



NEW DIMENSIONS

ELDERLY HOUSING DEVELOPMENT & OPERATIONS CORPORATION

Winter 2012

Funding Sources Change But The EHDOC Mission Continues

"It is a tragic fact that in this land of great affluence, millions of older Americans lack adequate housing. Decent housing for the elderly means more than providing a roof over one's head. It means providing a living environment that accommodates the physical disabilities of age and disease and provides for the very real social problems faced by this special group."

I was honored to be a House staffer listening in the gallery when these words were spoken by Congressman Robert Steel of CT on the floor of the U.S. House on June 20, 1974 during the passage of a new program for elderly housing by a vote of 274-112. I am now honored to be counsel to EHDOC and to work as a team with Steve Protulis whose vision I share and whose passion for the mission of EHDOC energizes us all.

Since the first funding round in 1975, HUD's Section 202 program has provided non-profit sponsors like EHDOC with the resources to build and operate affordable supportive housing for each of the last 37 years. Republican and Democratic administrations alike have held the program in high esteem as the demand for

funds always outstripped available funding by at least five to one.

EHDOC has successfully utilized this program as its base for growth, having built at least 47 of our 53 communities utilizing it. Sadly, for Fiscal Year 2012 and now 2013 there will be no 202 competition since the Congress cut funding for new construction. It is also likely that any further funding under the 202 program will not be administered as a free-standing program that provides both capital grants to build projects and operating subsidies to assure that they are affordable.

It has been clear for the past several years that storm clouds were just over the Sec. 202 horizon, and EHDOC has been fighting to keep the program while planning for this sad day. That planning has included expanding our in-house capacity by adding Larry Hecky, AIA as Director of Building and Architecture and Chris Shear as Development and Refinance Coordinator to deal with development programs beyond Sec. 202.

A program that was created in 1986 called the Low Income Housing

Tax Credit has become the program of choice for many for-profit developers and non-profits have been increasingly participating in the program as other more traditional funding sources dry up.

The LIHTC program obtains equity investments, typically from banks, for whom tax credits derived from investments in communities they serve are very valuable. Under the Community Reinvestment Act, banks are required to make such investments.

To date we have successfully utilized the program as a means to preserve and recapitalize two of our existing communities while also working on three new development projects and refinancing other communities.

In the past, EHDOC raised over \$46 million in non-HUD Section 202 funds to support its projects. We have expanded our in-house staff to meet the changing landscape. While we face the challenge of a loss of Sec. 202 funds, our continuing mission to serve has not changed nor has our belief that we will succeed.

*By: James N. Broder, Esquire,
EHDOC General Counsel*



Elderly Housing Development
& Operations Corporation

Mission Statement

EHDOC develops and manages safe, secure and affordable housing for senior citizens across the United States. EHDOC advocates for the highest quality of life for the seniors of today and tomorrow.

Board of Directors

Morton Bahr
President

Steve Protulis
Executive Vice President

Leo Gerard
Vice President of Operations

Edward L. Romero
Vice President for Quality

Maria C. Cordone
Secretary

Susan L. Phillips
Treasurer

Marjorie Colebut-Jackson
Director

Tony Fransetta
Director

Maxine Carter
Director

Roger Smith
Director

Joseph Hunt
Director

John Olsen
Director

Mark Weiner
Director

Ellen Feingold
Director

Mark Ayers
Director

New Dimensions is published by:
EHDOC

1580 Sawgrass Corporate Parkway
Suite 210

Fort Lauderdale, FL 33323

Tel: (954) 835-9200

Fax: (954) 835-0888

Email: newsletter@ehdoc.org

Executive Director's Views

By Steve Protulis

Mission and Principles Drive EHDOC

Today, the mantra of the Right aimed at the heart of this country's social net has become: "wasteful spending," "fraud and abuse" and "welfare cheats". You may be shocked to hear me say this, but every big lie has a grain of truth that gets embellished and expanded until the truth is no longer recognizable ... but there is still that grain of truth.

Here are some examples: a recent survey of healthcare CEO salaries revealed that a president of a non-profit hospital in Maine, a poor state, made over \$3.6 million! When ordinary people demand that non-profits pay property taxes, that's the example they most often cite.

When hospitals buy medical practices and make all the specialists in a region their employees, they are able to exercise monopoly power and charge what the traffic will bear.

How many times have we heard about charities that spend 75% or more of their donations on "overhead"? How many non-profits let vendors charge whatever the Government will allow, instead of that being a cap and not a floor?

If the critical missions of the non-profit sector are to thrive we must be stewards of our scarce resources and respectful of the people who pay the bills – the taxpayers.

Here are five core principles to consider (and a few suggestions on how to live those principles): Respect for Seniors, Respect for Each Other, Respect for Communities, Respect for Our Roots, and Respect for the Nation.

Respect for Seniors - Our residents are our customers. They are also parents and grandparents and we owe them the highest fiduciary duty. At EHDOC we live this value by, for example:

By raising money for the EHDOC Senior Relief fund to provide emergency funds for seniors in need, but just as importantly, to allow seniors to give money and raise money To serve those who are even less fortunate

such as Katrina victims with no administrative costs to the fund; by providing the first month's

rent to seniors who cannot afford it; by providing free washers and dryers in our buildings and charging no parking fees and no garbage-collection fees; by respecting multiculturalism in our communities whether it be Mexicans and Koreans in Los Angeles or Cubans and Russians in Miami; by providing Service Coordinators to guide our residents through the maze of programs and services they might need; by empowering residents through resident organizations that *they* control; by encouraging engagement and participation in the world outside the building such as voter registration drives, serving as polling places, health fairs, neighborhood networks, and lunch programs.

Respect for Each Other - We are only as good as our front line. EHDOC is the only organization of the Big 5 non-profit low income housing developer/mangers with unionized employees. We pay good wages and benefits under a union contract, and the result is an employee turnover of less than 2%. That means a consistent, caring staff dealing with residents they know and who know them.

Respect for Communities - By their very existence, our communities can help turn a neighborhood around, and they can provide services to the broader community.

When Council Towers was built in Miami's South Beach in the mid 70's the neighborhood was the nation's largest elderly slum. After EHDOC invested millions of dollars - in the form of two 125 unit high rise buildings right on Collins Ave., things began to change. EHDOC's proposed rehabilitation of a closed and boarded up elementary school in Bridgeport, CT will stabilize the neighborhood and provide a senior center as a gathering place to meet neighbors or to get help. Our community in Bath, New York provides thousands of meals a year to homeless veterans. *Continue on page 6*





President's Comments

By Morton Bahr

EHDOC and Union Printers Home To Collaborate



EHDOC Executive Director Steve Protulis and I recently announced an exciting new venture and long term development plan that will have a profound impact on the Colorado Springs, Co. community. In 1892 the International Typographical Union (ITU), the oldest union in America, built the Union Printers Home, a place where ITU members could live in retirement. In 1986 the ITU merged with the Communications Workers of America (CWA). In 1992 ITU-CWA celebrated the 100th anniversary of the Union Printers Home. The UPH has a glorious history and was the first facility built specifically for union retirees. Michigan Congressman John Dingell proudly relates that when his father retired he lived in the UPH.

As a result of changes in the printing industry fewer and fewer retirees wanted to move to Colorado Springs and the UPH needed to carve out a new mission. It did so by becoming a 200 bed nursing home with 27 assisted living facilities serving the Colorado Springs community.

Early in 2011, CWA Vice President and Chair of the UPH Board of Trustees, offered me, as EHDOC President and CWA President Emeritus, a parcel of land adjacent to the UPH for the construction of a building to provide independent living to low income seniors. Before it could be finalized, Brother Boardman left CWA for the post of Public Printer of the United States to which President Obama appointed him. However, Bill's successor, Brother Wasser, and the trustees were equally anxious to continue our discussions. A final agreement was reached at a meeting at the facility in Colorado Springs.

The site is about seven acres of land adjacent to the

UPH where we will build a facility to house low income seniors in independent living and a second building that will be for assisted living. Thus, on this single campus we will be able to accommodate low income seniors as they may find it necessary to move from independent living to assisted living and/or to nursing care. Additionally, EHDOC will work with the trustees of UPH towards the modernization of the almost 120 year old original building that will continue to serve as a nursing care facility. While the campus' first priority will be to our low income seniors, it will also serve the needs of the larger Colorado Springs community.

And, with the assistance of former AFL-CIO President John Sweeney, we met with the president of the AFL-CIO's Housing Investment Trust (HIT) to discuss funding of the entire project.

Organized labor should be most proud of this project. It will be built all union, financed all union and the employees of the various enterprises will all be union members. The UPH employees today are represented by the SEIU and EHDOC employees around the country are largely also represented by the SEIU. We intend to involve the national, state and local unions along with state and local politicians to participate in the ground breaking ceremonies as well as to cut the ribbon when the first residents move into the independent living facility.

We are able to showcase just what organized labor does for the communities in which our members work and live - especially at a time when our unions are under attack. This is a project that all of labor can be proud of and an example of just what we can do when we work together.

Newsworthy Happenings

Computer Classes

Robert Sharp Towers I
Miami Gardens, FL



Recent renovations at Robert Sharp I included space for a residents' computer lab. The lab is equipped with five new computers, several of which were donated from a local community school. The lab also has space for residents to take the classes using their own laptops.

Resident Artist

Edward Romero Terrace
Albuquerque, NM



Kathleen Tijerina-Gray an accomplished visual artist who has shown her work in galleries and other art venues in Albuquerque for several years, has encouraged fellow residents to display their art at Edward Romero Terrace alongside the displays she has hung every month since she moved in. On the occasions when a special display was being set up, a viewing was arranged so that all the residents and their respective families can enjoy refreshments and talk with Kathleen about each piece .

Recycling Center

Teamsters Residence
Maumee, OH



The staff at Teamsters has developed a recycling center and the residents are very happy they now can recycle plastic, glass, and paper, etc. The recycle bins have been filling up so quickly that they often need to be taken to the local recycling center twice a week. Staff and residents are very pleased to be doing their part in saving the environment.

EHDOC welcomes Della Koester to the Senior Staff as National Service Coordinator



EHDOC's Community Action Program

Letter Writing Campaign

Hugh Carcella Apts.
Reading, PA



Residents at Hugh Carcella Apartments participated in an active letter writing campaign by sending their concerns to their legislators about budget cuts to Section 202 funding. Shown sending emails to Senators Pat Toomey and Robert Casey, Jr., from the computer center are residents Ethel Fassnacht, Mary Shaffer and Paul Slapikas.

Toys For Tots

LaMaison Acadienne
Madawaska, ME



After four weeks of collecting toys, residents Norma and Alan Cushing met with Madawaska Auxiliary President, Diane Daigle when she picked up the many toys donated by other residents. Norma and Alan assisted Diane by boxing the toys and loading them in her vehicle. Thanks to the residents' thoughtfulness and determination, many needy local children received toys for Christmas.

Food Pantry

Stonington Arms
Pawcatuck, CT



Because Stonington Arms residents were without power for six days in August, 2011 courtesy of Hurricane Irene, they lost all the food in their freezers and refrigerators. As the local food banks also lost perishable items, many residents had to wait until they received their food stamps at the beginning of the month in order to get such basic items as butter, cheese, and milk. The Service Coordinator got ice from the town Highway Garage and packaged meals from the Human Services Department, which the staff then delivered to the seniors. The propane grill was available for anyone to use, and neighbors came together to share their food. The staff reacted to this disaster by becoming proactive and creating its own food pantry, which now provides food for all the residents on a regular basis. Over 1,000 pounds of food a week are donated to the property. Not only is the pantry helping the residents stay independent and healthy, but it is also enhancing the ability of local agencies to help others in need.

For more information on our communities please visit our website:

www.ehdoc.org

Or call us at (954) 835-9200

Mission and Principles Drive—continued from page 2

Dino Papavero Centre in California, Village DeMemoire in Louisiana and many other locations provide a hot lunch every day to hundreds of seniors in their communities; and when and where permitted, we pay for municipal services with reasonable payments in lieu of taxes.

Respect for Our Roots - We know who we are and where we came from. We strive to name our communities in honor of labor leaders who have moved the nation forward because EHDOC arose out the union movement and we are proud of our heritage.

Respect for the Nation - We are stewards of the funds that are provided to us. While HUD says that a score of 60 on the annual REAC building inspection is acceptable, it takes a score of 90 to meet EHDOC's standard, and as a result our building portfolio is among the best-maintained and best-run in the nation.

At EHDOC, you won't see Wall Street-style bonuses and executive salaries in the millions. A recent wage comparability study showed that our senior executive staff made less than their non-profit elderly housing peers, but had the best health insurance and pension program in the industry. When we produce surplus funds, they are reinvested in our mission as start-up money for the next project.

We have another requirement I'm very proud of. When a unit becomes vacant we make sure it is ready for occupancy for a new member of our community within three days. Why three days? Because if the unit sits vacant there is a financial loss, and on the human side we want a new resident in a safe and affordable housing situation as soon as possible.

Given the tremendous need for affordable senior housing, it is a disgrace that the 2012 Federal Budget contains absolutely no funding for new construction of Sec. 202 housing. Cutting a budget may be necessary, but balancing that budget on the backs of those who can least afford it is unconscionable. I bet that would change if legislators had to look into the eyes of seniors who have been waiting for five years and tell them their wait just got much longer. Legislators need to be reminded that there are thousands of people on our waiting lists and that many of those lists are longer than people on them can expect to live.

We strive to provide the best in affordable senior housing and to continue to be an advocate for senior housing because we owe it to our nation's seniors and because everybody should have a place to call home, but we need to work together to make sure the need for senior housing becomes a *priority*.

Inspired Leadership



New England Region

1st row: Gene Pelletier, Terry Redlevske, Elizabeth Bavely, Tim May 2nd row: Steve Protulis, Stacy Casatta, Alison Gagnon, Judy Reilly, Jeff Edelson, Paul Sullivan



Steve Protulis and Debbie Clark, Regional Manager



Candace Fontes, Community Manager and Steve Protulis

The managers of EHDOC properties are the eyes and ears of the present and the future, allowing us to recognize the need for change—when to make it, how to implement it, and how to manage it. At the EHDOC Manager's Conference last fall, leadership and inspiration was recognized and rewarded. Those managers who maintained low vacancy rates, had amazing fundraisers for those in need due to natural disaster, and attained very high REAC scores were acknowledged with plaques to display proudly at their properties. Among those recognized were managers Debbie Clark, highest overall REAC scores; Gene Pelletier, Vivian Evans, Odalis Dias, Melissa Tarrant, Shalon Davis, Pamela Boswell, Jason Pincus, Candace Fontes, Tim May for Fundraising; and Odalis Diaz, Nancy Graybill, Margie Slisz, Candace Fontes, Melissa Tarrant, Carey Spara, Stacy Cassata, Judy Riley, and Kellie Song for lowest vacancy loss for the year. We are lucky to have such dedicated managers who are committed and motivated to be the leaders of EHDOC for today and tomorrow.

EHDOC Development News

Florida

EHDOC's Pepper Towers, a Community in the Liberty City neighborhood of Miami-Dade County has been our first foray into tax credits. EHDOC successfully competed for a tax credit allocation and became the only recipient for elderly preservation money in Miami-Dade County in 2010. EHDOC partnered with Wells Fargo Bank, garnering over \$10 million of equity investment to renew and assure that this 30-year-old community dedicated to the legacy of Senator Claude Pepper continues serving low-income elderly for years to come. HUD contributed to the program by extending the Section 8 rent subsidy contract for another 20 years, assuring continued affordability for all Pepper Towers' residents, present and future. EHDOC also obtained Recovery Act funds from the Florida Housing Finance Corporation to fill the financial gap.

The program and its requirements are complex, but with the efforts of the headquarters and community staff team members supporting the design and construction team, the rehabilitation project is complete, and EHDOC is ready to manage the project to meet all tax credit requirements. We are confident that the result will be an excellent one for residents and the community alike.

Another tax credit project is under development in Winter Haven at the ***Douglas Fraser Towers***. Several years ago, EHDOC took over management of a failing project after the project sponsor had to give up because of management and financial difficulties. The strategy of bringing tax credit equity to this deserving project will save the homes of 150 seniors and secure this important project for the coming decades.

Ohio

EHDOC will renovate the ***Mayfield Manor I*** community in Canton, with closing on the LIHTC transaction expected in early spring. This project will bring over \$12 million in new investment from HUD-insured debt, LIHTC equity, and a 20-year Section 8 HAP extension.

California

EHDOC is preparing an application for an allocation of tax credits to create a third community in Fontana named ***John Roberts Apartments***. This application has the strong financial support of the City of Fontana in the

form of a lease of land that the City purchased on behalf of EHDOC for \$1.5 million and is leasing to us for \$1 per year, plus a fund of \$2.5 million for gap financing. Larry Hecky, EHDOC's Director of Building and Architecture, interviewed and brought on board an experienced California architectural firm that knows the specific requirements that need to be met to be competitive.

Connecticut

A project to renovate a closed elementary school in Bridgeport is also moving forward. The project will be named ***John Olsen Apartments*** to honor John Olsen, President of the Connecticut AFL/CIO State Federation and EHDOC Board member. This project includes a \$2 million donation to remediate environmental conditions in the building by a developer with a major new multi-use project called Steel Point. The City provided the building at virtually no cost, and a strong tax credit application with gap financing through the Connecticut Department of Economic Development is anticipated.

Colorado

This master-planned project will provide supportive housing, assisted living, and PACE (all inclusive care) on the campus of the Union Printers Home in Colorado Springs, Colorado. Now part of the Communications Workers of America, through the efforts of Morton Bahr, EHDOC President and immediate past president of CWA, the printers union has been eager to partner with EHDOC granting a long term dollar-a-year lease for approximately seven acres of their campus for this development.

Illinois

EHDOC recently received an \$11 Million award from the federal government for the last Section 202 funding cycle year 2011. As this award may well be the last Section 202 funding available for some time, we are very proud to have received it. Construction on ***F. Michael Fitzgerald Apartments*** (named to honor a respected member of the Chicago Building Trades) should begin in early 2013 and will provide an additional 62 units of senior housing to our Chicago campus.

Residents Corner

The Need for Senior Housing



*Resident, Ed Taylor,
Sunshine Center, Leesville, LA*

Ed Taylor, a globe-trotting, self-described “Navy brat,” who has lived through many natural disasters, the latest being hurricane Rita in 2005, has settled in Central Louisiana.

In 2005, Ed lived in a single family home in Southern Louisiana that was not maintained well, and after the hurricane there was no gas, thus no stove or hot water. In addition, even though Ed was paying a large portion of his monthly income for housing and utilities, he did not have access to transportation or healthcare. In mid-2009, a friend stopped by Sunshine Center and inquired about an apartment for Ed. The manager of Sunshine Center helped locate a mover that would move Ed, his dog, and his belongings to Sunshine Center.

When Ed was asked, how he liked his new home, he replied “THIS PLACE IS HEAVEN.” Having settled in very nicely, and, with the help of the Service Coordinator, having received medical care and utilize other services, Ed is now a ray of Sunshine in Central Louisiana.

Celebrating 100th Birthday



*Resident, Maurice Spiegel with
his friend, Lorraine Fritze, (L)
and his son Harvey (R)
North Park Village, Chicago, IL*

Maurice Spiegel, who is very gregarious, well-liked, and has many friends, was born on October 27, 1911 to Russian Max Spiegel and Lithuanian Ida Kaplan. Maurie, as he is known, had an older sister, Tillie, five brothers, Lou, Irv, Frank, Hy, and Bill. Lou (98) and Hy (90) are still alive today. Maurie grew up near the intersection of Roosevelt and Halsted in Chicago. His family was poor, so Maurie started working as a young boy, selling newspapers and putting the money he earned under his mother's pillow. He quit high school and went to work full time and didn't stop until he was almost 80 years old.

Maurie was in the Army from 1941-1945, stationed mostly in Alaska on the brutally cold island of Atu, the westernmost of the Aleutian Islands. Atu was occupied by the Japanese from June, 1942 through June of 1943. After the war, using the GI Bill, Maurie got his high school G.E.D. and took some college courses. Later, he worked doing various jobs in the main post office in downtown Chicago for 27 years. After retiring from the post office he worked part time as a messenger for Continental Bank in the downtown area for another 15 years.

From the time he was a young child, Maurie was very athletic, and although he was short he could really “belt” a soft ball, and became known in the organized competitions for his home run prowess. He was also a good swimmer and once saved a drowning child's life. Living in a tough neighborhood, Maurie learned to defend himself and his younger brothers. He got into some fights but claimed he didn't start them – just finished them! To this day he is an excellent checkers player with many tournament victories to his credit.

Maurie and his wife, Lucille, who died in 1987, moved into North Park Village Apartments in 1984. The couple has one son, Harvey. Of his parents, Harvey says, " My dad was the most loyal and reliable husband to my mom. A match made in heaven, they were a couple who truly loved each other. As a father, my dad has been just fantastic! There isn't anything he wouldn't have done for me. Nobody on this earth has ever had a better dad! Our love for each other is beyond words."

We are happy to have Maurice as a member of the EHDOD Family!