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FIRST CO-OP CLINIC HELD IN WASHINGTON D.C. TO HELP PRESERVE AFFORDABLE HOMEOWNERSHIP

NCB Capital Impact hosted its first-ever clinic to identify strategies for successfully managing and marketing affordable housing cooperatives (AHCs) in Washington, D.C. With the support of Delegate Eleanor Holmes Norton and City Council Chairman Vincent C. Gray, NCB Capital Impact worked with 32 local community groups and representatives from 1,220 housing units to address and provide solutions for the challenges facing the District's AHCs. The clinic was held March 17, 2007.



Currently, the 65 AHCs totaling 3,012 units within the District present a unique opportunity for homeownership among the city's lower-income residents, but similar to other local housing options, co-ops still face complex challenges. Many of these AHCs have not had reliable access to training, technical assistance and management support, all of which are critical to maintaining good standing. Taking a proactive step toward solving these problems, NCB Capital Impact provided access to valuable training services and information resources at its first-ever D.C. Co-op Clinic.

"Helping working families to better understand and become involved with affordable cooperative housing in our nation's capital has been an important part of our work for more than 25 years. The Co-op Clinic represents a big step in our efforts to assist Washington, D.C. in creating long-term sustainable and affordable housing in this increasingly unaffordable market," said Terry Simonette, president & CEO of NCB Capital Impact.

A 2004 study of the District's affordable housing cooperatives found that of 30 co-ops surveyed, 42 percent had a need for significant building repairs, 36 percent had difficulty in managing delinquencies and 20% reported being in poor financial condition. Solutions and action items were presented at the DC Co-op Clinic for dealing with the primary issues that housing cooperatives face, such as cooperative legal responsibilities, management, building rehabilitation and refinancing.

"I am delighted to take part in the first DC Co-op Clinic. Today's tremendous turnout signifies the important role that cooperative housing plays in providing homeownership opportunities for working families in the District of Columbia. I commend NCB Capital Impact and its partners for providing this much-needed forum to our residents. Their efforts to provide affordable housing complement the popular \$5,000 D.C. homebuyer credit that has attracted many first time homebuyers to the city since I first got it through Congress in 1997," said Congresswoman Norton.

The clinic provided a forum for tenant-owner groups to holistically address issues and gain access to professional networks that will help to keep their cooperatives in good standing.

"An inclusive affordable housing plan allows those that provide some of the most important services to our city — teachers, police officers, counselors and nurses — to contribute to the education of our children and the safety and well-being of our citizens, while offering them an opportunity to live and work in the community that they serve," said Chairman Gray. "The DC Co-op Clinic is an ideal venue for bringing together key components to realize a winning outcome for all involved."

To learn more about NCB Capital Impact or about the role of cooperatives in meeting the affordable housing needs of low- to moderate-income individuals, visit www.ncbcapitalimpact.org.

\$10 MILLION FINANCING FOR NATIVE AMERICAN HEALTH CENTER ENABLES SCARCE HEALTH CARE SERVICES FOR AMERICAN INDIANS AND ALASKA NATIVES

Combination of New Markets Tax Credits and plethora of private and public partners makes it possible for Native American Health Center to increase access to its services



Together with 12 private and public partners, and an allocation of New Markets Tax Credits, NCB Capital Impact arranged \$10 million in below-market financing for the Seven Directions Mixed-Use Facility in the Fruitvale neighborhood of Oakland, California. The new facility will be an expansion of the Native American Health Center (NAHC) and will house more space for primary medical care, comprehensive dental care and mental health services. An outdoor American Indian cultural

ceremonial space is also included in the holistic services plan, as well as 38 units of affordable housing that will be constructed above the health center.

With over 40 million uninsured Americans, access to affordable health care is one of the most significant challenges facing working families today. Since 1972, NAHC has worked to meet the health care needs of one of the largest urban concentrations of American Indians in the country. Today, NAHC is facing its most stringent challenge: operating in a continually shifting health care environment with diminishing resources, increasing costs, and growing numbers of uninsured or underinsured, low-income residents in the community.

Planning for the project was six years in the making and is highly unique and favorable thanks to all the partner organizations. Key in access and affordability to the capital were New Markets Tax Credits disbursed by NCB Capital Impact and [Lenders for Community Development](#), and a critical piece of risk financing provided by the [General Board of Pension and Health Benefits of The United Methodist Church](#).

"New Markets Tax Credits have enabled us to increase access to capital and decrease costs of financing for more community health centers advancing our mission to ensure economic opportunities for underserved communities," said Terry Simonette, president & CEO of NCB Capital Impact. "With the tax credits we were able to construct a long-term, low-cost, fixed, below-market rate. Even more, the credits offer a potential added benefit of up to \$2 million in equity."

"We are pleased to provide financing for the Native American Health Center. This investment helps fulfill our commitment to invest in a manner that is consistent with the mission and values of the Church while earning a market-based rate of return for participants in our benefits plans," commented David Zellner, Chief Investment Officer of the General Board of Pension and Health Benefits of The United Methodist Church.

"This project is a historical achievement that incorporates both housing and improved healthcare for those who need it most," said Martin Waukazoo, CEO of Native American Health Center. "It's a remarkable accomplishment that we've been able to ensure that future generations will have access to healthcare."

The public and private organizations that worked to make this financing possible and affordable include: [Cal-Mortgage Loan Insurance Division of the California Office of Statewide Health Planning and Development](#), [California Health Facilities Financing Authority](#), [Capital Incubator](#), [Catholic Health Care West](#), [East Bay Local Asian Development Corp \(EBALDC\)](#), [the General Board of Pension and Health Benefits of The United Methodist Church](#), [Native American Health Center](#), [Lenders for Community Development](#), [NCB Capital Impact](#), [Northern California Community Loan Fund](#), [The Tides Foundation Community Clinics Initiative](#) and [US Bank Community Development Corporation](#).

FINANCING THE FUTURE

Open Door Community Health Centers (Open Door) have provided primary care services to the residents of Humboldt and Del Norte counties, California's two northernmost coastal counties, since 1971. An NCB Capital Impact customer since 1990, Open Door currently has nine clinic sites, most recently opening its TeleHealth and Visiting Specialist Center in Eureka earlier this year. NCB Capital Impact provided approximately \$600,000 in financing to support renovations on the building and the purchase of the telemedicine equipment itself. The purpose of the TeleHealth Center is to provide access to specialty medical care to patients via a sophisticated teleconferencing system. This type of access is especially important to patients living in rural areas or areas where specialty medical care is not readily available.

On April 18, 2007, California Governor Arnold Schwarzenegger held a press conference at the TeleHealth Center, touting it as an excellent example of this new frontier in medical care. As part of this event, he witnessed the first three-way teleconference between one of the TeleHealth Center's patients and two medical centers of excellence in Phoenix and Los Angeles. Governor Schwarzenegger has allocated funds to encourage the development of more Centers like these so that, no matter where a patient might live, he or she will have access to the best medical care available. Please check out this link on the Governor's website for more information: <http://gov.ca.gov/index.php?/calendar/2007/04/18>

NEW TOOLS & RESEARCH IN ASSISTED LIVING: NEW RELEASES FROM COMING HOME PROGRAM COMING SOON

Since 1992, NCB Capital Impact has been at the forefront of the affordable assisted living movement through the implementation of the Coming Home Program. With the assistance of a multi-year grant from [the Robert Wood Johnson Foundation](#), NCB Capital Impact has provided hands-on technical assistance to nine states across the nation in an effort to make high quality, high service assisted living available to Medicaid eligible individuals as a nursing home alternative. The Coming Home Program has worked to expand the supply of affordable assisted living serving Medicaid eligible individuals in underserved and rural areas. With technical assistance from NCB Capital Impact on regulations, Medicaid programs, and housing finance, each state is working to implement policy and program initiatives to expand the availability of high quality, affordable assisted living.

Over the next few months, NCB Capital Impact will release new publications that will provide tools and research based upon the lessons learned throughout the program. These publications include:

Assisted Living Financial and Operations Feasibility Analysis Tool – This expanded and updated tool will provide an interactive model for assist developing facilities to assist with business planning and pre-development activities through the integration of best practices and state advances including the incorporation of auxiliary uses (e.g. adult day care, home health, meal sites), a business planning guide and operational and start up tools.

Assisted Living in Rural Markets – A review of the efficacy of applying standard market study methodologies for assisted living to rural communities and the factors that may contribute to the success of AL residences in rural communities.

Economic Impact Analysis of Affordable Assisted Living in Arkansas -- A study on the economic impact, including employment and income contributions, of constructing and operating assisted living facilities in two rural communities.

Coming Home Case Studies – Four case studies on the development and operations of affordable assisted living facilities developed as Coming Home demonstrations in Arkansas, Washington, Florida and Vermont.

Be on the look out for these publications beginning in July 2007 on our website www.ncbcapitalimpact.org.

TECHNICAL ASSISTANCE TIP: DON'T FORGET ABOUT THE BOARD...

The Power of Governance

The governing body of your school is an essential component in attracting bequested or borrowed capital. When preparing to seek capital, the quest should begin with your board of directors. Lenders and foundations appraise the governing body composition to better

understand the organization, its mission, strategic direction, and effectiveness. Working boards are reflective of a cross section of industry leaders that steer the critical objectives of the organization.

As you recruit for board members, reference these proven effective tips:

- 1) Study and identify the top five critical objectives of the organization
- 2) Build a recruiting plan that seeks to target recruits specific to your objectives
- 3) Invite seasoned industry recruits to visit the school
- 4) Real estate, legal, construction, parental, curriculum, human resources and school administration, are strong board competencies
- 5) Ensure invited recruits have the time capacity to commit
- 6) All board members operate within a term limit
- 7) Proactively utilize your Board; they are great resources and an extension of your work force.

MEET A MEMBER OF THE NCB CAPITAL IMPACT TEAM: CANDACE BALDWIN

As Technical Assistance Specialist at NCB Capital Impact, Candace Baldwin provides real estate development and public policy technical assistance to states, organizations and communities interested in promoting affordable assisted living and housing with services options. Candace and NCB Capital Impact provide these services through the Robert Wood Johnson-funded Coming Home Program and the Center for Housing with Services.



Candace brings 10 years of experience in the community economic development industry from both a national and community based organizations. As a graduate in Public Policy and Environmental Management Science from Indiana University, Candace began her career at a small community development corporation (CDC) in Ohio where she provided technical assistance in the areas of neighborhood based planning, small business development and affordable housing development.

She is also a certified in Economic Development Finance through the National Development Council.

Candace is currently pursuing a dual Master's degree in Community Economic Development and Business Administration with Southern New Hampshire University, which she will complete in 2009. Outside of work, she volunteers with Community Lodgings, Inc., where she is assisting the organization in developing a workforce focused, technology-based training program for low-income immigrants. On a personal level, she enjoys spending time reading, playing softball on a coed league and being an Aunt to her nephews, Philip and Henry.

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CHARTER SCHOOLS:

[The Florida School Choice Resource Center](#) conference will be held September 30- October 2 at the Caribe Royale Resort in Orlando, Florida

HEALTH CARE:

Once again, NCB Capital Impact will be sponsoring a booth at the upcoming [National Association of Community Health Center \(NACHC\) Community Health Institute and Expo Conference](#) at the Hilton Anatole in Dallas, Texas, to be held August 24-28. This annual event focuses on the successes and challenges of operating community health centers.

Please visit us at booth #1110 in the exhibit area to learn more about the financing that we can provide for your community health center facility, including construction and permanent loans, leasehold improvement loans, lines of credit and more. In addition to valuable lending information, you'll get plenty of our popular NCB Capital Impact giveaways to take back to your health center staff! We look forward to seeing you there!

TECHNICAL ASSISTANCE:

[The Urban Land Institute Washington's Urban Marketplace](#) will be held September 14 in Washington, DC at the Ronald Reagan Building and International Trade Center. Expert speakers will offer insights and best practices on topics such as affordable housing, economic development and community development finance and lending

[The National Association of Housing Cooperatives \(NAHC\)](#) Annual Conference will be held September 27-29 at the Miami Intercontinental Hotel in Miami, Florida

GREEN HOUSE® WORKSHOPS:

August: Date and locations to be announced

September 11 and 12: Lincoln, Nebraska

<http://www.ncbcapitalimpact.org/default.aspx?id=154> to register or learn more about the Green House® Replication Initiative

NCB Capital Impact is committed to providing financing and technical assistance to community-based organizations working to provide affordable cooperative homeownership, affordable housing and services, health care facilities, and education/charter school facilities. We offer proven technical assistance services around project planning and real estate development and have an array of lending products including equipment, construction and renovation loans, real estate acquisition and long terms mortgages. With over twenty years lending experience in the non-profit community, we create innovative solutions to benefit low-income communities nationwide. For information on all services, visit www.ncbcapitalimpact.org

NCB Capital Impact is an affiliated non-profit corporation of National Consumer Cooperative Bank (NCB) providing financial and technical services both directly and indirectly through separate subsidiary LLCs. Housing development services are provided by NCB Community Works, LLC, jointly owned by NCB Capital Impact and NCB.

This eNewsletter is distributed free to provide information about NCB Capital Impact's financing and technical assistance programs. For more information, please contact Elizabeth Day at eday@ncbcapitalimpact.org

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