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CALIFORNIA PROJECTS PROGRESSING SMOOTHLY



It gives us great pleasure to report that the construction for Comunidad 16 de septiembre, 1965 (pictured above) is progressing smoothly. It is scheduled to be completed Summer 2006. The 150 units will offer much needed affordable housing in the city of Bakersfield accommodating families at 30%, 40% and 60% of Annual Median income.

The project consists of 12 two-story and 10 three-story wood frame and stucco building of townhouses and flats. The buildings accommodate 58 two-bedroom units, 76 three-bedroom units and 16 four-bedroom units.

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LETTER FROM THE VICE PRESIDENT

Going into the year, we knew that 2005 was going to be a building year; and it was. During 2005 we unified of the Real Estate Development Department, the Property Management Department and the Community Services Department under one house (and given equal managerial importance) into what we now call the Housing Fund. Managing the wider scope of a comprehensive affordable housing operation became my professional challenge for the year.

From the perspective of assembling the new structure, 2005 was a successful year.

The Property Management Department and Community Services Department underwent significant transformations during 2005. Both transformations were successful and resulted in both immediate impact and capacity for more impact in the years to come. At the program level, you will read herein that the volume of activity increased significantly.

Briefly, in terms of affordable housing development throughout the Southwest, during 2005 we assembled construction financing and we

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CORNERSTONES
THE NATIONAL BLACK UNIVERSITY PROPERTY MANAGEMENT ASSOCIATION

CALIFORNIA PROJECTS

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Comunidad will also offer a community building that contains community room, service provider office, classroom and computer lab, management offices, and laundry facilities. The grounds have open courtyards, basketball court, tot lot s and outdoor activity areas.

The project has been designed with energy efficient building materials and appliances minimizing utility costs for residents. Comunidad will also offer a range of supportive services for the tenants such as free onsite after school programs for youth 6 to12 years old, social services programs to tenants at no cost and is collaborating with Central California Economic Development Center to provide child care to 28 kids. Applications will be available in April. NFWSC is acting as General Contractor and The John Stewart Company will manage.

Also in undergoing rehabilitation is Vista Del Monte. All interior unit rehabilitation was completed in early January. All Residents have settled back into their units.

Since 2001, the Service Center secured and spent \$11 million, or \$106,000 per unit, to replace the exterior siding and shear walls; make structural repairs to balconies and porches; replace all the roofs; replace all windows and sliding glass doors; improve site drainage; resurface all parking lots; repair structural integrity of the garages; install a retaining wall on the steep side of the hill to pro-



View of completed garage repairs

tect the property; remediate mold; install new kitchen and bathroom cabinets, carpet flooring throughout; and paint both the exterior and interior. The community room is being remodeled to include a new kitchen, computer lab, a laundry room, and barbeque area. Work on the Community Room is expected to be completed by March 2006. All this work has been done without increasing rents or displacing tenants. Grand Openings for both properties are being planned for Summer 2006.

LETTER FROM THE VICE PRESIDENT (CONT.)

(Continued from page 1)

began new construction on two developments and placed another eight into the pipeline for 2006. We also completed rehabilitation on the New Mexico Five. Kim reports on page 3 the significant activity on the property management front, and Gina does the same on page 7. Overall, we are very pleased with our accomplishments during 2005.

Nevertheless, challenges remain. During the 2005 planning season the three major issues that surfaced all relate to our growth goals. First, we need to continue refining the operating structures and strengthening the management tools that allow us the undertake growth in a prudent and pragmatic manner. Second, we need to remain focused on financial performance to ensure that the revenue that fuels our growth keeps coming in. And third, we need to focus more time on building strategic relation-

ships with people and institutions that facilitate our work; in the past we have been too quick to dismiss the importance of strategic partners and relationships.

As always, thank you very much for your support,

Sincerely,

Manuel H. Bernal, Vice President
Housing and Economic Development

TEXAS CONSTRUCTION



Framing work at Casa Saldana

The Texas HED office is in the midst of construction of two new multifamily developments. The first is Casa Saldana in Mercedes, which will add 196 units to NFWSC's presence in the Rio Grande Valley. Casa Saldana is currently in the framing stage.



The second project is phase II of Village at Meadowbend in Temple, Texas adding 99 units to the 138 units already there. Foundations are being poured and framing is imminent. In both projects, 80% of the units will be affordable.

Our Austin-based Texas team continues to work on additional development opportunities. We will continue to do work in the Rio Grande Valley. We are currently undertaking initial feasibility on several projects in Mission and Ed Couch, both single family and multi-family. However, we recognize that there are other areas of Texas with a large Latino population. We are particularly interested in furthering our presence in San Antonio, as well as entering the Houston and Dallas markets.

PROPERTY MANAGEMENT NEWS



In 2005 we made significant improvements to our Property Management structure. The results were more units managed, more administrative revenue generated and less vacancy loss.

Early in 2005 we restructured the Property Management Department. Of most importance, we separated the portfolio into two geographic regions: California and Southwest. Ms. Sabrina Padama elected to assume the California Area Director position. Mr. Bert Ortiz, who had joined NFWSC late in 2004, assumed the Southwest Area Director position. Ms. Kimberli Smith joined NFWSC in the Spring of 2005 and assumed the National Director of Property Management position. These changes have brought more focus to the daily work and in turn given result to significant improvement in performance.

The improvements can be measured in terms of units managed, increases in administrative revenue and reduction in vacancy loss. Over the last twelve months, the Property Management Department assumed management of four properties: Vista del Monte in San Francisco (104 units), Aguila Oaks in San Antonio (346), Glenbrook Terrace in Phoenix (268 units) and Jardines de la Fuente in Texas (200 units). These were properties previously managed by third party management companies even while NFWSC owned them for several years. In addition, the Property Management Department started managing Hacienda Manuel Chavez in Somerton, Arizona (81 units), which the Housing Development Department finished construction on in late 2004. In short, the Property Management Department assumed management of 999 units in the last 12 months.

In terms of revenue, the property management fee revenue increased from \$721,435 in fiscal year 2004 to approximately \$909,955 in fiscal year 2005. Since we assumed the above-referenced properties at different points throughout 2005, the full impact in revenue due to assuming management of 999 units will not be seen until fiscal year 2006. By December 2006 we will have managed those properties for a full twelve months. We calculate that these new properties will generate an additional \$329,830 in property management fees per year.

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ARIZONA NEWS



QWEST CONTRIBUTION SUPPORTS SI SE PUEDE!

Hector Placencia and Alex Juarez (on ends) of Qwest present a check for \$10,000 to Gloria Muñoz and Michael Nowakowski of National Farm Workers Service Center, Inc.

Arizona's Si Se Puede Learning Centers are the fortunate beneficiaries of a \$10,000 grant from Qwest. A check presentation was made on October 16, 2005, as part of Qwest Heritage Day at the Arizona State Fair, with Gloria Muñoz, Southwest Housing Director and Michael Nowakowski, General Manger for La Campesina, accepting the check on behalf of the National Farm Workers Service Center.

Hector Placencia, Director of Hispanic Marketing for Qwest presented the check on behalf of Qwest and noted that "Arizona is our community and we are very committed to helping to promote opportunities for Latinos in Arizona. We are very proud to be here today to support this important organization." The grant from Qwest was also facilitated by Christopher S. Chavez, Senior Manger for Community Relations and Director of the Qwest Foundation.

The grant will support after-school programming at the Service Center's three family properties in Phoenix, El Mirage and Somerton, Arizona. Si Se Puede Learning Centers provide educational support for resident children through after-school homework assistance, access to

technology and technology education and enrichment programming, such as art classes and sports activities.

Qwest Heritage Day was a special day at this year's state fair to honor the history and contributions of Hispanics and Native Americans to Arizona.

Qwest Communications International, Inc. is a principal provider of communications services for a fourteen-state region, including Arizona. Qwest is committed to a "Spirit of Service" that includes support for education and workforce development through the Qwest Foundation. More information at www.qwest.com.

ARIZONA HOMEOWNERS TO BENEFIT FROM AHEAD GRANT

The Arizona Housing and Economic Development office for the National Farm Workers Service Center, Inc. was recently notified by the San Francisco Federal Home Loan Bank that it is among eight 2005 grantees for the Access to Housing and Economic Assistance for Development (AHEAD) Program.

Arrowhead Community Bank in northwest Phoenix submitted the application for AHEAD funding on behalf of NFWSC. The \$25,000 grant will be used to complete needed pre-development work for a 152-unit affordable home ownership development in west Phoenix. NFWSC plans to acquire this one- and two-bedroom complex and make the units available for ownership at affordable prices in the low 100's.

"We are very happy to have this support from FHLB and we appreciate the sponsorship by Arrowhead Community Bank," commented Gloria Muñoz, Southwest Housing Director for NFWSC. "Pre-development dollars are always the hardest to come by, but are absolutely critical to our work. Thanks to this grant, 152 families are that much closer to owning their own homes."

The AHEAD Program provides grants through FHLB members working with community-based organizations, to support economic development and housing projects during the conception and early development stages. The program funds projects that provide housing, services or other benefits to low-to-moderate income households that result in the creation or retention of jobs in low/mod communities, or that facilitate public or private infrastructure. More information at www.fhlbsf.com.

FARM WORKER MOVEMENT NEWS

The Farm Worker Movement is continuing the legacy of its founders, Cesar Chavez and Dolores Huerta, who believed the movement had to go beyond the work place through non-profit, independently-run groups with distinct missions and staff. Annual independent financial audits give all the organizations clean bills of health.

Thousands of farm workers benefit daily from the United Farm Workers' of America (UFW).

- The UFW has orchestrated 32 election victories, most in California, since the current organizing drive began.
- The UFW has won and executed dozens of UFW contracts including the largest strawberry, rose, winery and mushroom firms in California and the nation plus victories in other states.
- Over the last decade, the UFW has dedicated up to 50% of its resources to organizing, among the highest of all unions. Donations provide key support for organizing.
- Ongoing UFW organizing faces stiff resistance, as evidenced by the state of California's ruling that last summer's election at Giumarra table grape vineyards could be thrown out because of the grower's illegal actions.
- The UFW has helped tens of thousands of farm workers through recent legislative gains: the 2005 regulation to prevent heat deaths; seat belts in farm labor vehicles; remedies for workers cheated by farm labor contractors; new pesticide protections; the historic push for immigration reform could aid hundreds of thousands in farm labor.
- The nine-station, three-state Radio Campesina network mixes Mexican music with extensive educational programs for 300,000 daily listeners. By focusing on the San Joaquin Valley of California, Radio Campesina blankets the highest concentrations of farm workers in the nation. Radio Campesina also has stations in Arizona and Washington state.
- Out of the 3,500 affordable housing units the National Farm Workers Service Center has developed, more than 1,900 are in farm worker areas in the Central Valley, Arizona and Texas. In addition to serving rural areas, NFWSC develops affordable housing in emerging Latino urban markets like Phoenix, and San Antonio. In total, our portfolio provides housing to more than 10,000 people.
- Through La Union Del Pueblo Entero (LUPE) community organizing efforts where farm workers live are improving the lives of thousands in the Salinas and Central valleys and in South Texas' Rio Grande Valley. Organizing efforts focus on children's education, neighborhood improvement and immigrant rights.
- The Cesar E. Chavez Foundation empowers and equips tens of thousands of young people to carry on Cesar's life and work.
- The Farm Worker Institute for Education and Leadership Development (FIELD) provides education and training to help farm workers progress into better paying jobs. More than 400 people graduate each year from FIELD's literacy, English and various other training classes.

PROPERTY MANAGEMENT NEWS

(Continued from page 3)

In terms of vacancy loss, the Property Management Department made significant improvements. In fiscal year 2004 NFWSC-controlled and stabilized properties had a combined vacancy loss of approximately \$485,709. A primary goal for 2005 was to reduce this amount. In fiscal year 2005 the vacancy loss was reduced to \$286,918, bringing our portfolio-wide vacancy loss to less than 3%.

Overall, the Property Management Department has made significant improvements over the last 12 months. With that said, however, there is room to do better. In 2006, the Property Management Department will continue to refine its operating structure and improve its ability to manage the performance of our increasing portfolio.

Staff Additions, and more....



Susana Hernandez is the New Executive Assistant to Manuel Bernal. She joined NFWSC in the fall of 2005. Susana comes to us with over 15 years of experience in the Executive Administrative Field. Ms. Hernandez was born

in Mexico (Obregon, Sonora), her family moved to California when she was just seven years old. Her career in Commercial Property Management includes working for companies such as Cushman & Wakefield, Charles Dunn Company and CB Richard Ellis, starting from Tenant Services Coordinator and working her way up to Portfolio Manager. Ms. Hernandez is the proud mother of one adult son and a teenage daughter.



Jean Coburn joined NFWSC in 2005 as a project manager for HED in Austin, Texas. Ms. Coburn is a native Texan, born and raised in Houston where most of her family and her beloved Astros baseball team still remain. Graduating from the University of Texas in Austin where she studied biochemistry and philosophy, Ms. Coburn has seven years of experience in restaurant management. Ms. Coburn's family is a very

important part of her life. Ms. Coburn is on the board of two community organizations which help support the arts in Austin. Ms. Coburn is a big baseball fan (re: Astros) and a typical college football fan (where Texans are concerned). Ms. Coburn is a runner, having completed her first marathon this year, and she likes to golf, bike, or do anything outside.

FAIRWELL TO VERA, RACHEL AND MAYRA!

We want to wish the best of luck to Ms. Vera Fleischman who served with us as California Programs Director for the past two years. Ms. Rachel Beers, left the Austin, TX HED office in December 2005 to devote more time to her Master's thesis on international economic development and micro-credit financing from LBJ School of Public Affairs. She is expected to graduate in May 2006 and plans to move to Washington DC to start her career in public policy research and advocacy. She has been with the NFWSC since January 2005 and wants to thank everyone for their help and hard work it has been truly a pleasure working with everyone at NFWSC. And Mayra Rodriguez completed her one-year commitment of service November 2005. Ms. Rodriguez was our first AmeriCorps*VISTA. Ms. Rodriguez was stationed at Glenbrook Terrace in Arizona with our after-school program, as a Resident Service Coordinator. She applied and was accepted to Teach for America. We wish her well. However, we will miss her great leadership and dedication to improving the lives of our youth and teens.

Cristina Gloria is the Volunteer Coordinator for NFWSC-Community Services and recently joined in September 2005. Ms. Gloria works with Ms. Gina Rodriguez, in recruiting volunteers to do a year of service as a Resident Service Coordinator and coordinate an after-school program at some of the NFWSC affordable housing properties. Prior to her current position, she worked for a drug-prevention agency, for the last 4 years, in Pasadena, CA as



Program Coordinator. Ms. Gloria was raised in Houston, TX, and graduated from the University of Houston with a Bachelor of Science degree in Psychology and a Certification in Non-profit Management. After graduating from college she joined the Jesuit Volunteer Corp (JVC) and moved to Los Angeles. JVC is a national and international program that offers college graduates to be "ruined for life" and serve people marginalized by society, while living out a commitment to faith and justice. As a JV she worked in East Los Angeles at Dolores Mission Catholic Church, as a Youth Director and at the Catholic School as a 2nd grade teacher's assistant.

WHAT'S NEW WITH COMMUNITY SERVICES?



We were able to acquire two new AmeriCorps*VISTA members, **Laine Pehta** and **Sergio Mendoza**. Laine is from Illinois and began her year of service in August 2005. Laine graduated from National Louis University in June 2005, with a Bachelor degree in Secondary Education and an Illinois Teacher Certification.

In November 2005, Sergio joined our team to assist Laine at Glenbrook Terrace, as Resident Service Coordinator. Sergio graduated from Augustana College in Rock Island, Illinois May 2005, with a Bachelor degree in Sociology and Spanish. Laine and Sergio have been establishing the *Si Se Puede Learning Center* After School Program. The Center has been serving at least 30 youth and teens per day, focusing on homework assistance, literacy and academic enrichment activities. As part of their work, Laine and Sergio have been proactively working with parents to increase parental participation at the local school and in the community. Linking their work at the *Si Se Puede Learning Center* with Orangewood Elementary has been an early success for Laine



and Sergio. Another success has been being able to attract a Jesuit Volunteer to lead the boys club on character building activities. We wish Laine and Sergio continued success at Glenbrook Terrace!

With Glenbrook Terrace operating, we began to focus on the other properties in Arizona and we were able to obtain another AmeriCorps*VISTA member, **Catherine "Becky" Dooley**. to coordinate the *Si Se Puede Learning Center* after school program at Hacienda Manuel Chavez, in Somerton, AZ. Becky grew up in Tucson, AZ, and attended the University of Arizona (UofA). She graduated from UofA in August 2005, with a degree in Political Science and Spanish.



Becky began working in Somerton in December 2005 and we are excited to have her on the

property. Her first duties were to recruit youth and teens to participate, as well as volunteer. As of February 2006,

She is now serving at least 15 students and has recruited two volunteers. Becky has also re-established the property's computer lab. In addition to implementing the Center's core homework, literacy and academic enrichment programs, Becky is currently working on implementing a

program that uses technology to enhance academic achievement. We also wish Becky continued success.

In addition to the exciting things happening in Arizona, in California we hired a Resident Service Coordinator, **Antonia Mejia**, to run senior programs at Casa Hernandez in Delano. Antonia grew up in Delano and attended California State University- Bakersfield. She graduated from Cal State-Bakersfield Spring 2005 with a degree in Psychology. Antonia joins our team with great experience. Antonia began working with us in October 2005, and since her inception, she has coordinated a Thanksgiving dinner for 40 residents (pictured above), and secured Christmas gift donations for the residents. Antonio worked quickly to organize a weekly speaker series addressing the concerns of seniors at the property. Among other issues addressed so far, the most popular have been speakers dealing with Medi-Cal/Medi-Care and changes to the prescription benefits law. In addition, Antonia established the computer lab, and now we have seniors learning to access the internet and using that access to send emails to loved ones, corresponding with the health providers, and researching other health issues.

Community Services received \$10,000 from Quest thanks to Gloria Munoz and Mary Montano. Also exciting is preliminary approval of a grant from National Corporation for Community Service that will allocate 15 AmeriCorps*VISTA slots to the NFWSC for hiring Resident Service Coordinators throughout California, Arizona, New Mexico and Texas. Our plan is to fill these positions by August 2006. Therefore, over the next few months our Community Services team will be focusing on recruitment and selection. With curriculum in place and being enhanced and refined daily, the next most critical element to meaningful impact and success is attracting and retaining bright, energetic and community-driven individuals who want to contribute a year of service in changing the lives of our youth. If you are interested, call or email Christina Gloria at (213) 362-0260 or cgloria@nfwscmail.com.



Thanksgiving Dinner at Casa Hernandez



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 Sergio Mendoza, Resident Service Coordinator
 Catherine "Becky" Dooley, Resident Service Coordinator

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