

# Public Housing Authority Pathways to Advancing Equity

This report shares examples of policies, practices, and programs PHAs can implement to advance equity.

Kelly McElwain, MPP  
Cate Asp, MPP  
August 2024

# TABLE OF CONTENTS

<b>Executive Summary</b> .....	<b>3</b>	<b>Programs</b> .....	<b>29</b>
<b>Introduction</b> .....	<b>5</b>	Bringing School Home.....	<b>29</b>
<b>Methodology</b> .....	<b>9</b>	Comfortably Home.....	<b>31</b>
<b>Thematic Analysis</b> .....	<b>11</b>	Digital Navigators.....	<b>33</b>
<b>Policies, Programs, and Practices</b> .....	<b>12</b>	Early Childhood Initiative & Full Term First Birthday of Greater Akron.....	<b>36</b>
<b>Challenges</b> .....	<b>13</b>	Envision Center.....	<b>39</b>
<b>Advice for Expanding Equity</b> .....	<b>13</b>	Involved Dads of Action, Developing and Succeeding.....	<b>41</b>
Build Trust with Residents.....	<b>13</b>	Marvelous Math Club.....	<b>43</b>
Secure Staff Buy-In.....	<b>15</b>	Offender Re-Entry Program.....	<b>45</b>
Establish a Strategic Plan and Vision.....	<b>15</b>	One Million Jobs Campaign.....	<b>47</b>
Let Data Drive Decisions.....	<b>16</b>	Real, Interactive, Summer Experience and SHINE.....	<b>49</b>
Develop Partnerships.....	<b>16</b>	Sober Living.....	<b>51</b>
Assemble a Team.....	<b>17</b>	Support and Services at Home.....	<b>52</b>
Update Policies.....	<b>17</b>	<b>Practices</b> .....	<b>54</b>
Evolve As Needed.....	<b>17</b>	Healthy Homes Initiatives.....	<b>54</b>
Sustain Long Term Commitment.....	<b>18</b>	Hiring practices.....	<b>56</b>
<b>Advice for Small PHAs</b> .....	<b>18</b>	JEDI Team & Equity Reviews.....	<b>58</b>
<b>Conclusion</b> .....	<b>20</b>	Resident Engagement and Community Revitalization.....	<b>60</b>
<b>Case Studies</b> .....	<b>22</b>	<b>Citations</b> .....	<b>62</b>
<b>Policies</b> .....	<b>23</b>		
Opening Doors to Public Housing.....	<b>23</b>		
Rent Reasonableness Policy.....	<b>25</b>		
Supplier Diversity Program.....	<b>27</b>		

The Public and Affordable Housing Research Corporation (PAHRC), a nonprofit, is a member of the HAI Group family of companies. PAHRC spotlights the impact, outcomes, and value that affordable housing brings to families and communities. We deliver data and tools that help researchers, practitioners, and advocates build evidence-based cases for why affordable housing matters. For more information about PAHRC, visit [www.pahrc.com](http://www.pahrc.com). For more information about HAI Group, visit [www.haigroup.com](http://www.haigroup.com).

This report is for general information only. PAHRC makes no representation or warranty about the accuracy or applicability of this information for any particular use or circumstance. Your use of this information is at your own discretion and risk. PAHRC and any author or contributor identified herein assume no responsibility for your use of this information. You should consult with your attorney or subject matter advisor before adopting any strategy or policy.

# Executive Summary





## EXECUTIVE SUMMARY

This qualitative study presents 19 case studies of programs, policies, and practices implemented by Public Housing Authorities (PHAs) to improve housing, health, education, and employment outcomes for underserved and underrepresented populations. Drawing from web scans and interviews with 16 PHAs, the report also shares advice to help PHAs expand equity by promoting “fair treatment, access, opportunity, and advancement for all people.”<sup>1</sup>

Strategies advancing equity ranged in size and scope, with programs and practices being the most common among PHAs interviewed.

- Education, health, and digital connectivity were the most frequent focus areas for programs promoting equity. Programs featured in case studies include education enrichment, home modification, in-home health services, and employment training.
- Training, resident engagement strategies, designating a staff member to focus on diversity, equity and inclusion (DEI), analyzing demographic data, and inclusive hiring strategies were the most prevalent practices mentioned. Practices featured in case studies include internal working groups, equity reviews, interview, recruitment, community development, and resident engagement strategies.
- Waiting list and admission policies were most often revised to expand opportunities for people from diverse backgrounds. Case studies feature revisions to admissions, over-housing, rent-termination, and procurement to improve equity in housing access.

Building trust with residents, developing partnerships, and securing staff buy-in were the most common advice mentioned to promote equity.

- Collaborating with residents to develop initiatives, hiring staff that reflect the community, compensating resident ambassadors, establishing credibility through actions by following up on feedback, and providing quality customer service were mentioned as strategies to build trust with residents.
- Sharing the importance of equity in the organization’s culture, training staff on DEI, facilitating communication across departments, and inquiring about commitment to equity during hiring interviews can promote staff buy-in.
- PHAs can partner with libraries, schools, and healthcare and service providers to expand their capacity for equity initiatives. To nurture these relationships, PHAs can participate in local working groups, focus on communitywide initiatives, tell a compelling story, offer referrals, establish waiting list preferences, and provide community space.

Even PHAs focused on housing can implement strategies to serve their community more equitably, as housing stability is related to health and education outcomes.

- PHAs just beginning can update outreach materials, review policies with an equity lens, develop partnerships, train staff, and consider housing-driven equity strategies.



# Introduction





# INTRODUCTION

Access to safe and affordable homes can provide a stable foundation for a healthy and prosperous life. PHAs administer public housing and Housing Choice Vouchers (HCVs) to the lowest-income households. These families often face greater health challenges,<sup>2</sup> employment barriers,<sup>3</sup> and lower educational attainment<sup>4</sup> than their peers. Research links the stability provided by affordable homes to improvements in mental and physical health<sup>5</sup> as well as higher earnings potential in adulthood for children.<sup>6</sup>

Despite these benefits, numerous groups face barriers that limit their access to affordable homes. Historical discriminatory housing policies restricted people of color from moving into certain properties and neighborhoods, undervalued their homes, and made it more difficult for them to access credit to buy a home. These policies, known as redlining, continued wealth disparities, particularly for Black families.<sup>7</sup> These policies also contributed to the construction of affordable homes in segregated and disinvested areas.<sup>8</sup> While the 1968 Fair Housing Act prohibits housing discrimination based on race, national origin, disability status, and gender, discrimination and the legacy of exclusionary housing policies persist.<sup>9</sup> It is more difficult for people from these protected groups to access housing assistance,<sup>10</sup> move to amenity-filled areas,<sup>11</sup> and locate homes that meet their needs.<sup>12</sup> The echo of discriminatory and prejudiced housing policies continues to appear in health, education, and income across racial and ethnic groups.<sup>13</sup>

PHAs have a legal obligation to take meaningful steps to address historic patterns of segregation, promote housing choice, end disparities in housing access, and build inclusive communities. By implementing equity initiatives that uphold the principles of “fair treatment, access, opportunity, and advancement for all,”<sup>14</sup> PHAs can work to fulfill their obligations under the Fair Housing Act.

PHAs often face resource constraints, however, leading them to make difficult tradeoffs when developing their strategic plan.<sup>15</sup> The need for affordable homes often exceeds available resources, with only one-in-four eligible households receiving assistance.<sup>16</sup> Compounding these challenges, PHAs do not receive enough funding from HUD to fix all outstanding public housing repairs, administer HCVs, and provide service coordination.<sup>17</sup> Most PHAs do not receive any funding from HUD to offer health and employment services to their residents.<sup>18</sup> When funding is received for service coordinators, it is often insufficient to meet the needs of every resident.<sup>19</sup> Instead, PHAs rely on in-kind support from partners to provide services to their residents, which can lead to inequities in regions with low partnership capacity.

External factors can also make it more difficult for PHAs to achieve their equity goals. Most agencies are limited by how they can use their scarce funds, which prevents them from reallocating their resources to where they are most needed. Local opposition,<sup>20</sup> laws that make it more difficult to build multifamily homes,<sup>21</sup> and funding criteria that favors development in higher poverty areas<sup>22</sup> are roadblocks to building affordable homes near good schools and jobs. Additionally, HUD’s payment standards, which determine which rents Housing Choice Voucher families can afford, often lag current market conditions. This can make it more difficult for these families to locate a landlord willing to accept their voucher, particularly in amenity-rich areas.<sup>23</sup>



Despite these challenges, PHAs strive to close the outcome gaps among their residents. Of the 83 PHAs surveyed, four-in-five mentioned implementing initiatives to improve resident outcomes.<sup>24</sup> By centering equity within their strategies, PHAs can bolster the effects of their policies, programs, and practices, furthering equity for their residents and community (see [Figure 1](#)). While the type and scope of the strategies adopted will depend on their funding, resident needs, local priorities, and political environment, even the smallest PHAs can incorporate equity into their operation plans.

**Figure 1: PHA Tools to Advance Equity**

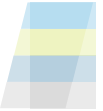


Policies govern who and how people can access housing assistance. Often serving as one of the largest local housing providers, PHAs have an obligation to equitably serve their community by developing admissions, payment standards, occupancy, repayment, household change, family determination, procurement, and rent termination policies that provide fair access to affordable housing for diverse populations.<sup>25</sup>

PHAs can also develop programs that offer health, education, employment, and other enrichment opportunities to support resident well-being. As anchor institutions, PHAs can be influential partners for schools, healthcare organizations, and nonprofits looking to aid the lowest-income families in their community.<sup>26</sup> These partnerships equip residents with resources to enhance their health, education, and financial security.<sup>27</sup> When targeted to residents experiencing the greatest disparities, these programs can help participants achieve more equitable health, education, and employment outcomes.

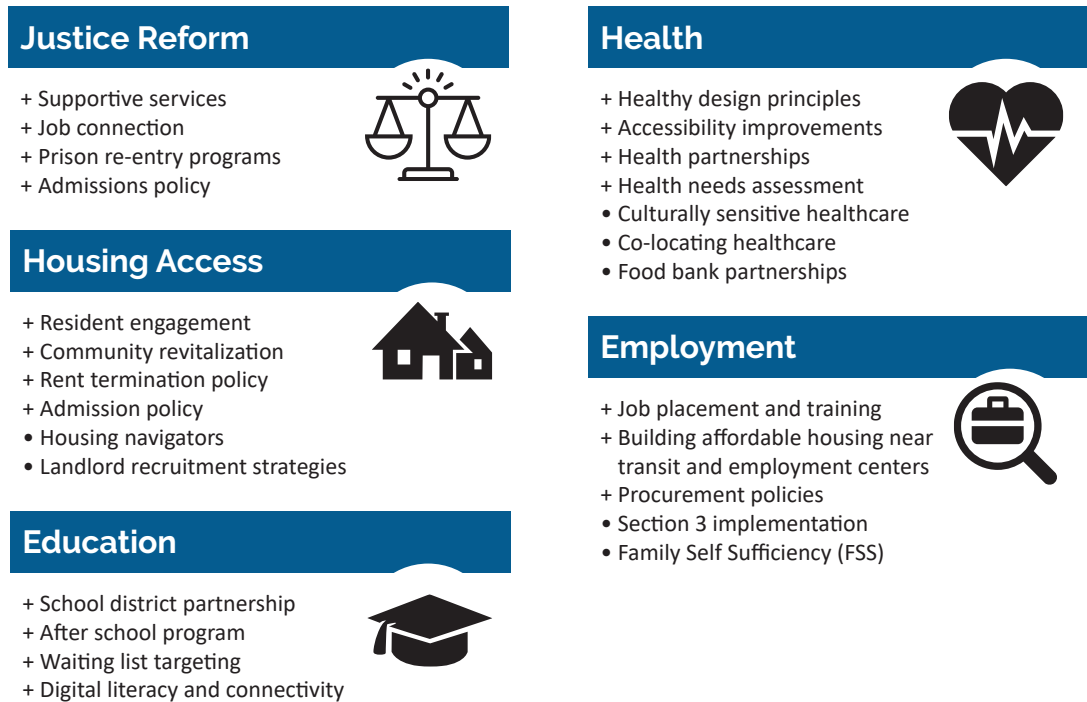
Operational practices, which guide how PHAs strategize, design buildings, revitalize neighborhoods, recruit landlords, market to current and future residents, and build community, can also advance equity.<sup>28</sup> Practices can also influence how PHAs embed a commitment to equity among their team, attract and retain diverse talent, and equip staff to provide culturally competent and trauma-informed care.

PHA-led strategies can improve health, housing access, education, and employment equity for residents (see [Figure 2](#) on page 8). To better understand the structure of these policies, programs, and practices, PAHRC



conducted this qualitative study. It builds on the findings of our earlier report, [How PHAs are Addressing Equity \(2023\)](#), which cataloged the spectrum of equity initiatives in the field. Based on a web scan and 16 PHA interviews, this report presents 19 case studies of strategies implemented by PHAs to improve housing access, health, education, and employment for underserved and underrepresented populations, as well as advice for implementing these initiatives.

**Figure 2: PHA-led equity initiatives that can improve resident outcomes.**



*+ initiative featured in the report.*



# Methodology





## METHODOLOGY

PAHRC conducted semi-structured one-hour virtual interviews with 16 PHAs between May 2023 and January 2024. The research team identified these organizations based on a convenience sample from PAHRC's 2022 survey on equity initiatives, web scans, and referrals from the Public Housing Authority Directors Association (PHADA), Council of Large Public Housing Authorities (CLPHA), and National Association of Housing and Redevelopment Officers (NAHRO) staff. PAHRC invited 59 PHAs to participate in interviews based on size, region, and presence of equity initiatives. Interviewers walked participants through questions about their equity initiatives, ranging from their strategic goals, funding, impacts to partners, and advice for success. Interviewees included executive directors, strategic planning directors, resident services leadership, and frontline resident services staff. PAHRC coded the interview notes for common themes and examined PHA websites to find relevant documents, such as strategic plans, annual plans, mission statements, and documented service offerings.

Case studies featured in this report are only a segment of each PHA's policies, programs, and practices to advance equity. PAHRC identified fifteen case studies through interviews and four in web scans. PAHRC staff selected equity initiatives to feature as case studies in the report based on the significance of the program, policy, or practice, guidance from PHA staff, and an assessment of the breadth of case studies already featured.

Larger PHAs in the West with Moving to Work (MTW) designation are overrepresented among PHAs interviewed and featured in this report. The designation exempts PHAs from certain regulations and allows flexibility with their federal funds. Among PHAs interviewed, five were from the South and Midwest, and three were from the Midwest and Northeast. Six participated in the initial cohort of MTW agencies, one was in the stepped and tiered rent cohort, and nine did not have MTW flexibility. Ten PHAs administered more than 3,000 units, two had between 500 and 3,000 units, and four had less than 500 units.

Among PHAs featured in case studies, six were in the South, five were in the West, two were in the Midwest, and five were in the Northeast. Thirteen PHAs administered more than 3,000 affordable homes. One had between 500 and 3,000 units, and five had less than 500 units. Ten PHAs were not participating in the MTW demonstration; six were in the initial cohort of MTW agencies, and two were in the stepped and tiered rent cohorts. One case study featured initiatives multiple PHAs engaged in and were not included in these tabulations.

# Thematic Analysis

The following section summarizes strategies, challenges, and advice for expanding equity described by 16 PHAs interviewed for this study.



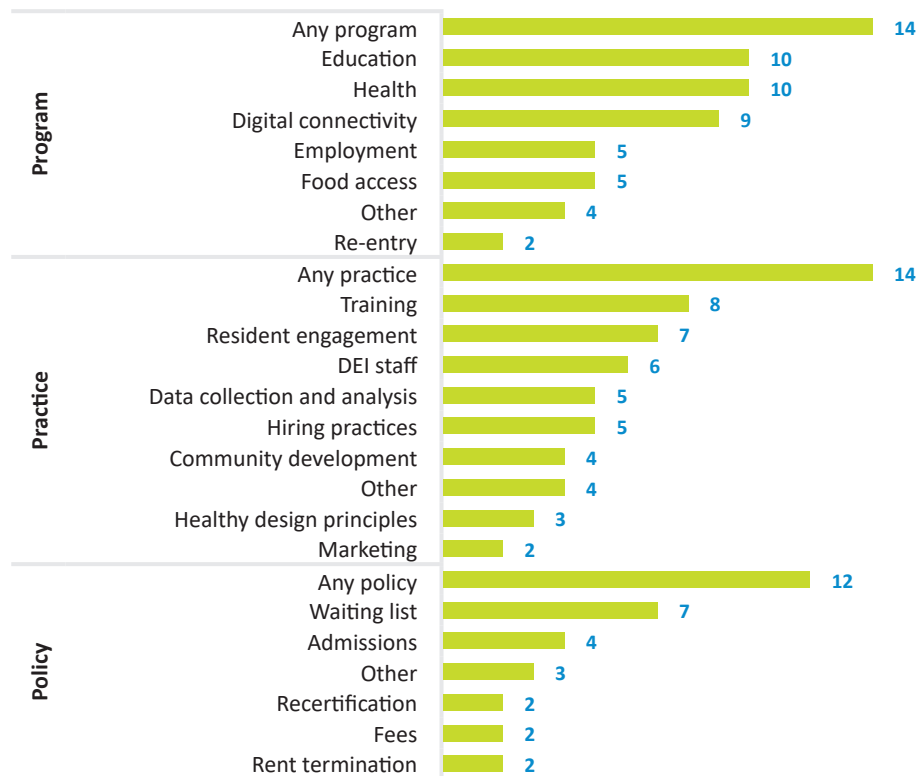
## Policies, Programs, and Practices

Most PHAs interviewed mentioned implementing at least one policy, program, and practice to improve fair treatment, access, and opportunity for all people. Programs and practices were the most common equity initiatives, cited by 14 interviewed PHAs. Education, health, and digital connectivity were PHAs' most frequent initiative focus areas. Some PHAs interviewed mentioned implementing programs and partnerships to improve equitable employment, food access, and re-entry outcomes (see [Figure 3](#)).

Among the 14 PHAs that implemented a practice to promote equity, facilitating staff training, hiring a staff member to focus on DEI, incorporating equity into community development strategies, and developing robust resident engagement strategies were most common. Some PHAs also described practices that promoted fair access and opportunity through data collection and analysis, hiring practices, healthy design principles, marketing, and equity reviews.

Twelve PHAs interviewed mentioned implementing policies to promote equity. The most common policies adopted with an equity lens included waiting list preferences, waiting list purge procedures, and admissions screening criteria, which were mentioned by seven and four PHAs interviewed, respectively. Interviewees less commonly mentioned updating rent termination, fees, recertification, over housing, rent enforcement, family obligation, and procurement policies to advance equity.

**Figure 3: Most Common Policies, Practices and Programs Promoting Equity Mentioned by PHAs Interviewed.**



*Note: Excludes strategies mentioned by only one PHA.*



## Challenges

The most common challenges described by PHAs that hinder equitable outcomes for their residents were lack of housing supply and transportation, mentioned by seven and six PHAs interviewed, respectively. Cost of living, the location of affordable housing influenced by historic redlining policies, lack of education programming, language barriers, access to childcare, and mental and physical health disparities were also frequently mentioned. Two PHAs highlighted the size of their service area, racial unrest, the high cost of rent, staff workload, and a lack of internet access as equity challenges. The age of the housing stock, a lack of accessibility, food insecurity, resident employment barriers, and evictions were each mentioned by one PHA.

## Advice for Expanding Equity

The most common advice interviewees offered to PHAs interested in building or expanding equity initiatives is to build trust with residents, secure buy-in from staff, develop partnerships and develop resident-driven initiatives (see **Figure 4**). Assembling a team that aligns with the organization's mission, seeking peer learning opportunities, training staff, analyzing and collecting data, and considering the sustainability of initiatives were also frequently mentioned. A couple of PHAs interviewed also suggested examining community trends, cataloging what your agency brings, establishing a strategic plan and vision, promoting accessible marketing, compensating staff and residents, celebrating program outcomes, and creating a separate resident services team. The following section describes this advice in more detail.

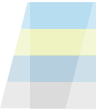
**Figure 4: Most Common Advice Mentioned by PHAs Interviewed to Expand Equity Initiatives**



*Note: Excludes advice mentioned by only one PHA.*

### Build Trust with Residents

Most PHAs interviewed acknowledged the importance of involving residents early in the planning and development of equity initiatives. When asked to advise other organizations who wish to promote fair access, nine PHAs suggested developing initiatives led by residents rather than programming at them. Considering resident feedback in program design ensures that the programming developed meets the



community's needs, which can also lead to resident engagement and satisfaction. For instance, [Akron Metropolitan Housing Authority \(AMHA\)](#) mentioned following the Civic Commons approach, which collaborates with Akron Reimaging to collect feedback about what residents want and explore and evaluate what works.

Ten interviewees also emphasized that following up on resident feedback and establishing credibility through actions is essential to building trust and developing equity initiatives. For example, while facilitating the Rent Assistance Termination Working Group, [Home Forward](#) mentioned that participants occasionally discussed topics outside the group's goals. Staff created a 'parking lot' for the policy team to follow up on these topics and remain accountable to residents. Interviewees also described building trust with residents by developing a positive customer service experience for residents. For instance, [Boulder Housing Partners \(BHP\)](#) moved their project-based Housing Choice Voucher program under the property management team to streamline the paperwork residents need to fill out, established a general contact email for each property to increase staff response time, and implemented a referral system between the maintenance and resident services team to connect residents to additional supportive services when needed.

To engage residents, interviewees suggested connecting with community leaders, seeking feedback from resident advisory boards, compensating resident ambassadors to promote programs, including residents in internal working groups to advise programs, policies, and strategic planning, and considering every resident touchpoint as an opportunity to build trust and community. [BHP](#) noted that connecting with resident leaders can help PHAs build relationships within the community to foster trust, develop and administer better programs, and promote initiatives with residents. Two PHAs also expressed the importance of compensating residents for contributing to these programs' advisement, development, and promotion. For instance, the [Housing Authority of Austin \(HACA\)](#) provided resident champions a stipend to develop and promote the iDADS program in their community.

Once PHAs develop a program targeted to residents, interviewees suggested promoting materials in multiple languages to enable PHA staff to reach people from various backgrounds, offer programs that meet a wide array of resident needs, and incentivize participation with food, childcare, or rewards. For instance, the [Gainesville Housing Authority \(GHA\)](#) shared that word of mouth and providing food and beverages at events can go a long way to encourage participation. Additionally, establishing barriers between resident service and the property management team could build trust and promote participation among residents. Both [Rutland Housing Authority \(RHA\)](#) and [AMHA](#) mentioned that appropriately separating roles can avoid difficult situations for residents and staff. For instance, AMHA noted that families could be reluctant to participate in at-home visits through their SPARK program if they believed service coordinators would report the appearance of their home to property management. AMHA resolved this by assuring families that resident service staff would only contact property management if they observed severe health and safety conditions.





## Secure Staff Buy-In

Ten PHAs mentioned securing buy-in among the staff and board is necessary to develop and expand equity initiatives. Many interviewees shared that they need staff committed to the mission at every level of the organization to advance equity, develop partnerships, and connect with residents. [Everett Housing Authority \(EHA\)](#) expressed that leadership buy-in on the executive management team and board is essential to establish strategies that promote equity, secure funding, establish goals, and cultivate broad buy-in for DEI initiatives. Meanwhile, the [Oklahoma City Housing Authority \(OCHA\)](#) shared that invested frontline staff provide on-the-ground support to implement the vision. Additionally, [HACA](#) shared that resident voices shape iDADS and that PHA staff and leadership develop and manage the program. At the same time, the board of commissioners provides gap financing support and removes barriers to the program. [Seattle Housing Authority \(SHA\)](#) also mentioned that it is essential to listen and offer support to equity champions among staff, regardless of their level in the organizational hierarchy. [RHA](#) explained that they laid the groundwork for staff buy-in by facilitating communication between departments and encouraging them to establish relationships with each other outside of leadership.

To promote buy-in among staff, interviewees suggested sharing the importance of equity in the organization's culture, connecting equity to everyday work staff engage in, equipping staff with training, and considering alignment to the mission while hiring. Some interviewees mentioned that it is important to meet staff where they are and acknowledge that change can be uncomfortable. For example, [Opportunity Home](#) shared that they use the Theory of Change model to establish how change happens over time and create expectations for the short, medium, and long term. [Cuyahoga Metropolitan Housing Authority \(CMHA\)](#) mentioned that offering DEI training equips staff to be culturally responsive and provides historical context, which can help staff members understand why equity initiatives are necessary, especially if staff have not felt the negative effects of redlining, discrimination, or other injustices firsthand. [EHA](#) shared that recruiters who actively advertise openings to diverse candidates and inquire about commitment to equity during interviews can help agencies find candidates committed to DEI.

## Establish a Strategic Plan and Vision

Three PHAs recommended that organizations interested in promoting fairness, access, and opportunity for all develop a strategic plan and vision. A strategic plan affirms organizational buy-in and establishes a framework for programs, policies, and operational strategies to advance equity goals. [SHA](#) recommended identifying organizational values and what it takes to be in integrity with them to guide the programs, policies, and budget needed to fulfill this vision. For instance, [Fresno Housing](#) created a DEI Strategic Framework that established guiding values, goals, and key milestone dates to intentionally expand how the organization improves equity through its programming, policies, operations, and resident interactions. When developing a strategic plan, consider facilitating a working group of staff of varying tenure levels, community champions, and leadership with diverse backgrounds.

Six PHAs suggested participating in national and local peer learning networks to get inspiration on programs, policies, and strategies to expand equity initiatives in their community. Trusted experts can identify best practices and roadblocks and offer advice when developing new programs. For instance, Council Bluffs Housing Authority (CBHA) meets with other PHAs to learn from them and to



establish working relationships. In addition, they recommend joining industry groups to facilitate these connections and receive training from their peers. Reaching out to PHAs with a similar policy, program, and community composition can provide a framework to replicate that initiative locally.

## Let Data Drive Decisions

Five PHAs advised letting data drive decisions when developing and administering equity initiatives. Examining outcomes across race, gender, and ethnicity can inform how to prioritize initial efforts, make the case for policy changes and resource allocation, and catalyze partnerships. Agencies just starting to use data to drive decisions can begin by analyzing data they already collect. For instance, [Opportunity Home](#), [Elm City Communities](#), and [Home Forward](#) mentioned evaluating housing placements, rent terminations, and waiting list applications across races. Examining data helps identify whether any inequities were present to inform future organizational strategy. PHAs can also use data to inform outreach. For example, [BHP](#) alerts service coordinators through their property management software when a resident at a property turns two so they can reach out to the family to inform them about the importance of preschool and help them navigate early education programs.

Agencies with more capacity can consider collecting additional data to assess educational, employment, and health metrics. For example, [Elm City Communities](#) mentioned partnering with New Haven Public Schools to gather information on truancy to guide resident outreach. [EHA](#) also described collecting data on language spoken at home to inform resident outreach.

## Develop Partnerships

Ten PHAs suggested partnering with local organizations to support equity initiatives. Building a community takes a village that relies on trusted partnerships. Past research has found that partnerships with local nonprofits and community organizations make most PHA education and health initiatives possible. Partners can include libraries, healthcare providers, schools, nonprofit service providers, and other housing authorities.

To pitch a new partnership, interviewees recommended that PHAs share data or a story, propose mutually beneficial relationships, and participate in local working groups and boards to network with key stakeholders. For instance, CBHA advocates organizations schedule frequent meetings with local government, such as the mayor and city community development office. [Roanoke Redevelopment and Housing Authority \(RRHA\)](#) shared that they develop relationships with their partners by inviting them to events, referring clients, and collecting data demonstrating the impact of their contributions. Interviewees suggested offering in-kind services to sweeten the partnership, such as space, payroll, waiting list preferences, and referrals. Meanwhile, [AMHA](#) advised PHAs to identify community focus areas, such as resident attendance or achievement scores, to describe how partnering can help achieve communitywide goals.

When deciding whether to proceed with a partnership, agencies advised PHAs to consider internal and external capacity, sustainability, mission alignment, and expectations. [AMHA](#) mentioned that the strongest partnerships are between organizations and people passionate about the same mission. When starting a new collaboration, piloting a program by implementing a ‘test and learn’ approach can help PHAs build momentum, gauge interest, and address challenges before scaling them up. Conversely, [SHA](#) recommends considering each partnership’s value, regardless of scale, as programs



serving even a few residents can be very effective within the right community. Additionally, establishing a Memorandum of Understanding (MOU) that includes a scope of service and clarifies expectations can set partnerships up for success.

## Assemble a Team

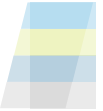
PHAs serve residents from a variety of backgrounds and perspectives. Staff backgrounds can also affect how they design policies and programs and interact with residents. Seven PHAs shared that assembling a team aligning with the organization's mission is essential to developing equity initiatives. Multiple interviewees stated that staff are the 'secret sauce' that makes their programs, policies, and practices possible. Culturally competent staff with lived experience, who go above and beyond and are committed to the mission and vision, can improve engagement with residents and embed fairness, access, and opportunity for all into the organization's culture. For instance, [HACA](#) mentioned that developing an iDADS team that reflects different ages and racial and ethnic origins enables them to develop strong relationships with diverse families to engage in the program. Four PHAs explained the importance of hiring staff that reflect their community. To better understand their residents and adequately meet their needs, [BHP](#) hires staff representative of their residents. For example, having a large Spanish-speaking population, BHP has reflected that population in their staff by hiring many bilingual and bicultural people. Diverse staff can also help PHAs build trust, establish meaningful relationships within the community, and understand what residents need to develop more effective programs. [GHA](#) also expressed that once a PHA assembles a team, it is essential to treat them well to retain talent. They suggested offering staff bonuses, encouraging staff to spend time in areas that interest them and align with their skills, and instituting flexible work schedules when possible.

## Update Policies

Admin plan updates, such as criminal background screening, over-housing, and family determination policies, can be a good starting point for smaller PHAs to serve their community more equitably. While some changes may not require PHAs to update data collection forms, changing these policies can lead to additional work. For instance, [Home Forward](#) mentioned that changing their rent termination policy led them to revise their Admin Plan, revise how they coded and reported data in their management system, and identify other policy changes residents were interested in implementing. To help with this process, they suggested developing a crosswalk to educate staff about the new process and considering opportunities to streamline the data collection process to reduce the administrative burden. They also recommended hiring a Director of Policy for larger agencies to establish and roll out a policy agenda.

## Evolve As Needed

Integrating DEI into an organization's culture and operations is an iterative process. [EHA](#) suggested beginning by committing to one strategy and building from there. [Opportunity Home](#) shared that incorporating equity into the culture and DNA of an organization is a marathon rather than a sprint, so giving yourself grace and committing to continued growth is vital. Interviewees also expressed the importance of being flexible to develop more efficient programs. For instance, [RRHA](#) mentioned that they switched to digital engagement strategies when they found flyers no longer enabled them to reach their community.



## Sustain Long Term Commitment

Four PHAs emphasized the importance of sustaining long-term commitment to programs. Evaluating programs can equip organizations to improve the program, make the case to expand or roll back initiatives, and market the program to secure additional funding. For instance, [Bath Housing](#) collected testimonials and data on hospitalizations and falls from households participating in their Comfortably Home program and shared them with staff and Maine Housing. The data and testimonials encouraged Maine Housing to fund the program for nearly a decade, which enabled other PHAs across the state to develop similar health initiatives. Additionally, [AMHA](#) shared that equipping their leadership team with data and knowledge of their Early Childhood Initiative (ECI) and Full Term First Birthday programs has helped their organization advocate for the programs, build partnerships, and secure additional funding. To make programs more sustainable and build trust among residents and partners, [SHA](#) invested operational dollars into their programs to complement grants.

## Advice for Small PHAs

There are opportunities for PHAs of all sizes to center equity in their strategic plan. Since housing stability is related to health and education outcomes, even PHAs focused on housing can implement strategies to serve their community more equitably (see [Figure 5](#) on page 19). For smaller PHAs, quick wins could be a good place to build momentum for equity initiatives. Starting points could include ensuring forms and websites are translated into multiple languages, are machine-readable, easy to understand, and feature pictures that accurately reflect people in the community. Agencies can also partner with local organizations trusted by underserved groups in their community to promote these materials and spread awareness about affordable housing opportunities.

Developing fair policies that promote housing access is another opportunity for smaller PHAs focused on housing to serve their residents more equitably. Policy updates could include developing inclusive family policies, updating criminal screening policies to include lookback periods that reflect the severity of convictions, establishing consistent fee structures across properties, creating fair repayment plan options, and procurement policies that encourage diverse vendors to apply for PHA contracts. Small agencies can also analyze voucher utilization, rent termination, and applications across race, ethnicity, gender, and age among the residents they serve using data HUD requires them to collect to identify whether any populations are experiencing disparate outcomes to inform the next steps.

Small PHAs can also develop housing-driven equity strategies to build off programs they already implement. Housing-driven strategies to advance fairness, access, and opportunity for all can include revitalizing formerly redlined neighborhoods, building affordable homes in amenity-rich neighborhoods, incorporating healthy building design principles into property development, expanding unit accessibility, and leading landlord outreach initiatives to improve voucher utilization. Developing positive customer service experiences can also build trust and boost housing access among residents.

Many interviewees emphasized that training could help PHAs of all sizes improve their service delivery. Training staff about anti-racism, fair housing, gender identity, trauma-informed care, and DEI can equip staff to serve their residents more effectively, leading to more equitable and positive resident outcomes. Small agencies can also participate in peer learning groups to connect with similar-sized organizations to share effective strategies.



Partnerships can be an effective way for smaller organizations to expand their capacity to improve employment, education, and health for residents. Partnering with residents can help smaller agencies with limited resources identify their most important needs to prioritize their strategy. Once PHAs identify resident needs, collaborating with local nonprofits, libraries, healthcare providers, and schools expands PHA service offerings to residents. Participating in local working groups and boards can be an opportunity to cultivate these partnerships. Reaching out to potential partners to describe what PHAs do and share how working together to advance shared goals can also foster new partnerships. To scale up these partnerships, consider starting small and piloting programs.

**Figure 5: Opportunities for Small PHAs to Build Equity into Their Strategic Plan**

## Update marketing materials

- Ensure forms and website are accessible and readable to residents
- Feature photos that reflect the diversity of residents served
- Provide materials in multiple languages
- Partner with trusted organizations to promote housing opportunities to underserved groups



## Review housing policies with an equity lens

- Develop family policies that are inclusive
- Update criminal screening policy to include lookback periods that reflect the severity of convictions
- Establish equitable fee structures and repayment plans
- Create procurement policies that encourage diverse vendors to bid on contracts
- Analyze outcomes across groups using PHA administrative data



## Develop partnerships to enhance capacity

- Catalog what your PHA can bring to the table
- Participate in local working groups
- Inform potential partners about how PHAs can help advance shared goals
- Partner with residents to inform and promote strategies
- Start small and pilot programs



## Consider housing-driven equity strategies

- Incorporate equity into community redevelopment strategy and landlord outreach strategies
- Revitalize disinvested neighborhoods
- Adopt healthy building design principles
- Expand unit accessibility
- Develop positive customer service experience for residents to build trust



## Train staff

- Cover topics such as:
  - Anti-racism
  - Fair housing
  - Gender and pronouns
  - DEI
  - Trauma informed care
- Engage in peer learning



# Conclusion







## CONCLUSION

Developing housing policies, programs, and practices with an equity lens can position PHAs to support social justice, rectify historic disparities caused by discriminatory housing policies, build inclusive communities, and fulfill their obligation to affirmatively further fair housing. This report presents 19 case studies on large and small strategies that housing authorities of all sizes can consider adopting to promote fairness, access, and advancement for all people. The strategies PHAs pursue to advance equity are community driven and can vary depending on factors such as local needs and priorities, policies, funding, internal capacity, and access to partners. Equitable programs and practices were common among PHAs interviewed in this study, with education, health, and digital connectivity being the most frequent focus areas for programs. Meanwhile, the most common equity practices were training, developing robust resident engagement strategies, assigning a staff member focused on DEI, collecting and analyzing demographic data, and implementing inclusive hiring strategies. Interviewed PHAs also shared policy changes to advance fair housing access, most commonly mentioning revising their waiting list and admissions policies. This study also highlights advice PHAs recommend pursuing to develop policies, programs, and practices to equip residents to achieve equitable outcomes. In doing so, it provides a framework for PHAs to expand their programs and partnerships that support residents of all backgrounds.. Collecting resident feedback, building trust, securing staff buy-in, developing partnerships, training staff, gathering and analyzing data, and assembling a team that aligns with the mission, were identified as key steps for developing equity initiatives according to PHAs interviewed.

PHAs can advance equitable outcomes in their community by administering affordable housing in their community with an equity lens, but they are just one piece of the puzzle. Partnerships, adequate and sustainable funding, and resident feedback are crucial to implementing many deeply targeted PHA strategies that aim to eliminate barriers to accessing affordable homes and support underserved and underrepresented groups achieving upward mobility. Creating healthy communities that are affordable and provide educational enrichment, transit access, and job opportunities often requires collaboration across government agencies, nonprofits, businesses, and residents themselves. These partnerships can amplify collective organizational impact to achieve shared goals. With the right partnerships and financial backing, PHAs can create expand their community footprint to build communities that improve housing stability and offer services that foster improvements in health, education, and employment outcomes for residents of all backgrounds.

# Case Studies

The following appendix includes 19 case studies of policies, programs, and practices PHAs have implemented to promote equitable outcomes for their residents. For more guidance on strategies not featured in this report, visit [PHA Policies and Practices that Promote Equity](#).<sup>29</sup>



## OPENING DOORS TO PUBLIC HOUSING (Admissions policy)

### Multiple agencies



#### Program Description

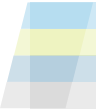
Between 2017 and 2021, 22 housing authorities across 12 states collaborated with the Vera Institute of Justice to eliminate barriers that people with criminal records sometimes face when attempting to access affordable housing. The Opening Doors to Public Housing Initiative, as it is known, included participants from Housing Authority of the County of San Diego (CA), Colorado Department of Local Affairs, Division of Housing (CO), Delaware State Housing Authority (DE), Northern Illinois Regional Affordable Community Housing (IL), Lafayette Housing Authority (LA), Springfield Housing Authority (MA), Detroit Housing Commission (MI), Asheville Housing Authority (NC), Burlington Housing Authority (NC), Oklahoma City Housing Authority (OK), Allegheny County Housing Authority (PA), Providence Housing Authority (RI), and Tacoma Housing Authority (WA).<sup>30</sup>

With funding from the Bureau of Justice Assistance and technical assistance from Vera Institute, these housing authorities partnered with their local police department, department of correction, service providers, and advocates to implement strategies to improve re-entry and housing stability for people with criminal backgrounds. As a result of these partnerships, participating PHAs implemented re-entry programs, revised their admissions policies, or developed a mix of these strategies. Some of the policies and strategies they adopted include:<sup>31</sup>

- Shortening the lookback periods when considering criminal records.
- Eliminating categorical bans that prevent people with certain convictions from receiving assistance, particularly for non-violent offenses.
- Establishing a panel of residents, PHA staff, and law enforcement personnel to review applicants with criminal convictions within the PHA's lookback period.
- Defining mitigating circumstances and evidence that applicants can provide to demonstrate that they have rehabilitated.
- Inviting applicants with criminal convictions within the lookback period to meet with a panel to review their application and evidence supporting their rehabilitation.
- Expanding partnerships with reentry service providers to improve access to supportive services people with convictions need when reentering the community.

Additionally, PHAs participating in Opening Doors to Public Housing Initiative evaluated the impact of their current practices, consulted with community partners, and examined research on recidivism to identify strategies to improve housing stability for people with convictions.<sup>32</sup> For instance, research cited in an evaluation by the Tacoma Housing Authority suggested capping lookback periods for criminal convictions at three years since 82% of people with criminal records who return to jail within nine years are arrested within the first three years since their last conviction.<sup>33</sup> The research and data collected in their evaluation helped staff establish a strategy and build public support for these changes.<sup>34</sup> Despite these efforts, PHAs engaged in this work report challenges getting buy-in from private landlords participating in the Housing Choice Voucher and Project-Based Voucher program.

## OPENING DOORS TO PUBLIC HOUSING (Admissions policy)



### Impact

While the impact of the Opening Doors to Public Housing Initiative has yet to be evaluated, studies of similar programs have demonstrated promising results. Multiple studies have found that access to affordable housing after release from prison reduces recidivism rates,<sup>35</sup> particularly among high-risk offenders.<sup>36</sup> Conversely, housing instability and homelessness can increase the likelihood of recidivism.<sup>37</sup>

### Partners

The Vera Institute of Justice and multiple state and local agencies provided technical assistance.

### Funding

The US Department of Justice and Bureau of Justice Assistance funds this initiative.

**WE WANT YOUR FEEDBACK!**  
We are considering changes to our criminal background screening policies.

Current Process	Proposed Changes	Why?
<ul style="list-style-type: none"> <li>Automatically deny an applicant if they have convictions from the last 5 years for violent, drug-related or threatening offenses.</li> <li>Applicants can request an informal review, using THA's grievance process.</li> <li>THA staff refers tenants to case management services upon request or when necessary.</li> </ul>	<ul style="list-style-type: none"> <li>No longer denying people a voucher because of their criminal history, beyond what's required by HUD.</li> <li>Only look at felony convictions for violent, drug-related or threatening offenses, and reduce the look back period from 5 years to 1 year.                             <ul style="list-style-type: none"> <li>If an applicant receives a felony conviction for any of those offenses within the last year, they'll be required to come in for an individualized review. This will help THA make a decision based on the person, not just their criminal history.</li> </ul> </li> <li>Automatic case management referral for applicants accepted through the individualized review process. Participation is voluntary.</li> </ul>	<ul style="list-style-type: none"> <li>Data depicts providing housing decreases the chance of a re-offense and makes the community safer.</li> <li>Data shows criminal history has limited value in predicting whether or not someone will be a problem renter.</li> <li>Research indicates criminal screening excludes people of color, particularly black applicants, at a higher rate than others.</li> <li>The current process makes family reunification difficult for our families who want another family member to join them.</li> </ul>

**Common Questions:**

**What is a look back period?**  
A look back period is the number of years THA looks back at an applicant's record for disqualifying criminal history. The look back period starts from the date we begin reviewing the application. This review helps determine whether to rent to a person.

**Do these changes mean applicants with a history of violence or sexual assault will be approved for THA housing?**  
No, in compliance with HUD requirements, THA denies anyone who is registered as a lifetime sex offender, displays a pattern of alcohol/drug abuse, or who poses a threat to the health, safety and peaceful enjoyment of other residents.

**Share your feedback online at:**  
[tinyurl.com/CriminalScreeningSurvey](https://tinyurl.com/CriminalScreeningSurvey)

*Source: Tacoma Housing Authority [Criminal Background Screening Policies](#)*

## RENT REASONABLENESS POLICY (Rent termination policy) Home Forward, Portland, OR



### Program Description

Home Forward, the housing authority in Portland, OR, created a data-, resident-, and community-driven framework it used to update its screening and rent termination policy. To contextualize its strategy, Home Forward commissioned an equity analysis to identify who is terminated from housing assistance programs and why.<sup>38</sup> The study found that the rate and reason for eviction filings varied by property management company. Surprisingly, people living in properties managed by Home Forward were more likely to be evicted than those with private landlords. Most evictions were filed for past-due charges, but non-rent-related reasons were more likely to result in tenant vacancies. White renters were more likely to have their assistance terminated due to death. On the other hand, Black renters were more likely to lose assistance after their income rose and made them ineligible for housing assistance payments. While the study did not identify racial disparities among assisted households facing eviction, Home Forward acknowledged that nationwide data finds that evictions disproportionately affect Black and Hispanic or Latino households.

These findings encouraged Home Forward to examine their termination policy.<sup>39</sup> Home Forward invited residents and staff to participate in the Rent Assistance Termination Policy Working Group to discuss the findings and develop a new policy. Participants met over the course of a year and were compensated for their time. The agency adopted all recommendations proposed by the working group. The new rent assistance termination policy narrowly defines and limits evictions for cases with serious violations. Home Forward identified additional policy changes to promote equity from this framework (see **Figure 6**).

**Figure 6: Additional Policy Changes Implemented by Home Forward to Advance Equity**

Policy	Description
Family Obligations	The family obligations policy was clarified and rephrased so that the language describes what successful participation looks like. The previous policy was written in a way that assumed participants would violate the rules.
Criminal Background	All non-federally mandated criminal background screening requirements were removed.
Rent Enforcement	Established a threshold for rent enforcement since many families were being evicted over small overdue rent amounts. Home Forward does not engage with families until more than one month's rent and \$500 or more is owed.
Rent Reasonableness	Repayment plans range from a minimum of \$10 up to 10% of income or 10% of their bank account, depending on which type of housing the resident lives in. Residents can enter a repayment agreement at any point up until the day of an eviction trial, which would immediately dismiss their case and does not enter the court records.
Family Change	Home Forward will be replicating the working group process to update their policy about adding and removing household members. Many households include multigenerational families and are impacted by this policy. As part of this process, Home Forward will bring in community partners, such as the Native American Youth Association, which has worked with Home Forward on short-term rental assistance programs.



## RENT REASONABLENESS POLICY (Rent termination policy)

"Circling back with folks is important. Our rent termination working group devoted a lot of personal time and energy to talk about things that can be traumatic. Making sure we revisit where we land with this process based on their recommendations and how it is being implemented is essential."

*-Home Forward*

### Impact

The Rent Assistance Termination policy updates were still being completed as of June 2023 and need to be re-evaluated.

### Partners

Home Forward partnered with residents, Red Sea Road Consulting, LLC, and Nancy Davis Consulting to support the Rent Assistance Termination Policy Working Group.

### Funding

Home Forward used their operating fund to implement this policy change. Their status as a Moving to Work agency enabled them to adopt regulatory reform initiatives.





## SUPPLIER DIVERSITY PROGRAM (Procurement policy) Fresno Housing, Fresno, CA

### Program Description

Fresno Housing developed a Diversity Equity and Inclusion (DEI) Strategic Framework in 2022 that established a vision to ‘demonstrate how diversity, equity, and inclusion can transform a community.’ The strategic framework describes how DEI relates to housing insecurity and the actions Fresno Housing plans to take to undo past harm and build up marginalized communities. Fresno Housing’s plan establishes goals to expand DEI by increasing the power and influence of diversity at their organization, creating a culture of belonging, activating diversity, equity, and inclusion throughout the community, and building inclusive excellence through communication, accountability, data, and awareness. In pursuit of these goals, the framework outlines strategies Fresno Housing plans to implement for recruitment, staffing, employee development, retention, resident engagement, research, building economic opportunities, communications, education, and accountability.<sup>40</sup>

Fresno began working on the framework in 2019 by collecting feedback from residents, staff, and community leaders through numerous town halls and focus groups. The organization also analyzed operational demographic data and hired a consulting firm to formulate best practices. Leading up to the release of the 2022 framework, Fresno Housing hit many landmark goals, including:

- Hiring a chief diversity officer.
- Appointing its first woman of color as board chair and interim CEO.
- Creating a DEI vision and mission statement.
- Launching a DEI training curriculum for their board and staff.
- Forming a DEI agency working group.
- Analyzing its hiring and recruitment process.
- Updating its policy review process with an equity lens.

One strategy highlighted in Fresno Housing’s DEI Strategic Framework was developing a supplier diversity program. To achieve this goal, Fresno Housing examined its procurement process to ensure that bids were competitive while encouraging a diverse pool of vendors to apply. To advance this goal, Fresno Housing collaborates with the Black Chamber of Commerce and the Small Business Administration to facilitate outreach, education, and advisement to diverse vendors in the community. These strategies help the organization directly solicit relevant bids from diverse, qualified firms. To make the procurement process fair, Fresno Housing is open to dividing requirements into smaller tasks when feasible to promote participation, includes clauses requiring contractors to provide training and employment opportunities for residents where possible, and considers how delivery schedules could encourage diverse contractors to apply.<sup>41</sup> Fresno Housing also participated in an outreach event with other large government contractors in the Central Valley, targeting small business owners, where they answered questions about their vendor portal and built relationships with potential vendors. These events helped Fresno Housing demystify the application process and locate Section 3 businesses.

## SUPPLIER DIVERSITY PROGRAM (Procurement policy)



"We've got some brilliant folks that live with us and engage with us. There are a lot of different resources out there and our role is to bring those resources to our residents so that they have choices."

*-Fresno Housing*

### Impact

Fresno Housing staff report that the vendor outreach events have helped demystify the application process, locate Section 3 businesses, and encourage more diverse vendors to apply to bids.

### Partners

The Black Chamber of Commerce helps build working relationships with diverse businesses, including those that have fewer resources and project bids.

### Funding

Fresno Housing did not receive outside funding for this initiative.

## BRINGING SCHOOL HOME

(Education enrichment and family support program)

**Boulder Housing Partnership, Boulder, CO**



### Program Description

What began 26 years ago as books in a laundry room and a brand-new partnership with the “I Have a Dream Foundation” (IHDF), Boulder Housing Partners (BHP) has grown into Bringing School Home (BSH), a two-generation resident services program that uses targeted admission to create learning-rich environments that address

both the needs of children and the adults in their lives.

When, many years later, BHP noted the success of their “I Have a Dream” classes, they knew they wanted to bolster the program’s effects by extending it to early childhood. After several years of piloting ideas, BHP landed on the program’s current focus of early learning and parent support. BHP created the Bringing School Home program to provide additional enrichment to young children under age six in their communities, inspired by research that shows 90% of brain development happens in the first five years of life, and that academic gaps

are well established by the time children reach kindergarten. In addition to the services targeted towards children, BHP provides management to support parents’ education and employment goals.

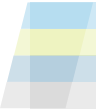
With the help of local partners, BHP provides summer literacy, afterschool enrichment, developmental screenings, field trips to museums, playgroups, and more to support the educational enrichment for young children living in the four Bringing School Home communities.<sup>42</sup> BHP also supports parents by providing case management, parenting classes, workshops, and family-wide art and recreation classes to support family bonding and parental employment and education goals. The overarching goal of this program is to raise preschool and kindergarten enrollment, improve kindergarten readiness, and elevate education attainment opportunities and outcomes into adulthood for program participants. BHP partnered with the University of Colorado Boulder to evaluate and provide recommendations on implementing Bringing School Home.<sup>43</sup>

BHP’s first action was to amend its admission policy to require that families entering one of the four BSH properties have a child under the age of six. BHP established a public housing admissions preference for income-eligible families with children under age six referred by their community partners. The organization also uses its property management software to inform outreach initiatives. When a child turns two, the resident services team gets a notification through their property management platform. Upon receiving the notice, a resident service coordinator schedules a meeting with the family to discuss the importance of



Source: Boulder Housing Partnership

## BRINGING SCHOOL HOME (Education enrichment and family support program)



"You're never done. We are constantly in the process of improvement, constantly looking at ourselves to say, 'What are we missing? What are we not doing well? What do we think we are doing well that we really are not doing well? And how can we get the feedback that we need to improve our work?"



preschool, support the family in navigating the school system, and plug them into Bringing School Home programs.

Residents are at the heart of all of BHP's programs, including Bringing School Home. Service coordinators spend time in their communities to build connections and trust. The agency also identifies natural leaders and facilitates a parent advisory group to understand resident needs, develop effective programs, gather feedback, and support outreach. BHP also strives to keep grant money in the community by hiring residents for roles when possible. In addition, three residents are board members of the BHP Foundation, allowing them to have a seat at the table.



Source: Boulder Housing Partnership

### Impact

In recent years, BHP reported that more than 90% of their young children are enrolled in preschool, which is well above the state levels of 23% of four-year-olds and 8% of three-year-olds enrolled in preschool in 2022.<sup>44</sup> They attribute this result the strength of their partnerships with program participants, the school district, Head Start, and local organizations.

### Partners

The "I Have a Dream" Foundation of Boulder County, Emergency Family Assistance Association (EFAA), Thorne Nature Center, City of Boulder Open

Space and Mountain Parks, Boulder County Housing and Human Services, including Head Start, Parents as Teachers, Family Self-Sufficiency, Healthy Youth Alliance, Boulder Valley School District, University of Colorado, Boulder Public Library, Colorado Statewide Parent Coalition, and many more support Bringing School Home.

### Funding

The Boulder Housing Partners Foundation supports Bringing School Home through grants and donations.



## COMFORTABLY HOME (Accessibility improvements) Bath Housing, Bath, ME

### Program Description

Older adults seeking apartments with Bath Housing consistently say they are seeking new housing because they cannot age safely in their existing home. Bath Housing launched Comfortably Home in 2015 to help older homeowners modify their homes to improve their safety and mobility at no cost so that they can thrive. The program helps older adults age in place and is a cost-effective alternative to building new senior housing.<sup>45</sup> As of 2023, Bath Housing has funds to modify 50 homes a year.

Comfortably Home is rooted in the belief that safe housing can improve the health and wellness of an entire community. Bath Housing developed the program with inspiration from John Hopkins' CAPABLE program and a similar initiative led by a local Habitat for Humanity affiliate. Comfortably Home differentiated from Habitat by incorporating a paid staff model, and CAPABLE by reducing the focus on medical care.

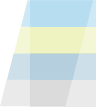
The program has improved mobility and wellbeing for participants by weatherizing properties, improving lighting, and installing shower seats and grab bars. In addition, the maintenance staff performs a safety check for all participants to ensure that a smoke detector is in the home, lighting is adequate, furnace and laundry vents are clean, and the entry and exits of homes are clear. After the safety assessment, Bath Housing develops a customized work plan with each participant based on their health and mobility needs. Comfortably Home specializes in one-time, minimally invasive, high-impact minor home improvements. Modifications to bathrooms and stairs are most common. Frequent stairway retrofits include adding banisters, incorporating multi-level lighting switches to ensure participants do not have to walk down to a dark room, and adding pull cords to basements. Bathroom modifications include grab bars, shower wands, curtains, and tub cutouts. Comfortably Home excludes foundation work, furnace repair, appliance replacement, mold remediation, new toilet installation, ramp additions, chairlifts, walk-in shower installations, concrete work, and chimney cleaning to avoid scope creep.

Maintenance staff complete the work plan and check in with participants after six months. The per home cost is no more than \$3,000; Bath Housing has modified the homes of over 360 participants since the program's inception.<sup>46</sup> Families that earn under 100% of the area median income and have a member with a disability or who is over 55 years of age are eligible.

"People feel better—the program has influenced their everyday life. Many say they didn't know they needed it until they had it and wonder how they lived without it."

**-Bath Housing**

Maintenance staff, a program coordinator, and executive staff play key roles in facilitating Comfortably Home. The maintenance technician completes the work plans, orders supplies, and collaborates on the initial assessment. The technician must have good trade and administrative skills to fulfill these requests, with a strong background in carpentry, problem-solving, writing, and customer service. Paying maintenance and service coordinator staff allows Bath Housing to attract and retain qualified talent to conduct assessments and renovations, reducing staff burnout. If any tasks require a tradesperson, Bath Housing contracts these requests externally. The program coordinator assesses eligibility, schedules appointments,



## COMFORTABLY HOME (Accessibility improvements)

collects information from participants and collaborates on the initial assessment. Comfortably Home relies on its network of service providers and Bath Housing’s relationship with the medical community to connect with prospective participants and advise home modification plans.

Staff have attended training with the University of Southern California, Davis School of Gerontology, and the National Association of Home Builders Aging in place specialist trainings. Understanding medical conditions allows staff to customize their work plan based on the changing conditions of participants. For instance, if participants have visual impairment, their homes can be set up to increase contrast. If someone has arthritis, staff can change faucets from knobs to levers to make them easier to use.

### Impact

Before their home was renovated through Comfortably Home, 7% of participants were hospitalized for falls in 2021. Six months after participating in the Comfortably Home program, hospitalizations for injuries dropped to 0%.<sup>47</sup> Participants’ testimonials also suggest that they are typically less severe if falls occur.

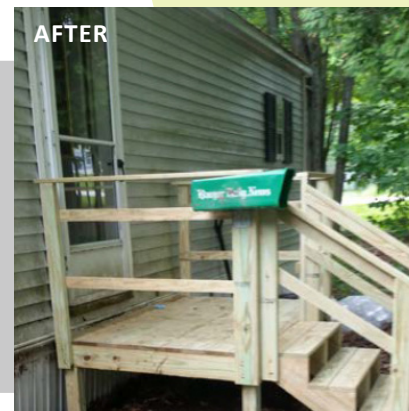
An evaluation of CAPABLE, which Comfortably Home is based on, found that pairing participants with an Occupational Therapist and a maintenance technician to make home modifications saved \$20,000 in medical costs by reducing inpatient and outpatient expenses from roughly \$3,000 in program costs.

### Partners

Bath Housing partners with local medical centers to market the program to prospective participants and develop work plans. Maine Housing and local legislators also champion the program to help ensure its sustainability.

### Funding

Comfortably Home started as an 18-month pilot program funded by the John T Gorman Foundation. It had promising initial outcomes, encouraging Maine Housing to allocate \$300,000 toward the program and inviting other local housing authorities to replicate it. Since then, it has rolled out to 13 additional sites across Maine. US Department of Housing and Urban Development’s Older Adult Home Modification Program used Comfortably Home as a model.



Source: Bath Housing



## DIGITAL NAVIGATORS (Digital equity programs) Seattle Housing Authority, Seattle, WA



### Program Description

Digital access has made a positive difference in the lives of billions. Internet access connects people to educational and job opportunities, information they can use to make more informed healthcare decisions, platforms that make it easy to pay utilities and rent, and more. Recognizing the positive impact that electronic services and outreach would have on its customer service, including response times, Seattle Housing Authority (SHA) conducted a data collection push in 2018. Its goal: to expand the number of e-mail and phone numbers it had on file for its residents.<sup>48</sup> To kick off the project, SHA confirmed the contact information it had on file and then mailed nearly 7,000 letters to residents whose contact information was missing. To promote inclusivity, the letter was translated into 17 languages.<sup>49</sup> With this, SHA also launched

The Voice, their bi-monthly electronic newsletter. The newsletter features large text, interactive links, and is translated into multiple languages so that it is accessible and inclusive. These efforts help residents that have difficulty seeing and who don't speak English. The campaign also included a cell phone text program to educate and alert residents to kindergarten enrollment events, scholarship funding, and employment opportunities.

SHA also promotes digital equity by providing residents with access to computer labs, free WiFi, digital skills training, and adaptive technology across numerous properties. Since 1999, SHA

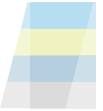
has provided free access to computers with assistive technology to support career development and personal growth for residents who have limited mobility, or hearing or vision loss through the Special Access Technology Resource (STAR) Seattle public computer lab at their Center Park property.<sup>50</sup> Adaptive technology at STAR includes:

- Half-QWERTY keyboard to allow for one-handed typing.
- Tracker One device, which allows people with limited control of their hands to use their head to guide a computer mouse.
- IntelliKeys, a customizable keyboard that is easier for people with physical, cognitive, or visual disabilities to type.
- ZoomText, to enlarge and read text on screen for people with blindness or vision impairments.
- Dragon NaturallySpeaking, which allows people with vision impairments to use their voice to type.
- JAWS, to read text out loud and convert it to Braille
- Word Q, which provides word prediction to help people write.
- Large monitors and keyboards and mice that are designed for people with limited dexterity.<sup>51</sup>

In Seattle, around 15% of households lack digital access. At SHA, that number is closer to 65%.<sup>52</sup> Recognizing that their residents are often disproportionately without digital access, in 2019 and 2020, SHA installed free



Source: [Seattle Housing Authority](#)

**DIGITAL NAVIGATORS** (Digital equity programs)

Wi-Fi in the public areas of many buildings, completing installations across 61 of their properties in 2019 and 50 properties in 2020. They also partnered with Seattle Public Schools and an internet service provider in 2020 to connect over 50 families with free basic internet and mobile hotspots.<sup>53</sup>

SHA launched the Digital Navigators program in 2020 to bolster the skills of families needing digital expertise. This program connects young residents of SHA to families in the community that need digital education.<sup>54</sup> In partnership with the Multimedia Resources and Training Institute and the City of Seattle, the young digital navigators at SHA organized a Digital Equity Needs Assessment Survey to develop resident-informed plans to help dozens of families access the internet, electronic devices, and digital education.<sup>55</sup> With the support of the Washington State Department of Commerce through two grants totaling over \$5 million, SHA expanded the program in 2022. With this funding, the Digital Navigators program distributed 2,000 laptops; it also educated residents on how to set up their devices, sign up for internet at a reduced cost, create email accounts join SHA's online portal, apply for transit cards, and more. In partnership with the Seattle Public Library, SHA led a multilingual six-week course on digital skills.<sup>56</sup> The first class, which began in December 2022 and ran through February 2023, produced 36 graduates, each of whom received a certificate of completion and a new laptop that allows them to utilize the skills they learned to access the digital world.<sup>57</sup> This funding also allowed SHA to hire permanent Digital Navigators, technology support staff, and digital equity support specialists, including a digital equity manager, to help all residents access, navigate, and thrive in the digital world.<sup>58</sup>

In 2022, SHA launched another pilot program for internet connectivity. Noting security risks with public Wi-Fi, SHA installed free in-unit internet access across eight buildings and 495 units. They incorporated digital equity into the project design, installing WiFi in buildings with a high population of residents of color since this population faces more hurdles in digital inclusion due to historical discrimination.<sup>59</sup> They hope that safe internet connectivity, combined with devices and digital navigation skills, will increase digital equity for residents.

"Identify, 'What are the values that your agency stands for? What does it take for your agency to be in integrity with those values?' If you get those two questions nailed down, it maps out everything else. It tells you your programs, policies, budget, and what evaluation you should do. It's not easy, but it's simple."

**-Seattle Housing Authority**

SHA also continues to advocate for residents by promoting legislation. In 2020, SHA partnered with CLPHA, the Somali Family Safety Task Force, and Senator Patty Murray's office to champion legislation for emergency broadband access and affordable in-unit internet access for low-income people.<sup>60</sup>

## DIGITAL NAVIGATORS (Digital equity programs)



### Impact

SHA has expanded digital equity by providing 2,000 electronic devices to residents, installing free public internet access in over 100 properties, and free in-unit internet access in 495 homes across eight buildings. The organization also increased digital contact information for residents by 45%.

### Partners

The Seattle Public Library helped develop the multilingual digital skills course. Comcast and other internet service providers helped by providing free internet and promoting digital equity. Seattle Public Schools helped SHA connect 50 families in need of internet with free broadband access and mobile hotspots. The Multimedia Resources and Training Institute and the City of Seattle partnered with the Digital Navigation team to conduct a survey assessing the needs of residents regarding digital learning. The Somali Family Safety Task Force advocated with SHA for legislation that promotes free internet and digital equity.

### Funding

The Washington State Department of Commerce funds SHA's Digital Equity efforts.



Source: [Seattle Housing Authority](#)

## EARLY CHILDHOOD INITIATIVE & FULL TERM FIRST BIRTHDAY OF GREATER AKRON (Supportive services) Akron Metropolitan Housing Authority, Akron, OH



### Program Description

Akron Metropolitan Housing Authority (AMHA) began partnering with organizations in their community to develop the Early Childhood Initiative (ECI) in 2007 to improve the health and wellbeing of their residents and promote school readiness for their young children. AMHA serves 10% of children under age five in Summit County, OH, making them a pivotal partner in reaching young children in the community. ECI is a continuum of programs that connect families to social service providers, empowers parents to become teachers for their children, builds relationships with families by organizing events, and supports mothers postpartum. Nearly 700 people participated in ECI, with over 300 people receiving home visits in 2022.

Parents as Teachers, an evidence-based program,<sup>61</sup> and Supporting Partnerships to Assure Ready Kids (SPARK) Ohio facilitates home visitation, parent education, developmental screenings, referrals, and service coordinator support to establish and meet goals for families with children ranging in age from prenatal to kindergarten. SPARK Ohio prepares children for kindergarten by providing numeracy and literacy training materials, meeting with families to discuss children's needs before entering school, and providing school tours over the summer to acclimate students. ECI staff facilitate monthly outreach events attended by school districts and partner organizations with food, prizes, or animals to engage families.

ECI also supports mothers postpartum by organizing Mom-Me Time and a Maternal Depression Program. Mom-Me Time allows mothers to build community with one another over a meal while their children participate in a program at the YMCA. The Maternal Depression Program assesses mothers for depression, provides referrals, and facilitates support groups for mothers. AMHA also partners with local organizations to help parents get the resources to care for their children safely. For instance, AMHA works with Akron Children's Hospital to offer free cribs and diapers to families with children through the Cribs for Kids Program and Project MKC's diaper bank. In addition, Child Guidance and Family Solutions facilitates material depression support groups on-site.<sup>62</sup>

Two countywide initiatives catalyzed the creation of ECI by encouraging collaboration between AMHA and Akron Public Schools (APS), the local health agency, and service providers. The Summit Education Initiative invites local organizations to partner and adopt evidence-based programs to improve student outcomes, creating the framework and social capital for partnerships like ECI. Secondly, Summit County First Things First, a county-sponsored initiative that seeks to improve health for children from prenatal to kindergarten, established the goals and vision for ECI.<sup>63</sup> The program started small, with a part-time service coordinator, and expanded after securing additional support from private foundations. ECI is designed with Maslow's Hierarchy of Needs in mind by focusing on the immediate needs of shelter and safety first and then building belonging, self-esteem, and self-actualization for families and children participating in the initiative.

A related initiative, Full Term First Birthday of Greater Akron (FTFB), connects pregnant parents to housing assistance and supportive services to improve infant and maternal health. A 2012 report found that nine counties, including Akron's Summit County, have high infant mortality inequities. These disparities are even higher for people of color and those who live in low-income communities.<sup>64</sup> A subsequent evaluation found that 60% of pregnant women screened by Summit County Public Health were experiencing housing instability. Summit County Public Health and the city of Akron convened churches, social service providers, AMHA, community leaders, and families that recently gave birth and had children pass away to plan and partner to close these disparities strategically. Their feedback resulted in FTFB, which connects pregnant parents to housing assistance and supportive services to improve infant and maternal health. AMHA

## EARLY CHILDHOOD INITIATIVE & FULL TERM FIRST BIRTHDAY OF GREATER AKRON (Supportive services)



established a waiting list preference for pregnant individuals at risk of homelessness to participate in the program and offers them supportive services provided by partners of FTFB.<sup>65</sup> The program establishes focus areas each year, such as training parents and caregivers on the ABCs of safe sleep.

“Through all these special initiatives, we're focusing on Maslow's Hierarchy of Needs. This means we begin by meeting each family's basic needs first, then as they move up, offer them more intensive programming. When we first see families, we provide referrals to make sure their basic needs are met. Once we've helped them get a level of stability, we partner with families to establish goals to improve their child's education, digital literacy, further their career, or improve their health.”

-AMHA

### Impact

AMHA conducted a comprehensive evaluation of its Early Childhood Initiative program using various assessment tools, indicating that ECI positively impacts the families that participate. Using the Transition Skills Summary (TSS) tool, AMHA found high kindergarten readiness rates. Among children transitioning into preschool participating in SPARK, 85% were on track or developing in physical health and motor development, 56% in language and literacy, 56% in cognitive and general knowledge, 69% in approaches toward learning, and 79% in social and emotional development.

Kindergarten Readiness Assessment (KRA), a state-mandated test that examines kindergarten readiness in social foundations, mathematics, language, and literacy, also highlighted indications of a positive impact of participation in SPARK. The assessment found that 54% of children who stayed in SPARK through kindergarten were on track for language and literacy, compared to only 10% of those who withdrew from SPARK after less than one year.

Similarly, the Preschool Early Numeracy Skills (PENS) test, which assesses children's numeracy skills, showed a significant difference between children who stayed in SPARK and those who withdrew after one year. “At the three-year post-test, 10% of students who withdrew from the program after one year scored above average on numeracy, while 90% scored below average. Of those who stayed in SPARK, however, 7% scored above average on numeracy, 36% scored average, and only 58% scored below average.

Get Ready to Read! (GRTR), which assesses literacy skills in children ages 3-5, also showed positive impacts of participation in SPARK between the pretest and 3-year-old post-test. The evaluation also found that parents had positive feelings about the program. Eighty-eight percent reported that they were satisfied and would recommend the program to a friend, that the program increased their understanding of child development, and more.<sup>66</sup>



## EARLY CHILDHOOD INITIATIVE & FULL TERM FIRST BIRTHDAY OF GREATER AKRON (Supportive services)



### Partners

Parents as Teachers and SPARK Ohio provide home visitation for families. Akron Children’s Hospital delivers cribs, and Project MKC provides diapers. Child Guidance and Family Solutions facilitate material depression support groups at six AMHA community rooms. Summit County Public Health provides referrals for FTFB, evaluates outcomes, and informs program design. Community Action Akron Summit administers the Pathways Hub program, which provides community care coordinators and community health workers who help families access health services and assess their needs.



Source: [Bringing Education Home](#). Child and Family Partner Lindsey Klucar helps children with arts and crafts at an ECI Family Outreach Event

### Funding

The Early Childhood Initiative is funded by state funds from Ohio’s Help Me Grow and Ohio Children’s Trust Fund, and local foundations, including the United Way of Summit and Medina County, GAR Foundation, and Akron Community Foundation.<sup>67</sup> The Pathways Hub program in Full Term First Birthday is funded by the Ohio Commission on Minority Health, local funding, and Medicaid reimbursements for hitting patient care goals.<sup>68</sup>





## ENVISION CENTER (Community center) Roanoke Redevelopment and Housing Authority, Roanoke, VA

### Program Description

Roanoke Redevelopment and Housing Authority (RRHA) hosts free workshops and events in partnership with local organizations to support residents and the community at their EnVision Center.<sup>69</sup> Partners provide employment, financial wellness, education, and health assistance programming. For instance, HumanKind provides in-house employment assistance, such as digital literacy, resume workshoping, and interview practice, at the Economic Resource Center within the EnVision Center.<sup>70</sup> HumanKind will occasionally stream their classes on YouTube live to reach a broader audience.

Freedom First Enterprises provides one-on-one financial counseling in English and Spanish to residents and community members at the Roanoke Financial Empowerment Center within the EnVision Center. The initiative aims to help residents achieve economic independence by providing advice on building credit, reducing debt, building savings, and learning about money management.<sup>71</sup>

The EnVision Center also offers residents and community members no-cost counseling services in partnership with Family Services of Roanoke Valley. Counseling services are available by appointment and walk-in, including family therapy, group therapy, and individual therapy for adults and children. Family Services of Roanoke Valley receives a grant, which allows them to refrain from requiring health insurance to participate in the program. The Carilion Clinic, a local non-profit healthcare organization, has also partnered to provide onsite healthcare outreach workers to administer blood pressure screenings and other health-related programs.

The Virginia Western Community College provides education resources at the EnVision Center. A community outreach specialist based in the EnVision Center four days a week helps residents understand the community college system, apply for school and financial aid, and more. They also offer career counseling, training, and outreach events to encourage students in Roanoke School District to enroll for three years of free community college to work toward an associate degree.<sup>72</sup>



Community cookout; Source: [RRHA](#)

RRHA also builds community at the EnVision center by organizing community cookouts and baby showers. Residents are also encouraged to volunteer and lead programs at the EnVision Center. For instance, the Harvest Collective and Virginia Cooperative Extension Service helped create a community garden located at the EnVision Center, where volunteers maintain and provide the public with free and healthful produce. Additionally, a resident artist organizes weekly art classes.

## ENVISION CENTER (Community center)



### Impact

RRHA surveys residents and tracks resident participation to develop programming at the EnVision Center. The impact of programs has not yet been assessed, however.

### Partners

HumanKind, the Virginia Western Community College, Freedom First Enterprises, the Family Services of Roanoke Valley, Carilion Clinic, the Harvest Collective, and the Virginia Cooperative Extension Service partner with RRHA to provide residents with access to digital literacy, financial counseling, therapy, health screenings, and employment assistance.<sup>73</sup>

"If you don't have good staff...it doesn't matter how great a program you have because that's where the heart of getting people through the door comes - is through their staff."

-RRHA

### Funding

RRHA's public housing capital fund financed the development of the EnVision Center. The American Heart Association and the Roanoke Women's Foundation provided grants to expand the community garden technology at the EnVision Center.<sup>74</sup> A Family Self Sufficiency grant, in-kind support from partners, and community sponsors fund the programs at the EnVision Center.



Community baby shower; Source: [RRHA](#)

## INVOLVED DADS OF ACTION, DEVELOPING AND SUCCEEDING (Fatherhood empowerment) Housing Authority of the City of Austin, Austin, TX



### Program Description

The Housing Authority of the City of Austin (HACA) created Involved Dads of Action, Developing and Succeeding (iDADS) in 2018 after observing the lack of father figures in many children's lives, the impact community father figures can have as male role models, and the need for support to help fathers be more present in their children's and partner's lives. A resident championed this program, encouraging HACA to develop iDADS in partnership with motivational speaker Isaac Rowe, founder of The Man and Me Foundation, and Joshua Banks, HACA employee and motivational speaker. iDADS aims to "strengthen families by empowering HACA fathers and father figures to raise great kids and to achieve positive, fulfilling lives." iDADS embraces this goal by connecting fathers and father figures with resources to improve their health and wellness, develop communication and parenting skills, and embrace accountability.

Over the course of five weeks, participants attend two weekly 120-minute classes that focus on self-development and career growth, such as building self-esteem, working on anger management, and training for jobs that align with participants' interests. HACA encourages fathers to share their feelings and experiences, learn about living healthier lives, and identify personal development goals. HACA incentivizes participation by developing relevant and interesting training topics for fathers, awarding participants who go above and beyond, and providing food and childcare for participants. Through their network of partners, HACA connects fathers and father figures to employers that give preference or set-aside roles for iDADS participants. Upon graduating from the program, the digital inclusion team provides laptops and cell phones when needed to help participants with their continued personal and professional development.

HACA employs resident ambassadors to provide childcare and lead a parental advisory committee during iDADS classes and shares the program's impact with mothers, fathers, and community leaders to encourage participation.

Graduates of the program are also utilized as ambassadors to assist with recruitment efforts. In addition, HACA develops program materials in multiple languages, enabling Austin Pathways staff to reach and welcome people from various backgrounds. The coordinator and outreach team for iDADS also build personal relationships with the participants, often connecting with men individually. Father figures and men of different ages and racial and ethnic origins participate on the outreach team, allowing them to relate to people from various backgrounds.



Source: iDADS June 2023 Magazine

### Impact

HACA acknowledges iDADS as an Austin Pathways program that is open to all fathers and male father figures aged 18 and older. The HACA staff and leadership create the space with residents to share stories

## INVOLVED DADS OF ACTION, DEVELOPING AND SUCCEEDING (Fatherhood empowerment)



about how fathers participating in the program were able to strengthen relationships with their families. Over 40 men graduated from iDADS between 2021 and 2022.<sup>75</sup>

### Partners

HACA partners with The Man in Me Foundation, Austin Community College, Goodwill, Austin Area Urban League, and Black Men's Health Clinic to facilitate iDADS.

"All of our programs have resident voices and are resident driven. We are just in the background administering the programs, but with every program we have resident ambassadors, meaning the folks who are members are the ones that are outreaching to their neighbors. It's not the same if I knock on their door and say, 'Hey, join iDADS,' compared to somebody that they know next door."

**-HACA**

### Funding

The Department of Health and Human Services, via the PEI Fatherhood EFFECT, initiative has provided a grant to HACA to fund iDADS for the past five years.



Source: [HACA](#)



## MARVELOUS MATH CLUB (After school program) Housing Authority of the City of Asheville, Asheville, NC

### Program Description

The Housing Authority of the City of Asheville partnered with UNC Asheville and Asheville City Schools in 2016 after residents living at Pisgah View Apartments asked to support children learning math in their community.<sup>76</sup> Initially, students from UNC Asheville visited the property to host a homework support program once a week, but few students attended despite the training being requested by the community. HACA rebranded the effort as the Marvelous Math Club to empower students to engage in math. HACA advertised the club on fliers distributed on the bus and went door-to-door, inviting families to join. Math Champions, or volunteers, use asset- and justice-based language to build confidence and inclusion among Math Leaders: children participating in the math club. Once a week, Math Leaders meet for math club, where they choose between a combination of self-care, play, homework, and sharing math concepts they learned. Math Champions provide math leaders with a quiet space, tools to visualize math concepts, paper, fidget toys, laptops, and other resources to support their math journey. At the end of each math club meeting, Math Champions convene a sharing circle and ask Math Leaders to share how they and others demonstrated leadership. Math Champions share what Math Leaders participated in with their teacher.

As club participation grew, additional Math Champions from the local community college, high school students, community members, and former Math Leaders began to join. Math Champions ask Math Leaders to demonstrate or share their thought process to encourage their math development. MMC makes math fun by encouraging math leaders to incorporate math into everyday activities, like counting monkey bar swings, skips, and basketball scores. Champions also promote belonging by checking in with leaders about their day. They also encourage conflict resolution by guiding leaders to talk out negative feelings that arise.

Incorporating asset-based language and practice is vital to the success of the program. Math Champions describe what is possible by saying words such as ‘support, encourage, or beneficial,’ instead of words like ‘help’ which imply gaps or barriers. Champions also say ‘priority’ or ‘interest’ instead of ‘need’, which implies a deficit.



Source: Marvelous Math Club Facebook page



## MARVELOUS MATH CLUB (After school program)



Source: [Marvelous Math Club Facebook page](#)

### Impact

Teachers mentioned that students who participated in the Marvelous Math Club demonstrated more confidence in class, were supportive toward other students, and were more engaged in math.<sup>77</sup>

### Partners

Asheville City Schools developed and structured the math club.<sup>78</sup> Students at UNC Asheville participate in the club as Math Champions. North Carolina Campus Compact provided an AmeriCorps Vista member to facilitate the Marvelous Math Club.

### Funding

The program is funded by the University of North Carolina Asheville.





## **OFFENDER RE-ENTRY PROGRAM** (Offender re-entry program) **Burlington Housing Authority, Burlington, VT**

### Program Description

In 2004, Burlington Housing Authority (BHA) began working with the Burlington and Winooski Community Justice Centers and the Vermont Department of Corrections to develop a regional housing re-entry plan.<sup>79</sup> The group established goals to expand service-enriched housing options, increase support and accountability for ex-offenders, expand the geographic diversity of transitional housing options, and secure flexible state funding sources to support these programs.

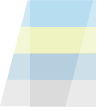
This plan catalyzed the creation of the Offender Re-Entry Program, which provides Housing Choice Vouchers (HCV) and transitional housing referrals to incarcerated individuals who have a treatment and employment plan in place and who agree to meet with a case manager upon release. The program helps individuals with a criminal record reintegrate into the community by providing stable housing and individualized support services.<sup>80</sup> BHA collaborated with the police department and DOC to share how the services could improve public safety to build public support for the program.<sup>81</sup>

BHA received funding from the DOC to hire an Offender Re-Entry Housing Specialist (ORHS) in 2005 to develop transitional housing and advocate for and support people returning to the community from the criminal justice system. Early on, the program expanded to connect clients with their parole officers to ensure clients were accessing the necessary supportive services needed to retain their housing. The program also provides training on budgeting, relationship building, crisis management, and referrals to service providers.

Within the first month of incarceration, correctional facility staff meet with offenders to develop an Offender Responsibility Plan. The plan assesses the offender's mental health or service needs and establishes goals for eventual community re-entry.<sup>82</sup> Correctional facility staff, service providers, and probation officers refer clients to the Offender Re-Entry Program. Clients can apply for the program while in a correctional facility so that their case manager can begin the screening and application process before their expected release. BHA's ORHS meets with the applicants to discuss their rehabilitation, plans for release, housing and employment history, and health limitations. Afterward, the ORHS meets with the applicant's parole officer to review the Offender Responsibility Plan, risks, and housing limitations to determine their eligibility for the program.

BHA staff locate landlords willing to rent to clients selected for the program and make referrals to social service agencies if needed to help pay for the security deposit and first month's rent. Upon release, the client meets with the ORHS, their parole officer, and their landlord to sign their lease, which includes an addendum that requires the participant to acknowledge that their lease requirements are a condition of their release. This addendum, developed in collaboration with the DOC, permits parole officers to sanction the participant if there are substantial or repeated lease violations.

BHA's ORHS collaborates with participants to promote housing retention and resolve landlord disputes. BHA identified a group of landlords willing to lease to their clients by including the lease addendum, offering participants housing readiness training, leveraging their existing relationships, and providing a landlord risk



## OFFENDER RE-ENTRY PROGRAM (Offender re-entry program)

pool.<sup>83</sup> The risk pool, funded by the DOC, includes a Landlord Guarantee Program that offers landlords up to \$1,500 for unpaid rent or damages caused by a tenant participating in the Offender Re-Entry Program.<sup>84</sup>

Local service providers connect participants to case management services, employment readiness programs, and peer support groups upon release from correctional facilities. These services help participants access necessary healthcare, secure and maintain employment, and develop a community to promote stability and reduce recidivism.

### Impact

Up to 80% of referrals for the program are accepted. Participants have a 20% recidivism rate,<sup>85</sup> lower than the statewide average of 40%.<sup>86</sup> However, some still struggle to find housing upon release, particularly when more people were released simultaneously during the pandemic.<sup>87</sup>

### Partners

Community engagement partnerships include the Center for Community and Neighborhoods and Community Justice Centers of Burlington and Winooski. The Vocational Rehabilitation of Vermont and the Vermont Association of Business, Industry, and Rehabilitation provide employment services. The Howard Center provides human services.

### Funding

The Vermont State Department of Corrections provides funding for the program.<sup>88</sup>



## ONE MILLION JOBS CAMPAIGN (Job connections) Elm City Communities, New Haven, CT

### Program Description

In 2022, Elm City Communities (ECC) partnered with the Connecticut NAACP on the One Million Jobs Campaign (OMJC) to help formerly incarcerated people get career placement. The One Million Jobs Campaign aims to set aside ten thousand entry-level jobs for formerly incarcerated individuals in Connecticut over the next five years.<sup>89</sup> OMJC works toward this goal by promoting policies and programs that support job creation and economic development in underserved communities. Participating employers commit entry-level job placement opportunities for citizens reentering the workforce upon release. By creating more job opportunities for individuals with previous incarceration records, the campaign strives to reduce barriers to affordable housing by increasing access to stable employment and income. Organizers hope to roll out the program to communities beyond Connecticut to eventually connect formerly incarcerated individuals to one million jobs.

ECC's partnership with the OMJC aims to catalyze a pipeline of ECC jobs available to ECC residents and formerly incarcerated citizens of New Haven. Connecticut NAACP workforce partners provide program participants with services to promote workforce development and job retention. Workforce partners include Project MORE, Gateway Community College, Community Action Agency of New Haven, Workforce Alliance, Goodwill of Southern New England, Emerge Connecticut Inc., and The Workplace.<sup>90</sup> These partners refer participants to jobs pledged by employers once participants' training is complete and they are ready to enter the workforce. ECC supports the campaign by sharing job openings, training staff on making employment decisions on applicants with criminal backgrounds, providing training to help applicants qualify for open positions, opening internships and job training opportunities for people with criminal backgrounds, publicizing the campaign with residents, and providing participant referrals.<sup>91</sup>

The campaign is modeled after practices put in place by Johns Hopkins Hospital.<sup>92</sup> In response to a tight labor market,<sup>93</sup> Johns Hopkins Hospital eliminated criminal background checks on applicants until the organization makes a conditional employment offer. When a background check reveals a criminal record, the human resources department collaborates with a former police officer to review mitigating factors, such



Source: [Arnold Gold, Hearst Connecticut Media](#)

**ONE MILLION JOBS CAMPAIGN** (Job connections)

as the time, type, and impact of conviction, age of conviction, steps toward rehabilitation, and job duties. For over a decade, 5% of all hires at John Hopkins have a criminal record. A five-year study of these hires found that ex-offenders had lower turnover rates, and the health system has reported that the program has been successful.<sup>94</sup>

In addition to their participation in the OMJC, ECC takes an active role in local and state policy advocacy, takes intentional steps to train their staff on equity, and makes a concerted effort to invest in historically disadvantaged neighborhoods, aiming to counteract historic discriminatory housing policies such as redlining. ECC partners with other housing authorities and community advocates to support bills that address exclusionary zoning and other affordable housing barriers. They have also independently brought their bills to Connecticut's state legislature. Reinforcing the OMJC, ECC supported re-entry by changing their admission criteria, establishing a shorter lookback, evaluating which convictions required reviews and removing many that previously did, creating a review panel, and setting aside homes and vouchers for re-entry. ECC also supports equity training for all staff, including required readings to give a historical approach to their work and understand the role of the history of segregation in housing. Today, they take a data-driven approach that examines discrepancies between groups and seeks to identify why discrepancies may occur and what they can do to counteract them.

"Equity work has to be rooted in the willingness to question all the things we have historically been doing, has to be rooted in the willingness to shift the power seat from the places that have been historically empowered, to the communities, to the voices, to the families that have been marginalized."

**-Elm City Communities**

### Impact

This program is new, and its impact has yet to be evaluated.

### Partners

The Connecticut NAACP organizes the OMJC. Workforce partners for the project include Project MORE, Gateway Community College, Community Action Agency of New Haven, Workforce Alliance, Goodwill of Southern New England, Emerge Connecticut Inc., and The Workplace.

### Funding

ECC did not receive funding for this project.

## REAL, INTERACTIVE, SUMMER EXPERIENCE AND SHINE

(Summer program and afterschool program)  
Gainesville Housing Authority, Gainesville, GA



### Program Description

In partnership with Brenau University, Gainesville City Schools, and United Way of Hall County, Gainesville Housing Authority (GHA) provides children with afterschool and summer programming through Real, Interactive, Summer Experience (RISE) and SHINE. Since 2012, RISE has provided children from kindergarten through fifth grade with enrichment programs over the summer to increase learning retention between school years. GHA informs residents about the program, collects registrations, and provides community space for the program. Meanwhile, Brenau University hires certified teachers and college students to instruct students over four weeks each summer at Fair Street School and GHA's Melrose Art and Activities Center. RISE uses an interactive learning method to reinforce the material students learned in their prior school year, including subjects such as reading, writing, math, computer technology, arts, fitness, health, nutrition, and cultural awareness. Students have access to computer labs at the Fair Street School STEAM Lab and the playground at Fair Street School. RISE students take field trips to areas around the state every Friday, including the Atlanta Zoo, Skate Country, Gainesville Bowling Center, the Georgia Aquarium, and Frances Meadows Aquatic Center.

Building off RISE, GHA recently began offering programs to kindergarten through fifth-grade children through SHINE. Afterschool enrichment is provided Monday through Friday to help students reach and exceed third-grade reading levels. Certified teachers, paraprofessionals, and student teachers reinforce topics students learn throughout the day and identify areas of struggle using an interactive learning method. Educators help students with their homework, lead arts and crafts activities, promote computer skill learning, play with Shine participants, and engage them in physical activities.<sup>95</sup>



Source: [Photo courtesy of Access WDUN](#)



## REAL, INTERACTIVE, SUMMER EXPERIENCE AND SHINE (Summer program and afterschool program)



### Impact

Among kindergarten to second-grade students participating in RISE in 2019, 85% reported gaining math skills, and 90% reported gaining reading skills. Among third- to fifth-grade students participating in RISE during the same time, 69% reported gaining math skills, and 56% reported gaining reading skills.<sup>96</sup> SHINE has not been evaluated.

"We're trying to dig in, not just apply Band-aids, but focus on 'How do you solve for the bigger problem?'"

-GHA

### Partners

Gainesville City Schools are critical in implementing RISE by providing Fair Street Elementary School and transportation for students, supporting curriculum development, and evaluating the program. Brenau University hires teachers and develops a curriculum for the program in collaboration with Gainesville City Schools.<sup>97</sup> Georgia Mountain Foodbank provides daily snacks and lunches to participants.<sup>98</sup>

### Funding

The United Way of Hall County, Jackson EMC Foundation, and ROSS provide grants to fund RISE.



Source: [RISE Program](#)





## **SOBER LIVING** (Mental health partnership) **Oklahoma City Housing Authority, Oklahoma City, OK**

### Program Description

Oklahoma City Housing Authority (OCHA) manages Providence Apartments, a sober living site for 48 families who have children in recovery. Inpatient treatment centers refer individuals to OCHA to access a safe, furnished, affordable home where they can reunite with their family and continue their recovery. Sober living requires residents in recovery to provide random urine tests, attend monthly meetings, participate in 12-Step meetings, and receive home visits. Service coordinators and partners provide onsite family-oriented support, including financial literacy, life skills classes, referrals, and community and educational events.

OCHA strives to improve equitable resident outcomes by piloting programs with partners that can sustainably scale them out to properties with similar resident populations. The organization hopes to expand behavioral health services by streamlining referrals to community-based mental health services at other properties. Additionally, OCHA expanded an afterschool and summertime care program in partnership with Y Clubhouse to three family properties. The organization also provides onsite food banks and free meals to three older adult properties in collaboration with the Regional Foodbank of Oklahoma and the Salvation Army. To further mobilize this work, OCHA hired a Diversity Equity and Inclusion Officer who is responsible for creating and executing a DEI strategic plan and reviewing policies and procedures.

### Impact

Recently, seven residents enrolled in school after staff from a local college visited Providence Apartments. Four people also re-earned their licenses, granting them additional mobility and independence.

### Funding

Oklahoma Department of Mental Health and Substance Abuse Services (ODMHSAS) funds OCHA's sober living services.

"Bring your experts [residents] to the table and be flexible. If you hear needs, changes, and ideas from your residents, make sure you follow through. If you're going to ask for their feedback, you need to do something with it."

**-OCHA**

## SUPPORT AND SERVICES AT HOME (Health intervention program) Rutland Housing Authority, Rutland, VT



### Program Description

Support and Services at Home (SASH) is a community-based health initiative that helps thousands of older adults living in affordable properties across Vermont. Cathedral Square, an affordable housing provider in Vermont, created SASH in 2009. Rutland Housing Authority (RHA) integrated the program at their organization two years later. The program aims to improve health outcomes for older adults and help them age in place by providing health and wellness assessments, care plans, care coordination, and health programs. While this is a Medicare program, RHA also helps those without Medicare get involved in the SASH network.

The SASH team places participants into panels of 100 people based on their Medicare plan or where they live. Each panel is assigned a care coordinator and nurse who works with each participant to complete a health assessment, identify their goals, and create a health plan.<sup>99</sup> The SASH team develops relationships with each participant by conducting at-home wellness check-ins, monitoring progress toward goals, supporting medication management plans, scheduling medical appointments, and informing SASH partners about health risks. SASH also supports participants who are returning home from the hospital by providing care and medication management. This assistance helps participants manage the difficult emotional transition home and mitigate the risk of post-hospitalization infections and resurgent health conditions.<sup>100</sup> Across each panel, staff track aggregate concerns to identify areas where residents may need more education or support. Having quantifiable results based on independent assessments also helps them show partners, staff, and stakeholders that they are assisting their residents effectively and meaningfully. Since its implementation, SASH has had over 50 panels and 5,000 participants across Vermont through 2017. RHA recruits participants for the program through word of mouth, outreach events, advertisements, and referrals.



Source: [RHA](#)

### Impact

SASH has increased healthcare savings and preventative health actions among participants. Long-established participants are estimated to have saved over \$1,000 annually in Medicare expenses.<sup>101</sup> Dually enrolled SASH participants also had Medicaid expenditures that were \$400 lower per year than their unassisted peers.<sup>102</sup> In addition, participants have increased vaccination rates, advance directives, and hypertension mitigation—exceeding the national average among older adults across these health metrics. Between 2016 and 2017, SASH increased the percentage of participants who

had their hypertension under control by ten percentage points, advance directives by seven percentage points, shingles vaccinations by five percentage points, and pneumococcal and flu vaccinations by six percentage points. Falls are also less common for SASH participants, with only 26% experiencing a fall in 2017 compared to the national average of 32% for older adults.<sup>103</sup> A 2017 survey of SASH participants noted

## SUPPORT AND SERVICES AT HOME (Health intervention program)



that they had less difficulty managing their medications, had higher overall functional status, had greater awareness of the relationship between nutrition and health, and would recommend the SASH program to their peers.

"We had an individual that was receiving services [through SASH] that the nurse identified as having blood pressure that was dangerously high—they ended up taking him immediately to the hospital. The feedback from the hospital was that he was not going to survive this without the intervention. Ultimately, they were able to identify the health concern in the short term and treat it long term. The individual is forever grateful because they didn't even realize."



### Partners

Home healthcare organizations, hospices, councils on aging, mental health agencies, local hospitals, and primary care managers partner to provide SASH. Partners meet every three weeks to discuss how SASH is functioning and how it can help improve the program. Frequent partner engagement ensures that the residents receive the needed services and that partners are not duplicating support efforts.

### Funding

All-Payer Accountable Care Organization Model, the Vermont Department of Disabilities, Aging and Independent Living, the Department of Vermont Health Access, the Vermont Health Foundation/Fletcher Allen Health Care, and Cathedral Square fund SASH.<sup>104</sup>



Source: [RHA](#)

## HEALTHY HOMES INITIATIVES

(Building design and maintenance principles)  
**Boston Housing Authority, Boston, MA**



### Program Description

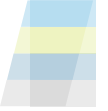
The Boston Housing Authority's (BHA) Healthy Homes Initiative is a multifaceted approach to improving residents' living conditions and health outcomes in public housing communities. The initiative addresses and assesses indoor environmental health hazards, such as mold, lead, and pest infestations, which can lead to health problems, particularly for children and other vulnerable populations. The program involves inspections, assessments, and interventions to remediate hazards, as well as education and outreach efforts to increase awareness of healthy home practices among residents and property managers.<sup>105</sup> BHA has partnered with numerous research organizations to evaluate the health impacts of living in properties with alternative pest management methods, smoke-free policies, and green building design. While these programs' community health worker component is no longer funded, the championed design principles can be incorporated into redevelopment efforts, and pest management practices can be integrated into operating practices.

### Healthy Housing Design Principles

BHA partnered with the Harvard School of Public Health and the Committee for Boston Public Housing to evaluate the impact of incorporating health housing features between 2011 and 2014. The Boston Residential Investigation on Green and Healthy Transitions (BRIGHT) study found that incorporating features that meet the eight principles of health housing,<sup>106</sup> such as including quality insulation and ventilation, avoiding materials and finishes with volatile organic compounds, sufficient building drainage, and sealing cracks in the home, improved indoor air quality for residents and reduced symptoms of sick building syndrome and visits to the hospital for asthma symptoms.<sup>107</sup> BHA continues to expand the number of properties incorporating health housing features to improve resident health outcomes more widely. BHA received the HUD Secretary's Award for Healthy Homes for their policies and practices' impact on resident health.<sup>108</sup>

### Integrated Pest Management (IPM)

In response to resident concerns about pests and quality of life, BHA partnered with the City of Boston Public Health Commission, the New England Asthma Regional Council, Tufts University, Harvard University, and Boston University to measure the impact of pests and pest control strategies on asthma between 2006 and 2010. The Health Public Housing Initiative evaluation found that traditional approaches to control pests are ineffective and cause nearly 60% of children to have an allergic reaction. As an alternative to high-exposure pesticides, BHA applied IPM principles to reduce pest exposure using low-exposure pesticides and preventative efforts. These strategies included educating residents on sanitation, using vacuums with a high-efficiency particulate air (HEPA) filter, eliminating sources of food and water for pests, using sticky traps to monitor cockroaches, closing holes to limit and exclude pests from units, and repetitive visits and monitoring to infested areas. Asthmatic children living in properties with IPM reported improved symptoms during the study. After much success, BHA rolled out IPM principles across all properties in 2008.<sup>109</sup> SHA received funding to hire ten residents as health advocates. These advocates help their peers learn about IPM principles, reduce clutter in their homes, file work orders, and direct them to supportive services. Multilingual health advocates and public health campaigns help spread awareness about the risks associated with pesticide exposure and encourage the adoption of IPM principles.<sup>110</sup> BHA aims to inspect units for pests annually and



## HEALTHY HOMES INITIATIVES (Building design and maintenance principles)

engages residents by hiring a tenant coordinator and holding community meetings with residents and the pest control company they contract with. IPM for Housing Owners and Managers describes the Boston Public Health Commission's recommendations for educating residents, performing repairs, and eliminating infestations.<sup>111</sup>

### Asthma Intervention

Residents who live in public housing or receive rental assistance in Boston have disproportionately higher rates of asthma compared to low-income unassisted renters.<sup>112</sup> To address these disparities, BHA partnered with Boston Medical Center and the Boston Public Health Commission to provide residents with asthma in-home training and environmental assessments from community health workers. The Lenox Environmental Assessment Project (LEAP) enrolled 160 families over three years who received cleaning supplies, health and safety inspections, numerous home visits from community health workers, and assistance with filing work orders to fix any health hazards that were identified.<sup>113</sup> Similar initiatives have been championed by Lowell Housing Authority,<sup>114</sup> New York Housing Authority (NY),<sup>115</sup> Seattle Housing Authority,<sup>116</sup> Kansas City (MO), Multnomah County (OR), Philadelphia (PA), and more.<sup>117</sup>

In the past, BHA also partnered with the Boston Health Commission, community members, and social service agencies to connect residents to community health workers and social service providers to improve health equity. From 2001 to 2015, Partners in Health and Housing funded resident health advocates to lead walking groups, educate community members on oral health, nutrition, mental health, first aid, navigating the health system, and participating in tobacco cessation programs.<sup>118</sup> A similar program, With Every Heartbeat is Life, provided residents with workshops on preventing heart disease led by community health workers.

### Impact

BHA residents living in homes that incorporated health housing design principles were less likely to have inadequate ventilation, mold, pests, secondhand smoke, sick building syndrome, and asthma symptoms than residents living in conventional housing.<sup>119</sup> BHA residents living in properties that adopted IPM principles were less likely to experience cockroach infestations and use chemical pesticides, which could lead to improved health outcomes.<sup>120</sup>

### Partners

The Harvard School of Public Health, the Committee for Boston Public Housing, the City of Boston Public Health Commission, the New England Asthma Regional Council, Tufts University, Harvard University, and Boston University have helped BHA design and evaluate the impact of their pest control and health design principles. The Boston Medical Center and the Boston Public Health Commission helped BHA provide asthma intervention services to residents.

### Funding

The Environmental Protection Agency, Boston Foundation, Jessie B Cox Charitable Trust, Food Foundation, and Melvin K First Scholarship fund these programs.<sup>121</sup> HUD's Lead Hazard Control and Healthy Homes grants funded Project LEAP.



## HIRING PRACTICES (Hiring practices) Everett Housing Authority, Everett, WA

### Program Description

Under the leadership of staff and the board of commissioners, Everett Housing Authority (EHA) revised its mission statement in 2019 to “the EHA creates affordable housing, fosters health communities where households thrive, and replaces systemic racism with equity for all.” To advance this new mission, EHA developed a ten-year strategic plan that established objectives to build 1,500 new EHA-owned or supported homes, create diverse and healthy communities where residents thrive, develop a culture where employees are proud of their role in achieving EHA’s mission, and ensure that race, sexual orientation, physical, and social characteristics do not influence resident or staff outcomes.<sup>122</sup> The strategic plan includes goals to expand diversity, equity, and inclusion to accomplish each objective. Externally, these goals involve developing housing in areas of opportunity, investing in communities with depreciating affordable housing, bringing opportunities to residents through service partnerships, providing housing search assistance for families, and expanding affordable housing options for underserved populations, such as unhoused families with children. Internally, these goals include building a culture of DEI through training, staff collaboration, human resource policies and practices, and collaboration with local cultural affinity organizations.

While the strategic plan is in the early implementation phases, EHA has begun operationalizing equity in its organization through its hiring practices. To kickstart this work, EHA hired a Diversity, Equity, and Inclusion Director to lead antiracism training for staff and facilitate onboarding between 2019 and 2021. Since then, consultants have continued to provide training and coaching for staff, covering topics such as how systemic racism relates to affordable housing and the legacy of discriminatory programs. The staff mentioned that providing this training regularly and reinforcing equity in the culture of the organization is a constant job. Everett Housing Authority also established a diverse hiring panel, included a question about diversity, equity, and inclusion in their interviewing process, and reaches out to diverse communities during recruitment to attract and retain staff committed to the organization’s mission. Hiring managers mentioned alignment on a commitment to equity is crucial when hiring staff.

“If you’re looking to get started and you don’t have the resources, there’s always going to be someone else in the community who is further along in their work. We regularly will look at job descriptions and programs from other agencies to get ideas from those in our area or working in the same space.”

-EHA



## **HIRING PRACTICES** (Hiring practices)



### Impact

As a result of these hiring practices, EHA staff mentioned having team members who speak multiple languages and represent different racial, religious, and cultural values. These hiring practices help staff connect to residents, offer culturally appropriate outreach, and develop policies and programs that position residents of diverse backgrounds for success.

### Partners

Everett Housing Authority partners with consulting firms to provide DEI training and coaching to staff.

### Funding

EHA's operating budget funds these strategies.

## JUSTICE, EQUITY, DIVERSITY, AND INCLUSION (JEDI) TEAM & EQUITY REVIEWS (Equity reviews) Opportunity Home, San Antonio, TX



### Program Description

Under the direction of leadership, Opportunity Home adopted equity, excellence, and compassion as core values. Opportunity Home strives to operationalize equity throughout the organization. They define equity as delivering services in a way that results in fair and equal outcomes and ensuring that systems, policies, and programs do not create unfair results. To help Opportunity Home adopt these values, leadership hired a Director of Equity, Diversity and Inclusion.

Opportunity Home established goals to ensure that race does not determine housing assistance or supportive service outcomes and that residents live in neighborhoods that benefit from equitable investment across systems. Opportunity Home is establishing an equity scorecard to hold themselves accountable to these goals. To accomplish them, the Director of Equity, Diversity, and Inclusion collaborates with Opportunity Home's internal audit team to do an equity review simultaneously. They aim to review six policies or processes per year with the audit team. As part of this process, Opportunity Home has updated many housing policies to improve equitable outcomes (see Figure 8).

**Figure 8: Policies Implemented by Opportunity Home to Improve Equitable Outcomes**

Policy	Description
Over-Housing	An early success for Opportunity Home was changing their over housing policy to allow households with family composition changes to remain in their home unless there are health or safety concerns, or if the organization needs the unit for a family that requires that number of bedrooms.
Criminal Screening	Created a rubric with screening tiers for different criminal offenses to provide housing assistance in a compassionate and equitable manner
Recertification	Using their MTW flexibility, Opportunity Home recertifies income tri-annually to give residents time to prepare for possible rent increases.
Fee Structure	Opportunity Home will be standardizing fee structures across their portfolio
HCV Waiting List Marketing	An analysis found that Opportunity Home was not receiving applications across races at the same rate. In response, they are evaluating their marketing strategy to ensure they are intentionally reaching out to places frequented by groups experiencing disparate outcomes.

Opportunity Home created a team of representatives across all 17 departments to review proposed policies and discuss topics regarding equity and inclusion. Members of the Justice, Equity, Diversity, and Inclusion (JEDI) Team meet once per month and are liaisons for their department. Departments can submit areas they need the JEDI team to weigh in on. Recently, the team provided feedback on the employee handbook. Representation across departments and roles helped them identify the appropriate language for inclusivity.

As a Moving to Work (MTW) agency, Opportunity Home must evaluate its planned and ongoing MTW activities. They revised their evaluation process to include steps to prevent institutional racism and identify ways the proposed MTW activities can remedy long-standing inequities. Staff members in charge of MTW activities must answer questions to ensure they are not unintentionally perpetuating racism.

## JUSTICE, EQUITY, DIVERSITY, AND INCLUSION (JEDI) TEAM & EQUITY REVIEWS (Equity reviews)



Departments must also describe how to improve equity within their department-wide business plan. As part of this planning process, department heads must ensure that race does not determine housing assistance or support-service outcomes. For example, from an IT lens, this could include promoting digital inclusion. For Finance, it could consist of leading a workshop with the city of San Antonio and building a budget equity tool. Additionally, the construction team can promote equity in housing access by expanding accessibility and redesigning buildings to reflect the needs of residents.

Opportunity Home also relies on marketing these initiatives to hold themselves accountable and demonstrate commitment to these goals. Internally, they share their goals and strategies to promote equity, diversity, and inclusion with staff and promote upcoming webinars and resources employees can access to advance these goals. To support this, the Director of Equity and Inclusion led a half-day workshop to discuss the equity logic model with the theory of change and Opportunity Home's equity scorecard. Externally, they are updating their website to include their Equity, Diversity, and Inclusion statement and activities. They are also developing brochures and cards to distribute at their properties to demonstrate a commitment to these goals.

### Impact

Many of the initiatives featured here are recent developments. Opportunity Home will track the impacts of this work through its equity scorecard.

### Partners

Opportunity Home offers training to all staff and community members through The Racial Equity Institute (REI) once per quarter. Attendees learn about the on-going construction of race in America: fallacies and realities, the power relationship between systems, institutions and communities, the intersections of race and wealth, and race and poverty, moving from overt racism to anti-racism.

Locally, Opportunity Home has partnered with the YWCA San Antonio to present at the 2023 CLPHA Housing Is Summit and has partnered with experts from the YWCA to speak with staff about Neurodiversity in the workplace.

"Give yourself grace because this work is not a sprint, but there are quick wins."

**-Opportunity Home**

### Funding

Opportunity Home's operating budget funds these strategies.

## RESIDENT ENGAGEMENT AND COMMUNITY REVITALIZATION

(Community engagement)  
Cuyahoga Metropolitan Housing Authority (CMHA), Cleveland, OH



### Program Description

Resident and community engagement is a cornerstone to advancing CMHA's equity goals. To help facilitate this work and remain accountable, CMHA hired a Chief of Diversity, Equity, and Inclusion. CMHA organizes a series of committees and working groups that include CMHA residents, stakeholders, and neighborhood residents that provide the organization with direction on topics ranging from improving education outcomes and access to social services, to neighborhood revitalization and public safety. These working groups guide the programs that CMHA seeks funding to implement.

CMHA also considers the neighborhood amenities around their properties to make their revitalization efforts more equitable. The organization established commercial space to allow partner organizations to co-locate health, transit, and economic opportunities for residents. For instance, a doctor at Metro University provided cardiac health information for residents at Cedar High Rise to reduce health disparities. For another property, CMHA partnered with their local YMCA to facilitate Whitehaven, an 18-month re-entry program that provides housing, opioid treatment, and intensive training and support for justice-involved individuals. The housing authority also considers proximity to rapid transit to ensure their properties are accessible to the greater community. In addition, CMHA partnered with Spectrum to provide refurbished devices and digital literacy training and to equip their buildings with infrastructure to provide low-cost internet access to residents. The organization also installed naloxone boxes at their properties to prevent opioid overdoses after an analysis found many overdoses were occurring at their properties.<sup>123</sup>

While resident engagement is a top priority, CMHA acknowledged the importance of collecting feedback from community members in the surrounding blocks to promote neighborhood integration. CMHA has asked people and businesses surrounding their properties about which amenities and commercial spaces could unite the community. To this end, they plan to launch an application for small businesses interested in building storefronts in their properties and pairing this with mentorship opportunities to ensure the company is sustainable.



Source: [CHMA Resident Services](#)

CMHA also adopts hiring, training, and operational practices to help them become more approachable and accessible to residents. For example, CMHA intentionally hires bilingual staff for their operations team, as identified by their language accessibility plan. The organization also hires an external translation service for residents who need to speak a language other than English or Spanish. Staff also receive training on equity and inclusion, fair housing, and LGBTQ+ community and equity principles. Part of this training includes



## RESIDENT ENGAGEMENT AND COMMUNITY REVITALIZATION (Community engagement)

ensuring staff are intentional about language, particularly around using ‘family’ vs ‘household.’ CMHA’s policies allow all income-eligible people to live in the same household, even if they are unmarried or legally a part of the same family.

CMHA brings experts into their properties monthly to engage residents on topics such as Black History Month, Women’s Awareness Month, Fair Housing Month, Mental Health Awareness Month, and Inclusion and Pride Months. For example, the Pride Clinic and Metro Health Hospital led a series of events across CMHA’s properties to discuss gender issues, pronoun use, educational background, and health resources with residents.

### Impact

The impact of this initiative has yet to be evaluated.

“We’re trying to think about our work from more than a neighborhood revitalization perspective because how you rebuild an apartment building is just one aspect of what makes someone’s life successful.”

**-CMHA**

### Partners

CMHA partners with Metro Health Hospital to provide health services to residents and training for staff.

### Funding

CMHA’s operating budget funds these strategies.



Source: [CHMA Resident Services](#)

# Citations

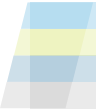




## CITATIONS

- <sup>1</sup> Diversity, Equity & Inclusion. Code for America. (2021, October 12). Retrieved November 8, 2022, from <https://codeforamerica.org/about-us/diversity-equity-inclusion/>
- <sup>2</sup> Public and Affordable Housing Research Corporation. (2020). 2020 Housing Impact Report: Seniors. [https://www.pahrc.org/wp-content/uploads/2020/04/Spring2020HIR\\_Seniors-1.pdf](https://www.pahrc.org/wp-content/uploads/2020/04/Spring2020HIR_Seniors-1.pdf)
- The Lewin Group. (2014). Picture of Housing and Health: Medicare and Medicaid Use Among Older Adults in HUD-Assisted Housing. Office of the Assistant Secretary for Planning and Evaluation. <https://aspe.hhs.gov/reports/picture-housing-health-medicare-medicaid-use-among-older-adults-hud-assisted-housing-1>
- Helms, V., Sperling, J., & Steffen, B. (2012). A Health Picture of HUD-Assisted Adults, 2006–2012: HUD Administrative Data Linked With the National Health Interview Survey. Housing and Urban Development. <https://www.huduser.gov/portal/sites/default/files/pdf/Health-Picture-of-HUD.pdf>
- <sup>3</sup> Public and Affordable Housing Research Corporation. (2018). Employment Trends Among People Living in Publicly Supported Homes. <https://www.pahrc.org/wp-content/uploads/2019/10/Employment-Trends-Among-People-Living-in-Publicly-Supported-Homes.pdf>
- <sup>4</sup> Public and Affordable Housing Research Corporation. (2019). Strategies to Expand Affordable Homes. <https://www.pahrc.org/wp-content/uploads/2019/10/Strategies-to-Expand-Affordable-Homes.pdf>
- <sup>5</sup> Slopen, N., Boudreaux, M., & Newman, S. J. (2018). The Impact of Housing Assistance on the Mental Health of Children in the United States. *Journal of Health and Social Behavior*, 59(3), 447–463. <https://doi.org/10.1177/0022146518792286>
- Fenelon, P. et al. (2017). Housing Assistance Programs and Adult Health in the United States. *American Journal of Public Health*, 107(4), 571–578. <https://doi.org/10.2105/ajph.2016.303649>
- Harvard Joint Center for Housing Studies. (2018). *Housing Americas Older Adults*. <https://www.jchs.harvard.edu/housing-americas-older-adults-2018>
- Sanz, G. (2017). *The Effect of Rental Assistance on Housing Spending Behavior*. Stanford University.
- Ahrens, K., Haley, B., Rossen, L., Lloyd, P., & Aoki, Y. (2016). Housing Assistance and Blood Lead Levels: Children in the United States, 2005–2012. *American Journal of Public Health*, 106(11), 2049–2056. <https://doi.org/10.2105/ajph.2016.303432>
- Sandel, M. et al. (2018). Timing and Duration of Pre- and Postnatal Homelessness and the Health of Young Children. *Pediatrics*, 142(4). <https://doi.org/10.1542/peds.2017-4254>
- Germinario, G. (2022). *A voucher a day keeps the doctor away: Bounding effect of housing assistance on recipients' health*. <https://grpgerminario.github.io/JMwebsite/Germinario-JMP.pdf>
- <sup>6</sup> Andersson, F., Haltiwanger, J., Kutzbach, M., Palloni, G., Pollakowski, H., & Weinberg, D. (2016). Childhood Housing and Adult Earnings: A Between-Siblings Analysis of Housing Vouchers and Public Housing. *SSRN Electronic Journal*. <https://doi.org/10.3386/w22721>
- <sup>7</sup> Rothstein, R. (2017). *The Color of Law: A forgotten history of how our government segregated America*.
- <sup>8</sup> Popkin, S. (2013). *Public housing and the legacy of segregation*. Urban Institute. <https://www.urban.org/urban-wire/public-housing-and-legacy-segregation>
- Sharkey, P. (2013). *Stuck in place: Urban neighborhoods and the end of progress toward racial equality*. University of Chicago Press.
- Sanchez, T., Stolz, R., & Ma, J. (2003). *Moving to equity: Addressing inequitable effects of transportation policies on minorities*. Civil Rights Project at Harvard University. <https://civilrightsproject.ucla.edu/research/metro-and-regional-inequalities/transportation/moving-to-equity-addressing-inequitable-effects-of-transportation-policies-on-minorities/sanchez-moving-to-equity-transportation-policies.pdf>

# CITATIONS



- <sup>9</sup> Christensen, P. (2021, November 29). Racial Discrimination and Housing Outcomes in the United States Rental Market. NBER. <https://www.nber.org/papers/w29516>  
A Paired-Testing Pilot Study of Housing Discrimination against Same-Sex Couples and Transgender Individuals. (2017, June 30). Urban Institute. <https://www.urban.org/research/publication/paired-testing-pilot-study-housing-discrimination-against-same-sex-couples-and-transgender-individuals>  
Friedman, S., Reynolds, A., Scovill, S., Brassier, F. R., Campbell, R., & Ballou, M. (2013). An Estimate of Housing Discrimination Against Same-Sex Couples. SSRN Electronic Journal. <https://doi.org/10.2139/ssrn.2284243>
- <sup>10</sup> Levy, D. (2017). *A Paired-Testing Pilot Study of Housing Discrimination against Same-Sex Couples and Transgender Individuals*. Urban Institute. <https://www.urban.org/research/publication/paired-testing-pilot-study-housing-discrimination-against-same-sex-couples-and-transgender-individuals>  
Kim, H. (2020). Failing the Least Advantaged: An Unintended Consequence of Local Implementation of the Housing Choice Voucher Program. *Housing Policy Debate*, 32(2), 369–385. <https://doi.org/10.1080/10511482.2020.1834429>  
Einstein, K. & Glick, D. (2016). Does Race Affect Access to Government Services? An Experiment Exploring Street-Level Bureaucrats and Access to Public Housing. *American Journal of Political Science*, 61(1), 100–116. <https://doi.org/10.1111/ajps.12252>  
Burt, M. (2012). Impact of Housing and Work Supports on Outcomes for Chronically Homeless Adults With Mental Illness: LA’s HOPE. *Psychiatric Services*, 63(3), 209–215. [www.doi.org/10.1176/appi.ps.201100100](http://www.doi.org/10.1176/appi.ps.201100100)
- <sup>11</sup> Park, M. (2012). Housing vouchers as a means of poverty deconcentration and race desegregation: Patterns and factors of voucher recipients’ spatial concentration in Cleveland. *Journal of Housing and the Built Environment*, 28(3), 451–468. <https://doi.org/10.1007/s10901-012-9319-0>  
Halasz, J. R. (2011b). Fair and affordable? Racial and ethnic segregation and inequality in New York City rental housing. *Housing Policy Debate*, 21(2), 267–293. <https://doi.org/10.1080/10511482.2011.568892>  
Holme, J., Frankenberg, E., Sanchez, J., Taylor, K., De La Garza, S., & Kennedy, M. (2020). Subsidized housing and school segregation: Examining the relationship between federally subsidized affordable housing and racial and economic isolation in schools. *Education Policy Analysis Archives*, 28, 169. <https://doi.org/10.14507/epaa.28.5290>  
Horn, K. M., Ellen, I. G., & Schwartz, A. E. (2014). Do housing choice voucher holders live near good schools? *Journal of Housing Economics*, 23, 28–40. <https://doi.org/10.1016/j.jhe.2013.11.005>  
Galvez, M. (2010). What Do We Know About Housing Choice Voucher Program Location Outcomes? What Works Collaborative.
- <sup>12</sup> Maccio, E. & Ferguson, K. (2016). Services to LGBTQ runaway and homeless youth: Gaps and recommendations. *Children and Youth Services Review*, 63, 47–57. <https://doi.org/10.1016/j.childyouth.2016.02.008>  
National Low Income Housing Coalition. (2021). *The shortage of affordable, available, and accessible rental homes*. <https://nlihc.org/resource/shortage-affordable-available-and-accessible-rental-homes>  
Dawkins, C. & Miller, M. (2017) The Characteristics and Unmet Housing Program Needs of Disabled HUD-Assisted Households. *Housing Policy Debate*, 27(4), 499-518, DOI: 10.1080/10511482.2016.1266372
- <sup>13</sup> Choi, S., Wilson, B., Shelton, J., & Gates, G. (2015). *Serving Our Youth 2015: The Needs and Experiences of Lesbian, Gay, Bisexual, Transgender, and Questioning Youth Experiencing Homelessness*. Los Angeles: The Williams Institute with True Colors Fund.  
Gaitán, V. (2018). *How Housing Can Determine Educational, Health, and Economic Outcomes*. Housing Matters. <https://housingmatters.urban.org/articles/how-housing-can-determine-educational-health-and-economic-outcomes>

# CITATIONS



Bazargan, M., Bazargan-Hejazi, S., & Baker, R. S. (2005). Treatment of self-reported depression among Hispanics and African Americans. *Journal of Health Care for the Poor and Underserved*, 16(2), 328–344. <https://doi.org/10.1353/hpu.2005.0025>

<sup>14</sup> Missing

<sup>15</sup> Gillespie, S. & Popkin, S. (2015). Building Public Housing Authority Capacity for Better Resident Services. Urban Institute. <https://www.urban.org/sites/default/files/publication/65441/2000333-Building-Public-Housing-Authority-Capacity-for-Better-Resident-Services.pdf>

<sup>16</sup> Poethig, E. (2014). One in four: America's Housing Assistance Lottery. Urban Institute. <https://www.urban.org/urban-wire/one-four-americas-housing-assistance-lottery>

<sup>17</sup> Hoffman, S. (2018). Strengthening Public Housing Agencies: Why it Matters. University of Pennsylvania. [https://www.researchgate.net/profile/Susan-Hoffmann/publication/328089222\\_Strengthening\\_Public\\_Housing\\_Agencies\\_Why\\_It\\_Matters/links/5bb6b6c8a6fdcc9552d3d5b0/Strengthening-Public-Housing-Agencies-Why-It-Matters.pdf](https://www.researchgate.net/profile/Susan-Hoffmann/publication/328089222_Strengthening_Public_Housing_Agencies_Why_It_Matters/links/5bb6b6c8a6fdcc9552d3d5b0/Strengthening-Public-Housing-Agencies-Why-It-Matters.pdf)

Scheckler, S. & Molinsky, J. (2022). Service Coordination in HUD Housing During the COVID-19 Pandemic: Bridging the Gap. *Journal of Gerontological Social Work*, 66(1): 152-176. <https://www.tandfonline.com/doi/full/10.1080/01634372.2022.2139320?scroll=top&needAccess=true&role=tab>

Scally, C. DuBois, N. & Burnstein, E. (2021). Service Coordinators Can Support Public Housing Residents during the Pandemic Recovery and Beyond. Urban Institute. <https://www.urban.org/urban-wire/service-coordinators-can-support-public-housing-residents-during-pandemic-recovery-and-beyond>

Scally, C. et al. (2021). Evaluation of the Resident Opportunity and Self-Sufficiency Service Coordinator Program. Urban Institute and EJP Consulting Group, LLC. <https://www.huduser.gov/portal/publications/Self-Sufficiency-Service-ROSS.html>

Verma, N. (2021). Work, Engagement, and Well-Being at the Midpoint: Findings From the Family Self-Sufficiency Evaluation. MDRC. <https://www.huduser.gov/portal/sites/default/files/pdf/FSS-Midpoint-2021.pdf>

Vernma, N. et al. (2019). HUD's Jobs Plus Pilot for Public Housing Residents: Ongoing Implementation Experiences. <https://www.mdrc.org/sites/default/files/JobsPlusReport.pdf>

<sup>18</sup> Public and Affordable Housing Research Corporation. (2023). How PHAs are Addressing Equity. <https://www.pahrc.org/wp-content/uploads/2023/03/How-Public-Housing-Authorities-are-Addressing-Equity.pdf>

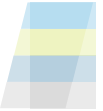
<sup>19</sup> Scally, C. et al. (2021). Evaluation of the Resident Opportunity and Self-Sufficiency Service Coordinator Program. Urban Institute and EJP Consulting Group, LLC. <https://www.huduser.gov/portal/publications/Self-Sufficiency-Service-ROSS.html>

<sup>20</sup> Nguyen, M. T., Basolo, V., & Tiwari, A. (2013). Opposition to Affordable Housing in the USA: Debate Framing and the Responses of Local Actors. *Housing, Theory and Society*, 30(2), 107–130. <https://doi.org/10.1080/14036096.2012.667833>

<sup>21</sup> Rothwell, J., & Massey, D. S. (2009). The Effect of Density Zoning on Racial Segregation in U.S. Urban Areas. *Urban Affairs Review*, 44(6), 779–806. <https://doi.org/10.1177/1078087409334163>

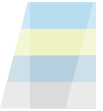
<sup>22</sup> Gutierrez, E., Allan, E., & Haberle, M. (2021, April). The National Housing Trust Fund and Fair Housing: A Set of Policy Recommendations. Poverty and Race Research Action Council. <https://prrac.org/pdf/housing-trust-fund-and-fair-housing.pdf>

# CITATIONS



- <sup>23</sup> Mazzara, A. & Gartland, E. (2022). New HUD “Fair Market Rent” Policy Can Help Local Agencies Reduce Homelessness and Expand Housing Choice. CBPP. <https://www.cbpp.org/research/housing/new-hud-fair-market-rent-policy-can-help-local-agencies-reduce-homelessness-and>
- Boeing, G. & Waddell, P. (2016). New Insights into Rental Housing Markets Across the United States: Web Scraping and Analyzing Craigslist Rental Listings. *Journal of Planning Education and Research*, DOI: 10.1177/0739456X16664789. <https://ssrn.com/abstract=2781297> or <http://dx.doi.org/10.2139/ssrn.2781297>
- Boeing, G., Wegmann, J., Jiao, J. (2020). Rental Housing Spot Markets: How Online Information Exchanges Can Supplement Transacted-Rents Data. *Journal of Planning Education and Research*, DOI:10.1177/0739456X20904435. [https://www.researchgate.net/publication/339358044\\_Rental\\_Housing\\_Spot\\_Markets\\_How\\_Online\\_Information\\_Exchanges\\_Can\\_Supplement\\_Transacted-Rents\\_Data](https://www.researchgate.net/publication/339358044_Rental_Housing_Spot_Markets_How_Online_Information_Exchanges_Can_Supplement_Transacted-Rents_Data)
- <sup>24</sup> Public and Affordable Housing Research Corporation. (2023). How PHAs are Addressing Equity. <https://www.pahrc.org/wp-content/uploads/2023/03/How-Public-Housing-Authorities-are-Addressing-Equity.pdf>
- <sup>25</sup> Bishop, C. (2015). An affordable home on re-entry: Federally assisted and previously incarcerated individuals. National Housing Law Project. <https://www.nhlp.org/wp-content/uploads/2018/08/Rentry-Manual-2018-FINALne.pdf>
- Local Housing Solutions. (2021, October 5). Racial equity. <https://localhousingsolutions.org/housing-issues/racial-equity/>
- CHPC. (2021). NYC’s Housing Plan: A New Lens for LGBTQ+ Communities. [https://chpcny.org/wp-content/uploads/2021/06/LGBTQ\\_Housing\\_Plan.pdf](https://chpcny.org/wp-content/uploads/2021/06/LGBTQ_Housing_Plan.pdf)
- <sup>26</sup> PAHRC & CLPHA. (2020). Strategize, Start, Sustain: The evolution of PHA health initiatives. <https://www.pahrc.org/wp-content/uploads/2020/10/The-Evolution-of-PHA-Health-Initiatives.pdf>
- PAHRC & CLPHA. (2017). How Housing is Advancing Education Initiatives. <https://www.pahrc.org/wp-content/uploads/2019/10/How-Housing-is-Advancing-Educational-Outcomes.pdf>
- <sup>27</sup> Public and Affordable Housing Research Corporation. (2018). Health Starts at Home. <https://www.pahrc.org/wp-content/uploads/2019/10/snapshot-Health-starts-at-home.pdf>
- Public and Affordable Housing Research Corporation. (2017). How Housing is Advancing Educational Outcomes. <https://www.pahrc.org/wp-content/uploads/2019/10/How-Housing-is-Advancing-Educational-Outcomes.pdf>
- <sup>28</sup> Seabaugh, C., Bennett, V., & Salazar, M. (2020). Seven Strategies to Advance Equity, Inclusion, and Resiliency in Mixed-Income Communities. Case Western Reserve University. [https://case.edu/socialwork/nimc/sites/case.edu/nimc/files/2020-08/Seabaugh.WWV\\_Seven%20Strategies.2020.pdf](https://case.edu/socialwork/nimc/sites/case.edu/nimc/files/2020-08/Seabaugh.WWV_Seven%20Strategies.2020.pdf)
- Canada Mortgage and Housing Corporation. (2020). Developing Socially Inclusive Affordable Housing. [https://eppdscrmssa01.blob.core.windows.net/cmhcprodcontainer/sf/project/archive/publications\\_3/69693\\_w\\_acc.pdf](https://eppdscrmssa01.blob.core.windows.net/cmhcprodcontainer/sf/project/archive/publications_3/69693_w_acc.pdf)
- Curren, R., Lui, N., Marsh, D., & Rose, K. (2016). Equitable Development as a Tool to Advance Racial Equity. UC Berkeley Othring & Belonging Institute. Retrieved at <https://escholarship.org/uc/item/62d1511d>
- <sup>29</sup> Public and Affordable Housing Research Corporation. (2023). PHA Policies and Practices that Promote Equity. <https://www.pahrc.org/wp-content/uploads/2023/03/PHA-Policies-and-Practices-That-Promote-Equity.pdf>
- <sup>30</sup> Vera Institute. (2022). *How Public Housing Authorities Across the Country Are Expanding Access for People with Conviction Histories*. <https://www.vera.org/downloads/publications/opening-doors-returning-home.pdf>
- <sup>31</sup> Council of Large Public Housing Authorities. (2022). *PHA Partnerships Improving Communities and Public Safety*. <https://www.youtube.com/watch?v=BUB01ASHwGU&t=377s>

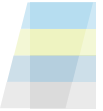
# CITATIONS



- <sup>32</sup> Pittman, A., & Authority, T. (2020). *Housing for All: Reducing Barriers to Housing for People with Criminal Records*. [https://www.tacomahousing.org/wp-content/uploads/2021/03/pie\\_policy\\_recommendations\\_-\\_criminal\\_screenings\\_-\\_2020-06-12\\_final.pdf](https://www.tacomahousing.org/wp-content/uploads/2021/03/pie_policy_recommendations_-_criminal_screenings_-_2020-06-12_final.pdf)
- <sup>33</sup> Alper, M., Durose, M., & Markman, J. (2018). *2018 Update on Prisoner Recidivism: A 9-Year Follow-up Period (2005-2014)*. Bureau of Justice Statistics. <https://perma.cc/S8WU-76SW>
- <sup>34</sup> Tacoma Housing Authority. (2020). *Criminal Background Screening Policies*. <https://www.tacomahousing.org/news/criminal-background-screening-policies/>
- <sup>35</sup> Kirk, D. S., Barnes, G. C., Hyatt, J. M., & Kearley, B. W. (2017). The impact of residential change and housing stability on recidivism: pilot results from the Maryland Opportunities through Vouchers Experiment (MOVE). *Journal of Experimental Criminology*, 14(2), 213–226. <https://doi.org/10.1007/s11292-017-9317-z>
- <sup>36</sup> Lutze, F., Rosky, J., & Hamilton, Z. (2014). Homelessness and reentry a multisite outcome evaluation of Washington state's reentry Housing Program for High risk offenders. *Criminal Justice and Behavior*, 41(4), 471–491. <https://s3.wp.wsu.edu/uploads/sites/436/2014/11/Criminal-Justice-and-Behavior-2014-Lutze-471-91.pdf>
- <sup>37</sup> Clark, V. A. (2016). Predicting Two Types of Recidivism Among Newly Released Prisoners. *Crime & Delinquency*, 62(10), 1364–1400. <https://doi.org/10.1177/0011128714555760>
- Steiner, B., Makarios, M. D., & Travis, L. F. (2011). Examining the Effects of Residential Situations and Residential Mobility on Offender Recidivism. *Crime & Delinquency*, 61(3), 375–401. <https://doi.org/10.1177/0011128711399409>
- Harding, D.J. et al. (2016). Families, Prisoner Reentry, and Reintegration. In: M. Burton, L., Burton, D., M. McHale, S., King, V., Van Hook, J. (eds) *Boys and Men in African American Families*. National Symposium on Family Issues, vol 7. Springer, Cham. [https://doi.org/10.1007/978-3-319-43847-4\\_8](https://doi.org/10.1007/978-3-319-43847-4_8)
- <sup>38</sup> Wolfe, T. (2021). *Eviction Prevention Pre and Post COVID*. Home Forward. [https://clpha.org/sites/default/files/EvictionPrevention\\_HomeForward.pdf](https://clpha.org/sites/default/files/EvictionPrevention_HomeForward.pdf)
- <sup>39</sup> Home Forward. (2021). *Rent Assistance Termination Policy*. <https://www.homeforward.org/wp-content/uploads/2022/08/Rent-Assistance-Termination-Policy-Report.pdf>
- <sup>40</sup> Fresno Housing Authority. (2022). Diversity, Equity, and Inclusion Strategic Framework. <https://fresnohousing.org/wp-content/uploads/2022/01/DEI-Strategic-Framework.pdf>
- <sup>41</sup> Fresno Housing Authority. (n.d.). Doing business with Fresno. <https://fresnohousing.org/partners/doing-business-with-fh/>
- <sup>42</sup> Boulder Housing Partners. (2021, July 8). *Bringing School Home - Boulder Housing Partners*. Boulderhousing.org. <https://boulderhousing.org/i-need-help-finding-an-affordable-rentals/communities-with-kids-programs/bringing-school-home/>
- <sup>43</sup> University of Colorado Boulder. (n.d.). Bringing School Home – an affordable housing program evaluation. <https://www.colorado.edu/cedar/urban-affordability/bringing-school-home-affordable-housing-program-evaluation>
- <sup>44</sup> STATE PRESCHOOL YEARBOOK. (2022). [https://nieer.org/wp-content/uploads/2023/09/YB2022\\_FullReport.pdf](https://nieer.org/wp-content/uploads/2023/09/YB2022_FullReport.pdf)
- <sup>45</sup> Teboe, C. (2023). Grant to help more older Mainers stay put in their own homes. (2023). *News Center Maine*.



# CITATIONS



<https://www.newscentermaine.com/article/news/health/bath-housing-receives-150-thousand-dollar-grant-from-maine-housing-to-bolster-comfortably-home-program-for-older-mainers/97-3b848e94-8862-4381-81-98-d3507af42ba6>

<sup>46</sup> Record, M. S. (2022, September 19). *Bath Housing works to keep seniors in their homes by making them safer*. Press Herald. <https://www.pressherald.com/2022/09/19/bath-housing-works-to-keep-seniors-in-their-homes-by-making-them-safer/>

<sup>47</sup> Record, M. S. (2022). *Bath Housing works to keep seniors in their homes by making them safer*. Press Herald. <https://www.pressherald.com/2022/09/19/bath-housing-works-to-keep-seniors-in-their-homes-by-making-them-safer/>

<sup>48</sup> Bridging the Digital Divide in Seattle. (2021, August). The National Association of Housing and Redevelopment Officials (NAHRO). [https://www.nahro.org/journal\\_article/bridging-the-digital-divide-in-seattle/](https://www.nahro.org/journal_article/bridging-the-digital-divide-in-seattle/)

<sup>49</sup> 2018 ANNUAL REPORT Seattle Housing Authority. (n.d.). [https://www.seattlehousing.org/sites/default/files/2018\\_Annual\\_Report.pdf](https://www.seattlehousing.org/sites/default/files/2018_Annual_Report.pdf)

<sup>50</sup> STAR of Seattle Public Computer Lab. (n.d.). History. <https://starofseattle.org/history.php>

<sup>51</sup> Dear Digital Equity. (n.d.). Special Abilities Technology Training. <https://www.deardigitalequity.org/stories-explainers-digital-equity/digital-equity-resources-in-washington-state>

<sup>52</sup> SHA's Digital Navigator program is expanding | Seattle Housing Authority. (2022, March). Www.seattlehousing.org. <https://www.seattlehousing.org/building-community/shas-digital-navigator-program-is-expanding>

<sup>53</sup> 2020 Annual Report Seattle Housing Authority. (n.d.). [https://www.seattlehousing.org/sites/default/files/SHA\\_2020%20Annual%20Report\\_interactive.pdf](https://www.seattlehousing.org/sites/default/files/SHA_2020%20Annual%20Report_interactive.pdf)

2021 Annual Report Seattle Housing Authority. (n.d.). [https://www.seattlehousing.org/sites/default/files/SHA\\_2019%20Annual%20Report.pdf](https://www.seattlehousing.org/sites/default/files/SHA_2019%20Annual%20Report.pdf)

<sup>54</sup> SHA's Digital Navigator program is expanding | Seattle Housing Authority. (2022, March). [Www.seattlehousing.org](http://www.seattlehousing.org). <https://www.seattlehousing.org/building-community/shas-digital-navigator-program-is-expanding>

<sup>55</sup> 2020 Annual Report Seattle Housing Authority. (n.d.). [https://www.seattlehousing.org/sites/default/files/SHA\\_2020%20Annual%20Report\\_interactive.pdf](https://www.seattlehousing.org/sites/default/files/SHA_2020%20Annual%20Report_interactive.pdf)

<sup>56</sup> 2022 annual report Seattle Housing Authority. (n.d.). [https://www.seattlehousing.org/sites/default/files/2022\\_SHA\\_Annual\\_Report\\_0.pdf](https://www.seattlehousing.org/sites/default/files/2022_SHA_Annual_Report_0.pdf)

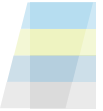
<sup>57</sup> Congratulations to the first SHA digital skills graduates | Seattle Housing Authority. (n.d.). [Www.seattlehousing.org](http://www.seattlehousing.org). <https://www.seattlehousing.org/the-voice/congratulations-to-the-first-sha-digital-skills-graduates>

<sup>58</sup> SHA's Digital Navigator program expands | Seattle Housing Authority. (n.d.). [Www.seattlehousing.org](http://www.seattlehousing.org). <https://www.seattlehousing.org/supportive-services/education-and-job-training/technology-training/shas-digital-navigator-program>

<sup>59</sup> 2022 annual report Seattle Housing Authority. (n.d.). <https://www.seattlehousing.org/sites/default/>



# CITATIONS



[files/2022\\_SHA\\_Annual\\_Report\\_0.pdf](#)

<sup>60</sup> 2020 Annual Report Seattle Housing Authority. (n.d.). [https://www.seattlehousing.org/sites/default/files/SHA\\_2020%20Annual%20Report\\_interactive.pdf](https://www.seattlehousing.org/sites/default/files/SHA_2020%20Annual%20Report_interactive.pdf)

<sup>61</sup> Parents as Teachers. (n.d.). *Research and results*. <https://parentsasteachers.org/research-and-results/>

<sup>62</sup> Council of Large Public Housing Authorities. (2021). *Improving Maternal Health and Infant Vitality*. <https://www.youtube.com/watch?v=x-4D202mRBs>

Cleveland. (2017). *AMHA receives national recognition for early childhood initiative*. [https://www.cleveland.com/akron/2017/11/akron\\_metropolitan\\_housing\\_aut\\_1.html](https://www.cleveland.com/akron/2017/11/akron_metropolitan_housing_aut_1.html)

<sup>63</sup> De Leon, E. & Saxena, P. (2015). *Housing and education partnerships*. Urban Institute. <https://files.eric.ed.gov/fulltext/ED559311.pdf>

<sup>64</sup> City of Akron. (2022). *Full Term First Birthday Strategic Plan 2023-2028*. [https://fulltermfirstbirthday.org/sites/default/files/2022-11/ftfb\\_strategic\\_plan\\_final.pdf](https://fulltermfirstbirthday.org/sites/default/files/2022-11/ftfb_strategic_plan_final.pdf)

<sup>65</sup> Ready, Set Soar Ohio. (2022). *Promoting healthy homes and babies by addressing housing instability*. <https://www.readysetsoaroh.org/post/promoting-healthy-moms-and-babies-by-addressing-housing-instability>

<sup>66</sup> Spillman, J. (2021). *Early Childhood Initiative Annual Report*. Internal Akron Metropolitan Housing Authority report: unpublished.

<sup>67</sup> De Leon, E. & Saxena, P. (2015). *Housing and education partnerships*. Urban Institute. <https://files.eric.ed.gov/fulltext/ED559311.pdf>

<sup>68</sup> Community Action Akron Summit. (n.d.). *Improving health outcomes*. <https://www.ca-akron.org/pathways-hub-community-action>

<sup>69</sup> City of Roanoke Redevelopment & Housing Authority. (n.d.). *EnVision Center*. <https://rkehousing.org/resident-opportunities/envision-center/>

<sup>70</sup> HumanKind. (n.d.). Economic Resource Center. <https://www.humankind.org/erc-roanoke/>

<sup>71</sup> Roanoke FEC. (n.d.). Freedom First Enterprises. <https://freedomfirstenterprises.com/roanokefec>

<sup>72</sup> Virginia Western Marketing & Communications. (n.d.). *Learn More About Free College*. <https://www.viriniawestern.edu/marketing/learn-more-about-free-college/>

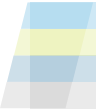
<sup>73</sup> Roanoke Times. (2023). *Free blood pressure screenings start Dec. 7 at Roanoke's EnVision Center*. [https://roanoke.com/news/local/free-blood-pressure-screenings-start-dec-7-at-roanokes-envision-center/article\\_0de2a33a-946c-11ee-9a82-bfcbea6e5b47.html](https://roanoke.com/news/local/free-blood-pressure-screenings-start-dec-7-at-roanokes-envision-center/article_0de2a33a-946c-11ee-9a82-bfcbea6e5b47.html)

The Roanoker. (2022). *VWCC Partners with Roanoke EnVision Center*. <https://theroanoker.com/blogging/behind-the-page/vwcc-partners-with-roanoke-envision-center/>

<sup>74</sup> Domingo, I. (2020). Roanoke EnVision Center receives \$55,000 grant for technology equipment for new location. *ABC 13 News*. <https://wset.com/news/local/roanoke-envision-center-receives-55000-grant-for-technology-equipment-for-new-location>

Ledonne, I. (2023). Roanoke's EnVision Center growing community garden with new equipment and programs.

# CITATIONS



WDBJ7. <https://www.wdbj7.com/2023/03/13/roanokes-envision-center-is-growing-its-community-garden-with-new-equipment-programs/>

<sup>75</sup> IDADS Men's Magazine. (2022). *IDADS Graduates and Digital Inclusion*. <https://quickflipbook.com/flip/digital-magazine/idads/mens-magazine-dec-2022/>

<sup>76</sup> Council of Large Public Housing Authorities. (2020). Strategic Partnerships in Asheville & Norfolk. <https://www.youtube.com/watch?v=BaKgYRDmy-A>

<sup>77</sup> Alcalá-Williams, M., & Kaplan, S. (2021). *Marvelous Math Club as a Catalyst for Asset- and Justice-based Thinking and Practices*. <http://libjournals.unca.edu/moja/wp-content/uploads/2021/10/MOJA21-v2i1-Williams-Kaplan.pdf>

<sup>78</sup> Asheville City Schools. (n.d.). Parent/Family Engagement / Marvelous Math Club. <https://www.ashevillecityschools.net/Page/4985>

<sup>79</sup> National Housing Law Project. (2007). *Burlington Housing Authority Offender Re-Entry Housing Program*. <https://nhlp.org/files/BHA%20Policy%20and%20Procedure%20Manual.pdf>

<sup>80</sup> Burlington Housing Authority. (n.d.). *Offender Re-Entry Housing*. <https://burlingtonhousing.org/housing-retention-and-services/services-section.php?id=5>

<sup>81</sup> Bae, J., Finley, K., Dizerega, M., & Kim, S. (2017). *Opening Doors: How to develop reentry programs using examples from public housing authorities*. <https://www.vera.org/downloads/publications/Opening-Doors-Full-Report.pdf>

<sup>82</sup> Vigne, N., Solomon, A., Beckman, K., & Dedel, K. (2006). *Prisoner Reentry and Community Policing: Strategies for Enhancing Public Safety*. Urban Institute. <https://cops.usdoj.gov/RIC/Publications/cops-p101-pub.pdf>

<sup>83</sup> Scannell, J. (2023). *Despite state support, Vermonters struggle to find housing after prison*. Vermont Works for Women. <https://vtworksforwomen.org/despite-state-support-vermonters-struggle-to-find-housing-after-prison/>

<sup>84</sup> Bae, J., Finley, K., Dizerega, M., & Kim, S. (2017). *Opening Doors: How to develop reentry programs using examples from public housing authorities*. Urban Institute. <https://www.vera.org/downloads/publications/Opening-Doors-Full-Report.pdf>

<sup>85</sup> HUD User. (2022). *Why Housing Matters for Successful Reentry and Public Safety*. <https://www.huduser.gov/portal/pdredge/pdr-edge-frm-asst-sec-041922.html>

<sup>86</sup> Vermont Community Foundation. (2022). *Another Chance: How philanthropy can reduce recidivism*. <https://www.vermontcf.org/insight-hub/reduce-recidivism/#:~:text=Recidivism%20is%20the%20tendency%20of>

<sup>87</sup> Scannell, J. (2023). *Despite state support, Vermonters struggle to find housing after prison*. Vermont Works for Women. <https://vtworksforwomen.org/despite-state-support-vermonters-struggle-to-find-housing-after-prison/>

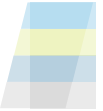
<sup>88</sup> National Housing Law Project. (2007). *Burlington Housing Authority Offender Re-Entry Housing Program*. <https://nhlp.org/files/BHA%20Policy%20and%20Procedure%20Manual.pdf>

# CITATIONS



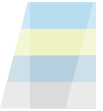
- <sup>89</sup> One Million Jobs Campaign. (n.d.). *CT NAACP's One Million Jobs Campaign*. <https://www.millionjobscampaigns.com/about>
- <sup>90</sup> Zaretsky, M. (2021). NAACP launches national Million Jobs Campaign in New Haven. *New Haven Register*. <https://www.nhregister.com/news/article/NAACP-launches-national-Million-Jobs-Campaign-in-16617173.php>
- <sup>91</sup> Elm City Communities. (2022). Agenda regular meeting of the board of commissioners. <https://elmcitycommunities.org/app/uploads/2022/07/Board-Packet-July-2022-V.pdf>
- <sup>92</sup> Zaretsky, M. (2021). NAACP launches national Million Jobs Campaign in New Haven. *New Haven Register*. <https://www.nhregister.com/news/article/NAACP-launches-national-Million-Jobs-Campaign-in-16617173.php>
- <sup>93</sup> Quinton, S. A new idea for filling hard-to-fill health-care jobs: Ex-offenders. (2023). *Washington Post*. [https://www.washingtonpost.com/national/health-science/a-new-idea-for-filling-hard-to-fill-health-care-jobs-ex-offenders/2017/04/28/fece52ae-2a9b-11e7-b605-33413c691853\\_story.html](https://www.washingtonpost.com/national/health-science/a-new-idea-for-filling-hard-to-fill-health-care-jobs-ex-offenders/2017/04/28/fece52ae-2a9b-11e7-b605-33413c691853_story.html)
- <sup>94</sup> Paulk, P. (2016). The Johns Hopkins Hospital Success in Hiring Ex-Offenders. <https://www.diversityincbestpractices.com/medialib/uploads/2016/09/Paulk-Presentation-Hiring-Ex-Offenders-09142016.pdf>
- <sup>95</sup> Gainesville Housing. (n.d.). *For Children and Youth*. <https://gainesvillehousing.org/for-residents/for-children>
- <sup>96</sup> Rise Summer Program. (n.d.). Mission. <https://risersummerprogram.com/about/>
- <sup>97</sup> US Department of Housing and Urban Development. (2017). *Summer learning program on the RISE in Gainesville, GA*. <https://archives.hud.gov/local/ga/goodstories/2017-08-02.cfm>
- <sup>98</sup> Brown, B. (2021). *The social and developmental history of public housing in the city of Gainesville, Georgia*. Gainesville Housing Authority. <https://gainesvillehousing.org/uploads/2021/05/social-history.pdf>
- <sup>99</sup> Rutland Housing Authority. (n.d.). *Support and Services at Home (SASH)*. <https://www.rhvt.org/support-and-services-at-home-sash/>
- <sup>100</sup> Family Nursing and Care. (2022). *The First 48: The Importance of Care in the Initial Days Following Hospital Discharge*. <https://www.familynursingcare.com/the-first-48-the-importance-of-care-in-the-initial-days-following-hospital-discharge/>
- Monegro, A. , Muppidi, V., & Regunath, H. (2022). *Hospital Acquired Infections*. StatPearls Publishing. <https://www.ncbi.nlm.nih.gov/books/NBK441857/>
- <sup>101</sup> Department of Vermont Health Access. (2017). Vermont Blueprint for Health in 2017. <https://blueprintforhealth.vermont.gov/sites/bfh/files/Vermont-Blueprint-for-Health-Annual-Report-2017.pdf>
- <sup>102</sup> Kandilov, A. et al. (2019). *Support and Services at Home Evaluation*. RTI International. <https://aspe.hhs.gov/sites/default/files/private/pdf/262071/SASH5.pdf>
- <sup>103</sup> Department of Vermont Health Access. (2017). Vermont Blueprint for Health in 2017. <https://blueprintforhealth.vermont.gov/sites/bfh/files/Vermont-Blueprint-for-Health-Annual-Report-2017.pdf>
- <sup>104</sup> Cathedral Square Corporation (2014). SASH Brochure. <https://legislature.vermont.gov/Documents/2016/WorkGroups/House%20General/Housing/SASH/W~Nancy%20Eldridge~SASH%20Brochure%20-%20December%202014~1-21-2015.pdf>

# CITATIONS



- <sup>105</sup> Boston Housing Authority. (n.d.). *Healthy Homes Initiative*. <https://www.bostonhousing.org/en/Departments/Planning-and-Real-Estate-Development/Healthy-Homes.aspx>
- <sup>106</sup> US Department of Housing and Urban Development. (n.d.). *Healthy Homes for Healthy Families* [https://www.hud.gov/program\\_offices/healthy\\_homes/healthyhomes](https://www.hud.gov/program_offices/healthy_homes/healthyhomes)
- <sup>107</sup> US Department of Housing and Urban Development. (2017). *BRIGHT Study Finds Improved Health at Boston Housing Authority's Old Colony Homes*. <https://www.huduser.gov/portal/casestudies/study-05042017.html>
- Colton, M. D., Laurent, J. G. C., MacNaughton, P., Kane, J., Bennett-Fripp, M., Spengler, J., & Adamkiewicz, G. (2015). Health Benefits of Green Public Housing: Associations With Asthma Morbidity and Building-Related Symptoms. *American Journal of Public Health*, 105(12), 2482–2489. <https://doi.org/10.2105/ajph.2015.302793>
- <sup>108</sup> HUD User. (2016). *Secretary's Award for Healthy Homes*. <https://www.huduser.gov/portal/about/healthyhomesaward-2016-1.html#winner2>
- <sup>109</sup> US Department of Housing and Urban Development. (2017). *BRIGHT Study Finds Improved Health at Boston Housing Authority's Old Colony Homes*. <https://www.huduser.gov/portal/casestudies/study-05042017.html>
- <sup>110</sup> National Center for Healthy Housing. (n.d.). *Integrated pest management interventions for healthier homes*. [https://nchh.org/resource-library/case-study\\_ipm-interventions-for-hh\\_boston-public-housing\\_partnerships-and-policy-advances.pdf](https://nchh.org/resource-library/case-study_ipm-interventions-for-hh_boston-public-housing_partnerships-and-policy-advances.pdf)
- <sup>111</sup> City of Boston. (2021). *PM for Housing Owners and Managers* <https://www.boston.gov/government/cabinets/boston-public-health-commission/healthy-homes-and-environment/pest-free-housing/ipm-housing-owners-and-managers>
- <sup>112</sup> Mehta, A. J., Dooley, D. P., Kane, J., Reid, M., & Shah, S. N. (2018). Subsidized Housing and Adult Asthma in Boston, 2010–2015. *American Journal of Public Health*, 108(8), 1059–1065. <https://doi.org/10.2105/AJPH.2018.304468>
- <sup>113</sup> National Healthy Homes Conference. (2014). *Place-Based Approach to Improve Asthma and Health in Public Housing*. <https://studylib.net/doc/5572444/presentation-1---national-healthy-homes-conference>
- <sup>114</sup> Turcotte, D. A., Woskie, S., Gore, R., Chaves, E., Adejumo, K. L., & You, K.-J. (2020). Sustainability of residential environmental interventions and health outcomes in the elderly. *Asthma Research and Practice*, 6(1). <https://doi.org/10.1186/s40733-020-00066-6>
- <sup>115</sup> Ló Pez, R., Chantarat, T., Bozack, A., Lopez, A., & Weiss, L. (2015). *Reducing Childhood Asthma Triggers in Public Housing: Implementation and Outcomes from an East Harlem Community Health Worker Program*. [https://media.nyam.org/filer\\_public/7e/16/7e166983-6c9b-4c71-9cc7-1b76581f3e24/env2e20152e0017.pdf](https://media.nyam.org/filer_public/7e/16/7e166983-6c9b-4c71-9cc7-1b76581f3e24/env2e20152e0017.pdf)
- <sup>116</sup> Takaro, T. K., Krieger, J., Song, L., Sharify, D., & Beaudet, N. (2011). The Breathe-Easy Home: The Impact of Asthma-Friendly Home Construction on Clinical Outcomes and Trigger Exposure. *American Journal of Public Health*, 101(1), 55–62. <https://doi.org/10.2105/ajph.2010.300008>
- <sup>117</sup> Office of Lead Hazard Control and Healthy Homes. (2018). *Guide to Sustaining Effective Asthma Home Intervention Programs* [https://www.hud.gov/sites/dfiles/HH/documents/HUD%20Asthma%20Guide%20Document\\_Final\\_7\\_18.pdf](https://www.hud.gov/sites/dfiles/HH/documents/HUD%20Asthma%20Guide%20Document_Final_7_18.pdf)

# CITATIONS



- <sup>118</sup> Boston Housing Authority. (n.d.). *Healthy Homes Initiative*. <https://www.bostonhousing.org/en/Departments/Planning-and-Real-Estate-Development/Healthy-Homes.aspx>
- <sup>119</sup> Colton, M. D., Laurent, J. G. C., MacNaughton, P., Kane, J., Bennett-Fripp, M., Spengler, J., & Adamkiewicz, G. (2015). Health Benefits of Green Public Housing: Associations With Asthma Morbidity and Building-Related Symptoms. *American Journal of Public Health*, 105(12), 2482–2489. <https://doi.org/10.2105/ajph.2015.302793>
- <sup>120</sup> Julien, R., Adamkiewicz, G., Levy, J. I., Hynes, H. P., & Spengler, J. D. (2008). A Case Study Examining the Effects of Integrated Pest Management on Pesticide Residues and Residents' Pest Control Practices. *Epidemiology*, 19(6), S41. <https://doi.org/10.1097/01.ede.0000339646.03248.93>
- <sup>121</sup> Reid, M. (2008). Healthy Pest Free Housing Healthy Pest Free Housing Initiative Demonstration Project. US Department of Housing and Urban Development. [https://www.hud.gov/sites/documents/DOC\\_12408.PDF](https://www.hud.gov/sites/documents/DOC_12408.PDF)
- <sup>122</sup> Everett Housing Authority. (2020). *Strategic Plan 2020-2029*. [https://www.evha.org/sites/default/files/page\\_attachments/ten-year\\_strategic\\_plan.pdf](https://www.evha.org/sites/default/files/page_attachments/ten-year_strategic_plan.pdf)
- <sup>123</sup> Ideastream Public Media. (2023). *Emergency opioid overdose boxes installed at Cuyahoga Metropolitan Housing Authority residences*. <https://www.ideastream.org/health/2023-05-05/emergency-opioid-overdose-boxes-installed-at-cuyahoga-metropolitan-housing-authority-residences>