2006 AWARDS FOR EXCELLENCE IN AFFORDABLE HOUSING
Supportive Housing and Property and Asset Management
AWARD WINNERS IN SUPPORTIVE HOUSING
AND PROPERTY AND ASSET MANAGEMENT

Round Eleven
2006

MetLife Foundation
in partnership with
Enterprise™
About MetLife Foundation
MetLife Foundation, established by MetLife in 1976, supports various educational, health, civic and cultural organizations across the country. MetLife and MetLife Foundation have supported Enterprise’s housing and neighborhood revitalization activities with grants and loans of more than $34 million. For more information about the Foundation, visit www.metlife.org.

About Enterprise
Enterprise is a leading provider of the development capital and expertise it takes to create decent, affordable homes and rebuild communities. For more than two decades, Enterprise has pioneered neighborhood solutions through public-private partnerships with financial institutions, governments, community organizations and others that share our vision. Enterprise has raised and invested $7 billion in equity, grants and loans and is currently investing in communities at a rate of $1 billion a year. Visit www.enterprisecommunity.org to learn more about Enterprise’s efforts to build communities and opportunity, and to meet some of the half a million people we have helped. For resources to help community development professionals, go to www.enterprisecommunity.org/resources.

Copyright ©2006, Enterprise Community Partners, Inc. All rights reserved.

Questions and comments regarding use of these materials should go to:
Enterprise
Knowledge Sharing & Innovation
10227 Wincopin Circle, Suite 500
Columbia, MD 21044
410.964.1230
www.enterprisecommunity.org/resources
# TABLE OF CONTENTS

2 Foreword  
3 Acknowledgments  
4 About the Awards Program

## PROPERTY AND ASSET MANAGEMENT AWARD WINNERS

5 First Place: Cylar House  
Housing Works, Inc./Gotham Assets Property Management and Development  
New York, New York

9 Second Place: Trails at the Park  
Foundation Communities  
Austin, Texas

13 Third Place: Frank G. Mar Family Apartments  
East Bay Asian Local Development Corporation  
Oakland, California

17 Honorable Mention: Milagro de Ladera Apartments  
People's Self-Help Housing Corporation  
Santa Barbara, California

## SUPPORTIVE HOUSING AWARD WINNERS

18 First Place: Bernal Gateway Apartments  
Bernal Heights Neighborhood Center  
San Francisco, California

22 Second Place: Chez Ami  
Central City Concern  
Portland, Oregon

26 Third Place: Wilson Commencement Park  
Wilson Commencement Park  
Rochester, New York
FOREWORD

Affordable housing is a vital element of healthy communities. When it is developed to meet resident and community needs and well managed, it can change the lives of individuals and transform neighborhoods.

MetLife Foundation and Enterprise launched the Awards for Excellence in Affordable Housing in 1996 to increase the quantity and quality of affordable housing nationwide. In the program’s 11 years, we have recognized more than 66 nonprofits for thought leadership, innovation and effectiveness in supportive housing and property and asset management. Award winners have received more than $1.1 million in unrestricted support to sustain and expand their work, and Enterprise has shared their best practices with the field.

This publication includes case studies of the award-winning projects for 2006. We hope that the projects serve as a model for organizations across the country working to change lives and communities through decent, well-managed affordable housing.

Sibyl Jacobson
President
MetLife Foundation
ACKNOWLEDGMENTS

First and foremost, we thank MetLife Foundation for their long-term commitment to the creation of sustainable affordable housing for low-income Americans. We also extend our thanks to the executive directors and other staff of the nonprofit organizations that received the 2006 MetLife Foundation Awards for Excellence in Affordable Housing for their exemplary housing projects.

We acknowledge the time and expertise provided by the members of the MetLife Foundation Awards Review Committee, which included April Hawkins of MetLife Foundation; Barbara Knecht, R.A.; Ernie Martin, Miami Supportive Housing Corporation; David Dorsey, Manna, Inc.; J. Michael Pitchford, Community Preservation and Development Corporation; and David Fromm, Patricia Magnuson and Diana A. Meyer of Enterprise.

Additionally, we thank the staff from Enterprise who helped throughout this process. It is an in-depth and complex process designed to solicit quality applications and ensure that the very best housing is given the recognition it deserves. Enterprise staff designed and managed the program, conducted site visits, reviewed applications, selected finalists and choreographed the awards ceremony. Diana A. Meyer and Patricia Magnuson oversaw the selection of finalists for the Supportive Housing category, and David Fromm oversaw the selection of finalists for the Property and Asset Management category. Kathleen Rzemien coordinated the application process and the online communications. Catherine Hyde led the marketing and the publication team. Ian Kennedy compiled information and wrote the book, and Alicia Lindsey managed print distribution. Iris Skinner and Karen Burley headed the publicity effort. Finally, Yianice Hernandez coordinated the process, keeping everyone focused and on deadline.
ABOUT THE AWARDS PROGRAM

Recognizing Excellence and Sharing Best Practices In Affordable Housing

The MetLife Foundation Awards for Excellence in Affordable Housing were developed in 1996 by Enterprise to recognize the outstanding work of nonprofit organizations in developing and effectively managing housing for low-income individuals and families. Competition is in two categories: supportive housing and property and asset management. In addition to public recognition, winners receive an award of unrestricted funds to expand their work.

1st place: $25,000
2nd place: $15,000
3rd place: $10,000

Specifically, the goals of the awards are to:

• Showcase models of excellence in the management of affordable housing and the operation of supportive housing for special needs populations.
• Increase the understanding of how to achieve success in providing supportive housing for special needs populations.
• Increase the understanding of the role of the owner, asset manager, property manager and tenants in developing, maintaining and operating affordable housing.
• Provide unrestricted financial support for agencies that exhibit excellence in asset or property management and the provision of special needs housing.
• Disseminate information on model supportive housing, and property management programs through the Enterprise website, www.enterprisecommunity.org/metlife.

For additional information about the MetLife Foundation Awards for Excellence in Affordable Housing program, including the online applications process, criteria, deadlines and copies of this and past winners’ books, see the Enterprise website, www.enterprisecommunity.org/metlife. This book can be downloaded free, in PDF format. To order a free, print version, contact the Knowledge Sharing and Innovation department, at 410.772.2417 or email metlifeawards@enterprisecommunity.org. Additional tools and resources to help nonprofits rebuild low-income communities are available at www.enterprisecommunity.org/resources.
Cylar House, a 36-unit apartment building in New York’s Lower East Side, provides transitional housing and a refuge from homelessness and a first step to self-sufficiency for people living with HIV/AIDS and often substance abuse problems. Owned by Housing Works, Inc. and managed by its subsidiary, Gotham Assets Property Management, Cylar House was built in 1996 as a model of the “harm reduction” housing method, where neither admission nor retention is conditional on abstinence or commitment to end drug use, and housing is linked to co-located day care, medical and mental health services. Gotham Assets employs a client-centered concept of asset management that results in decisions and uses of resources that first benefit the client, but in almost every instance result in effective, financially prudent asset management decisions.

The Organization
Founded in 1990, Housing Works, Inc. provides assistance to people living with AIDS and HIV who are homeless or at risk of homelessness to gain stability, security and independence. To that end, Housing Works offers a range of services to its clients, such as housing, food, employment opportunities, harm reduction and other drug treatment services, and medical and mental health care. Its subsidiary, Gotham Assets Property Management and Development is a nonprofit, community-based organization that manages Housing Works’ 21 buildings, which contain commercial kitchens, medical offices, retail stores and 134 residential apartments. In addition, Gotham Assets has contracts with outside clients for property management services, and the profits from these contracts are used to support Housing Works’ assistance programs. The organizations are embodiments of their mission: over one-quarter of Gotham Asset’s 55 employees were clients of Housing Works and graduated from its job training program. Moreover, Housing Works’ approach to recovery has had demonstrable success during the last 10 years; the majority of its residents have found stable, decent housing as a result of the program.

The Project
The 36 efficiency apartments in Cylar House provide residents with a balance of the independence they need to gain self-reliance and the
support they need as they transition from homelessness and cope with HIV/AIDS. Located in the thriving Lower Eastside neighborhood of New York, Cylar’s residents have access to a wealth of amenities both inside and outside of the building. It is close to public transportation and retail establishments, includes several community rooms for activities and socializing, and has a roof deck and bamboo garden that offer residents a chance to get away from the hustle of city life. The 10-year-old brick building is a compliment to its residents and surroundings.

Property Management Summary

As is the case with all Housing Works properties, Gotham Assets manages Cylar House according to its client-centered approach, which calls for facilities to be maintained to serve the residents. It also, however, requires that there be a mutual responsibility for the building and the community it creates among the residents. This is accomplished through house rules, resident advisory boards and community meetings with all residents. Repairs, minor and major, and maintenance are conducted in accordance with established protocols and routines that call for regular inspections and an annual assessment of the building’s capital needs.

With help from the residents, the maintenance staff keeps the 10-year-old building in good shape. Apartments are inspected monthly and when a work request is submitted by a residential aid, repairs are completed within five days. Meanwhile, public spaces are inspected weekly by the facility manager, who oversees building maintenance, and the house manager, who oversees all of the day-to-day operations of the property. Contracts for regular service and preventive maintenance of the kitchen equipment, gymnasium, air conditioning, boiler and fire-safety system ensure these critical components operate smoothly. Finally, monthly meetings of the resident advisory board provide a forum for discussion of residents’ property-maintenance concerns.

New residents are selected from Housing Works clients on a first-come, first-served basis. To be eligible for housing, a candidate must be a client of Housing Works and have enrolled and attended an adult day treatment program for a minimum of 60 days. After completing an application, Housing Works employees establish sources of benefit eligibility and subsidy. Before final approval, potential residents are interviewed.
by the house manager and then by a panel of members of the resident advisory board and staff.

Asset Management Summary
Gotham Assets and Housing Works have an asset management strategy that is similar to their property management approach. The organizations believe their residents are their most important asset and, as such, believe that using resources to help clients will also result in sound asset management outcomes. The asset management philosophy is demonstrated through a focus on teaching life and money-management skills to residents, outreach and resident meetings for rent collection, and dedicated efforts to finding and securing increased subsidies for residents who have serious mental or chronic health conditions. The results of these efforts are high levels of rent collection and low levels of vacancy, which is impressive given the nature of housing formerly homeless individuals.

Because Cylar House residents are often in fragile and vulnerable states, crises occur, and the ability of property management and program staff to address these incidents jointly is a key reason for the continued success of the project. During day treatment hours, clinical and professional staff members see less erratic behavior and fewer crises than the residential aids and house manager see in the evening and night. The procedures in place to assist crisis management include a daily log at the front desk, a list of residents that need an hourly check, and emergency procedures training for all staff. Additionally, the CEO of Housing Works lives at Cylar House and provides an extra set of eyes and ears to keep staff informed of the actions of residents.

Physical Features
Cylar House was created to be a place where people would want to live, not a place of last resort. The design has been carefully maintained and 10 years after it was first occupied, it still has unique and special features. Named after former resident and Housing Works co-founder Keith Cylar, the building contains 36 efficiency apartments, each with its own bathroom and small kitchen. Outside, the Cylar House’s attractive red brick and terra-cotta exterior resembles neighboring buildings and, overall, fits nicely within the community. A bamboo garden is private to the building and not accessible to the street, creating an oasis and a space for “getting lost,” meditation or a cup of coffee at a table.

The design allows for good organization of space for the diverse needs at Cylar House. The first two floors are designed for group and public use and include the dining room, kitchen, lounge, living room, medical offices, a fully-equipped gymnasium and offices for day treatment, case managers and art therapy. In a corner storefront space on the first floor, often referred to as “the bakery,” a catering kitchen operates within close proximity to the building’s own kitchen. It is not unusual for residents to be hired as temp workers for events and to assist in larger catering events, such as preparing thousands of sandwiches for the New York Marathon each fall.

Cylar House’s unique bamboo garden offers residents a quiet haven to escape from the hustle of city life.
Residential use is restricted to the third, fourth and fifth floors. Each floor has a laundry room and access to them during the day treatment program hours is restricted by elevator settings. Finally, the sixth floor houses a large multi-purpose community room that opens to the roof deck with a view of Lower Manhattan.

**Resident Involvement**

Cylar House is a supportive housing residence and is co-located with a medical clinic and an adult day health center. All residents are required to attend the day treatment program unless they have a conflicting full-time job. The Adult Day Health Center provides extensive services including mental health counseling, life skills support, art therapy, harm reduction groups, acupuncture, massage therapy, advocacy and leadership training, and access to the Second Life Job Training program with guaranteed employment if a resident successfully graduates. Moreover, the residents, through the Resident Advisory Board, have the direct ability to work with residential staff to design recreational and other services, such as parties, cook-outs, bingo, and a cruise on the Hudson River. Expenses are supported by renting space for events or meetings.

**Community Impact and Neighborhood Relations**

Cylar House has cultivated and maintained a strong relationship with the surrounding community since it was just a conception. Indeed, neighbors supported the project for two years before New York City finally gave it the green light. The public spaces of Cylar House are used by local community groups for meetings, and during the power blackout in 2003, it became a central gathering place where nearby residents came to prepare food on grills in the garden. Residents of Cylar House are also involved in community activities, helping out with school events and street fairs.

**Summary**

Housing Works has been steadfast to its original commitment to provide a home for the people that few others cared to house. The residents of Cylar House are fragile and have multiple chronic challenges. Substance abuse, incarceration, mental handicaps and chronic health problems are familiar to most of the residents. By providing safe, decent housing co-located with appropriate services, Housing Works and its residents have achieved significant outcomes. More than half of the residents during the last five years have stayed in stable housing—a third of whom moved to independent housing—and many have graduated from job training programs and are now gainfully employed. Cylar House residents are involved in advocacy work to assure that more housing like this can be built. All residents and staff members take great pride in Cylar House, and their combined commitment to creating a healthy, hopeful environment has reaped rewards for all.
Foundation Communities, Austin, Texas

Foundation Communities’ first major construction project, Trails at the Park, a 200-unit apartment complex in Austin, Texas, with a range of sizes to serve individuals and families, embodies the organization’s commitment to creating strong supportive communities and attractive, affordable housing. Ample community space and strong service programs are among the numerous amenities provided. The organization’s strong property and asset management and capital improvement programs helped Trails at the Park weather a downturn in the Austin rental housing market, keeping the project financially stable and structurally sound. The success enjoyed by Trails at the Park prompted other organizations to use this community as a model for projects of their own.

The Organization

Foundation Communities is a nonprofit organization that provides affordable housing, supportive housing, community learning centers, and asset-building opportunities to low- and moderate-income families. In its words, it creates “housing where families succeed.” The organization’s roots date to 1984, when a group of University of Texas student housing-cooperative members saw a need for affordable housing in Austin and started Austin Mutual Housing to foster efforts to manage, promote and market affordable housing. Six years later, the group incorporated as Central Texas Mutual Housing and began acquiring multifamily properties and implementing educational and asset-building programs. By the end of the 1990s, the group was ready to undertake its first construction project, Trails at the Park. It wasn’t until 2001, however, that it changed its name to Foundation Communities. In all, the group has 13 properties with 2,040 housing units and has helped improve the lives of more than 13,000 families.

The Project

Located in a mostly single-family residential neighborhood, Trails at the Park is a lot like it sounds. Immediately adjacent to the 50-building, 200-unit community is the Paredes Middle School and Mary Moore Searight Park, with more than 300 acres for hiking, tennis, disc golf, basketball and other recreational amenities. Within the community, well-manicured grounds and tended gardens only add to the natural ambiance. Despite the park-like setting, however, residents of Trails at the Park are well-connected to the rest of the community; the Capital Metro bus line runs near the complex and a community shopping center with a major supermarket and
other essential services is only a quarter mile away.

In addition to its central location and natural ambiance, Trails at the Park offers residents a community atmosphere with numerous amenities, including a pool, playground and an education center. Of the 200 units at the property, the majority are 1,000-square-foot, two-bedroom apartments. Because the complex is primarily a community of families, most of the remainder of the units have three bedrooms, although there are a handful of one-bedroom units available for individuals. Rents are affordable to low- and moderate-income households, topping out at $745 a month for the three-bedroom units.

**Property Management Summary**

Foundation Communities strives to make residents proud to call Trails at the Park home. All staff—from the porter to the asset manager—are conscious of maintaining excellent curb appeal at all times. Onsite staff bonuses are based in part on inspections throughout the month by the property management supervisors. Trails at the Park has been maintained in top condition by using an integrated system of property management, routine maintenance, capital improvements and regular inspections.

An architect-engineer kept on retainer performs an annual update on the capital improvement plan and regularly evaluates specific projects. Although significant capital repairs have not yet been needed, Foundation Communities maintains healthy capital reserves to account for expected future needs. As for maintenance, property management staff conducts a daily walk-through of the entire property, looking for anything that is in need of repair or that could cause a safety hazard. Requests for maintenance from residents are addressed within 24 hours, and regular preventive maintenance is done quarterly.

Foundation Communities emphasizes collective decision-making. The relatively small staff communicates frequently and directly, with onsite staff reporting to the property manager, who reports to one of two property supervisors. A full-time asset manager, meanwhile, oversees the organization’s portfolio together with the executive director. Reports are shared internally among all levels.
Asset Management Summary

When Trails at the Park opened in 1999, Austin was in the midst of a high-tech boom and rents were greatly inflated. Affordable housing was scarce and desperately needed. In 2002 the tech bubble burst and rents fell. Trails at the Park weathered the soft market and accompanying high turnover rates, and during the last three years has reestablished a positive cash flow, which reached approximately $95,000 in 2005. Net operating income increased 26 percent during the same period. Occupancy rates have ranged from 90 to 95 percent, despite a submarket occupancy rate of about 85 percent. Turnover was more than 50 percent in 2003, but just 30 percent in 2005. While Trails at the Park is by no means a large income producer, Foundation Communities has managed the property back to a stable financial position while continuing to offer a high-quality affordable community for families with low- and moderate-incomes.

Strong communication and advance planning are keys to the successful asset management at Trails at the Park. Because the capital improvement plan is updated annually and reviewed monthly, Foundation Communities can prepare years in advance for large expenditures. And because of the clear communication system and network it has in place, few surprises ever surface. When they do, Foundation Communities has a written crisis management plan that is always accessible on the computer network and is a part of the operation manual maintained onsite. According to the plan, the first response is to protect the well-being of the residents, followed by a call to all staff for assistance. During and after any crisis, Foundation Communities communicates with its residents to ensure that they understand the situation fully and that spurious rumors do not surface.

Physical Features

Trails at the Park was designed to promote a sense of community. Instead of large, overpowering apartment buildings, the community was developed using a low-density two-story four-plex concept. Open space is maximized by scattering the buildings, while privacy is preserved through the building’s orientation and limited common areas. Buildings are painted in four color schemes, making each feel unique and in the scale of a single-family home.

The floor plans were developed to offer efficient, yet spacious and open units. The units have many nice touches not usually found in affordable housing communities, including nine-foot ceilings, ceiling fans, double lavatories in the master baths, large windows and attractive paint. Additionally, numerous energy-efficient features have been incorporated, such as 12 SEER air-conditioning systems, aquatherm heating, thermal pane windows with solar screens and R-30 attic insulation with soffit vents designed to help lower energy costs.

Trails at the Park also has a Community Learning Center with two classrooms and a computer lab, a large pool with a paver-stone deck and

Trails at the Park is primarily a community of families and offers a variety of opportunities for family activities.
cedar beam arbor, a sports court, six picnic areas with grills, a meandering network of sidewalks all meeting Fair Housing standards for wheelchair accessibility, an almost one-acre retention area that doubles as playing fields, a 6-foot iron perimeter fence, laundry facilities, a mail center and easy access to an adjacent park.

Resident Involvement
Residents are involved in a number of ways but most notably through onsite services provided by Foundation Communities. Housed in the Community Learning Center, activities are geared towards all residents, young and old. For children, an extensive after-school program with homework tutoring, computer and internet access, health and fitness activities and a career development program titled Career Explorers is offered. With the help of the learning center coordinators, over 75 percent of the after-school program participants maintained or improved their school grade-point average.

For adults, economic security and adult education programs are available. Individual development accounts, community tax centers, and a Corporation for Enterprise Development SEED Initiative help residents as they seek financial independence. And as they progress through these programs, Foundation Communities offers financial and homebuyer education classes to help with making the leap to financial independence.

Residents are involved in the development of programs at Trails at the Park. When they first apply for housing, potential residents fill out a survey to track interest in programs. In addition, the learning center coordinator interacts with families on the property on a daily basis and solicits inputs from residents regarding community services.

Community Impact and Neighborhood Relations
At the time the project was developed there was active involvement with the neighborhood association in terms of educating neighbors about Trails at the Park. In fact, Foundation Communities overcame a NIMBY (not in my backyard) battle to build the development—responding to neighborhood fliers opposed to the project with information and the quality example of another duplex property across the street that it owns. The community learning center is open to the neighborhood and many neighbors take advantage of the after-school program. This has allowed Trails at the Park and Foundation Communities to develop a positive relationship with the surrounding community.

Summary
A combination of strong financial management, design and services helped garner Foundation Communities a MetLife Foundation award. Trails at the Park is a pioneering project that raised the level of expectations for what affordable housing can be. Trails at the Park demonstrated that affordable housing can be attractive and provide a community that goes far beyond a minimum standard for acceptable housing.
Located in Chinatown in downtown Oakland, Calif., The Frank G. Mar Family Apartments provide homes for 119 low- and moderate-income families and senior citizens, many of whom are recent immigrants. East Bay Asian Local Development Corporation, owner of “The Mar,” formed in the mid-1970s in order to create a community center for Asian immigrants, and over time, this mission grew to include affordable housing development. With six buildings and a range of housing options—from one-bedroom apartments to four-bedroom townhouses—The Mar is in many ways the culmination of EBALDC’s efforts; almost all residents are Asian American (70 percent are recent immigrants) and the community atmosphere, fostered by the onsite gathering rooms and courtyards, provides a strong foundation for residents seeking better lives.

**The Organization**

East Bay Asian Local Development Corporation began in 1975 with a group of grassroots college students who came together to realize the vision of a multi-service community center in Oakland’s Chinatown for Asian immigrants who were mono-lingual or spoke limited English. From those efforts, the Asian Resource Center was developed, a historic landmark that houses EBALDC’s headquarters, nonprofit organizations, an art gallery, medical offices and retail businesses. Following that success, EBALDC began to develop affordable housing incorporating activities to revitalize neighborhoods, improve the wealth of working poor families and link residents with vital social services. Today, EBALDC remains one of the leading developers of affordable housing for low- and moderate-income families, individuals and seniors in Alameda County, Calif.

**The Project**

The Frank G. Mar Family Apartments are a combination of three- and four-bedroom flats and townhouses and a nine-story mid-rise building that houses senior and smaller families in one- and two-bedroom units. Because most of the families with children live in the larger townhouses, resident seniors looking for quiet surroundings can be accommodated in a separate building. Built in 1990, the family-oriented project is an urban village in the heart of downtown Oakland, with commercial and community space and easy access to the Bay Area Regional Transit system.
The residential and mixed-use buildings surround an interior courtyard used for formal and informal gatherings. In addition, each unit has a balcony or patio, giving all residents a private outdoor space.

Property Management Summary
EBALDC uses a preventive maintenance binder that outlines the periods when maintenance tasks should be done. For both routine and preventive maintenance, The Mar has been fortunate to have a team-oriented and long-serving staff. In addition, annually-conducted capital needs assessments, site plans and apartment inspections are used to gauge when replacements of larger building systems will be made. EBALDC has a work-order system to track the completion of routine maintenance. The maintenance supervisor suggests repairs to the property manager, and if these repairs can be completed in-house, the property manager approves the work order and the maintenance supervisor purchases the supplies needed. Maintenance staff usually complete work requests in a day or so. If the repairs cannot be made in-house, an outside vendor is used. Because the owner, property management and asset management are all under one roof, it is easy for the different members of the EBALDC team to communicate.

Principles and policies for property management are outlined through EBALDC’s regulatory and management agreements, which also contain resident selection criteria. A heavy emphasis on ensuring compliance with its Tax Credit Regulatory Agreement, the income qualifications of tenants and Fair Housing policies are watched closely. Maintenance and property management staff regularly attend training for Fair Housing policies and OSHA regulations.

Asset Management Summary
The goals and objectives for asset management of The Mar are tied to both meeting the annual budget objective and marshalling the resources necessary to attend to the identified capital needs. For several years, The Mar has exceeded budgeted net cash flow while also meeting scheduled reserve deposit requirements. This financial success is attributable in large part to the high rent collection and low vacancy rates and turnover time that the property enjoys. In 2005, the rent collection rate was 99.5 percent, and occupancy was 98.8 percent. Only 17 out of 119 units were turned over, and those that were required only five days for re-occupancy.
When an urgent issue arises, site staff consult with property supervisors and the director of property management initially. If they determine that asset management help is necessary, they contact the director of asset management to see how and when the construction manager could assist in assessing or resolving the crisis. Depending on the situation, the construction manager might order consultants to test possible mold or pest infestation, and arrange for quick repair on an interim or permanent basis. The director of property management and the construction manager coordinate any tenant relocations that might be necessary.

Physical Features
The Mar is a mixed-use, multi-structure, multi-family complex occupying nearly a full city block in downtown Oakland. In addition to 119 apartments, it has 12,000 square feet of commercial space and indoor and outdoor community spaces. Although it primarily serves Asian Americans, especially new immigrants, it is open to all low- and moderate-income households. A combination of three- and four-bedroom townhouses and one- and two-bedroom apartments in a mid-rise allows The Mar to serve a range of different household types, from families with young children to seniors.

The Mar is a self-contained community of stores on the street level and individual residential units on a plaza above the stores, each with its own distinct entrance. The two levels are separate, neither one intruding upon the other, yet they are interdependent in that the residents have services at their doorsteps and the stores are assured customers from the residents above as well as drawing from the surrounding neighborhood. The stores include a pharmacy, optometrist, chiropractor, boutique, bridal shop and cellular phone store.

On the residential level, three to five units are clustered around a courtyard. The notion of an interior courtyard surrounded by perimeter buildings is similar to Asian architecture. Each group has its own entry and pedestrian walkway, as is typical with detached homes. The residential level can be accessed from the street as well as from an underground garage where a number of stairways and elevators are strategically placed so residents can reach their homes easily.

The units are small but have the appearance of spaciousness because of an open floor plan. The upper floors of the townhouses have cathedral ceilings that are enhanced by the placement of windows and skylights. Apartments have light-colored walls and counters and are supplied with window blinds, wall-to-wall carpet and electric

The Mar serves a range of different households, from seniors to families with young children.
kitchens. Other amenities include a laundry facility, community center and child care center. Almost once a week tenants use the community room for personal parties or celebrations.

Resident Involvement
Although there are no formal resident councils, there is a strong community at The Mar, likely because of most residents’ shared Asian heritage. Activities and community events are common in the courtyard, including annual celebrations and daily Tai Chi workouts. In addition, staff refer residents to outside service agencies as needed and assist in job hunts. Some residents have even been hired to work for EBALDC.

Community Impact and Neighborhood Relations
The Mar’s location is ideal for the population it serves. Oakland’s Chinatown provides many of the services and goods the residents need and want, and all are comfortable with their surroundings. The Mar is a model project for the area, with rich architecture and meticulously maintained structures. The residents and businesses of Chinatown have always been a part of a strong community, and The Mar and its residents only add to that strength. The Mar is, according to its neighbors, a local landmark.

Summary
The only affordable family housing in the neighborhood, The Mar is an exceptionally well run property. Its systems from property and asset management can be used as models for best practices. Communication within EBALDC—from the property level to the organizational level—ensures the property and residents are given the attention they deserve. In addition, the community is strong, perhaps as a result of the mix of uses and family types. With less than 1-percent vacancy and a solid financial position, The Mar is poised to continue to serve its residents and act as a model for other groups for many years to come.
MILAGRO DE LADERA APARTMENTS

Peoples’ Self-Help Housing, Santa Barbara, California

Peoples’ Self-Help Housing has 35 years of experience in creating affordable housing and self-sufficiency programs for cities, counties and community groups in California’s Central Coast region. Since 1970, it has operated with the mission to provide affordable housing and assistance programs for low-income families, seniors and other special needs groups. Since its inception, PSHH has built more than 1,000 homes offered for sale and 1,200 rental units.

PSHH won an honorable mention for its work at Milagro de Ladera Apartments in Santa Barbara. When PSHH took over the property in 1998, Ladera was in total disrepair. The buildings were falling apart, raw sewage frequently backed up into a large central courtyard, and crime was prevalent throughout the complex. The city of Santa Barbara requested PSHH’s help, and the organization responded, completing a remarkable turnaround for Ladera in only a few months.

In addition to repairing the buildings, refinishing units, and restoring the grounds, PSHH instituted measures to ensure the complex never returns to the decrepit state it was once in. A regularly updated capital improvement plan and frequent inspections ensure that necessary maintenance and upgrades are conducted as needed, and that money is there to pay for them. For the residents, meanwhile, PSHH has instituted its resident services program to help foster greater self-sufficiency. As part of this program, PSHH converted three units into a multi-purpose community space.

The dramatic transformation of Ladera from a source of blight to a source of hope earned PSHH a property and asset management honorable mention in this year’s MetLife Foundation Awards for Excellence in Affordable Housing.
Since 2001, Bernal Heights Neighborhood Center has provided affordable housing with a comprehensive array of services to families with low-incomes at the Bernal Gateway Apartments, a 55-unit community of one- to four-bedroom homes. Despite the high costs of the San Francisco area housing market, Bernal Gateway Apartments are affordable to even the lowest-income households. Residents work with onsite staff to develop a service plan that identifies needs and outlines goals and objectives, which are met with an appropriate mix of on- and off-site services, such as child care, job training, adult education and health initiatives.

The Organization
The Bernal Heights Neighborhood Center was founded in 1978 to preserve and enhance the ethnic, cultural and economic diversity and well-being of the Bernal Heights community in San Francisco. It operates programs for seniors and youth and helps organize the community to address issues that affect low- and moderate-income people throughout the city. BHNC’s housing program furthers its mission by working throughout the city to provide and preserve stable and affordable homes for individuals and families with low incomes, many of whom were previously homeless or have special needs due to mental health issues, HIV/AIDS and substance abuse.

To date, BHNC has developed 14 projects –13 rentals and one limited equity homeownership– with a total of 233 units. Its buildings range in size from two to 55 units and are located in many neighborhoods of San Francisco. Dedicated support services are available for residents in nearly half of its units and seven of the 14 developments are specifically targeted to individuals and families who were previously homeless.

The Project
Opened in early 2001, the Bernal Gateway Apartments sit on the site of a former auto repair shop and parking lot at the corner of Cesar Chavez and Mission Streets, the gateway to San Francisco’s Bernal Heights neighborhood. In undertaking the project, BHNC brought much-needed affordable housing and supportive services to the neighborhood. It also helped revitalize a community eyesore into a vibrant, attractive building and brought active street-level commercial business to the residents. In addition to housing 54 permanently affordable
apartments for families, the building provides a resident manager’s unit, an employment training and child development center operated by The Family School, family supportive services for residents provided by Lutheran Social Services, and a youth program run jointly by BHNC and Lutheran Social Services. BHNC believes the co-location of housing and services is critical to the success of its programs.

Development funding came from a combination of public and private financing sources, including the federal low-income housing tax credit program and deferred loans from the city and county of San Francisco. A critical feature of the financing of this development that makes these units affordable to households with incomes below 30 percent of the area median is the inclusion of ongoing project-based Section 8 rental subsidies for 31 of the 55 units, allocated to the project by AFL-CIO Housing Investment Trust under HUD's Community Investment Demonstration Program (for 18 units) and by the San Francisco Housing Authority (for 13 units).

Supportive Housing Summary

At Bernal Gateway, BHNC has taken a sophisticated approach to knit together supportive services and property management to create a strong support structure for residents. Case management and supportive services are provided by Lutheran Social Services (LSS) to support residents in their efforts to maintain their housing and enhance their access to a network of already-existing services. LSS’s case manager works with each client and family to develop a self-sufficiency plan that coordinates the services and resources they need to be successful. Together with the activities coordinator, the case manager facilitates weekly or monthly support groups, workshops or presentations on issues and of relevance to the residents, as well as programs and activities to encourage community building, resident participation and leadership development.

Ground-floor spaces on the heavily trafficked Mission and Cesar Chavez corner are leased to The Family School for use as a child care center and an employment training center. The child care center provides a developmentally rich environment for 40 children ranging from about 6 months old to five years old. Using the nationally recognized STRIVE system, an intensive
four-week training program, The Family School quickly prepares participants for employment success through accountability, responsibility and personal growth. The majority of participants find permanent employment after graduation. STRIVE participants also learn basic computer skills and learn to create a professional resume and cover letter. Both the employment training and the child care center are available to anyone in the community.

BHNC regularly meets its high standards for resident participation in supportive services. Almost all of its residents stay in permanent housing for more than one year after entering the program, and almost 90 percent maintain and update their individual service plans on a regular basis with the case manager. Participation in regular meetings and activities is also strong. And all of its efforts seem to be paying off, as 96 percent of residents receiving supportive services reported the services as satisfactory or higher.

Physical Features

BHNC’s governing design concept with Bernal Gateway was to create a development which not only helps address San Francisco’s critical need for affordable supportive housing, but does so with a sense of dignity and personal place for its residents. Because the project joined four parcels into an odd-shaped 0.83 acre site with differing density zonings, Bernal Gateway required an unconventional approach. The design was developed around four buildings defining a series of interior courtyards with the largest building, 41 units in five stories, facing the primary project frontage at the Mission and Chavez intersection and the succeeding buildings descending in scale to the final element, a townhouse fronting residential Precita Street. The buildings are arranged around a series of landscaped courtyards where residents meet and interact. The community room and teen center, each decorated with brightly painted murals created by the residents, open onto the central courtyard.

Bernal Heights’ apartment mix was developed to favor two-, three-, and four-bedroom units to meet the needs of families in the community who face the toughest challenge in San Francisco of finding appropriately sized, safe, affordable housing. The design locates the larger units with greater numbers of children either close to or directly off the sites’ interior podium deck courtyards. In the main Mission Street building, also with views of these courtyards, larger units are located on the two lower floors, again to provide easy access to play areas. Many of the apartments in the largest building have small terraces, allowing residents to enjoy private outdoor space as well.

The site’s mixed use zoning allowed for both residential and supportive services space. It is well-served by public transportation, with multiple bus lines on both Mission and Cesar Chavez Streets and a metro station three blocks away. The site is also in close proximity to schools, libraries, hospitals, parks and shopping. The project was one of BHNC’s earlier efforts to
include green building elements, while keeping project costs contained. The exterior architecture features a stucco-and-tile facade in bright earth tones that complements the style of the neighborhood and echoes the colors of Bernal Hill seen behind the development.

**Resident Involvement**

BHNC is a community-based member-led organization. All who live or work in Bernal Heights and all of BHNC’s clients and residents of BHNC’s affordable housing developments are eligible to become voting members and to serve on the board of directors. In the recent past, a resident of Bernal Gateway held a seat on the board of directors and as a member of the community organizing committee. LSS and the resident manager work together to conduct monthly tenant meetings and assist the residents in the formation of a tenant council. BHNC’s community organizing program staff enhance these efforts by working to engage residents in the community projects, issue-oriented advocacy, and to foster leadership skills among the residents.

**Community Impact and Neighborhood Relations**

Working closely with the project architects and surrounding community, BHNC organized a series of community design workshops to seek design input from local residents when planning for the Bernal Gateway Apartments. Through this early involvement, BHNC was able to address the concerns of the community about its new project while building a dialogue of trust and understanding. Because of its earlier successes in developing and operating affordable housing, the community supported BHNC in its efforts to develop Bernal Gateway, including organizing to generate political acceptance of the plans, contributing to the site’s design, and choosing exterior finishes and colors. The community support also allowed BHNC to reduce the number of parking spaces below the 1:1 ratio required by zoning, thereby freeing area to add to the shared open courtyard space. In addition to participating in the design and approval process, many local residents now take advantage of the employment training and child care resources at Bernal Gateway.

**Summary**

Bernal Gateway is the result of a unique and productive partnership effort led by BHNC that involved participation from several different city agencies and funding from several different sources. It was an instructive integration of departments and resources, and was the first project funded in San Francisco for supportive family rental housing with onsite supportive and community services not tied to a specific special needs population. The supportive services translate into stability for the development, as they have led to jobs, increased incomes and stabilized economic situation for many residents. Bernal Gateway’s mix of housing and services offer new hope to the families and individuals who now call it home. Moreover, it shows that through innovative collaboration, long-term, deeply affordable housing with supportive services is possible even in the nation’s most expensive housing market.
CHEZ AMI

Central City Concern, Portland, Oregon

Chez Ami, a 40-unit apartment building owned by Central City Concern (CCC) in Portland, Ore., provides affordable studio apartments and mental health supportive services to very low-income, mentally ill, homeless single adults seeking an alcohol- and drug-free, safe and supportive housing environment. Because rents are so low, residents of Chez Ami can focus on stabilizing and redirecting their lives toward self-sufficiency, independence, and emotional, physical and economic well being. CCC has been working since 1979 to improve neighborhoods in Portland, and all residents benefit from access to the organization’s service programs and partnerships with outside providers.

The Organization
Over the last 27 years, Central City Concern has worked in Portland to mitigate the effects of poverty, homelessness and addiction on the city’s residents. Although its primary focus is providing affordable housing for individuals transitioning from homelessness to self-sufficiency, CCC compliments these efforts with an array of supportive services designed for the unique needs of its clients. Together, this “housing plus services” approach has impacted thousands of lives, generating positive changes for the entire community. CCC works throughout the Portland metro area, including the counties of Multnomah, Clackamas, and Washington, and because of its concentration of services, draws clients from a multi-state area. Today, CCC owns or manages 20 buildings with 1,313 units for single adults, families, and individuals with special needs, such as those in recovery from addiction, living with HIV/AIDS, or reentering society after involvement in the corrections system.

The Project
Chez Ami provides a home and a supportive environment for very low-income, homeless and mentally ill adults. The project is a partnership between CCC and Clackamas County Community Health (CCCH), which provides onsite case managers and associated mental health services for residents. It opened in 2002 and has helped many individuals lead healthier, more self-reliant lives. Chez Ami is a unique public-private partnership that grew out of a recognized lack of appropriate supportive housing options for the target population in Clackamas County. The site, which had been vacant for several years, gives residents easy access to a public transportation center and diverse social activities, such as retail shopping, grocery stores, restaurants, coffee shops and libraries. Both the strength of the pro-
grams and the building’s architecture enrich the residents’ lives and the surrounding community.

Supportive Housing Summary

A wide range of services are available to residents at Chez Ami, including outreach, case management, life skills, medications management, education, housing placement, employment assistance, transportation and services related to drug and alcohol treatment, mental health, HIV and healthcare. Most services are available onsite with opportunities for off-site referrals to CCCH and other community partners. All services are designed to facilitate and promote independent living and the acquisition of self-sufficiency skills. The combination of safe, affordable housing and rich support services creates a strong sense of community and independence. For most, if not all, residents, this is the first time they have lived within such a sustained and supporting community. In this environment, clients are able to gain control of their mental illness and begin to live their lives without chaos.

In 2005, a total of 53 clients received services—39 people were in residence at the beginning of the year and 14 new clients entered the program during the year. Of these residents, 100 percent received an intake assessment and an individual services plan, and all also accessed mainstream mental health or addictions treatment. Over two-thirds of Chez Ami residents improved their money management skills, and all of them showed improvement in self-determination skills, based on performance surveys conducted by CCCH staff. Of the 14 clients who left the program, half moved into permanent housing. Finally, all residents of Chez Ami received assistance in obtaining benefits and housing subsidies. Because the residents of Chez Ami have very specific and intensive needs, services offered at the project are not available to outside members of the community.

Physical Features

The primary goal in designing Chez Ami was to create a sense of community for residents living in a multi-unit building. Special attention was paid to tying together the common spaces and subspaces on the ground floor to create a sense of connection and safety between residents, and to facilitate ease of observation for onsite staff. Individual units were designed to be efficient, yet roomy and comfortable, with large windows to maximize natural lighting. The project has been effective in creating a close knit, supportive community of individuals facing similar challenges.
but at the same time gives residents a sense of privacy and personal space. Its location provides easy access to a number of community amenities including, importantly, public transportation.

All of the significant common spaces are interconnected, allowing for a variety of arrangements conducive to social interaction. The main common spaces, the living room and the community room, are located on the lower level near the concierge desk and the main entrance. All residents, therefore, pass by these areas each time they enter or leave, which encourages social interaction. The large, comfortable living room space is set up for non-structured social activities and features a fireplace, TV nook, and a large aquarium. It is spatially linked, but separate, from the community/kitchen room, which is designed to support more formal activities such as classes and support groups. The two rooms open into each other but can also be closed off to create a smaller, more personal setting.

The design team was able to carefully consider and incorporate specific design elements into the project based on advice and input from CCC, CCCH, service consumers and advocacy groups as the building was designed. This advice and experiential knowledge enabled the design team to create an appropriate residential project that is functional, appropriate to the target population, but at the same time homey, comfortable and inspirational. This included all aspects of design, ranging from common areas that facilitate social interaction to kitchens in the individual units to support independent living. The building is secure, with controlled access and onsite staff.

Resident Involvement
Chez Ami promotes resident involvement in the project community and in the greater community in a number of ways. Internal community involvement is enhanced by the project design that encourages both structured and unstructured social activities between residents. Likewise, residents are able to take advantage of the external features of the project, such as the gazebo and gardens to pursue community-building activities. The greater community includes a wide variety of opportunities for social activities.

Chez Ami does not feature a formal resident council, but there are monthly community meetings where residents meet directly with CCCH mental health staff and CCC housing staff to identify problems, seek collective solutions, voice concerns and provide feedback related to operations and services. Residents are also able to engage in the operation of the project in a number of ways. CCCH staff works directly with all residents and constantly solicits feedback related to improving the impact and efficiencies of direct services. This information is reviewed and acted upon as appropriate by CCC and CCCH staff.

Community Impact and Neighborhood Relations
Chez Ami was built on the same scale and with many of the same features as the surrounding
residential buildings in its neighborhood, so it would fit in architecturally. CCC led a very successful effort to gain acceptance for the project, including a comprehensive door-to-door distribution of invitations to a community meeting where information about the project was available and representatives of advocacy groups were on hand to answer questions about the kinds of residents who would be living there. Now that residents live at Chez Ami, the connections to the community have strengthened. For instance, the local chapter of the Red Hat Society is located in the building, and participating residents, all women, are very active in the community, organizing luncheons, coffee socials, shopping excursions, trips to the library, and more.

**Summary**

Chez Ami is unique in many ways, but perhaps most notable is the nature of the public-private partnership that drove the development of the project and continues to sustain current operations. By pairing the strengths of CCC and CCCH, the Chez Ami project effectively leverages the remarkable depth of expertise of the two organizations in order to best serve the target population. Because of this expertise, the building and programs were designed to mesh perfectly with the residents. Chez Ami, with the appropriate design, integrated services and drug and alcohol-free tenant requirements, provides a haven for those wishing to redirect their lives down a more stable, self-sufficient path.
Wilson Commencement Park

Wilson Commencement Park is a 50-unit town home community in one of the poorest neighborhoods in Rochester, New York. Started by the Marie C. and Joseph C. Wilson Foundation, the community provides transitional housing for families recovering from homelessness and domestic violence. As part of this two-year program, residents are required to develop life goals and plans and to spend 40 hours each week working or learning, with the goal of achieving self-sufficiency by the end of their stay.

The Organization

Wilson Commencement Park is a $6.6 million welfare reform initiative begun more than 15 years ago by the board of managers of the Marie C. and Joseph C. Wilson Foundation, which was started by and named for the founder of the Xerox Corporation. Inspired by a similar program in Colorado, the foundation’s board began exploring the idea for this community as far back as 1983, but it wasn’t until eight years later that a suitable location could be found in Rochester and that funding from various public and private sources could be secured.

The organization’s mission is to provide comprehensive resources and services to low-income parents and children so that they can improve their family stability, increase their economic independence and strengthen the community. Since its incorporation, Wilson Commencement Park has been at the forefront of the welfare reform movement, with a service model based on the fundamental values of work, personal responsibility and community. It began accepting its first residents in January of 1991, and since then has helped change the lives of nearly 500 families, including 912 children. In 1996, in response to community demand, it expanded its mission to provide life skills, education counseling and other services to non-resident families.
The organization now serves more than 475 community families each year.

The Project
Wilson Commencement Park offers a holistic approach to helping families rebuild their lives with programs and services for all family members and intense family-based case management to ensure that residents stay on course to achieve their goals. Its case management services include compulsory semi-monthly meetings between Family Life Coaches and residents, close monitoring of resident participation in evening education programs, external counseling or training, as well as work or school attendance for adults and children.

Many families come to Wilson after having escaped homelessness or domestic violence, and many have a history of mental illness or substance abuse. Accordingly, the environment of the community is meant to be inviting, secure and supportive. The onsite services, which are mandatory for all residents, require residents to spend 40 hours per week in training and educational programs. In addition to the onsite services and case management, the program encourages residents to find support and assistance from others within the broader Rochester communities. The services and the community support network combine to provide the long-term foundation residents of this transitional community need to ensure success in their lives.

Supportive Housing Summary
At the core of Wilson Commencement Park’s supportive housing program are the 50 units of transitional housing it offers residents. The first goal of the program is to stabilize the home environment for families, many of whom move in from homeless shelters, emergency housing, drug treatment programs and other overcrowded or unstable situations. Once properly housed, residents are better able to face the difficulties of the day and overcome long-term challenges. From this beginning, Wilson’s other services flow according to the needs and abilities of residents. The initial needs and goals assessment is conducted jointly by a Family Life Coach (case manager) and the family, and the end result is the creation of an Individual Program Plan. Although most of the focus of this plan is on what the parent needs during the 2-year residency, objectives can be established for the entire fam-

AWARDS FOR EXCELLENCE IN AFFORDABLE HOUSING
ily, as well. Finally, the Family Life Coach helps families identify which programs and evening courses will help steer them toward their goals.

Providing life skills training is often the first step, because many residents lack an understanding of basic budgeting and money management, of how to shop for groceries and maintain a household, and how to effectively discipline their children. Wilson also offers employment counseling and job training since many of the residents have little or no prior work experience. Education services, meanwhile, are targeted towards both children and adults, and include reading and comprehension improvement and computer training. While the parents focus on improving themselves and striving towards self-sufficiency, children can be enrolled in the onsite child care program, which includes a health program as well. Finally, to ensure the program has a lasting impact, families that have finished their two-year stay get help to find and pay for outside, permanent housing.

Physical Features

The location of Wilson Commencement Park on Joseph Avenue was chosen because of its proximity to transportation and the business district and the fact that such an investment in the neighborhood could help the neighborhood. Prior to this construction, the surrounding area was marked by high poverty rates, urban decay and criminal behavior. Wilson has since become a refuge for both its own residents and those of the neighborhood, providing a beacon of hope to those who are lifting themselves out of poverty.

Behind a security gate and fence, used because many residents come from domestic violence, the 50 townhomes at Wilson face a central village square, a design choice that helps create a sense of community, reinforces the objectives of the program and keeps residents safe. Within the square is a large, grassy area where residents can gather and children can play, while their parents can watch from outside or inside their homes. In addition to the village square, there is a picnic and play area behind the Family Learning Center, which itself houses a common area for residents, classrooms, offices for the life coaches, and an accredited child care center with an on-site medical screening office. This outdoor common area features a newly updated playground, community garden and shaded picnic area. The multitude of meeting and public areas and the park-like setting of the grounds are indicative of Wilson's goals to create a strong, supportive community where residents can benefit from the help and friendship of each other.

The multitude of meeting and public areas and the park-like setting of the grounds help create a strong, supportive community where residents can benefit from the help and friendship of one another.
Resident Involvement

The program emphasizes the need for residents to become part of the Wilson community as well as the greater outside community. One of the core messages taught is that an individual cannot just take from the community, but must also give back to ensure that the community continues to thrive. This message is underscored by the heavy involvement of volunteers who serve as workshop presenters, speakers and mentors, as well as through the generous donations of in-kind goods, including furniture, electronics and automobiles for the residents.

Residents, moreover, are encouraged to take on responsibilities for evening programs and other activities within Wilson as well as the neighboring community. A Residents’ Council was established to allow residents to have input into the programs, rules and policies. It also represents Wilson Commencement Park at community events, and members serve as liaisons between residents and the program administrators.

Community Impact and Neighborhood Relations

Wilson Commencement Park is deeply rooted in the community. Its board of advisors includes business and community leaders; its activities and volunteers help shape the organization’s policies and relationships, both in the neighborhood and the greater Rochester community. The organization relies on the participation of volunteers from agencies, faith-based groups, businesses and schools from across the county. Its Literacy for Life Initiative, which embraces workshops and activities to encourage families to read together, has recently been adopted by the Rochester City School District and received national recognition for its innovative approach. Wilson also helps integrate residents back into the community by partnering with outside service providers who help foster the transition to permanent housing.

Summary

Wilson Commencement Park supports residents through the transition from poverty to financial self-sufficiency, providing them with the skills to raise their marketability and employability. Throughout their two-year journey, residents are forced to shed old habits, behaviors and limitations. The program demands that they raise their expectations for themselves and work to achieve their goals. Along the way, they learn coping strategies and parenting skills to help them better manage new challenges, and they learn to build networks to help them manage stress. At Wilson, residents become part of a broader community in which they can, and want, to make a contribution.