

PACIFIC CURRENTS

Multifamily Housing News

U.S. Department of Housing & Urban Development — San Francisco Multifamily Hub

Hawaii

Northern California

Nevada

Arizona

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SPECIAL EDITION "Best Practices"

In the last issue of *Pacific Currents* we asked our readers for "Best Practices" - those outstanding and creative accomplishments and achievements you and your staff have made to correct problems, improve conditions, and assure your properties are truly inviting home environments for the individuals and families who reside in them. We have received several of these "Best Practices" and will be featuring them in this issue.

It is a pleasure to share articles from the following properties:

- ▶ AIMCO properties in the Bayview Hunters Point neighborhood of San Francisco regarding their Service Coordinator Program.
- ▶ City Towers in Oakland regarding their Head Start program.
- ▶ Monterey Pines in Richmond regarding their Teacher-Next-Door program.
- ▶ Vigil Lights Apartments in Santa Rosa regarding energy conservation measures.
- ▶ Liberty Tower in Santa Clara and Wesley Manor in Campbell regarding their English as a Second Language (ESL) program.
- ▶ Dina Titus Estates in Las Vegas regarding their disaster response efforts.

We would like to make "Best Practices" a regular feature of our newsletter, so if you haven't had a chance to submit your Best Practice for this issue, please be sure to continue to send them in for future issues. Send your articles to: [Christine J. Day@hud.gov](mailto:Christine.J.Day@hud.gov) and be sure the subject line indicates "BEST PRACTICE."

HUD Congratulates

Tom Azumbrado

on his appointment as

**Director
San Francisco
Multifamily Hub
Region IX**

Where To Find Our Previous Pacific Current Issues

The San Francisco HUB publishes Pacific Currents quarterly. While we try to furnish our 4,000+ subscribers with a print copy, sometimes we are only able to post the newsletter on our website due to insufficient printing funds. Look for our latest issue here:

<http://www.hud.gov/local/ca/working/localpo/mfhsgnews.cfm>

Be on the Lookout!

The Program sections of the SuperNOFA will be published in early March. This year we would like to encourage you to consider applying for the Assisted Living Conversion Program (ALCP). While this program does not provide funding for assisted living services, it does provide funding for retrofitting your existing facility to meet assisted living licensing requirements.

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Hub Lines . . .

I never worked a day in my life.
It was all fun.
- Thomas Edison

Every small positive change we make
in ourselves repays us in confidence in
the future.
- Alice Walker

Greetings From Tom Azumbrado Director, San Francisco Multifamily Hub



Hello. It is an honor to assume my new role as the San Francisco Multifamily Hub Director. I am fortunate to have been a part of the many positive actions that Janet Browder initiated during her tenure as our Hub Director since 1998. I intend to continue her legacy of providing ethical and proactive public service to all of our HUD customers.

Our job is to make your efforts to develop, finance, build and maintain HUD multifamily housing in our broad geographic jurisdiction easier. We will continue to help tenants in our properties enjoy the benefits and protections provided by the various programs we administer. We will also continue to seek and promote your continued participation in our programs. My job is to help the over 100 staff members in our Hub more easily accomplish this.

Working to make your dealings with our Hub easier won't always mean giving you the answers that you'd like to hear, but it will mean having defined rules that allow you to prepare for and play the game. Part of our reality is that the rules are voluminous and ever changing. We need to simplify and clarify so that we know what is important and what isn't.

I don't want to get caught up using words such as "partnering" and "stakeholders" since they start to sound like hollow advertising tools, but I do want to create actions and results that both make you feel valued and of which we all can be proud that what we produce together is serving the housing goals of the Nation. It may not always be fun, but it shouldn't be painful working with us.

We can all joke that an empathetic, efficient bureaucracy is an oxymoron, but these are our objectives. We will continually work with you to improve both the quality of our communications and the delivery of our services to you. We will be responsive to your need for timeliness.

As part of my learning, I am asking folks "What are three things you would like to stay the same?" "What are three things you would like to be different?" If you want to email me or discuss your responses to these questions, I would welcome your thoughts. Some positive changes can be done now, others will undoubtedly take more time to create or evolve.

If you are not getting responsive communications from us, please let me know. I will seek to improve our service to you. You are entitled to polite, accurate and timely responses to your requests.

I hope that the future will be even better than the present, and that my phone doesn't ring off the hook.

Tom Azumbrado

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Three Resident Service Coordinators Help Bayview Hunters Point Obtain A Better Future

For years, Bayview Hunters Point has been classified as a troubled community. Its reputation is one that is tarnished by violence and deplorable living conditions. In particular, four subsidized properties have endured numerous hardships. But, these properties demonstrate that a community can change and overcome a tumultuous past. Through HUD's Mark-Up-To-Market program, AIMCO had the resources to establish a HUD-approved Resident Service Coordinator Program at Bayview, Shoreview, LaSalle, and All Hallows Gardens Apartments. These Resident Service Coordinators have helped to inspire change within the community.

Achieving change and improving a community is not an easy process. HUD and the current owners, AIMCO, suffered a series of lawsuits from the tenants. AIMCO also survived a major lawsuit from the City of San Francisco. The situation was a difficult challenge, but neither HUD nor AIMCO abandoned their mission. The four properties have undergone a lot of rehabilitation in order to improve living conditions. The owners also provided one million dollars to the city to help fund the construction of a Boys and Girls Club at the Milton Meyer facility in Hunters Point. AIMCO has continued to maintain the Section 8 and 236 subsidies for its tenants in order to keep the rents as affordable as possible.

Jason, Marquis, and Brenda, the service coordinators at Bayview, Shoreview and All Hallows Garden Apartments, are changing people's lives. Life is not easy, but people should be able to reside in a community that is safe and secure without worrying about getting shot at or hit by a stray bullet. Fortunately, these properties are more secure than they were a decade ago.

In addition to better security, each complex has a community center. If residents need assistance with finding job opportunities, the service coordinators are there to guide them. The coordinators also reach out to programs in the community such as the YMCA and the Boys and Girls Club. During the summer the service coordinators also run a summer camp for the children.

Throughout the year the centers work together to organize and conduct educational excursions for the children. In past years the children have had the opportunity to visit the Tech Museum in San Jose, the San Francisco Zoo, and the State Capital in Sacramento. "These trips are meant to make them [the children] understand that there is so much more out there and they need to get exposed to it," stated Jason McLean who is the service coordinator at Bayview Apartments. Because of the service coordinators' persistence with reaching out to

organizations in the local community and in other areas of San Francisco, the youth also have the opportunity to participate in various athletic programs.

Another vital component of the community centers are the computer labs. In fact three of the centers contain computer labs that are a part of HUD's Neighborhood Networks program. Through funding provided by AIMCO, and other resources, the centers are able to have computer instructors to assist and teach the tenants valuable computer skills. During the year a lot of residents use the computer center, especially the youth. Even though the computer centers are used often, it is difficult for the service coordinators to convince the youth to explore the different centers, because of "turf issues." Marquis mentioned that as a service coordinator you really have to understand the "unwritten street laws...it frustrates you, but you have to understand." The coordinators have continued to combat this issue and they are making progress.

Despite the challenges that the coordinators have faced, they each stated that they enjoy working with the residents, because it is a rewarding experience. Change is a gradual process and the coordinators do not expect to bring about change over night. But, the progress that they have made proves that there is always hope. "This gave me the chance to go a little deeper...it is good to see that my help is achieving something...this is a chance to change someone's life," stated Brenda, the service coordinator at All Hallows.

These coordinators have chosen a career path that is less traveled by a lot of individuals, but in order to bring about change someone has to be there to show the residents that they are not alone in their struggles. It is important for the residents to believe that they can continue to reach for their goals and dreams, whether it is obtaining a job, going to college, graduating from high school or owning a home. Every life that these coordinators change is a small step towards a better and stronger future for the residents and the entire community.



CITY TOWERS – Building a Better Future

KDF Communities' mission has always been focused on delivering better housing, better neighborhoods and a better future for communities and their citizenry. This philosophy is exemplified by its rehabilitation of City Towers, a 231-unit affordable apartment community in Oakland, California, which was renovated to include a new Head Start center to increase school readiness of young children.



When KDF acquired City Towers, it was in dire need of extensive interior and exterior repairs to bring it up to standards required by HUD for Section 8 housing. In addition, it lacked much-needed on-site social services for its residents. KDF turned the property around by investing \$4 million in aggressive renovations, including new roofs, carpet, tile, appliances, landscaping, and upgraded security and parking.

After the tangible improvements were complete, KDF searched for opportunities to improve the quality of life for the 550 residents of City Towers. To serve the large number of families with young children who would greatly benefit from on-site educational services and resources, an after-school center was created to offer assistance with homework and extracurricular activities. This launched an ongoing campaign to uncover ways to help young children reach their full potential.

When KDF learned the Head Start program at the Oakland Army Base needed a new location, they turned the base closure into an opportunity to bring the federally sponsored child development program to City Towers. Head Start had been searching for more than a year for a suitable new space when KDF contacted them and offered to assist with a new site. KDF believed the center would be a valuable resource for City Towers and the surrounding community.

In the end, KDF donated 5,000 square feet of space at City Towers as well as \$750,000 in

construction costs to build a rich educational environment with multiple classrooms, an outdoor playground and staff offices. KDF worked with Head Start on the design plans to ensure the new facility would meet the needs of the children and their families. Since the City Towers Head Start center opened in early 2006, more than 60 children have enrolled in the program, including many displaced students from the former Oakland Army Base program, as well as children living at the apartment community.

Head Start provides children ages 3 to 5 in low-income families with a full-time program that includes reading, writing, socializing and art experiences to help prepare them for school. The program operates at City Towers Monday through Friday, from 7 a.m. to 6 p.m. with seven teachers, a program director and family advocate. As KDF became more familiar with needs of City Tower's residents, the Neighborhood Network Center was created. It offers computers with Internet access and desks to help with developing resumes and conducting job searches. In addition, KDF's non-profit partner, Project Access, has staff on-site to provide residents access to health, education and social services programs.

For KDF, implementing positive changes at City Towers is integral to the commitment to give residents a better chance at improving their lives. Tailoring services to individual property needs is a vital component of that effort. Additionally, KDF has worked on such critical community issues as preschool education, after-school resources and career assistance to make a real difference in the lives of its residents. KDF is proud to have built a sense of community and will continue to do what is needed to make City Towers a better place.

City Towers Head Start is located at 725 Market Street and 1057 7th Street in West Oakland. To learn more, please contact Michelle Morgan with KDF Communities at 949.622.1888 ext. 220.



One Community That Is Providing Residents With A Better Access To Their Future

Anxious and determined to relieve their boredom and enjoy the remaining days of summer, a group of children smiled and cheered while Sophie and Leslie, the resident service coordinators, opened the doors to the Project Access center. City Tower's Project Access center is one of the focal points for this rehabilitated property, which was once called Apollo Housing. This community, which is located in West Oakland, is another area that HUD has helped to pave the way for a better future.

Yet, a few years ago, this community was merely an idea, a vision. The residents, HUD, and KDF Communities faced some challenging obstacles. The apartment complex was in poor physical condition, poorly managed, and in dire need of extensive repairs. In 2003 the previous owner, with HUD's approval, sold the property to KDF Communities which assumed ownership and changed the property's name to City Towers. HUD renewed the Section 8 contract under the Mark-Up-To-Market program so that the 231-unit property could maintain affordable housing. Now, as a result of this partnership, City Towers serves as home for over 550 residents, and two community centers including the Head Start Program (a childcare program) and the Project Access center (The Center). During the week, The Center is a haven for growth and development, especially for the children. The Center is a very essential component because, the children need a place where they can receive attention, encouragement and learn something new. Sophie Trascher, who is the Northern California Regional Director for Project Access, knows that The Center is a vital tool and is determined to make sure that all of the residents use this valuable resource. She also understands the importance of communication. Both Sophie and Leslie take the time to walk around the apartment complex and talk to the residents to make sure that their needs are being addressed.

But obtaining the cooperation of the residents requires persistence. Fortunately, both Sophie and



Leslie are passionate about their profession and they are constantly striving to improve the center and make a difference. At The Center residents can receive help with creating a resume, during the school year students can receive tutoring as part of the after school program, and Sophie also teaches a computer skills course. Also, Leslie coordinates a lot of activities for the children. She



has conducted science projects and organizes games for the children to play outside in the property's playgrounds. At the end of the day the children can receive a snack at The Center.

Sophie encourages the residents to volunteer. Some of the parents even visit The Center to participate in some of the activities with their children. She is also asking parents to provide her with a copy of their child's report card so that their child can receive tutoring in subject areas that need improvement.

Despite the challenges that these two women face, they are determined to impact the lives of these residents. Sophie stated that she chose to reside in Oakland, and not her native Alameda, to let the residents know that she is no different from them. "I want them...to feel they know me....and I am doing what I can for them."

Overall, the community is thankful for the Project Access center and HUD's assistance.

"HUD's involvement has made it a bridge for Project Access, because I believe that HUD had the vision first. HUD has opened the door for me to do what I do...and there's nothing I can say except that I appreciate HUD for having that vision."

~ Sophie Trascher, Northern California Regional Director, Project Access

City Towers is definitely another success story and programs such as Project Access will continue to ensure that City Towers rises to new heights and serves as an inspiration for other communities.

The Teacher Next Door Program: Uplifting Communities



Imagine living in a community infested with violence and drugs. Could you see yourself trying to explain to your children that they had to sleep on the floor that night in order to dodge the bullets from gunshots being fired outside of your windows? It may seem hard to fathom, but at John F. Kennedy Manor the residents dealt with these circumstances on a regular basis. About three years ago, Monterey Pines was rampant with drug addicts and gangs, and was not a nurturing environment for children and families. Fortunately the community adopted a new name, a new façade, and the Teacher Next Door Program.

Jeri, an employee of HUD, resided in JFK Manor for eight years before she moved out and watched the community take a turn for the worst. "I lived there from 1985 until 1993. It could be frustrating [living there], and then they had drug dealers operating in there...there were gangs and they openly disciplined themselves with shootings... there was a lot of that [shootings]." The management was so poor that often the garbage would overflow, because the garbage collectors had not been paid. Fortunately, HUD terminated the Section 8 contracts and issued Section 8 vouchers to most



of the residents. In 1998 HUD began foreclosure proceedings against the owner of JFK Manor. In 1999 HUD, after careful consideration, approved the sale of the property to AF Evans. The partnership between HUD and AF Evans helped to impact and shape the community for a better future.

It is evident that Monterey Pines is a completely different community. The 324- unit apartment complex has a swimming pool and a community center that contains a computer lab. There is no overflowing trash - it is clean. The colors of the apartments are so vibrant, which makes the environment warm and welcoming. At the site I was fortunate to meet Alvin Reed, the Resident Service Coordinator and young teacher who constantly encourages his residents to fight against violence and drugs, in order to protect and uplift the community. Alvin Reed is a participant in HUD's Teacher Next Door Program.



It [HUD and the Teacher Next Door Program] was very, very helpful after leasing Monterey Pines... having the Teacher Program helped a lot with marketing [the apartment complex] and the lease up.

-Bill McClure, Senior Vice President, AF Evans

When Monterey Pines was established, AF Evans, a Real Estate Company based out of San Ramon, wanted to bring more teachers into the community and realized that the cost of living in California was a pivotal factor in California's teacher shortage. In order to attract more talented teachers to live in Richmond, AF Evans decreased the cost of rent for teachers in exchange for community service that involved tutoring and engaging the children in positive activities. The purpose of the Teacher Next Door program was to recruit teachers who would not only teach, but also desired to make a difference - individuals like Alvin Reed.

Mr. Reed is a positive role model for both the children and the community. As a dedicated Resident Service Coordinator he keeps the community center going; and although it is a lot of work trying to maintain the center and improve the community, he believes that as long as he can make a difference that is all that truly matters.

When asked what he felt about the Teacher Next Door Program and HUD, he stated: *The TND program...shows a union...they show that regardless of where the teachers come from... they come knowing all the problems that Monterey Pines has had in the past...knowing that they can make a difference. In terms of HUD, just the information that we can share with the residents to better enrich their lives [is important]... So, we are trying to get as much information out there as possible.*

Alvin Reed and the other teachers make sure that information about various opportunities circulates throughout the community. During the summer the center runs various activities for the children. The center also runs a lunch program so that the children can receive a free lunch. Also, Alvin posts flyers and informs the residents about different events. Because of his diligence and the dedication of his teachers, last summer Mr. Reed, some of the teachers and one hundred children had the opportunity to go camping in Yosemite for three days. "That's what I like about [Monterey Pines]... it gives them [the children] the opportunity to go different places and do different things," said Ms. Williams, who is also a participant in the Teacher Next Door Program.

When the teachers were asked whether or not they enjoyed living in Monterey Pines, they all said yes. "I really enjoy living here, I don't plan on moving anytime soon," said Melissa Alvarez, an eighth grade physical science teacher. Although the teachers are faced with numerous challenges, they are passionate and determined to affect change within the community especially within the lives of the children.

The partnership between HUD, AF Evans and the Teacher Next Door Program has proven to be a successful collaboration. The Teacher Next Door Program continues to recruit positive and dedicated teachers and it will continue to affect change in the lives of others and uplift this community.

Disaster Preparedness – Are You Ready?

On a sunny Saturday in July 2006 Debbie Moline, Property Manager of Dina Titus Estates in Las Vegas, Nevada, heard a fire alarm sounding at 7:00AM. At first she thought someone was cooking breakfast and had engaged their smoke detector. When she opened her apartment door, there was black smoke billowing from the unit next door to her. Her quick actions and well-prepared plan helped her to get the other 23 units to evacuate safely. Once outside she provided cold drinks and had the residents sit in the shade on the covered patio. As the temperatures went up, she knew the residents needed to be in a cooler (air-conditioned) place.

Debbie called Paratransit to come and pickup the residents for transport over to another complex. She called the site staff and asked them to be on the lookout for the buses and to settle the residents in the upstairs Community Room. Through-out the day Debbie saw how her well thought out plan was working. She had the telephone numbers ready for all the resident contacts, maintenance staff and contractors, i.e. extractors, building inspectors, disaster clean-up also the insurance adjuster. The residents were provided lunch and finally transport back to their building around 3:00 PM.

Debbie Moline, SW Regional Property Manager from Accessible Space, Inc., has been proactive in the face of any possible disaster. Ms. Moline is responsible for 22 properties in five States for Accessible Space, Inc. Debbie has shared with her residents information provided by the American Red Cross that addresses Preparing for Disasters for People with Disabilities and Special Needs and Accessible Space, Inc.'s Resident Handbook concerning violent weather.

Prior to this disaster Debbie had gathered information about community hazards and emergency plans and had contact telephone numbers for the resident contacts. She also kept the residents in communication of the incident and stuck to her plan of escape and knew a safe place to keep the residents. The support network Debbie has formed with community organizations and following established procedures was her best protection.

New Official Website

The new official website address for the United States Federal Government is now <http://www.usa.gov> and <http://www.gobiernousa.gov>

USA.gov replaces the former Firstgov.gov website.

Oops, We Goofed!

8th Annual Western HUD Lenders Meeting

In the last issue we provided incorrect dates for the 8th Annual Western HUD Lenders Meeting. The correct dates are April 23-25. The meeting will be held at the Golden Nugget Hotel, Las Vegas, Nevada.

Best Practices for Effecting the Rehabilitation of Affordable Housing

In November 2006, HUD's Office of Policy Development and Research published *Best Practices for Effecting the Rehabilitation of Affordable Housing*, which synthesizes information from community development entities and public agencies to provide a road map for addressing the nation's growing rehabilitation needs.

The Importance of Rehabilitation

The study, available at www.huduser.org, finds that housing rehabilitation plays a critical role in the long-term viability of a wide range of affordable housing developments. Our nation's affordable housing stock is aging, particularly in central cities, where the median housing unit is more than 40 years old. Today, at least \$100 billion in housing rehabilitation is carried out each year – approaching or even exceeding investment in new housing construction.

Despite the growing importance of housing rehabilitation activities, challenges remain. Though several major HUD programs include a housing rehabilitation component, most rehabilitation activities are financed with no public financing. Many private financing sources use cumbersome application processes that limit available resources for rehab projects, and cities and counties place too many permit restrictions on rehab projects. Committed housing developers and forward-thinking public officials, however, are confronting these challenges.

Best Practices

The report finds that successful rehabilitation efforts use innovative approaches to site acquisition, financing, construction and occupancy.

Financing: In the area of financing, successful rehabilitation projects are drawing on HUD programs, such as Urban Development Action Grants and HOME, and layering in financing through tax credits and local public and private sources. Across the nation, organizations leverage public and private dollars to finance rehabilitation projects:

- In Miami, Florida, Little Haiti Housing Association has engaged in substantial rehabilitation projects by securing traditional construction loans with the prime rate plus additional basis points, and layered this financing with monies from the Community Reinvestment Group, a group of lenders in Miami-Dade County who extend 95% financing to nonprofit organizations for acquisition-rehab at below market interest rates.

- The City of Seattle enables organizations to sell development rights (known as transfer of development rights, or TDR) to finance rehabilitation projects.
- The City of Providence, RI manages a capital pool that is used for rehab loans to homeowners and to acquire abandoned property for development and resale.

Environmental: Rehabilitation projects often encounter environmental challenges such as upgrading to energy efficiency and mitigating dangers from outdated building materials such as lead based paint and asbestos. The City of St. Paul, Minnesota created a Lead Hazard Reduction program uniting environmental health officials with housing inspectors and rehabilitation developers to offer guidance, perform risk assessments and provide grants to address lead paint hazards in rehabilitation projects. In Illinois, nonprofit housing developers receive grants from the state's Energy Efficient Affordable Housing program to cover costs of upgrading older housing with high efficiency heating and insulation equipment. Innovative new building materials are available to rehabilitation developers. The websites www.pathnet.org and www.buildinggreen.com offer resources on these issues.

Construction and site acquisition: Developers initiating rehabilitation projects often face regulatory barriers for these projects or unforeseen construction challenges that emerge once a project has begun. States and local jurisdictions around the country are adopting "Smart Codes" that encourage alteration and reuse of existing buildings and may lift impediments and lessen expense for rehab projects. In many instances, smaller contractors lead rehab projects and may need support and technical assistance. The Little Haiti Housing Association, in Miami, FL, is not large enough to employ a subcontractor for its rehabilitation projects. The association instead hires its own in-house work crew, which offers consistent work and a built-in quality control mechanism.

Rehabilitation projects often include complex financing schemes, environmental hurdles, and regulatory barriers. The developments and public programs described in Best Practices for Effecting the Rehabilitation of Affordable Housing offer new thinking that will be critical for the affordable housing community as we work together to improve our aging housing stock and to provide new affordable housing opportunities in our central cities.

Vigil Light Apartments

Energy Conservation – Positive Results after Conversion to Tankless Water Heaters

Submitted by Sister Sharon Fritsch

In FY 2004 the gas bill at Vigil Light Apartments in Santa Rosa totaled \$6125 and in FY 2005 \$7296. At the end of the first 4 months of FY 2006, even with a consistent use of fewer therms per month, it was already \$3267 in comparison to \$2494 in FY 2005. The 100-gallon water heaters in twelve of the fourteen buildings were 22 years old, two having been replaced since 2001. They were clearly showing their age and were not energy efficient.

A decision was made to replace the remaining 12 tanks. In so doing, tankless water heaters were studied and the Takagi TK-2 was chosen for the 3-unit buildings and the Takagi TM-1 for the 4-unit buildings and the Community Building.

At the end of February 2006 the first water heater was installed. Four more were installed in March, three in apartment buildings and one in the Community building where the laundry room is located. A month was allowed to lapse to study the gas savings. In April the therms in the five buildings with the new tankless heaters dropped from 9.8 therms/day to 4.7 therms/day. In the seven other buildings the change was negligible -- from 8.9 therms/day to 8.6 therms/day. During May, June, and July the last seven heaters were installed. By September 2006, the last month of the fiscal year, the therms/day in the 14 buildings had dropped from 14.4 in 2005 to 8.9 in 2006. There has been a 38% average monthly decrease in the use of gas since the heaters were installed – and the residents are pleased with their hot water delivery. For further information, contact the Manager at sharonfritsch@sbcglobal.net.

SAVE Program

Properties that need access to the INS SAVE Program (for the "Systematic Alien Verification for Entitlements") should send an email to denise_l_taylor@hud.gov with the following information:

- the name of the property
- the contract number
- the city and state of the property
the full name, phone number, fax number, and email address of a contact person
- the mailing address (which cannot be a P.O. Box)

ESL Class has Positive Results!

The English as a Second Language (ESL) program at the Santa Clara Methodist Retirement Foundation was first initiated in 2002, when the interim Director of Resident Services, who held a Master of Arts degree in Teaching English to Speakers of Other Languages (TESOL), thought the non-English speaking senior residents would benefit from on-site English language instruction. She approached the Executive Officer with the idea of initiating a complimentary ESL program at the two housing facilities owned and operated by the Foundation -- Liberty Tower in Santa Clara and Wesley Manor in Campbell. This class was a huge success and opened up avenues of communication between residents from different cultures that may not have interacted before.

Assisting in the class, Tessa Hunter, Liberty Tower Receptionist, had the opportunity to witness first-hand the profound effect that this English class had on the residents who participated. She observed that they were becoming more outgoing with fellow residents and staff alike. It inspired her to go back to school and earn an MA in TESOL, and after completing her degree, she taught briefly in Taiwan. Upon her return to full-time work, another complimentary pilot ESL program at Liberty Tower was initiated.

The six-week introductory class curriculum currently focuses on practical language skills that the residents can use in their everyday lives. From reading menus to learning emergency evacuation procedures, the students are exposed to a variety of topics designed to enhance their sense of community and make them feel more comfortable in the place they now call home. The residents who participate in the program enjoy the convenience of on-site language instruction and have the chance not only to interact with fellow students but also gain confidence in talking to other residents and staff members. While the class meets a practical need within the community, it is the intangible benefits that Ms. Hunter finds especially rewarding. Liberty Tower is home to a diverse population, rich in cultural history and life experience, and through language instruction, Ms. Hunter is able to tap into the vivid tapestry of experience that her students have to share.

It is inspiring to see students gather early so that they can chat before class begins, and it is uplifting to hear their laughter and friendly conversation as they leave the class. This connection between people is at the heart of what makes a community, what develops a sense of belonging, and Ms. Hunter considers herself fortunate to be a part of it.

Mercy Oaks, Redding, CA

Project/Location:

2355 McAuley Way
Redding, CA 96049

Description:

62 -1BR/1BA, 1 - 2BR/1BA
Manager's Unit

Project Size:

149,399 sq. ft.

Unit Size:

1BR range from 537 sq. ft. to
579 sq. ft., 2BR - 835 sq. ft.

Status:

Construction Completed,
July 2006

Sponsor:

Mercy Housing California,
West Sacramento, CA

Architect:

Nichols, Melburg, Rosetto

Contractor:

Gifford Construction, Inc.

Funding Source:

HUD Section 202, Capital
Advance \$7,126,000

City of Redding Redevelop-
ment Agency \$260,850

AHP Redding Bank of
Commerce \$248,000

Catholic Healthcare West
\$50,000



M

ercy Oaks Village is a newly constructed development located in the City of Redding, California. All units provide affordable supportive housing for the senior citizens in the community. The property consists of a single two and three story structure with an elevator. The ground floor includes residential apartments as well as a number of community spaces to serve the needs of the residents. Some of the services that are offered to the residents include the following: referral services, community celebrations, holiday festivities, tax services and resident leadership programs.

This development is located at the Mercy Oaks Campus and is adjacent to two Catholic Healthcare West sponsored senior service agencies. These agencies serve the County's elderly population with meals, transportation, healthcare, and other social services unavailable anywhere else in the Redding area.



EQUAL HOUSING
OPPORTUNITY

Kivel Manor, Phoenix, AZ



Project/Location:

3040 North 36th Street
Phoenix, AZ 85018

Description:

24 - studios, 6 - 1BR/1BA

Unit Size:

Studio - 281 sq. ft.
1BR - 436 sq. ft.

Status:

ALCP conversion completion,
April 2006

Sponsor:

Kivel Manor, Phoenix, AZ

Architect:

Lizard Rock Design, LLC

Contractor:

Summit Builders Construction
Company

Funding Source:

HUD Assisted Living
Conversion Program Grant
\$3,686,867

Seniors at Kivel Manor are now able to receive assisted living services and keep their Section 8 subsidy as they age in place. The owners of Kivel Manor converted 30 Section 8 apartments to assisted living units with Arizona's first Assisted Living Conversion Program Grant. The apartments were upgraded with accessibility features including an upgraded nurse call system, roll-in showers, accessible kitchenettes and lever hardware on doors, enabling elderly residents who need the next step in elder care to live comfortably and safely. The project also included a newly refurbished dining facility, continuous hand railing in corridors and upgraded lighting in the assisted living wing.

A service coordinator, assisted living manager and caregivers serve residents round the clock. Residents receive 3 meals per day, one snack, personal care services, housekeeping assistance, laundry services, medication management, a full activity program, and assistance obtaining any other needed services. For these low-income residents, the state Medicaid/ALTCS program pays for the provided services. Arizona is one of only a handful of states in the nation that has state funding to pay for services making the transition from independent to assisted living possible.



EQUAL HOUSING
OPPORTUNITY

Limited English Proficiency – Multifamily Housing

HUD's Guidelines on Limited English Proficiency (LEP) were published in the Federal Register on January 22, 2007, and become effective on February 21, 2007. The LEP Guidelines are based upon Title VI of the Civil Rights Act of 1964. HUD's implementing regulations for Title VI forbid recipients from "utiliz[ing] criteria or methods of administration which have the effect of subjecting individuals to discrimination because of their race, color, or national origin" (24 CFR 1.4). Executive Order 13166 required federal agencies that administer assistance, including HUD, to publish guidance on how their recipients can provide meaningful access to LEP persons and thus comply with Title VI. EO 13166 recognizes that when a recipient agency administering federal funds does not provide language translation or interpreter services to its clients and potential clients who are limited in English proficiency, it may, even if inadvertently, be acting to limit effective participation in its programs by those racial and ethnic groups which are likelier than the general population to lack proficiency in English.

So, what do the new Guidelines encourage federally-subsidized housing providers to do? The fundamental goal of the Guidelines is to provide a framework for identifying whether there are limited English proficient persons within the recipient housing provider's service area, and to devise a plan for providing oral interpretation and written translation services in the recipient's outreach and day-to-day service activities.

At the core of this framework is a "four factor analysis" which a recipient may use to determine the extent of language services that it will provide:

Factor 1: Number or proportion of LEP persons served or encountered in the eligible service area:

The greater the number or proportion of program-eligible LEP persons in the service area, the more likely it is that language services are needed by the recipient housing provider. To determine need, most recipients will simultaneously consider the language services needed by its current program participants and applicants, and also consider outreach to potential clients through evaluation of the language needs of the program-eligible population in the housing marketing area (generally, the county). Information about the needs of the general population can be obtained from various sources, but an easily-accessible one is found on the U.S. Census Bureau's American Factfinder website under American Community Survey table B16001. This table lists the number of persons in a

geographic area who speak English less than well, also referencing their primary language of fluency.

Factor 2: Frequency of contact with the program:

The more frequent the contact with a particular language group, the more likely the need for enhanced language services in that language. If an LEP individual accesses a program or service on a daily basis, a recipient has greater duties than if the same individual's program or activity contact is unpredictable or infrequent. However, even recipients that serve LEP individuals on an infrequent or unpredictable basis should devise a plan as to how it will be able to respond when a LEP individual seeks services. Recipients should also consider whether appropriate outreach to LEP persons could increase frequency of contact or participation.

Factor 3: Importance of service, information, program or activity:

The more important the activity, information, service or program, or the greater the possible consequences of the contact to LEP persons, the more likely the need for language services. A good measure of the importance of a program is whether a HUD regulation makes the contact compulsory. For example, annual recertification of income and eligibility is a compulsory requirement of most housing assistance programs funded by HUD, and therefore the need for oral interpretation and written translation services during the recertification process is much greater than the need for translation of a guest speaker's remarks at a holiday pot-luck for residents.

Factor 4: Costs versus resources and benefits:

Smaller recipients with more limited budgets are not expected to provide the same level of language service as larger recipients with larger budgets. Also, reasonable steps to provide language access may cease to be reasonable when costs substantially exceed the benefits. The Guidelines provide ideas on how a recipient may maximize services and minimize costs, such as centralizing or sharing interpreter and translator services to achieve economies of scale. The Guidelines also provide an in-depth analysis of how a recipient will balance a mix of LEP services, determining what is both reasonable and necessary based upon this four-factor analysis. However, the *Guidelines note that no matter how few LEP persons the recipient is serving, oral interpretation services should be made available in some form.* And, while an LEP person may elect to use members of his or her own

family or friends to provide oral interpretation, the Guidelines include important cautions, especially regarding use of children, and the importance of preserving confidentiality, and achieving timely and competent interpretations and translations.

As part of the four-factor analysis, the Guidelines also provide a framework for determining into what languages written documents should be translated. This may be used to establish a “safe harbor” of presumptive compliance by HUD, and is based upon the number and percentages of the market area-eligible population or current beneficiaries and applicants who speak a specific language.

This analysis includes determining if, within a Housing Marketing Area (HMA), there are more than 1,000 people in any individual language group who speak English less than well, or if any such group represents more than five percent of the eligible population (if at least 50 people). If such groups exist within the HMA, written translation of certain documents, especially those that would be considered vital to participation, should be undertaken. The Guidance recognizes that translation of materials into all relevant languages may be a multiple-year project.

Once a recipient has conducted the four-factor analysis, what is the next step? The Guidelines encourage, but do not require, that the four-factor analysis be reduced to a written document to memorialize the recipient’s analysis of need. Following from that, the next step would be for a recipient to develop a Language Access Plan (LAP), which may also be reduced to writing. The LAP identifies the recipient’s immediate and longer-term plans for providing language services, which might include:

- (a) identifying LEP individuals who need language assistance;
- (b) measures by which a recipient’s staff will provide language services;
- (c) how a recipient will train its staff to implement the LAP;
- (d) providing public notice of the language services recipient provides; and
- (e) self-assessment and monitoring by the recipient of its LAP.

Notwithstanding the provisions of these new LEP Guidelines, HUD regulations for its funded programs already contain the long-standing requirement to affirmatively further fair housing choice. For example, in subsidized multifamily housing programs, there is the existing requirement to develop an Affirmative Fair Housing Marketing Plan, the goal of which is to identify the

racial and ethnic groups which would be “least likely to apply” without targeted outreach and marketing, and to devise an effective strategy to reach these groups (24 CFR 200.600, et seq.). Where there are LEP populations within the HMA of a subsidized complex, the AFHMP regulations and corresponding HUD Form 935.1 may require outreach to certain racial and ethnic groups with limited English proficiency, to promote their interest in making applications to these affordable housing opportunities. Especially in those situations where HUD finds an under-representation of certain racial or ethnic minorities who are likely to be limited English proficient, the absence of affirmative marketing materials translated into certain languages may form the basis of a finding of non-compliance under Title VI. Similarly, HUD’s annual SuperNOFA describing funding availability for new housing developments also require self-certification of Title VI compliance, and description of the applicant’s efforts to attract minority populations, including those which are limited English proficient, and is taken account in the competitive scoring process of those applications.

Finally, Appendix B of the Guidelines is comprised of an extensive Question and Answer forum, and was based upon the issues most frequently raised during the extended period of public commentary that HUD provided prior to its publication of these Guidelines.

This summary is intended only as an introduction to the LEP Guidelines, and must not be interpreted as a comprehensive or thorough review of its provisions nor as a substitute for reading the actual Guidelines. The Guidelines may be downloaded through HUD’s public website: <http://www.hud.gov/offices/fheo/promotingfh/lep.cfm>. In the months ahead, this Regional Office will endeavor to provide specialized training on the LEP Guidelines, in efforts to help recipients fully appreciate and respond to the goals of the Guidelines, and to promote compliance with Title VI of the Civil Rights Act of 1964. For more information about the LEP Guidelines, you may also contact our regional Office of Fair Housing and Equal Opportunity, at 1-800-347-3739.

Sacramento Office Is Moving!

Effective March 21, 2007, the new address for the Sacramento Field Office will be:

650 Capitol Mall, 4th Floor
Sacramento, CA 95814



Announcement of Funding Awards

In the Federal Register December 4 and December 19, announcements were made for the following programs:

Section 811 – Assessible Space, Inc., Mesa, AZ
No. Valley Catholic Social Services, Redding, CA
Satellite Housing, Inc., San Francisco, CA
Assessible Space, Inc., Henderson, NV

Section 202 - Catholic Community Services of Southern Arizona, Tucson, AZ
Chicanos Por La Causa, Inc., Tucson, AZ
ESKATON Properties, Inc., Clearlake Oaks, CA
Eden Housing, Inc., Hayward, CA
Petaluma Ecumenical Properties, Petaluma, CA
ESKATON Properties, Inc., Roseville, CA
BRIDGE Housing corporation, San Francisco, CA
Volunteers of America, National Services, Reno, NV

Assisted Living Conversion Program - Christian Care Manor II, Phoenix, AZ

Service Coordinator Program – Community Church Retirement Center #2, Mill Valley, CA



San Francisco Multifamily INDUSTRY MEETING

Is scheduled to be held at 10:am to noon on April 19, 2007
at the U.S. Department of Housing,
3rd Floor conference room,
600 Harrison Street, San Francisco, CA

To add to the Agenda please contact
Augusto Ruiz, Project Supervisory Manager
415.489.6639
or email at Augusto_D_Ruiz@hud.gov



Section 8 Contract Renewal Guide

On December 20, 2006, HUD issued new instructions for the renewal of Section 8 contracts under Option 4, Renewal of Project Exempted from OMHAR. Prior to these instructions being issued, renewed rents were the "lesser of" budget or OCAF at initial renewal. With issuance of these new instructions, the "lesser of" test applies at both initial **and** subsequent renewals. The new instructions become effective for all renewal packages submitted on or after April 19, 2007, unless the owner submits their renewal package earlier than 120 days prior to contract expiration to avoid the "lesser of" test.

Given this new requirement, it is especially important for owners to submit well-documented budget-based rent increase requests. If an owner's budget supports rent levels less than current rents, rents will be reduced to the level supported by the budget submitted.

Section 8 Funding

On February 14, Congress passed a Continuing Resolution for HUD for the remainder of the 2007 fiscal year. As a result, Section 8 funding will be even more limited than in past years. It will be extremely important for owner/agents to submit their complete requests for rent adjustments and contract renewals in a timely manner, at least 120 days prior to the anniversary date of the contract.

In addition, retroactive rent increases will not be allowed in situations where the owner has not submitted a complete rent increase prior to the 120-day submission date. The only allowable retroactive rent increases will be in situations where HUD was the cause of the delay. If the submission package has been received late by the PBCA, and the PBCA has insufficient time to process the rent adjustment/contract renewal prior to the effective date, the rents will be effective at least 30 days from the date processing is complete.

Grants.gov – Early Registration Notice

For those interested in submitting applications in response to this year's SuperNOFA, early registration requirements to the Grants.gov system were published in the Federal Register on October 31, 2006. You can access the notice from www.hudclips.org, or from <http://www.hud.gov/grants/index.cfm>.

HUD urges early registration or update of an existing registration.

Leveraging Energy Efficiency Resources for Multifamily Housing

For affordable housing to remain affordable it must be energy efficient.

The California Energy Commission reports that nearly three-quarters of the existing multifamily housing stock in California was built prior to 1980, before the advent of many of today’s building performance requirements. These buildings consume substantially more energy per square foot for heating, cooling, and hot water, making the occupants in these buildings more vulnerable to rising utility rates.

Making existing multifamily housing energy efficient may be one of our best near-term opportunities for lowering reoccurring household expenses and marginally improving affordability for low-income families.

Building and energy professionals have demonstrated that proven, cost-effective energy strategies can lower household energy consumption and energy costs by 20 to 30 percent or more in our older housing stock.

Many energy upgrades such as HVAC tune-ups, lighting replacement, and weather sealing can be implemented as part of scheduled building maintenance with nominal additional costs. Other, more comprehensive energy retrofits involving equipment replacement and system upgrades can be easily implemented as part of project rehabilitation or refinancing and, based on the experience of the Heschong Mahone Group’s *Design for Comfort* program, accomplished for under \$700 per unit.

Housing sponsors, asset management companies, or property managers can be assisted in making minor or major energy improvements by publicly sponsored energy programs funded from Public Goods Changes collected by utility companies.

Energy efficiency programs can provide valuable energy auditing services, financial incentives, and no-cost direct installation of energy efficiency measures, but are often overlooked by housing sponsors not familiar energy programs.

This article takes a look at successful approaches used by affordable housing sponsors and managers to leveraged energy efficiency programs to reduce energy consumption.



Squire Management Company
Leveraging energy resources to improve the bottom line

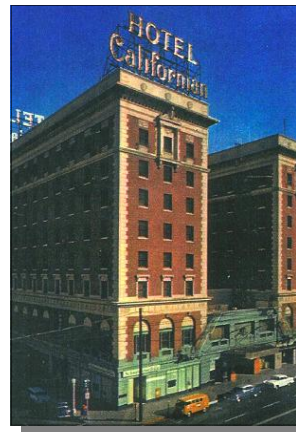
In 2006 the Squire Management Company completed a series of comprehensive improvements at three HUD assisted properties. The objectives of the energy retrofits were to lower project operating costs for electricity, natural gas and water and addressed capital improvement needs, such as boiler replacement, that were not funded during project acquisition and rehabilitation. These efforts leveraged almost \$350,000 from various energy efficiency programs in California. A summary of the projects and energy resources leveraged by Squire management is shown in the following table.

Table 1 – Energy Efficiency Initiatives – Squire Management Company

Project	Number of Units	Measures	Resources
- <i>The Californian, Fresno</i>	217	- High efficiency boiler - Water booster pump - HVAC Tune Up	Design for Comfort - \$151,200 PGE - TBD
- <i>Afton Apartments, Hollywood</i>	71	- High efficiency boiler - Water Recycle pump - HVAC- SEER 14 - Roof Insulation	Design for Comfort - \$49,700
- <i>Green Fair Tower, Sacramento</i>	191	- High efficiency boiler - Dining Room HVAC - Chiller compressor/ Pre-cooler	Design for Comfort - \$133,700

The Californian of Fresno, California

Of the Squire Management properties completing energy retrofits, the Californian (a 217 unit HUD-assisted affordable housing project in Fresno, California) involved the most extensive range of energy and funding issues.



The energy retrofit was initiated in response to concerns about the boiler system and high-energy bills.

The first step in the process involved scheduling site visits and energy assessments to determine the property’s energy efficiency needs and potential.

Initial energy assessments were supported by third-party energy programs approved by the California Public Utilities Commission under the *Energy Action*, a partnership involving LISC, ICF Consulting, and Grid Alternatives, and *Design for Comfort*, a program administered by the Heschong Mahone Group (HMG).

The energy assessments determined that the boiler system was near failure and evaluated the energy consumption and performance of the existing building to identify opportunities for lowering energy consumption.

The audit report provided to the property manager recommended specifications for a high efficiency replacement boiler suitable to the building's operating environment as well as a series of cost effective energy efficiency measures. The recommended energy measures included: *High Efficiency DHW Boiler System Replacement, Reduce Air Infiltration, Attic insulation, High Efficiency HVAC System Tune-Up, Thermostat/Boiler Controls, Insulate Water Pipes, and Energy Star Windows*. The energy audit determined that energy consumption could be reduced by 36% if all of the recommended measures were implemented.

For budgeting reasons the energy retrofit was split into phases. During the first phase the energy measures associated with the needed boiler replace were implemented. These improvements reduced overall property energy consumption by 24.4% and total property energy costs by 13%.

Table 2: The Californian – Measures Covered By *Design for Comfort*

	Energy Savings (kBtu/yr)	Savings	Payback Period	Cost
DHW Boiler System Replacement	1,595,918	\$ 14,922	7.87	\$ 117,477
Controls on Water Booster Pumps	314,296	\$ 12,528	1.38	\$ 17,339
HVAC System Tune-up	52,437	\$ 2,090	8.89	\$ 18,572
Total Designed For Comfort	1,962,651	\$ 29,539	5.19	\$ 153,387

The payback period for these measures was 5.2 years due to the high costs and longer payback period for the boiler replacement. The costs for the work in the first phase were covered by the Design for Comfort program, which provided \$151,200 in funding.

Additional improvements were completed under Pacific Gas and Electric's Energy Partners Program (implemented by Richard Heath and Associates in association with the City of Fresno and Pacific Gas & Electric). Energy efficiency measures included:

- ▶ *Attic Insulation (R-30)*
- ▶ *Reduce Air Infiltration (weatherization, interior door sweeps, etc.)*
- ▶ *Energy Star lighting fixtures*
- ▶ *LED Exit lighting*
- ▶ *Energy education*

The Californian also intends to routinely specify Energy Star refrigerators, clothes washers, and compact fluorescent lamps and fixtures whenever these appliances are replaced in the future.

Efficient ENERGY STAR Purchasing

Leveraging ENERGY STAR Rebates to lower first costs

A common approach used by multifamily managers to assist households reduce energy use and bills is replacing old appliances and lighting with ENERGY STAR products. This strategy is particularly effective for lighting and appliances like refrigerators where energy consumption is influenced more by the relative efficiency of the product than the behavior of the resident.

A barrier to implementing ENERGY STAR strategies is the higher first cost generally associated with ENERGY STAR products. To overcome this barrier, many utility companies offer rebates to rate payers to offset the higher initial first cost.

With a little effort affordable multifamily properties can access these rebates on ENERGY STAR appliance and equipment.

In 2006, the Embassy Apartments, a 74 unit FHA-insured multifamily property in Las Vegas, undertook a pilot bulk purchasing/ energy efficiency pilot project to acquire ENERGY STAR refrigerators.

Under the initiative, the property manager worked with Nevada Power, the regional utility company, to access rebates provided on the purchase of qualified ENERGY STAR products. In addition, because the property served predominantly low income households, Nevada Power matched the ENERGY STAR appliance rebate provided by suppliers. And, to lower the product purchase price, the property manager worked with manufacturers participating in the Department of Energy's Bulk Purchasing program to obtain discounted product quotes on qualified ENERGY STAR equipment.

The initiative resulted in the purchase of 72 Energy Star refrigerators. Rebates received for the refrigerator replacement and disposition totaled \$9,360, or \$130 per unit, over double the typical rebate level and sufficient to fully offset the higher initial first cost.

Energy Action

Energy Consultation Aids Housing Managers Implement Portfolio-Based Energy Strategies

At the beginning of this decade, Californians experienced collective shock when energy prices skyrocketed and rolling "brown outs" ensued. This energy crisis headlined in the national media, caused significant economic losses, and ultimately led to lawsuits, bankrupted utilities, and major reform for the energy industry in California.

In the months immediately following the crisis, many affordable housing developers and providers were forced to increase the projected utility costs in their operating budgets by 25 to 150 percent. This immediate cost increase required owners to either dip into reserve accounts to pay for utility bills (thus increasing a project's risk of insolvency) or rely on additional government subsidies (thus constraining the already limited amount of available funding for affordable housing, and jeopardizing the number of future new low-income housing units developed).

In response to the California energy crisis, a variety of resources were made available to improve residential energy efficiency, some of which were targeted at existing affordable housing developments. Of these, *Energy Action*, a partnership between the Local Initiatives Support Corporation (LISC), ICF Consulting, and other energy efficiency service providers, delivered a comprehensive menu of diagnostic services, energy rebates, short-term financing, and technical assistance to affordable multifamily sponsors.

The energy efficiency services and incentives provided by Energy Action included:

- Incentives: Over \$500,000 in rebates for energy efficient products appropriate for multi-family affordable housing properties
- Financing: \$200,000 in short-term, zero-interest loans underwritten by LISC to help owners implement energy efficiency improvements
- Group Purchasing: Aggregation of properties energy equipment purchasing to create lower prices for purchasing energy efficiency improvements
- Audits and Technical Assistance: Detailed engineering analyses of necessary efficiency upgrades;
- Trainings and Peer Networks: Training for operations and maintenance staff, as well as property managers, to develop industry knowledge base and professional networks.

Upon the program's completion in December 2005, more than 265 multifamily properties – representing a total of more than 25,000 units of affordable housing – participated in *Energy Action*. Based on energy audits and other engineering analyses conducted at the sites, the potential energy efficiency savings from recommended energy efficiency measures total more than 3.8 million kilowatt hours, 1,500 peak demand kilowatts, and 123,000 therms.

While properties were continually eager to participate in the energy audits, technical assistance, and trainings, they also continually struggled to implement the recommendations outlined in the

reports even though the majority of these recommendations were extremely cost effective, with simple paybacks of three years or less.

The Energy Action Partnership realized that a more effective way to address organizational and financial barriers to implementing energy efficiency retrofits was to facilitate a portfolio-based approach that enabled asset managers to aggregate properties and combine energy services to realize economies of scale and reduce administrative time costs.

Using the portfolio-based strategy, three large affordable housing organizations were assisted to develop and implement a comprehensive energy program for multiple projects in the organization inventory. With assistance from Energy Actions, the three organizations, *EAH, East Bay Asian Local Development Corporation (EBALDC)*, and *The John Stewart Company* formed Energy Management Teams comprised of key facility and senior staff, and began meeting regularly with these groups to identify properties needing engineering analyses, target appropriate implementation projects, acquire funding and contractor resources, and successfully implement efficiency upgrades.

Another key step in this process was Energy Action's outreach to qualified, licensed contractors who could assist with installing recommended measures. Upon screening several contractors, three were selected and were referred to a variety of properties interested in acting on the recommendations they received from the audit reports.

Ultimately, these changes streamlined processes and facilitated increased project implementation. Energy efficiency retrofit assisted by Energy Action reduced energy consumption by 1.68 million kilowatt hours, 310 peak demand kilowatts, and 77,407 therms. These retrofits were assisted by more than \$350,000 in rebates.

Demand Savings (kW)	Energy Savings (kWh)	Gas Savings (Therms)	Rebate \$
309.75	1,534,215	77,406.72	\$351,359.82

"The Energy Crisis and Affordable Housing," Mike Herald (Housing California) and Doug Shoemaker (Non-Profit Housing Association of Northern California), May 2001.



Development Corner

Section 202/811 Initial Closings

Grace Commons, Santa Cruz, CA, Section 811, 15 units
Sky Forest Acres (aka Emerald Bay), So. Lake Tahoe, CA, Section 811, 18 units
Jennings Senior Housing, Santa Rosa, CA, Section 202, 55 units
NCR - Irvington Road, Tucson, AZ, Section 202, 64 units

Section 202/811 Final Closings

Hale Koho, Honolulu, HI, Section 811, 6 units
Tulare Silvercrest, Tulare, CA, Section 202, 60 units

FHA Insured Initial/Final Endorsements

Escondido Apartments, Las Vegas, NV, Section 223(a)(7), 62 units
Cortaro Casitas, Tucson, AZ, Section 221d4, 135 units
Solterra Assisted Living, Chandler, AZ, Section 232, 100 beds
George Washington Manor I, Mount Shasta, CA, Section 223(f), 39 units
John F. Kennedy Manor, Willows, CA, Section 223(f), 54 units
Manteca Manor, Manteca, CA, Section 223(f), 84 units
Tuolumne Apartments, Tuolumne, CA, Section 223(a)(7), 52 units
Sierra Gardens Apartments, So. Lake Tahoe, CA, Section 223(a)(7), 76 units
Lucian Manor, Chico, CA, Section 223(f), 38 units
Windchime of Chico Assisted Living Facility, Chico, CA, Section 223(f), 83 beds
Parkway Plaza, Fairfield, CA, Section 223(f), 100 units
Orinda Senior Village, Orinda, CA, Section 223(f), 150 units
Arastradero Park Apartments, Palo Alto, CA, Section 223(f), 66 units
Sierra Valley Rehabilitation Center, Porterville, CA, Section 223(a)(7), 139 beds
Mission Gateway Apartments, Union City, CA, Section 542(c), 121 units
Westlake Christian Terrace II, Oakland, CA, Section 223(f), 200 units
San Tomas Gardens Apartments, Campbell, CA, Section 223(a)(7), 100 units
Matthew Henson Apts., Phase 1, Phoenix, AZ, Section 221d4, 198 units

Issuances

Notice 06-13, Reinstatement and Extension of Notice 97-49, Backing-Out Trustee Sweep Savings Before Calculating AAFs for Projects which Originally Received a Financial Adjustment Factor (FAF) and whose Bonds were Refunded

Changes to Section 8 Renewal Policy Guide Book, issued 12/12/06

Federal Register, October 2, 2006, Notice of Certain Operating Cost Adjustment Factors for 2007

Federal Register, December 12, 2006, Reduction in Taxable Income for Housing Hurricane Katrina Displaced Individuals

Federal Register, January 18, 2007 – Notice of HUD's Fiscal Year (FY) 2007 Notice of Availability (NOFA); Policy Requirements and General Section to the FY 2007 SuperNOFA for HUD's Discretionary Programs; Notice

Federal Register, January 30, 2007 – Emergency Capital Repair Grants for Multifamily Housing Projects Designated for Occupancy by the Elderly; Revised Eligibility Requirements.

Federal Register, February 1, 2007, Section 8 Housing Assistance Payments Program Contract Rent Annual Adjustment Factors, Fiscal Year 2007; Notice

SAN FRANCISCO MULTIFAMILY HUB DIRECTOR RETIRES



Dear Industry Partners, Friends, and Colleagues:

Effective January 3, 2007, I have completed a 30+ year career with the Department of Housing and Urban Development and have moved on to the world of “retirement”.

It is with mixed emotion that I retire, as I have truly enjoyed these many years of HUD service, having spent the entire time in various capacities in multifamily housing. My career has been a rewarding experience that started in Detroit, Michigan, in 1976 as a “Loan Specialist”, continued in Columbus, Ohio, and eventually ended in San Francisco, California.

In every office and in every position I held, I had incredible experiences related to the development, management and disposition of multifamily housing. We celebrated our successes and learned by our challenges and at the end of the day, felt we had made a difference for the residents of our housing and had made a positive impact on the community.



Richard K. Rainey, HUD Regional Director, Presents Janet with an award honoring her 30+ years of Government Service.



Marcia Dontje, Management Specialist, and Janet display the successful NFFE 1450 labor union contract. Janet served as Chief negotiator.



Bill Harrison presents Mrs. Browder with AHMA's distinguished and coveted Pamela Stroud Award at the 2005 AHMA Conference.

Serving as the San Francisco Multifamily Hub Director for the past few years has been a unique and rewarding experience. It has been a privilege to oversee a Hub covering four states, Northern California, Arizona, Nevada and Hawaii, each with its own geographic and economic challenges, and a total staff of over 100.

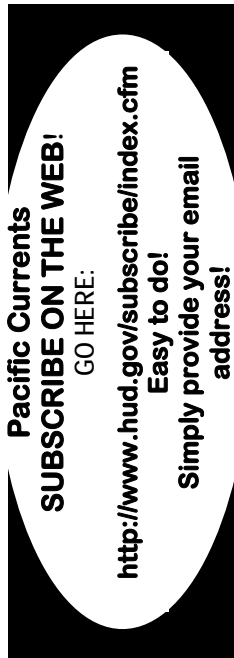
The San Francisco Multifamily Hub was not afraid to pursue new avenues to solve a problem. We often supported our Headquarters office with our local expertise, contributing to a resolution, recommendation, of change of policy in all areas of multifamily, including data systems, funding, asset development and management.

The Hub's quarterly publication of “*Pacific Currents*” was a tremendous accomplishment and at the same time became an inspiration to other Hubs to create their own unique newsletter. I have been proud of its evolution and the informative content that has received high praise from the industry, as well as HUD leadership.

I strived for excellence in the product, the communication, and the customer service provided to all. This is something we continue to work to improve, whether it is timely return of a phone call or processing of a mortgage insurance application, the staff strive to do their best.

I am confident the San Francisco Multifamily Hub under new leadership will continue to carry out its mission in an excellent manner. New leadership will also bring new ideas and approaches to enhance accomplishment of our responsibilities and mission.

U.S. Department of Housing and Urban Development
Office of Multifamily Housing, 9AHM
600 Harrison Street
San Francisco, CA 94107-1387



CALENDAR

March, 2007

- 14 - 16 Site-Based Budgeting Specialist, Sacramento, CA
NCHM, www.nchm.org
- 21 - 23 Certified Occupancy Specialist, San Jose, CA NCHM,
www.nchm.org
- 21 - 23 MOR Specialist (MORs), Los Angeles, CA, NCHM,
www.nchm.org

April, 2007

- 11 - 13 Tax Credit Specialist, Sacramento, CA NCHM,
www.nchm.org
- 19 San Francisco Multifamily Industry Meeting, 600 Harri-
son Street, 3rd Floor, San Francisco, CA - 10:00a.m.

April, 2007 (Continued)

- 25 - 26 Site-Based Conflict Resolution, Los Angeles, CA, NCHM,
www.nchm.org
- 23 - 25 8th Annual Western HUD Lender's Meeting, Las Vegas,
NV

May, 2007

- 9 - 11 Certified Occupancy Specialist, Sacramento, CA,
NCHM, www.nchm.com
- 23 - 25 Tax Credit Specialist, Oakland, CA, NCHM,
www.nchm.org

