

21st Century Grant Graduate	3
Award Winning!	4
Staff Changes	5

# New Construction in Temple, Texas

The NFWSC and The Encinas Group serve as the developers of Village at Meadowbend, a 138-unit affordable housing complex in Temple, Texas. Village at Meadowbend will be owned by a limited partnership, of which Rufino Contreras Affordable Housing Corporation is the General Partner and Related Capital is the limited partner. Rufino Contreras Affordable Housing Corporation is a subsidiary of the NFWSC. New York- Related Capital Company, the second largest owner of multifamily properties in the nation, and its affiliate PW Funding, have provided \$10 million of debt and equity financing.



The transaction marks the NFWSC's second foray into the Texas market and its first ever use of Low Income Housing Tax Credits in Texas to facilitate the development of affordable housing. With such strong backing from a national housing leader for the Latino community, combined with the financial strength and development experience of its partners, Village at Meadowbend is expected to provide exceptional quality housing for the many Latino and other low-income workers who are often unable to find safe and decent housing in Central Texas.



(Continued on page 2)

## Letter from the Vice President

For several issues of *Cornerstones*, I have been sharing with you our vision, strategy and plans to have a much larger impact on housing needs throughout the southwestern United States. It brings me no greater pleasure to share with you in this edition of *Cornerstones* the opening of offices in Phoenix, Arizona and Austin, Texas.

Mr. Scott McGuire joined the NFWSC on March 3, 2003 to head our Texas office. I invite you to read more about Mr. McGuire in the following pages. Mr. Bob Joy, who spear-

headed our entry into Texas over the last two years will continue to provide his expertise to the Texas office.

Ms. Gloria Muñoz will join the NFWSC beginning April 28, 2003 to head our Arizona office. I invite you to read more about Ms. Muñoz in the following pages. Cesar Marengo, who has been taking lead on our Arizona and New Mexico projects, will incorporate himself into the Arizona team.

The opening of the offices in Arizona and Ari-

(Continued on page 2)

## New Construction in Temple Texas (cont.)

*(Continued from page 1)*

Related Capital provided \$6.4 million in equity for tax credits generated by the transaction, and PW Funding provided \$3.7 million in debt financing. PW Funding is a subsidiary of Charter Municipal Mortgage Acceptance Company ("CharterMac": AMEX: CHC), a company sponsored by Related Capital.

Village at Meadowbend will be located in southeastern Temple, the economic center of Central Texas, situated approximately 65 miles north of Austin along Interstate 35. The complex will be close to major employment centers, schools, hospitals, regional shopping malls and transportation arteries. Village at Meadowbend units will be housed in 23 one- and two-story townhouse buildings. One- to three-bedroom units will range in size from 751 sq. ft. to 1,100 sq. ft., with projected rents ranging from \$329 to \$795. The majority of the units will be targeted toward families earning 60% or less of the area median income.

In-unit amenities will include private exterior entrances, patio/balcony, air conditioning, ceiling fan, mini-blinds, walk-in closet, frost-free refrigerator, self-cleaning stove, garbage disposal and washer/dryer connections. The

development will also feature a clubhouse with community room, swimming pool, playground, barbecue picnic area, basketball and volleyball courts, and library. The site will be secured by perimeter fencing and a limited-access gate. Residents will be offered a number of social services through the NFWSC including English as a Second Language, tutoring for school-aged children and other life skills.



## Letter from the Vice President (cont.)

*(Continued from page 1)*

zona is no less than a critical and historic milestone in the implementation of our growth strategy. Since the mid-1980s, when the NFWSC first began developing affordable housing, we have operated under a centralized structure. While that structure allowed us to develop more than 1,800 multi-family units and 500 single-family units, it has revealed itself to be less than optimal.

Over the course of the next several months, I will work with each state director to assess opportunities and strategize funding options. From these humble beginnings, I expect that each office will grow in capacity, scope and presence, limited only by the resources available within each state.

With local offices, the NFWSC will be better positioned to: (1) understand and address local housing needs, (2) build relationships with local community and civic leaders, (3) identify local development opportunities, (4) access locally administered housing funds, and (5) underwrite localized nuances in the development process

and their related costs. Combined with our already fully operational office in California headed by Ms. Alice Salinas, our state offices will be the cornerstone of how we impact the lives of more people.

There is much more organizational growth work ahead. Nevertheless, as I move forward on that part of the work, I could not be more at ease knowing that Mr. McGuire, Ms. Muñoz and Ms. Salinas are heading the respective local development operations that ultimately impact and change lives of people.

Thank you very much for your support.

## 21st Century Grant Graduate at Casa Velasco

**A**long with her mother, two brothers and sister, Desjon McKee lives at Casa Velasco Apartments in Fresno, California. Casa Velasco is an NFWSC-owned and -managed, 150-unit complex built in 1996 with tax credits. Originally from Oakland, Desjon and her family moved to Casa Velasco when Desjon was 14. Among other things, they like the onsite playground and community center. Desjon is a tenth grader at Fresno High School and an active participant in the Kids' Place Program, an after school program that has been offered at Casa Velasco for the past six years. Staffed by volunteers from a local Unitarian church, the program provides homework assistance and recreational activities three nights per week for the children at the complex. The program is currently in transition as the NFWSC looks to partner with local area service providers to provide a more structured program.

It was at the Kids' Place Program that Yvonne Freze, an Assistant Analyst for the 21<sup>st</sup> Century grant through the Fresno High Unified School District, first met Desjon. Yvonne also volunteers at her church for the Kids' Place Program. Yvonne recruited Desjon for the Fresno Center for After School Achievement (FRESNO CASA), which in turn is a participating center in the 21st Century Community Learning Centers (CCLC) Program. The 21st CCLC is designed to provide opportunities for academic enrichment, including tutorial services to help students, particularly students who attend low-performing schools, to meet State and local student academic achievement standards in core academic subjects, such as reading and mathematics. The 21<sup>st</sup> CCLC offers students a broad array of additional services, programs, and activities, such as youth development activities, drug and violence prevention programs, counseling programs, art, music, and recreation programs, technology education programs, and character education programs, that are designed to reinforce and complement the regular academic program of participating students. In addition, community learning centers offer opportunities for literacy and related educational development to families of participating students.

About 6,800 rural and inner-city public schools in 1,420 communities--in collaboration with other public and nonprofit agencies, organizations, local businesses, post-secondary institutions, scientific/cultural and other community entities--are now participating as 21<sup>st</sup> CCLCs.

Through a 21<sup>st</sup> Century grant to the FRESNO CASA, Desjon participated in a tutoring training program that required 27 hours of instruction. Participants are accepted through an application process that is based on their grades and leadership abilities. When asked about Desjon's achievements thus far, Yvonne said, "Everybody is just very impressed with her." Desjon graduated from the tutoring program on March 6 of this year. Desjon will now be tutoring for the Kids' Place Program 20 hours per week. Fresno High School will pay her through the grant.

Maricela Alatorre, Community Service Coordinator for NFWSC Property Management, also hired Desjon to conduct a community survey to better assess what parents expect and want from the after school program. "We are really excited to have somebody who lives at Casa Velasco working for the program...I think it's exciting for her [Desjon] because she lives here and it's an opportunity to give back to her own community," commented Maricela. Concerning the tutoring, Desjon says, "It feels like I'm helping other students because I can teach them how to be prepared for high school and things they need to know." When asked what other programs she would like to see at Casa Velasco, Desjon answered, "More programs for teens, programs that can help with becoming psychologists and doctors because I want to become a doctor." The NFWSC encourages Desjon's dream to become a doctor and will provide the needed programs to help support her dream and that of other residents at our affordable housing sites.



Proud mother Taffy McKee and her daughter and 21st Century Grant Graduate Desjon McKee.

# Award-Winning!



The Southern California Association of Non-Profit Housing (SCANPH) celebrates its industry's accomplishments by recognizing outstanding achievements each year through the Affordable Housing Awards™. SCANPH is a non-profit membership organization dedicated to the development, preservation and management of permanently affordable housing for low-income people. SCANPH believes that the non-profit community development industry is the best vehicle for attainment of this goal.

SCANPH was founded in 1989 when a community of nonprofit developers recognized that they had reached a level of growth that required the establishment of an umbrella organization. By 1996, SCANPH grew to over 500 members throughout the region. This membership includes non-profit housing developers, social service agencies and community groups, private businesses, local government agencies, lenders, and individuals all engaged with affordable housing. Members are located in Los Angeles, Orange, Riverside, San Bernardino, Ventura and Santa Barbara Counties.

The 2002 SCANPH Affordable Housing Awards™ were presented at a special luncheon at the Mary Andrews Clark Residence in Los Angeles on January 17, 2003. The NFWSC's Casas San Miguel project was the recipient of the Single Family/Homeownership Project of the Year. The Casas San Miguel Project involved the relocation of 58 families and the construction of 32 new, single-family homes in a neglected community in southwest Fresno, California. Ed Ariaz of Designs Unlimited served as the architect, Tron Construction as the contractor, and the T.K. Hensliet Company as the construction manager.

The Project could not have been possible without the unique collaboration of a very diverse coalition of local, state, federal, public and private agencies. The Office of Fresno County Supervisor Juan Arambula played a pivotal role as political leader in organizing and maintaining a coalition of several key agencies, which included the NFWSC, California Rural Legal Assistance (CRLA), the Chevron Corporation, the Environmental Protection Agency, IT Corporation, the Rios Company, the City of Fresno Redevelopment Agency (RDA), the Fresno Housing Department, Frente Indigena Oaxaqueño Binacional, Comité de Casas San Miguel, and many local elected officials.

Of the 44 lots acquired in October of 2001, three lots will be used to build a 1,000 sq. ft. community center for Phase II of Casas San Miguel. The community center will provide space for social service agencies to provide services to the surrounding community. The commencement of construction is expected in summer of 2003. The NFWSC will raise approximately \$150,000 to construct this project.

For Phase III of Casas San Miguel, nine lots will be used to build homes for low-income families. Construction started in March of 2003, with completion expected by September of 2003. The NFWSC has raised approximately \$1,000,000 to construct these homes.



Executive Vice President Manuel H. Bernal and Project Managers Heriberto Barrios, Jr. and Ernesto Espinoza were responsible for putting together the Casas San Miguel Project on behalf of the NFWSC.

# Staff Changes

As we grow our operations throughout the Southwest, we also grow our staff. Joining us at our Austin office is Mr. Scott McGuire as Director of Texas Programs. He directs and manages all affordable housing development activities in the State of Texas. By working with a



team of project managers, Mr. McGuire is able to move the NFWSC closer to meeting its yearly housing production goals. His duties include developing a production pipeline, identifying sources of predevelopment financing and managing the overall growth of the Texas operations.

Prior to joining the NFWSC, Mr. McGuire served as Vice President of Elsinore Group, LLC, Cornerstone Housing Corporation (Nonprofit Affiliate Of Enterprise Foundation), where he supervised and participated in the successful disposition of 24 properties totaling 5,300 units, generating significant economic returns for the company. His experience also includes working as the Director of Housing Finance Division for the Texas Department of Housing and Community Affairs, as Certified Public Accountant, and as KPMG Manager.

Mr. McGuire has 20 years of accounting experience and 15 years of experience in acquisition, major renovation and new construction in the development, financing and asset management of more than \$1.8 billion of multi-family and single-family housing for low- and moderate-income families.



significant contributions to the overall NFWSC production goals. During the first year, Ms. Muñoz will focus on identifying new sites and completing projects currently underway.

Ms. Gloria Muñoz joins the NFWSC as Director of Arizona Programs at our Phoenix office. She will direct and manage all affordable housing development activities in the State of Arizona. By managing the Arizona team, which includes Cesar Marenco and Ms. Ramona Aceves, Ms. Muñoz will make

Prior to joining the NFWSC, Ms. Muñoz was President of the Rocky Mountain Mutual Housing Association, Inc. (RMMHA) for the Arizona Region. In this capacity, she was responsible for the overall operation of the Arizona office, which included the planning, the development and the operation of affordable housing and related community services.

Ms. Muñoz has more than 20 years of experience in affordable housing finance, acquisition and development. Her experience includes working as the Director of Housing for the Arizona State Department of Commerce, Western Director of Affordable Housing Disposition for FDIC/RTC, President for the Southwest Region of Mercy Housing, Inc. and Director of Housing for Arizona Behavioral Health Corporation. During her career, Ms. Muñoz has spearheaded the development of more than 5,300 housing units valued at more than over \$280 million.

Ms. Muñoz serves as a member of the Maricopa County Public Health Board, the Community Development Coalition of Arizona Board of Directors and the Healthcare for the Homeless Board for Maricopa County.

Ms. Muñoz attended and completed the National Hispanic Leadership Institute in 1997. In 1999, Ms. Muñoz received the *Arizona Hero in Housing* award from FannieMae.



funding applications; and coordination of meetings and activities with outside financial consultants.

Ms. Ramona Aceves will continue to serve as the Executive Assistant to Ms. Muñoz as she did at RMMHA. In this capacity, Ms. Aceves assisted in the overall coordination and implementation of housing development related activities at all stages. Primary activities included feasibility, assistance in site identification and evaluation; preparation of financing packages and other

Ms. Aceves has more than ten years of experience in general office management within a real estate setting.



**NATIONAL FARM WORKERS SERVICE CENTER**  
HOUSING & ECONOMIC DEVELOPMENT

634 SOUTH SPRING ST. STE. 719 LOS ANGELES, CA . 90014  
PHONE (213) 362-0260 FAX (213) 362-0265 NFWSCRED@UFWMAIL.COM

**National Farm Workers Service Center, Inc.**

Paul Chavez, President  
Anthony Chavez  
Luis Conde  
Roberto de la Rosa  
Emilio Huerta, Secretary  
Leticia Maldonado-Stamos  
Daniel Ortega  
Eva Vasquez-Camacho, Treasurer  
Juanita Valdez-Cox  
David Villarino  
Mike Ybarra  
Tanis Ybarra

**HED Staff**

**Arizona/New Mexico**

Ramona Aceves, Executive Assistant  
Cesar Marengo, Project Manager  
Gloria Muñoz, Director of Arizona Programs

**California**

Heriberto Barrios, Project Manager  
Ernesto Espinoza, Project Manager  
Alice Salinas, Director of California Programs

**National**

Ricardo Acuña, Communications Manager  
Lydia Avila, Intern  
Manuel Bernal, Vice President  
Suairis Hernandez, Office Administrator

**Texas**

Robert Joy, Senior Project Manager  
Jackie Monterrosas, Assistant Project Manager  
Scott McGuire, Director of Texas Programs

**Property Management Staff**

**Arizona**

Lorie Tristan, Manager,  
Plaza Manuel Ortega Apartments

**California**

Maricela Alatorre,  
Community Services Coordinator  
Sylvia Duran, Manager, La Paz Villa Apartments  
Candy Flores, Property Supervisor  
Liz Gonzalez, Manager,  
Casa Hernandez Apartments  
Vicky Grajalva, Manager,  
Casas Blancas Apartments  
Evangelina Jauriqui, Office Manager

Rosa Jimenez, Manager,  
Ross Gardens Apartments

Julie Kooner, Property Supervisor

Vesta Lychan, Manager, Villa Robles Apartments

Melissa Moultrie, Manager,  
Casa Velasco Apartments

Rosalie Mora, Manager, Salandini Villa Apartments

Sabrina Padama, Vice President

Maria Salazar, Manager, Hollister Plaza Apartments

Becky Sitton, Manager, Plaza Mendoza Apartments

Norma Soria

**New Mexico**

Alicia Sierra, Manager, La Vida Nueva Apartments

**Financial Management Staff**

Elaine Binegar, Senior Staff Accountant

Maria Magaña, Clerk

Bill Parker, Chief Financial Officer

Nancy Romero, Administrative Assistant

Rosa Ruelas, Payroll Clerk

Cliff Timmermans, Controller

Karen Stedman, Staff Accountant

Erin Walsh, Accounts Receivable Clerk

**Special Acknowledgements**

The NFWSC would like to thank the following for their support over the last four months:

- Maricela Alatorre, NFWSC Property Management Community Services Coordinator
- Yvonne Freze, Assistant Analyst for 21st CCLC
- Desjon & Taffy McKee
- Jackie Monterrosas, NFWSC Assistant Project Manager

**Please note the addresses for the Arizona and Texas offices as follow:**

National Farm Workers Service Center  
Housing and Economic Development  
3602 West Thomas, Suite #6  
Phoenix, AZ 85019

Rufino Contreras Affordable Housing Corporation  
2200 E. Martin Luther King Jr. Blvd  
Austin, TX 78702  
Phone: (512) 474-5003 Fax (512) 474-5010

**Online: [www.nfwschousing.org](http://www.nfwschousing.org)**

You can read past newsletters, learn about our staff and Board of Directors, as well as view our past and present accomplishments. It's a great site! Please visit us there soon!

Please let us know if your address has changed or will change by e-mailing our office at: [nfwsc@nfwscmail.com](mailto:nfwsc@nfwscmail.com)