINNERS

### Housing Agency Creates a Marketing and Enforcement Initiative for Section 3

**Miami.** The Miami-Dade Housing Agency (MDHA) engages in several activities to promote and expand its Section 3 Business Certification Program, which targets businesses substantially owned by or that employ low-income individuals, or subcontract to these firms. Using its own resources and contract procedures, MDHA leverages training, employment, and business opportunities for low-income residents. MDHA educates contractors and vendors about the advantages of becoming a Section 3 business, defines the certification criteria and provides contractor and vendor application assistance. MDHA requires its contractors to solicit and award at least 10 percent of the award amount to Section 3 businesses when subcontracting is needed. Through MDHA's outreach efforts, it encourages housing agency contractors to refer other contractors to the program and provides a Section 3 business list to developers who bid on public housing and community development activities. During 1999, MDHA successfully certified 29 Section 3 businesses, and these businesses were awarded 18 contracts and received \$1.3 million, generated from HUD's Comprehensive Grant Program (CGP) or Community Development funding.

**Contact: Rene Rodriguez, Phone: (305) 644-5112, Tracking Number: 1998**

### Disabled Dealer Magazine Presents Issues that Affect the Disabled Population

**Atlanta.** Disabled Dealer Magazine is a monthly publication dedicated to improving the lives of the disabled, their friends and families and promoting public awareness. It features houses that are handicap-accessible and articles on conventions, seminars and other issues of special interest. The focus is to help the disabled participate fully in society. For three years, the magazine has collaborated with organizations to present a three-day international conference, The World Congress & Exposition on Disabilities.

**Contact: Cynthia Kimball, Phone: (770) 457-9851, Tracking Number: 1167**

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**PROGRAM WINNERS**

**Adelante Hispano con Warner Robins Fair Housing Workshop  
Educated Residents About Housing Issues**

**Warner Robins.** Warner Robins Community Development Department, in collaboration with Middle Georgia Technical Institute, Houston County Joint Certified Literate Community Program and the National Hispanic Housing Council, held a successful Home Buyer Education and Fair Housing Workshop, “Adelante Hispano con Warner Robins,” (Move Forward Hispanics with Warner Robins), for its growing Hispanic population. Due to a language barrier, this community is not often aware of fair housing laws and can easily be discriminated against by landlords, mortgage lenders and insurance agencies. The workshop educated approximately 35 participants on such issues as home purchase as an investment, tax deductions through interest and property tax, how to apply for a loan, loan closing, fair housing education and training for equality in housing, how to understand credit reports, and selecting a professional realtor. The workshop, financed by CDBG funds, served as a catalyst to involve these and potentially more Hispanics of Warner Robins in fair housing programs.

**Contact: Kathy M. Hart, Phone: (921) 929-1118, Tracking Number: 1542**

**Program & Geographic Winners**

**Warner Robins**

**Best Practice: Adelante Hispano con Warner Robins**

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**FHEO  
Georgia**

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## Program & Geographic Winners

### National

**Best Practice: At Home With Diversity: One America**

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FHEO  
Headquarters

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FHEO  
Hawaii

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### Honolulu

**Best Practice: “Ellis Island of the Pacific: Fair Housing Info-mercial Outreach”**

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#### PROGRAM WINNERS

### Training Course for Real Estate Professionals Emphasizes Increasing Homeownership Opportunities

**National.** At Home With Diversity: One America is a groundbreaking educational initiative created by the National Association of Realtors and supported by HUD. It provides real estate professionals with training to expand homeownership opportunities in America’s rapidly changing, culturally diverse population. The initiative increases the sensitivity and adaptability of real estate professionals to an expanding multicultural housing market and its curriculum explores the perceptions about home buying among different ethnic groups. Upon successful completion of the one-day course and remaining free of fair housing violations, real estate professionals are eligible to use the HUD One America logo on business and advertising materials. HUD promotes the One America initiative through such vehicles as Federal Housing Administration advertising and HUD’s Web site where it recommends the use of One America-certified real estate professionals. Since the first training two years ago, more than 4,000 real estate professionals from state and local real estate boards and businesses, such as Century 21 and Coldwell Banker, have completed the course and partners, such as Freddie Mac and the National Council of La Raza, have joined the initiative.

**Contact: Dennis Cronk, Phone: (312) 329-8200, Tracking Number: 1279**

### Info-mercial Informs Low-Income Residents about Housing Discrimination

**Honolulu.** To raise awareness of fair housing rights among immigrants and low- to moderate-income groups in Hawaii, a state and inter-county alliance hired a local comic celebrity to conduct info-mercials on fair housing. Through humor and a recognizable rainbow logo, the info-mercials clearly stated that “Housing discrimination is against the law!” Television proved to be an important outlet to reach elderly “shut-ins” and people with mobility impairments. Stations provided free or low cost airtime for the info-mercial. The alliance posted mass transit bus placards in Honolulu and Hilo, and placed posters in government housing offices. All counties in the state participated in an inter-governmental agreement to fund the info-mercial and related project costs.

**Contact: Madid Shaw Abelina, Phone: (808) 527-5311, Tracking Number: 3112**

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## PROGRAM WINNERS

### Accessible Design Expert Ensures Fair Housing Compliance

**Idaho.** Through two innovative contracts with William Worn Architects PC, the Northwest/Alaska Area FHEO Hub has helped the State of Idaho housing industry improve compliance with Fair Housing Act Accessibility Design requirements. The Hub provided the assistance through two contracts for services of an expert on accessible design and adaptability. Under the first contract, the expert participated with HUD staff in conciliation negotiations on early attempts at informal resolution of design and construction complaints. Under the second contract, the expert provided advice on project design to owners and architects against whom a complaint had not been filed. As part of the process, the consultant provided guidance on the correction of potential violations and estimated the costs of retrofitting the properties to bring them into compliance. All changes resulted in a better relationship between HUD and owners/architects who had been reluctant to comply with fair housing requirements.

**Contact: William Worn, Phone: (312) 642-5587, Tracking Number: 365**

### Chicago Teens Meet to Discuss Discrimination

**Aurora.** Teen Town Talk provided HUD's Chicago office an opportunity to work with the city of Aurora to change the attitudes of Aurora's future leaders. With Teen Town Talk as the forum, students from East Aurora, West Aurora and Hinsdale high schools discussed their personal experiences with discrimination and the impact of discrimination and fair housing on education, their social life and employment. HUD and the city's Division of Neighborhood Redevelopment also took advantage of the opportunity to educate this diverse group of students about fair housing laws. Other community groups, such as the John Marshall Law School Fair Housing Legal Clinic and the ASPIRA Association's Spanish Translation Service, facilitated discussions and information sessions.

**Contact: Brenda Sue Shavers, Phone: (312) 353-6236 Ext. 2511, Tracking Number: 1164**

## Program & Geographic Winners

### Idaho

**Best Practice: Contracting to Further Accessibility Design Compliance**

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FHEO  
Idaho

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FHEO  
Illinois

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### Aurora

**Best Practice: Teen Town Talk**

## Program & Geographic Winners

### Peoria

**Best Practice: Community Builder/  
Public Trust Officer Collaboration on  
HOPE VI/Section 3 in Peoria and  
Decatur, IL**

FHEO  
Illinois

### Chicago

**Best Practice: Center for Conflict  
Resolution's Fair Housing Dispute  
Resolution Orientation**

240

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## PROGRAM WINNERS

### Collaboration Assists HOPE VI and Section 3 Recipients in Adhering to Regulations

**Peoria.** A community builder and a public trust officer have entered into a collaborative working relationship on two HOPE VI developments in Illinois. They have done so in a way which provides an opportunity for recipients of HOPE VI funding to adhere to regulations and procedures related to both HOPE VI and Section 3. The model has been almost completely implemented in Peoria and is in the process of being replicated in Decatur. Based on agreements reached with HOPE VI developers, 30% of the new hires on the development projects will be Section 3 residents and 30% of the businesses will be Section 3 minority- and women-owned firms.

**Contact: Robert Walsh, Phone: (312) 353-7776, Tracking Number: 2772**

### Dispute Resolution Helping to Resolve Fair Housing Disputes

**Chicago.** The Center for Conflict Resolution, an affiliated program of the Chicago Bar Association, provides voluntary mediation services to the public. One of the most efficient and promising developments in the nation's fair housing industry has been the increased use of alternative dispute resolution. Since there is a large backlog of fair housing cases, this mediation program helps reduce the number of cases in Chicago's judicial pipeline. The center with the use of Community Development Block Grant funding sponsored a volunteer mediation program entitled the "Landlord/Tenant Mediation Program." In March 2000, the center hosted an orientation for 20 program mediators. The purpose of the orientation was to enable the mediators to further assist participants in fair housing disputes so that they may come to workable understanding of their differences. Maurice McGough, director of HUD's Chicago Fair Housing and Equal Opportunity office gave attendees a fifteen-minute overview of fair housing enforcement. The program was presented in cooperation with other local nonprofits, including Access Living, Lawyer's Committee for Better Housing and the Leadership Council for Metropolitan Open Communities.

**Contact: Ed Sacks, Phone: (773) 871-4700, Tracking Number: 1499**

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2000 HUD Best Practices

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## PROGRAM WINNERS

### Indiana HUD and the NAACP Promote Housing Issues

**Elkhart.** Community Builder Fellow Teresa Jeter-Newburn partnered in October 1999 with the Indiana chapter of the National Association for the Advancement of Colored People (NAACP) to promote fair housing rights, affordable housing and economic development. The collaboration was announced at the annual Indiana NAACP state conference which was attended by an estimated 25 chapters representing 92 counties. This was in response to the State of Indiana's 1996 Assessment of Impediments to Fair Housing highlighted the need for a centralized, uniform method of receiving and documenting fair housing complaints. The report also documented that few communities in the state are prepared to handle fair housing issues. While residents are aware that housing discrimination exists in their communities, the number of documented complaints does not reflect the level of discrimination. The local HUD office and NAACP chapters promote fair housing rights through a public outreach campaign that includes educating residents about fair housing and assisting them in completing fair housing complaint forms. To date, 250 fair housing complaint forms have been distributed statewide.

**Contact: Franklin Breckenridge, Phone: (219) 264-5675, Tracking Number: 1451**

### Mt. Carmel Redevelopment Project Builds Low-Income Homes

**Kansas City.** The Mt. Carmel Redevelopment Project was established in 1994 to restore an area in the Kansas City African-American community that was characterized by blight, deteriorating infrastructure, abandoned housing, high crime and a declining population. The project has begun site preparation and construction of new affordable single-family homes that will be a significant housing opportunity for very low-income first-time minority homebuyers. A day care center has been established and a community education building is under construction. Also planned is a senior center with senior housing. To recruit qualified homebuyers, the project offers homebuyer education programs for people interested in purchasing homes in the redevelopment area.

**Contact: Ervin Sims, Jr., Phone: (913) 621-2525, Tracking Number: 800**

## Program & Geographic Winners

### Elkhart

**Best Practice: Indiana HUD and Indiana NAACP Partnership**

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FHEO  
Indiana

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FHEO  
Kansas

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### Kansas City

**Best Practice: Mt. Carmel Redevelopment Project**

## Program & Geographic Winners

### Lexington

**Best Practice: Fair Housing Initiatives Program**

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FHEO  
Kentucky

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FHEO  
Massachusetts

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### Massachusetts

**Best Practice: Massachusetts Housing Finance Agency (MHFA)**

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## PROGRAM WINNERS

### Lexington Fair Housing Council Fights Discrimination and Resolves Housing Disputes

**Lexington.** The nonprofit Lexington Fair Housing Council, which received a Fair Housing Initiatives Program grant from HUD in 1998 seeks to assure equal access to housing, without discrimination based on race, sex, color, national origin, religion, familial status or disability. The council investigates and files complaints of unlawful housing discrimination, initiates negotiations to resolve equal housing disputes, conducts surveys to evaluate fair housing practices in the sales and rental markets, and provides training and public information on fair housing issues. In one year, the council settled three familial status discrimination cases. Pending are a sexual discrimination case and a fair housing advertisement violation. The council is conducting ongoing inquiries involving racial discrimination at two apartment complexes.

**Contact: Teresa A. Isaac, Phone: (859) 971-8067, Tracking Number: 1097**

### Courses Educate Housing Providers and Consumers on Accommodating the Disabled

**Massachusetts.** Working with U.S. Department of Housing and Urban Development (HUD) FHEO FHIP funding, the Massachusetts Housing Finance Agency has developed a successful training program for housing providers and consumers that focus on accommodation for persons with disabilities. The program features an interactive, small-group discussion format that allows participants, such as providers, consumers and advocates, to learn from each other under direction from a trained facilitator. It also provides up-to-date resource materials, including information on federal and state fair housing disability laws, for housing providers and consumers. Materials are presented in layman's terms with practical solutions and a handbook provides practical reference. The program, which has increased operating efficiency of programs and helped prevent costly future litigation, is easily replicable. The agency developed the training methodology and conducted many training sessions in Massachusetts. It also conducted train-the-trainer sessions in at least 17 other states and provided handbooks covering both federal law and the laws of each state.

**Contact: Ann Anderson, Phone: (617) 854-1077, Tracking Number: 1465**

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## PROGRAM WINNERS

### Jackson, MS Writes New Fair Housing Ordinance in Partnership with HUD

Jackson. Jackson is striving to become the first municipality in Mississippi to enact a Fair Housing ordinance using the federal statute as its guide. The proposed ordinance provides for execution of the policies in Title VIII of the Federal Civil Rights Act of 1968, as amended by the Fair Housing Amendments Act of 1988. It secures for all persons within the city freedom from discrimination because of race, color, religion, national origin, sex, handicap, or familial status in housing-related real estate transactions. The city worked with the Mississippi U.S. Department of Housing and Urban Development (HUD) Office to develop a draft ordinance. Following its review by HUD's Office of General Counsel, the citizens of Jackson will vote on the ordinance. HUD will serve as a "financial partner" to initially fund enforcement of the ordinance and will support the investigation and monitoring of fair housing complaints.

**Contact: Darla Y. Palmer, Phone: (601) 960-1799, Tracking Number: 1643**

### Fair Housing Education and Outreach Program Results in Renters' and Homebuyers' Empowerment and Increased Awareness of Their Rights

**Billings.** Working to insure fair housing for all, the Billings Community Housing Resource Board (CHRB), a private, nonprofit group has created an education and outreach program that informs renters, homebuyers, landlords and home sellers about anti-discrimination regulations and guidelines. The CHRB has developed several outreach methods designed to reach specific audiences. The Board publishes a series of brochures and audio tapes in English and Spanish that provide information on basic fair housing laws, the Montana landlord tenant law and fair housing issues related to disability. The CHRB also has created a video based on Montana incidents of discrimination. In addition, the CHRB has developed a series of fact sheets for individuals with limited reading skills and uses these fact sheets in targeted outreach to disability-related organizations and providers. As a result of its education efforts, the CHRB has reached hundreds of people informing them of the state and federal fair housing laws.

**Contact: Janet Ludwig, Phone: (406) 248-7113, Tracking Number: 2449**

## Program & Geographic Winners

### Jackson

**Best Practice: City of Jackson, Fair Housing Ordinance**

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FHEO  
Mississippi

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FHEO  
Montana

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### Billings

**Best Practice: Billings Community Housing Resource Board**

## Program & Geographic Winners

### Omaha

**Best Practice: Family Housing Advisory Services Homeownership Plan**

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FHEO  
Nebraska

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FHEO  
Nevada

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### Reno

**Best Practice: Truckee Meadows Fair Housing - Building Permit Tracking Process**

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## PROGRAM WINNERS

### Low- to Moderate-Income Residents Have Become Homeowners Through Housing Counseling Program

**Omaha.** In the last 16 months, the Family Housing Advisory Services Homeowner Program, a HUD-certified counseling program, has provided homebuyer education and counseling to more than 300 low- to moderate-income households in both Southeastern Iowa and Greater Omaha Metropolitan area. Through the ongoing education and support of the program, 112 families have achieved the goal of homeownership, while 60 more families have become homeowners through a collaborative partnership with nonprofit developers, the City of Omaha, and the nonprofit loan pool organization, Omaha 100. Fewer than half of the 112 families participating in the program received any public or private subsidy and those who did received less than \$3,000. The 60 families working with nonprofit developers received larger subsidies and assistance, averaging \$15,000 to \$25,000 per household. These funds were targeted to the most distressed neighborhoods and were awarded to those in the most financial need.

**Contact: Kevin Danler, Phone: (402) 934-1777, Tracking Number: 1708**

### Outreach Letter Ensures New Construction Complies with Fair Housing Act

**Reno.** Truckee Meadows Fair Housing, a nonprofit, uses an easily replicable cost-efficient process to notify builders and owners of their responsibilities under the Fair Housing Act. By sending a certified letter to builders and owners who are planning to build multifamily dwellings, Truckee Meadows ensures that owners and builders learn about the accessibility requirements of the Fair Housing Act before construction begins. The letter includes a brief summary of the seven design elements included in the Accessibility Guidelines, a list of available resources (including HUD's Fair Housing Act Design Manual), and an offer to assist with any fair housing issues. This simple outreach activity educates owners and builders and reminds them that violations of the law could result in enforcement actions.

**Contact: Katherine Copland, Phone: (775) 324-0990, Tracking Number: 1202**

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## PROGRAM WINNERS

### Housing Authority Sets High Standard for the Employment of Section 3 Residents

**Newark.** The Newark Housing Authority went beyond the call of duty to comply with HUD requirements regarding the employment of Section 3 residents. Rather than 30 percent of new hires as required, the Authority proposed that 30 percent of total hours worked be targeted to low- and very-low income individuals for positions generated by HUD financial assistance. More than 290 housing authority residents, representing 32 percent of the workforce, have obtained employment. The authority's goal for businesses employing Section 3 residents is 30 percent of the total construction cost. Partnering with a nonprofit organization to train job candidates, 36 residents have received training and 25 subsequently obtained jobs. The housing authority and the New Jersey Fair Housing Office staff have helped other housing authorities and tenant organizations to replicate these standards.

**Contact: Charles A. Bell, Phone: (973) 242-6738, Tracking Number: 279**

### Vacancy Consolidation Program Streamlining New Jersey Housing Authority

**Jersey City.** The Vacancy Consolidation Program was developed in conjunction with the New Jersey Housing Authority's HOPE VI Revitalization Program to facilitate more cost-effective management, maintenance and security at the Authority's housing developments. To accomplish this, residents in partially occupied buildings must be relocated. The second objective is to successfully relocate residents by encouraging families to move to more fully occupied buildings and/or less racially and economically impacted neighborhoods that offer better housing, education and employment opportunities. The third objective is to recruit landlords to participate in the authority's Section 8 program. The program's other focus is to link with the state's regional opportunity counseling program to ensure that Section 8 recipients obtain comprehensive counseling. In conjunction with the Vacancy Consolidation Program, the authority developed and implemented the Good Neighbor Initiative program. It determines if applicants are eligible for the state's program and assesses the responsibility level of applicants in paying their household bills. The authority allocated 65 Section 8 vouchers in the first year of the program and has recruited 12 new landlords for its Section 8 program.

**Contact: Marie Mayo, Phone: (201) 547-6600, Tracking Number: 281**

## Program & Geographic Winners

### Newark

**Best Practice: Section 3 Activities—  
Employment and Contracting  
Opportunities**

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FHEO  
New Jersey

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FHEO  
New Jersey

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### Jersey City

**Best Practice: Vacancy Consolidation  
Program**

## Program & Geographic Winners

### Jersey City

**Best Practice: Section 3 Activities**

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FHEO  
New Jersey

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FHEO  
New York

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### Long Island

**Best Practice: The Long Island Home Purchase Process Initiative**

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## PROGRAM WINNERS

### Housing Authority Raises Compliance Goal for Section-3 Requirements

**Jersey City.** The Jersey City Housing Authority uses aggressive benchmarks to comply with HUD requirements regarding employment of Section 3 residents. The housing authority raised the goal related to hiring of low- and very-low income workers from 30 percent of new hires to 30 percent of total hours worked for positions generated by HUD financial assistance. In order to help businesses achieve the goal and prepare residents for employment, the housing authority collaborated with a local painters/plasterers' union to train candidates. Thirteen residents have completed the training, 16 have obtained jobs under Section 3-covered contracts, and employment is pending for another 50 on a HOPE VI project. Businesses hiring low- and very-low income residents have received \$2 million in contracts. Other New Jersey housing authorities have used the authority's Employment and Contracting Opportunity Plan (EOC) as a model.

**Contact: Robert Rigby, Phone: (201) 547-6600, Tracking Number: 299**

### Long Island Initiative Fights Barriers to Home Ownership

**Long Island.** In 1996, the Federal Reserve Bank of New York, in alliance with 13 industry professionals, initiated the Long Island Home Purchase Process Initiative (LIHPPI). LIHPPI is a Federal Reserve System effort, undertaken locally by the Federal Reserve Bank of New York in order to eliminate the barriers to homeownership on Long Island. By means of the LIHPPI process, a cross-section of professionals from the real estate and related industries examined various aspects of the home purchase process and identified impediments to potential homebuyers. Focusing on six areas — appraisal, consumer education, home finance resources, insurance, mortgage origination, real estate, and the creation of a permanent information Web site (www.lihome.com) — the task groups worked over a period of several months and then formulated specific recommendations for eliminating barriers and increasing homeownership opportunities. The genesis for this project was the ongoing allegations of discriminatory practices in the home purchase process. By March 1997, the barriers had been identified and the implementation stage of this project had begun and continues today. The program also has a strong educational component, including the publication of materials to be disseminated across Long Island and the placing of information on the Web site.

**Contact: William McDonough, Phone: (212) 720-5000, Tracking Number: 149**

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## PROGRAM WINNERS

### Anti-Predatory Lending Advocacy and Testing Program was the Catalyst for the Passage of Senate Bill 1149

**Durham.** The North Carolina Fair Housing Center was a key player in the passage of Senate Bill 1149, the strongest anti-predatory lending legislation in the United States and a model for current federal legislation. Using testing data and case studies, center staff testified before legislative committees on the disparate impact of predatory lending activities in minority communities. Stella Adams, executive director, spoke across the state and the country on the interrelationship of predatory lending practices and illegal fair lending discrimination. As a result of the advocacy of the center and its partner the Community Reinvestment Association of North Carolina, First Union National Bank and the North Carolina offices of the Money Store became the first financial institution and sub-prime lender to sign the Best Practices agreement prohibiting predatory practices. Center staff members are all approved predatory lending counselors and certified housing counselors, and have assisted dozens of clients. Because of their efforts, five loans have been refinanced at terms beneficial to the borrower, three mortgage lenders have had their registration revoked by the State Banking Commission, and the Attorney General has initiated investigations against three predatory lenders.

**Contact: Stella Adams, Phone: (919) 667-0888, Tracking Number: 3231**

## Program & Geographic Winners

### Durham

**Best Practice: Anti-Predatory Lending Advocacy and Testing Program**

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FHEO  
North Carolina

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## Program & Geographic Winners

### Akron

**Best Practice: Brightening Our Future**

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FHEO  
Ohio

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FHEO  
Ohio

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### Xenia

**Best Practice: Greene and Clark County Fair Housing Consortium Consortium Offers Variety of Services to All Sectors of Community**

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#### PROGRAM WINNERS

##### Stories and Role-Playing Teach Children about Fair Housing

**Akron.** In the area surrounding Akron, middle school students are learning about fair housing through an interactive educational curriculum called Brightening Our Future. After reading fair housing stories, which appear in a book geared to middle school-age children, a storyteller encourages student involvement by asking questions and having students participate in role-playing games that incorporate fair housing terms. The stories also have word searches for correct/incorrect spelling and correct/incorrect usage of words and terms. Children have the opportunity to learn about fair housing and the concept of equality before they might experience the negative aspects of discrimination. Since its inception in 1998, Brightening Our Future has been presented at four middle schools in Summit County, including Highland Middle School and Arlington Christian Academy. The program is promoted through local school boards, administrations and educators. Brightening Our Future has been so successful that organizations in California, Virginia and Pennsylvania have replicated and implemented parts of it within their communities.

**Contact: Vince Curry, Phone: (330) 253-2450, Tracking Number: 273**

##### Consortium Offers Variety of Services to All Sectors of Community

**Xenia.** The Greene and Clark County Fair Housing Consortium was established after the report “Analysis of Impediments to Fair Housing Choice” highlighted the need to increase the community’s awareness about fair housing laws and practices. By pooling resources from the surrounding communities of Greene and Clark County, as well as the cities of Xenia and Beavercreek, the consortium has been able to offer a multitude of services. The consortium has conducted educational seminars on fair housing laws, tenant-landlord rights and responsibilities, and recorded fair housing law compliance. Traditional services, such as educational material, radio and video public service announcements developed in conjunction with the Springfield Fair Housing Office and the Miami Valley Fair Housing Center, are offered as well. The consortium has expanded its endeavors to include mobile home parks and the Hispanic migrant-farmer community. Members have researched mobile home park laws and provided training to park owners, operators and residents. In addition, fair housing materials have been translated into Spanish to help educate Ohio’s migrant-worker community. The consortium’s biggest success is its newsletter circulation with more than 10,000 subscribers from the housing industry.

**Contact: Debra Mayes, Phone: (937) 562-5350, Tracking Number: 936**

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#### 2000 HUD Best Practices

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## PROGRAM WINNERS

### Fair Housing Organization Pools Resources to Provide Services

**Columbus.** The Ohio Fair Housing Congress, which was established in 1974, is the only statewide fair housing organization in Ohio. Members include Community Development Block Grant recipients, fair housing advocates, the Urban League and nonprofit organizations. Members provide housing, counseling, advice and representation for individuals, especially those who are victims of fair housing violations. As a result of this work, the organization has developed closer ties with government agencies at the national, state and local levels. Three annual educational forums are held each year, and an organizational newsletter regularly informs members of current issues.

**Contact: Carl White, Phone: (614) 224-5409, Tracking Number: 970**

### Confederated Tribes Enter into One of A Kind Agreement with City

**North Bend.** The Cooperative Agreement between the Confederated Tribes and the city of North Bend, Oregon is one of the only agreements of this type in the Nation between a tribe and a municipality. The Confederated Tribes sought for over a year to develop affordable housing for low income Native Americans on trust land in the city of North Bend. The Confederated Tribes took the lead in developing the Cooperative Agreement with the city of North Bend, requiring months of painstaking negotiations with the city to facilitate providing municipal services to the housing site. As such, it represents an innovative solution to the problems presented by the development of Indian Trust Land within the jurisdictional boundaries of a municipality. When the city was reluctant to proceed, the Confederated Tribes felt compelled to file a Fair Housing complaint to move the Agreement forward. The Tribes worked in partnership with HUD to develop an instrument that would enable the monitoring of the Cooperative Agreement. While negotiations are still underway with the city of North Bend to finalize a Voluntary Compliance Agreement providing for this monitoring, the Confederated Tribes has provided assistance in resolving some of the remaining areas of concern.

**Contact: Bill Orme, Phone: (541) 888-9577, Tracking Number: 1029**

## Program & Geographic Winners

### Columbus

**Best Practice: The Ohio Fair Housing Congress**

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FHEO  
Ohio

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FHEO  
Oregon

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### North Bend

**Best Practice: North Bend, Oregon Confederated Tribes Cooperative Agreement**

## Program & Geographic Winners

### Harrisburg

**Best Practice: Pennsylvania Inter-Agency Task Force on Civil Tension Web Site for Doubling Enforcement**

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FHEO  
Pennsylvania

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FHEO  
Pennsylvania

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### Pittsburgh

**Best Practice: Fair Housing Partnership of Greater Pittsburgh, Inc. Procedures Manual**

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#### PROGRAM WINNERS

#### Database Web Site Tracks Housing-related Hate Crimes for Pennsylvania Inter-Agency Task Force on Civil Tension

**Harrisburg.** Building on the success of an information-gathering initiative on housing-related hate crimes in 1999, the Pennsylvania Inter-Agency Task Force on Civil Tension Web Site for Doubling Enforcement will expand the scope of its effort and give victims greater and faster access to assistance in reporting and prosecuting hate crimes. The Pennsylvania Human Relations Commission and the Inter-Agency Task Force on Civil Tension monitors incidences of bias and civil tension and employed a computer technology specialist to develop a web site and database to log and track this information. Using the web site, users can obtain information about hate crimes and victims can quickly and easily file complaints of discrimination on housing-related issues. The database will be used to identify patterns and predict potential trouble spots.

**Contact: Ray Cartwright, Phone: (717) 783-8274, Tracking Number: 550**

#### Fair Housing Procedures Manual Facilitates Partnerships and Reform in Pittsburgh

**Pittsburgh.** The Fair Housing Partnership of Greater Pittsburgh, Inc., a nonprofit fair housing organization, developed a procedures manual to facilitate the partnership's mission to promote fair housing in the greater Pittsburgh area through collaborative undertakings in education, monitoring and research, legislative reform, testing and enforcement, and community involvement. By outlining a process to organize management of staff and resources, the procedures manual facilitates cooperation, communication and collaboration among many stakeholders, including HUD, Allegheny County, the Pittsburgh Human Relations Commission and the Pennsylvania Human Rights Commission. The procedures manual provides long-term consistency and direction in procedures and operations that transcends any staffing changes and ultimately improves the likelihood of success in the fight for fair housing. Operating the only fair housing testing program in western Pennsylvania, the partnership has recruited 30 rental, sales and insurance testers; published eight issues of its fair housing newsletter; conducted 24 fair housing workshops; and participated in a bimonthly fair housing radio talk show.

**Contact: Richard Payne, Phone: (412) 355-3167, Tracking number: 705**

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## PROGRAM WINNERS

### Widespread Outreach Effort Spreads the Word on Fair Housing in Delaware County, PA

**Swarthmore.** The Fair Housing Council of Suburban Philadelphia has taken the fight for fair housing “to the streets,” aggressively identifying new forums through which to spread the fair housing message to the real estate industry, public officials, building owners and the public. The intent of this initiative is to create a referral network that will enable fair housing advocacy groups and others to better inform clients of their rights and the resources available to them should they ever experience discrimination. The council provides training for employees of social service agencies serving women, low-income families, persons with disabilities, and minorities. The council offers continuing education opportunities for realtors, apartment managers, and independent landlords and provides training and technical assistance to zoning boards to familiarize them with the requirements of the Fair Housing Act and instruct them on how to comply. Over the past year, the council has trained 103 housing counselors. Through its technical newsletter—The Delaware County Fair Housing News—the council uses printed media to disseminate current information on fair housing issues to more than 1,100 readers in Delaware County. Through its comprehensive, grassroots approach to fair housing education, the council has empowered thousands of individuals struggling to gain access to quality housing.

**Contact: James Berry, Phone: (610) 604-4411, Tracking Number: 753**

## Program & Geographic Winners

### Swarthmore

**Best Practice: Maximize the Use of Comprehensive Fair Housing Education and Outreach**

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FHEO  
Pennsylvania

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## Program & Geographic Winners

### San Juan

**Best Practice: San Juan, Puerto Rico Builds Accessible Recreation with CDBG**

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FHEO  
Puerto Rico

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FHEO  
Utah

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### Salt Lake City

**Best Practice: Utah Fair Housing Forum**

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## PROGRAM WINNERS

### Disability Accessible Recreation Center Benefits 20,000

**San Juan.** The Municipality of Hormigueros, developed a comprehensive idea for the planning, design and construction of a recreation and sports complex for low- and moderate-income families, including the elderly and persons with disabilities. Planned activities carried out under this project included the acquisition of land, plans and design of the project, and construction of the facilities. The project, which demonstrates enforcement of Section 504 of the Rehabilitation Act of 1973, also promotes the creation of job opportunities in the area, economic development and the use and benefits of recreation facilities by disabled residents. This project was as a result of a partnership with various agencies such as Recreation and Sports Department of Puerto Rico, the Municipality of Homigueros, other municipalities, and the Office of the Commissioner of Municipal Affairs. As a result of the project, the economic base of the community was strengthened and several obstacles of the disabled population were overcome. The recreation center has benefited more than 20,000 people.

**Contact: Maria R. Ortiz, Phone: (787) 754-1600, Tracking Number: 3015**

### Forum Increases Awareness of Fair Housing Issues

**Salt Lake City.** The Utah Fair Housing Forum serves as a state-level clearinghouse for all fair housing-related projects. The forum is a cooperative effort by HUD, the state, municipal and nonprofit entities to identify common interests and design a cooperative venture to address these interests. The Fair Housing Forum has resulted in a greater understanding among fair housing organizations. Forum members have become much more active in assuring fair housing rights, and property owners and managers are now more aware of the fair housing goals and are responsible for a noted decrease in fair housing complaints being filed with the Utah Anti-discrimination and Labor Division. Members of the Forum have also put together training on the Analysis of Impediments for Entitlement Communities that the communities in turn are using to develop their Consolidated Plans.

**Contact: Harold Stephens, Phone: (801) 530-6435, Tracking Number: 434**

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**PROGRAM WINNERS**

**An Analysis Reveals the Cause of Impediments to Fair Housing Choices in Burlington**

**Burlington.** This project consisted of a study conducted by Joan Rogers Powell with the Community Research & Development Group prepared for the City of Burlington, VT, Community Economic Development Office. According to the 1990 U.S. Census, Burlington's minority population is the fastest growing demographic group and the city is currently experiencing a very low rental vacancy rate (estimated at 0.7 percent) creating an unusually high demand for rental housing. The experience of the city staff was that a very large proportion of the low-income, minority and disabled population of northern Vermont were all seeking housing in Burlington. The fact that they are all competing for the same scarce low-income housing results in serious impediments to housing opportunity and choice for these groups. The study was intended to find out the cause of these impediments and how they can be addressed. The study found that serious socioeconomic barriers affecting the natural market demand for housing in the City of Burlington do exist. A fair housing action plan was developed that includes a realistic action item for each of the impediments found. It is hoped that this plan will reduce the impact of the impediments to fair housing.

**Contact: Joan Rogers, Phone: (802) 828-3211, Tracking Number: 1691**

**Program & Geographic Winners**

**Burlington**

**Best Practice: Analysis of Impediments to Fair Housing Choices**

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**FHEO  
Vermont**

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## Program & Geographic Winners

### Richmond

**Best Practice: HOME - Putting a Multi-Million Dollar Fair Housing Settlement to Work for the Community**

FHEO  
Virginia

FHEO  
Washington

### Spokane

**Best Practice: Spokane Association of Realtors - Fair Housing Committee**

## PROGRAM WINNERS

### Fair Housing Settlement Fights Insurance Firm Bias, Supports Needed Programs

**Richmond.** In April 2000, HOME settled its redlining lawsuit against Nationwide Insurance for \$17.5 million and a commitment from the company to change its business practices and actively serve urban markets throughout the country. The money, the largest single unrestricted award to date in a fair housing case, is to be used to further HOME's mission of ensuring equal access to housing. This settlement, added to a 1999 settlement of \$4.25 million from a lawsuit against Liberty Mutual Insurance, will support a wide range of programs, including low-interest loans and grants to help low-income homeowners make essential home repairs. Nationwide Insurance has agreed to raise its profile in urban markets and add more policyholders, particularly in African American, Latino and other minority communities. In addition, Nationwide Insurance has revamped its underwriting guidelines to end blanket rejection of homes in older neighborhoods. This settlement is a milestone in the continuing battle against bias by insurance firms. With Nationwide now in the fold, HOME and National Fair Housing Alliance are focusing on their bias complaints against Travelers and Prudential insurance companies.

**Contact: Connie Chamberlin, Phone: (804) 354-0641, Tracking Number: 349**

### Fair Housing Compliance Campaign Conducts Outreach on All Fronts

**Spokane.** Throughout the year 2000, emphasis is directed toward the importance of fair and equal housing. In observance of the 32nd anniversary of the Federal Fair Housing Act, special effort was expended during "Fair Housing Month" in April. The city and county of Spokane joined with the Spokane Association of Realtors (SAR) in promoting the recognition of the law that prohibits discrimination on the basis of race, color, creed, national origin, sex, family status and disability and encourages fair housing opportunities for all citizens. Throughout the month, several hundred radio and television 30-second spots were aired, a number of buses carried fair housing signs, and members of the SAR Fair Housing Committee made visits to open houses to insure compliance with HUD's rules for realtors. Other events during the month included an annual third-grade poster and essay contest "What My Home Means To Me" and the 3rd Community Congress on Race Relations, which was held Friday, April 28, at the Gonzaga University Center.

**Contact: Don Walker, Phone: (509) 326-9222, Tracking Number: 243**

## 2000 HUD Best Practices

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**PROGRAM WINNERS**

**Fair Housing Seminars Decrease Housing Discrimination**

**Snohomish County.** The Snohomish County Community Housing and Resources Board (CHRB) each year holds a series of Landlord-Tenant and Fair Housing Law Seminars at libraries and other public sites throughout the county. Because the CHRB has partnered with the Dispute Resolution Center, it is particularly effective in educating landlords on the requirements of the Fair Housing Act. The CHRB was started in 1989 to implement the Fair Housing Act and has operated since as a volunteer consortium of city, county and private concerns to provide education and outreach throughout Snohomish County. The CHRB has never received funding under the Fair Housing Initiatives Program but has continued to operate through volunteers, city Community Development Building Grant funds, private donations of time, and advertising funds from the Association of Realtors. Presently the CHRB meets three times per year and holds five Landlord-Tenant and Fair Housing Law Seminars per year for the public. The CHRB is a grassroots committee representing a consortium of public agencies, advocates, and private enterprise. A number of HUD staff has interacted over the years to help the CHRB with its education and outreach program. Many discrimination complaints and potentially expensive litigation were avoided through education of landlords.

**Contact: Tim Koss, Phone: (425) 388-3311 Ext.2210, Tracking Number: 961**

**Program & Geographic Winners**

**Snohomish**

**Best Practice: Resources Board Outreach**

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**FHEO  
Washington**

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## Program & Geographic Winners

### Seattle

**Best Practice: Seattle Office of Civil Rights Bus Campaign**

FHEO  
Washington

### Seattle

**Best Practice: Housing Discrimination Study**

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## PROGRAM WINNERS

### Fair Housing Rights Campaign Successfully Advertising on Buses in Seattle

**Seattle.** The Seattle Office of Civil Rights (SOCR) used an effective medium to reach citizens of Seattle to inform them of their right to fair housing and their right to file a complaint in the incidence of housing discrimination. The SOCR gathered information from fair housing cases and determined where discrimination seemed to be occurring most often. Exterior bus placards went up on 60 buses that ran throughout Seattle in these areas. Colorful interior placards reading “We All Belong!” ads were installed in 275 Metro buses. Each held sheets that could be torn off and taken with a brief description of the services SOCR provides and information about how to reach SOCR. The exterior ads read “Discrimination is still illegal. Report it. We All Belong!” and the interior placards added to the message with “Don’t Tolerate Discrimination. STOP IT. CALL US.” To help publicize the campaign, Seattle newspapers and radio stations conducted interviews and announcements. The placards brought many new people into the SOCR offices with an average of 17 new customers per month.

**Contact: Germaine Covington, Phone: (206) 684-4500, Tracking Number: 1624**

### Fair Housing Discrimination Test Conducted in Seattle

Seattle. The Seattle Office for Civil Rights (SOCR) and the Fair Housing Center of South Puget Sound conducted a testing audit in the City of Seattle to determine the presence of race and family status discrimination. Thirty paired tests were performed separately for race and family status discrimination. The results were published in the Seattle Post-Intelligencer, and a public announcement was made in a press conference held by Mayor Schell. SOCR views the goal of the study as preventative rather than punitive. The results of the study will serve as an educational tool, which will provide guidance to the public, property managers and landlords in fair housing practices. There are plans for further testing.

**Contact: Germaine Covington, Phone: (206) 684-4500, Tracking number: 901**

2000 HUD Best Practices

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## PROGRAM WINNERS

### Initiative Offers Many Freedom to Relocate by Reducing Financial Barriers

**Milwaukee.** Through the Regional Opportunity Counseling (ROC) program, HUD seeks to promote regional strategies for helping Section 8 certificate and voucher recipients choose neighborhoods that offer the best housing, education, and employment opportunities for them. Recognizing that ROC program participants were frequently unable to accomplish a move to better areas because of the financial barriers, Milwaukee County applied to the State of Wisconsin's Housing Cost Reduction Initiative (HCRI) program. The HCRI program provides grants to local units of government, public housing authority, American Indian tribes, and nonprofit organizations for projects that reduce the cost of housing for low-income renters and homebuyers. The HCRI grant, used as a revolving loan fund, supplies an immediate source of security deposits, first and last months' rent and assistance to tenants in bringing their utility bills up to date. All other funds are repayable at zero interest, with flexible terms designed to accommodate each family's financial circumstances. This initiative has provided security deposits equaling \$18,285 to 33 households; first and last month's rent of \$6,967 to 20 households; utility assistance in the sum of \$5,745 to 17 households; and moving expenses of \$12,471 to 28 households.

**Contact: Nancy Olson, Phone: (414) 278-4899, Tracking Number: 2188**

## Program & Geographic Winners

### Milwaukee

**Best Practice: Regional Opportunity Rental Initiative**

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FHEO  
Wisconsin

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## Program & Geographic Winners

### Milwaukee

**Best Practices: Homeownership  
Counseling Education Consortium**

FHEO  
Wisconsin

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## PROGRAM WINNERS

### Education Helps Potential Homeowners

**Milwaukee.** The Homeownership Counseling Education Consortium, started in 1994, is a partnership of state and local government, nonprofit organizations and private business, working together to expand housing opportunities by offering comprehensive training for homeownership counselors and educators. The consortium works on the premise that education helps to overcome obstacles to homeownership, and that well-informed consumers can better protect themselves from discriminatory practices and feel less threatened by the home buying process. The weeklong training program, based on case studies, introduces participants to homeownership counseling techniques and mortgage and real estate guidelines. It also includes fair housing and fair lending information. The consortium started continuing education classes in 1999—offerings include consumer regulations, fair housing, insurance, and diversity issues. Each partner brings its own expertise to the training—for example, Metro Milwaukee Fair Housing Council conducts fair housing education, University of Wisconsin-Milwaukee provides program coordination, lending institutions provide the underwriting criteria, and the city and county provide clients. Because the consortium provides a standardized approach toward homeownership counseling, it has gained the support of area lenders.

**Contact: Carole Jones, Phone: (414) 278-5251, Tracking Number: 3205**

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## PROGRAM WINNERS

### Making Water Safe for Drinking

**Tucson.** Agua Para Beber is an EPA-funded project that trains health promotores, or promoters, to teach residents in the Arizona-Mexico border region how to chlorinate and store drinking water to combat illnesses spread through impure water. Funded through a bi-national grant, the effort makes creative use of existing resources from multiple partners in the public and nonprofit sectors. A HUD Community Builder Colonias specialist is coordinating the project, which is implemented by the nonprofit Border Health Foundation, in collaboration with its partners. Targeting three sites in the United States and three in Mexico, the project will train 500 low-income Colonias residents in environmental health education using English and Spanish curriculum.

**Contact: Maura Mack, Phone: (520) 795-1365, Tracking Number: 493**

### Revitalization Revitalizing Phoenix through Community Planning

**Phoenix.** The small nonprofit Phoenix Revitalization Corporation and a group of grassroots leaders leveraged a small budget and limited resources into a major impact in the city of Phoenix by working with the HUD Community Builder Program and the Reinventing Neighborhoods Program initiated by Arizona State University. By partnering with local residents, businesses, nonprofit agencies, federal, state and local governments, and community leaders, Phoenix Revitalization published a community plan with recommendations ranging from housing demonstrations to public/private employment programs. The State of Arizona and private investors began funding the strategies. Corporation-sponsored neighborhood study sessions that educated citizens in community issues and honed leadership skills have generated a land-use map and design guidelines. Phoenix Revitalization also is working with HUD on a food authority project to create employment opportunities related to the processing of food and fiber crops grown in Arizona and Mexico.

**Contact: Terry Davis, Phone: (602) 253-6895, Tracking Number: 3020**

## Program & Geographic Winners

### Tucson

**Best Practice: Agua Para Beber  
(Drinking Water)**

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FPM  
Arizona

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### Phoenix

**Best Practices: Phoenix Central  
City South**

## Program & Geographic Winners

### San Francisco

**Best Practice: The Village**

FPM  
California

### San Jose

**Best Practice: Rincon de Los Esteros – Renaissance Drive Development**

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## PROGRAM WINNERS

### The Village Addresses the Social Services Needs of a Multi-Ethnic San Francisco Community

**San Francisco.** The Village is a consortium of 10 community service providers who provide housing, economic development, health, youth and social services to a lower income San Francisco community of more than 3,700 adults and children. Service providers joined forces to assist residents displaced from their Visitacion Valley housing complex during a long-term redevelopment project. More than 150 of the original families have returned to the new housing. The consortium addresses the lack of available social services and the need for cooperation among multiple ethnic communities. Area families can access services, from health care to job training, on one community site while benefiting from interagency referrals. While residents of the failed housing development were primarily African American and the majority of neighborhood residents were Asian, a team of Chinese-speaking service providers reached out to the Chinese community and numerous Asian residents have moved into the new housing. The new diversity among residents has helped diffuse tensions.

**Contact: Judith Sandavol, Phone: (415) 587-7896, Tracking Number: 1196**

### Three Housing Developments Provide New Rental Apartments for Low-income Families

**San Jose.** The San Jose Department of Financing identified developers and provided funds to assist in the development of a new mixed income residential “village”—Rincon de Los Esteros, that is within walking distance to a major employment center and adjacent to public transportation. This development was created in order to address the lack of affordable housing that impedes economic prosperity in the Silicon Valley. The initiative was part of a citywide effort by the City of San Jose to match new jobs with new housing. Three developments provide 918 new rental apartments for very low-, low-, moderate- and market-rate households. By rezoning Rincon de los Esteros, the city created three developments that provide market-rate housing and amenities at rents that are compatible with the entry level wages paid by area businesses. Major employers within walking distance include Cisco Systems, Honeywell, Sony and Lockheed Martin. City subsidies of \$12.25 million helped leverage more than \$99 million in public and private sources to finance the development.

**Contact: Alex Sanchez, Phone: (408) 277-5817, Tracking Number: 1415**

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**2000 HUD Best Practices**

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**PROGRAM WINNERS****The Paradise Ridge Community Resource Center Provides Free and Low-cost Services to Paradise Residents**

**Paradise.** The Paradise Ridge Community Resource Center offers a “one-stop” shop of enrichment and support services previously scattered in many cities and helped revitalize downtown Paradise by renovating a dilapidated building from which it provides free and low-cost services to Paradise residents. Services include counseling, public health, family support, emergency food and shelter. Private, public and nonprofit partnering organizations moved into the Community Resource Center to provide services. Revitalization of the building served as the catalyst for construction of off-street parking, transit facilities and nearby landscaping.

**Contact: George Siler, Phone: (530) 872-3896, Tracking Number: 2350**

**City of Coachella Housing Development and its Partners Provide Homeownership Opportunities for Low-Income Farm Workers**

**Coachella.** The City of Coachella, HUD and USDA joined in a collaborative effort to provide homeownership opportunities for displaced farm workers. Each partner has invested substantial funding for construction of 44 single-family detached housing units for very low-income farm worker families facing displacement due to code violations. The city’s commitment of \$500,000 to fund redevelopment allowed the county to add \$1.8 million in HOME funds, followed by \$3.6 million in home loan funds from the USDA. A 60/40 percent financing split allows home loans to be provided at a one-percent rate.

**Contact: Sylvia Montenegro, Phone: (760) 398-3502 Ext. 223, Tracking Number: 2460**

**Program & Geographic Winners****Paradise**

**Best Practice: The Paradise Ridge Community Resource Center**

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FPM  
California

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**Coachella**

**Best Practice: City of Coachella Housing Development**

## Program & Geographic Winners

### Visalia

**Best Practice: Growing Jobs**

FPM  
California

### San Francisco

**Best Practice: Bay Area  
Teacher Housing**

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## PROGRAM WINNERS

### Growing Jobs Allow Immigrant Farm Workers to Not Only Work the Land But to Own it as Well

**Visalia.** Growing Jobs fosters economic development for immigrant farmers, while protecting valuable environmental resources. It is a unique collaborative effort involving HUD, the nonprofit American Farmland Trust and the local Hmong farming community in Fresno. Lacking access to land and loans, Hmong immigrants struggled to survive using their farming skills. The Growing Jobs collaboration gives farmers low-interest, non-traditional loans through the USDA and access to small plots of land through the American Farmland Trust, which purchased 40 acres in Fresno to be preserved as farmland indefinitely. The Hmong farmers have obtained financing, purchased land and are reaping profits after decades of poverty.

**Contact: Greg Kirkpatrick, Phone: (559) 967-7838, Tracking Number: 2984**

### The Bay Area Teacher Housing Guide Uses Layman's Terms to Educate School Districts and Public Officials

**San Francisco.** The Bay Area Teacher Housing guide describes need, legal and public policy, development issues and resources available to support affordable housing for teachers in the Bay Area. HUD Community Builders worked closely with attorneys and HUD staff to close the gap between high housing costs and low teacher salaries. The guide targets school districts and public officials who may not be knowledgeable about HUD programs and housing opportunities. Using layman's language, the guide includes examples of how to use zoning, underwriting and creative financial incentives as tools to increase teacher housing. Following an extensive outreach campaign, two cities created housing for teachers; San Francisco committed funds to develop 43 units above an elementary school parking lot; a partnership between San Jose and a private developer resulted in a 92-unit mixed income development.

**Contact: Art Agnos, Phone: (415) 426-6532, Tracking Number: 3075**

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2000 HUD Best Practices

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## PROGRAM WINNERS

### Partnerships Provide Affordable Housing in Uptown Denver

**Denver.** The Uptown Partnership (TUP) provides affordable housing, housing for the disabled and housing for special needs populations while generating commercial investment and overall neighborhood revitalization. The partnership initially jump-started development in uptown Denver by rehabilitating Washington Place, a fore-closed, HUD-owned multifamily property. Over the past ten years, TUP has developed 165 units of low- and moderate-income for-rent and for-sale units at 15 scattered sites that serve a broad-based socio-economic clientele. TUP has focused on providing affordable and special needs housing that is well integrated into the local community. By developing partnerships with local community groups and service providers for special needs populations, TUP has proved the efficiency and effectiveness of its model. Each partner brings to the collaboration an area of expertise. By developing projects with several “experts” including human service providers, city and state agencies, lenders, foundations and other nonprofits, TUP has increased impact and minimized duplication of efforts.

**Contact: Marney McCleary, Phone: (303) 832-6832, Tracking Number: 2143**

### Federal and Local Forces Work Together to Clean up Brownfields

**Stamford.** In order to facilitate redevelopment of brownfields in a targeted community, the City of Stamford has formed partnerships with the HUD, EPA, landowners, the State of Connecticut and elected officials. This partnership has effectively coordinated resources and technical assistance to provide training and development support for brownfield redevelopment. The publicly funded training of community residents has created opportunities for economic advancement and provided the labor pool with the skills to continue rehabilitating this and other communities. As a result of the technical assistance and support offered under this project, the first site targeted for redevelopment—a former oil tank farm and boat building area—has obtained financing, received all approvals and is currently under construction. Soon, the partnership will begin to construct new housing.

**Contact: Linda Marinilli Kristal, Phone: (203) 340-5608, Tracking Number: 1940**

## Program & Geographic Winners

### Denver

**Best Practice: The Uptown Partnership**

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FPM  
Colorado

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FPM  
Connecticut

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### Stamford

**Best Practice: Stamford Showcase**

## Program & Geographic Winners

### Dover

#### Best Practice: Neighborhood Revitalization Fund

FPM  
Delaware

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## PROGRAM WINNERS

### Delaware Housing Authority Awards City Financing for Housing Repairs

**Dover.** The Neighborhood Revitalization Fund, launched by the Delaware State Housing Authority in 1995, addresses the problem of substandard housing in Delaware. The fund assists low-income homeowners and landlords renting to low-income families in covering the costs of housing repairs. Homeowners may apply for loans up to \$35,000 and landlords may apply for loans up to \$25,000 per unit. Funds may be used to repair heating, electrical, plumbing, and roofing problems, or to correct other health and safety hazards. Unlike most housing rehabilitation programs, the Neighborhood Revitalization Fund requires that the community, not an individual homeowner, undergo a competitive application process to receive funding. The state's Council on Housing and the Delaware State Housing Authority select recipients based on the community's housing rehabilitation needs and its comprehensive neighborhood revitalization plan. Because proposals must demonstrate a clear benefit to the community and a commitment on behalf of the community at-large, the application process promotes community cooperation and a sense of pride. Once selected, community leaders take an active role in marketing the program to area residents and landlords. Since the program's inception four years ago, the fund has awarded financing to 50 communities throughout Delaware for much-needed housing repairs and modifications.

**Contact: Christina Hardin, Phone: (302) 739-4263, Tracking Number: 1344**

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## PROGRAM WINNERS

### Homeownership Program Helps Educate Low-Income Buyers

**Wilmington.** The first annual Housing Counseling Supermarket—sponsored by the faith-based nonprofit housing organization, Interfaith Housing—offered a comprehensive selection of products and services for affordable homeownership in Wilmington, all under one roof. Through its HUD-certified housing counseling program, Interfaith Housing invited income-qualified families to meet with the counselors, representatives from local banks, mortgage companies, real estate agencies, insurance companies, and home inspection firms. The housing counselors conducted intake interviews for families interested in educational programs pertaining to homeownership. Concentrated fast-track programs were also offered to prospective buyers who were already pre-qualified for mortgages. A local bank provided telephone service and a computer bank for on-the-spot credit checks. The Housing Counseling Supermarket is unique in that it brought together under one roof all of the services prospective homebuyers need. For people without access to transportation, having all of these services in one place was very important. Approximately 50 families attended the event and met with bankers, mortgage lenders, and related housing professionals. Ten families became housing counseling clients, and three have since become first-time homebuyers.

**Contact: Dennis Sheer, Phone: (302) 995-7408, Tracking Number: 1673**

## Program & Geographic Winners

### Wilmington

**Best Practice: Delaware Rural Housing Consortium**

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FPM  
Delaware

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## Program & Geographic Winners

### Ormond Beach

**Best Practice: Forum 2000, Dialogue on Disabilities**

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FPM  
Florida

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FPM  
Illinois

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### Springfield

**Best Practice: The Springfield Project's Homeownership Program for Equity (HOPE)**

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#### PROGRAM WINNERS

#### Forum 2000, Dialogue on Disabilities: A One-stop Shop for the Disabled

**Ormond Beach.** The Forum 2000 Dialogue on Disabilities—modeled after a trade show—serves as a one-stop shop for disabled people and facilitates the distribution of valuable information to the community. It is the second annual event sponsored by Handicapped Adults of Volusia County (HAVOC). Two years ago, HAVOC recognized a need in the community to help educate disabled individuals and their families about public and private services such as housing, education, durable medical equipment and public assistance available to them in the Volusia and Flagler county areas. As a result, public and private organizations hold booths at the forum. They display information about the services they provide and answer questions from the general public. More than 40 agencies set up information booths at previous forums, and breakout seminars were held in a separate room in which agency representatives made individual presentations about their organization to attendees. More than 400 individuals in the community came to the daylong event last year to obtain available information.

**Contact: Ethel Drogran, Phone: (904) 441-2776, Tracking Number: 2706**

#### Program Brings Vacant Homes to First-Time Homeowners

**Springfield.** The Springfield Project and Dominican Sisters of Springfield together developed the Home Ownership Program for Equity (HOPE) to provide for the purchase and rehabilitation of vacant homes in Springfield and assist residents in obtaining financing to purchase new homes. In order to participate in HOPE, prospective homeowners must take part in an educational and mentoring program for new homebuyers. The program aims to identify individuals in the neighborhood who have poorly drafted Contract for Deed (CFD) arrangements and match them with volunteer attorneys who will provide them with the necessary legal advise required to renegotiate these deeds. The program gives potential homeowners a clearer understanding of the homebuying process. HOPE was implemented in this Springfield neighborhood based on the statistics, which reveal that only 28 percent of the residents in the neighborhood own their property in comparison to 85 percent in other areas. HOPE's first property has been rehabilitated and will be opened for inspection by Mayor Karen Harasa in celebration of the first HOPE Home of the Millennium.

**Contact: Mr. Leroy Smith, Phone: (217) 206-7688, Tracking Number: 1637**

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## PROGRAM WINNERS

### Program Offers Downpayment Assistance to Low-Income Families

**Sioux City.** The Affordable Home Ownership Program provides downpayment assistance to help low-income families purchase their first home. The program offers qualifying low-income families with a forgivable loan/second mortgage, which they may use as a downpayment to cover closing costs on the purchase of a single-family home located within the city. At the end of five years, if the family has not sold or vacated the house, the loan is forgiven and the second mortgage is released. Applicants must attend the Home Ownership Pre-purchase Program offered by the Consumer Credit Counseling Service of Greater Siouxland. Applicants who meet program eligibility guidelines must find a home, negotiate the price and make financial arrangements with a private lender. This program is funded with proceeds from public housing sales and has helped 150 families place an average downpayment of \$4,089.

**Contact: Doug Grindberg, Phone: (712) 279-6276, Tracking Number: 300**

### One Stop Shopping for Potential Homebuyers

**Flint.** The Mission of Peace Homeownership Center provides “one stop shopping” for potential homebuyers. A local building has been divided into offices for lenders, realtors, budget and credit counselors, and a car-buying club to provide area residents of all economic and social backgrounds with a convenient means of obtaining the resources and information necessary to purchase a home. Over 1000 people have been counseled by this organization in a three-month period, some driving as many as six hours to obtain assistance. After obtaining HUD’s approval as a counseling agency, the center continued to expand its outreach activities, hosting several homebuyers fairs to educate local consumers about available resources. Some activities, such as the fair held for National Homeownership Week, are the only ones of its kind in the area. In addition, staff travel all over the state to provide outreach services through the Homebuyer Education Learning Program. Clients are instructed on issues relating to home maintenance as well as homeownership.

**Contact: Elmira Vincent, Phone: (810) 232-0104, Tracking Number: 2748**

## Program & Geographic Winners

### Sioux City

**Best Practice: Affordable Homeownership Program**

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FPM  
Iowa

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FPM  
Michigan

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### Flint

**Best Practice: Mission of Peace Homeownership Center**

## Program & Geographic Winners

### Kansas City

**Best Practice: Economic Growth Group  
Microenterprise Creation and  
Development**

FPM  
Missouri

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## PROGRAM WINNERS

### Partnership Assists Start-Ups and Existing Businesses with Technical Support

**Kansas City.** The Economic Growth Group (EGG) Program helps individuals start a business and existing business owners enhance their skills and managerial expertise in businesses located in the Kansas City CDBG service area. Participants enter into a five-year partnership with the program. The program uses a case management model to provide professional technical support in the form of financial analysis, cash management, marketing and operational systems evaluation. These business creation and development supports are supplemented with affordable business space and business services including bulk mailing, faxing, computer training, business resource library, Internet access, telephone answering and copier services. The program uses traditional and non-traditional lending sources and serves as a loan packager and intermediary for financing. The program offers participants a stipend to offset the cost of securing outside professional services. EGG relies on existing city services and programs to prevent duplication of business support. A citywide network of development specialists assists participants. The EGG has created 179 new jobs and retained 169. In addition, 40 loans have been closed for a total investment of \$1,209,000.

**Contact: Donna Colding, Phone: (816) 274-2301, Tracking Number: 2378**

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## PROGRAM WINNERS

### Cost-Effective Program Provides Services to Prevent Premature Institutionalization of Elderly

**Manchester.** The John F. Kennedy Alternative Housing Program is managed through collaboration between two housing authorities in New Hampshire. It offers frail elderly public housing residents with disabilities the opportunity to live in the dignity of their own apartment and receive supportive services that are easily accessible within their building. The goal of the housing program is to prevent institutionalization of the elderly and de-institutionalize residents who were prematurely placed in nursing homes or other facilities. The program has delayed nursing home placement and institutionalization of seven participants. Costs are approximately one-third the cost of nursing homes. Residents pay 20 percent of their incomes for participation, and the balance comes from state and federal funds. The evaluation report prepared by the University of New Hampshire, Department of Health Care Management evidenced the fact that Alternative Housing Programs cost approximately \$14,000 per person, per year, while nursing home care costs were almost triple at \$40,000 per person, per year. This represents an enormous saving to the State Medicaid money. This cost-efficient program offers the elderly independence and improved quality of life.

**Contact: Catherine Naczas, Phone: (603) 524-2112, Tracking Number: 1265**

### Coalition Improves Health Care Access for New York Children

**New York.** The Children's Defense Fund-New York helped forge the Child Health Now Coalition to increase children's access to health care by enrolling uninsured youth in Medicaid and other health benefit programs. The coalition is comprised of more than 200 community-based organizations, government agencies, groups doing facilitated enrollment, unions, the faith community, businesses, health and human service providers, managed care organizations, elected officials, child advocates and others concerned with children's health. Each partner works in an area of expertise to jointly develop local and statewide strategies to increase enrollment in Medicaid and Child Health Plus in New York State. The Coalition's efforts have helped 11,000 New York children obtain Medicaid coverage.

**Contact: Sandra Trujillo, Phone: (212) 697-2323, Tracking Number: 1240**

## Program & Geographic Winners

### Manchester

**Best Practice: John F. Kennedy  
Alternative Housing Program**

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FPM  
New Hampshire

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FPM  
New York

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### New York

**Best Practice: Child Health Now  
Coalition**

## Program & Geographic Winners

### New York

**Best Practice: One Hundred Black Men Technology Center**

FPM  
New York

### Niagara Falls

**Best Practice: Faith Based Collaborative**

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## PROGRAM WINNERS

### Technology Center Provides Technical Resources and Training

**Albany.** One Hundred Black Men, in partnership with government, business and educational institutions, provides inner-city residents with access to technology resources, technology-based training and technology tools to obtain the skills and knowledge they need to achieve self-sustaining jobs. This project involves the development of 100 state-of-the-art community-based computer and resource centers networked to the One Hundred Black Men Technology Center. Once residents receive training, they train others at their sites. The project builds an information and communication network, develops life-skills, and creates an intergenerational social network. As of March 2000, facilities in three areas have provided computer training to 514 participants.

**Contact: Richard Harris, Phone: (518) 443-6929, Tracking Number: 2174**

### Faith Based Collaborative Helps Cities Utilize HUD Resources

**Niagara Falls.** The Faith Based Collaborative is comprised of approximately 800 faith-based and community organizations in Western New York, the three cities of Buffalo, Rochester and Niagara Falls. Working with minority faith groups and community organizations, the collaborative helps these groups access HUD resources to address extreme poverty in each of the cities. The collaborative has projects in housing, economic development, social action, youth and family services, and cultural tourism. It received HUD funds to address the needs of the most distressed communities in various cities. The most significant impact of the project is the empowerment of minority groups that had previously been without direction or support. The project involved more than 12 day long training sessions, 10 capacity building workshops, and 8 mini conferences and round table discussions for the purpose of preparing these groups for participation in the funding process. More than 3,000 volunteer hours are provided daily by the collaborative. To date, 10 families have purchased new homes.

**Contact: William Grooms, Phone: (716) 285-4098, Tracking Number: 2441**

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## PROGRAM WINNERS

### Area Church Leaders Receive Training for HUD Faith-Based Programs

**Charlotte.** The Monroe-Union County Community Development Corporation (CDC) provides affordable housing for low- and moderate-income residents of Monroe, N.C. Influenced by the initiatives of HUD's Office of Inter-Faith Services, the CDC recognized the need to involve churches in the rebuilding of fragile communities. The CDC held a one-day conference, providing information to area pastors and other members of religious organizations on federal, state and local community development programs. Approximately 87 persons from area churches learned about funding sources, technical assistance resources, and programs. The conference also provided training for effective partnership building.

**Contact: Isabelle Gilliespie, Phone: (704) 283-8804, Tracking Number: 2793**

### Renovation Training Program Empowers Women and Creates Affordable Housing

**Cincinnati.** The Charlotte Schmidlapp Women Build 2000 project involves the gutting and rehabilitation of a historic abandoned property in Avondale, an empowerment zone in Cincinnati. The building will be turned into two condominiums for resale to low-income families. The project, which will serve as a prototype for the redevelopment of large older homes throughout the urban core, also includes a training program for women in property renovation and repair, a mentoring program for girls and an extensive volunteer component. Without the combination of volunteer labor and the training program, the cost to renovate the property would be prohibitive. More than 20 corporations, nonprofit organizations and government agencies are involved in the project, and plans are already underway to begin another renovation upon completion of this first building.

**Contact: Lawra J. Baumann, Phone: (513) 744-7001, Tracking Number: 1557**

## Program & Geographic Winners

### Charlotte

**Best Practice: Monroe-Union County Faith-Based Conference**

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FPM  
North Carolina

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FPM  
Ohio

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### Cincinnati

**Best Practice: Charlotte Schmidlapp Women Build 2000**

## Program & Geographic Winners

### Oklahoma

**Best Practice: Housing Opportunities through OKC Partners in Homeownership**

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FPM  
Oklahoma

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FPM  
Pennsylvania

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### Meadville

**Best Practice: Fairview/Fairmont Outreach Center**

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#### PROGRAM WINNERS

#### Partnership Helps Rehabilitate and Build Homes While Educating Homeowners

**Oklahoma City.** During the past 5 years, the Oklahoma City Partners in Homeownership have grown throughout the community with the aid and persistence of a coordinator and many volunteers. Freddie Mac furnished some of the seed money that funded the program and has also become involved with the Partnership and HOME dollars from the City of Oklahoma City that have been used to provide the rehabilitation and new construction of housing. The Neighborhood Revitalization Strategy Area (NRSA) of Oklahoma City is an area that has not been the recipient of new construction, home rehabilitation or homeownership opportunities for the past 20 years. The Partnership has targeted many of their efforts on this area. In addition, the Partnership has addressed the need for education of potential homeowners through its education system, serving more than 2,300 potential homeowners. The Partners have completed the rehabilitation of 10 homes, seven homes are currently being rehabilitated, and five are newly constructed.

**Contact: Jeffrey Koleski, Phone: (405) 524-4148, Tracking Number: 902**

#### Voluntary Partnerships and Churches Lend On-site Support Enriching a Pennsylvania Community

**Meadville.** Two Pittsburgh area housing development owners have taken a holistic approach to addressing the needs of residents by creating a unique interfaith partnership—the Fairview/Fairmont Outreach Center. Using the help of several local churches, the Center works to improve and enrich the lives of its residents. The purpose of the partnership is to provide on-site social workers to assist residents of all ages in dealing with everyday problems. The Center assists residents in identifying resources and services that can help them pursue educational opportunities, find employment, and improve basic life skills. Dedicated on-site staff members provide tenants with consistent casework/case management services. The Center aggressively recruits new partners to satisfy the changing needs of its residents. Under a new collaborative project with the local welfare office, the Center has orchestrated a long-term computer education project to train adults and youth on how to operate computers and common software applications. Having solicited and received donations of equipment and networking services from local schools and a partnership with Penn State, the Center created one of the most effective Neighborhood Network sites in western Pennsylvania.

**Contact: Karen Fillingame, Phone: (814) 336-3516, Tracking number: 1665**

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**PROGRAM WINNERS**

**Quinby Street Neighborhood Partnerships Develop Community-based Programs Educating Youth and Reducing Heavy Crime**

**Sharon.** The city of Sharon, in partnership with the Mercer County Housing Authority and local organizations, is working to reduce crime, promote community stability and improve the lives of the residents of the Quinby Street neighborhood. The Housing Authority donated a vacant building and funded structural renovations to convert the building into an education community center. Partnerships with local schools and community groups provided books, computers, learning games, volunteer tutors and library staff. Other partners provide health education programs, inoculations, and job training and counseling. The latest component in this innovative partnership is the recent purchase of a police vehicle for the Quinby Street Sub-Station/Service Center. The city established a “Buy-A-Fender” campaign and sold four fenders for \$5,000 each—enough to cover the cost of the vehicle. Local organizations and businesses supporting the partnership have their names painted on the fenders. The partnership is credited with improving the delivery of social and community services to residents in a neighborhood that previously lacked the resources. A testament to the improved situation in Sharon is that residents feel comfortable allowing children to go trick-or-treating on Halloween for the first time in 10 years.

**Contact: Robert Price, Phone: (724) 983-3220, Tracking Number: 1768**

**Program & Geographic Winners**

**Sharon**

**Best Practice: Quinby Street Sub-Station/Service Center**

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**FPM  
North Carolina**

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## Program & Geographic Winners

### Aguadilla

**Best Practice: Technical Assistance to Community-based Organizations in Augadilla, Puerto Rico**

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FPM  
Puerto Rico

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FPM  
South Dakota

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### Pierre

**Best Practice: The Governor's House**

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## PROGRAM WINNERS

### Unique Position Affords Assistance to Nonprofit and Grass Root Organizations

**Aguadilla.** To assist nonprofit and grass roots organizations in their administration and organization, a Sub-Recipient Monitor position was created. The Community Development Office recognized that nonprofit and grass root organizations in the area had a need for guidance in their administration and organization skills. The result – a Sub-Recipient Monitor position. This position coordinates with the Special Needs Coordinator to create a strategy for providing technical and systematic assistance to these organizations. The Sub-Recipient Monitor and Special Needs Coordinator assisted a number of workshops and researched nonprofit organizations' statutes and laws in order to properly train the organizations that were requesting assistance. The Municipal of Aguadilla's staff developed a workshop involving project and program managers, accountants, and proposal technicians of these organizations. In 1999, through a variety of municipal departments and other entities, 16 organizations received assistance in the following areas: accounting, financial management, proposal writing, incorporation procedures, development and writing of by-laws, Federal Tax exemption 501(c)3, state tax exemption, funding opportunities, and program operations. The training allowed these nonprofits to obtain expanded funding and continue to grow as organizations.

**Contact: Melanie Catalfomo, Phone: (787) 891-3965, Tracking Number: 3064**

### South Dakota Program Provides Affordable Housing and Vocational Training

**Pierre.** The Governor's House program, established in 1996, provides well-built homes to economically challenged residents, while offering real life vocational training to persons incarcerated in state prisons. The program has a full-scale construction site at the state prison in Springfield, where more than 150 inmates build homes for citizens who might not ever have the opportunity to own their own home. Initially, the program targeted the elderly and disabled. However, with the recent changes in guidelines, the program was expanded to all state residents who can meet income eligibility requirements. More than 500 families, seniors, single parents and low-income individuals live in new homes as a direct result of the Governor's House program. The goal is to help another 250 families this year and another 250 families in 2001.

**Contact: Michael Keating, Phone: (605) 773-4132, Tracking Number: 2034**

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**2000 HUD Best Practices**

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## PROGRAM WINNERS

### Rural Resource Teams Support Community Planning Efforts

**Austin.** In June of 1999, the Texas Rural Development Council and HUD entered into a formal Memorandum of Agreement. All Community Builders in Texas were invited to attend a one-day training session; 25 attended and became a part of the Rural Resource Team process. To date, Community Builders have served on 10 resource teams in rural communities. A rural resource team provides a community with in-depth attention from federal, state, and private professionals. A team leader works with a local leader that will gain the local support and handle all logistics. A team meets with the local leaders, tours the community, and then re-searches other pertinent information. The team holds focus groups with area peer groups, youth, faith-based and neighborhood associations, and the business sector. The team then goes back and writes an in-depth report and presents the report at an open forum. The report then serves as a business plan for the community's organization and structuring projects or planning for the next 3 to 10 years.

**Contact: Cheryl Hinckley, Phone: (572) 323-6515, Tracking Number: 549**

### Memorandum of Understanding Provides Basis for Affordable Housing Initiative

**San Antonio.** On November 3, 1999, HUD Secretary Andrew Cuomo announced San Antonio's selection as a Pilot City in the Building Homes in America's Cities program, a joint nationwide initiative of HUD, the U.S. Conference of Mayors and the National Association of Home Builders. San Antonio was one of 14 cities selected as a "Pilot City." The charge of the "Pilot Cities" is to create model-housing programs that will lead to the construction of an additional one million new homes in America's cities over the next 10 years. Upon learning that San Antonio was being considered as a "Pilot City", the City of San Antonio, the Greater San Antonio Builders Association and the HUD Senior Community Builder worked together to produce a Memorandum of Understanding (MOU). The MOU creates a "Housing Partnership" between the three entities involved in the partnership. This document creates an "officially" -stated working relationship between the local home builders, the City and HUD and will be utilized as the basis for future affordable housing "Partnership" activities involving these and other San Antonio "Housing Partners."

**Contact: George Pedraza, Phone: (210) 207-6990, Tracking Number: 1698**

## Program & Geographic Winners

### Austin

**Best Practice: Texas Rural Development Resource Partnership Team**

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FPM  
Texas

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### Pierre

**Best Practice: Housing Partnership MOU**

## Program & Geographic Winners

### Baytown

**Best Practice: Oaks of Baytown Mutual Housing Association, Inc.**

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FPM  
Texas

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FPM  
Utah

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### Ephraim

**Best Practice: Ephraim City Affordable Housing Project**

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## PROGRAM WINNERS

### Creating High-Quality Affordable Housing and New Homeownership

**Baytown.** Oaks of Baytown Mutual Housing Association, Inc., was created to acquire, operate and renovate a 248-unit apartment community located in Baytown, East Harris County, Texas. In this socially-, educationally- and economically-underprivileged area, residents had the energy and desire to improve their circumstances, but they did not have professional guidance or appropriate expertise. Families at or below the 80 percent median income level had little or no hope of affording their own home. By emphasizing homeownership but requiring only participation, Oaks of Baytown Mutual Housing has filled this gap; more than 50 percent of participants have become homeowners. The Oaks of Baytown Mutual Housing project has been completely renovated and appears more as a townhouse/condominium community. Each occupant has access to state-of-the-art facilities, including computer laboratories, pools, playgrounds and park areas.

**Contact: David Mandell, Phone: (281) 686-9146, Tracking Number: 2572**

### Partnership Provides Affordable Housing to Utah Residents

**Ephraim.** The Ephraim City Affordable Housing Project, formed in 1998, is a partnership consisting of Ephraim City and Snow College South to build affordable housing – a need documented by a study of housing needs in Ephraim. Ephraim City provided a parcel of city-owned land, while Snow College South provided students to help build the homes. Federal, state and local agencies also contributed to the project. The local USDA's Rural Development Office served as qualifying agent; the State of Utah's Olene Walker Trust Fund provided \$120,000 at no interest for three years; the Utah State University Extension Service offered homebuyers a home maintenance course; and the Sanpete County Building Inspection Department waived fees. In two years, the city and college built five homes, which were sold to families qualifying under the affordable housing guidelines.

**Contact: Gary Anderson, Phone: (435) 283-7595, Tracking Number: 470**

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## PROGRAM WINNERS

### Wisconsin Helps People with Disabilities Buy Homes

**Brookfield.** The Wisconsin Homeownership for People with Disabilities Collaborative Initiative is a multi-agency, statewide project that helps low- and moderate-income people with disabilities become homeowners. While homeownership overall in Wisconsin is 70 percent, the National Home of Your Own Alliance estimates that less than 5 percent of those receiving Social Security disability benefits are homeowners. This project enables people with disabilities to access mortgage products specifically designed for them. In addition, two collaborative members, the Wisconsin Housing and Economic Development Authority and Fannie Mae, expanded flexibilities within mortgage underwriting guidelines to qualify credit-worthy homebuyers with disabilities. The initiative also creates financial support mechanisms for homebuyers who wish to purchase new homes. This collaborative design will be promoted as a model at the National Council for Independent Living Conference in July 2000.

**Contact: Charlene Dwyer, Phone: (262) 782-2480, Track Number: 1475**

### Milwaukee Uses Recovered Materials to Provide Affordable Housing

**Milwaukee.** The Harambee Ombudsman Project, the REEHouse Development Company, Guaranty Bank, and North Shore Bank have partnered to create a unique arrangement in which condemned buildings are demolished by hand, and building materials from these structures are recovered and reused to build affordable housing. At-risk youth are trained to carefully demolish the buildings, offering continuous on-the-job training that allows these workers to better understand the construction process. This training is enhanced by in-shop construction of wall systems and other tasks and further supplemented by at least one full day of classroom training per week on construction techniques. The partnership plans to use recovered materials to build two to five affordable homes annually in the economically disadvantaged Harambee community. The Wisconsin Conservation Corps provides five trainees from the local neighborhood and two supervisors to help deconstruct existing structures, process recovered materials, fabricate wall components, and build new houses. Because the Corps pays crewmember salaries, labor costs to the partnership are reduced and the newly constructed homes are more affordable.

**Contact: Casandra Slade, Phone: (414) 272-3933, Tracking Number: 1566**

## Program & Geographic Winners

### Brookfield

**Best Practice: The Wisconsin Homeownership for People with Disabilities Collaborative Institute**

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FPM  
Wisconsin

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### Milwaukee

**Best Practice: Deconstruction, Recovery & Reuse of Building Materials for Affordable Housing**

## Program & Geographic Winners

### Fairbanks

**Best Practice: Fairnet, Executive Estate's Neighborhood Networks Center & the Department of Education – A Winning Team!**

Housing  
Alaska

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### PROGRAM WINNERS

#### Effective Partnership Provides Neighborhood Network Center with Computer Access for Residents

**Fairbanks.** The owners of Executive Estates created the first Neighborhood Networks Center in the state of Alaska. In 1997, in partnership with Fairnet, Executive Estates Center opened its doors to the residents and community as a Public Access Site in response to welfare reform and the need to reach out to the community. Executive Estates Neighborhood Network Center hours of operation are from 12 p.m. to 9 p.m. on Tuesdays through Saturdays. Housing eight computers that are connected to the Internet, the center offers instructor-led classes in web page design, HTML language, Java Script, Unix, and Windows operating systems as well as independent study time. In 1999, the center received a Community Technology Center grant from the Department of Education. The grant helped put the concept of “bringing computer access to the people” one step further because the funding created a portable computer lab. Both the center and the portable lab compliment each other because residents in the community are invited to use both sites. Since its inception, this project has provided new technology and training to over 600 community residents including individuals of Alaska Natives, Hispanic, and African American heritage.

**Contact: John Johnston, Phone: (907) 459-1020, Tracking number: 1920**

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**PROGRAM WINNERS**

**Oxford Terrace Apartments “Community of Helping Hands” Empowers Residents and Preserves Affordable Housing for Low-income Individuals**

**Chula Vista.** In Chula Vista, the Community of Helping Hands resident association at the 132-unit Oxford Terrace Apartments relies on a partnership of the property’s nonprofit owner, property management, residents and community partners to empower residents and preserve affordable housing for low-income individuals. Together, the partners provide services to residents that include a computer learning center with Internet connection, an English as a Second Language program for the largely Hispanic-American population, a mobile medical screening and testing program, CPR and first-aid classes, a monthly food distribution program, a resident shuttle service and a partnership with local law enforcement in the Crime Free Multi-Housing Program, a coalition to reduce crime in multi-family residential properties. The resident association works closely to identify and resolve property issues with the management and owner, whose board of directors includes residents. In turn, management staff members involve the resident association in service activities and send tenant leaders to statewide and nationwide conferences and training. Residents have actively helped shape and fill classes. For example, more than 50 residents per month use the computer learning center.

**Contact: Robert McElroy, Phone: (619) 542-1877, Tracking Number: 166**

**Program & Geographic Winners**

**Chula Vista**

**Best Practice: Oxford Terrace Apartments “Community of Helping Hands”**

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**Housing  
California**

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## Program & Geographic Winners

# San Diego

### Best Practice: Preservation of President John Adams Manor Apartments

## Housing California

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### PROGRAM WINNERS

### Long-term Affordable Housing was Made Possible through the Preservation of President John Adams Manor Apartments

**San Diego.** Creative financing and state tax credits helped preserve the 300-unit President John Adams Manor Apartments and ensure long-term affordable housing. The partnership formed by government agencies, community-based organizations and social services prevented displacement of the 300 low-income families during an affordable housing crisis in San Diego. When the property owner did not renew its project-based Section 8 housing tenant assistance, the project was awarded bonds, federal low-income housing tax credits, commercial loans and equity, and federal mortgage insurance to prevent the property from converting to market rate housing. Staff representing HUD's San Diego office and the housing commission met with residents to answer questions about rental subsidies, coordinate unit inspections, qualify residents for tenant-based rental assistance and provide language translators for the large South African population with limited knowledge of English.

**Contact: Ana Baiz-Torres, Phone: (619) 426-3595, Tracking Number: 1118**

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**PROGRAM WINNERS****Acquisition Rehabilitation, Resale Down Payment Assistance Loan Program Increasing Homeownership**

**Ontario.** The city of Ontario has used the Acquisition Rehabilitation, Resale Down Payment Assistance Loan Program to increase homeownership opportunities for low-income individuals while reducing neighborhood blight caused by HUD foreclosed properties. With an initial investment of \$319,000, the city was able to leverage more than \$7 million in private investment. Through this program, the Ontario Redevelopment Agency purchases selected HUD properties in the greatest need of repair. The city then sells the properties to pre-approved contractors to rehabilitate the homes to meet local building standards. Rehabilitated homes are sold to qualified low-income homebuyers. Financial assistance, in the form of a deferred payment “silent” second mortgage, is provided to homebuyers on a sliding scale. In addition, the city has qualified Community Housing Development Organizations (CHDOs) to work with very low-income families. Since the program’s inception in mid-1998, 64 homes have been rehabilitated and sold.

**Contact: Julie A. Bjork, Phone: (909) 395-2307, Tracking Number: 2078**

**Program & Geographic Winners****Ontario**

**Best Practice: Acquisition Rehabilitation, Resale Down Payment Assistance Loan Program**

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Housing  
California

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## Program & Geographic Winners

### New Haven

**Best Practice: Smiles to Go**

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Housing  
Connecticut

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### PROGRAM WINNERS

#### Program Offers Dental Assistance for Disabled and Elderly Residents

**New Haven.** Recognizing that its elderly and disabled residents are often unable travel to a dentist for dental care, the Towers, a housing facility for 400 elderly and disabled individuals and families decided to bring the dentist to the residents. Partnering with the Hospital of St. Raphael and the University of New Haven Dental Hygiene School, they are able to provide the residents with a licensed dentist and hygienist on a monthly basis. Between 12 and 20 patients are seen each month, with an additional 20-30 being screened by students for future dental work. The hospital converted a tractor-trailer into a dental clinic on wheels. From the trailer, University of New Haven Dental Hygiene School students conduct oral screenings, collects data for prioritization of treatment and provide oral hygiene instruction. Without this onsite service, most of the residents would not have dental care or would have to pay more elsewhere.

**Contact: Noella Rhone, Phone: (203) 772-1816, Tracking Number: 1088**

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## PROGRAM WINNERS

### One-Stop Shopping for Community Services

**Bloomfield.** Full Gospel Ministries provides its community with one-stop services that address the major social issues affecting residents. In addition to a commercial kitchen, childcare facilities and childcare, the Ministries also provide several faith-based after-school programs. Ministry courses cover subjects such as finances, fine arts, employment skills and training. Ministry programs such as the prison outreach project, community food pantry and clothing service, and unrestricted transportation for everyone in the community, encourage community members to help one another. Community members also benefit from the presence of a Neighborhood Networks Computer Learning Center. The church addresses many issues that other agencies traditionally ignore, such as self-esteem, one's purpose in life, and local networking. As a result, community residents not only receive better services, they also benefit from an improved sense of self-worth.

**Contact: Ms. Lisa Thompson, Phone: (860) 769-0505, Tracking Number: 1098**

## Program & Geographic Winners

### Bloomfield

**Best Practice: Full Gospel Ministries Foundation: Building Ministries to the Community**

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Housing  
Connecticut

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## Program & Geographic Winners

# Washington

**Best Practice: Washington, DC  
Partners in Homeownership**

Housing  
District of Columbia

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## PROGRAM WINNERS

### Partners in Homeownership Increases Homeownership in Washington, DC

**Washington.** The Washington, DC, Partners in Homeownership project has increased homeownership by enabling more than 1,000 low- and moderate-income city residents to become homeowners. During 1998 and 1999, homeownership and home sales activity was higher in the District of Columbia than in any jurisdiction in the DC metropolitan region and any other central city in the nation. The Partners in Homeownership project works with both for-profit and nonprofit organizations to accomplish its objectives. The organization participated in National Homeownership Week, produced a comprehensive loan product notebook and homeownership resource guide, developed a homebuyer education and counseling program and worked with organizations, such as Fannie Mae, to research and develop employer-assisted homeownership programs. The project has made homeownership a highly visible issue in Washington and has been directly involved in the funding, production, financing and sale of at least 1,300 units targeting low- and moderate-income individuals and families.

**Contact: Marc Weiss, Phone: (202) 554-7440, Tracking Number: 2571**

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## PROGRAM WINNERS

### Private Rental Housing Initiative for Management Efficiency

**Miami.** The PRIME Program, implemented January 31, 2000, is designed to increase efficiency in operations, productivity and staff morale at the Miami-Dade Housing Agency (MDHA). Using the combined skills of Florida International University's Institute of Government, private management efficiency consultants and a steering committee of MDHA staff, an effective team was formed. This team developed performance measures and created incentive plans and training programs for the agency. Higher efficiency will lead to improved customer service and speedier tenant annual recertification. It will also enable owners to fill vacancies faster. In addition to reducing work backlog and resident complaints, the program produces an annual saving of \$1.2 million.

**Contact: Rene Rodriguez, Phone: (305) 644-5112, Tracking Number: 2017**

## Program & Geographic Winners

### Miami

**Best Practice: The PRIME Program**

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Housing  
Florida

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## Program & Geographic Winners

### Miami

#### Best Practice: Private Rental Housing Customer Service Center

Housing  
Florida

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## PROGRAM WINNERS

### Private Rental Housing Customer Service Center Responds to Section 8 Participants

**Miami.** The Miami-Dade Housing Agency's (MDHA) Private Rental Housing Customer Service Center provides assistance to clients with housing-related problems, provides information to the public regarding participation in housing programs and investigates claims or inquiries submitted by the some 20,000 Section 8 participants and landlords. MDHA has a goal of becoming more responsive to participating Section 8 tenants and landlords. The center has increased customer satisfaction by providing the public with key program information, addressing concerns of landlord and tenants, and investigating all claims in a timely manner. Most importantly, it has been instrumental in improving the public's perception of MDHA Section 8 operations. It has accomplished this through improved telephone intake procedures, automated routing to multilingual representatives, user-friendly customer service forms, staff trained in the area of customer service, policies and procedures that addresses client satisfaction standards, immediate data retrieval from the computer system, and timely responses and follow-up to written inquiries and complaints.

**Contact: Rene Rodriguez, Phone: (305) 644-5112, Tracking Number: 2028**

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**PROGRAM WINNERS**

**Greater Miami Neighborhoods Implements a Pilot Asset Control Area REO Program**

**Miami.** Greater Miami Neighborhoods, Inc. (GMN), a local nonprofit developer, is acting as the Miami-Dade County agent for implementation of a Pilot Asset Control Area Real Estate Owned (REO) Program for HUD-owned single family foreclosed homes. GMN facilitates and streamlines the acquisition, rehabilitation and disposition of foreclosed single-family properties to very low and low-income buyers. To date, GMN has begun the acquisition process on 52 properties and has taken title on 12. Once a property is acquired, it is matched with a qualifying family and rehabilitation begins. GMN is working with community-based organizations that are pre-qualifying the low-income buyers for mortgages and processing the loans. Properties are sold at market value, and the new homeowners use their own funds, conventional loans from Miami-Dade County, Fannie Mae and private lenders, and second mortgages from Miami-Dade County's Surtax Program to finance the purchases. This pilot program restores abandoned properties and ensures that eligible families occupy the homes.

**Contact: Claire F. Raley, Phone: (305) 324-5505 Ext. 102, Tracking Number: 2160**

**Program & Geographic Winners**

**Miami**

**Best Practice: Greater Miami Neighborhoods, Inc.**

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**Housing  
Florida**

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## Program & Geographic Winners

### Panama City

**Best Practice: Women of Destiny, Inc.**

Housing  
Florida

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## PROGRAM WINNERS

### From Welfare-to-Work—Women of Destiny Helps Break the Dependency Cycle

**Panama City.** Women of Destiny is a non-profit organization dedicated to breaking the cycle of dependency by empowering women with personal initiative, educational direction, citizen leadership training and an increased awareness of all community resources designed and available to assist and meet welfare-to-work requirements. The organization offers several training programs covering topics on first-time homebuying, how to create a small business, computer training, GED-related courses, personal development, job development and placement, and drug counseling. An auto donation program helps alleviate transportation issues facing participant-members. Program partners include Microsoft and Coca-Cola. All residents living in HUD-assisted housing are automatically eligible for membership. Women of Destiny, Inc. is the non-profit “umbrella” serving six HUD/FHA and two USDA Rural Development properties. This arrangement benefits these properties in many ways, primarily by facilitating receipts of financial and equipment donations and grants from corporate partners.

**Contact: Barbara S. Moore, Phone: (850) 873-8893, Tracking Number: 2281**

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**PROGRAM WINNERS**

**Wellston Villas Provides a Safe Haven for Homeowners**

**Warner Robins.** The Wellston Villas was designed in downtown Warner Robins as part of a creative crime prevention and affordable housing scheme. Using CDBG funds, a dynamic team of duplex owners, local building lenders, and the public works and other city departments, worked to revitalize the downtown area and privatize the housing. They demolished the rental duplexes, installed more street lighting, resurfaced some streets, and constructed new affordable single-family homes for homeownership. This teamwork has so far provided 102 affordable single-family homes for homeownership in a safe environment, and the parties are working to acquire an additional 20-30 units to complete demolition and begin new construction. The program has held two successful housing fairs that target the entire county and involve all local governments.

**Contact: Kathy M. Hart, Phone: (912) 929-1118, Tracking Number: 1685**

**Program & Geographic Winners**

**Warner Robins**

**Best Practice: Wellston Villas**

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Housing  
Georgia

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## Program & Geographic Winners

# National

## Best Practice: FHA Connection

Housing  
Headquarters

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## PROGRAM WINNERS

### Web-based Communication System Transforms How FHA Does Business

**National.** The FHA Connection is an Internet-based communication system that improves HUD's ability to interact with its customers. The technological innovation allows HUD customers and employees to transmit and receive data directly from several of the major automated systems within the Office of Housing. FHA Connection processes more than 100,000 transactions each day. The Web-based nature of the system frees lenders from having to use phone lines or the mail to send and receive data. FHA Connection also contributes to higher levels of efficiency at HUD: since lenders complete the data entry instead of HUD employees, accuracy is increased. This means that HUD employees can shift their focus to finding solutions for problems and conducting quality reviews. In the future, FHA Connection will expand its operations to continue to provide enhanced customer service.

**Contact: Kris D. Lasley, Phone: (202) 708-0614 Ext. 3480, Tracking Number: 2318**

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## PROGRAM WINNERS

### Baltimore Develops Database to Combat Predatory Lending

**Baltimore.** When the HUD imposed a 90-day foreclosure moratorium on Baltimore to address the problem of predatory lending, the Philadelphia Homeownership Center performed detailed reviews of 265 FHA-insured loans with origination dates since 1997. The results of these reviews were collected and reported in the Baltimore Task Force Database, which was created to organize the reviews and help identify trends in predatory lending and fraud in Baltimore. By collecting the information electronically and storing it in a single database, users will have immediate access to the data, which subsequently can be manipulated to track the activities covered by HUD's new Fraud Protection Plan. HUD will use the database to identify FHA homeowners in Baltimore that have been victimized by fraud or predatory lending practices and to target lenders, brokers, appraisers or loan officers that have engaged in illegal lending practices. Copies of the Baltimore Task Force Database were provided to the Atlanta, Denver, and Santa Ana homeownership centers, and the system may be easily implemented in other cities across the United States.

**Contact: Michele Buruschkin-Szupper, Phone: (215) 656-0503 Ext. 3392, Tracking Number: 2053**

## Program & Geographic Winners

### Baltimore

**Best Practice: Baltimore Task Force Database**

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Housing  
Maryland

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## Program & Geographic Winners

### Baltimore

#### Best Practice: HotSpot Homeownership Initiative (“Four at Four”)

#### Housing Maryland

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#### PROGRAM WINNERS

#### Initiative Lends Money for Home Buying to Stabilize Neighborhoods

**Crownsville.** To complement its Smart Growth initiative, the State of Maryland established the HotSpot Homeownership Initiative to stabilize neighborhoods by emphasizing homeownership. Fifteen HotSpot communities — areas statistically characterized by high crime — were invited to share in \$4 million earmarked for the development of strategies promoting homeownership. Applicant communities, eligible for up to \$500,000, were evaluated on the community’s overall revitalization strategy, including public/private partnerships, financial leveraging, readiness to proceed, commitment of other funding and promotion of economic diversity. Partners provided incentives for home purchases, such as closing cost and down payment assistance, leveraged and forgivable loans, and funds for crime-control measures. Homebuyer education is mandatory for all loans under this initiative and home inspections are required on all existing homes. The initiative began Feb. 9, 1999, and to date, 25 loans totaling \$2.2 million have been closed.

**Contact: William Manahan, Phone: (410) 514-7535, Tracking Number: 2412**

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## PROGRAM WINNERS

### Recruiting and Training FHA Lenders Increases Homeownership Opportunities

**Boston.** Comprehensive Direct Endorsement Underwriter Training, held at Northeastern University Dedham campus, was an effort by Massachusetts Mortgage Bankers, Norwest Mortgage and Grasso Appraisers to increase homeownership opportunities for low- to moderate-income homebuyers. The program was designed to train existing FHA-approved lenders and attract new ones in an effort to increase FHA loan production and create additional homeownership opportunities. It expanded the typical FHA Direct Endorsement Seminar for lenders beyond basic 203b underwriting guidelines to include training, materials and guidelines on use of the FHA Connection; HOC structure and contacts; how to navigate the U.S. Department of Housing and Urban Development (HUD) Web site; using HUDCLIPS; program information on 203b, 203k, HECM, EEM and streamline refinancing; new appraisal guidelines and the Homebuyer Protection Plan; acquisition and disposition of HUD-owned properties; new construction; and condominium processing.

**Contact: Christopher B. Cline, Phone: (617) 565-5404, Tracking Number: 1952**

## Program & Geographic Winners

### Boston

**Best Practice: Comprehensive Direct Endorsement Underwriter Training**

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### Housing Massachusetts

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## Program & Geographic Winners

### Roxbury

#### Best Practice: Madison Park IV

#### Housing Massachusetts

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#### PROGRAM WINNERS

#### Madison Park IV Provides Housing, Education, and Social Services for Residents

**Roxbury.** Madison Park is a HUD-funded housing development of more than 1,400 units serving low- to moderate-income families and senior citizens in lower Roxbury. Madison Park Community Development Corporation also provides educational and social services for area residents. For three years, it has operated a Neighborhood Networks center which serves residents of all ages at several sites. Forty-eight participants have completed its 12-week basic computer course; 35 of them have found full-time employment. The program is in the first year of a collaboration with other community development corporations to provide computer and workforce development skills training. The CDC is developing 45 new units of owner-occupied housing and a 600-student dormitory in a joint project with Northeastern University; and 15 owner-occupied housing units. The CDC administers a \$31 million HUD Hope VI grant that is transforming the 50-year-old Orchard Park public housing into a modern, mixed-income community with scattered housing in the community. Madison Park acquired the Woolworth building and will relocate CDC offices; and Hibernia Hall, two commercial buildings which will be headquarters for the Roxbury Arts, Culture and Trade consortium, an ongoing initiative promoting economic development through the arts, computer training courses, a property maintenance training program and homebuyer education courses. Madison Park has 30 years of experience. It developed and maintained Madison Park Village, a 546-unit townhouse development; Smith House, an elderly high rise and Haynes House, another high-rise development. It is purchasing a school to house its computer centers.

**Contact: Mari E. Adams, Phone: (617) 565-5416 Ext. 5416, Tracking Number: 2791**

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## PROGRAM WINNERS

### Fair Offers Housing Guidance to Detroit Residents

**Detroit.** The Detroit National Association for the Advancement of Colored People and WWJ Newsradio 950 teamed up to present a housing fair with seminars and workshops to help educate Detroit residents about the homebuying process. The event included both day and evening classes that offered panel discussions on a variety of subjects. Seminars covered a variety of topics, including: credit and credit reporting, types of mortgages, home equity financing, top-five remodeling projects that add home value, preparing for the homebuying and home selling process, home inspection and maintenance, understanding the real estate market, and transitioning from renting to owning. Detroit's Mayor Dennis Archer; Senator Virgil Smith; Reverend Wendell Anthony, President of the Detroit NAACP; William Apgar, Assistant Secretary for Housing-Federal Housing Commissioner; and Rich Homberg, Vice President/General Manager of WWJ Newsradio 950 were on hand to welcome attendees and facilitate the learning process. By attending the housing fair and seminar, residents learned about the importance of remodeling and investing in residential real estate in the city of Detroit.

**Contact: Rose Baugh, Phone: (313) 226-6866 Ext. 8131, Tracking Number: 2057**

## Program & Geographic Winners

### Detroit

**Best Practice: Detroit NAACP and WWJ Newsradio 950 Housing Fair/Seminar**

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### Housing Michigan

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## Program & Geographic Winners

# Missouri

## Best Practice: College Hill Apartments

### Housing Missouri

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## PROGRAM WINNERS

### Neighborhood Networks Center Provides Community Resources for Single Moms

**St. Louis.** The College Hill Neighborhood Networks Center provides motivation and self-confidence to the residents of College Hill Apartments, a 178-unit, scattered site Section 221(d) (4) project located within four crime-ridden, economically depressed city blocks of North St. Louis, Missouri. Residents are mostly single mothers who receive welfare assistance. A variety of partnerships with community organizations have been created to provide services to all generations of the complex's resident families, including day care, after-school programs, drug and alcohol counseling, and support for women leaving prison. The center also provides educational materials (e.g., literacy, pre-GED, GED) and access to the Internet, a fax machine, a copy machine, and e-mail—not only for apartment residents but also for disadvantaged members of the surrounding community. In the last two years, 375 residents received services from the center and 160 were placed in unsubsidized employment.

**Contact: Eileen Donovan, Phone: (314) 534-4143, Tracking Number: 2109**

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**PROGRAM WINNERS**

**Agency Establishes Housing Consortium for Increase Homeownership**

**St. Charles County.** The Northeast Community Action Agency Corporation Affordable Housing Initiative used a host of innovative tools to address the lack of affordable housing in St. Charles County, Missouri. The corporation established a network of public and nonprofit housing and service providers to consolidate scarce resources while matching the needs of individual homebuyers with existing state and local programs. Focus groups developed to examine topics such as recruitment, housing counseling, financing, and follow-on supportive services are another means by which the corporation helps to smooth the often difficult path to homeownership in the St. Charles County area. Forty-five applicants have submitted pre-qualification applications to qualify for a mortgage.

**Contact: Carla Potts and Denise Liebel, Phone: (573) 324-6622, Tracking Number: 2231**

**Program & Geographic Winners**

**St. Charles  
County**

**Best Practice: Northeast Community  
Action Agency Corporation Affordable  
Housing Initiative**

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Housing  
Missouri

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## Program & Geographic Winners

# Lincoln

### Best Practice: Capital Corners

Housing  
Nebraska

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### PROGRAM WINNERS

#### Nursing Students Provide Free Preventive Health Services to Low-Income Residents

**Lincoln.** Nursing students at the University of Nebraska's Lincoln Campus have begun a volunteer health screening program to provide preventative care services to disadvantaged residents. Every Wednesday afternoon from 1:30 p.m. to 4:30 p.m., nursing students, using materials that are donated by local hospitals and universities, provide health screenings for residents of all ages. In addition, every other week, volunteer staff members sponsor a family night to encourage participation in the program. After three weeks of operation, an average of 20 persons are participating.

**Contact: Cindy Burdette, Phone: (402) 393-2096, Tracking Number: 792**

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## PROGRAM WINNERS

### Homeownership Classes Encourage Low-Income Residents to Purchase Homes

**Omaha.** As the result of Crestview Village’s homeownership education program, 25 residents have become homeowners. Residents in the subsidized housing development attend classes that familiarize them with commonly-used financial terms, help them understand how to use checking, credit and savings accounts and educate them about the responsibilities inherent in maintaining an account. A graduation ceremony follows successful completion of the workshops. The success of the program has encouraged others to enroll.

**Contact: Cindy Burdette, Phone: (402) 393-2096, Tracking Number: 1033**

### Housing and Neighborhood Developers Empowers the Omaha Community to Make it a Better Place for All to Live

**Omaha.** Housing and Neighborhood Developers (HANDS) has taken action to restore northeast Omaha as an attractive and desirable place in which to live, work, and raise a family. Northeast Omaha has the city’s lowest student achievement rates and housing values as well as the highest unemployment rates and percentages of deteriorated rental housing. HANDS have united individuals, community organizations, and state and federal government agencies to rebuild the community by providing opportunities for homeownership and empowerment to low-income families. HANDS provides training for semi-skilled construction workers during the rehabilitation projects and helps in raising both test scores and report card grades of area children. HANDS has renovated and sold 109 homes since 1992 and they have significantly raised literacy rates and academic achievement.

**Contact: David Porter, Phone: (402) 457-5584, Tracking Number: 1597**

## Program & Geographic Winners

### Omaha

**Best Practice: Homeownership Program**

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### Housing Nebraska

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### Omaha

**Best Practice: Housing and  
Neighborhood Developers (HANDS)**

## Program & Geographic Winners

# Las Vegas

## Best Practice: Caminar Group Home

### Housing Nevada

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## PROGRAM WINNERS

### Change in Service Population Orientation Saves Group Home

**Las Vegas.** A working partnership between the HUD Las Vegas Field Office and the owner and management agent of the Caminar Group Home in Las Vegas saved the former mental health facility from a \$114,000 delinquency and opened the door for persons with AIDS to obtain housing. When Nevada stopped funding mental health facilities in 1995, the 12-unit Caminar Group Home lost its revenue source and occupancy declined. Facing foreclosure on a HUD-held mortgage and lacking operating funds, the owner applied to HUD to change the occupancy status to meet another severe community need—housing for physically handicapped persons with AIDS. No debt service claims or special claims had been prepared or submitted since 1997, resulting in the property delinquency. The field office encouraged the owner to hire a consultant to computerize the historical records in order to process the delinquent claims. HUD's Funding Center then processed all claims and offset more than \$112,000 to debt service. State agencies were contacted to provide operating funds.

**Contact: Sharon Bardill, Phone: (605) 578-8691, Tracking Number: 510**

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## PROGRAM WINNERS

### Centers Work Together to Provide Employment Resources for Residents

**Marlton.** The Interstate Realty Management (IRM)-Family of Neighborhood Networks consists of 12 Neighborhood Network Computer Training Centers that offer comprehensive job training and self-sufficiency programs. Although the centers are located in different geographic areas, they communicate with each other through video conferencing. IRM's Life Skills Training program provides hands-on training in resume writing, job application completion, job interviewing, and life and career planning. Other important topics covered include positive working attitudes, conflict resolution skills, punctuality and attendance, and dressing for success. Several centers also have on-site "employment clothing banks." Each member of the Family of Neighborhood Networks offers a broad-based curriculum that includes job readiness, life skills, basic computer literacy, data entry, Microsoft Office 2000, adult basic education, GED training and life skills training. In addition to having state-of-the-art hardware and software, each center is well designed and maintained, providing an atmosphere that enhances the learning process. Over 200 graduates of the program have obtained employment.

**Contact: Jackie Jones, Phone: (856) 596-0500, Tracking Number: 2630**

## Program & Geographic Winners

### Marlton

**Best Practice: Interstate Realty Management-Family Neighborhood Networks Centers**

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Housing  
New Jersey

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## Program & Geographic Winners

### New York

#### Best Practice: HomeWorks

#### Housing New York

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#### PROGRAM WINNERS

#### Rehabilitation of Abandoned Buildings Strengthens Neighborhoods

**New York.** HomeWorks is an innovative program of the New York City Department of Housing, Preservation and Development that removes neighborhood blight, creates a market for homes in distressed neighborhoods, and makes high quality renovated homes affordable to moderate- and middle-income families. The city conveys abandoned buildings to experienced builders who renovate and sell these homes at market rates. The city provides gap financing to developers, who in turn work with lenders to provide mortgages with low down payments. The result has been a strengthening of investment and owner-occupancy in the city's neighborhoods, creating a healthier commercial and residential environment in which to live and work. Currently, 232 buildings consisting of 627 dwelling units have been rehabilitated for sale to moderate-income homebuyers. Rehabilitation of another 320 units in 123 buildings is underway.

**Contact: Kimberly Hardy, Phone: (212) 863-6400, Tracking Number: 1995**

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**PROGRAM WINNERS**

**Foreclosure Becomes Homeownership Opportunity**

**Columbus.** In conjunction with a foreclosure sale on a housing development in Columbus, OH, the Somerset, a multifamily property formerly owned by HUD, the Columbus HUD staff formulated a plan under the auspices of the U. S. Bankruptcy Court that provided the Somerset’s residents the opportunity to become homeowners. With the assistance of the local Legal Aid Society, the city of Columbus Development Staff and the Somerset Resident Association, HUD developed a five-year program. In addition to providing residents the opportunity to purchase available units, HUD’s strategy included counseling and job training. The plan allowed the rest of the Somerset development to benefit from improved property values and the stability of homeowner occupancy in the rehabilitated units. It also provided an impetus for development in the areas surrounding Somerset.

**Contact: Alan Coupland, Phone: (614) 469-5737 Ext. 8204, Tracking Number: 3071**

**Program & Geographic Winners**

**Columbus**

**Best Practice: Somerset Homeownership Plan**

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Housing  
Ohio

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## Program & Geographic Winners

### North Braddock

#### Best Practice: Service Coordinator Network

#### Housing Pennsylvania

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#### PROGRAM WINNERS

#### Housing Service Coordinators Receive Training and Share Ideas through the Network

**North Braddock.** The Department of Housing and Urban Development's (HUD) Service Coordinator Program requires that service coordinators earn continuing education credits. Few resources exist for obtaining such training in Pennsylvania. To address this problem, the Pittsburgh HUD office developed the Service Coordinator Network to help schedule training sessions for the service coordinators of HUD properties in western Pennsylvania and elderly properties managed by the Pennsylvania Housing Finance Agency. The Network holds monthly meetings at various housing developments, offering formal training sessions every two months and opportunities for networking each month in between. As a result of the Network, service coordinators are better trained, provide better services to residents, share valuable information and resources, and are helping to increase the level of trust residents have in HUD programs.

**Contact: Phyllis Chaffin, Phone: (412) 271-7132, Tracking number: 372**

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**PROGRAM WINNERS**

**Automated Computer System Streamlining Operations of HOPE Program**

**McKeesport.** Since its 1983 inception, the Home Ownership Protective Effort (HOPE) mortgage default program has assisted more than 2,000 families avoid foreclosure. Housing Opportunities, Inc., based in McKeesport, PA, operates the HOPE program through housing agencies in several states, including Pennsylvania, Texas, New Mexico and Arizona. The HOPE mortgage default program is replicated by housing counseling agencies under a subcontract agreement. With a new computer-based program, HOPE will be automated and information transferred via the Internet between participating agencies and housing opportunities. Available free to participating housing counseling agencies, the automated program enhances an agency's capability to effectively deliver counseling services by streamlining administration, information exchange and tracking; reducing the costs and hassles of paper-based transactions and moving the agency toward self-sufficiency.

**Contact: James Butler, Phone: (412) 664-1590 Ext. 212, Tracking number: 2800**

**Program & Geographic Winners**

**McKeesport**

**Best Practice: HOPE Program with Automated System**

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**Housing  
Pennsylvania**

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## Program & Geographic Winners

### San Juan

**Best Practice: Mora Housing Management, Inc.**

#### Housing Puerto Rico

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### PROGRAM WINNERS

#### Successful Management Efforts and Funding Invests in Social Services for Mora Housing

**San Juan.** Mora Housing Management was structured to achieve full compliance with HUD and mortgagee requirements, community participation of its low- to moderate-income residents, and improved quality of life of its resident communities. Mora Housing is a well-recognized company that currently has a total of 2,231 units, a 79% increase from the 1993 figure. Assisted by several entities such as the Puerto Rico Housing Finance Corporation, the Health Department, Social Services Department of Puerto Rico, Bilbao Vizcaya Bank, this program relies on a vast team effort to meet the needs of its communities and maintain a level of excellence in program and staff management. Mora provides affordable housing through several homebuying training sessions and workshops, employment incentive programs, and home rehabilitation systems. Social assistance of Mora Housing include a drug prevention program, employment and educational opportunities (such as the Stipend Program and Head Start), and recreational activities for the youth and employment fairs for all residents. Mora has proven to run efficiently for its residents and meets all funders' standards by implementing a project monitoring system, which reviews all projects on a regular basis.

**Contact: María Rubí, Phone: (787) 793-8181, Tracking number: 2104**

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## PROGRAM WINNERS

### Association Takes Action to Maintain Residential Quality of Historic Neighborhood

**Memphis.** The Vollintine Evergreen Community Association is a racially and ethnically diverse organization dedicated to maintaining the residential quality of Vollintine-Evergreen, a historic neighborhood in Memphis, TN. In 1995 the association applied for and received grant funds from the PEW Charitable Trust in the amount of \$975,000 to undertake widespread community revitalization, including the purchase of an abandoned railroad right-of-way that had become a dumping ground and security risk. The right-of-way was purchased in 1996 and renamed the V&E Greenline. PEW funds were used for signs and other improvements. State grants were used to create a master plan to guide the development of the V&E Greenline and to purchase a tractor and other equipment for drainage and debris removal. The V&E Greenline has benefited the entire neighborhood, dramatically reducing litter in the area and providing green space that residents can use for bike riding, playing and dog walking. The project has received extensive recognition from the media and state and local entities.

**Contact: Marjorie A. George, Phone: (901) 544-4228, Tracking Number: 2721**

## Program & Geographic Winners

### Memphis

**Best Practice: Vollintine Evergreen  
Community Association**

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Housing  
Tennessee

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## Program & Geographic Winners

# Burlington

### Best Practice: Burlington Community Land Trust Asset Control Area Agreement

## Housing Vermont

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## PROGRAM WINNERS

### Asset Agreement Provides Affordable Housing and Revitalizes Burlington, VT Communities

**Burlington.** The rehabilitation of properties by the Burlington, VT, Community Land Trust has contributed to the revitalization of neighborhoods both by physically improving the buildings themselves and adding new stable homeowners to a fragile neighborhood. In an agreement with HUD, Burlington Community Land Trust agreed to purchase HUD's Real Estate Owned (REO) properties in Burlington. The Asset Control Area Agreement was developed as a result of the trust's excellent record in purchasing HUD REO properties in Burlington, undertaking necessary rehabilitation and selling the properties to low-income homeowners. The homes are perpetually affordable, through a model of homeownership that involves a land lease with a shared equity resale formula. This program assisted five low-income households in homeownership, using a discounted initial purchase price from HUD and purchase subsidy from the land trust to the buyers, three of who were multiracial or disabled. Of the five homes purchased by the land trust, three were in the Burlington Enterprise Community, a neighborhood with 32 percent homeownership. The properties outside the enterprise community were vacant and needed substantial rehabilitation. Upon completion of the renovations, two homes offered affordable homeownership opportunities in higher income neighborhoods, providing low-income residents greater choice in where they can live.

**Contact: Amy Demetrowitz, Phone: (802) 862-5382, Tracking Number: 2667**

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## PROGRAM WINNERS

### Financial Layering Technique Helps Fund Revitalization Projects

**Petersburg.** The Petersburg Redevelopment and Housing Authority (PRHA) in Petersburg, VA, created the South Adams Street Townhouses and the Bunker Hill Community Revitalization Projects to tackle the issue of urban blight by creating new and affordable homeownership opportunities. South Adams Street Townhouses, a PRHA public housing development since the 1980s, is undergoing revitalization using a unique funding process in which funding is earmarked for specific aspects of the project. While HUD's Public Housing Development Funds will be used to administer and plan the project, PRHA devoted 203K mortgage funds for rehabilitation and Virginia State Lead Abatement funds for lead abatement. The unusual financial layering was needed for PRHA to revitalize this troubled neighborhood while devoting other scarce resources to housing in other parts of the city. The project involves substantial rehabilitation of nine townhouses and demolition of two others to create a courtyard. The targeted houses have become a source of blight for the city in recent years, with general neglect and asbestos and lead paint complicating abandonment. PRHA purchased several condemned buildings and overgrown vacant lots adjacent to the townhouses where it plans to build seven new homes to improve the aesthetics of the community. These seven new homes bring together Bunker Hill Community Revitalization and South Adams Street Townhouses and are expected to generate excitement and interest in this aging neighborhood. These activities will increase Petersburg's affordable homeownership opportunities by 16 units.

**Contact: Patrick Alphonso, Phone: (804) 733-2200, Tracking Number: 2131**

## Program & Geographic Winners

### Petersburg

**Best Practice: South Adams Street Townhouses and Bunker Hill Community Revitalization**

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## Housing Virginia

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## Program & Geographic Winners

### Spokane

**Best Practice: Northwest Regional Facilitators Self-Help Homeownership Opportunity (SHOP) Program**

Housing  
Washington

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## PROGRAM WINNERS

### Self-Help Homeownership Program Uses Sweat Equity to Purchase Homes for Families in the Northwest

**Spokane.** The first phase of this model urban self-help new construction homeownership program began in 1994 as HomeStarts, a Northwest Regional Facilitators (NRF) pilot program with the Washington State Housing Finance Commission and Seafirst Bank as financial partners. In the second phase of the program, NRF developed a revolving loan fund and a second source of deferred second mortgages both funded by the Washington State Department of Community, Trade, and Economic Development Housing Trust Fund Unit. Since its inception, enough money has been gathered to finance 34 completed homes. As a result of the success of this program, NRF applied for Self-Help Homeownership Opportunity (SHOP) program funds to support assistance to other nonprofits wanting to develop similar programs in their areas. Like HomeStarts, SHOP programs target families who cannot attain homeownership through conventional means and who are willing to contribute substantial amounts of sweat equity by assisting in the construction of the home. This sweat equity is then used in lieu of cash downpayment and closing costs. HomeStarts uses the mutual self-help model of construction whereby the homebuyers join a group of six to eight other households to build homes for all as a team.

**Contact: Linda Hugo, Phone: (509) 484-6733, Tracking Number: 1692**

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## PROGRAM WINNERS

### Community Resources Renovate a Residential Property and Installs a Computer Learning Center

**Seattle.** On February 15, 2000, Harbor View Manor hosted a “30 Year Celebration Afternoon Tea” to honor the agencies and foundations for their financial assistance in the renovations of Harbor View Manor. A few years ago, Harbor View Manor, an aging property located in downtown Tacoma, was denied flexible subsidy funds from HUD. Determined to complete the needed renovation, the owners and managers applied to various community funding sources. With great persistence, they were extremely successful in securing over \$443,000 in outside funding. Funding was used for upgrading the units, roof replacement, and community room upgrades. As part of the community room renovations, Harbor View Manor created a Neighborhood Networks Computer Learning Center for their residents. Since the rehabilitation was completed, the property’s vacancy rate has dropped from 20 percent to 12 percent. Harbor View Manor is truly an example of owners, management agents, and residents exploring and securing means to preserve affordable housing. It also demonstrates the effectiveness of partnering and leveraging resources for the residents and community at large.

**Contact: Mary Ellen Casarez, Phone: (206) 220-5228 Ext. 3214, Tracking Number: 1911**

## Program & Geographic Winners

### Seattle

**Best Practice: Harbor View Manor Leverages Community Resources for Needed Renovations and Neighborhood Network Center**

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## Housing Washington

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## Program & Geographic Winners

# Tacoma

**Best Practice: Kids Turning FUN into FUNDS for One Neighborhood Networks Center**

Housing  
Washington

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## PROGRAM WINNERS

### High School Student Coordinating Partnerships for Network Neighborhood Center

**Tacoma.** Christian Powers, a student at Curtis High School located near Tacoma, helped turn a night of fun into a night of fundraising for the Tacoma Neighborhood Networks Center. When one of his teachers gave an assignment to develop and carry out a community service project, Christian chose to do something that would impact the lives of the needy. With the involvement of his friends and church, Christian organized a benefit concert that would include several of the area's local bands in support of two local organizations that are serving the needs of low-income individuals. Christian, with the help of a representative of his church, approached and met together with both the Tacoma Neighborhood Networks Center and Hilltop Health Ministries. While the benefit concert raised more than \$1000, the money it brought in was not its greatest success. Indeed, the partnerships that were formed as well as the awareness raised when Christian was empowered to make a contribution made a difference in the lives of the needy.

**Contact: Michael Corsini, Phone: (253) 272-4878, Tracking Number: 1935**

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**PROGRAM WINNERS**

**Valley Manor Residents Create Council to Improve their Community**

**Pine Grove.** Valley Manor Residents Council, Inc., was formed by residents of the Valley Manor Apartments to empower residents to assume an active role in improving the quality of life within their community. The council focuses on the individual and collective goals of the apartment complex, providing activities for both children and adults. As a nonprofit organization, the council works with local business partners, raising funds for community-enhancement services. Educational programs, welfare-to-work and GED preparatory training, job training and placement services help adults in the community further their academic and professional goals. Activities planned and funded through the council have included a free family picnic, a Thanksgiving dinner that was free to the elderly and only \$2 for family members, and a Christmas party and toy collection for underprivileged children. Funds raised by the council also have helped families purchase essential items, such as eyeglasses and medicine for children.

**Contact: Valley Manor Residents Council, Inc., Phone: (304) 889-2782, Tracking Number: 831**

**Program & Geographic Winners**

**Pine Grove**

**Best Practice: Valley Manor Residents Council, Inc.**

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**Housing  
West Virginia**

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## Program & Geographic Winners

# Madison

## Best Practice: Eastpointe Apartments

### Housing Wisconsin

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## PROGRAM WINNERS

### Renovated Eastpointe Apartments Reserve Complexes for Low-Income Residents

**Madison.** Future Madison Eastpointe, Inc., a 501(c)(2) not-for-profit organization, spearheaded the renovation of Eastpointe Apartments, a 20-building complex. These buildings house 120 families in the Madison's Darbo-Washington neighborhood. The renovated apartments will include refrigerators, oven ranges, garbage disposals, carpeting, patios, blinds, laundry hook-ups or a common laundry room, and outdoor surface parking. Twenty-four units are reserved for tenants with household incomes at or below 50 percent of the County Median Incomes (CMI) for Dane County and 48 units are for tenants at or below 60 percent of the CMI. The rents, including utilities, do not exceed 30 percent of the median income. The Wisconsin Housing and Economic Development Authority and HUD ensured that the appropriate funding from the public and private sectors was obtained. The project was creatively financed with loans from the city of Madison's Home Investment Partnership's funds and with tax credits sold to a local bank. This project has been the catalyst behind the revitalization of a declining neighborhood in Madison.

**Contact: Fritz Grutzner, Phone: (608) 836-1152, Tracking Number: 104**

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**PROGRAM WINNERS****City Hall Square Offers Residential and Commercial Space in Downtown Milwaukee**

**Milwaukee.** City Hall Square provides 136 units of mixed-income residential and commercial space in the heart of downtown Milwaukee. The project is located directly across from the city hall, a Flemish Renaissance building, and along the recently developed Milwaukee River Walk. The project cost \$17 million, of which more than \$8 million was financed with a FHA-insured mortgage. Putting together the financing package was a particularly complex process involving three kinds of tax credits: low-income housing, historic preservation, and tax-exempt bonds. In addition to a FHA-insured mortgage, the Wisconsin Housing and Economic Development Authority, the city of Milwaukee and a major private investor, Kimberly-Clark Corporation of Neenah, WI, provided financing. To accommodate the various players, the Wisconsin HUD office guaranteed speedy processing and reasonable flexibility.

**Contact: Lynn Fournier, Phone: (972) 281-1460, Tracking Number: 106**

**Program & Geographic Winners****Milwaukee****Best Practice: City Hall Square**

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**Housing  
Wisconsin**

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## Program & Geographic Winners

# National

## Best Practice: HUDWeb

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ODOC  
Headquarters

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## PROGRAM WINNERS

### Award-Winning HUD Intranet Site Improves Efficiency and Internal Communication

**National.** HUD began its Intranet site—HUDWeb—to improve internal communication and provide a tool to help staff members gain access to the information they need to effectively do their jobs. With more than 550,000 hits each month, HUDWeb has proved to be highly successful. HUDWeb serves as a management tool, fostering communication on policy and procedures, providing a departmental clearinghouse, and streamlining internal operations. For example, rather than print and distribute thousands of job announcements to HUD offices nationwide, HUD simply posts the notices on HUDWeb. Staff used HUDWeb's chat rooms extensively during management reform as a forum to discuss issues and concerns related to the reform initiative. Homepages for headquarters and local offices give staff the opportunity to share lessons learned between HUD offices. The site posts new information daily and the main page is updated weekly to draw attention to breaking news, events or initiatives. For two years in a row, HUDWeb has been recognized by CIO Magazine as one of the best Intranet sites in the public and private sector.

**Contact: Phyllis Preston, Phone: (202) 708-1547, Tracking Number: 25**

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**PROGRAM WINNERS**

**Attorneys of the Office of General Counsel in Atlanta Educates the Public by Disseminating Fair Housing Information**

**Atlanta.** Civil rights attorneys at the Office of General Counsel in Atlanta have taken an active role in advancing fair housing by disseminating vital information on a variety of fair housing issues at conferences, seminars, community forums and training programs. Their audiences include individuals seeking information about civil rights, industry and trade associations seeking information about civil rights responsibilities, and state and local fair housing agencies and their attorneys who partner with HUD. They co-authored “The Difference is Important,” an article published in The Journal of Manufactured Housing, which explains the importance of meeting the requirements of the Housing for Older Persons Exemption. Also, they developed “Theories of Discrimination,” a Power Point presentation and training guide which has been used to train the Fair Housing and Equal Opportunity office, and state and local investigators. Office of General Counsel attorneys continued their active involvement in community service and outreach as founding members of the Atlanta Civil Rights Consortium, a group of federal agency attorneys and civil rights professionals promoting the effective delivery of civil rights services to citizens of Atlanta.

**Contact: Steven J. Edelstein, Phone: (404) 331-5001 Ext. 2021, Tracking Number: 651**

**Program & Geographic Winners**

**Atlanta**

**Best Practice: Fair Housing Presentations by Attorneys of the Office of General Counsel in Atlanta**

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**OGC  
Georgia**

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## Program & Geographic Winners

### Atlanta

**Best Practice: Atlanta Office of Counsel/HUD Headquarters Closing Procedures for Public Housing Mixed Finance Developments**

OGC  
Georgia

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### PROGRAM WINNERS

#### 1255 Housing Units To Be Produced By Atlanta Housing Authority

**Atlanta.** Since May 1999, the Atlanta Office of Counsel has reviewed and approved the legal documentation for five mixed-finance developments undertaken by the Atlanta Housing Authority. These closings will produce 1,255 total housing units, of which 571 will be public housing units. The Public Housing Mixed Finance program is administered by HUD's Central Office, and usually, the legal review necessary to close the transactions is performed by Office of General Counsel attorneys in the central office. HUD field legal staff support helped these mixed-finance developments to efficiently issue tax-exempt bonds, secure tax credits, and meet other business deadlines. These financing strategies help revitalize distressed public housing developments and their neighborhoods, improve schools and community services, and increase supportive services to public housing residents enabling them to become self-sufficient. The developments relied on a partnership between government agencies, non-profit organizations, and private business for a total investment of approximately \$130 million, which includes about \$42 million in Public Housing funds, \$22 million from FHA and \$66 million from other sources.

**Contact: Dhoya Bentley, Phone: (404) 331-5001 Ext. 2020, Tracking Number: 2849**

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**PROGRAM WINNERS**

**Institute Improves Public Housing Programs By Linking HUD and Public Housing Agencies**

**National.** The Housing Development and Law Institute is a national organization of attorneys who represent public housing agencies and others with an interest in the public housing program and the Section 8 assisted housing program. The institute serves as liaison between the public housing agencies and HUD. In that role, by helping improve relations between HUD and housing agencies, the organization has helped improve public housing programs. The institute solicits HUD comments on actions affecting multiple sites, such as the model state code for public housing agencies enabling legislation that would allow agencies to take advantage of new HUD initiatives, such as HOPE VI.

**Contact: William Maher, Phone: (202) 289-3400, Tracking Number: 2186**

**Program & Geographic Winners**

**National**

**Best Practice: Housing Development and Law Institute**

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**OGC  
Headquarters**

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## Program & Geographic Winners

# Chicago

### Best Practice: Lead-Based Paint Initiative

OGC  
Illinois

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## PROGRAM WINNERS

### Partnership Ensures Compliance with Lead-Based Paint Notification Requirements

**Chicago.** Chicago's Lead-Based Paint Initiative is a cooperative effort among federal and local government agencies to ensure that property owners and real estate agents comply with tenant notification requirements regarding lead-based paint. The goal of the project is to reduce—and ultimately eliminate—lead poisoning among Chicago children by changing the practices of those who rent to families. Staff from HUD, the EPA and the U.S. Department of Justice work together on the initiative, along with the Chicago Department of Public Health and the city of Chicago. The agencies perform field investigations and reviews, analyze data, subpoena documents, and, where problems exist, propose remedies and settlements. The project has succeeded in heightening awareness of lead-based paint issues among Chicago's building owners and real estate agents.

**Contact: Charles Williams, Phone: (312) 353-6236 Ext. 2618, Tracking Number: 2875**

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**PROGRAM WINNERS**

**Ethics Training Manual Helps HUD Employees Deliver Better Service**

**Chicago.** Two Chicago HUD staff persons, Lewis M. Nixon and Elisa J. Yochim, developed the Midwest Community Builder Section 103 Training Manual as an ethics training manual to help colleagues better understand disclosure limitation requirements in effect during the SuperNOFA (Notice of Funding Availability) selection process. The manual was initially distributed to Midwest Community Builder Fellows and other area HUD employees involved in the selection process. It eventually went to all HUD field employees. Mr. Nixon also conducted training based on the manual. Beneficiaries gained an understanding of the reasoning behind statutory and regulatory requirements concerning non-disclosure. By clarifying the requirements and the reasoning behind them, the manual and training helps preserve the integrity of the SuperNOFA selection process and ensures that clients receive quality service.

**Contact: Elisa J. Yochim, Phone: (312) 353-6236 Ext. 2620, Tracking Number: 2928**

**Program & Geographic Winners**

**National**

**Best Practice: Midwest Community  
Builder Section 103 Training Manual**

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**OGC  
Illinois**

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## Program & Geographic Winners

### Detroit

**Best Practice: Cathedral Terrace**

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OGC  
Michigan

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### PROGRAM WINNERS

#### Affordable Housing for Seniors

**Detroit.** Cathedral Terrace, a Section 202 apartment building that provided affordable housing for seniors in an underserved neighborhood, was in dire financial straits due to mismanagement. The property lost its state property tax exemption, owed thousands of dollars in property taxes to the city of Detroit and Wayne County, and was scheduled for a tax sale. HUD staff members, working to avoid the tax sale consequences and to preserve the property as affordable housing, contacted the city treasurer's office and successfully obtained a stay on the tax sale. HUD then arranged to pay the outstanding taxes, avoiding the need to relocate the residents. HUD staff also worked to identify sale conditions that would make the property attractive to a nonprofit entity interested in preserving affordable senior housing at the site.

**Contact: Michael Polsinelli, Phone: (313) 226-7955 Ext. 8028, Tracking Number: 3077**

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**PROGRAM WINNERS**

**Using HAP Funds to Move Riverside Apartments' Residents**

**Detroit.** In order to move the residents of the Riverside Apartments to suitable housing, the HUD office used the funds from the property's Housing Assistance Payments (HAP) contract. This was done in response to an uncooperative property owner who allowed a property to fall into disrepair. HUD inspected the premises, noted the deficiencies and offered the owner sufficient time to correct them. When the owner did not cooperate, the residents continued to live in poor conditions. HUD's interest in the property was due to funding through a HAP contract. HUD staff recommended abating the HAP contract, but with a twist. The HAP contract funds were redirected for use in relocating the residents. The Detroit Housing Commission helped find safe, affordable housing for the residents. Subsequently, HUD was able to terminate the HAP contract for the development.

**Contact: Michael Polsinelli, Phone: (313) 226-7955 Ext. 8028, Tracking Number: 3081**

**Program & Geographic Winners**

**Detroit**

**Best Practice: Riverside Apartments**

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**OGC  
Michigan**

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## Program & Geographic Winners

# Columbus

### Best Practice: Capital Advance Section 202/811 Closing Guide

OGC  
Ohio

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## PROGRAM WINNERS

### Guide Clarifies Regulations and Expedites Closings on New Homes

**Columbus.** The Capital Advance Section 202/811 Closing Guide is designed to help the U.S. Department of Housing and Urban Development (HUD) clients in Ohio prepare documents required to close a Capital Advance multifamily mortgage loan for Section 202 Supportive Housing for the Elderly or Section 811 Supportive Housing for Persons with Disabilities. The guide serves as a virtual one-stop resource that cross-references controlling regulations, policies and directives. In an era of regulatory streamlining, the guide sets forth reliable standards promoting a common understanding of the expectations of program participants and the obligation of HUD to assure that conditions of the HUD Capital Advance Commitment are met. The guide is primarily for closing attorneys and sponsors, although it also contains materials that may be of interest to others in the housing industry. Intended to assist both new and experienced participants in HUD's Capital Advance Program, the guide arranges topics in a narrative form and contains checklists, references, resources, and illustrative sample formats. Because it clearly explains HUD's role, the guide helps manage a client's expectations in advance of the closing, expediting legal closing requirements. Delay is minimized and closings generally run smoothly.

**Contact: William Cusack, Phone: (614) 469-5737 Ext. 8140, Tracking Number: 416**

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**PROGRAM WINNERS**

**Keeping Hispanic Communities Safe from Lead**

**Phoenix.** To reach Hispanic communities with high risk of lead poisoning, the Phoenix Neighborhood Services Department relies on creative educational games to teach families about effective ways to prevent lead poisoning in children. They include a game based on a Mexican game called La Loteria, developed for low literacy populations, and Lead Bingo, for Spanish and English populations. The department leveraged HUD and EPA grant funds to support training development, delivery and outreach. Local government and private organizations provide in-kind contributions.

**Contact: Lara E. Cagle, Phone: (602) 252-7566, Tracking Number: 3270**

**Program & Geographic Winners**

**Phoenix**

**Best Practice: Lead Education and Outreach**

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OLHC  
Arizona

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## Program & Geographic Winners

### Oakland

**Best Practice: Connecting Points for Housing**

OLHC  
California

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## PROGRAM WINNERS

### Connecting Points for Housing Reference Guide Educates Readers About Lead Poison and the Home

**Oakland.** Connecting Points for Housing is a reference guide that provides strategies on how agencies can work together to combat lead poisoning in children. The guide educates readers about substandard housing conditions, such as lead-based paint, identifies the missions of agencies that must respond to lead-based paint hazards, and describes who to call, programs and eligibility. The guide was part of a project that includes customized training that helps agencies develop federal regulation compliance procedures. The program has helped train more than 400 individuals. Connecting Points helps raise awareness and forge partnerships among agencies with little to no previous contact to meet the needs of families with lead-poisoned children. Partners collaborating in the project include environmental health agencies, housing authorities, building code and compliance agencies, community development departments, first-time home-buyer programs, weatherization departments, county planning departments, neighborhood development agencies and tenant advocacy groups.

**Contact: Carina Kistler, Phone: (510) 567-8233, Tracking Number: 1191**

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**PROGRAM WINNERS**

**The Long Beach Lead-Safe Affordable Housing Program Involves Owners and Lenders in the Plan to Solve Lead Poisoning**

**Long Beach.** The Long Beach Lead-Safe Affordable Housing Program was created to combat the high concentration of lead poisoned children in the state. With limited funds to correct lead hazards in affordable housing, the Long Beach Department of Health and Human Services implemented the Long Beach Lead-Safe Affordable Housing Program. This is an innovative approach to reach owners and lenders to leverage the HUD funds and increase the number of lead-abated units. The city partnered with nonprofit organizations that receive funds from lenders in return for Community Reinvestment Act credits from federal bank auditors. The credits are an incentive for lenders to fund the nonprofit organizations. The organizations, in turn, pass the funds to the city to be used as program income. As of May 2000, the program has collected over \$14,000 in owner-cost sharing (10 percent of lead hazard control costs) and \$9,500 in funds and standby funds from several commercial banks.

**Contact: Don Fast, Phone: (562) 570-4038, Tracking Number: 1870**

**Program & Geographic Winners**

**Long Beach**

**Best Practice: Long Beach Lead-Safe Affordable Housing Program**

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**OLHC  
California**

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## Program & Geographic Winners

# Sacramento

**Best Practice: Lead Hazard Control Program**

OLHC  
California

328

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## PROGRAM WINNERS

### Program Combines Lead-Safe Practices With Weatherization Services for Low-Income Households

**Sacramento.** The California Department of Community Services and Development has partnered with five to ten of its network of agencies to combine its Lead Hazard Control Program with weatherization services for low-income residents. Forty-four community-based organizations provide these services throughout the state. By using weatherization service providers already connected with the low-income communities, the department was able to seamlessly and quickly add lead-safe work practices adapted from the Lead Hazard Control Program. The costs for this project were minimal and consisted chiefly of purchasing lead-safe equipment and supplies (e.g., HEPA vacuums and personal protective equipment) for each weatherization crew, expanding training to include lead-safe techniques, adding these lead-safe work practices to the Weatherization Installation Standards, and increasing program monitoring and inspections. The program results in an increase of energy-efficient, lead-safe homes for low-income households as well as a safer work environment for weatherization crews. An infrastructure of lead hazard control professionals has also been created to further support the program, servicing 910 housing units occupied by low-income households.

**Contact: Susan Levenson-Palmer, Phone: (916) 324-4358, Tracking Number: 3284**

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2000 HUD Best Practices

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**PROGRAM WINNERS**

**Nonprofit Medical Center Raises Awareness of Lead-Based Paint and Building Hazards**

**Washington.** La Clinica del Pueblo is a minority-run, nonprofit medical center that provides primary care, education and advocacy to low-income Hispanics living in the District of Columbia. The center ensures that residents living in deteriorated housing are fully aware of the health effects of lead-based paint by providing multilingual literature at local health fairs, churches and schools. It encourages blood testing of children to detect lead poisoning and works with the housing remodeling industry to promote safe work practices. Nearly 150,000 area residents have benefited from La Clinica's outreach and education efforts, which include radio and television broadcasts on Spanish-language stations.

**Contact: Staci Gilliam, Phone: (202) 708-0614 Ext. 4601, Tracking Number: 2922**

**Program & Geographic Winners**

**Washington**

**Best Practice: La Clinica del Pueblo in Washington, DC**

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**OLHC**  
**District of Columbia**

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## Program & Geographic Winners

### National

**Best Practice: Determining Whether Waiting Time After Lead Paint Abatement Work Can Be Shortened**

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OLHC  
Headquarters

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#### PROGRAM WINNERS

#### **New Methods to Measure Lead Dust Re-Evaluate the Waiting Period Required Before Sampling**

**National.** If time costs money, how much does two hours cost? Two hours is the approximate waiting period required after lead-based paint has been removed before conducting a clearance test of lead dust. The waiting period is required between final clean-up and clearance testing to allow settling of airborne dust particles. This study used an innovative combination of real-time measurement of airborne dust and mathematical methods to evaluate whether the waiting time can be shortened. A bedroom-size environmental test chamber was built for the project, complete with sophisticated ventilation and air purifying systems. Wooden doors with lead-based paint were dry sanded or scraped to generate the highest possible airborne lead concentration levels. By measuring the amount of airborne dust and using the measurements to project the amount of lead on the floor, the study instituted a more precise alternative to old methods of directly measuring lead dust on the floor. The study provided experimental evidence that the waiting period is necessary and should not be shortened or increased.

**Contact: Sergey Grinshpun, Phone: (513) 558-0504, Tracking Number: 2014**

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**PROGRAM WINNERS****Lead Hazard Renovations Improve Housing in Kankakee**

**Kankakee.** Through the Kankakee Lead Safe Home Prevention Program, the city of Kankakee has streamlined its approach to removing lead hazards in housing. By taking advantage of an economy of scale, the city saves money in buying new windows in bulk, often securing lower prices than what an individual contractor would have to pay. The city relies on the health department's lead screening program to identify lead-based paint hazards. Kankakee's lead hazard reduction treatment includes replacing windows; stabilizing interior paint; and cleaning, painting and reinforcing porches. Emphasis is placed on neighborhoods where many of the homes were built prior to 1978 or where a high percentage of children are found to have elevated blood lead levels. To date, 113 homes have been renovated, and the number of children with elevated blood lead levels has decreased significantly. Kankakee was recently awarded new funding and named a sub-grantee of the State of Illinois' Department of Public Health's Lead Prevention Program and has been allocated a grant in the amount of \$392,184 to continue its work.

**Contact: Steven Gordon, Phone: (815) 933-0506, Tracking Number: 806**

**Program & Geographic Winners****Kankakee**

**Best Practice: Kankakee Lead Safe Home Prevention Program**

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OLHC  
Illinois

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## Program & Geographic Winners

# Madison County

**Best Practices: Lead-SAFE 2000**

OLHC  
Illinois

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## PROGRAM WINNERS

### Madison County Educates Communities about the Hazards of Lead Paint

**Madison County.** Madison County Community Development (MCCD), in collaboration with the Madison County Health Department and the Madison County State's Attorney's Office, unveiled Lead-SAFE 2000, Madison County's Childhood Lead-Based Paint Hazard Control Program. This three-year comprehensive initiative has opened dialogue among numerous organizations regarding lead-based paint hazards and the associated health risks. This HUD-funded program conducts risk assessments and clearances, contracts for lead hazard control activities in low-income homes, and has an extensive community outreach and education component. Lead-SAFE 2000 has provided lead hazard control assistance to 63 homes and distributed more than 7,000 informational program flyers. Most communities in Madison County have been made aware of the program through local media coverage and community bulletins.

**Contact: Cheryl R. Jouett, Phone: (618) 692-8140, Tracking Number: 1322**

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**PROGRAM WINNERS**

**Lead Safe Housing Program Helps Reduce Lead Blood Levels in Portland Children**

**Portland.** During the last five years, Portland’s Public Health Department and the city’s Division of Housing and Neighborhood Services have combined their efforts and funds to create the city’s Lead Safe Housing Program. The program provides loans and grants to eligible property owners to reduce lead paint hazards in their buildings. Research indicates that Maine has the seventh oldest housing stock in the nation with 70 percent of Portland’s housing stock constructed prior to 1960. Seventy four percent of the families living in neighborhoods with older housing have low to very low incomes and many of the children have elevated blood lead levels. The Public Health Division has conducted blood screening of children, created educational awareness programs and materials, provided case management for lead-poisoned children, assisted housing staff with the temporary relocation of tenants, and has managed the data collection responsibilities of the Portland Lead Safe Housing Program. The Division of Housing has focused on abatement of hazards. The city already has abated 100 units, surpassing its goal, and plans to abate another 100 units by 2001. The collaborative efforts of the health and housing offices have resulted in an effective citywide effort to intervene in childhood lead poisoning cases and to prevent children from getting poisoned in the first place.

**Contact: Roger Bondeson, Phone: (207) 874-8711, Tracking Number: 476**

**Program & Geographic Winners**

**Portland**

**Best Practice: Portland’s Lead Safe Housing Program**

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**OLHC  
Maine**

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## Program & Geographic Winners

### Crownsville

**Best Practice: Maryland Multi-Family Lead Safe Housing**

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OLHC  
Maryland

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## PROGRAM WINNERS

### Maryland Uses High-Volume Approach to Lead Abatement

**Crownsville.** To tackle the problem of lead hazards in low-income, multifamily housing in Maryland, the Maryland Department of Housing and Community Development collaborated with other state agencies and the Coalition to End Childhood Lead Poisoning to conduct a series of lead abatement and lead-safe housing outreach projects. Maryland's lead-safe housing initiative is unique because it is the only high-volume, multifamily lead abatement project in the country using HUD funds. By working with large housing complexes, Maryland is maximizing the number of units that can be abated at one time and minimizing expenses associated with temporarily relocating tenants during abatement. The scope of work includes risk assessment; removal and replacement of windows and doors; paint stabilization; blood level tests; community education; and data collection and monitoring. As a result of this initiative, more than 1,300 rental housing units in 25 multifamily buildings are lead-safe or lead-free.

**Contact: Raymond Skinner, Phone: (410) 514-7001, Tracking Number: 744**

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**PROGRAM WINNERS****Lead Abatement Action Project Reduces Lead Hazards in Baltimore**

**Baltimore.** The Lead Abatement Action Project is designed to prevent lead poisoning in and around Baltimore through cost-effective lead hazard reduction projects. Using HUD funding, the Baltimore City Health Department, the Maryland Department of Housing and Community Development and the Coalition to End Childhood Lead Poisoning have helped reduce lead hazards in nearly 1,200 privately owned housing units in Baltimore. Priority areas for spending the hazard control dollars are communities at high risk for lead poisoning cases, including HUD-designated Empowerment Zone areas. Participants include homeowners, owners of low-income rental housing, and developers. Owners apply for grants to cover all or part of the hazard reduction costs and approval is often contingent upon the owner agreeing to upgrade the property to meet code, address plumbing problems, or repair structural problems. The scope generally includes window replacement, stabilization of chipping or flaking paint, enclosure of leaded bath or kitchen walls, enclosure of floors and stairs to provide washable surfaces, adjustment of doors to reduce abrading surfaces, and specialized final cleans. The Lead Abatement Action Project educates individual owners and occupants during the course of lead work, and promotes compliance with local, state, and federal regulations concerning lead. The Lead Abatement Action Project has efficiently distributed grants to hundreds of home and building owners, fostered the remediation of serious lead hazards at relatively low costs, and succeeded at leveraging private resources to improve Baltimore's housing stock.

**Contact: Amy Spanier, Phone: (410) 396-4530, Tracking Number: 960**

**Program & Geographic Winners****Baltimore**

**Best Practice: Lead Abatement Action Project**

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**OLHC  
Maryland**

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## Program & Geographic Winners

# Baltimore

## Best Practice: Baltimore Repair and Maintenance Study

OLHC  
Maryland

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## PROGRAM WINNERS

### Study Helps Identify Cost-Effective Control Treatments for Lead

**Baltimore.** HUD's Office of Lead Hazard Control and the Kennedy Krieger Research Institute initiated the Baltimore Repair and Maintenance Study to assess the effectiveness of three lead hazard control treatments in high-risk urban dwellings during a five-year period. To identify which combination of low-cost interim control treatments were most effective, it was essential that researchers maintained contact with participating families. Researchers visited the homes every six months to collect dust samples for lead analysis, visually inspect the treatments, sample blood from children in residence and administer brief surveys. They were able to retain 90 of the initial 107 dwellings after three years. After five years, 80 percent of the dwellings were sampled. The willingness of project staff to develop relationships with participating families was key to the successful retention of so many participants. Staff assisted families with a variety of lead- and non-lead related housing concerns. Each family was invited to an annual skating party where they could have fun and at the same time learn about the study's progress. The number of dwellings retained in the study should be sufficient to allow statistically valid comparisons between intervention groups and help in making informed decisions on how to effectively minimize lead hazards in pre-1950 inner city housing.

**Contact: Mark Farfel, Phone: (410) 955-3864, Tracking Number: 2384**

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**PROGRAM WINNERS**

**City Takes Steps to Prevent Childhood Lead Poisoning**

**Malden.** The City of Malden understood that childhood lead poisoning is the most common and entirely preventable environmental disease of young children and thus took a proactive approach to abating lead paint in their community. Deleading was encouraged through a variety of low-interest loan programs. In 1994, Malden Redevelopment Authority applied to HUD for a grant under the Lead Paint Hazard Control Program. The goal of the program was to delead a minimum of 350 dwelling units in targeted areas and support a comprehensive public education and outreach program under a cooperative alliance with Malden Public Schools and Malden Hospital. The redevelopment authority exceeded its goal, deleading 355 units. The authority leveraged \$1.1 million in private funds for this program. It made sure staff was properly trained and there were sufficient lead paint contractors to successfully implement the program.

**Contact: Stephen Wishoski, Phone: (781) 324-5720, Tracking Number: 1013**

**Program & Geographic Winners**

**Malden**

**Best Practice: Lead Paint Abatement Program**

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**OLHC  
Massachusetts**

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## Program & Geographic Winners

# Lawrence

**Best Practice: Massachusetts High Risk Consortium for Lead-Based Paint Hazard Control**

OLHC  
Massachusetts

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## PROGRAM WINNERS

### Consortium Focuses Efforts to Protect Children from Lead Poisoning

**Lawrence.** The City of Lawrence is the lead agency for the Massachusetts High Risk Consortium for Lead-Based Paint Hazard Control, which includes Lawrence, Brockton, Chelsea and New Bedford. Three of these communities rank among the highest lead poisoning risk in the state, according to the Massachusetts Department of Health. The consortium has addressed this problem, including the innovative leveraging of funds. Because of the consortium's aggressive pursuit of lead-safe housing, the number of children poisoned in participating cities has dropped by nearly 70 percent. In addition, the program has benefited low-income individuals: between 50 to 70 percent of all families assisted by this program have household incomes less than half the region's median income. As a result of the consortium's efforts, more than 350 homes have been lead abated.

**Contact: Anne D'Errico, Phone: (978) 794-5891 Ext. 174, Tracking Number: 2915**

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**PROGRAM WINNERS**

**Lead Hazard Reduction Toolbox Provides Comprehensive Reference, Assistance**

**Nashua.** The City of Nashua, New Hampshire, developed a toolbox for the effective and consistent administration of lead hazard reduction projects. The city, a subgrantee to the New Hampshire Housing Finance Authority's Lead Hazard Reduction Program, worked in partnership with city agencies, property owners and tenants to develop the toolbox. The toolbox includes a 43-chapter policy manual containing many of the requirements and documents needed for successful project implementation. Each chapter focuses on a critical step in the hazard reduction process and contains useful tools such as checklists and prompts. The toolbox has helped to codify the varying state and federal regulations into one reference document for lead hazard reduction programs. With modifications to reflect state and local laws, other municipalities can easily use the toolbox to manage lead paint hazard reduction projects from initial screening to project closeout and reporting.

**Contact: Klaas Nijhuis, Phone: (603) 594-3362, Tracking Number: 2339**

**Program & Geographic Winners**

**Nashua**

**Best Practice: Lead Hazard Reduction Program Subgrantee Policies and Procedures**

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**OLHC**  
**New Hampshire**

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## Program & Geographic Winners

### Syracuse

**Best Practice: HEPA-VAC Loaner Program**

OLHC  
New York

### Liverpool

**Best Practice: Husted Dairy**

340

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## PROGRAM WINNERS

### Lead Abatement Program Helps Ensure Environmentally Safe Homes

**Syracuse.** Syracuse's Lead Abatement Program works with 10 community-based organizations to ensure that facilities are free of lead hazards. The program provides training and loaner equipment to communities, thereby allowing residents to have environmentally safe homes. The alliance leverages city resources by providing a link to the grassroots neighborhoods of a sprawling city. Partners include community centers, ethnic groups, a Boys & Girls club, and a U.S. Department of Justice Program that supports community revitalization.

**Contact: Betsy Mokrzycki, Phone: (315) 448-8710 Ext. 8699, Tracking Number: 3131**

### Messages on Milk Cartons Spread the Word about Lead Paint Poisoning

**Liverpool.** Lead Abatement staff in the city of Syracuse partnered with Husted Dairy, a privately owned and operated local business, to place messages on the back of milk cartons to help in the fight against lead paint poisoning. The city was interested in identifying an innovative and creative way to get their message out to the public. Meetings with owners of the local dairy indicated that the family-operated business cared about their community, and milk was identified as a healthy-source product that could be used in outreach efforts. Groups in other communities could easily replicate this project by working closely with local dairy suppliers.

**Contact: Don Husted, Phone: (315) 475-0014, Tracking Number: 3132**

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2000 HUD Best Practices

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**PROGRAM WINNERS**

**Public Outreach Campaign Educates Community about Lead Hazards**

**Akron.** The Akron Lead Based Paint Hazard Control Program works to eradicate childhood lead poisoning. A joint effort by the city of Akron’s Health Department and the East Akron Neighborhood Development Corporation, the program has established a public outreach campaign that includes education, blood lead screenings for children, and hazard reduction and prevention in high-risk dwellings. Funded through one of HUD’s Community Development Block Grants, the program also works with the Akron Childhood Lead Prevention Program to provide additional services such as data collection, training on cleaning methods and evaluation. Through the Akron Lead Based Paint Hazard Control Program, Akron has reduced lead hazards in the homes of more than 100 low-to-moderate income residents. Since 1998 the program has conducted more than 63 presentations and media events focused on the prevention of lead poisoning.

**Contact: Karen O’Connor, Phone: (330) 375-2077, Tracking Number: 1137**

**Program & Geographic Winners**

**Akron**

**Best Practice: Akron Lead Based Paint Hazard Control Program**

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**OLHC  
Ohio**

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## Program & Geographic Winners

# Montgomery County

**Best Practice: Montgomery County  
Lead Hazard Reduction Program**

OLHC  
Ohio

342

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## PROGRAM WINNERS

### Montgomery County Lead Hazard Reduction Program Has Educated the Community and Made 178 Homes Lead-Safe

**Montgomery County.** The Lead Hazard Reduction Program is a multi-jurisdictional effort to train workers and contractors in lead abatement techniques as well as to provide educational and outreach services to affected families. In 1999, 6.1 percent of the 3600 children screened for lead poisoning in Montgomery County had elevated blood lead levels, surpassing the national average of 4.4 percent. The program makes a special effort to focus its training on low- and moderate-income workers as well as Section 3 individuals in order to increase the number of qualified lead abatement workers while helping to decrease unemployment. Since the program's inception in 1995, 446 homes have been assessed for lead hazards, and 178 units have been made lead-safe. Over 1500 cleaning kits have been distributed to reduce the amount of paint chips and contaminated dust found in aging homes. The program has presented over 1000 educational presentations and enabled 150 individuals to become certified to work in the lead industry. Referrals are also provided to social services such as food pantries and counseling centers for families with needs beyond lead hazard control.

**Contact: Judy Mott, Phone: (937) 225-6318, Tracking Number: 2026**

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2000 HUD Best Practices

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**PROGRAM WINNERS****Instructional Videotapes Assist Parents of Lead Poisoned Children**

**Columbus.** In Ohio, a set of videotapes provides instructions to parents of lead-poisoned children on how to prevent further poisoning. One tape illustrates how to use a cleaning kit to reduce lead dust in the home. Another set includes step-by-step instructions on how to use HEPA vacuums, which are provided to the public via local health districts across the state of Ohio. The videotapes also include specific instructions on how to change the vacuum bag and decontaminate the machine. Bowling Green State University and the Wood County Health District partnered with the Ohio Department of Health on the project, and in-house direction, production and filming greatly reduced costs. Thanks to the tapes, HEPA vacuums have been loaned to renters, homeowners and landlords across the state, and more than 500 cleaning kits have been dispersed to families with lead-poisoned children.

**Contact: Daniel Chatfield, Phone: (614) 466-1450, Tracking Number: 3084**

**Visuals Educating Decision Makers about Lead Poisoning**

**Columbus.** A simple kit from the Ohio Department of Health is serving as a visual tool to educate legislators and others in Ohio about how a small amount of lead dust can make a typical home unhealthy for children. The kit includes a Pelican case that contains vials of lead dust. Each vial contains 12 percent lead paint dust that shows how much dust it would take to contaminate a typical 1,500 square foot home. The amount matches a HUD action level for lead dust. The kit serves as an alternative to more traditional tools, such as brochures.

**Contact: Daniel Chatfield, Phone: (614) 466-1450, Tracking Number 3085**

**Program & Geographic Winners****Columbus****Best Practice: Cleaning and HEPA Vacuum Videotapes**

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**OLHC  
Ohio**

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**Columbus****Best Practice: Visual Aid Kit for Lead Prevention**

## Program & Geographic Winners

### Harrisburg

**Best Practice: Lead-Based Paint Hazard Control Strategy**

OLHC  
Pennsylvania

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#### PROGRAM WINNERS

### Lead Safe Strategy Renovates High-Risk Housing and Reduces Health Risks for Children

**Harrisburg.** Through the Lead-Based Paint Hazard Control Strategy, lead hazard control has been integrated into all rehabilitation and code enforcement activities in the city of Harrisburg. The goals of the strategy are to reduce lead hazards in occupied homes and provide new lead-safe housing through rehabilitation of vacant properties, reduce health risks to children under age six who live in high-risk housing and increase public awareness of lead hazards. The Department of Building and Housing Development and the Childhood Lead Poisoning Prevention Program are coordinating citywide screening efforts targeted at high-risk census tracts and offering lead safety educational programs at daycare centers. To prevent childhood lead poisoning, the city is also reaching out to property owners to inform them about lead hazards and interim controls. The city operates two single-family housing rehabilitation programs that provide direct assistance for the removal of lead hazards in residential properties; 28 units are under development and 30 more units are planned. The city uses the Lead Hazard Control Grant to fund tuition for contractor and worker training and certification. So far, 44 contractors and personnel have participated in training about lead hazard reduction techniques and abatement. To date, 73 single-family units have been renovated for lead safety and the Childhood Lead Poisoning Prevention Program routinely conducts nine educational programs each year, reaching more than 600 parents and children.

**Contact: Angela Smith, Phone: (717) 255-6428, Tracking number: 2235**

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## PROGRAM WINNERS

### Lead-Safe Rhode Island Campaign Helps Pay the Cost of De-Leading Homes

**Providence.** In three years, the Lead-Safe Rhode Island Campaign resulted in more than 600 lead-safe houses and apartments. To combat childhood lead poisoning, the Rhode Island Housing and Mortgage Finance Corporation uses a \$3 million HUD Lead Hazard Control grant as the centerpiece of a campaign that has raised more than \$7.4 million in cash and in-kind services. In addition, the campaign enables income-eligible homeowners and landlords to cover the cost of lead abatement by offering deferred-payment loans, which do not have to be repaid as long as they continue to own the property. This program works in partnership with the Health Care Financing Administration, which uses Medicare reimbursement funds to underwrite the cost of window replacement. This partnership is the first of its kind, and will be used as a national model by the Health Care Financing Administration. The Lead-Safe Rhode Island Campaign can be used as a model to make other communities lead-safe.

**Contact: Chris Barnett, Phone: (401) 457-1219, Tracking Number: 2735**

## Program & Geographic Winners

### Providence

**Best Practice: Lead-Safe Rhode Island Campaign**

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OLHC  
Rhode Island

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## Program & Geographic Winners

### Milwaukee

#### Best Practices: Childhood Lead Poisoning Prevention Program

OLHC  
Wisconsin

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## PROGRAM WINNERS

### Milwaukee Health Department Reduces Lead Poisoning in Children

**Milwaukee.** The Milwaukee Health Department's Childhood Lead Poisoning Prevention Program was developed in response to a higher than national average for childhood lead poisoning. It includes an intervention program that protects at-risk children while maintaining the affordable housing stock. A Lead-Safe Housing Standard, codified in two city ordinances, was developed following identification of windows as a likely source of lead exposure, and adoption of a cost-effective abatement procedure for windows. Through grants from HUD and city funds, certified lead abatement contractors were hired to conduct window abatement, at the cost of \$135 per window. Property owners also invest an average of \$400 per unit for lead-safe maintenance. The results: window treatment that will protect children for 15 or more years, a cost-effective program that encourages voluntary participation and maintenance of the affordable housing stock. A working group of 20 affordable property owners has helped to develop and refine the standard. Since 1997, 1,700 housing units have seen lead hazard reduction. The standard has also enabled establishment of a registry of lead-safe housing, and may be adopted statewide.

**Contact: Amy Murphy, Phone: (414) 286-8028, Tracking Number: 3211**

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## PROGRAM WINNERS

### Project Builds Community's Ability to Solve the Problem of Childhood Lead Poisoning

**Milwaukee.** The Milwaukee Community Capacity Project (MCCP) organizes communities to address childhood lead poisoning in high-risk, minority neighborhoods in Milwaukee. Created in collaboration with the educational arm of the Wisconsin Citizen Action Fund, the state's largest advocacy organization, the MCCP builds the community's ability to be a part of the solution to the problem it faces. As part of the MCCP, the Milwaukee Health Department Childhood Lead Poisoning Prevention Program establishes contracts with community-based organizations to prepare neighborhood-specific education initiatives, promote risk-reduction behaviors, and develop community empowerment and capacity to support primary prevention. A resident leadership group designs projects and influences decisions that increase lead-safe housing availability in each neighborhood. Through basic community health education activities such as presentations, health fairs, neighborhood canvassing and community meetings and organizers have been able to raise awareness and concern while identifying potential leaders in their community. Community awareness events have reached hundreds of residents, and a Primary Prevention Ordinance was passed in Milwaukee requiring owners to fix high-risk rental properties before children are lead-poisoned.

**Contact: Sara Schubert, Phone: (414) 286-5537, Tracking Number: 3242**

## Program & Geographic Winners

### Milwaukee

**Best Practice: The Milwaukee Community Capacity Project**

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OLHC  
Wisconsin

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## Program & Geographic Winners

### Fitchburg

**Best Practice: Microenterprise Tracking and Reporting Software**

PD&R  
Massachusetts

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## PROGRAM WINNERS

### Database Encourages Microenterprise Development While Saving Time and Money

**Fitchburg.** Fitchburg State College, in partnership with the U.S. Department of Housing and Urban Development (HUD) Community Outreach Partnership Center and the Massachusetts Micro-Enterprise Coalition, developed a Microsoft Access database to improve system-wide reporting tools that measure the impact of community organizations on microenterprise development. The initiative resulted in better communication among community organizations, a major change from manual to computer-based reporting and a significant increase in the amount of information collected. The system saves an average of four to eight hours a week in report preparation time. In addition, the system facilitates an imaginative partnership between a coalition of community organizations and local colleges and universities. This project also represents the effective use of technical expertise available at colleges and universities, and gives students involved in the project rewarding workplace experience. This project can also be easily replicated at locations around the country as software application can be delivered on CD-ROM and users have e-mail access to technical assistance.

**Contact: David Newton, Phone: (978) 665-3282, Tracking Number: 3230**

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**PROGRAM WINNERS****University of Pennsylvania Serves as a Catalyst for Community Development Partnerships**

**Philadelphia.** Consistent with U.S. Department of Housing and Urban Development (HUD) policy encouraging institutions of higher education to interact with surrounding communities, the University of Pennsylvania Center for Community Partnerships serves as the cornerstone for creative collaborations between the university and the community of West Philadelphia. The center has helped improve academic performance in a public school system that has suffered from inadequate funding and poor self-image. The Program for the Study of Organized Religion and Social Work at Penn's School of Social Work provides the research foundation and baseline information for this program. Interns devise model programs in local schools and churches, engaging them in collaborative work on a variety of topics, such as The Creation of a Web-based Community Resource Guide and New Dimensions Cultural Arts Academy for Boys and Girls: Nurturing Students to Be Their Best. By cultivating relationships between the faith community and local schools, the center has empowered both to develop activities that better serve the community.

**Contact: Ira Harkavy, Phone: (215) 898-5351, Tracking Number: 762**

**Program & Geographic Winners****Philadelphia**

**Best Practice: University of Pennsylvania Center for Community Partnerships**

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**PD&R  
Pennsylvania**

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## Program & Geographic Winners

### Knoxville

**Best Practice: Community Partnership Center (CPC) Participatory Development Program (PDP)**

PD&R  
Tennessee

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## PROGRAM WINNERS

### Program Helps Organizations Maximize Community Participation and Capacity Building

**Knoxville.** The Community Partnership Center's Participatory Development Program works with university faculty and students, state and federal agencies, nonprofit organizations and community groups to develop collaborative planning, development or research processes that maximize community participation and capacity building. The program works locally in Knoxville, as well as regionally and nationally, through direct coordination and facilitation of community-led development projects or through training workshops, publications and technical assistance. It is funded by grants from HUD and the Ford Foundation. Participatory planning and development efforts, The Learning Team Model and The Planning Team Model, are organized around two models for promoting public participation in decision-making processes. Both approaches stress partnerships and collaborative decision-making across diverse stakeholder groups, while building participant capacity and shared plans. The models will be the focus of several local and national training workshops. They are the foundation of technical assistance to communities, organizations or practitioners interested in promoting public participation and shared decision-making. In the past year, the program has provided technical assistance to approximately 40 local, national and international organizations. A national workshop on best practices for promoting public participation in community development will be held in November 2000.

**Contact: Tony A. Hebert, Phone: (865) 974-4562, Tracking Number: 1579**

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**PROGRAM WINNERS**

**Offering Cultural Experiences to Youth**

**Huntsville.** Al Harris had a vision to offer cultural experiences in art, music and drama to the youth who live in the city’s public housing communities, in particular the youth at the Sparkman Homes Apartments. His plan was to help the young people develop a positive concept of the world through cultural experiences. Using the Oscar Mason Community Center in Huntsville, Mr. Harris formed a partnership with five institutions of higher learning (Alabama A&M University, Oakwood College, University of Alabama in Huntsville, J.F. Drake Technical College and John C. Calhoun Community College), the U.S. Department of Education, the Alabama State Council on Arts, and private foundations and contributors. Under the partnership agreement, the Huntsville Housing Authority provides building space, staff, utilities, and custodial and maintenance services. The schools, in turn, provide training to the youth in ceramics, painting, photography, sculpture, music, drama, storytelling and set design for plays and musical presentations. A total of 5,325 youth have experienced classes or received complimentary tickets to events with the assistance of Community Development Block Grants and U.S. Department of Education funds, the community, and private foundations.

**Contact: T. Al Harris Jr., Phone: (256) 539-0774, Tracking Number: 485**

**Program & Geographic Winners**

**Huntsville**

**Best Practice: Cultural Arts-Huntsville  
Housing Authority**

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**PIH  
Alabama**

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## Program & Geographic Winners

# Washington

**Best Practice: District of Columbia  
Housing Authority HOPE VI  
Revitalization Project B Wheeler Creek**

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PIH

District of Columbia

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## PROGRAM WINNERS

### Wheeler Creek Revitalization Sparks Economic Development

**Washington.** The revitalization of the Valley Green housing development into a mixed-income homeownership and rental community has been a catalyst for economic activity in one of the District's most neglected neighborhoods. More than 2,000 new homeownership opportunities are planned in the surrounding communities, and there has been an influx of middle-income taxpayers. In addition, community members have formed a resident-owned Community Development Corporation, 50 residents are employed by various development enterprises and at least another 50 will become homeowners on the redeveloped site. Crime, and the fear of crime, has been substantially reduced. The Wheeler Creek project can be replicated by joint planning, development and cooperation among public housing residents, local government, developers, financial institutions and the community at large.

**Contact: Lawrence Dwyer, Phone: (202) 535-1500, Tracking Number: 2476**

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## PROGRAM WINNERS

### Lakeland Housing Authority Providing More Services through Collaborative Partnerships

**Lakeland.** Three years ago, the Lakeland Housing Authority (LHA) focused on ways to maximize the use of resources to address family barriers to employment and has been able to identify over \$6 million worth of programs and services for the residents of public housing. There are excellent working relationships between the local agencies and programs in the city of Lakeland and in Polk County as a whole. LHA funds, available from a variety of public and private sources, are used to fill gaps in services and expand existing employment, education, crime prevention, and counseling programs to serve more people. Public housing managers are aware of alternatives for residents within their communities and work with case managers to refer families to self-improvement programs. A common goal shared by the programs is to provide economic independence, transportation services, and neighborhood improvements for public housing communities. As a result of the partnership, public housing managers have become aware of resident's alternatives in their communities. They work hand-in-hand with case managers in resident services to refer families to self-improvement programs instead of eviction.

**Contact: Sandra J. Bauer, Phone: (863) 687-2911 Ext. 31, Tracking Number: 1909**

## Program & Geographic Winners

### Lakeland

**Best Practice: Collaborative Partnerships**

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PIH  
Florida

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## Program & Geographic Winners

### **Ft. Lauderdale**

#### **Best Practice: Infill Single Family Home New Construction**

PIH  
Florida

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#### **PROGRAM WINNERS**

#### **Ft. Lauderdale Housing Authority Constructing Inner City Homes**

**Ft. Lauderdale.** The Ft. Lauderdale Housing Authority utilized the 5H Homeownership Program to construct 26 new single family homes on vacant lots in the inner city. In addition, the housing authority purchased and renovated 12 HUD-owned and abandoned single family homes in residential areas using the Step-Up Apprenticeship Job-Training Program. This job-training program allows low-income participants to learn new skills in roofing, flooring, plumbing, and electricity. Targeted families for these 38 units were Family Self-Sufficiency participants, public housing residents, Section 8 participants and other low-income families involved in educational and employment programs.

**Contact: Philip O. Goombs, Phone: (954) 525-6444 Ext. 106, Tracking Number: 2173**

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**PROGRAM WINNERS**

**Miami-Dade Housing Agency Specialty Team Reducing Costs**

**Miami.** The Miami-Dade Housing Agency (MDHA) Specialty Team is a competitive and market-oriented program designed to reduce MDHA's reliance on outside contract costs in a competitive environment for property managers. This task is accomplished by utilizing a staff comprised of MDHA employees, public housing residents, and Work-And-Gain through Economic Self-Sufficiency participants deployed to provide lawn maintenance, vacant lot clearing, board-ups, and initial vacant unit clearing. The Specialty Team is versatile and utilizes heavy equipment to assist their trained staff. Property managers and the county benefit from the cost savings that the Specialty Team provides since the charges are equivalent to the capital and labor costs. Because the team's qualitative and quantitative aspects are desirable; MDHA property managers have significantly reduced the use of private contractors. The annual expense of the Specialty Team was projected to be \$481,260, through the first quarter of FY 1999, and actual revenues are estimated at \$117,000. The true measure of success will be in the ability of the Specialty Team to cover its annual cost. The financial success will be realized after a six to twelve-month cost comparison.

**Contact: Rene Rodriguez, Phone: (305) 644-5112, Tracking Number: 2237**

**Program & Geographic Winners**

**Miami**

**Best Practice: Specialty Team**

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**PIH  
Florida**

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## Program & Geographic Winners

### Hialeah

**Best Practice: Creative Education Institute (CEI) Remedial Reading Program**

PIH  
Florida

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## PROGRAM WINNERS

### CEI Remedial Reading Program Overcomes Learning Disabilities

**Hialeah.** The CEI Remedial Reading Program uses technical devices to provide remedial reading to youth that experience learning disabilities or low progress in school. The program, an integrated partnership of schools, parents, and private businesses, is based on a sensory integration format and was designed to provide a systematic approach to ascertain any learning deficiencies in adults and children. Each student uses an individual Essential Learning System station with a personal computer, software, a speech device and headphones. The student's speech files are compressed and read by the new technology. The program participants are evaluated using tests, supplied by CEI, that determines students' strengths and weaknesses in visual and auditory memory, reading, and spelling. The system suggests a specific course for each student, including sequence patterns, parameter settings, and behavioral tendencies for use with each exercise. Students remain in the program until they have achieved their grade reading level. The program is based on a point system that allows students to accumulate CEI dollars that they can use to purchase prizes ranging from candies to school supplies. Since the inception of the program in October 1998, the program has served 12 participants daily and has tested 64 participants.

**Contact: Veronica Lopez, Phone: (305) 888-9744 Ext. 1203, Tracking Number: 3005**

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**PROGRAM WINNERS****Centennial Place Revitalization Initiative is Designed to Attract Residents from Diverse Income Groups**

**Atlanta.** Techwood Homes, the first federally-funded housing project in the United States, was demolished and redeveloped as Centennial Place in the mid 1990s under HUD's HOPE VI initiative to revitalize a historic public housing community. Centennial Place incorporates various design elements to create a community with numerous amenities that will attract residents from diverse income groups. Utilizing the principles of New Urbanism, the development combines historic renovation, contemporary residential design, and infrastructure improvements to create a desirable living environment where public housing is indistinguishable from market rate housing. Upon completion, Centennial Place will consist of 900 units in a mixed-income community, integrating market rate, tax credit eligible and public housing families in one development. Additional components of the plan include development of a new K-5 magnet elementary school, a state-of-the-art YMCA family and children's center, a mini-police precinct, a neighborhood retail center, renovation of the community center, and job training and education for families. A team of legal, financial and state entities, including Georgia Tech and the City of Atlanta partnered in this initiative.

**Contact: Carol Naughton, Phone: (404) 892-4700, Tracking Number: 1726**

**Program & Geographic Winners****Atlanta****Best Practice: Neighborhood and Community Revitalization**

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**PIH  
Georgia**

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## Program & Geographic Winners

# Atlanta

## Best Practice: Olympic Legacy Program

PIH  
Georgia

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## PROGRAM WINNERS

### Olympic Legacy Program Encourages Revitalization in the Atlanta Area

**Atlanta.** The Atlanta Housing Authority created the Olympic Legacy Program in 1994 to leverage the opportunities created by HUD's HOPE VI Program to reposition the authority's severely distressed housing stock. As the recipient of a HOPE VI grant for the revitalization of Techwood Homes and Clark Howell Homes, the housing authority was challenged to create a better way to deliver affordable housing for families living in these and other communities. To integrate public housing families into the mainstream community and create revenue for housing redevelopment and job training programs, the housing authority initiated five housing complexes mixing public housing, other low income and market rate housing units. Resident programs focus on job training and education, appropriate recreation for seniors and youth, and a welfare-to-work program developed by The Integral Partnership of Atlanta. The housing authority partnered with a private sector developer to leverage conventional financial resources to revitalize the units and earned income from the lease of the non-public housing units. This program is encouraging revitalization throughout Atlanta and is attracting significant public and private investment.

**Contact: Carol Naughton, Phone: (404) 892-4700, Tracking Number: 1754**

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## PROGRAM WINNERS

### **The STAR Program Tutoring Sessions are Paying Off-Students are more Enthusiastic About their School Work**

**Decatur.** The After School Tutoring Program is an enhancement of the Decatur Housing Authority's existing Successfully Teaching Academic Readiness (STAR) Program. The Tutoring Program, operating three days a week, began in the fall of 1999 for approximately 40 children in grades K-3 who attend three neighborhood schools. After school, the children who have been identified as needing mentoring and additional help, are provided tutoring sessions. In addition, the children experience other academic enrichment activities such as homework assistance, reading, or using the on-site computer lab. The tutoring is performed at a five to one student to teacher ratio. Teachers work directly with the children in a customized fashion as the work relates to their progress in school. The cost of this intensive program is shared. The Decatur City Schools pay 75 percent of the cost and the Decatur Housing Authority pay 25 percent. At one of two elementary schools serving the public housing community, grade retention was reduced in one year by 80 percent, and teachers have commented that the children have become more enthusiastic on finishing homework and cultivating their curiosity to learn.

**Contact: Paul A. Pierce, Phone: (404) 377-0425 Ext.266, Tracking Number: 2059**

## Program & Geographic Winners

### **Decatur**

**Best Practice: STAR Program (Successfully Teaching Academic Readiness) After-School Education Component**

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PIH  
Georgia

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## Program & Geographic Winners

### Atlanta

#### Best Practice: Computer Learning for Elderly Russian Residents

PIH  
Georgia

360

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#### PROGRAM WINNERS

#### Computer Technology Teaches Elderly Russian Resident English

**Atlanta.** Computer training is taught twice a week for three hours to Russian residents who live in a 100-unit elderly and disabled mid-rise in North Fulton County. Using the computer, elderly Russian residents are being taught how to speak English as a Second Language (ESL). This program creatively addresses a language barrier issue by using technology to empower people and enable a diverse community of elderly and disabled families to effectively communicate. Before this program, none of the 14 Russians could speak conversational English, but all had a strong desire to participate in resident association activities. Since the program's initiation, they can actively participate in the services and programs offered by the resident association. The entire community benefits due to increased involvement of these residents in the on-site activities and programs. HUD funds the equipment, administrative costs of the resident association, and the labor expenses of the one ESL teacher and computer lab instructor through the Tenant Opportunities Program.

**Contact: Janet Verdier, Phone: (404) 843-0279, Tracking Number: 2803**

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2000 HUD Best Practices

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**PROGRAM WINNERS**

**Pre-apprenticeship Program Connects Public Housing Residents With Construction Jobs**

**National.** Working for Jobs (WTJ) is a multi-city effort created by America Works Partnership to build local pre-apprenticeship training programs linking the building and construction industry with public housing authorities. This program builds locally sustained centers providing career and economic development opportunities for low-income public housing residents. It relies on local relationships and leveraged resources that span government, labor unions, private industry and local community leaders. Working for Jobs provides technical assistance for housing authorities so they can develop a pre-apprenticeship program-offering residents paid apprenticeship opportunities in the construction industry. Graduates gain access to a union-approved apprenticeship program. The training model provides incentives, supervision, internal support and exposure to work experience that helps residents transition to sustained employment. The program has been successfully replicated in more than 10 cities.

**Contact: Edward Gorman, Phone: (202) 639-8811, Tracking Number: 1919**

**Program & Geographic Winners**

**National**

**Best Practice: Working for Jobs**

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**PIH  
Headquarters**

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## Program & Geographic Winners

# Chicago

### Best Practice: Client Resource Room

PIH  
Illinois

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## PROGRAM WINNERS

### Resource Room Brings Housing Services to Clients Fingertips

**Chicago.** CHAC Inc., which runs the Section 8 program for Chicago, established the Client Resource Room as a One-stop shopping information center on housing and related services. The resource room grew out of a need for human services program participants to have a place to access information, write a resume, place calls about potential jobs or make appointments to view housing. Today, the Resource Room serves Section 8 applicants and residents as well as landlords, owners and CHAC staff. The room offers information on things like neighborhood and community demographics, education and job opportunities, childcare, human services, maps, landlords and available housing. Visitors can access telephone, computer and Internet services, and seek the assistance of a full-time resource specialist. With a client base of 26,000 families, 10,500 owners and 200 staff, the Resource Room served almost 6,700 people between May 1999 and March 2000.

**Contact: Kathleen Trainor, Phone: (312) 986-9400 Ext. 4653, Tracking Number: 2819**

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**PROGRAM WINNERS**

**Crime Mapping and Tracking System Helps Focus Crime-Fighting Resources**

**New Bedford.** The New Bedford Housing Authority partnered with the New Bedford Police Department to use an innovative mapping and tracking system in the fight against crime. Despite past efforts by the New Bedford Housing Authority to address drug and other criminal activities at its properties, drug arrests increased 33 percent between 1997 and 1998. As a result, the housing authority developed a crime-mapping program. Using MapInfo software and data provided by the New Bedford Police Department, graphic display of crime data can be used for program evaluation. The maps identify problem locations or dwelling units where there are repeat incidents of crime so that housing managers and security staff can respond appropriately. Use of the crime-mapping program has also resulted in increased communication between the housing authority, police department and the community and assisted in the focusing of crime prevention efforts.

**Contact: Wendy Valle, Phone: (301) 656-6600, Tracking Number: 2707**

**Program & Geographic Winners**

**New Bedford**

**Best Practice: New Bedford Housing Authority Crime Mapping and Tracking System**

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**PIH  
Massachusetts**

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## Program & Geographic Winners

### Newark

#### Best Practice: The Family Self-Sufficiency Program

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PIH  
New Jersey

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#### PROGRAM WINNERS

#### Helping Families Achieve Economic Independence

**Newark.** The Newark Housing Authority's Family Self-Sufficiency Program is a program that coordinates the use of housing assistance under the HUD's Section 8 rental certificate and voucher programs along with public and private resources to help eligible families achieve economic independence and self-sufficiency. The program helps families achieve independence and self-sufficiency through a multi-prong approach that incorporates educational, social and economic development and training. To participate, families must sign the five-year Contract of Participation that outlines the individual families' short and long-term goals for independence. The program was made possible with the support of local organizations such as the Consumer Credit Counseling Service of Essex County and Rutgers Cooperative Extension Service. As a result of the program, half of the participants have become homeowners with sizable escrow accounts.

**Contact: Harry Robinson, Phone: (973) 430-2212, Tracking Number: 3207**

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## PROGRAM WINNERS

### **Binghamton Housing Authority Opens Boys & Girls Club at Saratoga Terrace**

**Saratoga.** In 1989, the Binghamton Housing Authority and the Boys and Girls Club of Binghamton were selected as one of five communities across the country to pilot a new venture-establishing a Boys and Girls Club within the Saratoga Terrace housing development. The club was first housed in a community room provided by the housing authority. However, in 1996, when the program proved to be so successful, the housing authority built a new facility at Saratoga Terrace. The site includes a gymnasium, computer classroom, game room and activity area. The program serves youth residents age 5 to 18 with after-school and evening educational and recreational programs. The curriculum focuses on six core areas: character and leadership development, education and career development, health and life skills, arts and sports, and fitness and recreation. NovaNet, an integrated computer learning system, was recently installed in an effort to enhance the educational opportunities of the youth attending the club. The new system provides the club's youth with access to more than 40,000 education, career and life skills training lessons, and gives them a positive educational experience.

**Contact: David Tanenhaus, Phone: (607) 723-9491, Tracking Number: 535**

## Program & Geographic Winners

### **Saratoga**

**Best Practice: Saratoga Terrace Boys & Girls Club**

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PIH  
New York

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## Program & Geographic Winners

### Troy

**Best Practice: The Ark, Inc.**

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PIH  
New York

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## PROGRAM WINNERS

### The Ark Improves Academic Performance and Provides Job Training for At-Risk Youth

**Troy.** The Ark is a community-based after-school educational center providing comprehensive services for at-risk youth in the city of Troy. Housed on a 278-unit public housing property, the Ark offers programs including tutoring, computer skills, arts education and early intervention reading programs. The Ark also provides weekly classes and job training in computer technology and video production, followed by a summer youth employment program. Wyred Enterprises-a youth entrepreneurial program developed in partnership with Rensselaer Polytechnic Institute-trains youth in web design technology. Graduates will use their skills to operate a web page design business that creates sites for community members and paying commercial clients. Partners providing services and funds include HUD, the housing authority, the school district, city, county, state, local colleges and universities, an array of community service providers, foundations, and individuals. The Ark programs result in multiple achievements for the participants, including improved school performance; creative life choices through active participation in peer counseling groups; and job training and experience in communications and computer technology. Every year, more middle and high school students are staying with The Ark and are actively involved in daily programs. They are encouraging one another, forming supportive friendships and creating a model-learning environment for the younger children.

**Contact: Jay Murnane and Mary Theresa Streck, Phone: (518) 274-2555, Tracking Number: 1053**

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**PROGRAM WINNERS**

**Partnership Improves Provision of Services to Residents**

**New York.** The New York City Housing Authority maximized the capacity of existing community-based providers at Prospect Plaza by supporting a four-agency collaboration. Leaders of a local church, two development corporations, and a tenant association joined forces to create a community development corporation with nonprofit status. This umbrella group manages the Housing Authority’s supportive services program and works with other community partners to provide services including assessments, child care, transportation, job development and job placement. The program provides a linkage to the community and the residents they serve. The creation of this unique partnership unifies community-based organizations under one umbrella to harness their power to better serve residents in a comprehensive fashion.

**Contact: Anthony Navarro, Phone: (212) 306-3416, Tracking Number: 1725**

**Program & Geographic Winners**

**New York**

**Best Practice: NYCHA’s Prospect Plaza  
HOPE VI 1998 Grantee**

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**PIH  
New York**

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## Program & Geographic Winners

### New York

#### Best Practice: Future Kids Program

PIH  
New York

368

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#### PROGRAM WINNERS

#### Afterschool Program Teaches New York City Children Valuable Computer Skills

**New York.** Future Kids @ NYCHA (New York City Housing Authority) is an after-school computer technology-training program that teaches children how to use computer hardware and software. Citywide, up to 1,000 NYCHA children ages 9 to 12 attend 25 after-school programs. They are given an introduction on computer usage and application, including an introduction to computer hardware and navigating the Windows environment; Web page development; and introduction to word processing, spreadsheets and databases. The goal of the program is to teach computer literacy skills by having students create practical, reality-based projects using a variety of computer application software, while, at the same time, fostering a challenging, cooperative and rigorous academic environment. The program demonstrates an improved quality of life for participating children. It also increases their potential for self-development and opens up future career opportunities.

**Contact: Anthony Navarro, Phone: (212) 306-3416, Tracking Number: 1783**

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2000 HUD Best Practices

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**PROGRAM WINNERS**

**Local Jobs Help Build Youth Pride in Housing Development**

**Watervliet.** For the past 18 years, using its own funds the Watervliet Housing Authority has operated a summer youth program. The program encourages young adults from ages 14-21 to work at the Authority during the summer. Resident children are given this unique opportunity to work in the office or outside and learn while being paid. This experience creates a higher level of respect, by the young people, for their homes. The program is the main reason why this housing development has very little vandalism, graffiti or problems with it's youth. The Authority benefits in many ways. The work gets accomplished and it is rewarding to see the youth's achievements.

**Contact: Charles Patricelli, Phone: (518) 273-4717, Tracking Number 1810**

**Program & Geographic Winners**

**Watervliet**

**Best Practice: Working with Our Youth**

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PIH  
New York

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## Program & Geographic Winners

# Tahlequah

## Best Practice: Rural Rental Homeownership Program

PIH  
Oklahoma

370

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## PROGRAM WINNERS

### Program Allows Very Low-Income Families to Become Homeowners

**Tahlequah.** The Housing Authority of the Cherokee Nation's (HACN) Rural Rental Program is a homeownership program that targets families with very low income, generally less than 30 percent of median income. The jurisdictional boundaries of the Cherokee Nation include some of the poorest counties in Oklahoma. The majority of clients live in these poor counties. This program allows the family to become homeowners, but it also gives them the opportunity to become self-sufficient. A family is selected to participate from a homeownership waiting list. The family will pay a portion of the monthly rent and the HACN subsidizes the remaining portion of the monthly payment. A portion of the monthly payment is put into an escrow account. At the end of a 3-year period, the family can use their escrow money to buy down the cost of the home. During this 3-year period, educational opportunities are made. This enables the homebuyer to upgrade their income by getting the training they need to better themselves. To date, 29 families have been reviewed and approved for the Rural Rental Program.

**Contact: David Southerland, Phone: 918-456-5482, Tracking Number: 2123**

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2000 HUD Best Practices

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**PROGRAM WINNERS**

**Program Provides Low- to Very-Low Income Residents with Tornado-Safe Housing**

**Shawnee.** The Absentee Shawnee Housing Authority service area is in an area nicknamed Tornado Alley. The massive destruction of the May 3, 1999 and October 4, 1998 tornadoes demonstrated the need for homes that could withstand winds in excess of 200 mph. In line with the concept of the mutual help program, units purchased after the inception of NAHASDA are designed for low- to very low-income Native Americans to achieve homeownership. Construction of these units takes approximately 30 days. This cuts overhead costs and puts applicants in the homes faster, which is the ultimate goal of the housing authority. This building system has sustained typhoon winds in Guam and is BOCA-approved. The safe room within the home is FEMA-approved, which avoids the cost of providing external storm shelters. Construction consists of interlocking vinyl panels that are bolted to the foundation and filled with concrete. These panels, and a conventional roof secured with hurricane clips, provide a virtually maintenance free, fire-retardant, pest-retardant, tornado-safe home.

**Contact: Glenn Edwards, Phone: 405-273-1050, Tracking Number: 2645**

**Program & Geographic Winners**

**Shawnee**

**Best Practice: Homeownership Project  
91-42**

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**PIH  
Oklahoma**

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## Program & Geographic Winners

### Hugo

#### Best Practice: Choctaw Homebuyers Advantage Program

PIH  
Oklahoma

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## PROGRAM WINNERS

### Program Increases Homeownership Among Native Americans

**Hugo.** Seeking to decrease the barriers to homeownership among Native Americans, the Housing Authority of the Choctaw Nation developed the Choctaw Homebuyers Advantage Program, a loan and education program that allows tribal members to make a down payment as little as 1 percent. Established in collaboration with First Americans Mortgage Corporation, PMI, Freddie Mac and Washington Mutual, the housing authority also offers a Home Investment Partnerships program to tribal members. As part of the program, tribal members must attend homebuyer education classes. The program expanded its initial offerings and now addresses credit issues and the need for a special construction loan. It has grown from an initial tribal investment of \$1.05 million to \$45 million and is available in Oklahoma, Texas, California, Arkansas, Arizona, New Mexico, Oregon, and Washington.

**Contact: Patty Green, Phone: (580) 326-7521, Tracking Number: 2673**

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**PROGRAM WINNERS**

**Portland's Low-Income Residents Become Self-sufficient through GOALS**

**Portland.** The Housing Authority of Portland's GOALS Program offers greater opportunities to advance, learn and succeed through job training, education, counseling, homeownership and family resources to help low-income people become self-sufficient. The program uses grants, operating funds and matching funds to provide a Family Self-sufficiency Program with Escrow, an apprenticeship, entrepreneurship and homeownership program open to public housing and Section 8 residents. The program has 28 private, nonprofit and public-sector partners. It has graduated 85 participants who are employed and no longer receive public assistance. Of these graduates, 61 now own their own homes. Eighty percent of the 290 participants are employed.

**Contact: Jim Trapp, Phone: (503) 802-8300, Tracking number: 2817**

**Program & Geographic Winners**

**Portland**

**Best Practice: Housing Authority of Portland's GOALS Program**

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PIH  
Oregon

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## Program & Geographic Winners

# Philadelphia

**Best Practice: Skills for Life Program**

PIH  
Pennsylvania

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## PROGRAM WINNERS

### Skills for Life Program Equips Young Teens with Education and Employment Opportunities

**Philadelphia.** The Philadelphia Housing Authority launched this aggressive new program to connect teenagers to the world of work and education necessary to achieve career success. Skills for Life targets 200 8th grade students residing in public housing-at the time in their life when they are at highest risk of dropping out-with the goal of equipping students with the necessary academic and social skills to graduate from high school and choose positive college or career options. The program provides academic and social support, mentoring, family support, career counseling, and other services five days a week, year round, in neighborhood community-based organizations falling under the umbrella of the Greater Philadelphia Federation of Settlements. The IBM Corporation has committed to donate 100 personal computers to the program, to be placed in participant homes. The program is the first of its kind, with public and private donations used to employ, educate, and mentor youth from high school until graduation. It is made possible by a \$512,000 grant from the Workforce Development Corporation/Philadelphia Youth Network with Workforce Investment Act funds.

**Contact: Sylvia Gray, Phone: (215) 684-4107, Tracking number: 1224**

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**PROGRAM WINNERS**

**Volunteer Group Sparks Community Service Among Public Housing Residents**

**Providence.** PHA Volunteers in Action is a collaboration between the Providence Housing Authority and the Volunteer Center of Rhode Island which work together to increase resident participation in their communities. The goal of this program, which began in 1999, is to provide opportunities for public housing residents to participate in monthly community service projects. The program's 48 volunteers supervise youth program participants; conduct community outreach and provide other forms of assistance. These volunteers have completed nearly 1,900 hours of community service in their neighborhoods.

**Contact: Stephen J. O'Rourke, Phone: (401) 4571-6400 Ext. 1101, Tracking Number: 2209**

**Program & Geographic Winners**

**Providence**

**Best Practice: PHA Volunteers in Action**

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PIH  
Rhode Island

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## Program & Geographic Winners

### Dayton

**Best Practice: Sunshine's Storytime**

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PIH  
Tennessee

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## PROGRAM WINNERS

### Low-Cost Weekly Children's Program Educates and Motivates

**Dayton.** Sunshine's Storytime is a weekly program for children age eight and younger that incorporates story reading and an activity related to the story, such as arts and crafts, to promote literacy and interest in arts and music. Topics are selected to encourage community awareness and character education traits, such as honesty, respect and responsibility. The program strives to provide a sense of belonging and enhanced self-esteem for the participants and promotes and rewards positive behavior. Sunshine's Storytime provides an extension to pre-school and school age basic education, enhancing skills such as name, number, and alphabet recognition, counting skills, and listening and writing skills. Because the program is held each week in the computer lab at Dayton Housing Authority, computer literacy programs such as JumpStart, Dr. Seuss ABC's, and Blue's Clues are included in the activities. The program also encourages parental involvement. Sunshine's Storytime is a low-cost program that is both fun for the children and educational. Private businesses and nonprofits have donated supplies, and guest speakers are arranged through the community.

**Contact: Dawn Wild, Phone: (423) 775-1871, Tracking Number: 2006**

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**PROGRAM WINNERS**

**Tenant Patrol Program Cuts Crime in Harlingen Public Housing**

**Harlingen.** The Harlingen Housing Authority (HHA) Tenant Patrol Program trains residents from public housing to be security guards. Once the training is completed, the resident volunteers do foot patrol for the Housing Authority. Prior to the program, HHA residents were living in fear due to the criminal and drug activities that were going on in their neighborhood. The HHA Tenant Patrol was implemented in a collaborative effort between HHA, the residents of the Housing Authority, and the Resident Councils with the goal of eliminating or decreasing all criminal activities throughout public housing in the city of Harlingen. The Tenant Patrol agreed to patrol for 24 hours within six months and continued to do so even after the contract was fulfilled. This joint effort resulted in crimes being cut in half. The Tenant Patrols have assisted in arrests and evictions of residents that were suspected of selling drugs or committing other criminal activity.

**Contact: Mary Atkinson, Phone: (956) 423-2521 Ext.20, Tracking Number: 555**

**Program & Geographic Winners**

**Harlingen**

**Best Practice: Harlingen Housing Authority Tenant Patrol**

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PIH  
Texas

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## Program & Geographic Winners

# Lubbock

**Best Practice: Lubbock Housing Authority Parents As Teachers Program**

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PIH  
Texas

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378

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## PROGRAM WINNERS

### Parents as Teachers Furthers Childhood Development in Lubbock

**Lubbock.** Parents as Teachers is a 22-year-old project that uses a developmentally-based curriculum and professionals in such areas as housing, health care, education and social services, to provide help and support to children and their parents. It was designed to help high-risk children of low-income families. Often, these children do not get the opportunity to develop cognitively, emotionally or socially, to realize their full potential as creative and successful citizens. Parents as Teachers provides weekly visits with the parents and children to stimulate brain development. Due to the age of the children, short- or long-term results are still being determined, although national results report that early identification of developmental delays or deficits reduces school dropout rates, drug and alcohol abuse and teen pregnancy. Families are reported to be more active in their children's educational endeavors and grades for children who participated in the program were higher than their non-participating peers.

**Contact: Quincy White, Phone: (806) 762-1191 Ext.201, Tracking Number: 2239**

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2000 HUD Best Practices

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**PROGRAM WINNERS**

**Fort Worth Housing Authority Maintenance Staff Learns A Valuable Lesson**

**Fort Worth.** Thanks to the Collaborative Maintenance Training Program, the Fort Worth Housing Authority maintenance staff has decreased its repair work turn around time from 20 to 2.04 days. Not only have they increased their efficiency, but also the workmanship has improved, and there is increased resident satisfaction and a better living environment. The staff must have specific training appropriate to the technology that they maintain. Based on an evaluation of its maintenance operation, it was clear that the housing authority was spending a great deal of time and money without expected results and that it must train its personnel to a competent level or contract the maintenance work to others. Housing authority maintenance personnel were frustrated as they were trying to correct problems that were outside their expertise. The housing authority partnered with the Apartment Association of Tarrant County to facilitate a Certified Apartment Maintenance Technical Program at the housing authority's central maintenance location. Private sector staff uses the facility free of charge and in exchange, they train housing authority employees.

**Contact: Barbara Holston, Phone: (817) 336-2419 Ext.117, Tracking Number: 3190**

**Program & Geographic Winners**

**Fort Worth**

**Best Practice: Collaborative  
Maintenance Training Program**

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**PIH  
Texas**

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## Program & Geographic Winners

### Midland

#### Best Practice: Midland County Housing Authority Restoration Project

PIH  
Texas

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## PROGRAM WINNERS

### Midland County Housing Authority Reorganizes

**Midland.** The Midland County Housing Authority (MCHA) developed a plan to restore credibility to a program that appeared to have serious fiscal problems and was perceived to be inefficient. In March 1999, the new Executive Director of the MCHA recommended a reorganization plan to the Board of Commissioners of MCHA. Priority changes presented to the MCHA Board of Commissioners were re-organization of the staff, development of a program that promoted a sense of pride, emphasized team oriented goals and outcomes, and downsized the staff from a 13-member team to a 10-member team. It appeared that radical changes had to be implemented to overcome such insurmountable liabilities imbedded within the housing agency. The MCHA cut payroll waste, cut personnel, relocated offices to increase efficiency, streamlined financial processes, and developed a 'Plan of Action' to preserve the Housing Authority in the face of emergency situations that continued to arise. As a result of these changes, cash brought in combined with reductions and savings amounted to over half a million dollars.

**Contact: Sharon Nieto, Phone: (915) 620-1570, Tracking Number: 791**

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**PROGRAM WINNERS**

**Partnerships Provide a Variety of Supportive Services to Public Housing Residents**

**Norfolk.** The Diggs Town Tenant Management Corporation (DTTMC) provides supportive services to public housing residents by building partnerships to empower the residents, their families and the community. As a nonprofit organization, the corporation is tax exempt, enabling it to solicit and accept tangible contributions such as furniture, food, and clothing to satisfy the basic needs of low-income residents. DTTMC has been instrumental in encouraging local furniture stores to donate slightly damaged furniture to first-time renters and residents moving into the neighborhood from shelters. As a food bank and distributor of government commodities, DTTMC delivers food to the elderly and disabled in the community. DTTMC representatives also provide housekeeping services to elderly and disabled individuals, helping them maintain their homes. When necessary, DTTMC brings representatives from other social service agencies to the homes of residents to provide additional services.

**Contact: Hattie Anderson, Phone: (757) 543-0316, Tracking Number: 1508**

**Program & Geographic Winners**

**Norfolk**

**Best Practice: Neighborhood Assistance**

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**PIH  
Virginia**

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## Program & Geographic Winners

# Charlottesville

## Best Practice: Charlottesville Apprenticeship and Training Program

PIH  
Virginia

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## PROGRAM WINNERS

### On-the-Job Building Maintenance Training Program Provides Variety of Benefits

**Charlottesville.** When the Charlottesville Redevelopment and Housing Authority was faced with 40 housing units needing asbestos abatement, it sought and received permission from HUD to expand the workforce through the on-the-job Charlottesville Apprenticeship and Training Program. Bringing in public housing residents would meet national self-sufficiency program goals while meeting a local goal of reducing vacancies through a comprehensive job-training program. Charlottesville's Apprenticeship and Training Program combines practical on-site training with more formal evening classes on topics ranging from carpentry and plumbing to electricity and communications. In 1995, the Commonwealth of Virginia approved the Housing Authority's four-year program as a registered Training Apprenticeship program. Since its inception, 12 individuals have participated in the Building Maintenance Training program. A 1997 graduate of the program worked his way up to lead foreman, and the Housing Authority also employs six others. By giving residents an opportunity to acquire and use marketable skills, the Building Maintenance program empowers participants through employment, and simultaneously benefits the residents whose units are maintained in good working order by the apprentices.

**Contact: Del Price-Harvey, Phone: (804) 970-3258, Tracking Number: 1823**

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**PROGRAM WINNERS**

**Northwest Indian Housing Association Provides Training for Members**

**Seattle.** The Northwest Indian Housing Association is a nonprofit organization that provides training, support and technical assistance to its members. The association’s membership includes 31 tribes, tribal housing authorities and Tribally Designated Housing Entities such as the Yakama Nation, Umatilla Reservation Housing Authority and the Nez Perce Tribal Housing. To help implement the Native American Housing Assistance Self-Determination Act, the association offers low-cost training every quarter to its members. The training assists members in establishing their own housing programs. The association’s work was made possible with \$83,000 of funding from HUD and private programs. Some of the program’s partners include of the Washington Mutual Bank, AMERIND Risk Management and PS Fuqua Homes, Inc. To date, more than 200 of the association’s members have participated in the training programs.

**Contact: Joseph Diehl, Phone: (206) 526-8630, Tracking Number: 2712**

**Program & Geographic Winners**

**Seattle**

**Best Practice: Northwest Indian Housing Association and Education Initiative**

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**PIH  
Washington**

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## Program & Geographic Winners

# Seattle

**Best Practice: Moving-to-Work Policy  
Development: Rent Policy**

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PIH  
Washington

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## PROGRAM WINNERS

### Policy Development Shapes a Housing Authority Program

**Seattle.** Under the Seattle Housing Authority's Moving-to-Work agreement with HUD, the Housing Authority is able to develop local policies and programs. Given the importance of a rent policy to the financial health of the agency and public housing residents, the Housing Authority created and implemented a thorough policy analysis and development process to ensure that a new rent policy would address the needs and concerns of stakeholders. The policy development process and the new policy are products that demonstrate the Housing Authority's ability to build trust among its customers and community stakeholders while developing innovative solutions to real problems. Performance measures looking at policy changes and a revenue forecast model providing a 10-year forecast is two results of the program.

**Contact: Harry Thomas, Phone: (206) 615-3300, Tracking number: 2931**

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**PROGRAM WINNERS**

**Beloit Housing Authority Offers Residents Training for Carpentry Employment**

**Beloit.** The Home Sweat Home program offers a public yearlong employment and training opportunity in carpentry and housing rehabilitation to housing residents. The Beloit Housing Authority established the program in partnership with Beloit Neighborhood Housing Services, Rock County Opportunities Industrialization Center, and the Beloit Foundation. Phase I of the program involves in-class training in math, interview techniques and resume writing, as well as hands-on instruction in carpentry and construction techniques. Upon graduation, participants receive a certificate and a set of tools before moving on to Phase II, an internship program in rehabilitating houses. The participants apply the knowledge and the skills they learned from Phase I and spend six months working under the supervision of two carpenters. They are also required to attend a multiple-week Home Buyers Club course. For public housing residents that meet additional criteria, their labor or Sweat equity may be applied toward the down payment on a house that they help rehabilitate. Participants also receive a minimum wage stipend for 20 hours of work each week. To date a total of five public housing residents have graduated from Phase I and one resident has graduated from Phase II.

**Contact: Catherine Percell, Phone: 608-364-8750, Tracking Number: 1782**

**Program & Geographic Winners**

**Beloit**

**Best Practices: Home Sweat Home—  
Beloit Housing Authority**

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**PIH  
Wisconsin**

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## Program & Geographic Winners

# National

## Best Practices: REAC on the Web

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### REAC Headquarters

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## PROGRAM WINNERS

### HUD REAC Web Site Encourages Electronic Submission of Documents

**National.** HUD's Real Estate Assessment Center (REAC) uses its Web site at [www.hud.gov/reac](http://www.hud.gov/reac) as its primary means of communicating with customers, business partners and the public. In February 2000, REAC completed a major overhaul of the site, incorporating the best elements of a daily newspaper, public library and workstation for public and multifamily housing partners. REAC redesigned all the pages. The What's New section features expiration dates for articles to ensure that posted information remains current. REAC developed a Web Publication Standards Guide detailing the content and technical requirements for postings on the site and trained a Web team to report and edit content. A new submission tracking database tracks posting status and facilitates performance reporting. A monthly "Partner Profile" section highlights the accomplishments of business partners. More than 1,500 customers visit the REAC Web site each month. Since January, more than 10,000 customers have electronically submitted financial statements and 90 percent of all public housing authorities have completed certification requirements for the resident survey process using the Web site.

**Contact: Laurie Maggiano, Phone: (202) 708-4932 Ext. 3269, Tracking Number: 306**

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## PROGRAM WINNERS

### Electronic Inspection System Enables Innovative Uses of Collected Data

**National.** The USDA Pilot of HUD's Property Inspection System will enable the USDA's Rural Development Agency to more efficiently inspect all properties that it financially supports, as is required of all federal agencies. USDA currently uses a manual process, which critics call subjective. The reliance on paper has prevented the agency from developing a database of property information or completing any meaningful analysis of inspection data. To avoid requiring multiple inspections on properties receiving USDA and HUD funding, USDA elected to test the new physical property inspection program developed by HUD's Real Estate Assessment Center on its multifamily rural housing inventory in Nevada. Properties are logged on hand-held computers using HUD's inspection software. The USDA pilot is the first step in establishing a national standard that will benefit tenants, taxpayers, property owners and the agencies involved. With 30 properties logged so far, the Nevada pilot is already considered a success. Plans are underway to extend the pilot to more than 350 USDA properties in the State of Washington.

**Contact: William Brewer, Phone: (775) 887-1222 Ext.13, Tracking Number: 307**

## Program & Geographic Winners

### National

**Best Practice: USDA Pilot of HUD's Property Inspection System**

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REAC  
Headquarters

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## Program & Geographic Winners

# National

### Best Practice: Management Assessment Subsystem

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REAC  
Headquarters

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## PROGRAM WINNERS

### Electronic System Used to Evaluate and Improve Performance of Public Housing Agencies

**National.** The Management Assessment Subsystem (MASS) is one of four key tools that HUD's Real Estate Assessment Center (REAC) uses to evaluate the performance of a public housing agency. MASS allows public housing agencies to submit their management operations certification electronically and scores each submission automatically. The system assesses the management and operational effectiveness of agencies by measuring vacant unit turnaround, capital funds, work orders, annual inspections, security, and economic self-sufficiency. MASS replaces the manual submission of the form HUD-50072 and represents an appropriate use of available computer technology, as well as a substantial improvement in monitoring, tracking and communications efficiency. The MASS score is combined with three other Public Housing Assessment System indicator scores- physical condition, financial health and resident services and satisfaction-to arrive at an overall automated score for each agency. Ultimately, MASS will facilitate communication between HUD and individual agencies, encouraging improvements in the delivery of services to residents of public housing.

**Contact: Wanda Funk, Phone: (202) 708-4932 Ext. 3276, Tracking Number: 542**

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2000 HUD Best Practices

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**PROGRAM WINNERS**

**Partnership Facilitates Acceptance of Electronic Filing Requirements**

**National.** The America Institute of Certified Public Accountants was instrumental in winning the support of certified public accountants in accepting the federal electronic submission requirement of financial information from entities in which HUD has a financial interest. The institute supported the Real Estate Assessment Center in its implementation of the electronic submission requirements by identifying accounting and auditing issues. The center also provided access to accounting professionals by hosting meetings and conferences and institute staff attended meetings convened by the center. In addition, the institute invited the center to present on HUD electronic filing requirements at several industry conferences.

**Contact: Ian MacKay, Phone: (202) 434-9253, Tracking Number: 641**

**Program & Geographic Winners**

**National**

**Best Practice: HUD's Partnership with the America Institute of Certified Public Accountants**

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**REAC**  
**Headquarters**

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## Program & Geographic Winners

### National

#### Best Practice: Streamlining the Data Input Process for Multifamily Financial Assessment

REAC  
Headquarters

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#### PROGRAM WINNERS

#### Supplemental Data Sheet Facilitates Entry of Financial Information Into Electronic System

**National.** Multifamily Financial Assessment (MF-FASS) is a new HUD system developed by the Real Estate Assessment Center to collect financial information electronically from owners of HUD-insured and HUD-assisted multifamily housing developments via the Internet. Mr. Darren Johnson of Miller, Mayer, Sullivan and Stevens, LLP, is a certified public accountant who represents a number of multifamily property owners. Mr. Johnson recognized that his clients were having some difficulty gathering data to comply with the new HUD requirements because the MF-FASS submission contains several data elements not normally found in an audited financial statement. Volunteering his time, Mr. Johnson developed a supplemental data sheet to facilitate the entry of financial information into MF-FASS. The supplemental data form helps the person doing the submission by filling the gap between the audited financial statements and data required by MF-FASS. Mr. Johnson and members of his firm successfully submitted financial information for 160 multifamily projects. In addition, he was able to provide the Real Estate Assessment Center staff with valuable assistance in testing the MF-FASS application and providing feedback to HUD contractors whom developed the system.

**Contact: Darren C. Johnson, Phone: (606) 223-3095 Ext. 215, Tracking Number: 947**

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2000 HUD Best Practices

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## PROGRAM WINNERS

### AHACPA Provides Means of Entering Financial Data into HUD Database

**National.** The Affordable Housing Association of Certified Public Accountants was formed to provide education services to CPA's who audit Multifamily and Public and Indian Housing programs. The organization conducts seminars, provides their members with updated training materials and answers technical questions. The association also provides data input services. AHACPA inputs financial information in HUD's Multifamily Financial Assessment Subsystem (FASS) or the Public Housing FASS. HUD uses the FASS system to collect audit and financial data for HUD-insured and HUD-assisted multifamily housing complexes. FASS also collects information on public housing authorities. HUD uses this financial data to assess risks and monitor compliance with federal laws and regulations. AHACPA enters financial data into FASS for those owners and Public Housing Authorities that do not have the capability or expertise to enter the data themselves. AHACPA has 200 members. It is continually helping them to comply with HUD laws and regulations.

**Contact: David Bybee, Phone: (800) 532-0809, Tracking Number: 1035**

## Program & Geographic Winners

### National

**Best Practice: Affordable Housing Association of Certified Public Accountants (AHACPA)**

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## Program & Geographic Winners

### National

#### Best Practice: Integrated Assessment Subsystem

REAC  
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#### PROGRAM WINNERS

#### System Assesses Operations of Public Housing Agencies to Improve Management Practices

**National.** In 1997, HUD used an innovative tool called an Integrated Assessment Subsystem to launch an aggressive effort to improve monitoring and oversight of the nation's public housing stock. The department developed regulations creating a Public Housing Assessment System that assesses the physical, financial and management operations of each public housing agency as well as resident satisfaction. HUD's Real Estate Assessment Center (REAC) was created to develop and manage the processes needed to complete these assessments. To gauge the overall condition of an agency and assign a numeric score for comparing agencies with each other, REAC developed the Integrated Assessment Subsystem (NASS). The system is a totally electronic application that consolidates the data from each of REAC's four assessment subsystems to produce an overall score. NASS also produces a series of Internet-based reports that public housing agencies can access throughout the year to monitor the status of their assessments. By scoring each agency, HUD pushes those with lower scores to improve their operations and encourages those with high scores to keep up the good work.

**Contact: Andrew Nelson, Phone: (202) 708-4932 Ext. 3951, Tracking Number: 1813**

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**PROGRAM WINNERS**

**Construction of Comprehensive HUD Database Facilitated by Use of Auto IDs**

**National.** HUD's Inventory Assessment Subsystem (VASS) is an initiative to compile a central database housing a complete and accurate inventory of all HUD properties, buildings and units, as well as other critical information for matching unit-based funding requests to funding needs. Collection of the VASS data involves performing a walk-through of housing properties while using a hand-held data collection tool that has user-friendly data entry screens to capture information electronically. While validating a standard set of data for the property inventory, the VASS team installs Auto IDs on all buildings. At the end of FY 1999, a successful pilot with the Alexandria Housing and Redevelopment Authority in Alexandria, VA, demonstrated the feasibility of using Auto ID technology and contract assistance in the creation of a baseline inventory for a public housing authority. The Auto ID will enable HUD to treat rental units as fixed assets that are tracked and accounted for in a systematic and consistent manner. The on-site, carefully managed Auto ID installation and data validation is the first time that HUD has undertaken a focused effort to record every building and unit for every property. With an accurate inventory of HUD's properties and units, the department can maximize the use of its funding and become more accountable to the people it serves.

**Contact: Richard Santangelo, Phone: (202) 708-4932 Ext. 3002, Tracking Number: 1923**

**Program & Geographic Winners**

**National**

**Best Practice: Inventory Assessment System**

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## Program & Geographic Winners

### National

#### Best Practice: Single Family Appraisal Examination Task Force

REAC  
Headquarters

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### PROGRAM WINNERS

#### Partnership Develops Appraisal Examination for FHA Appraisers

**National.** A committee of public and private partners assembled to develop a qualifying examination for appraisers who wish to be placed or remain on FHA's roster. The examination ensures that appraisers are knowledgeable about the FHA appraisal processes. The roster is composed of appraisers approved to appraise properties in association with the FHA's single-family mortgage insurance program. HUD joined with representatives from a number of industries-appraisal, homebuilding, mortgage banking and residential real estate-to develop the qualifying examination that enhances HUD's ability to monitor and improve the quality of FHA appraisals. The members of the committee developed 200 questions that were beta-tested by 425 appraisers. Applicants wishing to qualify for the roster or remain on it are tested on 50 questions randomly selected from the pool of 200 developed by the committee. The test is administered at more than 350 test centers in all 50 states and the U.S. territories. Between June 1999 and April 2000, more than 27,000 appraisers took and passed the examination.

**Contact: Leonard Nowak, Phone: (202) 708-4932 Ext. 3075, Tracking Number: 2189**

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**PROGRAM WINNERS**

**Income Investigations Recovers Monetary Losses for Pittsburgh Housing Authority**

**Pittsburgh.** Recognizing a need to crack down on rent fraud, the City of Pittsburgh Housing Authority established the Housing Integrity Program (HIP) to investigate abuse of HUD’s rental assistance programs. Specifically, the program matches tenant-reported income data to Internal Revenue Service, Social Security and state wage data to verify accurate income reporting. These investigations, by serving as a means for detecting and deterring fraudulent income reporting, may lead to the recovery of underpaid rent funds and/or result in criminal or civil actions. In one twelve month period the amount of excess rental assistance discovered by HIP was \$386,000. Working in collaboration with the Allegheny County Housing Authority, Pittsburgh’s HIP investigated 369 cases in two years, and this joint venture was so successful that the county started its own housing integrity program.

**Contact: Stanley Lowe, Phone: (412) 471-2275, Tracking number: 2336**

**Program & Geographic Winners**

**Pittsburgh**

**Best Practice: Housing Integrity Program**

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**REAC  
Pennsylvania**

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## Program & Geographic Winners

### San Juan

**Best Practice: San Juan, Puerto Rico  
Resident Survey Marketing**

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REAC  
Puerto Rico

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## PROGRAM WINNERS

### Targeted Marketing Materials Reach 60,000 Public Housing Residents

**San Juan.** The Puerto Rico Public Housing Administration has taken several steps to inform the nearly one million residents of public housing about the HUD resident survey and its process. In 1999, HUD began a historic national survey of residents who live in public housing to assess their level of satisfaction with living conditions. Public housing agencies are required to educate residents about the survey and encourage them to participate. To assist their residents in understanding the materials, all marketing and media materials, including the resident survey poster, have been translated into Spanish. An informative brochure about the survey was produced and distributed to all tenants and managing agents at all 7,200 properties, and HUD provided education about the resident survey to all of the Public Housing Administration's Administrative Agents. Over 60,000 residents were reached through these materials.

**Contact: John Blakeman, Phone: (787) 753-4409, Tracking Number: 1929**