

**FOCUSSING ON TOMORROW'S SUCCESS: BEYOND BRICKS
AND MORTAR**

*The First Regional Summit on Resident Services and Employment
Strategies*

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INTRODUCTION

At more than 3400 public and assisted housing agencies nationwide, resident service practitioners are needed to strengthen and sustain the community welfare of over 6 million low-income families facing physical, economic and social distress. Aided by these practitioners, jobless parents at thousands of low-income developments are becoming self-sufficient, transitioning from welfare, and gaining access to employment and training. Working parents are also receiving help to retain jobs, and some even move on to become homeowners. Similarly, senior citizens and the disabled are receiving support in becoming more independent; and instead of joining gangs or selling-drugs, youth can participate in after-school tutoring and mentoring programs, as well as apprentice in entrepreneurship.

These examples of personal and social transformation are occurring in settings funded by HOPE VI and modernization grants for distressed housing, as well as in those places with little or no capital improvements underway. In spite of these differences, the availability of resident services to and from low-income housing locations signifies that disadvantaged tenants have within reach, an opportunity to improve their lives. The same can not be said for slum clearance and demolition-only programs, or about non-decentralized or non-place-based public and community services.

Yet, local agency commitments to maintain resident service operations are becoming increasingly difficult to secure in today's changing economy and with shifting state and national priorities. At a time when resident services have attained benchmark status in best practices for quality housing management and revitalization, uncertainty mounts regarding the on-going policies and programs of HUD, and the future outcome of Welfare Reform, and other federal and state government-funded social programs.

In the wake of these concerns, resident service practitioners and their partners from key cities in the mid-Atlantic/Eastern Coast region, came together on November 14 and 15, 2002 in Baltimore, Maryland. This unique gathering was organized to examine the state of the art regarding resident services and actual challenges facing practitioners. Workshop panellists presented 25 model programs in terms of best practices, hard to solve obstacles and implementation experiences. While plenary sessions focused on policy issues, workable partnerships, funding alternatives, and recommendations for future action. Information regarding program models is highlighted within the pages that follow by *italics* text. A diskette at the rear of this document contains detailed summaries of each Summit event.

This report memorializes the 1st Regional Summit on Resident Services and Employment Opportunities and serves as a practitioner guide. The Summit was convened and hosted by the Housing Authority of Baltimore City (HABC)-Office of Resident Services, Dr. Samuel Little, PhD., Associate Deputy Director.

EXECUTIVE SUMMARY

Report scope and principal themes

There is an essential and interdependent relationship between the physical environment of a housing community, the vitality of its social architecture, and the health and well-being of its residents. Effective solutions to the budget dilemmas of public and subsidized housing agencies rest with efficiently balancing these components, as opposed to eliminating one in favor of the other.

Buildings, as bricks and mortar alone, will not lift low-income residents to economic self-sufficiency. Absent the provision of resident services, efforts to develop or manage low-income housing communities as simply real estate can not be successful.

This report documents the key concerns, candid views and best practices of resident service practitioners primarily from 12 Eastern states, who work daily to address the unmet needs for human and social services, as well as, for employment, economic opportunities, and self-sufficiency in public and subsidized housing communities.

The Housing Stake in Resident Services

- ❖ At more than 3400 public and assisted housing agencies nationwide, resident service practitioners are needed to strengthen and sustain the community life and welfare of over 6 million low-income families facing physical, economic, and social distress. About 966,339 of these families live in the 12 states represented by the Summit attendees.
- ❖ Jobless and working parents, frail senior citizens, the disabled, and youth in need of mentorship, have within their reach, meaningful opportunities to improve their lives due to the work of dedicated practitioners and the transformational services they provide.
- ❖ Given the enactment of Welfare Reform legislation, and later, the Public Housing Reform Act, increasing numbers of families are using resident services to attain and maintain self-sufficiency.
- ❖ Even though public housing production has waned, the silver lining in programs such as HOPEVI, has been the required provision of community and social services for residents to build economic assets, secure after-school care for their children, find affordable transportation, acquire employable job skills, and even join the ranks of homeowners.
- ❖ Elsewhere public and subsidized housing programs have traditionally included costs for service coordinators and service partnerships, in recognition of these essential needs in housing.

- ❖ Resident service operations have attracted significant in-kind contributions from state and local governments, and millions in funding from the private and independent sectors, as well as government grants, to augment housing agency budgets.

The Immediate Crisis

The future of resident service operations to continue producing these outcomes faces great jeopardy. A \$250 million budget shortfall in Public Housing Operating Subsidies for fiscal year 2003 has not been resolved, and Congress has not completed appropriations for the HUD budget year that began in October 2002.

As a result, traditional HUD resources to support resident services are not assured over the remaining year and coming into FY2004. Hardest hit by reductions in service are likely to be unemployed and newly employed parents compelled to get off welfare, youth requiring after-school care, seniors living alone, the disabled in need of case management, and returning but jobless ex-offenders, needing to become family providers without recidivating.

Many housing agencies will also experience increased difficulty providing sufficient case management for domestic violence victims, recovering substance abusers, or those with mental illness and physical disabilities, unless....

More Storm Clouds on the Horizon

The reality of a post 9/11 war against terrorism has brought about a rapid shift in national priorities that many practitioners fear will result in deep cuts to public housing and Section 8 voucher programs.

Already, public housing security and crime prevention efforts have been greatly weakened by the cancellation of \$350 million annually for the Drug Elimination Program. Further reductions in Public Housing Operating Subsidies and possible reductions in Section 8 housing vouchers are under debate within the Congress.

Nationally, the use of illicit drugs was estimated as occurring among 14 million Americans, age 12 and older during the year 2000, with only 20% of addicts actually receiving any form of treatment. At the same time, serious financial repercussions are mounting from behaviors stemming from the untreated. For example, the state of Maryland estimates the cost of not treating its addicted citizens totals approximately \$5.5 billion each year.

Summit goals, objectives and workshop topics

On November 14 and 15, 2002 in Baltimore, Maryland, resident practitioners and their partners from 12 states in the mid-Atlantic/East Coast region, came together to

examine the state of their art as service providers, along with new challenges and realities faced by their clients in the post 9/11 era.

Summit goals were to 1) explore ways of improving resident service delivery, 2) share best practices for maintaining programs success, and 3) discuss recommendations for problem-solving.

The Summit had five objectives:

1. to generate in-depth discussions of current trends, program and policy issues, and needs for improving the state of the art,
2. to examine key barriers and obstacles affecting resident service operations, successful maintenance, and effective management,
3. to identify best practices and workable partnerships for strengthening families and households, and for ensuring the overall community welfare,
4. to establish a multi-state network for training and technical assistance to resident service practitioners, related to employment and training, family self-sufficiency, home-based health-care, family wellness, disease and substance abuse prevention, safety, literacy, case management and other supportive services
5. to produce recommendations for advancing the resident services state of the art, and for educating decision-makers concerning the implications of current and proposed policies, and program revisions.

Key topics covered in workshops panel discussions included:

- ___ *Public-Private Resources*
- ___ *Turning resident Dreams into Reality: Family Self-Sufficiency and Homeownership*
- ___ *Combating Substance Abuse in Public Housing*
- ___ *Creative and Practical Strategies to Improve Job Retention*
- ___ *Bridging the Health Gap to Strong Families, Safe Environments and Powerful Communities*
- ___ *From Welfare Reform to Reauthorization: Partnering for a Generation of Economic Independence*
- ___ *Enhancing Academic Success*
- ___ *Creative and Innovative Employment Strategies*
- ___ *Facing Challenges of Aging in Place*
- ___ *Self-Determination and Self-Help*

25 Models including Best Practices

In four plenary sessions and nine workshops, Summit presenters and panelists shared information based on 25 models of resident service programs underway at agencies represented by the 12 states in attendance. Highlights regarding the following 25 models are included in the full Summit report with full details on the accompanying diskette.

Viewpoints regarding HUD policy directions

Regarding future policy directions and lessons learned with implications for HUD programs, practitioner attendees expressed the following views:

- ❖ The dilemma for housing agencies has become how to secure existing vital community and social services, and at the same time, provide clean, safe and healthy environments for people to live in.
- ❖ HUD programs such as Family Self-Sufficiency (FSS), HOPEVI, and Resident Opportunities for Self-Sufficiency (ROSS), Capital Funds, 'Move to Work', JOBS PLUS, and Family and Elderly Service Coordinator Grants, have all shown that housing development or property management does not succeed without resident services. Increased resident services are similarly needed in the Section 8 voucher program.
- ❖ The argument to get rid of resident services as unfunded mandates in subsidized housing, is at best, reactionary and expedient, and in the long-run, a very damaging reaction to the threat of looming federal and state budget cuts.
- ❖ Lowering public and subsidized housing performance standards to exclude the safety net of resident services and family self-sufficiency programs, hastens a return to crime and social chaos by abandoning the poor in plantation-type warehouses.
- ❖ Past experience has shown that increased urban strife and hopelessness, stabs violently at the heart of the American Dream. Corporate greed notwithstanding, America, as a just and civil society can ill-afford the moral retreat from helping its poor, especially while the nation anticipates fighting threats abroad.
- ❖ More intelligent solutions can be found by examining the best practices and problem-solving models of the past, in relationship to the present, to prepare for the future. Much of what has worked best, was the result of multifaceted partnerships:
 - with housing agencies and their resident group leaders,
 - between the housing agency and various units of government, and
 - between the housing agency and the private (business), and independent (faith-based, foundations, and non-profit) sectors.
- ❖ Most resident service operations substantially leverage scarce housing agency resources with in-kind contributions and funding dollars from categorical grants and philanthropic sources (as much as \$5 of external funding to \$1 of agency resources).

- ❖ Interdisciplinary service teams coordinated by resident practitioners, and involving healthcare and social-work professionals can be structured through local interagency agreements that reduce red-tape and bureaucratic procedures, for more effective responses to emergencies and more efficient use of resources.

Closing Plenary Consensus, Priorities and Next Steps

Important groundwork has been laid for additional activities during the year with the aim of making the Summit an annual event. There were several recommendations for next steps and follow-up to the Summit including that:

- Practitioners in the field of Resident Services must team up for a radical transformation, given forthcoming policy changes, proposed budgetary cuts, and increased challenges for clients.
- Resident services have to remain an important part of what we do in the business of housing the poor; subsidized housing is not simply a real estate activity or subject to conventional business practices.
- Resident services and other social programs must not become the “sacrificial lambs” as the country shifts its focus to other priorities. The guns and butter tradeoffs may have negative consequences on progress made within the last few years regarding self-sufficiency, welfare transitions, and employment.
- Resident services practitioners require a dedicated advocacy voice at all levels of government in the form of a national alliance that can function as a forum for the voice of resident Services practitioners.
- A resident service alliance consisting of practitioners should also include partners for the purpose of collaboration. If the organization were to consist solely of practitioners, it would become self-serving.
- Such an alliance needs a unified agenda with national legislation directed at ensuring the welfare of residents in public and assisted housing community, with requisite representation, input and partnerships. It should build on what exists in other parts of the country.
- Short and long term strategies are needed, and they should be as inclusive as possible.
- Some saw the uniqueness and importance of this meeting as being the courage to bring together counterparts from other agencies.
- The statement was made that some practitioners will be stopped from thinking outside of the box by their Executive Directors and that it is difficult to

develop an organized voice for resident services advocacy within existing industry groups.

Summit participants gave unanimous support in adopting the following motions:

1) “There should be the formation of a national alliance of resident services practitioners, resident leaders, partners and volunteers in public housing who impact resident services programs. The alliance will develop a short and long term agenda with a support system.”

2) To produce a written document of the full summit for national distribution in early 2003.

3) To form a regional work group that will work out the details of the new alliance that was voted upon.

4) Dates for a 2nd Annual Resident Services Summit were set for November 12, 13 and 14, 2003 in Baltimore, Maryland. The summit will last 2½ days.

5) Dr. Little will set up an initial conference call to discuss the alliance formation during the second week of January 2003.

Summit attendees also adopted a list of priorities, stemming from the workshop and plenary discussions as recommendations to become part of an on-going information and action agenda:

- ❖ The importance of health issues, especially impacts on children, mental health, and healthy homes. Human health, housing and ecology are interconnected.
- ❖ Ensuring that Resident Services Programs a part of housing authorities' operating budget as a dedicated line item, to ensure that family needs get support, and not just bricks and sticks.
- ❖ Practitioners require a network of support and to continue dialogues begun at the Summit. Issues include preventing burn out and addressing high turnover rates.
- ❖ Financial support for the production of a quarterly newsletter as a regular form of communication should be pursued.
- ❖ The summit should become an annual event and enlarged.

SUMMIT BACKGROUND, GOALS, AND STRUCTURE

Background

The field of Resident Services pertaining to public and assisted housing has been evolving for several years, beginning with recognition by both the U.S. Congress and HUD under the Kemp Administration in the 1980's that supportive services, safety and security, education, training and economic self-sufficiency, were essential for empowering housing residents in order to realize their share in the American dream. This understanding was reflected in categorical federal programs such Family-Self Sufficiency, Economic Development and Supportive Services (EDSS), and later, the Resident Opportunities for Self-Sufficiency (ROSS) grants, the Public Housing Drug Elimination Program, Family and Elderly Service Coordinators grants, along with the JOBS PLUS and MOVE TO WORK demonstrations. These tools, as well as, the HOPE VI program funding set-asides for community and social services conducted throughout 1990's and into the 21st century, ensured that federally assisted housing could function as a stepping stone, rather than as a dysfunctional warehouse for millions of households, especially young families, to gain hope and to overcome poverty. For the elderly, the frail, and/or the disabled, the provision of resident services has ensured access to life support, dignified independent living, and safety, rather than victimization from crime, homelessness, helplessness and isolation.

Although considered a vital part of the subsidized housing delivery process, the state of the art for Resident Services and the ethical guidance for its practitioners has not been widely nurtured or given principal attention at the general meetings or within the professional associations of the housing industry. The emphasis upon bricks and mortar components of housing most often overshadows and downplays the significance that personal development, family preservation, safety, and household improvement, contributes to the overall viability of the residential community. This skewed perspective has itself become a threat to the current outlook for successful subsidized housing in the wake of rising joblessness among the poor, a weakened economy, increasing crime after a decade of decline, and impending funding cutbacks by all levels of government.

At a time when affordable housing production needs and the vulnerability of disadvantaged resident communities are at an all-time high, the symbiotic relationship between these two dimensions of urban policy should be reinforced, rather than pitted against one another. Motivated by these concerns and their dedication to humane revitalization at the grassroots level, Resident Service practitioners and invited Resident leaders from several housing agencies within the Mid-Atlantic and East-coast region agreed in the fall of 2002 to convene and participate in a 2-day Summit meeting. The Summit was planned as a forum at which a range of practical and policy topics could be explored in greater depth, along with future directions to maintain and enrich the valuable work of service providers for residents and their families at risk. A mutual aim of the Summit's sponsors and participants was for their counterparts at other agencies in the region and across the nation, to join in this dialog and institute

measures for educating appropriate decision-makers, regarding ways of addressing the primary welfare of resident communities “beyond the bricks and mortar”.

Goals

The purpose of the Summit was to bring together resident service practitioners, resident leaders, non-agency service providers, and funding partners from several public and assisted housing agencies within the Mid-Atlantic/East Coast region, to explore and discuss ways of improving the delivery, and maintaining the success of resident services programs, as well as, problem-solving recommendations for existing barriers and potential obstacles. Over 85(?) regional representatives from housing agencies in New York, New Jersey, Delaware, Pennsylvania, Maryland, Virginia, West Virginia, the District of Columbia and Florida(?) attended the event. In addition, the Summit attracted non-regional attendance by resident service managers from New Mexico, Massachusetts and Florida. During the two-day meeting participants explored emerging issues related to day-to-day practice and program development. In particular, they shared experiences associated with family and elderly housing settings, as well as, service scenarios involving youth and those situated off-site. Discussions covered the pros and cons of implementation methods and strategies, along with approaches to evaluating and quantifying the impact of service assistance.

The Summit format consisted of three plenary sessions, seven panel discussions, and a closing session. This structure permitted attendees and speakers to exchange views regarding new challenges and statistical trends, best practices, service delivery models, and changing reporting requirements, as well as, to receive hand-outs and updated information on all of the topics presented.

As an overall goal, the Summit theme “Focusing on Tomorrow’s Success: Beyond Bricks and Mortar” encompassed 5 objectives:

6. To generate in-depth discussions of current trends, program and policy issues, and needs for improving the state of the art,
7. To examine key barriers and obstacles affecting resident service operations, successful maintenance and effective management,
8. To identify best practices and workable partnerships for strengthening families and households, and for ensuring the overall community welfare,
9. To establish a multi-state network in support of resident service practitioners operating in public and assisted housing, that supplies training and technical assistance on various types of needed services. Needed resident services include employment and training, family self-sufficiency, home-based health-care, family wellness, disease and substance abuse prevention, safety, literacy, case management and other supportive services, particularly for households and youth at risk.
10. To produce recommendations for advancing the resident services state of the art, and for educating decision-makers concerning the implications of current and proposed policies, and program revisions.

Structure

The Summit activities were structured to inform and facilitate interaction among attendees, and between speakers and attendees. The Opening Plenary included a welcome from the HABC executive staff, remarks by greeters, and a keynote address that set the tone for the workshops and a direction for Summit outcomes. Another Plenary Session on Day II featured experts discussing public and private resources, along with federal regulatory parameters for resident empowerment. Workshops themselves were designed as panel discussions, and were organized along two tracks: (1) Resident Support Services, and (2) Employment and Economic Empowerment. At the Summit closing session, attendees reflected on their participation experience from both days, and made recommendations for short and long-term strategies, including follow-up next steps.

The 2-Day agenda for the Regional Summit in the sequence that activities were conducted, along with moderators and guest speakers, is presented as follows:

THE SUMMIT AGENDA

Day One:

8:30 a.m. **Registration**

OPENING PLENARY SESSION

Moderator:

Dr. Samuel B. Little, Associate Deputy Director
Office of Resident Services
Housing Authority Baltimore City
Baltimore, MD

9:00 a.m.

Welcome

Dr. Samuel B. Little

and

Greetings

Hon. Jack Beuchner, President

CEO, Presidential Classroom
Alexandria, VA

Barbara Blount Armstrong, Chief
Program Officer
Associated Black Charities
Baltimore, MD

Kevin Marchman, Executive
Director
National Organization of African

(NOAAH) Americans in Housing
Washington, DC
Ron Ashford, Director
Community and Supportive
Services Division, HOPE VI Program
U.S. Department of HUD
Washington, DC
CEO **Keynote Speaker** Gloria Cousar, President and
Jovian Systems
Reston, VA

10:15 a.m. *CONCURRENT WORKSHOPS*

Track One: Turning Resident Dreams Into Reality: the Family-Self-sufficiency Program and Home Ownership Initiative

Moderator:

Vickie Ellison, Senior Revitalization Specialist
Office of Public Housing
Baltimore HUD Field Office
Baltimore, MD

Panelists:

Kathryn Greenspan, Housing Program Specialist
HUD Headquarters
Washington, DC

Andterri Thompson, FSS/Section 8 Homeownership Coordinator
Housing Commission of Anne Arundel County
Anne Arundel, MD

Irene Mabry-Moses, Representative
Tri-Churches Housing
Baltimore, MD

Track Two: Combating Substance Abuse in Public Housing

Moderator:

Cheryl Worthington, Program Administrator
Office of Resident Services – Division of Employment and

Empowerment
Housing Authority of Baltimore City
Baltimore, MD

Panelists:

Tony Barner, Program Monitor
Baltimore Substance Abuse, Inc.
Baltimore, MD

Moses Wright, Substance Abuse Counselor
Richmond Housing Authority
Richmond, VA

Carla Gardner, Program Supervisor
Office of Resident Services –Division of Family Support Services
Housing Authority of Baltimore City
Baltimore, MD

11:45 a.m. *LUNCHEON AND AWARDS*

Hostess and Mistress of Ceremony:

Kylla Williams, Director
Office of Resident Services – Division of Employment and

Empowerment

Housing Authority of Baltimore City
Baltimore, MD

Guest Speaker

Dr. Robert Wallace,
President and CEO
The BiTH Group
Columbia, MD

Special Appreciation Awardees

Resident Advisory Board
Housing Authority
Baltimore City
Baltimore, MD

Humanitarian of the Year

Eddie and Sylvia Brown,
Principals
Brown Capital
Management
Baltimore, MD

1:45 p.m. *CONCURRENT WORKSHOPS*

Retention ***Track One: Creative and Practical Strategies to Improve Job***

Moderator:

Lorinzo Foxworth, President
Synectics Trainers
Baltimore, MD

Panelists:

Michael Mitchell, President
Retention Counseling, LLC
Baltimore, MD

Alvin Truesdale, Unit Supervisor
Family Investment Program
Baltimore City Department of Social Services
Baltimore, MD

Melvin Freeman, Business Development Specialist
Family Investment Program
Baltimore City Department of Social Services
Baltimore, MD

Michelle Greer, Executive Director
The Women's Institute of Social and Economic Development
Baltimore, MD

Track Two: Bridging the Health Gap to Strong Families, Safe Environments, and Powerful Communities

Moderator:

Reyma Woodford, Supervisor
Office of Resident Services - Division of Family Support Services
Housing Authority of Baltimore City
Baltimore, MD

Panelists:

Karolyn Banks, Counselor
Office of Resident Services – Division of Family Support Services
Housing Authority of Baltimore City

Baltimore, MD

Dr. Russell Davis, M.A.P.T., D.P.A.
Summit Health Institute for Research and Education
Washington, DC

Donna Torrisi, Director
Abbottsford Family Practice
Philadelphia, PA

3:15 p.m. **Track One: *From Welfare Reform to Reauthorization: Preparing for a New Generation of Economic Independence***

Moderator:

Quinton Askew, Program Support Specialist
Office of Resident Services – Division of Employment and
Empowerment
Housing Authority of Baltimore City
Baltimore, MD

Panelists:

Olivia Biggs, Manager
Government Programs – CVS Regional Center
Beltsville, MD

Lynda Meade, Welfare Advocate
Catholic Charities
Baltimore, MD

Tony Herbert, Ph.D., HOPE VI Community and Supportive Services
Specialist
HUD Headquarters
Washington, DC

Jeff Johnson, Ph.D., President and CEO
National center for Strategic Non-Profit Planning and Community
Leadership
Washington, DC

Track Two: *Enhancing Academic Success*

Moderator:

Stephen J. Fulton, M.Ed., Regional Director
Housing Opportunities Unlimited
Baltimore, MD

Panelists:

Ginger King, Dean and Chief Operating Officer
Presidential Classroom
Alexandria, VA

John Dortch, Executive Director
Time Dollar Youth Court
Washington, DC

Annie Burton-Byrd, National Coordinator
Martin Luther King, Jr., After School Program
Boston, MA

Carla Gardner, Program Supervisor
Office of Resident Services – Division of Family Support Services
Housing Authority of Baltimore City
Baltimore, MD

Day Two

9:15 a.m.

MORNING PLENARY SESSION – Public and Private Resources

Moderator:

Leslie Leitch, Executive Director
AIDS Interfaith Residential Services
Baltimore, MD

Plenary Speakers

Catherine M. Gregory
Chief Operating Officer/Deputy Director
Delaware State Housing Authority
Wilmington, DE

Kevin D. Cleary
Baltimore Community Foundation
Baltimore, MD

Donn Weinberg
The Weinberg Foundation
Baltimore, MD

Lisa Walker, Executive Director
Housing and Development Law Institute
Washington, DC

10:30 a.m. **CONCURRENT WORKSHOPS**

Track One: *Facing the Challenges of Aging-In-Place*

Moderator:

Cottrell Wesson, Social Work Supervisor
Office of Resident Services – Division of Family Support Services
Housing Authority of Baltimore City
Baltimore, MD

Panelists:

Janice MacGregor, Manager
Maryland Department on Aging
Congregate Housing Services Program
Baltimore, MD

Beverly Harris, Chief of Mental Health Programs
Baltimore City Health Department
Adult Evaluation and Review Services
Baltimore, MD

Stephanie Hull, Senior Research Analyst
University of Maryland Baltimore County
Center for Health Program Development and Management
Baltimore, MD

Track Two: *Creative and Innovative Employment Strategies*

Moderator:

Ron Harvey, President
Microenterprise Development Center, Inc.
Baltimore, MD

Panelists:

Martin Schwartz, Executive Director
Vehicles for Change
Baltimore, MD

Mary Davis, Job Developer
Division of Employment and Empowerment
Housing Authority of Baltimore City
Baltimore, MD

Aubrey Alexander, Business Development Specialist
Division of Employment and Empowerment

Housing Authority of Baltimore City
Baltimore, MD

Raiza Abdul-Rahim, Job Developer
Empower Baltimore Management Corporation
Baltimore, MD

SPECIAL WORKSHOP:
Self-Determination through Self-Help

Moderators:

Jack Cooper, Executive Director
Massachusetts Union of Public Housing Tenants
Dorchester, MA

Shirley Wise, Representative
Resident Advisory Board
Housing Authority of Baltimore City
Baltimore, MD

Panelists:

Reymundo Reyes, Director of Training
Housing Association of Delaware Valley
Philadelphia, PA

Diane O. Jones, Manager
Baltimore City Human Services Center
Department of Housing and Community Development
Baltimore, MD

11:45 a.m. CLOSING SESSION

Dr. Samuel B. Little, Associate Deputy Director
Housing Authority of Baltimore City
Baltimore, MD

TRENDS, SESSION HIGHLIGHTS AND RECOMMENDATIONS

Trends

More than 2.6 million households live in public and assisted housing communities across the United States in homes situated mostly in low-income neighborhoods. These neighborhoods typically have fewer service centers and economic opportunities, by comparison with middle and upper-income areas. Crime rates tend to be higher, along with high levels of poverty and disinvestment that reduce school quality and the availability of other community infra-structure which help residents develop and support themselves to have a better quality of life.

Although federal policies, such as the Quality Housing and Work Responsibility Act of 1998 (QHWRA), require a de-concentration of poverty and a greater income mixture, 63% of public housing and 58% of voucher households report incomes of less than \$10,000 a year. Under TANF requirements, welfare-dependency has shrunk in most states, but increasingly due to time-limits and sanctions, and not because all clients are successful at obtaining and keeping jobs. At the end of 2002, HUD reported that only 15% of public housing and 20% of voucher households listed welfare assistance as an income source. The ranks of the employed have grown to include 30% of public housing occupants and 37% of voucher-holders. Elsewhere, elderly and disabled households characterize a majority of public housing occupancy, and an increasing proportion of those receiving Section 8 assistance. The 2002 HUD statistics also revealed that income from Social Security benefits supports 55% of public housing and 47% of voucher households.

A focus solely upon the bricks and mortar of subsidized housing dismisses the large requirement for human services that is concentrated within these vulnerable communities, compared with middle and upper-income urban neighborhoods. Federal mandates to de-concentrate the poor and income-mix does not address the issue of existing low-income occupancy in markets where affordable housing is in short supply, and legal income segregation is by and large the rule. Disadvantaged populations occupy the majority of today's subsidized units, most of which are in low-income areas---the elderly, the disabled, families failing to successfully transition from welfare, the undereducated and illiterate, are all at greater risk without supportive services and economic opportunities to remain permanently outside the American Dream.(See--- Statistical Charts: Occupancy Characteristics of Public and Assisted Housing as of December 31, 2002—Appendices 1 and 2 to this Report.)

It is important to note that concentrated poverty as the occupancy status quo for the federally-subsidized inventory is a function of local preferences. Most localities and housing agencies used subsidized stock and vouchers to address unmet housing needs among TANF households, the frail elderly, disabled persons, and homeless populations, as housing of last resort. They can not successfully move up and out of poverty, without the coordination and delivery of community and social services for

human development, and a support system to access economic assets and attain self-sufficiency.

Plenary Sessions - Highlights and Recommendations

1. From the Opening Plenary Session:

- There is a need for consciousness-raising among housing decision-makers and elected officials to understand that buildings alone will not lift residents to economic self-sufficiency.
- Without resident services, housing authorities can not be successful in performing their role to develop housing assets, or to lease and maintain the housing stock.
- Foundations, community and faith-based and other private organizations are necessary partners that can provide resources and technical assistance in support of family self-sufficiency and programs to motivate and develop youth in subsidized housing.
- On an increasing basis, the health of housing residents is being negatively impacted by the presence of environmental hazards such as lead poison, molds, and pests, especially affecting youth.
- Case management services are essential to the implementation of HOPE VI programs, and better tracking of performance data is required to support the costs and benefits of revitalization.
- Work-place and on-site wellness and fitness activities are needed to address the debilitating effects of stress on housing agency workers and resident leaders and households, as well as to prevent illness, and to promote healthier lifestyle habits.
- Such efforts can help reduce rising costs for health-care and prescription drugs that compete with expenses for housing, childcare, transportation, food and other necessities.
- Negative images of public and assisted housing are still widely promoted in the mass media despite the valuable results of resident services to help transform lives and physical revitalization to improve neighborhoods. More effective media campaigns are needed to highlight success stories and to refute the stereotypes.
- The work of resident service practitioners consists of helping the housed and disadvantaged to become whole in body, mind and spirit---individually, and collectively.

- Optimistically, local housing authorities spend on average about \$320 per public housing unit per year to secure resident services which may include some costs for security. Resident service expenditures under the Section 8 program are not separately authorized or reported to HUD
- The annual HUD recapture of unused Section 8 reserves has never been challenged on the basis of housing authorities needing these resources for resident services and/or increased housing production.
- [Resident service] Practitioners themselves must form a community of professional support to uphold their principles and integrity, to advocate for resources and to educate decision-makers and to evolve the state of their practice.
- As national attention is diverted to homeland security and policing large corporations, federal resources and needed decisions to support resident services work, might easily fall through the cracks, unless we (practitioners) make our voices heard.
- Although operating subsidies and capital grants can pay expenses for administering resident services, competing uses, such as utility costs and security, may begin to consume a greater portion of an agency's grant.
- The loss of the Public Housing Drug Elimination Program totaling nearly \$350 million annually, has and will continue to shut down many public housing resident services operations, especially at smaller agencies.
- *In the weeks following the Summit, HUD reported a \$250 million shortfall in the FY2002 public housing operating subsidies and a 30% reduction in the level of funding to be allocated for FY2003. The Administration has not requested emergency funds from Congress to compensate for the shortfall, even though this program deficit has been attributed by HUD to an error in the Department's calculation of subsidy levels required by housing authorities to operate. As of this writing, the funding issue remains unresolved and Congress has not approved the FY2003 HUD appropriations legislation.*
- It is ironic that the very programs employed to revitalize (public housing) communities are associated by residents more with creating homelessness and displacement than they are with helping families to stabilize families and address the difficult tears in the social fabric of low-income neighborhoods, rooted in family weakness, isolation and despair.
- Successful public and assisted housing needs a social architecture and enterprises that nourish the mind, body, and spirit of community residents--- individually and collectively.

- The resident community's welfare requires cooperation, compassion and collaboration between resident leaders, volunteers, service providers and coordinators, in order to be improved.
- Personal development and social transformation are the lynch-pins to family self-sufficiency and the keys for improving community welfare.
- There is a nexus between housing, health, and ecology that is symbiotic. Healthy homes support healthy households, support safe and healthy environments. The provision of housing is more than bricks and mortar.
- The 4th leading cause of death in the U.S. is the side effects of prescription medications. The first three leading causes happen to be from preventable illnesses. Resident services that provide case management, stress management, and training in healthy lifestyles can prevent individual and family tragedies for residents and their partners.
- Substance abuse is the slavery of the 20th and 21st centuries in America. Affected residents need compassionate emancipation and not more incarceration. Public and assisted housing communities need more than "One Strike" policies to help families in crisis and offenders following rehabilitation and release.
- Resident service practitioners learn best from one another, function better in multidisciplinary teams, and get more accomplished through partnerships. Practitioners also need training, ethical standards, and stress management to insure the quality and not just the quantity of services rendered.

2. From the Summit Luncheon:

- Summit participants are on the front-line and impact people immediately. The importance of creating wealth, creating the mindset to create wealth should start at early ages. People have to be taught and think about creating wealth in order to learn to sustain themselves.
- AIDS, poverty and hopelessness are major challenges that U.S. cities have in common with African urban areas.
- Lessons from the Old Testament Book of Nehemiah can be applied to the problems of rebuilding low-income neighborhoods:
 - ❖ The money spent on terrorism will come from social programs. Therefore housing and service providers must become better at doing more with less.
 - ❖ It is important for practitioners to continue to identify with the pain that people they assist are experiencing.

- ❖ Resident service practitioners must never lose the power to weep at what they witness. Weeping is an emotional process that draws a person to take action. Examples include Martin Luther King, Jr. and Robert Kennedy.
- ❖ Spiritual needs have to be considered in the context of the activities that service practitioners and providers are engaged.
- ❖ Residents need to become economically stronger and capable of overcoming obstacles to self-sufficiency.
- ❖ It is important for resident service practitioners to be good at what they do.
- ❖ The right resources and divine providence, practitioners can achieve success.
- African-American philanthropists Eddie and Sylvia Brown, recipients of the Humanitarian of the year Award, have donated over \$12 million to help poor families in Baltimore to get on the road to upward mobility and personal achievement.
- Members of the HABC Resident Advisory Board Executive Board were given special recognition awards for playing a critical role in moving the Authority's agenda forward.

3. From Day Two Plenary: Funding and Resources

- Statistics on poor disadvantaged communities are used to obtain funding, but are they causing the best resources to be obtained for residents? Resources not only mean money; technical assistance and in-kind support from the public and private sectors are also valuable resources.
- It is important for housing agencies to decide what their goals are. For the Delaware State Housing Authority (DSHA), the main goal is for families to move out of subsidized housing. This agency is a "Moving to Work" demonstration approved by HUD that emphasizes activities in support of Welfare Reform. The DSHA "in up and out" housing strategy gained HUD support, although this particular housing approach has attracted much criticism. The agency also makes use of community-based non-profits to help achieve success with transitions from welfare.
- The DSHA employs one staff person whose sole job is to comb through the federal registry and identify any grant opportunities that touch the lives of residents. Another staff person concentrates on searching the net each day for foundation programs that similarly support resident programs. This is tracked and a written report circulated that includes the results of the searches.

- The biggest challenge for DSHA's Move to Work effort seems to be getting residents to participate in the services. Some incentives are provided to address this problem, including the provision of transportation, and the availability of Individual Development Accounts (IDAs) to which the DSHA adds \$3 to every \$1 saved by participating residents. Other services include a Head-start program, the Boy Scouts of America, and the 4-H Club, adding that education was a key element for success. After 5 years of subsidy, the residents must move out.
- Foundations want to know how you know what you need. Ask coaches, teachers, clergy and others what is needed. Who are the stakeholders? Who will benefit and what do they have to say about that which is being requested for funding?
- Those seeking foundation funds need to build from strengths, e.g., find the strongest blocks in a neighborhood. Sell your project or program based on what you have and what you intend to build on what you already have and search the internet.
- Foundations look at several factors including:
 - Those that follow directions regarding the application process
 - Something that is likely to be successful
 - Those that already show that they are using local resources 1st before going to Relationships that you have established
 - them
 - Those that create achievable goals
 - Efforts that first create small and enlarge from a successful start.
 - Sustainability – how well your effort will be sustained once their funding is gone
- The Baltimore Community Foundation puts money into communities, which are showing signs of distress. Its Neighborhood Grant Program makes awards of \$5,000, \$10,000 and \$20,000 amounts and the guidelines may be found on the internet website: www.bcf.org- resident involvement programs.
- The Weinberg Foundation supports helping the poor to understand the importance of attitudes, and which ones must be cultivated to survive and become successful in society. Their philosophy: create change from the inside out, and empower people through motivating attitudes of self-improvement. The ultimate goal, as seen from this perspective, is to make welfare unnecessary.
- A job readiness program based on this philosophy is called STRIVE. STRIVE is located in 23 cities, with 9 locations in New York.

- *For example, the Maryland STRIVE program features trainers who have been in prison, on drugs and etc., and who learned to stop making excuses for their negative behavior. STRIVE job readiness is a three-week program. The program gets clients to focus on attitudes that are self-defeating. STRIVE coaches teach clients how to shake hands, interview, complete a resume. All clients are placed in front of a camera and taught how to develop self confidence and self-esteem. The success rate in New York is 70%. It is 40% in Baltimore. Lessons learned from the STRIVE model are that success occurs when people stop making negative judgments about themselves and about others; and people who are poor want to be treated with dignity and not subjected to low expectations.*

There is a legal framework for resident participation in public housing contained in HUD regulatory policies currently in effect. HUD promotes such things as:

- Resident participation and the active involvement of residents in all aspects of a Housing Authority's overall mission and operation.
- The right of residents to organize and elect a resident council to represent their interests.

Among other HUD key resident participation guidelines:

- Housing Authorities with 250 units or more must officially recognize a duly elected resident council as the sole voice of the residents it represents. If there are less than 250 units, recognition of a resident council is optional.
- Agreements between Housing Authorities and Resident Council must be reduced to a written MOU and signed. MOU's should be up-dated every three years.
- Community service activities can be administered by the Housing Authority or by a contractor or partnership with qualified organizations.
- Eligible community service can also be almost anything that is of public benefit or increases resident self-sufficiency. There are a broad range of services. Employment or political activities are not eligible.
- Exempted residents include those ages 62 and older, those blind or disabled and certified that he/she are unable to comply, caretakers of those 62 or older and of those who are blind or disabled, those who work and those receiving assistance under a welfare to work program.
- Leases must provide that non-compliance with Community Service requirements is grounds for non-renewal of the lease at the end of the term.

- A draft of the public housing lease must provide the CFR references.
- The contract between Housing Authorities and residents must always be in writing, and sometimes contracts are required by regulation. Contracts are the best way to clarify the roles of each party.
- Each party should send a representative with authority to meetings and come to first meetings with a list of expectations. Send those authorized to make decisions.
- The agreement should provide for some degree of flexibility in the event that a designated activity does not pan out as planned.
- When contracting with 3rd party providers foster a collaborative working relationship that begins at the initial contract for services and continues through implementation.
- Insist that the lines of communication always be open. Use technology such as faxes and e-mails to keep up to date between in-person meetings.
- Make sure contracts are delivered on time. Agreements should contain appropriate and realistic deliverable dates and milestones to assist the housing authority and resident organizations in monitoring the work of services providers work.
- Work in flexibility in the event that a planned course of action is infeasible or working well. Time is money. Outline clear repercussions for failure to deliver along with a reasonable ability to cure.
- Maintain confidentiality. Confidentiality is vital, but should not be allowed to be an impediment to the collaborative process. Use confidentiality agreements among parties when sharing sensitive and confidential resident information. Limit who has access to and limit the use of confidential information.
- Regarding data exchange: decide how the parties are going to exchange data and information and the best format for doing so. Certain statutes require written agreements for data exchange.

From the Closing Plenary and Next Steps

Important groundwork has been laid for additional activities during the year with the aim of making the Summit an annual event.

The plenary sessions and the workshops have equally emphasized that:

- Practitioners in the field of Resident Services must team up for a radical transformation, given forthcoming policy changes, proposed budgetary cuts, and increased challenges for clients.
- Resident services have to remain an important part of what we do in the business of housing the poor; subsidized housing is not simply a real estate activity or subject to conventional business practices.
- Resident services and other social programs must not become the “sacrificial lambs” as the country shifts its focus to other priorities. The guns and butter tradeoffs may have negative consequences on progress made within the last few years regarding self-sufficiency, welfare transitions, and employment.
- Resident Services Practitioners require a dedicated advocacy voice at all levels of government in the form of a national alliance that can function as a forum for the voice of resident Services practitioners.
- A Resident Service alliance consisting of practitioners should also include partners for the purpose of collaboration. If the organization were to consist solely of practitioners, it would become self-serving.
- Such an alliance needs a unified agenda with national legislation directed at ensuring the welfare of residents in public and assisted housing community, with requisite representation, input and partnerships.
- There does not appear to be a housing-based social services interest group. An organizing strategy should be developed with a time line, and that builds on what currently exists in different parts of the country.
- Short and long term strategies are needed. We need to be as inclusive as possible.
- Some saw the uniqueness and importance of this meeting as being the courage to bring together counterparts from other agencies.
- The statement was made that some practitioners will be stopped from thinking outside of the box by their Executive Directors and that it is difficult to develop an organized voice for resident services advocacy within existing industry groups.

Summit participants then made and unanimously adopted a motion:

“There should be the formation of a national alliance of resident services practitioners, resident leaders, partners and volunteers in public housing who impact resident services programs. The alliance will develop a short and long term agenda with a support system.”

The audience also gave unanimous support to take the following action steps as a result of this successful summit and the decision by participants to form an alliance.

1. A written document of the full summit will be produced for national distribution by the beginning of the year (January 2003).
2. A regional work group was formed and will work out the details of the new alliance that was voted upon.
3. The dates were set for the 2nd Annual Resident Services Summit—November 12, 13 and 14, 2003 in Baltimore, Maryland. The summit will last 2½ days. We should commit to this being an annual event.
4. Dr. Little will set up an initial conference call to discuss the alliance formation during the second week of January 2003.

Before adjourning, Summit attendees made a list of priorities, stemming from the workshop and plenary discussions that should become part of an on-going information and action agenda:

1. The importance of health issues, especially impacts on children, mental health, and healthy homes. Human health, housing and ecology are interconnected.
2. Ensuring that Resident Services Programs a part of housing authorities' operating budget as a dedicated line item, to ensure that family needs get get support, and not just bricks and sticks.
3. Practitioners require a network of support and to continue dialogues begun at the Summit. Issues include preventing burn out and addressing high turnover rates.
4. Financial support for the production of a quarterly newsletter as a regular form of communication should be pursued.
5. The summit should become an annual event and enlarged.

Workshop Panels – Highlights and Recommendations

1) Workshop Panel: Turning Resident Dreams into Reality—Family Self-sufficiency and Homeownership

Vickie Ellison-HUD-Baltimore Field Office,
Moderator
Kathryn Greenspan-HUD-Headquarters,
Andterri Thompson-Housing Commission of
Anne Arundel County, Irene Mabry-Moses-Tri-
Churches Housing

- HUD in collaboration with the Federal Deposit Insurance Corporation (FDIC) is offering education in personal financial management called “Money-Smart” to help residents prepare for homeownership and self-sufficiency.
- The Section 8 Homeownership program has been modified to allow the use of housing assistance as down-payment toward purchasing a home. Moreover, the ROSS program provides grants to cover housing agency expenses of hiring homeownership coordinators and furnishing homeownership counseling.
- *The Housing Commission for Anne Arundel County has been operating a Section 8 Homeownership program in conjunction with its family self-sufficiency efforts since 1996. A principal feature of this model is case management, with an emphasis upon client counseling and the build-up of assets through escrow accounting.*
- *Major issues that must be overcome include: predatory lending and property flipping, poor credit histories, lack of knowledge concerning homeowner responsibilities, especially The Greater Baltimore Board of Realtors is a partner with HABC on the agency's Family Self-sufficiency Committee housing maintenance.*
- There is not enough federal funding available to provide homeownership counselors and coordinators at every housing agency where residents would ultimately want to purchase homes. Partnerships with community-based counseling organizations and support from private funders such as the Fannie Mae Foundation can be helpful, where agencies lack resources to implement programs.

2) Workshop Panel: Combating Substance Abuse in Public Housing

Cheryl Worthington,-Division of Employment and Empowerment-HABC, Moderator
Moses Wright-Richmond Housing Authority,
Carla Gardner-Division of Family Support services-HABC

- The dimension of substance abuse problems can be understood from the perspective of trends and circumstances within individual states and localities as microcosms of the nation as a whole.
- Nationally, it is estimated that 14 million Americans (6.3% of the population age 12 and older) used illicit drugs at least once in 2000. Only about 20% of addicted individuals in the U.S. actually receive help for their illness.
- In Baltimore City, for example, the estimated number of addicts exceeds 50,000. Drug treatment has been shown to reduce addiction by 40 to 60 percent. However, there are only 8,500 treatment slots available to address the addict population in Baltimore City.
- In the state of Maryland, the cost of not treating a person with an addiction was estimated at \$19,000 per alcoholic and drug addict, or approximately \$5.5 billion annually.
- Because many substance abusers in public housing are medically uninsured, they can not afford treatment without help. The children of substance abusers are frequently without treatment to help them cope with the rehabilitation of their parents.
- *As a case study, Baltimore City's approach to cope with a burgeoning problem of drug addiction in 1995 took on new dimensions under direct leadership from City Hall. The plan directed by the Mayor involved multiple city agencies, a leading university's hospital, and the State University in a coordinated strategy. As a result of certain federal restrictions, it became necessary to target the strategy in order to retain funding stipulated to benefit public housing residents and support certain types of activities, but not others.*
- *At the Housing Authority of Richmond, Virginia (RHA), substance abuse counseling and treatment is made available for residents of 7 family developments on a referral basis. In this model, modifications to the housing lease to require substance abusers to seek treatment or face eviction, proved to be necessary to activate participation and referrals of people in need.*
- Cancellation of the federal Public Housing Drug Elimination Program (PHDEP) is jeopardizing the continuation of multiple substance programs in

every State and within most major cities. The merger by HUD of \$350 million in targeted PHDEP grants within the Annual Operating Subsidy program has been effectively wiped out. HUD recently announced severe reductions in the Operating Subsidies by over 30% in grants going to housing authorities in FYs 2003 and 2004.

3) Workshop Panel: Creative and Practical Strategies to Improve Job Retention

Lorenzo Foxworth -Synectics Trainers,
Moderator
Melvin Freeman-Baltimore City Department of
Social Services, Michelle Greer-Women's
Institute for Social and Economic Development,
Inc., Michael Mitchell-Retention Consulting,
LLC., Alvin Truesdale-Baltimore City
Department of Social Services

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- Job-retention strategies can pre-empt the negative consequences of changes in the job market by addressing barriers that exist prior to employment.
 - Underlying barriers that prevent successful employment and career development should be assessed and evaluated. Certain conditions that pose obstacles may be overlooked such as learning disabilities, attention deficit disorder, illiteracy, substance abuse, domestic violence, child abuse, medical conditions, poor credit, or criminal activity.
 - Other factors to consider in helping to sustain employment might relate to gender issues, cultural needs, work skills, family composition or childcare. Shortly after finding jobs, clients often return to social service agencies for assistance to help bridge the gaps in their support system following the discovery that they have become working, but remain poor.
 - An important part of helping clients to retain employment has to do with changing the way that employers view disadvantaged workers. Myths and stereotypes can be countered by shedding light on certain facts: 1) that 35% of disadvantaged hires work better than existing employees, 2) absenteeism is the biggest reason for separation from employment, 3) absenteeism is caused primarily by child-care issues, 4) 41% of the working poor experience problems due to inconsistent transportation and 5) personal health issues rank third among causes for separation from employment.
 - *The Women's Institute for Social & Economic Development has found that substance abuse, domestic violence, child abuse, medical conditions, chronic unemployment, and criminal activity, as well as, illiteracy, represent substantive barriers for clients remaining employed. Within a social services framework, the Institute uses employment training in tandem with personal*

development training to address these issues. Examples include workshops on such topics as:

- *Healing One-self*
 - *Developing Healthy Relationships*
 - *Community Awareness*
 - *Entrepreneurship Training*
- *In addition other supportive service components offered by the Institute include:*
 - *Support Groups*
 - *Crisis Intervention*
 - *Social Activities*
 - *Educational Workshops*
 - *Resource Training*
 - *Mentoring*
 - *Incentives to encourage participation*
 - *Participant Dialogue*
 - *A major problem has been that shortly after finding a job, many clients return to Social Services for assistance.*
 - *The Baltimore DSS is using a new model underway based upon **an Interdisciplinary Team Concept** to address job retention problems, whereby ten different case managers join expertise as a unit to go head on with the multiple barriers confronting customers. An initial demonstration of this approach called the Mount Clare Demonstration is being implemented across all service area. Assigned case managers are specialists in several areas.*
 - *As a Best Practice, the DSS also offers a Mentoring Program in which college students attend training and support groups along with community customers and serve as personal contacts and points of referral.*
 - *In its approach to working with employers, Retention Consulting LLC has found the following guidelines to be important:*
 1. *To demonstrate how scheduling can be used to increase the revenue making ability of the company*
 2. *To enhance a company's bottom-line through employee incentives and linking compensation to productivity---*
 - *Focus on the Revenue making activities*
 - *Become knowledgeable concerning government services available to assist with retention*
 - *Including the use of Commuter Bus Credits*
 - *There is hidden value in starting job retention at the beginning of the customer's hire and then continuing after placement and during employment.*

- Program relationships with employers are the key to success for customers. Employers must be kept informed and given opportunities to witness training efforts for building a strong and reliable workforce.
- Special attention is needed for those coming out of the penal system to cope with issues of conviction records, delinquent child support, the mandates of probation, etc., that simultaneously confront the released offenders who are also parents. Without such help, ex-offenders can not easily stay motivated to become legally employed and responsible family providers. The “*Young Fathers, Responsible Fathers Program*” –offered through the Baltimore DSS represents a model approach to these and other issues with non-custodial parents.
- *The Newport, PA Housing Authority offers 16 weeks worth of work incentives, including subsidized childcare and a \$500 deductible for rent for all participants seeking employment. However, there has been insufficient participation because residents lose their benefits when they fail to obtain a job.*
- Other experience reflects that customers may have been sincere in their desire to go back to work but may have no clue what the job required. There has to be more preparation for the specific work and the educational system needs to be involved and available to assist. There needs to be adequate funding from a central budget to cover this need.
- In closing, panelists and attendees summarized a checklist of key points for assessing and improving job retention programs:
 - Factors that directly affect job retention.
 - Finding and directing your passion...developing job satisfaction
 - Why people quit.
 - Why people get fired.
 - How to increase you job security.
 - Tips for getting ahead.
 - How to accept advancement rejection.
 - Working with management personalities.
 - Identifying one's work ethic.
 - Overcoming obstacles and living/working with the unpredictable:
 - Sustaining and getting through difficult times –
 - Character Building
 - Personal, Emotional, Spiritual Issues
 - The Economy
 - Handling and accepting Short-Term/Seasonal Jobs
 - Other variables
 - Understanding resident value as employed persons.
 - What motivates a person to go to work.

- Incentives to assist residents feel that work is better than social service benefits.
 - Homeownership and job retention – other opportunities.
 - Who is employed – what are they bringing to the employers—case studies/successful outcomes and examples.
 - Is retention the problem – are there larger difficulties?
- Participants shared the conclusion that perhaps the real measure of success in job retention is whether or not the person held the job a reasonable amount of time and advanced in their chosen career field.

4) Workshop Panel: Bridging the Health Gap to Strong Families, Safe Environments, and Powerful Communities

Reyma Woodford-Division of Family Support Services-HABC, Moderator
Karolyn Banks, Counselor-Division of Family Support Services-HABC, Dr. Russell Davis, Summit Health Institute for Research and Education, Donna Torrisi, Director Abbottsford Family Practice

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- Among the more prevalent risk factors affecting the health of public and subsidized housing residents are such things as poor eating habits, insufficient exercise, and smoking, as well as being overweight and substance abuse.
 - *The Abbottsford Center at the Philadelphia Housing Authority operates a Nurse-managed health care model that provides approximately 14,000 primary care and behavioral health visits a year. The Abbottsford Center is also supported by private foundation grants, Medical Assistance, Commercial Managed Care, collected fees and cost-based reimbursement. Health care service is provided to everyone regardless of the ability to pay, according to a sliding scale and no one is turned away. Of the people served, illnesses are distributed as follows:*
 - 9% asthma
 - 12% adult diabetes
 - 18% hypertension
 - 24% adults with mental health disorders (major depression, bipolar disorders, schizophrenia, schizo-affective disorder, post traumatic stress disorder, etc.)
 - high rates of poor nutrition, cigarette smoking, anemia, and obesity
 - Nurse-managed Health Centers are a growing trend nationally that provide excellent health care. Sixteen of the sixty Centers are located in or near public housing developments.

- The Bush Administration expressed a commitment to establish 1200 new community health center sites in the U.S. over the next five years, with funding through the U.S. Public Health Service and the Bureau of Primary Care at the U.S. Department of Health and Human Services. One particular Bureau program called Section 3301, funds community health centers in public housing.
- *The Baltimore Cardiovascular Health Model at HABC is based on an educational prevention strategy and conducted in conjunction with the National Heart, Lung and Blood Institute. It includes 18 small groups in which residents complete an information form and provided their opinions as to their understanding heart health, and their preferences for products to improve their cardiovascular health.*
- *The Summit Health Institute for Research and Education (SHIRE) is a non-profit organization that is supported by the Office of Minority Health and the Bureau of Primary Care at HHS, along with the Commonwealth Fund. Dr. Russell Davis, head of SHIRE, pointed out that in the U.S., there is a misconception regarding what health is. Rather than the “absence of disease”, health should be defined as a holistic concept. Dr. Davis noted that the American Public Health Association and other entities are modifying the definition used in medicine.*
- According to SHIRE, the parameters of health also include such things as:
 - Spirituality
 - Mental health and wellness
 - Mental hygiene
 - Environmental well-being
 - Safety and anti-violence
 - Political freedom
- SHIRE has proposed six recommendations as components for improving health in public and assisted housing, as follows:
 - Each public housing entity should start with a Wellness Program
 - A Health Education and Support Component
 - A Diet and Nutrition Component
 - Church as Spiritual Community
 - Conflict Resolution
 - Vocational Preparation
- *SHIRE examples of workable approaches include: the “Out of Many One” model was developed from a summit meeting that SHIRE sponsored with the Office of American Health, to bring together many racial and ethnic groups to discuss ways of resolving conflict. The summit ended in consensus among*

participants on goals and objectives for unity and diffusing the potential for conflict over government program resources.

- *Another model, the “Asset Enhancement Program”, was developed twenty years ago by the Search Institute of Minneapolis, Minnesota. The methodology simply involves identifying the assets of children, youth, and young adults of public housing, and giving everybody an opportunity to enhance their assets. The Search Institute found over a period of decades that if a person has more than half of forty assets, then he or she has a good opportunity to be successful in life.*
- President Bush and the Secretary for HHS intend to increase community health centers over the next five years by 1200, and to increase the number of patients being seen in these centers from 10 million to 20 million.
- The absence of activities is a problem not only for the elderly, but also for the disabled; and the physical therapy aspect of medicine is often neglected.
- Several measures need to be taken to prevent hazards and accidents in the home.
- One of the chief causes of hospitalization and premature death is the negative consequences of medication mixtures, for which home support, monitoring and case management would be helpful to address.
- The National Association of African Americans in Housing expressed concerns about the unequal access to quality drugs, mentioning that some communities are mainly given generic drugs as opposed to the original medicines of better quality.
- This issue has taken on greater importance because states are running into the red and under-funding medical programs. State programs are now “preference-listing drugs” and placing an emphasis upon generic versions of medicine, without consideration of possible pharmacological differences in how different types of genetic groups utilize a given drug.
- Some pharmacies don't have certain drugs and are issuing generics as comparable. This is both a social justice matter as well as an economic issue.
- Communities should join forces with physicians, and nurse practitioners--- those writing the prescriptions, and raise this concern to state legislatures and before other decision-makers, noting the necessity to have access to quality medications across the board.
- Residents need to empower themselves, their families and friends because they need to be informed decision-makers for their own health.
- Housing groups should request that community health centers write a grant for expanding their operation into the housing community that is underserved. The Bureau of Primary care at HHS can help identify the locations of existing Centers in every state.

- Another option is tapping your local School of Nursing, since academic institutions are frequently interested in partnering to create health centers in public housing.
- The SHIRE office can be contacted to help identify the location of federally funded community health centers nearest a housing site.
- A new initiative announced by the HHS Secretary involves some 26 grants of approximately \$1 million each that have been given for "Intermedia". Intermedia grant recipients can provide technical assistance to and help write grants for groups that wish to have health programs enhanced in the communities.
- Regarding unhealthy fast foods, SHIRE notes that people are being killed not only by eating the wrong things, but by impurities in the food, aside from the fact that one should not be eating certain foods anyway.
- Attention should also go to school programs that put fundraising needs ahead of the health of students, by promoting sales of pizza and Pepsi, etc.

5. Workshop Panel: From Welfare Reform to Reauthorization: Partnering for a New Generation of Economic Independence

Quinton Askew-Division of Employment and Empowerment-HABC, Moderator
Olivia Biggs- CVS Regional Center, Lyn Meade-Catholic Charities, Dr. Tony Herbert, Community and Supportive Services-HUD Headquarters, Dr. Jeff Johnson, National Center for Strategic Non-Profit Planning and Community Leadership

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- The definition of self-sufficiency as a goal of welfare assistance varies from state to state and among geographic areas within states. People are moving from welfare into a status as the working poor, as many who no longer receive welfare face difficulties in maintaining employment.
 - The impact of welfare reform on non-custodial parents is unclear. Although states have had great flexibility in designing and shaping their TANF programs, not enough is known nationally about what help was created to reactivate or improve the ability of non-custodial fathers to support their children.
 - *As an example, Maryland established a multi-year **Governor's Commission on Fatherhood**, with an initial \$1 million of funding. There is no indication that projects begun by this Commission will continue to receive funding. Moreover, there isn't much indication that states in general have widely exercised their flexibility and creativity in this matter.*

- As to future TANF funding, relevant budget legislation appears to be shelved for the next session of Congress starting in January 2003. Prior to requests to fund Homeland Security and the expenses of war preparations against Iraq, lawmakers from the house and the Senate had not envisioned increasing TANF funding levels. Now it may be a real question whether past funding levels can be sustained.
- A number of critical issues were not accurately anticipated by TANF, such as the true costs of supportive services for families to stay off the welfare rolls---especially as many employers do not offer childcare, transportation help or health-care benefits.
- Moreover, according to the Center on Budget and Priorities, it is estimated that states may have overspent on TANF programs by over \$166 billion.
- Greater advocacy attention go toward ensuring that there is an adequate support base for mothers and non-custodial fathers (who are not deadbeats or dead-broke) to obtain jobs that pay a self-sufficient wage, particularly when time limits expire.
- Those lacking employment skills need skills training and education in order to contribute to the household; and childcare, transportation and Medicare benefits need to be extended beyond the time limits.
- To be successful, welfare to work partnerships must create a win-win circumstance for the business and the agency. Businesses seek to save time, money and trouble; while agencies seek economic independence for their clients through employment.
- Companies today are struggling to survive and maintain equilibrium in the midst of tough economic times, fear, and financial insecurity. As a result, there is tremendous competition for jobs that are available. Those making use of traditional job search methods may be humbled and become discouraged.
- The CVS Regional Center offered several guidelines for working with potential employers:
 - Provide services that employers seek (e.g., qualified candidates, financial incentives, on the job training, candidate education and training funds, pre-screening of applicants, job-coaching services, and responsiveness to employers)
 - Focus on enhancing the growth and prosperity of the business community
 - Envision the specific benefits of working with the partnering agency
 - Agencies should embrace the role of “consultant”, rather than salesperson. (for example, informing employers about resources and

- services available; helping the employer to decide wisely regarding the use of same)
- Don't confuse the goal of placement with the overall purpose of the program (employers want quality first, incentives second...put people first.)
- Elsewhere, the CVS Center offered several tips for overcoming challenges found with business partnerships, including:
 - Build business community interest in maintaining the partnership—
 - Make the partnership work—
 - Remain in touch with business needs—
 - Promote the hiring of welfare recipients without stigmatizing them
 - Help those who are difficult to employ
 - Offer wage subsidies, tax credits, and supportive services and/or technical assistance for employers to obtain them relative to employees hired

 - Involve employers in curriculum development
 - Use instructors from industry for training
 - Engage in pre-employment efforts to identify the types of jobs available and career paths
 - Share costs with business partners for preparation of activities, especially if curriculum is jointly developed
 - Build on employees training...build links to refer, pre-screen and share costs for site training
 - Create strong marketing materials outlining incentives
 - Simplify paperwork
 - Target the right group of people
 - Follow-up on customer service; ask for feedback on how you can make incentives more attractive
- Catholic Charities pointed out three significant weaknesses in the performance of TANF in the state of Maryland, as being:
 1. That too little emphasis is placed on literacy education
 2. That greater help is needed so that people in entry-level jobs can move up to the next level
 3. That families need assurance of receiving all the benefits they are entitled to receive
 4. That the matter of sanctions has become a serious and major issue
- In addition, Maryland lacks policies to enhance a mother's literacy or education when she receives cash assistance. Making available opportunities to become literate at public housing locations or in the workplace would help families improve their chances for better jobs.

- Only 2/3 of Maryland households have at least one child covered for health-care after three years of leaving welfare, even though most children are eligible under the state's M-CHIP program. Furthermore, in 2001, almost 17% of all closed welfare cases were due to family sanctions for non-compliance. This number has risen steadily over the past five years and little is known about what is happening to these families, as tracking methods are not in place.
- The outlook on Maryland TANF appears to include increased requirements for client work participation and limited opportunities for education and rehabilitation, even though many of the hard to employ are illiterate and may possess mental health and substance abuse problems.
- *Under HUD's HOPEVI program, universities and school systems are becoming part of public housing neighborhood revitalization efforts. In Seattle, Washington, for example, it is not uncommon to find 15 different languages spoken at a single public housing development. The Seattle Housing Authority found several advantages in partnering with faith-based organizations to help with this issue.*
- Universities also play major partnership roles with public housing agencies, by helping to sustain needed case management, enabling agencies to do more with less. Universities often offer pro-bono services, along with an abundance of inexpensive expertise from faculty members and students earning college credit for work performed.
- From HUD's observation, involvement with school systems of revitalizing neighborhoods is necessary to assure youth development support, and the ability to do case management and follow-up on youth from impacted families.

6. Workshop Panel: Enhancing Academic Success

Stephen J. Fulton-Housing Opportunities
Moderator
Ginger King-Presidential Classroom,
John Dorch-TIME Dollar Court
Annie Burton-Byrd-Martin Luther King, Jr.
After School Program

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- ***The Martin Luther King, Jr. After School Program (MLK)** used African history and cultural awareness with youth to help bridge the digital divide, in particular, the Encarta Africana software developed by Professor Henry Louis Gates. A curriculum was developed that taught students how to make power point presentations depicting the history of the African Slave trade and the path to freedom. The subject matter interest spilled over into other areas*

that led to computer skills training for kids who did not have access to technology at home. Reinforcement of the study focus and discipline to maintain appropriate behavior in the program was facilitated by three key techniques:

- Dress codes for boys and girls*
 - The execution of behavior agreements by youth that outlined acceptable and unacceptable behaviors*
 - Strong encouragement of parental involvement*
-
- ***Presidential Classrooms** provides students with learning opportunities that go well beyond the parameters of their high school curriculums in motivating academic success. During the summer of 2002, HABC became the first public housing authority in the nation to participate in the Presidential Classrooms Program. As part of the experience, fourteen promising HABC students spent a week in Washington, DC with other outstanding high school juniors and seniors from around the country and around the world. Together, they received a behind the scenes glimpse of the federal government and decision-makers in action. The students received advanced preparation for their trip to Washington, and the HABC's Resident Advisory Board purchased business attire for the students, as part of their learning experience.*
 - *Returning students displayed great enthusiasm, a higher level of determination and a commitment to encourage fellow students in their communities.*
 - *The biggest obstacle faced by Presidential Classrooms organizers was to surmount the initial doubt of students and parents, that such an experience was possible. The greatest lesson learned seemed to be that a few committed people can accomplish a great deal in a spirit of fun and cooperation, with adequate planning and sponsorship.*
 - ***The Time Dollar Youth Court** is an alternative to incarceration and diversion from the Criminal Justice System in Washington, DC in the instance of juvenile minor crimes and arrests. Youth Court uses a peer-jury model, without prosecutors or defense attorneys. Cases involving such activities as car thefts, stealing, fighting and truancy can be referred for adjudication by the young people authorized to conduct court hearings and confer sentences or dismiss cases. As penalties, sentences can include community service, written essays, and apologies. Both Thompson and Stewart indicated that the strengths of this program will be expanded by adjunct activities such as Youth Clubs for entrepreneurship in website designing and the manufacture of T-shirts, as are now underway in the Congress Park neighborhood of DC. Moreover, this model is being modified to include a "life skills" component for building youth self-confidence.*

- Faith based organizations play a critical role in enhancing academic performance with after-school care, tutoring and mentoring activities.
- Educators used to play in going to great lengths to assure that their students achieved. Going to great lengths to assure success is no longer an attribute of educators. Other views concerning the responsibility for educating children were presented, including those who expressed that their PHA's had a special interest in educating children.
- Attendees agreed that the education of children calls for committed involvement by a wide range of community and societal units. Greater community involvement appears essential. Attendees also concluded that the initiatives discussed must be able to work for the holistic development of youth to function in the society of tomorrow.
- Approximately 200,000 Maryland youth have less than high school diplomas and an estimated 52% of New York students fail to meet high school standards...which argue that the needs are critical and that promising efforts require greater support.

7. Workshop Panel: Facing Challenges of Aging In Place

Cottrell Wesson-Division of Family Support
Services-HABC, Moderator
Janice MacGregor-Maryland Department on
Aging,
Beverly Harris-Baltimore City Health
Department,
Stephanie Hull-University of Maryland
Baltimore County

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- The practice of housing the elderly and non-elderly disabled residents in facilities previously designated for seniors has been taking place for several decades. The initial decision to change admission policies was based on concerns about the fiscal stability of senior facilities with high vacancy rates and the need for affordable permanent housing for a rapidly expanding disabled population.
 - As the vacancy rates in senior buildings escalated, the U. S. Department of Housing and Urban Development in 1998 instituted a practice that required public housing authorities to fill vacancies with "any and all income-eligible younger persons." This change in policy was designed to improve income streams in senior public housing. It was not, however, accompanied by requisite support services necessary to meet the needs of the new population group.
 - *At HABC, staff efforts are underway to incorporate a "peer helper" program model based on the functions of communities identified by Roland Warren. Trained in three major components, peer helpers focus upon:*

- *obtaining and/or maintaining social provisions*
- *medication planning*
- *shopping/escort services*

- *Training for the social provision categories will be provided by Elderly Service Coordinators in conjunction with representatives of relevant agencies. The Baltimore City Department of Social Services has agreed to participate in the training of peer helpers that will enable them to complete medical assistance, cash, and food stamp application on behalf of residents being helped. This activity is currently a responsibility of Elderly Service Coordinators. By promoting the transfer of the activity to peer helpers (non-elderly disabled residents), negative perceptions of and attitudes toward this group can be reshaped.*

- *Should non-elderly residents be housed in facilities occupied by the elderly? In some circles, the answer is an unequivocal no; in other circles, the answer is a vociferous yes. In either case, the answer may be premature. It appears to be true that the non-elderly bring with them a series of unwanted behaviors. However, it also appears that many of these behaviors can be attributed to the elderly.*

- *Community conflicts, substance abuse and mental health problems are not issues that fall into the exclusive domain of the non-elderly. These problems are also located among the elderly population. Therefore, interventions which address both groups must be developed.*

- *In order to develop interventions, training must take place. The training should include management staff, support services staff, and residents.*

- *As things currently exist, both staff and residents need to examine their attitude inventory. It is likely that preconceived notions operate in ways that challenge objective reality. Unless these attitudes are restructured, the likelihood of behaviors essential to problem solving will be reduced. Restructuring of attitudes is an on-going process. Therefore, it is important that training be on-going.*

- ***Baltimore City Health Department** has had a long history of believing that people could and should be able to age in place, and has therefore aided in the prevention of unnecessary relocation of elderly people (i.e. nursing homes). The service model in use is called **AERS (Adult Education and Review Services Program)** and works as follows:*
 - *AERS specialists investigate what medical conditions and interventions exist by using the Statewide Evaluation and Planning Services tool. What triggers concern is usually a medical condition, but because of non-compliance on the part of the patient, or because of lack of medical coverage and/or care, the issue is not addressed. There are 15 areas considered when an individual is evaluated.*

- *Many people examined have chronic medical problems, but a large number also have psychiatric issues that they don't want to address. If the issues are not addressed, it puts the person at further risk. In that event, AERS must determine if the person can continue to stay at their home safely. It must be noted that even though services are identified and offered, the individuals referred may or may not accept the help. In all instances, however, AERS is required by law to make the recommendations. In addition, staff psychologists/psychiatrists may provide further guidance regarding available mental health treatments*
- *AERS works by district or city. For example, the Baltimore City office works only with Baltimore City Residents.*
- *There is no cost, the evaluation is free.*
- *A social worker or Registered Nurse will make a home visit within five days of the referral receipt. However, if the person they will be visiting is being hospitalized, they will make initial contact within three days.*
- *Everyone has bad days from time to time. At the request of the person who made the referral or a family member, a reevaluation visit can be scheduled.*
- *In 1976, the **Congregate Housing Services Program** was developed by the Maryland State Legislature out of growing concern for the inappropriate use of nursing homes for the elderly. The Program is designed to help citizens 'age in place' and is administered by the **Maryland Department of Aging**. Services are provided to residents 62 and older who require temporary or permanent assistance with the activities of daily living. There is an age waiver available for residents under the age of 62, but they would not be eligible for a state subsidy. The Congregate Housing Services are provided by management companies, housing authorities, non-profit organizations, in conjunction with two area agencies on aging.*
- *As a fixed package, Congregate services include two or three meals a day, weekly housekeeping, including laundry, assistance with personal care (medication reminders, grocery shopping, etc.), and service management (staff is on site providing general supervision of residents) Residents are required to have at least one meal in the dining room daily.*
- *The typical client in congregat housing is female, average age in her 80s and the vast majority receives a state subsidy; they also have multiple health conditions, and have an average income that is considered low-income and low assets. In 2001, 39% were discharged and the average length of stay*

was two years, as opposed to five years in 1972. Most residents move on to nursing homes. There are over 900 people in congregate housing in 33 buildings statewide, 380 of them are in Baltimore City in 19 buildings.

- *The Congregate Housing Services Program budget is \$1.9 million, and to qualify for assistance you cannot have assets amounting to more than \$27,376.00. The cost varies by provider, the average fee for services is \$400.00 and there are 4 basic revenue sources. Participants contribute to the cost of the care on a sliding scale, the fixed package is about \$200.00 per month and the cost of the unbundling pilot is much lower, making it much more affordable to lower income people. The Older Americans Act provides funds for the meals and the State provides additional revenue.*
- Maryland is one of the last states to get the Older Adult Waiver, which pays for in-home services for the elderly. Before the waiver, the only option for seniors with disabilities was to move to a nursing home.
- There is a tremendous crisis in Maryland, because the application process is so complex. There are ten active agencies involved with the waiver, which can make for confusion and complication. However, the central point of entry is the area agency on aging. Each state decides how many people can participate in the waiver program each year. In Maryland, there are 3,000 slots, but currently less than 2,000 people are enrolled.
- There is a low level of participation among public housing residents in the waiver benefit. A \$50,000.00 planning grant has been awarded to attempt to develop a pilot program to remedy this. Because of the number of elderly residents with chronic health conditions who do not receive adequate care, due both to neglect and/or lack of a lack of funds, it is imperative that residents take advantage of the opportunities this waiver will allow.
- Multiple health problems, (such as with vision, hearing loss, psychiatric issues, multiple disease diagnoses, and assorted physical disabilities), and multiple prescriptions to address these ailments require supervision, preferably by a nurse or an individual who has been educated on elderly care.
- Often, family members that take the responsibility of caring for their elderly, they can receive financial reimbursement through the funds provided by the waiver.

8. Workshop Panel: Creative and Innovative Employment Strategies

Ron Harvey-Microenterprise Development
Center, Inc., Moderator

Martin Schwartz-Vehicles for Change, Mary Davis-Division of Employment and Empowerment-HABC, Aubrey Alexander-Division of Employment and Empowerment-HABC, Raiza Abdul-Rahim-Empower Baltimore Management Corporation

- The concept of workforce development has changed dramatically within the last five years. The traditional model of waiting for employers to call with available positions is almost non-existent.
- Today, workforce professionals now need to be proactive, progressive, visionaries.
- Given the whimsical nature of today's jobs, a viable labor market must have portable skills.
- The focus of any employment development program should be on developing careers – not just jobs.
- Successful employment programs must first address customers' employment barriers. The most prevalent barriers include: no or low skilled customers, unavailable child care, inability to pass substance abuse screening, criminal backgrounds, and lack of transportation to high employment areas.
- In addressing these barriers, professionals must be aware of and use the best practices of good national program models.
- ***The Business Development Program of HABC is funded by the Resident Opportunities for Self-Sufficiency (ROSS) grant received from HUD. Its mission is to train selected public housing residents how to start-up and manage their own business as a means of achieving economic independence. The program has four overlapping phases: classroom business development training, business implementation, Micro loan funding, and follow-up support services.***
- *During the first phase, residents who register for this program receive eight weeks of classroom instruction during which they prepare a business plan and cash flow projections for their chosen business idea. Armed with comprehensive planning for an idea, product or service, the second phase is implementation. During this phase participants are provided technical assistance for starting their business. They are also helped with the Micro Loan application, and may obtain loans of up to \$5,000 if they successfully meet the criteria, including but not limited to the completion of training.*
- *The objectives of the Micro Loan fund are to increase the economic self-sufficiency through business ownership, help residents gain the experience*

needed to successfully operate a business, and increase resident business owners' chances of obtaining conventional financing.

- ***The Vehicles for Change (VFC)** program began in response to observing that transportation is one of the biggest challenges facing the working poor. VFC is a community-based initiative provides low-income employees with the vehicles they need to get to work. This program is supported by Precision CertiPro Warehouse Inc. (PCW), an aftermarket auto parts company that distributes auto parts to facilities in Maryland, Virginia, Delaware and Pennsylvania. The program works as follows:*
- *VFC accepts donated cars, repairs them to State inspection standards, and then make these cars available to recipients who are generally screened and referred by employment programs.*
- *Eligible recipients are a low-income individual/family needing a vehicle to reach their place of employment and to perform daily transportation functions such as getting children to day-care, school and doctor appointments.*
- *Recipients must meet the following criteria:*
 - *Have a bona fide job or job offer*
 - *Identified as low-income and cannot otherwise afford to purchase a car*
 - *Is insurable/has a relatively clean driving record (No DWI, DUI, etc.)*
 - *Has no extensive criminal background (reviewed on a case by case basis)*
 - *Is drug free*
 - *No other car in the household*
- *Since October 1999, VFC has changed over 1250 lives by proving over 460 cars. VFC was able to locate a garage and change lives in Baltimore City through a grant from the Abell Foundation. VFC sells the vehicle for approximately \$750 and provides a guaranteed twelve-month bank loan in the recipient's name. VFC's loan default rate is lower than the national rate for defaults on auto loans, which is 11%. VFC currently serves Anne Arundel County, Baltimore City, Carroll, Prince George's and Montgomery Counties, Northern Virginia and Washington D.C.*
- *A recent study of the VFC program has revealed its enormous benefit. Seventy percent (70%) of customers have obtained better jobs/promotions and have increased their income by an average of \$4,610.*
- ***Empower Baltimore Management Corporation (EBMC)** helps ex-offenders re-enter the job market and successfully obtain employment. EBMC establishes a list of employers willing to hire and train ex-offenders. In*

addition, it works to obtain expungement of criminal records where legally possible, to facilitate upward mobility.

- *While having a criminal history is an obvious barrier to employment; it not so obvious that some clients' records are eligible for expungement.*
- *Record expungement is an extensive process. The first step involves getting a copy of your own criminal record. You can get a copy of your record through the Criminal Justice Information System at a cost of \$30. You must apply in person. Generally, any arrest or citation will show up on your "criminal record" regardless of what happened later in court. If your received a conviction, you are not eligible for an expungement unless you were pardoned by the Governor.*
- *Expungement is a court process whereby an arrest, charge or citation can be removed from your criminal record if you were acquitted or your charge was dismissed. In some cases your record can be expunged if probation before judgment or a nolle prosequi was entered or your case was placed on stet docket. Normally one must wait three years before seeking expungement.*
- *Every employer is required by law to consider three factors in evaluating an applicant with a record of criminal conviction. They include: the nature and gravity of the crime, the time that has passed since the crime or completion of sentence; and the nature of the job for which you applied. If these factors are not considered the employer may have unlawfully denied an applicant who may then be entitled to redress.*
- ***HABC's Division of Employment and Empowerment provides an Employer Engagement Services (EES) model to help HABC residents obtain jobs. This approach is part of a national trend by which corporate partners are identified that will provide residents with career level training leading to immediate employment. To benefit, residents must participate in a pre-training selection process that includes career assessment, career readiness and job search skills. Besides identifying the career area interest, career assessment includes physical screenings, drug testing, criminal background investigations, and credit checks.***
- *Career-training services at HABC are available in healthcare, general office support, construction, high tech manufacturing, printing, entry-level management, hospitality, customer services, telecommunication and travel & tourism. Residents have been most successful in healthcare, hospitality and customer service. Within the past year, 96 residents have participated and 69 have completed training and are currently employed.*
- *EES is an effective program model for training and employing of a no/low skilled labor market. Businesses are finding it highly cost effective to expend*

\$3,000 to \$5,000 for the upfront 3 to 5 months training of a reliable workforce. It creates a win/win situation for employer and the job seeker. Once a resident is gainfully employed, the family is empowered and the community is improved.

9. Workshop Panel: Self-Determination through Self-Help

Jack Cooper-Massachusetts Tenants Union, Co-moderator and Shirley Wise-Resident Advisory Board-HABC-Co-moderator
Reymundo Reyes-Housing Association of Delaware Valley, Diane O. Jones-Baltimore City Human Services Center-DHCD

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- An opening viewpoint was expressed that self-determination has more to do with self-sufficiency than self-help.
 - The Massachusetts Tenants Union (MTU) uses a resident empowerment model developed by Great Brook Valley Ventures, that stresses behavior modification whereby residents can grow in self-esteem and empower themselves to become homeowners, business-owners or activists in the larger community. This journey can start from a point of economic deficiency and lead to self-sufficiency. MTU advises housing agencies and service providers to:
 - Listen to residents because they know what they want.
 - To meet with resident associations immediately when requested.
 - To employ traditional models for program development because they work.
 - HABC Resident Advisory Board realized that there was a need for a social service component separate from housing management, and used a social program modeled upon the Philadelphia Housing authority's program to begin addressing issues in Baltimore public housing.
 - The HABC enjoys a reputation for having strong, educated resident leadership due to an Administration that is not threatened by that leadership. Resident leaders expressed the following concerns and recommendations:
 - That social programs must remain intact.
 - That revenues from HABC's Operating Subsidy and Capitol Programs budgets to fund resident programs is insufficient
 - That social workers and resident leaders need to have a good relationship.
 - *The Housing Association of Delaware Valley (HADV) supports the principle of residents always playing a role in the planning of programs that impact them, along with three key goals for resident organization and involvement:*
 - *Developing a resident-owned or joint venture construction company.*

- *Developing resident leadership training programs.*
- *Esteem building through a personal development and positive mental attitude training component.*
- HADV assists residents in developing leadership and negotiation skills needed to effectively meet with officials and organizations. HADV does not “do things for residents”. It provides training, technical support, and positive mental attitude training, along with strategic planning with resident organizations and support during implementation.
- Regarding Critical issues that need further attention---HADV sees voter education and registration as a priority for resident leaders. Moreover, it advocates:
 1. That a business approach be taken.
 2. That resources be identified.
 3. That partnerships be established.
- ***Baltimore DHCD Human Services*** staff observed that to become empowered :
 - Residents must have a stake in the housing process.
 - However, Executive Directors make decisions without residents.
 - Yet, residents should be involved throughout the entire process.
- Community organization may be defined as:
 - The process of involving building power through involving a constituency in identifying problems they share and the solutions to those problems
 - Identifying the people and structures that make those solutions possible.
 - Enlisting those targets in the effort through negotiation and using confrontation and pressure when needed.
- Four underlying principles to recall for community organizing include:
 - People are motivated by self interest.
 - Community organization requires consistent effort.
 - Groups must address conflict immediately.
 - Groups must define their issue.
- Other important rules of community organizing mentioned were that:
 1. People come to meetings only when they have a reason.
 2. Organizations that don't grow die.
 3. Any one can be a leader.
 4. The most important victory is the group itself.
- A critical issue mentioned as needing further attention was the development of residential boards that have access to the Executive Director.
- HABC staff also commented that a comprehensive approach along with personal development was vital to the self-sufficiency process for families.

- The HADV added that resident programs and their management can be supported through:
 1. RFP's
 2. Comp Grants
 3. Ross Grants
 4. Capitol Funds
 5. Hope VI Grants
 6. TA Grants
- Revisions are needed to HOPEVI that stress preserving housing and increasing resident involvement.
- Another suggestion was for residents to become organized politically arena and encouraged not to be afraid, to which came the caution that residents need to believe that their votes would result in needed changes.
- There is widespread awareness that programs everywhere are being cut. Where residents are part of the process that selects their Executive Director and the Board of Commissioners, then a difference can be made.
- For situations that pose problems in obtaining resources, organizing resident involvement, developing community and social services, or receiving cooperation from housing agency management, strategic advice was given to resident leaders to:
 1. Flush out program obstacles with agency heads
 2. Consider belonging to a coalition or group that is greater in size and clout
 3. than the local resident membership
 4. Establish relationships with elected and appointed officials at and above the local level
 5. Demonstrate to residents that their issues are important to the life priorities of
 6. their households
 7. Train resident committees how to assist identifying and confirming priorities that matter to residents
 8. Determine if resident leadership can accompany Management on a physical housing assessment or inspection.
 9. Obtain copies of the housing agency's budget and understand the income and expenses related to each development
- Residents are responsive when treated with dignity, and that a partnership should be formed between the housing authority and residents.
- "Don't be paternalistic when giving help to resident groups."

APPENDICES

1. Statistical Chart: Regional and U.S. Occupancy
Characteristics for Public
Housing as of 12/31/02
2. Statistical Chart: Regional and U.S. Occupancy
Characteristics for Section 8
Housing as of 12/31/02
3. List of Participants and Staff
4. Diskette of Summit Workshop and Plenary Reports

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