

# HOUSING & COMMUNITY DEVELOPMENT QUARTERLY



American Planning Association  
Housing and Community  
Development Division

*Making Great Communities Happen*

A Publication of the Housing and Community Development Division  
of the American Planning Association

## Using New Markets Tax Credits to Produce Affordable Housing

*By Deborah L. Myerson, AICP*

The federal New Markets Tax Credit (NMTC), created to encourage investment in low-income communities, is an attractive—but not widely recognized—finance tool for both rental and for-sale affordable housing. It can be used in combination with tax-exempt financing, tax increment financing, and historic and energy tax credits. With careful segregation of ownership structures, NMTC can also be used with low income housing tax credits. However, since one of the conditions



is that the development must earn at least 20 percent of its income from commercial real estate, NMTC may only be applied to mixed-use developments. The NMTC, which offers a tax credit equal to 39 percent on investment realized over a seven-year period, plus attractive after-tax returns of 7 to 12 percent, has remained in demand with investors. The program, administered by the U.S. Department of Treasury's Community Development Financial See Tax Credit, page 7

## Going Green in Housing Rehabilitation

*By Lee H. Combs, AICP and Sharon Rozier, AICP*

On Feb. 17, 2009, the American Recovery and Reinvestment Act of 2009 (Recovery Act) was signed into law. This bill appropriated \$787 billion for measures that will modernize our nation's infrastructure, improve energy efficiency, expand educational opportunities, and improve access to health care. Of the \$787 billion, \$1 billion was appropriated to the U.S. Department of Housing and Urban Development's (HUD) Community

Development Block Grant (CDBG) program. This funding — "CDBG-R" — is separate from the annual CDBG funds. CDBG-R funds have been allocated to state and local governments to carry out a broad range of housing and community development projects that are "shovel-ready," meaning they can be implemented immediately. HUD urges grantees to use CDBG-R funds for hard development costs

See Green, page 5

*Fall 2009*

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*What famous rocker received recognition at the UN-World Habitat Day? See page 7...*

2009 EASTERN REGIONAL FORUM ON EMPLOYER-ASSISTED HOUSING

# Bring Workers Home

NOVEMBER 19, 2009 • PHILADELPHIA, PA

DECEMBER 3, 2009 • BOISE, IDAHO



*Hosted in partnership by the National Association of REALTORS® and the National Housing Conference*

See page 4 for details on the "Bring Workers Home" conferences!!

# North Carolina's Targeting Program: An Affordable Housing Program for Persons with Disabilities

By Emily Fischbein

The Targeting Program is a partnership among the N.C. Department of Health and Human Services (DHHS), the N.C. Housing Finance Agency (NCHFA), Wake County Human Services Division of Housing, and local human service agencies. Since 2002, the Targeting Program has provided over 2000 units of housing linked with supportive services to disabled persons whose income is less than 30 percent of the Area Median Income and are receiving some type of Disability Assistance.

Construction of the Targeted Units is financed through the NCHFA's Low-Income Housing Tax Credit (LIHTC) development program. Annually, 10 percent of the units in a LIHTC development must be set aside or targeted for persons with disabilities, including homeless persons with disabilities. To be eligible, individuals must be receiving Social Security Income (SSI), Social Security Disability Insurance (SSDI) or Veteran's Assistance (VA). The rental portion paid by a tenant in a Targeted Unit is a percentage of his or her household income (10 to 25 percent); the percentage is determined by the size of the unit being rented. The balance of the rent payment is provided through Key Funding, a NCHFA and DHHS funding mechanism, or project-based rental assistance. Stacy Hurley, with DHHS, comments that they "are pleased for the support of the N.C. General Assembly in providing the funding that has allowed the Targeting Program to expand to over 2000 units across the state."

## Application Process, Referral Process and Supportive Services

Clients apply to Targeted Units in LIHTC developments through their case managers who are trained in the referral process. A trained case manager works with a client to select housing (the client's choice) and sends a letter of application to DHHS, agreeing to provide necessary supportive services for the client to remain stable. DHHS arranges for the client to move into a Targeted Unit, or to be placed on a waiting list if the units in a selected development are full. However, new units are added to the program regularly, creating more housing options. As of September 2009, there are 150 Targeted Units in Wake County in 20 developments, some for families and some for elderly tenants.

In Wake County, some of the trained Referral Agencies include Easter Seals UCP, Peer Bridgers PAI, Arc of Wake County, and Raleigh Rescue Mission, among others. In addition, several divisions of Wake County Human Services, such as Adult Mental Health, Senior and Adult Services, and Family Support, have case managers trained to make referrals for their clients.

## Local Lead Agencies and Property Managers

The Referral Agencies are supported by Local Lead Agencies, which serve as assurers of services for the Targeting Program. They are the intermediaries between the case managers and the property managers at the developments. To protect the confidentiality of the clients' disability, the property managers are not told which agency has referred him or her to the property. Therefore, the Local Lead agency speaks with both parties, and addresses any problems with a tenant.

In Wake County, there are three Local Lead Agencies: Wake County Division of Housing, Passage Home and Resources for Seniors (both of non-profit service providers). When new Targeted Units come into the program, one leads agrees to serve as the assurer of services for the future tenants in those units. At the start, the Targeting Plan is signed by DHHS, the development company of the LIHTC property, and the Local Lead Agency that will assure supportive services are provided. A large developer in Wake County, DHIC, builds many LIHTC projects. Sally Haile, with the organization states: "With each Targeting Plan, DHIC works with the NC Housing Finance Agency, NC DHHS, property management, and the various local lead agencies and service providers. The Targeting Program is truly a team effort to serve persons with disabilities and provide housing opportunities."

Local Housing Support Committees are established in a county or a region to ensure collaboration at the local level. The committee meets regularly, and is a venue for referral agencies, local lead agencies, and property managers to share information. In Wake County, our Housing Support Committee meets bi-monthly at rotating locations. We are hosted by a property manager or a referral agency, and are given a tour of the facility. We often have guest speakers, and representatives from DHHS attend the meetings to offer news from the State and to answer questions.



Carlton Place, Raleigh, N.C.

Continued next page

## Procedure for Addressing and Resolving Tenant Problems

Beginning in 2009, a Tenant Issue Notification (TIN) form was put into use. This is a standard form that a property manager sends via email or fax to the Local Lead Agency to report a problem with a tenant. The form asks for basic information about the scenario and whether the tenant is aware that there is a problem. When we (as a Local Lead Agency) receive a TIN form, we first call the property manager to discuss the issue. As the intermediary, we next contact the service provider so that he/she may address the issue. This may include making immediate and continued home visits to the client, and ensuring that services, including medication, are being provided as needed.

### How well is the program working?

In Wake County, I believe the program works well. The TIN form has made it easier for property managers to file complaints, and to have some assurance that an issue will be resolved. Property managers need to know that if problems arise at their properties, the Local Lead Agencies are available to help resolve them. Dawn Sims, the property manager at Carlton Place says the Targeting Program has been a great success at her community: "...it has given individuals who would never normally be housed conventionally an opportunity, and it has been wonderful to watch them succeed."

*Emily Fischbein is a Community Development Planner with Wake County Division of Housing. She and her colleague, Michael Mescall, are Co-Chairs of the Housing Support Committee, and serve as Local Lead Agency contacts.*

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### Be a Part of our HCD Newsletter

*If you are interested in submitting an article to the Housing and Community Development Quarterly newsletter, please send your ideas to HCD Chair Jennifer Raitt at [jraitt@mapc.org](mailto:jraitt@mapc.org).*

*Articles are between 750 to 1,000 words and reflect issues of importance in the fields of housing and community development.*

*Event and other announcements can also be submitted.*

## Letter from the HCD Chair

Dear Housing and Community Development Division members and supporters,

Our fall newsletter brings you meaningful information about a range of activities by our members and of interest to the HCDD community.

Plans are underway for the next National Planning Conference in New Orleans. To learn more about the Division's by-right session proposal, turn to page 6. Further information about our session and Annual Business Meeting will be provided in our winter newsletter.

A Nominating Committee has been assembled to create a slate of officers for the 2010 Division Election. If you are a member of the Division and are interested in running, please contact me.

Finally, a special welcome to our new members! The work of our Division cannot be achieved without you, our members. Last month, I sent out a call for volunteers and was pleasantly inundated with responses. Thank you to those who replied enthusiastically to support and participate in our Division.

If you are interested in serving in any of the following ways, please make yourself noticed and get involved:

- \* Coordinate regional activities, including Certificate Maintenance opportunities or special events tailored to specific regional needs.
- \* Disseminate information about and help with the selection process for the Research Grant Program which provides a one-time research grant to an undergraduate or graduate student for materials and/or activities directly related to a student's research.
- \* Provide assistance with updating the Division's webpage and coordinating a new HCD listserv
- \* Contribute to the Division's quarterly newsletter by submitting articles or providing editing.
- \* Encourage interested colleagues to consider joining our Division and taking an active role.

Sincerely,

Jennifer M. Raitt

## National Housing Conference and National Association of REALTORS® to host *Bring Workers Home* regional forums

Employer-assisted housing is often described as a win-win-win tool because employers, employees and the community each benefit. As the nation continues to seek solutions to the housing crisis facing our country, EAH presents itself as one tool, among many, to help working families live in an affordable home near their workplace. EAH also helps to attract and retain productive, stable workforces and revitalize neighborhoods.

To expand awareness of EAH as proven solution among state and local leaders, NHC and NAR will host the 2009 *Bring Workers Home* regional forums in Philadelphia, PA on November 19 and in Boise, ID on December 3. Both events are offered free of charge and lunch is

provided as part of the program.

Join NHC and NAR in Philadelphia or in Boise to:

- Learn how to create and sustain an EAH program in your community.
- Understand the importance of advancing EAH through local and regional partnerships.
- Explore workforce housing issues from the perspective of employers.
- Hear from other practitioners and advocates managing successful EAH strategies.

The *Bring Workers Home* regional forums will appeal to a variety of state and local leaders—including planners, economic and community developers,

REALTORS®, REALTOR® association staff, business leaders, state legislators, city council members, other elected and appointed officials, and human resource and employee benefit professionals. This regional forum will also provide learning opportunities for other housing practitioners and advocates.

Each forum will provide an excellent opportunity to hear from workforce housing experts, connect with peers from the region, and share your own experience working with EAH.

Participation in the forums is offered free of charge, but space is limited. AICP members can earn 4.5 CM credits for participating in the Philadelphia forum or the Boise forum.

*Learn more and register for the forums online by Nov. 13 at:*

*<http://philadelphia2009forum.eventbrite.com> or <http://boise2009forum.eventbrite.com>.*

*Onsite registration will be available for each forums starting at 9:30 local time on event day. Questions about the regional forums can be directed to Lynn Ross at the National Housing Conference ([lross@nhc.org](mailto:lross@nhc.org).)*

### Welcome HCD Division New Members!

Feliz Zemel	Dara Braitman	Kevin Wilson
Timothy Emmert	Sharon Webber	Theresa Glanz
Tracy Stone-dino	Danny Page	Jill Lance
Alis Drumgo	Nichole Purcell	Michael Shrewsberry
Rana Salzman	Antoinette Price	Hickory Hurie
Laurie Carvalho	Latonya Webb	Jonathan Hammond
Marcia Gaysue	David Strathy	A.J. Fawver
Nathaniel Tortora	Thomas Coleman	Wendy Hartman
Frankie Barker	David Sinclair	Robert Moody
Shawn Mitchell	Nikkita Mccoy	Dana Lilley
Laverne Peakes	Bradley Gamlin	Nathan Dale
Leanda Rix	Breanna Morrison	Thomas Rowe
John Simmons	David Crummey	Angeline Lee
Lee Combs	Justin Givens	Leigh Graham
Timothy Hester	Eric Van Otteren	Bob Murray
Ronald Leftwich	Edgar Arroyo	Natasha Murray
Ryan Sherriff	Meredith Mishaga	
Lisa Overly	Joan Wesley	

## Helping the Next Generation: Research Awards Aid Students

Next month the Division will begin outreach for the 2010 Research Award Program. We awarded three impressive student research initiatives in 2009 and are looking forward to funding student work that relates to Division and the APA Policy Guide on Housing initiatives. Please be on the lookout for an announcement about this popular program coordinated by Division Vice-Chair, Nelson Hernandez, AICP.

Green, from front

associated with infrastructure activities that provide basic services to residents or activities that promote energy efficiency and conservation through rehabilitation or retrofitting of existing buildings.

The City of Fort Myers, Fla., received \$220,986 in CDBG-R funding. These funds are being used to incorporate energy savings by using green building techniques and adding energy conservation materials in the homeowner rehabilitation program. As well as incorporating energy savings, the City is conducting energy assessments and providing training for homeowners participating in the housing rehabilitation program. With a focused benefit on sustainable living, this training is aimed at generating further interest and establishing changes in participants' energy usage in their homes, to reduce energy costs. Homeowners are encouraged to develop their own "green" goals through activities such as reducing water usage, and improving indoor environmental quality.

The City expects to spend up to \$16,000 per residential unit (with an expected average of \$15,000/unit) to reduce energy costs (e.g., more efficient heating and cooling systems); and reduce water use (e.g., low-flow faucets and toilets) for the ongoing rehabilitation projects. Additionally, the project will include improvements to indoor environmental quality (e.g., low-VOC products), and provide other environmental benefits (e.g., materials with recycled content, reflective roofing to reduce heat-island effects, etc) and reducing CO<sub>2</sub> emission.

In addition to the environmental benefits, the City hopes that CDBG-R's energy efficiency program will make a sustainable impact on housing

affordability as a way to cut the housing cost-burden. Although the definition of "housing affordability" includes both rent and utilities, normally, people do not consider the financial burden of utility bills on low-moderate income households. In 2005, 31 percent of Fort Myers households were cost-burdened (7,309). Of those cost-burdened households, a staggering 3,241 households paid more than 50 percent of their income for housing. By comparison, the statewide average of cost-burdened households is 29 percent.



While housing cost may be decreasing due to the economic downturn, implementation of the energy efficiency program serves as a proactive approach to protect homeowners from becoming cost-burdened when housing prices increase as the economy rebounds.

The City enrolls six homeowners into rehabilitation projects that will include the energy efficiency and other environmental improvements. The City is working with Trifecta Construction, a green construction consultant, for the initial energy assessment and to conduct the Home Energy Rating System (HERS) index rating for the homes. Most of the homes were built prior to the 1990s and have current

HERS index ratings between 125 points and 159 points, which means that the homes are far below the optimal level of efficient energy usage standard, however, this is typical of homes built prior to 2000. The goal of the program is to get the HERS index points below 90. After the initial HERS index rating, Trifecta Construction identifies types of improvement that will lower the index rating level. These improvements include solar water heaters, windows, insulation, roof tiles, Energy Star appliances, as well as remediation of health concerns such as mold. With these improvements the HERS rating is expected to range between 80 and 67 points which exceeds the Florida Green Building Coalition's suggested the rating of 90 points. Most importantly, the projected annual energy cost to homeowners is expected to reduce by approximately 50 to 60 percent of their current level. The City expects to be able to complete a total of eleven homes with CDBG-R funding. Homeowners will be provided with one-on-one training on maintaining the energy efficiency of their homes, and they will be monitored at six months and one year on their energy usages. The City's Housing Sustainability Coordinator is developing an incentive program for the homeowners to ensure that they are keeping up with the required maintenance. Furthermore, the City is looking to incorporate these energy saving improvements in all its future rehabilitation projects.

*Lee H. Combs, AICP, is with Lee H. Combs Consulting Services, Fort Myers, Fla.*

*Sharon Rozier, AICP, is a Housing and Real Estate Division Manager with City of Fort Myers, Fla.*

## HCD Goes Across Generations in the Big Easy

At the upcoming APA Conference in New Orleans, the Housing and Community Development Division will present a session on Multi-Generational Planning. Mildred Warner, Associate Professor in the Department of City and Regional Planning at Cornell University, presented this well-received topic at the HCD session last year and has agreed to organize the session again this year.

Ms. Warner selected panelists to address the importance of city planning with regard to the changing demographics and lifestyle preferences of families with children as well as the elderly. These people represent both ends of the life cycle, and are more reliant on public services, such as public transportation and care support. They also require special attention in neighborhood and housing design to enhance their independence.

Session panelists will again discuss multi-generational planning, but will give more attention to the aging population, responding to the voice of baby boomers who indicate they would prefer to age in place instead of retiring into age-segregated communities as has been the practice over the last several decades.

Panelists will focus on planning and implementing policies and practices for childcare, parks and public spaces, recreation, housing, and transportation that will allow continued participation within the community. The session will encourage planners to be more inclusive when addressing the needs of families with children and aging baby boomers, and will be given the background, information and tools to guide implementation of multi-generational initiatives within their communities.

## Fly Me to the Windy City: HCD Lands in Chicago

This summer, on behalf of the Division, Jennifer Raitt, Chair, had the opportunity to facilitate a panel about Housing Plans at the National Housing Conference Center for Housing Policy, 2009 Solutions for Working Families Conference in Chicago.



Our division leaders took time to visit the Millennium Park in the Chicago Loop community. Completed in 2004, the park covers almost 25 acres. The above photo, taken by Jennifer Raitt, is the park's Cloud Gate, a public sculpture made of stainless steel plates and it aptly nicknamed "The Bean."

### HCD Revenue & Expenditures

Oct. 1, 2008 - Sept. 30, 2009

Submitted by Annemarie Maiorano, HCD Secretary/Treasurer

#### Revenues:

Balance Oct. 1, 2008	\$17,069
Dues Revenue from national office	\$4,855
Reimbursements to Division	\$428
<b>Total Revenues</b>	<b>\$5,283</b>
<b>Total Revenue</b>	<b>\$22,352</b>

#### Expenditures:

Travel-Transportation/lodging	\$1,902
Staff Dev't (Education)	\$432
Student Research Grants	\$3,000
PSO Award	\$200
Annual Division Meeting	\$646
Rembursements for Conference Registration	\$95
Newsletter publication	\$1,213
<b>Total Expenditures</b>	<b>\$7,488</b>
<b>Carry Forward Balance</b>	<b>\$14,864</b>

## Jon Bon Jovi, Soul Foundation, receives UN-Habitat award

In October, Division leaders convened in Washington D.C. for their Fall Leadership Meetings. These meetings coincided with the APA's Federal Policy and Program Briefing. Division Chair, Jennifer Raitt, attended UN-World Habitat Day at the National Building Museum where housing leaders from around the world learned about and celebrated the UN-Habitat's achievements over the past year. Awards were also presented, including to Jon Bon Jovi (see picture) for his work with his Soul Foundation based in Philadelphia.



Tax Credit, from front

Institutions Fund (CDFI), defines low-income communities broadly to include about 40 percent of the U.S. and most central business districts. Each year, the CDFI Fund allocates NMTCs to certified for-profit and nonprofit Community Development Entities through a competitive application process. The CDFI awarded \$3.5 billion in NMTC allocations in September 2008, while the 2009 federal stimulus bill provides an additional \$1.5 billion to 32 recipients.

### **NMTC for Affordable Rental Housing in Seattle**

One successful example of the use of NMTCs for rental housing is Squire Park Plaza in Seattle, a six-story mixed-use project that opened in December 2008 with 59 mixed-income apartments, 5,800 square feet of retail space, 3,200 square feet of office space, 2,100 square feet of commercial loft space, and a 17,000-square-foot parking garage with 62 stalls. It also has served as a catalyst for other development in the area, including construction of 258 units of market-rate apartments across the street from the project.

The City of Seattle, the landowner, transferred ownership of the property in 2005 to the Central Area Development Association (CADA), a community-based development organization. CADA in turn hired Pacific Housing NW, a Seattle-based housing developer to be responsible for the programming, design, permitting, finance structuring, and construction phases of the project. The below market rate transfer of land to CADA came with the condition that 51 percent of residential units be reserved for households with an income of 80 percent of AMI or less and that it contain at least 6,000 square feet of commercial space.

Tim Abell, a principal with Pacific Housing NW, approached Enterprise Community Partners, a national nonprofit and leading provider of capital and expertise for community development and affordable housing to explore the use of tax credits to help finance the project. Enterprise, one of the largest NMTC allocatees in the country, agreed the project was a good fit, and allocated \$15.5 million in tax credits, which helped to generate a \$4.8 million equity investment from the Seattle-based Washington Mutual Bank.. This investment was additionally leveraged by loans from Washington Mutual, the City of Seattle's Office of Economic Development, the Enterprise Community Loan Fund, NeighborWorks America pre-development funds, and equity from CADA, for a total project development cost of

\$18.5 million.

### **Innovative Use of NMTC for For-Sale Units**

A provision of the NMTC program also makes it possible to use the tax credits to fund the development of for-sale housing. To do so, lenders make a loan to a developer in a qualifying census tract who can then leverage the equity that NMTC yields with its tax credits.

In the Washington, D.C., City First Enterprises has developed an innovative \$75 million community housing trust operated by affiliate City First Homes (CFHomes). The goal is to create 1,000 units of permanently affordable for-sale housing in the District of Columbia. CFHomes is leveraging \$10 million from a city grant with \$65 million in private sources, including roughly \$45 million in debt and \$20 million in NMTC equity. In the first phase, CFHomes will produce approximately 120 permanently affordable homes in neighborhoods throughout the city, affordable on average to families earning 80 percent of the AMI, and no more than 120 percent of AMI.

For new construction units, CFHomes identifies developers with a good track record and a compatible housing product. In exchange for reserving a designated number of units for the housing trust, CFHomes becomes a "tenant in common" co-owner during the construction phase, providing a subsidy of \$75,000 per unit that functions comparably to a second construction loan. First construction loans come from conventional sources. As each home is purchased, the \$75,000 becomes a 40-year, low-cost second mortgage that helps the new owner afford the home.

The only two fixed requirements are income eligibility at the time of purchase, and owner occupancy of the unit. When homeowners sell their homes, they keep 25 percent of the appraised appreciated value of the property, plus any equity they have accumulated through their mortgage payments. The unrealized appreciation then effectively becomes a grant to the next buyer, which contributes to the home's long-term affordability. The second buyer agrees to the same shared appreciation approach (in exchange for the lower-priced home) and thus preserves the subsidy and the affordability over time.

*Deborah L. Myerson, AICP is a planning and development consultant based in Bloomington, Ind.*

Housing and Community Development Quarterly is the newsletter of the HCD Division of the American Planning Association. Submit news items, announcements and other submissions to the editor.

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**Winter edition deadline: Jan. 8, 2010**

## HCDD 2009-2010 Workplan

APA Housing and Community Development Division Workplan outlines our main objectives for 2009-2010. The following workplan was as adopted at the Annual Business meeting in April.

### Communications

- 1) Provide updates on HCDD initiatives via the Division webpage, via NING site.
- 2) Provide opportunities for HCDD members to interface via social networking sites, i.e. Facebook or LinkedIn.
- 3) Email HCDD members providing outreach on key housing and community development topics, news, or events.

### Education/Advocacy & Research

Implement APA Housing Policy Guide initiatives, including the following actions:

- 1) Propose one by-right conference session for the 2010 APA Conference in New Orleans.
- 2) Announce a third round for the student research award during Fall of 2009 for awards in Spring 2010.
- 3) Publicize efforts of 2009 research grant awardees.

### Membership

- 1) Carry out Membership Survey to determine membership interests, training, and professional development needs.
- 2) Increase use of Division training assistance program for Division members which subsidizes the cost of workshops and webcasts that provide increased skills and knowledge in housing and community development, including AICP Certification Maintenance credits
- 3) Identify and foster new Division leadership to ensure a successful Division Election for 2010.

