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**C O R N E R S T O N E S**  
 THE NATIONAL FARM WORKER SERVICE CENTER HOUSING AND ECONOMIC DEVELOPMENT NEWSLETTER

## NFWSC INCREASES PRESENCE IN NEW MEXICO



The National Farm Workers Service Center Inc., recently established a new office in New Mexico. Senior Project Manager Cesar Marenco moved from Phoenix, Arizona to Albuquerque, New Mexico in June. Mr. Ma-

renco's relocation was partially supported by a grant from the Enterprise Foundation. Mr. Marenco's principal responsibility is to oversee the rehabilitation of five properties recently acquired in New Mexico. Two properties are lo-

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## LETTER FROM THE VICE PRESIDENT

As you will read, the NFWSC HED is growing at a steady rate. In 1999 the NFWSC staff consisted of myself, 3 project managers and 1 administrative assistant, all located in our Los Angeles office.

We have Housing and Economic Development offices in Los Angeles, Phoenix, Austin and most recently Albuquerque. Mr. Marenco and Ms. Bowens are NFWSC's people on the ground. They will ensure that rehabilitation and operations meet all expectations.

Additionally, our partnership to acquire the New Mexico 5 properties with the Truth or

Consequences Housing Authority will help solidify our capacity to develop projects in this state. We look forward to building many more new partnerships.

Our staff is now made up of 4 Project Managers, 3 State Program Directors, an accountant and an administrative support staff of 4.

Our Los Angeles office has also seen some changes. We have moved our office to a larger suite. Please feel free to stop by and visit us anytime.

In late June, President Paul Chavez and I took

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## NEW MEXICO CONT...

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cated in Albuquerque and three are located in southern New Mexico. These properties, originally financed with HUD 236 funds, were in danger of losing their affordability and, in the process, displacing more than 300 low-income families.

The NFWSC felt it was extremely important to step in and preserve the affordability of these units. The properties were successfully acquired and are currently being rehabilitated. Approximately 4 million dollars are being invested to renovate the properties. The funds to relocate the property were generated through a low income housing tax credit proceeds invested by the Enterprise Social Investment Corporation (ESIC).

In addition to Mr. Marenco's move to Albuquerque, the successful acquisition of new properties in New Mexico also required additional property management staff. In April, the NFWSC hired Ms. Angela Bowens, as the Regional Supervisor for all our properties in the state of New Mexico. She oversees the administration of all of our apartments in New Mexico. Ms. Bowens has over 8 years experience in property management in New Mexico. With almost 680 units in operation in the state of New Mexico, and with half of them undergoing renovation with tenants in place, Ms. Bowens has a full plate of challenges.

## LETTER FROM THE VICE PRESIDENT CONT...

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a week-long trip on to the Southeastern United States. The trip is the first of two sponsored by the Ford Foundation. The trip to the Southeast, as well as a trip to take place to the Midwest by early Fall, was exploratory in nature whose main goal was to educate ourselves first hand about the particular struggles and needs of this new immigrant wave. At the NFWSC we are seeing the large increases in the Latino population in the Southwest and Midwest. The NFWSC is very interested in supporting the new immigrant families as they incorporate themselves into American society.

Conveying our plans for growth is not new. I have written about our goals beginning with the first letter. What is different today is that those plans are now showing results: housing is being built, and the pipeline to impact more people is growing. Everyday we put one more piece of the puzzle in place to take us to where we want to go. Your support has been invaluable.

## 2004 TAX CREDITS

**C**ongratulations to our Texas team. Low Income Housing Tax Credits were awarded to Rufino Contreras Affordable Housing Corporation for Casa Saldana, previously Casa Korima, in Mercedes, Texas and Village at Meadowbend II in Temple.

In July, the NFWSC submitted two applications to the California Tax Credit Allocation Committee (CTCAC) for funding. These two projects, *Las Rosas Courts* and *Comunidad 16 de Septiembre, 1965* are located in Kern County and, if awarded, will add 231 units of much needed multifamily affordable apartments to the cities of Shafter and Bakersfield.

Additionally, the NFWSC submitted an application in August to the California Debt Limit Allocation Committee for bond financing for Vista del Monte Apartments, 104 multi-family affordable housing units in San Francisco. The NFWSC has owned Vista del Monte Apartments since December 2000, and has done extensive rehabilitation to the buildings' envelope, including new roofs, siding, windows, sliding glass doors, insulating the walls, repairing structural problems, and site drainage. The financing will provide funds to rehabilitate the apartment interiors and renovate the community building and garages.

Thank you very much and I hope to see you along our journey.

Sincerely,



Manuel H. Bernal, Vice President  
Housing and Economic Development

# PROJECTS OFF THE GROUND...

## GLENBROOK TERRACE



On June 30, 2004 NFWSC purchased Glenbrook Terrace, a 264 unit apartment complex located in central Phoenix. The \$13,748,000 in financing for the project was provided by a tax credit equity investment from Related Capital, a Charter Mac loan that was funded from the purchase of Private Activity Bonds issued by the Maricopa County Industrial Development Authority, and a bridge construction loan from the newly formed Arizona Family Housing Fund. The remainder of the funds necessary to complete the project was made possible by the generosity of a donation from Brad Pickering, the real estate broker who brought the parties together.

Over the next 16 months, NFWSC will work with Bernard Allison Management Services to complete the renovation and reach 100% qualified occupancy. The approximately two million dollar renovation will include exterior improvements such as roofing, painting, refinishing the recreation areas, and paving, as well as interior improvements to cabinets, flooring, electrical safety, paint, plumbing, and air conditioning.

## JARDINES DE LA FUENTE

Units at Jardines de la Fuente, formerly known as Casa Aguila, are now 50% complete. The first units will be leased by the end of September 2004. The office, as well as the Community Services building, will be made available to residents and service providers La Union del Pueblo Entero (LUPE).

All units will be complete by February 2, 2005. Jardines de la Fuente will be managed by Capstone Real

Estate Services, Inc. a full-service, third-party management firm presently managing over 26,000 multi-family units in 50 cities.

Casa Aguila was renamed Jardines de la Fuente to recognize Pedro de La Fuente, a UFW activist. Mr. de La Fuente and his family were part of the UFW's 1973 struggle against grape growers and are depicted in the film *Fighting for our Lives*.

Please check our next issue, where we will have pictures of the new finished buildings.

## SOMERTON, ARIZONA



The construction of Hacienda Manuel Chavez, previously known as the Somerton Apartments, is now 80% complete. The first apartments became available on August 20th. The clubhouse which houses a library, computer lab, laundry room, and community meeting room, are also available for residents.

The Somerton Apartments was renamed to Haciendas Manuel Chavez to recognize Manuel Chavez, who was an activist with the United Farm Workers in the Yuma area and cousin of the civil rights leader Cesar E. Chavez. Hacienda Manuel Chavez is an affordable rental housing development targeting individuals and families at the 50% and 60% Area Median Income.

The development consists of 80 units with 1, 2, and 3-bedrooms. 32 of the 80 units are set aside for farm worker families with an additional 16 units set aside for homeless families. It is located in the small farm worker community of Somerton, Arizona, in the Yuma County agricultural belt.

# PROPERTY MANAGEMENT NEWS



In this issue of Cornerstones, we introduce a new section, entitled Property Management News.

The NFWSC Property Management Fund is the key element in forming our housing developments into healthy communities that improve the quality of life of our residents. Property Management currently has a staff of 75 but is rapidly growing. In light of this growth we would like to introduce you to our key Property Management Fund staff and their duties.

Ms. Sabrina Padama, Executive Vice-President for the NFWSC Property Management Fund has given over 10 years of service to the management of our housing developments. She began as an Assistant Manager for Casas Blancas and worked her way to becoming Vice-President in 2001. Ms. Padama supervises approximately 1,900 housing units for the NFWSC in California, Arizona and New Mexico. She is responsible for the coordination of services to our properties, including laundry maintenance, training and routine and preventative maintenance of the buildings.

We currently have three Property Supervisors for our housing developments. Ms. Candy Flores oversees 8 properties and 915 units in California and Arizona. Ms. Flores has been with the NFWSC for 5 years and has been successful in obtaining her COS and Tax Credit Certificates of training as well as her Real Estate license. Ms. Mary Villanueva joined the NFWSC in July of 2004 and is responsible for 6 properties and 440 units in California. She has over 10 years of Property Management experience. The third Property Supervisor is Ms. Angela Bowens who oversees 3 large properties in Albuquerque, New Mexico and asset manages three other properties in southern New Mexico. Ms. Bowens has experience in the Albuquerque housing market as well as vast knowledge of fair housing.

Also on the Property Management Fund staff is Ms. Norma Soria. Ms. Soria is the Property Management Compliance Manager and has been with NFWSC for almost 10 years with over 15 years of experience in the Property Management field. Ms. Soria is a major support function of Property Management conducting trainings, oversight, compliance audits, and technical support. She is a Tax Credit Specialist and is COS Certified. She is responsible for ensuring that all properties are in compliance with state and federal laws.

In late 2002, we implemented a Management Inte-

grated System called the YARDI Software System. This system has various programs and web bases for real time data, such as A/P, A/R, Crystal Reports, compliance Reports, and a maintenance work order system. YARDI adds sophistication to our operations, expense controls and reporting to our offices, investors and lenders.

With NFWSC growing at such a fast pace, solid property and asset management are going to be key. Look for more information in the next newsletter.

## INNOVATIVE DEVELOPMENT

**C**omunidad 16 de Septiembre, 1965, is located in the County of Kern just east of the City of Bakersfield. Once constructed, the development will be composed of 150 units of multifamily housing, 30 single family homes, 70 units of senior housing and 20,000 square feet of commercial space.

*Comunidad 16 de Septiembre, 1965* sits on 21 acres of land that is currently the remains of a cotton gin facility. There 21 acres have been re-zoned from manufacturing to accommodate commercial space as well as housing. The land will be divided into three parcels and will provide new rental units, with modern energy saving appliances, constructed in an attractive surrounding. The project design and amenities have been calculated to maximize a benefit for the community and future tenants. The mix of commercial space, multifamily housing, single-family homes and senior housing will successfully reinvestigate the blighted area.

The senior housing will be located above the commercial space. Restaurants, clothing retailers and a market are some of the planned uses for the commercial space. The 150 units of affordable multifamily housing will consist of two, three and four bedroom units targeted to families with incomes at 30%, 40%, 50% and 60% of the Area Medium Income (AMI). The units will range in size from 900 sq ft to 1400 sq ft. The affordable single-family homes will have 2 or 3 bedrooms.

In addition, the entire planned community will be service-enriched which will give all our tenants access to on-site social services as well as referrals to other community service providers.

# PLAZA MANUEL ORTEGA HELPS CULTIVATE WRITERS OVER THE SUMMER



Plaza Manuel Ortega in El Mirage, Arizona, was the site for a summer reading and self-discovery writing program for children called "Words With Wings". Funded by a grant from Nationwide Insurance facilitated by Apollo Housing Capital, the program focused on working with resident children to provide creative learning opportunities through the summer months. A total of twelve children, ages 9 – 15, enrolled in the six-week program.

The class was taught by Ms. Jo Ann Hernandez assisted by a second teacher Mr. Marco Hernandez. Ms. Hernandez is a well-published, award-winning writer and adjunct faculty member at Paradise Valley Community College. She was the first place winner of the Chicano/Latino Literary Competition at the University of California, Irvine, for her book The Throw Away Piece.

The children participated in group reading to help improve their reading skills. Additionally, the children responded in writing to questions such as "Who Are We?" and "Where are our stories?". They also learned how to critique each other's works. Instruction was provided to help understand the basic parts of speech as a foundation for later writing exercises. The children then wrote on topics such as "Cheating in Class" and "What Would you do if you saw a Lost Child?"

At enrollment some of the children stated they had never before written a story and that they did believe reading was not fun. At the program's end, 100% of the children completing evaluations said they would like to attend another such program.

Ms. Hernandez also facilitated summer book borrowing from the nearby Maricopa County Library for the children. A long-term benefit of this, was the establishment of a partnership between the Library and Plaza Manuel Ortega residents. This new relationship will help bring bilingual speakers to the property periodically to let residents know about library resources and events available to both adults and children.

Plaza Manuel Ortega is an 80 unit multi-family property that was dedicated in the fall of 2003. Now 100% occupied it targets families earning 30% - 50% of the Area Median Income.

## AZ STAFF ADDITION



Ms. Jeanne Redondo joined the NFWSC in July of 2004 as Project Manager in the state of Arizona. As project manager for the State of Arizona, she oversees and coordinates all phases of project development, including project feasibility and compatibility with the organization's mission; preparation of financing packages and other funding applications; coordination of meetings and activities with outside financial consultants; and overseeing construction and transition to property management.

Ms. Redondo brings ten years of real estate experience to NFWSC, including five years in affordable housing development during which she successfully completed the development of over 500 units of housing worth \$27 million dollars. She has managed single family, multi-family and commercial projects, including a senior housing development that was named CDBG Project of the Year by the City of Glendale, Arizona. Ms. Redondo was a Housing Consultant for the Foundation for Senior Living and a Project Developer for Mercy Housing Southwest. Ms. Redondo holds a Bachelor of Science from Georgetown University and a Master of Arts from the State University of New York at Albany.

**SI SE PUEDE!**

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

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

**HED Staff**

**Arizona/New Mexico**

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

**California**

Vera Fleischman, Director of California Programs  
Ernesto Espinoza, Project Manager  
Sandra Rivera, Administrative Assistant

**National**

Manuel Bernal, Vice President  
Larry Canterbury, Construction Project Accountant  
Jackie Monterosas, Executive Assistant

**Texas**

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

**Property Management Staff**

**Arizona**

Lorie Tristan, Manager, Plaza Manuel Ortega Apartments

**California**

Sabrina Padama, Vice President  
Candy Flores, Property Supervisor  
Mary Villanueva, Property Supervisor  
Evangeline Jauriqui, Office Manager  
Linda Sandoval, Community Services  
Sylvia Duran, Manager, La Paz Villa Apartments  
Liz Gonzalez, Manager, Casa Hernandez Apartments  
Elizabeth P. Gonzalez, Manager, Casas Blancas  
Jessica O'Neal, Manager, Ross Gardens Apartments  
Lynn Burge, Assistant Manager, Villa Robles Apartments  
Rosa Nohemy Jimenez, Manager, Casa Velasco  
Rosalie Mora, Manager, Salandini Villa Apartments  
Maria Salazar, Manager, Hollister Plaza Apartments  
Becky Sitton, Manager, Ross Gardens Apartments  
Rosemary Ledon, Manager, Gilroy Apartments  
Norma Soria, Compliance Manager  
Maribel Medina, Compliance Assistant

**New Mexico**

Angela Bowens, Property Supervisor  
Teresa Ward, Manager, La Vida Nueva Apartments  
Colleen Duckworth, Manager, Sandia Vista Apartments  
Norma Cornejo, Assistant Manager, Sunny Acres Apartments

**Financial Management Staff**

Elaine Binegar, Senior Staff Accountant  
Maria Magaña, Clerk  
Bill Parker, Chief Financial Officer  
Trini Lopez, Administrative Assistant  
Cliff Timmermans, Controller  
Karen Stedman, Staff Accountant

**Special Acknowledgements**

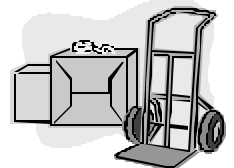
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Tony M. Astorga, BlueShield/BlueCross of AZ, Sr. Vice President  
Tony Applegate, Nationwide Insurance  
Lydia Avila, Occidental College, Summer Intern  
Maria Echeveste, Bank of America, Vice President  
John Juarez, Bank of America Community Dev., Vice President  
Kevin M. Kilbane, Apollo Housing Capital, Vice President  
Melanie Menacore, Apollo Housing Capital, Senior Asset Manager  
Ed Rosenthal, Director, The Enterprise Foundation  
Carly Skidmore, Nationwide Insurance

**WE'VE MOVED!**

Please note that our Los Angeles office address has changed:

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Housing and Economic Development  
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Los Angeles, CA 90014  
Phone (213) 362-0260 Fax (213) 362-0265**



**You can still access the Housing and Economic Development Online at: [www.nfwshousing.org](http://www.nfwshousing.org)**

You can read past newsletters, learn about our staff and Board of Directors, as well as our most recent pictures of projects under construction. 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: [hed@nfwscmail.com](mailto:hed@nfwscmail.com)