

Pacific Currents



Multifamily Housing News

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Volume 5, Issue 3

October 2002

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— SPECIAL EDITION —

SECURITY

Effective, Efficient and Inexpensive Solutions to Recreating and Maintaining Secure Communities

*Taking Back the Community
Instituting Positive Change at Pilgrim Park: A Profile in Brief*



When Nancy Smith became the new on-site manager and one of the newest residents of Pilgrim Park Apartments in San Rafael, California, the out-of-control crime on the property came quite literally knocking on the front door of her new apartment. Not aware that Nancy had moved into the apartment, addicts looking for a fix frequently arrived on her front steps. By 1990, the 60-unit apartment complex, located in beautiful Marin County near the Golden Gate Bridge, had become a haven for drug dealing, prostitution, vandalism and harassment. According to Ms. Smith "The property was basically

in the hands of drug dealers and management had to take back control." With initiative, ingenuity and a commitment to creating a safe environment, Nancy Smith in partnership with residents, HUD and the police department was able to turn the situation around, tremendously benefiting the residents, owners, management company and the community at large. The effort and innovation demonstrated by Pilgrim Park, as well as other effective approaches from property managers throughout the San Francisco Multifamily Hub jurisdiction, will be highlighted in this edition of Pacific Currents.

"The property was basically in the hands of drug dealers and management had to take back control."

Nancy Smith
Property Manager at Pilgrim Park
San Rafael, California

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The Multifamily Hub News is distributed to Hub clients as well as other interested parties. This newsletter is also published online at:

<http://www.hud.gov/local/sfc/mfamily/mfnews/news1.htm>

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Subscriptions: The San Francisco Multifamily HUB, USDHUD "Pacific Currents" newsletter is published on a quarterly basis and distributed free of charge to registered subscribers. To subscribe please send your name and complete mailing address to: Larry_A_Chouvet@HUD.GOV

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Hub Lines . . .

We are each of us angels with one wing, and we can fly only by embracing each other.

— Lucian de Crescenzo

There are never enough "love you's."

— Lenny Bruce

Happiness is like jam. You can't spread even a little without getting some on yourself.

— Anonymous

Janet Browder on Security

As the Director of the San Francisco Office of Multifamily Housing, I know that creating and maintaining secure communities is a challenge that involves the cooperation and expertise of a variety of interests. Nevertheless, residents must have a secure living environment which is a vital component of HUD's "Decent, Safe and Sanitary" requirement. The following articles focus on cost effective strategies that owners and property managers can implement with relative ease. Be it fixing windows, replacing light bulbs, or installing security cameras, owners and property managers need to be aware of the specific security needs of the property they own and manage, and their obligation to promote safety on the property.

Property managers are sometimes discouraged by the lack of staff, resources, and cooperation. This does not have to be the case, however. While it is true that Pilgrim Park's measures were enhanced by funding with HUD's Drug Elimination Program, almost every other property we surveyed experienced similar positive results with a renewed focus on security and the implementation of relatively low cost security improvements.

Ideas and sharing of information is the first step in designing and implementing effective security measures. Whether you are a manager, a resident, profit or non-profit, it is in your power to initiate the momentum and change your environment! To assist you with this effort, we want to publicize creative and effective strategies of security improvement offered by managing professionals themselves. We hope you find this special security edition of Pacific Currents valuable, and we look forward to continuing our many partnerships on this most important issue.

Appearance is Everything

Understanding How Psychology, Environment and Security Interact; A Brief Guide to The "Broken Windows" Theory



"Broken Windows" theory in a nutshell: The theory is premised on the belief that maintaining the physical condition of a property in a clean, neat and inviting manner is not just a matter of aesthetics but is actually one of the most basic and effective security measures an owner or property manager can implement.

There is a strategic reason why the emphasis on the physical conditions of the residential environment should be one of the earliest steps in the rehabilitation process. If a broken window is an isolated incident, it is not a problem; but if it is a regular occurrence, it becomes symptomatic of more serious security problems on the property. This is what political scientist James Q. Wilson and criminologist George Kelling have termed "the broken windows theory." The theory maintains that vandalism is most likely to occur and will escalate in those areas where the sense of community – the feeling of mutual obligations – are lowered by actions that signal indifference and lack of ownership. One Los Angeles police sergeant interviewed put it this way:

Continued on Page 3 . . .

"When people in the district see that a gang has spray-painted its initials on all the stop signs, they decide that the gang, not the people or the police, control the streets. When they discover that the Department of Transportation needs three months to replace the stop signs, they decide that the city isn't as powerful as the gang."

Theory in Action at Pilgrim Park: Once the new on-site management team started operating, the first changes began to be apparent almost immediately: vandalized property was repaired, graffiti was painted over, bushes that obstructed views around the property were trimmed, strategic lighting was set up, and an aesthetic fence was built around the property. While traditionally more rigorous security measures such as on-site armed security guards and video cameras were implemented as well, Nancy Smith maintains that "the physical appearance of the property actually took the same priority as these other measures"; and, in many cases, unlike the other measures they were cheaper and had immediate impact.

Three Steps to a Safer Community

In our interviews with property managers, three areas were identified as especially important in the development and implementation of effective, efficient and inexpensive security solutions.

Step 1: Make It Look Nice

By signaling active managerial and residential ownership, well-kept appearance is an effective, and often times low cost, crime deterrent.



Example of well-trimmed bushes and landscaping at Acorn.

- Allocation of resources toward landscaping and removal of trash can go a long way in conveying active ownership.



View of Pilgrim Park Before Landscaping Measures.

- One of the properties interviewed had a barren hill littered with trash as the main view for many of the units. The trash was cleaned up and the hill was planted with wild flowers creating a pleasurable view instead of an eyesore.
- Another property had a wooden gate, which had fallen apart, creating an unattractive and hazardous environment. It was simply removed and replaced with a new one.
- Maximizing the effort to fix deteriorated property and paint over graffiti as soon as possible sends out a message of intolerance toward vandalism. Acting right away on small problems can prevent big ones. For example, when the new site lighting was installed at Lockwood Gardens in Oakland, the wires were cut repeatedly and the lights shot out. Management always made it a point to repair these the same day that damage occurred and according to the manager, "the bad guys just gave up."

Step 2: Create "Defensible Space"

The term refers to architectural and environmental design used to reduce criminality by increasing field of observation and ownership by residents and managers. Designing "defensible space" targets the subjective aspect of security improvement. If residents know that a potential offender can easily be observed and apprehended, they feel more secure. Consider these suggestions:

- Many properties reported that gating the community was one of the most effective ways of signaling ownership over a property and keeping outsiders out.
- Putting up strategic lighting, especially around entrance areas, enhanced observation ability. Oak Village in Oakland, California, was continuously plagued by non-residents dumping garbage into the property's garbage bin. Management was able to virtually eliminate this problem by putting up an energy efficient lighting post next to the bin, illuminating the offender's ill activities.

More Helpful Tips:

For more information about strategic design, and security-related physical improvements at affordable housing projects, check out <http://www.designadvisor.org>. The website provides a list of management companies that have implemented various successful security strategies and offer such advice tips as:



"Consider locating parking in areas that can be informally observed by passersby".

- Bushes and shrubbery completely covering apartment windows should be trimmed or removed to improve natural surveillance. On the other hand, strategically planted vegetation around the property can serve as natural gating.
- At Wilikina Apartment, in Hawaii, management removed pay phones that often attracted non-residents and troublemakers.

Step 3: Encourage Use of Common Areas

While "defensible space" helps to deter intruders and criminal activity, common areas on the property can be used to facilitate social interaction, create a sense of community, and enhance the ability of the community to police itself.

- Establishing playgrounds for children is one of the easiest ways to encourage resident use. Almost any space can be converted into a playground. Creation of even a basic playground for preschoolers exemplifies that you do not have to undertake costly construction to engage and satisfy the community.



A Playroom at Acom Provides Kids with Positive Entertainment.

- According to one property manager, "children are much easier to engage than adults are, which is why playgrounds are a good use of public space. But eventually, whether through supervision or by direct participation, adults join in too."
- Increasingly, property managers and owners are becoming aware of the advantages of providing educational, professional, and social services on the property. Many have dedicated space for Neighborhood Networks, Learning Centers, Childcare Centers, and even summer camps.



Playgrounds Engage Kids and Parents Who Supervise Them

- Initially started as part of a program for kids, Pilgrim Park's community garden has become a transgenerational project, which donates tomatoes, and other vegetables to a local Saint Vincent's Dining Hall.

"You can get the feeling of a community by driving through and seeing kids playing. And that is how to measure community environment. The parents feel safe."

Captain with the Police Department of the Housing Authority of City of Los Angeles

Desire + Opportunity = Crime

To be effective, preventive strategies must be able to reduce the benefit of conducting illegal activities in residential neighborhoods and increase the cost of doing so. Formal surveillance, access control, and surveillance by employees are

Where Burglars Enter a House . . .



- One survey in Pennsylvania showed that 81% of residential intrusions occur through the first floor.
- 34% of burglars entered through the front door.
- 23% through a first-floor window.
- 22% through the back door.
- 9% through the garage.
- 4% entered through a basement
- 4% through an unlocked entrance
- 2% through a storage area
- Only 2% entered anywhere on the second floor.

among the many security mechanisms that can be triggered to shift the cost-benefit formula of committing crime in your favor. In this section we will outline categories of preventative strategies and demonstrate how they created obstacles to committing crime.

**Taking Back the Streets
Security That Understands The Criminal Mind**

Crime prevention in residential settings often involves the implementation of a variety of measures. It is difficult to assess the relative effectiveness of particular measures but there is no question that the more obstacles you create for troublemakers, the more likely they are to be dissuaded.

Why is the rate of drug deals and robbery and harassment higher in low-income residential neighborhoods? If money is what the criminals are after, why not go to more prosperous areas?

One answer is that there are fewer obstacles to conducting illegal activities in neighborhoods where residents are living in fear. Consequently, residents are less likely to organize or

"People want us to help them take back their streets."

Captain with the Police Department of the Housing Authority of City of Los Angeles

complain where the local police department is preoccupied with taking care of more serious crime and the surrounding community perceives crime as inherent and, therefore, is more tolerant of criminal behavior.

This is why security measures that are designed to prevent crime should focus on all factors that determine criminal opportunity – physical, psychological, and social.

Harass the Harasser

Three Measures That Criminals Hate

In our interviews with property managers, three methods were identified as especially effective in reducing criminal behavior and returning the community to an environment where people feel safe.

Measure 1: Formal Surveillance

While camera installation, call boxes, and closed circuit TV can be costly strategies, the property managers we spoke with reported that they were often the most effective mechanisms in observing the property and discouraging crime.

- At Acorn Apartments in West Oakland, cameras cover a significant portion of the property. Both managers and residents have partially attributed the decrease of crime on the property to the cameras. The resident association is currently working on funding installation of more cameras to cover additional portions of the property.
- KuKui Tower, a 380-unit multifamily high-rise in Downtown Honolulu, has only six surveillance cameras, hooked up to a VCR/Multiplexed/TV unit and monitored by a security guard. Yet, because they are strategically placed around the entrances and next to busy streets and bus stops, the relatively few number of cameras has been quite effective. Additionally, management has creatively maximized the use of the cameras by painting the number of the floor on the frame of the elevator that faces the camera's viewing direction. When the door opens, the camera can quickly identify which floor the elevator is on. "This really helps whenever a guest signs in as visiting a particular floor and then for some reason decides to go somewhere else."
- At Wilikina Apartments in Hawaii, management installed cameras only in the elevators, which were the biggest problem areas. The property's manager reports that it is "well worth the money. Since we've installed them, we have had very little damage." It was more costly to get elevator companies to come and fix the vandalized elevators.

"Even though it took over one year for everyone to feel comfortable with these measures, our tenants now enjoy a much more secure building—one which they did not have before. We do receive some harsh feedback, but once we explain ourselves, then people understand that we are looking out for everyone's best interests.

**Jeffrey W. Pope
Resident Manager
Kukui Tower**

Follow these steps to find a reputable and experienced electronic systems company.

- ⇒ Contact the NBFAA or your state alarm association for a list of member companies in your area.
- ⇒ Call several companies. Ask them if their employees are trained and/or certified by the NBFAA.
- ⇒ Ask the companies if they have appropriate state and/or local licenses, if required.
- ⇒ Ask the companies if they conduct any pre-employment screening.
- ⇒ Contact your local police department's Crime Prevention Department, state licensing agencies, consumer protection agencies and the Better Business Bureau.
- ⇒ Ask your insurance agent, friends, family or neighbors for referrals.
- ⇒ After you've narrowed down the field to three or four companies, ask for the name of the person who will call on you.
- ⇒ While he/she visits you, ask to see some company identification.
- ⇒ Ask each alarm company representative for an inspection, recommendation and a quote in writing. Ask them for references.
- ⇒ To learn more about home security systems, call NBFAA at (301) 585-1855 for a FREE consumer brochure. Or visit NBFAA on the Internet at <http://www.alarm.org>.



Measure 2: Access Control

By keeping doors and gates locked and interior common spaces fenced off from public access, many properties have decreased the problems of nuisance and transience. Establishing visitor check-in booths and guard houses, reducing the number of entrances and exits, and issuing pass cards can help management maintain control of a site.

- Kukui Tower has a call box at the front door and anyone who would like to visit a tenant must use the call box and contact the apartment. If the resident grants them access, they press a key which activates and opens the front door. From the moment of entry, the visitor is on camera and expected to sign in on a Visitor's Log.



- At Lockwood Gardens, installing technology like a magnetic card/keypad opening and closing system on the gates substituted for more costly private security guards.
- Pilgrim Park management replaced the sliding door of its laundry room with a key access door in response to the problem of homeless persons using it during nighttime. Now people use a slide key to enter and the door automatically denies access after 10:00 p.m.



Entrance Code System at Pilgrim Park

Measure 3: Surveillance by Employees

Be it private security guards, administrative staff, maintenance staff, or even bus drivers and crossing guards, enlisting individuals who already work in the area helps to identify problem locations and individuals. Designing ways that allow those who are already at a location to be an extra set of eyes and ears can exponentially increase a community's capacity to monitor itself.

- The management at Acorn Apartments has devised a collaborative effort of security patrol, which shares the same security company with neighboring multifamily apartment properties. This allows management to save resources but at the same time have a security guard nearby 24 hours a day. Several security guards patrol the neighboring areas at different times of the day and, because the properties are close to each other, there is always standing security personnel to be quickly dispatched.



Management's Documentation of Unauthorized Vehicles Helps to Enforce Lease.

- Nova Sunset Villas in Hawaii, has seven courtesy patrol officers on staff who work from 6:00 p.m. to 6:00 a.m.. Because they are recruited from the local police department and get a rent-free apartment on the property, the officers are already well trained and become intimately familiar with the community. One particular type of situation in which these officers have become very helpful, is the process of eviction: "In the past, when individuals were evicted you could literally watch them walk across the yard to another resident's unit but now the officers are trained to accompany the evicted individuals off the property."

Q: How have residents responded to the presence of officers at Nova Sunset Villas, HI?

A: Residents truly like the fact that we have Honolulu Police Officers employed here as courtesy Officers for a couple of reasons. One is because they are knowledgeable of the laws as well as the activity in our surrounding community. This allows us to be pro-active with regard to maintaining quiet enjoyment at Sunset Villas as well as being prepared if something unique is happening in the City of Waipahu.



Secondly, because all of our Officers are on-site, they take their job very personally. They have performed arrests while off-duty at Sunset Villas, as they always have their eyes and ears open when on the property. As their spouses and children live here, they have a personal interest in keeping the community free of illegal activity.

Lastly, several prospective residents have told me that the reason they wanted to live at Sunset Villas Apartments was because of our Officer Program. They like the idea of the Officers living and working on-site as they understand the dedication of the officers with regard to their work ethic as well to their home.

Successful Community Policing at Kuhio Park Terrace, HI A Profile in Brief

Kuhio Park Terrace's "Management Assistance" is the first of its kind, locally, in combining community policing and willing residents with official security strategies. Management Assistance staff are paid security employees who are also the tenants of the property. The residents are selected, trained, and paid as private security employees would be, but their work is further enhanced by personal investment in seeing their community environment improve. The creative security program was started in 1982 by Lui Faleafine Jr. and, today, includes twenty-two people patrolling the property 24 hours a day, with a minimum of four people per shift. According to Robert Faleafine, the property manager, the program has become a huge success in preventing crime.

If you would like to learn more about the implementation of this program on your property, you contact Robert Faleafine: 808-832-6075

**Empower Yourself Through Community Partnerships
Oakland's Home Alert Program**

Other Ways to Rid Your Community of Crime

- By changing the traffic patterns, closing streets, and making problem areas into "No Parking" or "No Standing" zones, offenders can be encouraged not to hang out and cause trouble in particular areas.
- Use signs to communicate to people that the area is part of a Neighborhood Watch or is monitored by a particular security company.

One property manager reported that to stop potential troublemakers from hanging out at one of the children's playgrounds, she turns on the sprinkler system during nighttime.

You can contact Citizen's Committee for New York City to order a manual that lists "menus" of different crime prevention strategies for use in different situations.

**305--7th Avenue, 15th Floor
New York, NY 1001
212-989-0909**

**Neighborhood Eyes
Reducing Crime by Involving Key Players in the Community.**

A vital security strategy in crime prevention and in taking back the streets from criminals is making alliances with the key players in your neighborhood, such as residents, local police departments, and existing organizations. Neighborhood, block, and lobby watches are now widely used to increase surveillance and crime reporting without individual risk. Similarly, many managers reported that building closer ties with the local Police Department was one of the most important first steps in the process of improving security. Not only can community involvements be one of the most cost-effective security strategies, it can also be self-generating by instilling a greater sense of ownership and a lower tolerance for criminal activity.

Trust among actors is the crucial element in insuring that building such alliances will lead to a more secure community. Pilgrim Park's manager reported that it took persistence and regular communication with the property's residents and the local police department to convince them that the new on-site management was serious about enforcing more stringent security measures. Fearing retaliation from criminals, residents wanted to feel supported by management and the police before actively participating in a Neighborhood Watch. And, according to Nancy Smith, rapport with the local police department improved when police officials saw that their efforts were being appreciated and reinforced by management, as well as the residents' Crime Watch Organization. Pilgrim Park Neighborhood Watch participants were successful in stopping a burglary in progress and assisting in the arrest of three car thieves.

In 1967, a group of citizens in East Oakland met with police officials and asked for help in combating the burglaries, thefts, and acts of malicious mischief that were plaguing them. Police officers met with twenty families in the neighborhood and, together, they established the first Home Alert (Neighborhood Watch) group in Oakland. The objectives of the group were simple: Protection through participation and cooperation with each member of the group agreeing to be observant of any suspicious acts in the neighborhood and to report them to the police.

The Oakland Police Department's Home Alert Program exemplifies that some of the best and most cost-effective resources for resident organizations can be found right in the community. The program is one of the services offered by the Oakland Police Department's Community Services Section. Its crime prevention specialists assist neighbors with organizing into home alert groups, which cover specific geographical areas. Once a group of ten to fifteen individuals has expressed interest for their neighborhood to participate in such a program, it is invited to view a series of presentations on the subject of security, "watchful eye" symbols are posted around their neighborhood, and regular meetings are held to update residents on crime activities and prevention tips.

According to Officer Lozano, a Police Service Technician, the program is premised on the philosophy that just getting to know your neighbors boosts trust and willingness to report troublesome activity. Results vary depending on the severity



"Neighborhood Watch Sign Communicates Surveillance and Ownership"

of the initial problems, but in many cases changes became noticeable as soon as the signs went up. Some of the program's very first groups, started in 1967 and continue to meet monthly.

If you would like further information regarding Oakland's Home Alert Program, you can contact Officer Lozano at (510) 238-3066.

**Keeping Kids Involved and Safe
Greenview's Youth Center;
A Profile In Brief**

*Author: Kathy Posey,
On-Line Coordinator of Greenview, Neighborhood Network Center,
Phoenix, AZ*

Our Neighborhood Networks Center in Greenview, AZ, has been involved with the Weed and Seed program, the Westside Coalition, and the National Guard for three years now. The partnership has been invaluable in engaging young people to become positively involved in their community. Many of our kids, ages nine through twelve, have participated in the Drug Education for Youth camp (DEFY), which they attend for a week with the National Guard and Weed & Seed personnel. There they learn how to resist drugs and the gang lifestyle. For a year, after completing the camp program, the kids are involved in monthly activities so they can continue to "bond" and reinforce positive behavior. The year is culminated with a free trip to the Grand Canyon; and if they are older (ages 13-17) they are sent to Freedom Camp, which focuses on drug education and leadership skills. These become the future mentors of DEFY camps.



Summer Camps Foster a Sense of Community
Among Young Residents.

In addition to the DEFY camp, our youth have started their own concession stores, have painted addresses on the curbs in all five barrios in the Westside at no cost to the residents, and have attended Weed & Seed's life skills classes. The partnerships our center has developed with other organizations have been invaluable in providing our youth with positive opportunities.

**Organize Against Crime
Community Involvement is Low Cost, High
Impact Approach to Fighting Crime**

Implementing crime prevention measures, including organizing the community, does not have to be a great financial cost. Four out of five Neighborhood Watches rely on volunteers and local services to provide almost no-cost security. There is no standardized set of programs that law enforcement agencies offer to help residents with crime prevention, but chances are that your local agencies and organizations

already provide some programs, services, and funding to help residents and property managers to improve their security through physical redesign and community-policing. By doing a little research and talking to the people in your neighborhood, city, state, etc., you can find out how involvement was spurred in other areas and what programs already exist to help you.

For example, Kukui Tower Neighborhood Watch has built partnerships with various local organizations such as the Honolulu Weed and Seed Program, the Hawaii Food Bank, and Meals on Wheels to further enhance resident involvement. The property's Social Services Coordinator, together with implementing social programs that invite guest speakers from the local police department, has been busy writing grants. In the past year such efforts have been rewarded with two major financial grants, which together with organizing more social programs, will be used to enhance formal security surveillance such as building new rolling gates for the parking garage, new fencing, lighting for parking areas, and more cameras.

**Check Out These Examples of Resourceful
Community Based Policing**

- The Resident Association of Acorn, a 296-unit multifamily complex in Oakland, was divided into seven courtyards with its own public space and an elected representative to the Resident Council. By making the representatives in charge of mobilizing the residents of the courtyard to participate in activities such as planting trees, the Council has spread both the feeling of ownership and responsibility to more residents. The Resident Council's efforts to build partnerships also include inviting police officers and property managers to their weekly meetings and just recently the Redwood Court Resident Council organized a street fair, and invited police officers and fire-fighters from the local departments to participate.



One of the Seven Courtyards at Acorn

- In Wiliikina, Hawaii, the resident Neighborhood Security Patrol Group cooperates with several other Neighborhood Watch groups in walking the neighborhoods. Recently all of the Watch Groups participated in a National Night Out, where over 500 people showed up.
- Together with hiring residents as security personnel or "management assistants," Kuhio's management has prepared training materials for all the residents interested in Community Policing. The Management Assistants invite not only residents from Kuhio but also residents and managers from neighboring properties to patrol the area.

- The management at Nova Sunset Villas, HI, has made extensive use of existing trespass statutes to increase the local police officials' direct involvement on the property. There is a formalize cooperation between the police department and the property manager on the issue of loitering/trespassing regulations which allows for prompt action to be taken. This relationship also extends to staying in regular communication with the District Attorney's Office to ensure prosecution of regular trespassing regulations, which allows for prompt action to be taken. This relationship also extends to staying in regular communication with the District Attorney's Office to ensure prosecution of regular trespassers. According to the manager "building rapport with local agencies is crucial in mobilizing support and assistance with security improvements.

**Get In On The Action
Resources to Get the Job Done**



Weed and Seed Summer Camp in Texarkana, AZ

- Contact Community Policing Consortium at www.communitypolicing.org to receive literature with easy tips on community policing.
- Find a Weed and Seed Program operating in your area by contacting your local U.S. Attorney's office. Or go to www.weedseed.org which can link you to your U.S. Attorney's website and provides specific contact information for all the operating Weed and Seed programs in the nation.
- National 4-H Council at www.fourhcouncil.edu offers grants for community youth.
- Community Anti-Drug Coalition of America at www.cadca.org provides technical assistance, training, and conferences. The Coalition's staff provides needs-assessment, funding links, and tips on writing grants.
- Among its many publications on the issue of security, the U.S. Department of Justice website provides "Three on-line tool kits" to assist communities in building effective partnerships and sustaining programs for children and youth (www.ojp.usdoj.gov).
- The National Crime Prevention Council at www.ncpc.org, which is a non-profit educational organization that heads the McGruff program, works with the Weed and Seed Program and provides neighborhoods with technical assistance and training.

Avoid Being Sued By Your Tenants!



Increasingly, courts are finding property owners legally liable for the criminal actions of their tenants and for failing to implement crime-prevention measures. In a 1993 California case an appeals court ruled that the owners of an apartment complex who failed to remove a drug-dealer operating on the premises were liable to neighbors for creating a nuisance. The action was brought in small claims court by 75 plaintiffs against owners of a Berkeley apartment building that was alleged to be frequented by drug dealers, drug users, and other criminal elements.

**Putting it All Together at Pilgrim Park
A Profile of Effective, Efficient and Inexpensive
Crime Prevention Strategies**

While the initial stages of Pilgrim Park's rehabilitation were initiated by a new on-site management team, the subsequent success can be attributed to the cooperative spirit of all participants, the desire of the property owners and managers, resident involvement, and the cooperation of the local police department and city agencies. This results oriented approach achieved: improved living conditions, decreased crime, reduced tenant turnover, enhancement of physical appearance, and substantial reduction in the property's legal expenditures. What exactly did they do you might ask? Detailed below are the highlights of the six-tiered approach that Pilgrim Park used to turn their community around.

Tier 1: Physical Appearance and Formal Surveillance

- Public areas were cleaned up and landscaping improved.
- A playground and benches were built in the common areas, and a community garden was started.
- Abandoned cars not belonging to residents or their authorized guests, were removed from the premises.
- With a grant from HUD's Drug Elimination Grant Program, the community was gated with an attractive gate in 1995.
- Strategically placed lights around entrance areas enhanced surveillance ability by residents.
- Cameras were installed around all parking areas and entrances.



Building a Gate Around the Property is One Effective Way To Convey Territorial Ownership

Tier 2: Access Control

- With a grant from HUD's Drug Elimination Program, the community was gated with an attractive gate in 1995.
- Laundry room's sliding door was replaced with a key-access door in response to the problem of homeless using it during nighttime. Residents use a slide key to enter and the door automatically denies access after 10:00 p.m.



A Sliding Door Was Replaced With A Door That Requires Code Access at Pilgrim Park's Laundry Room

Tier 3: Surveillance by Employees

- In the initial stages of the improvement process, armed security guards patrolled the area 24 hours per day.
- Management implemented a new system for recording who was entering the property, by requiring every resident's car to be registered with the administration office. Visitors also have to log in their car information and whom they were visiting in order to obtain authorization for the car to remain on the property.

Tier 4: Involving Public Agencies

- Inviting the local police officials to walk the property not only resulted in free security-needs-assessment but also conveyed to the police department that the new on-site management team was serious about security improvement.
- The Police Department agreed to supply management with a list of service calls made from the property. Such documentation allowed the manager to see trends among the type of crimes, as well as particular residents.
- By contacting officials up the chain-of-command, management eventually got the Marin County Drug Task Force to be assigned to the property. The Task Force started regularly patrolling the area, issuing warrants, conducting probation checks on particular tenants, and making arrests.
- Management invited the Medication Services of Marin County, which was free of charge, to meet with tenants in conflict.

Tier 5: Involving Residents

- The Homework Club, an after-school program for children funded by non-profits, was instituted. One fifth-grade participant has already received a college scholarship through the program.
- In 1994, the police department was involved in the organization and training of the Neighborhood Watch, which has grown in membership as residents become more empowered and less fearful of retaliation.
- A unit on the property was converted into a Learning Center, with grant funding from local organizations such as the San Francisco Foundation, the Marin Education Fund, and the Northern California Grant Makers.



Create Common Areas that Are Functional and Friendly

Tier 6: Lessons Learned

- Measures of documentation such as noting license plates eventually made it "too much work" for troublemakers to hang out on the property.
- The lease was management's greatest tool in getting rid of tenants that were responsible for criminal activity on the property.
- Security measures necessary for early stages of improvement such as armed guards eventually proved to be unnecessary as the property improved.
- Filling the units with good tenants has reduced the property's legal expenses by thousands of dollars annually.
- Persistence in building a rapport with residents and local law enforcement eventually paid off with greater cooperation and support.
- Even if your local public agencies do not provide certain services/information as a standard procedure, it does not mean they would not if you asked them to.

"When we started improving the physical and security conditions of the property, I was getting calls from worried tenants asking me 'are you going to evict us and put these apartments up for higher rent?' I told them 'No, this is what affordable housing is suppose to be like.'"

Nancy Smith
Property Manager at Pilgrim Park

Conclusion

As you can see from the many ideas, tips and strategies submitted by owners, property managers, residents, police officers and other industry professionals, effective, efficient and inexpensive solutions to large and small security problems exist and are in many cases easy to implement. We hope that you have found this edition of Pacific Currents valuable you will be able to use one or more of the many great suggestions offered by management companies cited in this article. Additionally, if you know of innovative security solutions that were not featured in this edition, we would love to hear from you. Until the next edition of Pacific Currents, we thank you for your time, energy, hard work and commitment to providing and maintaining affordable housing.

Please forward your ideas and comments to Christine_J._Day@HUD.GOV

Special Thanks

The Office of Multifamily Housing would like to thank Irene Pertsovsky, HUD Student Career Experience Intern, for her exceptional work in putting together this article for Pacific Currents.

HELPFUL HINTS TRACS TRANSMISSION

Many owner/agents are still having difficulty with TRACS transmissions. TRACS does not always update information submitted, etc. The following are tips to assist you with successful transmissions:

Do not transmit:

- Move-In (MI) or Move-Out (MO) certifications or Unit Transfers (UT) for the same household on the same day
- Annual Re-certifications (ARs) and Interim Certifications (IRs) for the same household on the same day
- Gross Rent (GR) and ARs or IRs for the same household on the same day
- Initial Certifications (IC) with other certifications for the same household on the same day
- Remember, TRACS will not accept a move-in certification in an already occupied unit.
 - When transmitting ARs, IRs, UTs, or GRs, the tenant certification attaches to the last full active certification in TRACS. If there is no full active certification in the system, the AR, IR or GR will not be processed by TRACS.

2002 Pacific Coast Builders Conference Gold Nugget Awards

At this year's Pacific Coast Builders Conference, Presentation Senior Community won the Gold Nugget Grand Award in Category 18 - Best Senior Project for Active Adults. Presentation Senior Community is a 93 unit HUD Section 202 project located in San Francisco. It consists of 61 studio units and 31 one-bedroom units. Two thirds of the units are reserved for frail elderly. An Adult Day Health Center is located on the ground floor that offers services to both building residents and other frail elderly in the Tenderloin neighborhood. A service coordinator is available to assist residents in finding supportive services. In addition to the residential aspect of the project, a nonprofit community based theater company, "Exit Theater," leases performance space on the ground floor. This project was constructed with a mix of financing. In addition to the HUD capital advance, the City and County of San Francisco provided project development and construction funding.



Presentation Senior Community

Transmit:

- Tenant certifications on a daily basis whenever possible (do not wait until the end of the month or early in the month when transmitting HAP request).
- Avoid heavy TRACS transmission (the 25th of a month through the 10th day of the following month)
- Remember, if the FO or the FMC is doing a voucher review, the tenant certifications must be viewable in TRACS to authorize HAP payments.

Transmission Order for Tenant Certifications:

- Transmit the move-out.
- Wait 24-48 hours before transmitting a move-in or unit transfer.
- Transmit the move-in or unit transfer.
- Wait 24-48 hours before transmitting an AR, IR, or IC
- Transmit the GR change
- Remember IRs or GRs attach to the last full active tenant certification in the data base.

Finally, be sure to retrieve your error messages regularly. If error messages are not received, there is a 99% change that the transmission was never

Our Second Phoenix Rising Award

Following a 15-month renovation, a Grand Opening Reception was held at The Greenery Apartments on August 1. The Greenery is a 95 unit affordable, Section 8 housing property located in Woodland, California. The thirteen building apartment community was originally built in 1973 under HUD's "Breakthrough Program." The buildings were constructed us



The Greenery Apartments

ing honey-comb paneling instead of wood and had sustained considerable water damage over the years. To prevent the property from being converted into market-rate rentals, A.F. Evans Company, a private residential developer, purchased the property in May 2000 and obtained tax credit equity financing necessary to rehabilitate the property while keeping rents significantly lower than market levels.

In addition to replacing the honey-comb ceiling, walls and floors, the building exteriors received new windows, porches, doors, decks, metal awnings, and heating and air conditioning units. The interiors of the units saw major changes as well, including new flooring, carpets, countertops, plumbing and electrical systems. A clubhouse, laundry facility, playground and community garden were also added to the complex.



Bill McClure, A.F. Evans Company, Matt Rexroad, Vice Mayor of the City of Woodland and Bill Bolton, HUD Representative

Mogavero Notestine Associates of Sacramento served as the architect for the project and Precision General Contractors of Sausalito served as the general contractor. Bank of America provided construction financing and Washington Mutual and the Low Income Housing Fund are the permanent lenders. Lend Lease Real Estate Investments invested \$4.9 million in tax credit equity. Evans Property Management, Inc., an affiliate of A. F. Evans Company, manages the property and provides supportive Services for the residents, with an emphasis on programming for youth and seniors.

The Greenery's grand opening celebrates the culmination of years of diligent effort by many people and will go a long way toward helping address the affordable housing shortage in Yolo County.



Homeowner's Insurance

Acting Deputy Assistant Secretary for Multifamily Housing Programs, Frederick Tombar III, issued a memorandum on August 16, 2002, concerning Homeowner's Insurance for renters. Renters often do not carry insurance because they are not aware of its existence or because they cannot afford the annual premiums. Insurance that would protect renters in the event of fire, flood, theft, burglary, or other disaster is available in the form of homeowner's insurance, which for residents of multifamily properties comes in two forms: HO-4 for tenants/homeowners and HO-6 for condo/cooperative units.

Homeowner's insurance has benefits for residents as well as owners. Many licensed insurance companies make homeowner's insurance available through project owners/agents. Agents/owners sometimes collect premium payments from the resident. HUD does not regulate an owner/agent's sale of homeowner's insurance in unassisted properties; however, we have established guidelines for its sale in assisted properties.

Field offices may approve requests by project owners who wish to sell insurance to and/or collect homeowner's insurance premiums from HUD-assisted residents in rental and cooperative housing under conditions outlined in Mr. Tombar's memorandum. If you have any questions or need further information concerning these procedures, please contact your Project Manager.

HUD Notifies Owners and Agents that Property Inspection Reports will be available only on-line effective October 15, 2002

On September 13, 2002, HUD issued a notice to all owners and agents of HUD assisted multifamily housing that effective October 15, 2002 it will provide physical condition assessment reports **only** on-line via the Internet. Owners and their staff will retrieve inspection results through the HUD secure connection using preexisting protocols, of which owners and agents are already familiar. Owners are told via email when inspections are released and ready to be retrieved. This action will decrease the time from release of the inspection to receipt by the owner and, therefore, action can be taken sooner to begin repairs. It will reduce costs by eliminating certified mailing of the inspection results. Assisted housing industry representatives were made aware that HUD would cease mailing in favor of electronic retrieval at meetings and presentations to housing professionals during the last 12 months. A final regulation published in November 2000 discussed HUD's plan to provide results via the Internet. Provisions are also in place to assist any party that believes they are unable to retrieve the reports from the Internet.

Lead Based Paint Certifications

Lead-Based Paint Certifications are now overdue for all projects built prior to 1960. Certifications for projects built between 1960 and 1977 are due not later than September 15, 2003.

The only projects exempt from the new Lead-Based Paint (LBP) regulations were those built after 1977; those with zero bedroom units; housing exclusively for the elderly where no one under the age of six resides; housing found to have no LBP during a previous inspection, and housing that has had all LBP removed.

Many projects had requested free inspections through the Real Estate Assessment Center (REAC). All of these free inspections have now been conducted. However, very few projects throughout the HUB have submitted their Lead-Based Paint Certification. If you have any questions concerning the LBP requirements, please visit HUD's Office of Healthy Homes and Lead Hazard Control's website at <http://www.hud.gov/lea>. If you have questions concerning the LBP inspections, please contact REAC at (877) 406-9220.

Revised Model Leases

On July 18, 2002, Change 30 to Handbook 4350.3 was issued containing revised model leases. The new leases incorporate new policies that landlords and tenants who reside in federally-assisted properties must follow relating to termination of tenancy as mandated and authorized by the Screening and Eviction Final Rule published May 24, 2001. Additional changes have been made providing clarity regarding reasonable accommodation; recognizing tenants' right to organize; and requiring tenants to provide the landlord with information regarding income verification.

Physical Inspection Scores

REAC's new physical inspection procedures have been in place for over three years now. Consequently, your project could have had as many as three inspections since the REAC system began. The projects in the San Francisco Multifamily Hub have an average score of 87.

Under the REAC physical inspection subsystem (PASS), your property can score between 0 and 100 points. The San Francisco Multifamily Hub expects your property to be maintained to the highest standard and score in the highest range. We are beginning to focus more attention on the scores for properties that continue to score below 60 and in some cases those properties that have a large fluctuation in scores, year to year, for no apparent reason. If the system works correctly and you repair and maintain the property, scores should continue upward and be maintained in the highest range. It is not acceptable, for example, to score 55, make the required repairs, and score 58 the following year. If the required survey of all units had been performed and repairs had been made, the property should score close to 100 the following year.

To assist Field Offices, Headquarters has begun making elective referrals to the Departmental Enforcement Center (DEC) for projects with "substandard" scores. Headquarters and the DEC are in the process of coming to an agreement on how enforcement of these properties will be handled.

To those properties in the "upper range" thank you and keep up the good work. Where we can be of assistance to you on this subject, please contact your Project Manager and/ or their supervisor.

Charges for Late Payment of Rent

The new model leases state that late fees may not exceed \$5 for the first through fifth day the rent is not paid, plus \$1 for each additional day it remains unpaid. However, Handbook 4350.3 authorizes field offices to approve a higher initial charge if it is consistent with local property management practices. Most offices within the San Francisco Multifamily Hub have opted not to change the amount charged for late fees from those published prior to issuance of the new Model Leases.

Certifications & Owner's Letterhead

ATTENTION! We continue to receive Exigent Healthy & Safety certifications signed by the agent on the agent's letterhead. Certifications should **always** be submitted on the owner's or project's letterhead. In addition, unless the owner has advised their field office, in writing, that the agent has authority to act on their behalf with regard to physical inspections, the owner **must** sign such certifications.

ISSUANCES

Transmittal Handbook No.: 4350-3 CHG-30, Revised Model Leases

Notice H 02-02, Reinstatement/Extension of Notice H 00-07 Extension of "\$1 Home Sales to Local Governments Program"

Notice H 02-03, Reinstatement and Extension of Notice H 01-02, Compliance with Section 504 of the Rehabilitation Act of 1973 and the Disability/Accessibility Provisions of the Fair Housing Act of 1988

Notice H 2002-4, Extension of Notice H 01-4 Section 221(d) (3) Nonprofit Transactions

Notice H 2002-5, Reinstatement/Extension of Notice H 96-102 Redesignated Section 202 Supportive Housing for the Elderly and Section 811 Supportive Housing for Persons with Disabilities Programs - Firm Commitment Processing to Final Closing

Notice H 2002-6, Reinstatement and Extension of Notice 00-26, Prepayment of Direct Loans on Section 202 and 202/8 Projects with Inclusion of FHA Mortgage Insurance Guidelines

Notice H 2002-7, Reinstatement and Extension of Notice H 95-7, Summary of HUD Policies on Multifamily Housing Bond Refinancing Transactions and Announcement of Certain Changes and Clarifications

Notice H 2002-08, Reinstatement and Extension of Notice H 00-18, Admission and Occupancy Provisions of the Quality Housing and Work Responsibility Act of 1998 (QHWRA) for Multifamily Housing Programs

Notice H 2002-09, Technical Corrections to Notice H 01-07 - Guidelines for Calculating and Retaining Section 236 Excess Income

Notice H 2002-10, Section 8 Project-Based Rent Adjustments Using the Annual Adjustment Factor (AAF)

Notice H 2002-11, Reinstatement and Extension of Notice H94-66 (HUD) Recapture of Section 235 Assistance Payment Guide.

Notice H 2002-13, Reinstatement and Extension of Notice 96-3, Repayment Under the Nehemiah Housing Opportunity Grants Program (NHOP)

Notice H 2002-14, Extension of Notice H 01-07, Guidelines for Calculating and Retaining Section 236 Excess Income as clarified by Notice H 02-09, Technical Corrections to Notice H 01-07 issued on May 10, 2002

Notice H 2002-15, Guidelines for Continuation of Interest Reduction Payments after Refinancing: "Decoupling," under Section 236(e)(2) and Refinancing of Insured Section 236 Projects into Non-Insured Section 236(b) Projects

Notice H 2002-16, Revised Repayment of Direct Loans on Section 202 and Section 202/8 Projects with Inclusion of FHA Mortgage.

Notice H 2002-17, Renewal of Expiring Project Rental Assistance Contracts (PRACS) for Projects Under the Section 202 Program of Supportive Housing for the Elderly and the Section 811 Program of Supportive Housing for Persons with Disabilities

Notice H 2002-18, Fiscal Year 2002 Operating Cost Standards—Section 202 Supportive Housing for the Elderly and Section 811 Supportive Housing for People with Disabilities.

Federal Register dated August 5, 2002, Notice of Funding Availability (NOFA) for the Operation Lead Elimination Action Program Fiscal Year 2002; Notice

Federal Register dated August 12, 2002, Retention of Section 236 Excess Income, Proposed Rule

INDUSTRY MEETING

The next HUD property management industry meeting will be held October 17, 2002, at 10:00 a.m. on the 2nd floor in the California and Nevada Rooms, 450 Golden Gate Avenue, San Francisco.

Agenda items can be provided to Betty Wang, Team Leader, at (415) 436-8465

TRACS News:

Requests for TRACS Mail accounts are now handled exclusively by the TRACS Hotline which can be contacted at any one of the following numbers:

email: tracshot@hod.gov
fax: 202-401-7984
phone: 800-767-7588

In addition, the Department has announced its intention to convert a large number of discrepancy messages for tenant certifications into fatal errors. Details can be found on the TRACS homepage at <http://www.hud.gov/offices/hsg/mfh/trx/trxsum>.

PRODUCTION CORNER

Section 202/811 Initial Closings

Casa Natomas, Section 202, 59 units, Sacramento, CA
SHDC No. 9 - Haiku Group Home, Section 811, 6 person Group Home, Kaneohe, HI
SHDC No. 10 - Lolii Group Home, Section 811, 6 person Group Home, Kaneohe, HI
John Butterworth Estates, Section 811, 24 units, Reno, NV
Kiva Apartments, Section 811, 7 units, Tucson, AZ
Cedar Street Senior Apartments, Section 202, 10 units, Garberville, CA
Lalo Guerrerios Barrio Viejo Elderly Housing, Section 202, 62 units, Tucsa, AZ

Section 202/811 Final Closings

Kiva Apartments, Section 811, 7 units, Tucson, AZ
Whispering Oaks, Section 811, 10 units, Redding, CA
Presentation Senior Community, Section 202, 93 units, San Francisco, CA
Avelina (aka Oroysom Village Sr. Hsg.), Section 202, 41 units, Fremont, CA
Evergreen Terrace Annex, Section 202, 40 units, Oakland, CA
Edith Street Apartments, Section 202, 23 units, Petaluma, CA
Lasson Manor IV, Section 202, 11 units, Susanville, CA

Mortgage Insurance Initial/Final Endorsements

Haili Elderly Apartments, Section 223(a)(7), 36 units, Hilo, HI
Ann Pearl Nursing Home, Section 232, 18 beds, Kaneohe, HI
Villa Ocotillo Assisted Living Facility, Section 223(f), 98 units, Scottsdale, AZ
Parkview Apartments, Section 223(f), 144 units, Tucson, AZ
Sierra Vista Alzheimers Care Center, Section 232, 21 beds, Sierra Vista, AZ
Summit Apartment, Section 223(f), 206 units, Phoenix, AZ
The Carillons, Section 232/223(f), 75 beds, Sun City, AZ
Copper Cove Apartments, Section 221(d)(4), 228 units, Tolleson, AZ
Glassford Hill Terrace Apartments, Section 221(d)(4), 226 units, Prescott Valley, AZ
Desert Gardens II, Section 221(d)(4), 225 units, Glendale, AZ
Delta Gateway I, Section 223(a)(7), 112 units, Stockton, CA
Village East Apartments, Section 223(f), 189 units, Stockton, CA
Siena Care Center, Section 223(f), 107 beds, Auburn, CA
Westwood I Apartments, Section 223(f), 102 units, Coalinga, CA
El Casa Verde Apartments, Section 223(f), 142 units, Modesto, CA
San Francisco Care Center, Section 232, 132 beds, San Francisco, CA
Ann Pearl Nursing Home, Section 232, 104 beds, Oahu, HI
Rose Garden Apartments, Section 223(f), 32 units, Modesto, CA

COMINGS AND GOINGS

Welcome to:

**Thomas Yip, Multifamily Intern, San Francisco; Wayne Harris, Appraiser, Phoenix;
Tony Perez, Multifamily Housing Representative, Phoenix;
and Blair Lund, Senior Project Manager, Las Vegas**

Congratulations to:

Diana Leong, Mortgage Credit Specialist, on her retirement.

U.S. Department of Housing & Urban Development
San Francisco Multifamily Hub
450 Golden Gate Avenue, Box 36003
San Francisco, CA 94102

CALENDAR

October

9th—11th — Certified Occupancy Specialist
COS, Oakland, NCHM, (800) 368-5625

13th—16th — National Service Coordinator Training
& Networking Conference
Denver, CO (716) 645-2705, ext 225

17th — HUD Management Industry Meeting
CCM, Oakland, NCHM, (800) 368-5625

November

4th—6th — Certified Manager of Maintenance
CCM, Oakland, NCHM, (800) 368-5625

13th—15th — Certified Occupancy Specialist
COS, Los Angeles, NCHM, (800) 368-5625

December

4th—6th — Certified Occupancy Specialist
COS, Honolulu, NCHM, (800) 368-5625

9th—11th — Certified Occupancy Specialist
COS, San Francisco, NCHM, (800) 368-5625

12th — 2002 HUD Multifamily Housing Audit
Workshops, Sacramento, (800) 987-2581

16th — 2002 HUD Multifamily Housing Audit
Workshops, Los Angeles, (800) 987-2581

