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From the Office of the Executive Director . . .

Sharon A. Jordan

February 5, 1993

Mr Eli Segal
Presidential Assistant for the Office of National Service
Room 140 Old Executive Office Building
White House
Washington, DC 20500

Dear Mr. Segal,

It was with great interest that I read an article from the Boston Globe regarding your potential appointment to head the National Service Trust. My daughter who is in her 3rd year of Law School at Harvard, sent me the article, because she knew how very excited I was about the concept of young people working off college loans by doing Community Service. Therefore, please accept my Congratulations!

It is my understanding, that the HUD Transition Team identified a need to build a strong bond between National Service Trust and Housing Authorities.

Because of our belief at SMHA that a comprehensive holistic approach is needed with individual attention to each resident's potential. I truly feel this would be beneficial to not only to the residents of Public Housing, but also to the young people who will serve.

Enclosed please find an information package. We have provided a brief (3 minute) video tape explaining our 15 person VISTA Grant Based Project awarded to SMHA in October of 1992 and showing the VISTA's at work in the community. Please take a look at our Video Tape and review our information packet.

We hope that you could consider our "Model Program", as you begin your work as the Director of the Office of National Service. I believe that the Schenectady Municipal Housing Authority could be used by your office as an example for the National Service Trust programs in public housing authorities all around the country.

I look forward to speaking to you about this concept.

Sincerely,


Sharon A. Jordan
Executive Director

File: Letterbook

*Schenectady Municipal Housing Authority
Administrative Offices
375 Broadway
Schenectady, New York 12305
(518) 372-3346 • FAX (518) 372-0812*



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Sharon A. Jordan, Executive Director

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LOOKING FOR SOLUTIONS TO PUBLIC HOUSING PROBLEMS?



PHOTOCOPY
PRESERVATION



Try a comprehensive, holistic approach to the problems . . .

*. . . by utilizing an "ACTION Model" with
Volunteers In Service To America (VISTA),
Senior Aides and the National Service Trust.*

*Prepared by:
The Schenectady Municipal Housing Authority
Sharon A. Jordan, Executive Director*

PHOTOCOPY
PRESERVATION

*Board of Commissioners
of the
Schenectady Municipal Housing Authority*

Gary R. McCarthy, Chairman

Alberta M. Madonna

Dominic A. Ragucci

Lawrence S. Pivacek

Bernard T. Waldron

Pamela Kearsing

Joyce Porter

*Schenectady Municipal Housing Authority
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375 Broadway
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The Schenectady Municipal Housing Authority, one of the first Public Housing Authorities founded in the USA, (1934), was established to provide decent and affordable housing developments and numerous Section 8 units. Together SMHA assists over 7,000 people in Schenectady, more than 10% of the total population!

HOUSING OPTIONS

Conventional Housing Units

Schonowee Village: 204 Units
Lincoln Heights: 105 Units
Steinmetz Homes: 256 Units
Yates Village: 307 Units
Ten Eyck Apts.: 102 Units
MacGathan: 50 Units
Maryvale: 8 Units
B'nai B'rith: 49 Units

Section 8 Housing Units

Existing - 832 Units
Moderate Rehab - 68 Units
Voucher - 143 Units
SRO - 41 Units

The Schenectady Municipal Housing Authority has a long history of providing decent and affordable housing to its residents and has recently become a leader in the nation providing and coordinating human services to ensure the well being of its residents.

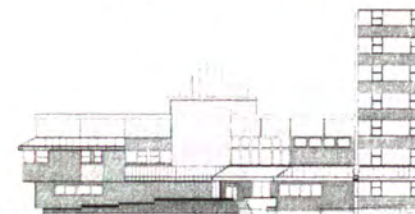
Soon to be constructed . . .

50 Conventional Units for families participating in SMHA's Family Self-Sufficiency Program.

THE SCHENECTADY MUNICIPAL HOUSING AUTHORITY

Proudly Presents . . .

Housing Options



*Sharon A. Jordan,
Executive Director*

375 Broadway
Schenectady, New York 12305
(518) 372-3346
FAX (518) 372-0812

*"Working together to build
a better tomorrow . . ."*



The Schenectady Municipal Housing Authority's "Project Pride" program is a nationally recognized program of Drug Abuse Prevention, Enhanced Security and Resident Services. The program is a "double-barrel" approach to fighting drugs in SMHA Conventional Housing sites using both a strong security program coupled with a "holistic" human service program!

The SMHA is very fortunate to have the services of VISTA's to assist in the operation and coordination of this program. VISTA's work with Agencies in the community to provide services to our residents on site. The following agencies are currently under contract with the SMHA to provide services to our residents who are striving to be self-sufficient.

- o Boys and Girls Club of Schenectady
- o Catholic Family & Community Services
- o Hispanic Outreach Services
- o Hamilton Hill Arts Center
- o Cooperative Extension of Schenectady
- o Y.W.C.A. Children's Center
- o Washington Irving Educational Center
- o Mohawk Pathways Girl Scouts
- o Carver Community Center
- o NYS Mentoring Program

Part of the anti-drug program includes an enhanced security program. SMHA has established and assists in maintaining Neighborhood Watch Programs at each of the family sites. The residents work closely with the Schenectady Police Department.

SMHA Board of Commissioners

Gary R. McCarthy, Chairman

Alberta M. Madonna
Dominic A. Ragucci
Bernard Waldron
Lawrence Pivacek
Joyce Porter
Pamela Kearsing

The Board of Commissioners of the Schenectady Municipal Housing Authority consist of seven members; five of which are appointed by the Mayor of Schenectady. These Commissioners serve a five year term. Two Commissioners are Resident Commissioners elected by our residents and serve a two year term.

The Board of Commissioners hold public meetings to set policies for the operation of the Schenectady Municipal Housing Authority.

What's New?

New and exciting programs are in the process of being developed and initiated. The SMHA is the proud recipient of many federal grants which will allow for the development of many new ideas to encourage and assist our residents to become self-sufficient. Some of these are:

- o Technical Assistance - A Resident Self-Employment Program is in progress.
- o HOPE I - Will allow the SMHA to complete a feasibility study in order to convert units at Steinmetz Homes to condominiums.
- o HOPE III - Will allow SMHA and Better Neighborhoods, Inc. to investigate the possibilities of Home Ownership for Low Income residents.
- o ACTION/VISTA - this grant was recently awarded to the SMHA and allows for the services of 15 VISTA's for a period of one year.



Project Linkages is a special initiative designed to help qualified participants achieve self-reliance and economic independence. Using a "whole person" concept, the program links families with opportunities in the areas of education, employment, health care services and other available social services.

Project Linkages is made possible through our Section 8 Certificate Program, funded by the U.S. Department of Housing and Urban Development. This program relies on the Federal Action Agency for the Service of VISTA's.

The primary purpose of this program is to refer residents to needed services in the community, and then regular visits by VISTA's, who offer help and support. Participants must make a commitment to improve their quality of life. Each Project Linkage enrollee must sign an agreement to freely and willingly work hard to successfully complete a service plan. This plan contains actions that he/she will take in future months to attain economic independence.

Priorities of the U.S. Department of Housing and Urban Development

Recapturing the American Dream

- o Expand Homeownership and Affordable Housing Opportunities
- o Create jobs and economic development through Enterprise Zones
- o Empower the poor through resident management and homesteading
- o Enforce Fair Housing for All
- o Help Make Public Housing Drug Free
- o Help end the tragedy of Homelessness

The VISTA's are working in housing sites on anti-drug and alternative programming. They work full time at Yates Village, Steinmetz Homes and MacGathan Townhouses. If there is an activity which you would like to see initiated at your site, stop by and give them a call. We welcome your suggestions.

VISTA's MAKE A DIFFERENCE!

Any questions about Family Self-Sufficiency activities?

If so please contact:

*Thomas L. Bellick, Program Coordinator
at (518) 372-0813*

*Bob Naylor, VISTA
JoAnn Weddle, VISTA
Warren Spaulding, VISTA
Caitlin Baker, VISTA
Patty Kirk, VISTA
Edith Johnson, VISTA
Matthew Smith, VISTA
Elsie Edelson, VISTA
Glen Polimeni, VISTA*

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Joyce Porter

*"... Working together to build
a better tomorrow ..."*



*"A nationally recognized program
of Drug Abuse Prevention,
Enhanced Security and Services for
SMHA's Public Housing Residents."*

*A Division of
Schenectady Municipal
Housing Authority's*



*Administrative Offices
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Schenectady, New York 12305*

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FAX (518) 372-0812*

*Sharon A. Jordan
Executive Director*

Boys and Girls Club of Schenectady

Fun, games, sports, cooking classes, homework study, book clubs, arts & crafts, exciting day trips for girls and boys 6-16 years old.

Stepping Stones

Young Mothers/Parents Support Program

- Support Groups
- Parenting Skills
- Career Development

World Beat Music Room

Whether you like to play or listen, teach or learn, come experience our new music program!

Featuring: Jam Sessions
Special Guests
Rehearsal Space
Clinics
Performances

Washington Irving Educational Program

Basic education and G.E.D. adult education classes on site in the Schenectady Municipal Housing Authority developments. For more information please call Blanche Payne at 370-8220.

Cornell Cooperative Extension of Schenectady County

Home Management Program:

A program which is brought into your home, teaching basic budgeting, home maintenance, making your own cleaning supplies, laundering techniques, and food storage and safety.

This agency also will answer any recycling questions you may have. SMHA's VISTA is located half time at this agency and half time covering the SMHA Recycling Hot Line.

Y.W.C.A. Children's Center at Yates Village

- DSS Licensed for children 18 months - 5 years old.
- U.S.D.A. Food Program provided lunch, as well as morning and afternoon snacks.
- Open weekdays from 7:30 a.m. - 5:30 p.m.

Mohawk Pathways Girl Scouts Peer Leadership

What do Peer Leaders do?

- Make new friends.
- Learn lots of things about yourself.
- Go Camping
- Share skills with others
- and best of all HAVE FUN!!

Carver Community Center (Latimer Reading Program)

- After school reading, math, and study skills for grades 1-6.
- Certified NYS teachers working with groups of 6 students using computers and latest educational technologies.
- Individualized lesson plans and school advocacy.

For more information contact Rick Parkany at 374-8456.

Head Start Home Base Class

Head Start opened the Home Base Classroom at the Steinmetz Homes Community Center in November of 1992. Parents who want to register or learn more about Head Start for their 3 and 4 year olds call:

Linda Bellick or Ann Haywood at 377-8539.

Enhanced Security

All residents of Steinmetz Homes, Yates Village and Mac Gathan Townhouses are invited to participate in the Neighborhood Watch Programs at your site.

Uniformed Foot Patrols are coordinated by this department.

VISTA's
Volunteers In Service To America

The SMHA is very fortunate to have had the use of VISTA's for the past four years. Our VISTA's are the ones who make the program work. Without them we would not be able to provide the services we do and our programs would be very limited.

We are grateful to the Federal Action Agency for this program and we are proud of the work they do.

EdLouis Perkins
Program Coordinator

David Coplon, VISTA
Patricia Freisen, VISTA
Susan Gorga, VISTA
Marguerite Jones, VISTA
Marty Liepschutz, VISTA

(518) 372-4682 (518) 372-7354



Linking "U" with Opportunities ...



*For Section 8 recipients
that reside within the
City of Schenectady.*



*Schenectady Municipal
Housing Authority
Administrative Offices
375 Broadway
Schenectady, New York 12305*

Sharon A. Jordan
Executive Director

SMHA Board of Commissioners

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What is the Family Self-Sufficiency Program?

The Family Self-Sufficiency Program is a special initiative of the Schenectady Municipal Housing Authority designed to help qualified participants achieve self-reliance and economic independence. Using a "whole person" concept, the program links families with opportunities in the areas of education, employment, health care services, and other available social services.

The program is made possible through the U.S. Department of Housing and Urban Development which provides funding for Section 8 Certificates and Vouchers, and the Federal Action Agency under its Volunteers In Service To America (VISTA) program. VISTA's serve as case workers.

Family Self-Sufficiency is a program whose primary emphasis is on referral to needed services and then regular visits by our representatives who offer your family help and support. Participants must make a commitment to improve their quality of life. Each enrollee must sign an agreement to freely and willingly work hard to successfully complete a service plan. This plan must contain actions that will be taken in future months toward independence and economic self-sufficiency.

A special incentive toward self-sufficiency is offered by the U.S. Department of Housing and Urban Development through the establishment of an interest bearing escrow account. Over a five year period, participants through annual recertifications, will contribute the increase in their rent each year into an account established by the Housing Authority. This savings account will then be available to the participant after completion of the service plan and a three year period off of federally assisted programs (with the exception of federal housing programs). This substantial sum of money can then be used by the participant.

Who is eligible?

To qualify for SMHA's Family Self-Sufficiency Program, an applicant must be in be eligible for Section 8 housing or be a resident of Public Housing.

In addition, applicants must also have multiple unmet needs in such areas as:

- Career Guidance
- Educational/Vocational skills
- Job Development
- Child Day Care
- Budgeting/Nutrition/Banking
- Counseling
- Drug/Alcohol rehabilitation
- Health care
- Clothing, Furniture, Food
- Community Citizenship Initiatives
- Department of Social Services

To enroll in the SMHA Family Self-Sufficiency Program, all participants must:

- Be interested in working toward economic independence.
- Fill out a Family Self-Sufficiency Application
- Develop and sign a Family Self-Sufficiency service plan listing goals, objectives and actions pointing toward family self-sufficiency.

Awards and Graduation

Family Self-Sufficiency participants may earn progress awards and eventually become alumnus/supporters of the program. Success is determined by the degree of progress made by participants towards achieving goals set forth in their service agreement. Other criteria for giving awards include the following:

- Involvement in Family Self-Sufficiency events.
- Participation in community activities.
- Support provided to other participants.
- Evidence of self-improvement in areas not originally listed in Service Plan.

Many group activities are held and babysitters are provided at most. Some of these include: Picnics, theater outings, sports events, holiday parties and many others. The participation is excellent and enthusiasm is very evident.

LOOKING FOR SOLUTIONS TO PUBLIC HOUSING PROBLEMS?

Is your housing authority experiencing . . .

HUD cracks down on
Tenant Accounts Receivable



HUD mandates 97%
Occupancy Rate!



- Drugs
- Vandalism
- Residents with poor payment habits
- Residents with poor housekeeping skills
- A poor Occupancy Rate
- Uncontrollable skip-outs

*Many problems and mandates with no clear cut solutions -
Are you losing valuable subsidy?*

Here's what one housing authority in the northeast has to say -

Try a comprehensive, holistic approach to the problems . . .

*...by utilizing an "ACTION Model" with
Volunteers In Service To America(VISTA),
Senior Aides and the National Service Trust.*

*Prepared by:
The Schenectady Municipal Housing Authority
Sharon A. Jordan, Executive Director*

Current VISTA Involvement at the Schenectady Municipal Housing Authority

Here's how VISTA's have made a difference at the Schenectady Municipal Housing Authority . . .

VISTA's have developed and coordinated many, many worthwhile programs for the SMHA. Brief examples of them are:

- Our VISTA's that work in our Public Housing sites have spent much of their time going door-to-door making our residents aware of activities that were occurring. We found the response and interest to be greater where there was personal involvement in notifying residents.

There are nine of our fifteen VISTA's that work with our Public Housing residents:

- Our VISTA responsible for Resident Initiatives organized a Mall Discount Program this year. This program allowed discounts to SMHA residents up to 40% during the holiday season.

- Two VISTA's are working with residents in conjunction with our "Stepping Stones" program. The primary purpose of this program is to teach parenting skills to single parents. Much interest has been generated from door to door visits with residents.

- One VISTA who works with Cooperative Extension is responsible for the SMHA Recycling Hot Line and preparing educational workshops for our residents about what to recycle, how to separate trash, what is and is not acceptable, etc. SMHA's recycling program began on November 15, 1992 and the VISTA involvement has contributed a great deal to its success.

- SMHA's RSEP (Resident Self-Employment Program) and Enhanced Security Program share a VISTA. This VISTA has been working very closely with SMHA residents to assist them in becoming self-employed. It is also his responsibility to work with the SMHA Security Consultant in coordinating foot patrols and Neighborhood Watch activities.

- A Coats for Kids Program has benefited many children in SMHA Family Sites.

- Our VISTA that works in our Senior projects with the elderly is shared with the local Senior Center. She is working on a program to coordinate the activities at the center with SMHA residents who wish to participate. She is also learning grant writing skills while helping to write a grant for the Senior Center.

- Six of SMHA's VISTA's work in the community with community organizations and our Section 8 residents.

- Five VISTA's currently serve as case management representatives through SMHA's Family Self-Sufficiency program. These VISTA's are responsible for developing a service plan for Section residents and providing assistance to them by serving as a liaison between them and community agencies. Many of our Section 8 recipients have achieved economic independence through this process.

- VISTA's have coordinated many holiday activities this year, not only for the SMHA, but they have been working in the community representing the SMHA. These activities include Toys for Tots through the Salvation Army, Adopt-a-Family (VISTA's solicited donations), coordinated many holiday parties including the SMHA family development parties, shopped, prepared and served Christmas Dinner for our Seniors and were responsible for providing special holiday presents for the elderly.

VISTA's have made their mark in this community and with the Schenectady Municipal Housing Authority. They have provided valuable assistance in helping SMHA meet HUD mandates. They provide services to residents that would otherwise not be affordable. They certainly live up to the image of Volunteers In Service To America. We are very proud and fortunate to have them.



SMHA's Executive Director, Sharon A. Jordan, (Left) and SMHA's VISTA, Tracy Sinclair, (Right) pose with Matilda Cuomo at a New York State Mentoring Program. Tracy Sinclair initiated and implemented a Mentoring Program modeled after Matilda Cuomo's very successful program for residents of the SMHA.

VISTA's make a difference for the residents . . .

The following story is typical of persons that the SMHA works with on a daily basis. We found that most of the individuals who participate in the activities offered, are willing to work very hard to change their situation, and only need a hand to reach out to them to get them started.

Jennie, a single parent of 2 children was being evicted from her 3 bedroom flat because she was unable to keep up with increasing rent payments and high utility bills. Jennie's children were two and eight years of age, male and female respectively. She was a public assistance recipient who tried to get a job, but was unable to earn enough to pay a baby-sitter and her medical bills.

Jennie had applied for public housing 2 years ago and was still on the wait list. She took her eviction papers and final disconnect notice from the utility company to the Housing Authority anyway. She was about to be put out on the street with two children and there was nothing she could do about it. Luckily, the Occupancy Specialist at the Schenectady Municipal Housing Authority had an apartment available. They told her that she had not reached the top of the list yet, but due to her circumstances, they would be able to take her. After an extensive screening process and signing a "million" papers, Jennie was given the keys to a 3 bedroom apartment at Yates Village. The Department of Social Services would pay her rent directly to the Housing Authority and her utilities were included in the rent. This solved her immediate problem and now allowed her to concentrate on other things.

She was in the process of moving in, on a Saturday, and was greeted by 2 VISTA's who represented the SMHA's "Welcome Wagon". These VISTA's were so friendly and helpful. They sat down and made a list of Jennie's unmet needs, reassured her that she was not alone in her situation and that there was help available. What a relief! She did not have to be stuck at home every day going nowhere. There were a number of possibilities. On Monday, Jennie gathered the information she had received from the SMHA VISTA Welcome Wagon and met with the Family Self-Sufficiency unit located right at her development. There she was treated with respect and dignity. They wrote up a "service plan" for her and were willing to work with her. All she had to do was to be willing to become self-sufficient--which is what she wanted from the very beginning anyway!

She was surprised to learn that there was a day care center also located in her development. As long as she was working or going to school, she qualified to send her two year old. Her eight year old would be in school, but she was concerned about after school. "Not to worry," said her VISTA caseworker, "We have many after school activities she could participate in." Jennie was amazed. For every problem or roadblock she encountered, there seemed to be a solution. Her two year old son was now registered in day care, her eight year old would be attending computer classes after school and Jennie was a full time student at the local community college. The VISTA she worked with had guided her through every step always anticipating the next move. Jennie was settled in her new home and for the first time in years she felt like she had a future she could look forward to. There was "hope" again, and she no longer felt trapped.

With her newfound freedom, Jennie now had some free time and better yet, a desire to do something with it. There seemed to be plenty to do right in her development--alot she could get involved in. She began to look through the flyers that she had been receiving on a regular basis. She was amazed at all the activities that were occurring. There was a Resident Self-Employment Program, many self-help groups meeting, Resident Association activities, parenting classes and a Neighborhood Watch group which was just beginning. There was a meeting that week with a police officer from the city police department. She called the number on the flyer for information and was told that the Neighborhood Watch group was very active in her development. She was also told that the SMHA was very concerned about security and safety; had supported Neighborhood Watch groups through the purchase of equipment such as walkie-talkies, photo-ID camera and cards, etc. Jennie was very impressed with the comprehensive approach that the Housing Authority took towards solving any conceivable problem, and was even more impressed when she learned that she had obtained her information from yet another VISTA.

Jennie is but one example of how the SMHA has maximized the use of every available resource in the community, including the use of VISTA's. The SMHA is concerned about these problems, however, we fear that Jennie and those like her would have "fallen through the cracks," unless we had VISTA's or the proposed National Service Trust Program.

Here is what happened in a Housing Authority in New York State . . .

The Schenectady Municipal Housing Authority developed the concept of a comprehensive anti-drug program in the latter part of 1988. The concept was developed for several reasons.

1. The HUD regulations mandating a 97% Occupancy Rate.
2. HUD mandates to reduce Tenant Accounts Receivable.
3. The drug problems occurring in our sites which made it impossible for SMHA to provide safe living conditions for its residents.

The concept of a holistic approach to these problems became a reality when the SMHA received funding from the U.S. Department of Housing & Urban Development (HUD) through its Comprehensive Improvement Assistance Program (CIAP) and from the Federal Action Agency for a 3 year VISTA grant.

With CIAP funding we networked community agencies to provide on site services to our residents such as: after school activities for children, arts, crafts and cultural lessons, parenting programs, day care on site, peer leadership programs, home management programs, remedial education programs and an enhanced security program.

The funding for VISTA's from the Federal Action Agency allowed us to coordinate and fine tune these programs. VISTA's initiated many new programs such as:

Community Gardens - perhaps the most successful component of our spring activities, VISTA's went door to door explaining community gardens to our residents, they solicited many donations from community businesses and were responsible for rototilling the soil. Our residents enthusiastically reserved plots and planted their gardens. There was no vandalism as predicted, and our residents took pride in their individual gardens. The first year there was one site for gardens; we now have four large sites and are looking for room to develop more. We of course celebrate this project each year with a "Harvest Festival" also coordinated by our VISTA's. This event has become a way of life for our residents.



SMHA VISTA examines the gardens with care.

The **Harvest Festival** has become an annual event that is celebrated every October. This event that was originally initiated by VISTA's is now organized and coordinated by residents.



The first SMHA Harvest Festival was attended by 50% of the residents--now more than 85% attend and participate.

These Residents are proud of the "Scarecrow" they have made.



Another program is the establishment and maintenance of a **Brownie Troop**. Again, our VISTA's went door to door and found there was tremendous interest in this activity. Donations were solicited for uniforms and all the miscellaneous equipment necessary and another tradition began. The brownie troop is one of the largest in the city.

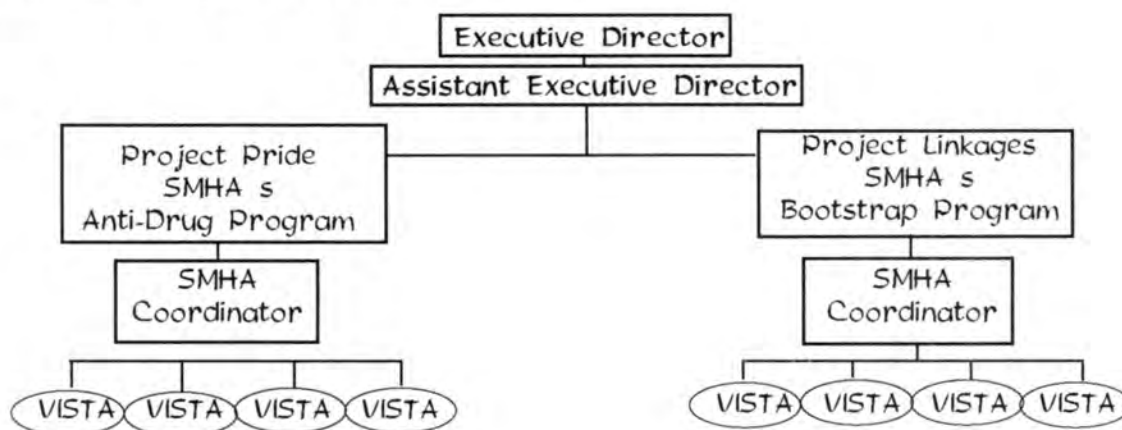


Basketball Leagues were started in our three family sites. The interest was tremendous as one development played against the other and the teams also participated in city leagues. Each development has its own cheerleading squad.

While these activities were occurring in our conventional projects a NOFA was issued for Section 8 Bootstrap units. SMHA successfully applied for and received 75 certificates while concurrently applying for an additional four VISTA's. Our application for Bootstrap Units was approved because our "Action Plan" called for case management, individual home visits and the whole concept of self-reliance was clear and obtainable. This program which was extremely successful, won numerous awards (both locally and nationally) could not have been administered by the SMHA without aid from the Federal Action Agency and 4 additional VISTA's. The following year SMHA applied for and received an additional 50 Bootstrap Certificates. With 125 Certificates SMHA's four VISTA's were working full time performing home visits, case management assessments and a myriad of other activities. The program has been so successful, many participants, with the aid and guidance of our VISTA's, within 6 months had solved their immediate problems and were enrolled in the local community college, working towards a G.E.D. or working at a full time job. These individuals were becoming productive members of society and this would not have happened without the valuable services available to the SMHA through the Federal Action Agency.

VISTA's have coordinated many social events for participants, such as picnics, holiday parties, educational trips and theater outings. The participation of these individuals is outstanding and all are very enthusiastic. Since its inception the Bootstrap Program (SMHA's calls it Project Linkages), has had one graduation ceremony. Nineteen participants had successfully completed their service plan and were now either serving on the Advisory Board or helping new participants. How can one measure in dollars and cents the very positive effects our VISTA's have had in these individuals lives?

SMHA's Organizational Chart for the use of VISTA's and the administration of human service programs appeared as follows:



Working very closely with all SMHA Residents and agencies providing on-site anti-drug activities.

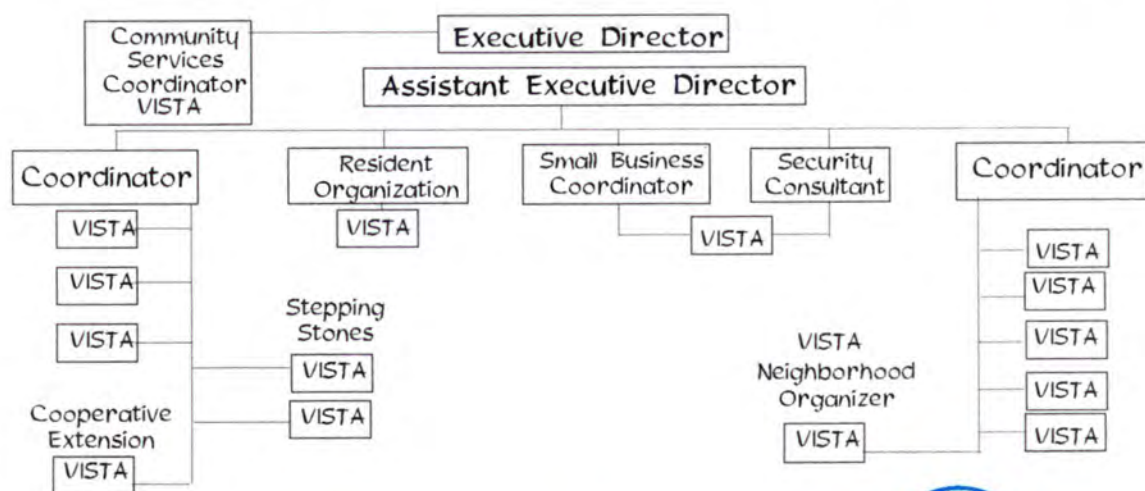
Casework involving working very closely with all community agencies.

VISTA grants from the Federal Action Agency normally run for a three year period and no longer. It became very evident that programs of this magnitude take time to become effective and even longer to be able to measure results. SMHA's results have been very positive and both of these programs have made a tremendous impact on the community.

We do not hesitate to state that this would not have been possible if we did not have VISTA's. They have been a valuable tool for the SMHA and directly responsible for much of its success.

In response to two NOFA's issued by the U.S. Department of Housing and Urban Development, the SMHA applied for additional certificates under the Family Self-Sufficiency (FSS) program and also applied for funding for new construction of conventional units, to be used in conjunction with the FSS program. It was at this point that the SMHA considered the combination of the two programs to provide a more holistic approach to self-sufficiency and economic independence. The same "Action Plan" met all the NOFA requirements for both grants. The Action Plan reflected the combination of both programs which were already in progress and proven to be successful. We were pleased when we were awarded 30 Certificates for FSS use and began gearing up for additional leasing up and family assessments.

In the meantime we received notification that we had been awarded \$5.4 million for new construction of 50 Conventional FSS Units. The largest award in the nation! We were elated, but also panic stricken because our VISTA grant was expiring. We knew that successful implementation of this program would depend on VISTA's and funding from the Federal Action Agency. We applied for a fourth year although it was unheard of, or so we thought. We were very fortunate to be funded for 15 VISTA's for a period of one year. A record number for SMHA, but they were needed and we were ready. This would allow us to reach a greater number of individuals through the enhancement of many of our existing programs. Our organizational chart has now expanded as follows:



Anti-Drug + Bootstrap =

