



Submission of

Catholic Community Services

and

Catholic Housing Services of Western Washington

To the Committee on Financial Services,
United States House of Representatives
The Honorable Jeb Hensarling, Chairman

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On behalf of the communities we serve, we wish to express our gratitude to Chairman Hensarling and all the members of the House Committee on Financial Services for the opportunity to offer our thoughts on addressing poverty and housing affordability. We also wish to thank all of you for your service to our country and your focus on pursuing public policy that improves the lives of all Americans, but particularly those who live in our poorest communities.

We agree with your assessment that the approach of the Department of Housing and Urban Development (HUD) over the last 50 years has not been successful in accomplishing its original goals, and applaud your efforts to begin a conversation about how we can best achieve affordable housing for all Americans and truly address the intractable problem of persistent poverty.

As a Catholic Charities organization sponsored by the Roman Catholic Church in Western Washington since 1918, and currently led by the Most Rev. J. Peter Sartain, Archbishop of Seattle, we at Catholic Community Services (CCS) and Catholic Housing Services (CHS) of Western Washington have a great deal of experience working with individuals and families who are poor and struggling. In 2014, our 3,337 employees and 13,719 volunteers provided services to over 125,000 community members through more than 170 different programs.

CCS operates 12 regional Family Centers throughout Western Washington. The centers offer multiple services to children, families and individuals including adoption, pregnancy support, case management, emergency assistance, shelters, transitional housing, and much more. Two other major agency initiatives include the Long Term Care System, which provides a full array of in-home and personal care for elderly and disabled persons; and the Family Preservation System, which offers services for children, youth and families with multiple and complex needs.

Founded in 1979, CHS develops and manages affordable housing for low-income families and individuals, including formerly homeless individuals, low income seniors, veterans, farmworker families, and those who have special needs related to their physical and/or mental health. CHS began by developing five HUD 202 senior projects in its first five years with only one employee. Since then, CHS has grown to become a multi-service agency with an annual operating budget of \$22 million, approximately 300 employees, and assets of over \$250 million owned or under management.

Since both CHS and CCS develop and manage low-income housing, we have established comprehensive management programs to address the complexities of serving both extremely low-income households and the needs of tax credit investors, public funders, and private lenders. Currently, CHS is the managing general partner of 23 tax credit limited partnerships, and CCS is the managing member of an additional three projects. Over the past 36 years, CCS and CHS have developed 50 projects, and now manage almost 2,300 units of affordable housing across Western Washington, offering safe, secure housing for over 3,500 children, adults and elders.

In the press release inviting public comment, the Committee referenced a quote from President Johnson made at the signing ceremony for the HUD Act, “ ‘...we must find the ways to preserve and to perpetuate in the city the individuality, the human dignity, the respect for individual rights, the devotion to individual responsibility that has been part of the American character and the strength of the American system’ or our society will perish and decay.” The press release then concluded with the statement, “Fifty years later, let those words be our guide to a bold new way of approaching the problems of poverty and housing affordability.”

There is widespread acknowledgement that current HUD structures lack coordination, are essentially unresponsive to the long term housing and economic self-sufficiency aims of rural, urban and ethnic poverty stricken families and communities, and are bereft of any discernable asset investment strategy which might lead to measurable long term asset acquisition and preservation of sustainable/leverageable wealth in those very same communities. Many billions of public dollars have been spent and have achieved little or no progress in combatting or reducing the underlying multi-generational poverty and dehumanizing dependency still so prevalent. In fact, it can be clearly demonstrated that in some cases these investments have underwritten a destructive multiplier dynamic on the underlying poverty in certain of these communities.

Understanding the many factors that keep people in poverty is not easy. Our experience of nearly a century has taught us that working successfully with individuals to move out of multi-generational poverty and achieve self-sufficiency requires a strengths-based “big picture” approach that incorporates many different aspects of their lives, including housing, education, mental health, employment and more. There have been, over the past few decades, a number of new approaches to housing for housing/shelter purposes only (e.g., Rapid Re-Housing, Housing First, 10-Year Plans, non-profit REITs) and a great deal of research on the impacts of poverty, particularly on children.

Recent research is demonstrating that poverty appears to have the greatest consequences for the youngest children, a finding that may be related to the period of rapid brain development in the first three years of life.¹ It has also become clear that poverty and its consequences in childhood can have long-term effects on individuals and increase the likelihood that poor children will experience poverty as adults.² This type of research has helped to engage policy makers in discussions on how to improve the social and economic well-being of low-income children and families. This is a positive trend, but still keeps the focus solely on impacting individuals or families, and does not address the communities in which people live.

Based on our nearly 100 year experience working with poor families and communities, we believe this policy and practice of viewing affordable housing as only focusing on the *housing needs of individuals or families* is where HUD's prior and current approach (and in large measure our own) has failed to achieve demonstrable progress in promoting self-sufficiency. In our work, we seek to engage those we serve in a relationship that allows us to work together to best address the conditions which brought the client to us, and not merely transfer resources to cover immediate needs. We walk with an individual or family through their specific challenges, and invest many months and often years in helping them to build a foundation for success. However, we as a nation have not used this same approach when working with whole communities.

The approach of HUD over the last 50 years took President Johnson's vision to heart and based its services on responding to the needs of individuals and families. What it did not do was root itself in the very communities where poor people live. We believe that significant progress on underlying poverty and affordable, sustainable housing will occur only when we purposefully and strategically engage with whole communities, not just individuals. We need to shift away from a focus on helping people "escape" poor communities to an approach that helps poor communities build and sustain self-sufficient, healthy neighborhoods in which members can live and thrive for generations.

Through many decades of service, CCS/CHS has come to recognize that there are many culturally rich socially-sustainable communities in the Western half of Washington State - the urban Indian community, the urban Latino community, the African-American community, the Filipino community - that have

¹ Greg J. Duncan and Jeanne Brooks-Gunn, eds., *Consequences of Growing up Poor*. New York, NY: Russell Sage Foundation, 1995.

² Robert L. Wagmiller and Robert M. Adelman, "Childhood and Intergenerational Poverty: The Long-Term Consequences of Growing Up Poor," November, 2009, http://www.nccp.org/publications/pub_909.html

suffered greatly from years of marginalization and not being able to access the many economic opportunities of this nation. These same communities are worse off today than when HUD was founded 50 years ago. The homelessness rates are just as bad or worse, the dropout rates are just as bad, the crime rates are just as bad, the wellness indicators are just as bad.

If the indicators of poverty are worse now than they were fifty years ago, then something different has to happen. A big part of the problem is not what we as a nation – government, social services, charitable organizations, churches, etc. - are doing, but what we are *not* doing. We have focused on working with individuals or with families, but we have not directly engaged with the communities themselves. We must listen to their needs and work with them to develop the capacity within a particular community to take care of itself by focusing and building on its unique strengths and assets. The idea is to create a foundation of economic opportunities through authentic partnerships and promotion of asset acquisition within the community itself. We are convinced that a generation or two of stable funding will allow communities to build their own self-care institutions (affordable housing, health care clinics, day care centers, and schools).

Our Communities of Concern initiative promotes capacity and asset building in underserved communities, particularly in communities of color. At present, we are focusing our initiative efforts on working with Urban African Americans, Urban and Rural off-reservation Natives, Farmworkers and Urban Hispanics, Filipinos and Veterans. These Communities of Concern are over-represented among homeless and ill-housed populations, but are under-represented in the sponsorship, development, ownership and management of public housing. Individually and as a group, they experience societal and institutional barriers to full participation in securing funding for low-income housing development and other areas of essential services and culturally appropriate outreach to their community(s).

We are working with these Communities so that they are more able to participate fully in the care of vulnerable community members and so that they can get better access to public and private resources dedicated to address those needs. Through this initiative, it is the goal to foster community well-being, combat and reduce poverty and stand in solidarity with communities as they focus on effective and sustainable community economic development and the building of sustainable capacity to address and meet the needs of their people. For your interest, we have attached information from one such effort, the Black American Community Initiative (Appendix A). Real, lasting change will not be made without the involvement of the community members themselves.

CCS and CHS recognize that a big challenge for both government institutions and social service agencies is to resist the impulse to view increasing funding levels as the *sole* solution to our social problems. As the Committee pointed out in its recent press release, more than \$1.6 trillion dollars has been spent by HUD and affordable housing remains out of reach for as many people today as it was 50 years ago. The answer is not merely additional funding for housing and services, but in *changing how the funding is used to have a transformational impact*.

We are excited at the opportunity to provide input and believe now is the time to engage in sincere and serious conversations with this Committee, Congress and our government institutions about how we can change our current funding approach, including identifying options to:

- Make immediate changes to simplify HUD processes and procedures and/or remove barriers that have immediate impact (e.g., restriction on full-time students in tax credit housing, when we know stable housing combined with access to quality education can significantly improve the socio-economic conditions of a family over time).
- Design funding for HUD and other programs to have the greatest strategic impact on poverty by designating it for *and* allowing access directly by communities to be invested for long term self-sufficiency.
- Involve community members themselves in leading the effort to identify needs and design solutions to meet those needs.
- Increase collaboration with other federal, state and local programs to provide more access and resources (educational, employment related, health) based *in* poor communities.
- Develop ownership capacity in poor communities to build new “anchor properties” that revitalize community centers, become financial assets owned by community organizations, and root people to a place with an incentive to remain and build it up for generations to come.

Thank you again for the opportunity to provide input to the Committee. We look forward to continuing to work with all of you to reduce poverty and build stronger, healthier communities.

**Catholic Community Services and Catholic Housing Services
of Western Washington**

**Black American Community Initiative
Village Spirit Center for Community Change & Healing**



Remember....

The elder and honor their wisdom

Remember...

The children—their innocent love, eyes and smiles

Hear the voices of the young...

They are rooting for you...

What you do does matter...

They want to succeed, too.



VISION/MISSION/VALUES

Our Vision:

Being genuine and authentic in the spirit of the village, we will work for the collective well-being of the Black community across western Washington in helping to elevate the social and economic realities of Black/African American families.

Our Mission:

To build and create sacred living spaces with transformative services, and through joining with others, create wealth through asset acquisition for the Black/African American community in western Washington.

Our Values:

Integrity, genuine, authentic, truth, trust, quality, honor, wisdom, creativity, belonging, enduring, faith, justice, security, realistic, determined, healing, ritual, discovery, rising, maturity, joy, peace, together, compassion, empathy.

Our Motto:

Live Abundantly:

Authentically
Beautifully
Understandingly
Nicely
Determinately
Appreciatively
Nobly
Truthfully
Lovingly
Yearningly

Operating Assumptions

- There is a continued need for Black leaders and organizations to be focused and vocal about Black needs, issues, and places at the tables where the economic pie is divided, political decisions (whether civil, social, or governmental) are made or resources are allocated.
- That every individual or group has a goal or outcome they desire to reach regardless of their “relative deprivation.”
- That there have not been true culturally respectful services developed addressing the needs of Black families. That all service development has had as their either conscious or unconscious foundation the Eurocentric cultural norms of the general majority culture.
- African American families/individuals come from different experiences and backgrounds – we all have something to bring to the table – every person is important/essential.
- This village will create people we never thought there would be; beginning with us. We can create! We can have our own stuff!
- We will take a page from our Native American Brothers and Sisters, and plan with a vision of longevity to seven generations.
- There will be resentment from within and from our broader community about this initiative. We shall not be moved on this! FOCUS - Black Families/Issues.
- If we don’t do it, nobody else will. We will be five times more concerned for our people.
- Within the context of this culture/society, we too have been conditioned to think of and define ourselves as the general majority community does.
- We will remember and remind ourselves of who we are and where we come from.
- This effort is for American born African heritage people – Black Americans.

HOUSING AND SERVICE MODEL

The Village Spirit Center (VSC) for Community Change and Healing is a “housing and service” initiative implemented to work for the collective wellbeing of the Black community across western Washington. Its vision is to help elevate the social and economic realities of Black families. Our methods are to:

- **Build Housing** – We will develop and build housing that is of the highest quality and speaks to the cultural and family needs of the Black community.
- **Enriched Services** – We will join with our families and individuals to provide support through services with the intended purpose of helping families and individuals improve their “quality of life” through setting reasonable and attainable goals, gaining new knowledge for the journey through life skills classes, and addressing issues of “internalized oppression.”
- **Economic Growth** – We will join with our families and individuals to attain knowledge and implement methods for the purpose of acquiring assets for economic growth.
- **Community Economic Development** - We are all a part of something greater than ourselves – our families, communities, city, state, and country. We recognize the historic legacy of economic exclusion experienced by Black Americans. The denial of equal access and entry to the economic opportunities available to the majority culture has created an ever widening prosperity gap. Therefore, the VSC will strive to bring jobs and employment opportunities to Black individuals, businesses and professionals whenever possible to counteract that legacy.

HOUSING

We believe that all individuals and families need a safe, secure, and stable place to live. Having stable housing is the foundation necessary for a healthy and happy quality of life. The *Village Spirit Center's* housing “developments” will form the foundation for building these better lives. Provided below are descriptions of our current housing developments:

Spruce Park Apartments



The Spruce Park Apartments provide 45 units of affordable housing in the Central Area of Seattle located at 155 21st Ave. It is affordable housing serving families and individuals at 50% or lower of the area median income. It contains 18 studios, 26 one-bedroom units and a resident manager's unit. In addition, four of the units have been set aside as transitional housing for families who are homeless or at risk of being homeless. The building is across the street from Spruce Park, it has 17 parking spaces, and is in a location that offers excellent access to services, employment, healthcare facilities, recreation, transportation, and the downtown area. For information, call (206) 322-0450.

Monica's Village Place I



Monica's Village Place I is a new development of 51 units of affordable housing in the Central Area at the intersection of 23rd Avenue South and South Main Streets. There are one, two, and three-bedroom apartments and townhomes available. All units are affordable to families making 30% to 50% of the area median household income. This housing development includes three-floors of housing over commercial/retail space, a computer room, and a multi-purpose room for gatherings by residents and the community. The building is oriented around a central courtyard containing a play area for children and a healing/reflection garden.

Housing Development

Overview:

The cost of housing has skyrocketed over the last fifteen years making it difficult for moderate to low-income working and poor families to either afford decent housing or housing at all. In many cases, families become homeless. Other families move to outlying areas far from their place of work. This makes for long commutes either walking, on buses, or in cars in desperate need of repairs. All individuals and families need a safe, secure, and stable place to live. Having stable housing is the foundation necessary for a healthy and happy quality of life.

Purpose and Goals:

The goal of the "CCS and CHS Black American Initiative" is to create assets—affordable housing—that will answer the immediate need of safe and sacred places for families to live surrounded by transformative services leading to a better quality of life, economic status, and independence. These housing "developments" will form the foundation of "assets" to be used for leveraging into "wealth" for the benefit of the residents living in the units and for the use as "common assets for the community."

Operating Assumptions and Program Beliefs:

- Housing is a choice not a placement.
- Housing is a person's home, not a residential treatment program.
- People have a right to safe, affordable housing.
- All tenants hold property leases and have the full rights and obligations of tenancy.
- Participation with the housing community, establishing a "Progress Goal Plan," and actively working to actualize that plan is a condition of tenancy.
- Services are designed to be life enhancing and soul inspiring driven by tenant needs and individual goals.
- Increase health, happiness, and well-being.
- Finding the gifts within.
- Breaking the cycle of poverty.

Housing Development Projects:

"The Village Spirit Center for Community Change and Healing" (VSC) will have a housing development and asset management arm. The staff of the VSC will be responsible for actualizing the mission of *"creating sacred living spaces"* for our families across western Washington. These projects will be both acquisitions and new developments maintaining the high standards of CCS/CHS in developing housing that is of the highest quality, environmentally conscious, and aesthetically beautiful.

The staff of the VSC will work with the Community Development Center in coordinating the various elements of housing project development, financing, construction, and close out. Catholic Housing Services will be the property manager of all of the housing projects developed under this initiative.

The VSC in conjunction with Catholic Housing Services will be responsible for tenant recruitment, screening and qualifying of residents, ensuring that all regulations and policies are adhered to, recordkeeping/reporting, overseeing building maintenance, and any other elements of property management not listed here. Catholic Housing Services will train staff in the VSC in the areas of asset and property management.

Housing Development Process:

The five stages of a project are:

1. Development concept/pre-feasibility
2. Feasibility
3. Financing and closing stage
4. Construction
5. Operation

At each stage, tasks are organized in four categories: market/resident, site, financing and organization. This reflects the looping or iterative nature of project planning tasks. For example, budgets must be prepared at the development concept stage but must be reiterated

Appendix A

and improved at each of the four following stages based on information that is ever more verified and reliable.

Also at each stage, a list is given of end products that should be in place before the next stage begins. For example, one product of stage one is a preliminary site plan.

STAGE ONE: DEVELOPMENT CONCEPT/PRE-FEASIBILITY

A project opportunity presents itself either by identification of a housing need, staff becomes aware of an opportunity identified, seller or local community approaches the VSC, or development consultant presents opportunity for a Phase II of an existing project or the need to expand presence in new market.

At this point the appropriate team members are brought together to discuss the following:

- Market/Residents
 - Identify the population to be served (for example homeless, farmworker, workforce, families with HIV/AIDS, others)
- Specific site – is there a site identified yet? If yes, then the following issues need to be addressed:
 - Zoning-local map of neighborhood and zoning
 - Density
 - Existing Structures
 - Existing tenants and relocation
 - Historical
 - Wetlands, streams, etc.
 - Neighborhood issues
 - Ownership information – assessor data
 - Photographs of site and neighborhood
 - Neighborhood amenities
- Feasibility checklist – complete funding package possibilities – feasibility checklist is needed.
- Consistency with the VSC mission and Strategic Plan
- Funding requirements – What is needed to have and by when. Predevelopment funding is identified.
 - Identify potential available funding sources, and roughly estimate development and operating budgets.
 - Identify the needed pre-development resources, and sources.

PRODUCTS

- Overall: One to two page project concept description, summarizing the above including detailed research into a major project threshold issue.

Appendix A

- Financing: Enough pre-development money for next stage and an initial development budget and operating pro forma.
- Site: Preliminary site plan and list of needed public approvals (if vacant land or unusual rehab site).
- Site: Preliminary title report/comparables/site information.

AGENCY PROTOCOL

- Project concept and financing strategy is reviewed with Agency leadership and approval to proceed is sought.
- Upon successful approval, a Board Resolution is drafted by Director of Housing for next board meeting.
- Board Resolution and Project Concept Paper is reviewed with Development Subcommittee and then presented to the Board for approval.
- Gain site control by making an offer to purchase/obtain an option (this may also need to be done swiftly with a contingency of board approval prior to protocol initiative); possibly contract with some development team members or apply for pre-development financing.

STAGE TWO: FEASIBILITY STUDY

We now have a firm project concept and a potential site or sites identified that are optioned or under contract.

TASKS

1. Community and Residents
 - a. Research/test market
 - b. Perhaps conduct our own survey
 - c. Meet with local community officials and neighbors as appropriate (identify and resolve NIMBY issues, if any)
 - d. Contact local housing authority and review concept for input and suggestions.
2. Site
 - a. Complete site feasibility evaluation
 - b. Obtain preliminary design information/cost estimates.
 - c. Initiate any critically important public approval processes (zoning, short plat, community notification, etc.)
3. Financing
 - a. Refine estimates of development operating costs,
 - b. Identify a plan for obtaining financing and revenue in the amounts and at the times needed. Some financing applications may be made, particularly for subsidy financing.
4. Organization
 - a. Identify/contract with attorney, architect/rehab estimator, and possibly other development team members.
 - b. Implement community/tenant information plan.

Appendix A

- c. Protocol: Update Agency Leadership Team of progress and seek “go-ahead” for funding, purchase of property.

PRODUCTS

- **Market:** Information on market or in-place residents. In most cases this is a detailed market study.
- **Site:** Preliminary site plan; preliminary design/schematics or preliminary rehab scope of work; refined list of public approvals needed. Get site control only if low-cost/low-risk.
- **Financing:** Preliminary development and operating budget, sources and uses, and resource plan. Some financing applications for subsidy funds, or at least “feelers.”
- **Organization:** Project schedule/work plan; a list of development team members.

AGENCY PROTOCOL

- Internal Leadership: Accept preliminary feasibility analysis and continue process; contract with some development team members; apply for financing; delegate appropriate decisions to staff.
- Property Management has reviewed and approved of the operating pro forma.

STAGE THREE: APPLICATION TO FUNDING SOURCES

When Stage Two tasks are successfully completed, we have determined that the project appears feasible. At this point site control is firm and the funding sources are clear.

TASKS

1. Community and Residents
 - a. Plan marketing strategy or rental management plan.
 - b. Conduct market study as required by funding sources.
 - c. Contract with agencies for support services if needed.
2. Site
 - a. Obtain site control: deed, option or contract for period long enough to complete planning, obtaining financing and close the purchase.
 - b. Complete preliminary design and obtain construction estimates or capital needs assessment, environmental Phase I report.
 - c. Bid out construction work and select contractor.
 - d. Complete any approval processes, and apply for building permit.
 - e. Close property purchase.
3. Financing
 - a. Complete final budget estimates.
 - b. Make applications for acquisition, construction and permanent financing.
 - c. Obtain appraisal/appraisal review for lenders.
 - d. Secure financing commitments.
 - e. Close acquisition and construction financing.
4. Organization

Appendix A

- a. Implement community/tenant information plan.
- b. Manage development team.

PRODUCTS

- **Market:** Tenant occupancy and management plan; (possibly) contract with Management Company; marketing plan. Details of service plan (if appropriate.)
- **Site:** Phase 1 Environmental Assessment; soils test and other inspection reports; refined cost estimates. If project is still feasible, proceed with: working drawings/rehab scope of work; final construction cost estimates; contractor bid package; public approvals and building permit.
- **Financing:** Financing applications. Financing commitment letters. Construction loan closing documents. LLC Agreement. Architect contract.
- **Organization:** Team management system put in place
- **Leadership Decisions:** Possible select contractor/other development team members; approve final financing package and rent structure; approve marketing plan, management plan, and tenant selection criteria.

STAGE FOUR: CONSTRUCTION

Funding has been awarded (or is at a high likelihood.) Detail design and construction planning occurring.

TASKS

1. Market/Residents
 - a. Implement marketing plan.
 - b. Develop and monitor “turnover” plan (from development to operations).
2. Site
 - a. Close on site purchase.
 - b. Construct/rehab units and monitor construction.
 - c. Supervise completion of punch list items.
3. Financing
 - a. Complete information for permanent financing.
4. Organization
 - a. Implement community/tenant information plan.
 - b. Manage development team.

PRODUCTS

- Marketing: Waiting List; leases or sales agreements.
- Construction Contract
- Compliance binder (Homestead “Green Book”)
- Site: Construction schedule and progress reports; local code approvals; punch list; warranties and guarantees.
- Financing: Permanent financing documents.

STAGE FIVE: ON-GOING OPERATIONS

This covers the transition from development to operations.

TASKS

1. Market/Residents
 - a. Complete rent-up, supervise move-ins.
 - b. Adapt tenant selection criteria and other aspects of management plan as needed.
2. Site
 - a. “Break-in” building, and bring back contractors for warranty items.
 - b. Maintain and repair building.
3. Financing
 - a. Close on permanent financing and (possibly) receive equity pay-ins.
 - b. Monitor financial performance and make changes as needed; invest reserves.
4. Organization
 - a. Complete periodic reports to financing sources/partners.
 - b. Asset management – Maintain compliance with applicable laws and regulations.

PRODUCTS

- Quality housing satisfied and involved residents, a financially sound project, and a supportive community.
- **Board Decision:** Major changes in tenant or management plans; refinancing; periodic reviews and annual budgets/rent adjustments; selection of management company or contractors for major repairs; personnel and tenant relations problems.

ASSET MANAGEMENT AND PROPERTY MANAGEMENT

ASSET MANAGEMENT

The Village Spirit Center will employ all principals and best practices as it endeavors to manage its assets. Asset management is the strategic pursuit of an owner's long term goals from predevelopment through the administration and disposition of a property within the context of the portfolio.¹ Our asset management strategy will work to select properties that will meet our goals, set in financial and programmatic contexts that will make it possible to meet those goals, and then turn them over to a property manager who runs the day to day operation. In addition, under this function we will look to the long range financial status of the property, reviewing 15 to 20 year spreadsheets that show trends in income and expenses, overseeing long range capital improvement plans including providing direction regarding reserve levels and contributions, undertaking refinancing when it is necessary, and securing subsidies for the long term health of the property.

The asset management function is critical to maintaining the long term financial sustainability of the organization and to meet our obligations to the funders. Our biggest commitment, however, is to provide long-term quality housing for our families and our community.

PROPERTY MANAGEMENT

As we begin to implement the roll-out of the Village Spirit Center, we will look to our supporting organization, Catholic Housing Services, to train our staff in the effective and efficient process and procedures of property management. We will expect our property management staff to set the annual budget of the property with a reasonable spending plan for the coming year, make sure to operate within that budget, market unit availability, keep vacancies within the industry standards, manage the "wait list," maintain all operating systems, grounds, and ensure the safety of the residents living within our buildings with consistent repairs and maintenance of the facilities and grounds.

Our properties should always be managed under the values of "Ministry of Presence" and being culturally respectful and knowledgeable of the families we are serving.

¹ A Guide to Comprehensive Asset and Property Management, Local Initiatives Support Corporation, Second Edition.