

Boston Housing Authority Initiatives



The State of the Nation's Housing : 2000
Joint Center for Housing Studies of Harvard University;
Cambridge, MA; 2000

Orchard Park Hope VI: Project Summary
Boston Housing Authority;
Boston, MA; August, 2000

BHA Today Newsletter
Boston Housing Authority;
Boston, MA: Vol 1, No 4; June, 2000

Housing Opportunities Unlimited Information Brochure
Housing Opportunities Unlimited;
Dorchester, MA; 2000

Turning New Growth into Affordable Housing: Summary
Boston Tenant Coalition;
Boston, MA; April, 2000

Joint Center
for Housing
Studies
of Harvard
University



The State of the Nation's Housing
2000

EXECUTIVE SUMMARY

Housing markets began the twenty-first century on a high note. Buoyed by the longest economic expansion in history, home sales, homeownership rates, and the value of residential construction all set new records in 1999. And thanks to strong income growth, housing affordability remained in check for most Americans despite rising interest rates, home prices, and rents.

Widespread home price inflation continues to lift household net worth. The stock market boom notwithstanding, home equity remains the cornerstone of household wealth—even among most American homeowners who also have stock holdings.

In the midst of this remarkable prosperity, however, the homeownership gap between whites and minorities has hardly narrowed. Even worse, millions of very low-income households still lack adequate, affordable housing at a time when losses of subsidized units are rising.

HOME BUILDING'S RESILIENCE

Housing markets shrugged off a full percentage-point increase in interest rates in 1999, with no year-over-year decline posted in aggregate production or home sales. Although multifamily and manufactured housing production did retreat, the value of new multi- and single-family construction rose and

single-family production stood at its highest level in two decades.

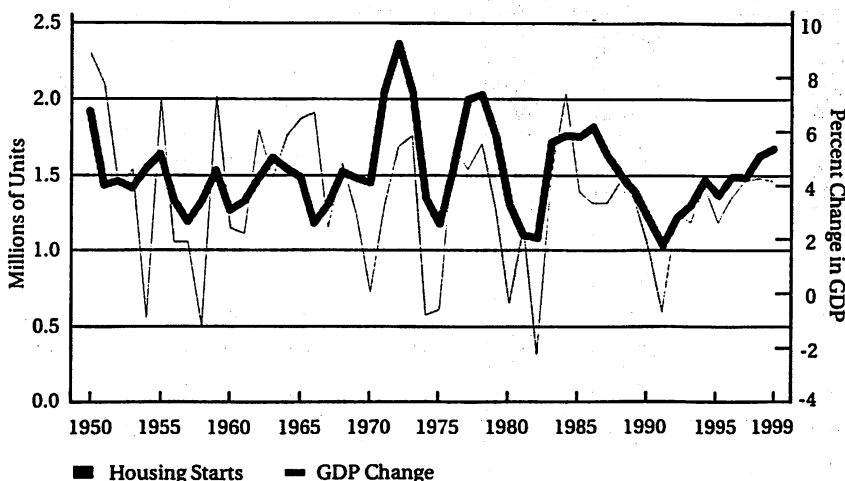
Housing starts have shown no significant declines for eight years, making this the longest housing expansion in the last half-century (*Figure 1*). Aided by steady economic growth, production gains have been more gradual than during the last three expansions. Adjustable-rate mortgages have also helped to blunt the impact of rising interest rates, climbing from 12 percent of mortgage loans in 1998 to 21 percent in 1999. With plenty of room for that share to grow, adjustables should again help to stave off a major downturn in housing markets this year.

While production did cool in over one-third of the states in 1999, it was still going strong in the rest—most notably in four of the five states that together account for almost 40 percent of the nation's residential construction. Housing could thus eke out further gains in 2000, although rising interest rates and moderating stock prices pose threats to growth.

CONCERNS OVER SPRAWL

The fast pace of residential construction has fueled concerns about sprawl. As employment continues to decentralize, households are able to live and work at greater and greater distances from the urban core. As a

1 The Current Housing Expansion Is the Longest on Record

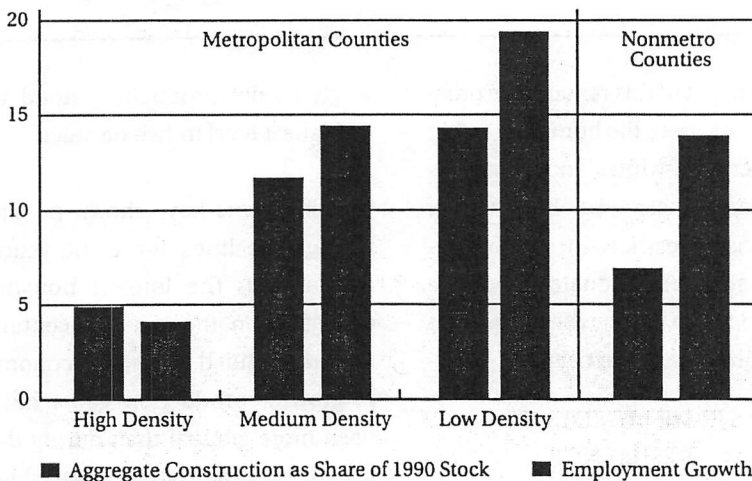


Sources: Census Bureau, Series C-25 and Bureau of Economic Analysis, Survey of Current Business.

2

Employment and Construction Growth Has Soared in the Metropolitan Fringe

Percent Change 1990-1997



Notes: Each metropolitan density class contained one-third of the total US metropolitan population as of 1990. Metropolitan definitions as of 1993. Excludes manufactured home placements.
Source: Table A-12.

result, low-density metro counties have witnessed explosive job and housing growth in recent years while activity in high-density counties has been limited (*Figure 2*).

The stock of homes in many metropolitan areas is also expanding at a remarkable rate. Between 1990 and 1998, new construction added 25 percent or more to the housing stocks of 21 metropolitan areas in the South and West. And this figure does not even include manufactured housing placements, which are highly concentrated in these regions. In contrast, no metropolitan area in the Northeast and only two in the Midwest experienced housing stock growth of this magnitude.

Meanwhile, the exodus from central cities continues. Although most cities in the South and West regis-

tered gains, the movement away from many localities in the Northeast and Midwest pushed national net outmigration from larger cities to 1.2 million households between 1997 and 1999. High-income households are leading the way. While accounting for only one-quarter of all households living in larger cities in 1997, affluent households made up fully 44 percent of net outmigrants in the final two years of the decade.

HOMEOWNERSHIP ON THE RISE

Powered by strong income and employment growth, the national homeownership rate reached a new annual high of 66.8 percent in 1999 and continues to climb across all geographic regions, age groups, and racial/ethnic groups. Although persistent disparities between whites

and minorities narrowed only slightly, minorities still accounted for nearly 40 percent of the net growth in owners in the final half of the 1990s. Rapid household growth, combined with climbing ownership rates, has boosted the minority presence in homebuying markets.

Homeownership has gotten an extra lift from mortgage industry innovation and outreach to low-income borrowers. With the introduction of low-downpayment products, flexible underwriting standards, and improved risk assessment tools, lenders have helped millions of low-income families buy first homes. In fact, loans to low-income buyers in metro areas increased by 55 percent between 1993 and 1998, compared with a 40 percent increase in loans to high-income borrowers.

THE ROLE OF SUBPRIME LENDING

Subprime lenders—who specialize in loans to borrowers with blemished credit histories—also played a role in this growth. Between 1993 and 1998, these lending specialists increased their share of home purchase loans in metro areas from one percent to five percent, helping nearly a half-million families buy homes. Much of this activity centered in low-income and minority areas. In neighborhoods that are *both* low-income and minority, subprime lenders' share of loans to homebuyers soared from just 2 percent to 15 percent in only five years.

Growth in the subprime lender share of *refinance* loans in metro areas has been even more dramatic (Figure 3). In 1998, subprime specialists captured 46 percent of the refinance market in low-income minority areas and 30 percent in high-income minority areas, but only 18 percent in low-income predominantly white areas and 6 percent in high-income white areas.

While reaching traditionally underserved markets, the subprime lending boom in low-income minority areas is noteworthy because of the higher rates and fees these lenders charge. According to a 1996 Freddie Mac study, between 10 percent and 35 percent of subprime borrowers could have qualified for lower-cost

prime loans. The lack of access to prime lenders for such borrowers is thus a source of growing concern. Even more troubling are reports of predatory lending practices that target vulnerable borrowers, charge excessive fees and interest rates, and even defraud families of their home equity.

LOSSES OF AFFORDABLE HOUSING

Despite the strong economy, record numbers of very low-income households are devoting more than half their incomes for housing—and working is no panacea for these high housing cost burdens. About half a million very low-income renters and nearly as many very low-income owners earning at least the equiva-

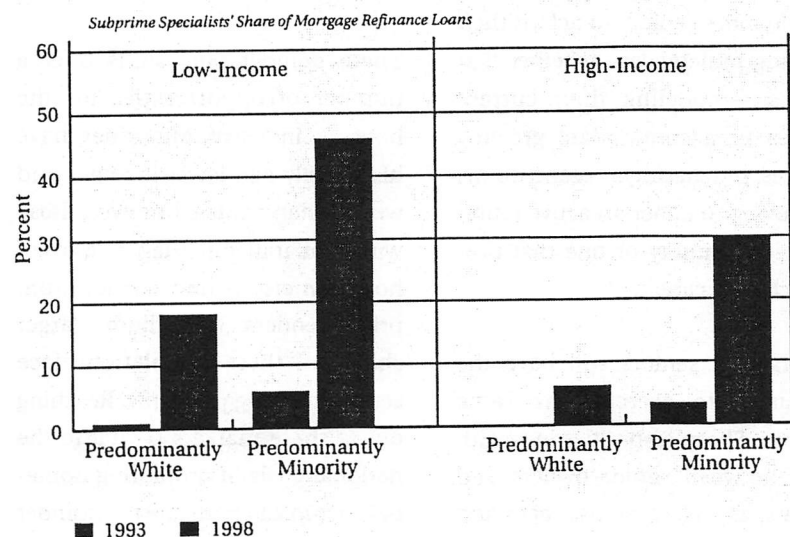
lent of the full-time minimum wage spend this much for housing.

In light of these affordability problems, preserving the limited supply of federally subsidized housing is increasingly urgent. Already, 90,000 units have been lost as private owners have opted out of programs or prepaid their subsidized mortgages—usually in order to capitalize on higher prevailing rents. Extensions to expiring 15- and 20-year contracts are now subject to annual budget appropriations. If history is any guide, 10-15 percent of the remaining project-based assisted units with contracts expiring in coming years will be at risk of loss.

For current tenants of properties whose owners opt out or prepay their mortgages, HUD has been offering vouchers to make up for the shortfall between new, higher rents and 30 percent of tenant incomes. Recipients who move, however, have no guarantee of finding alternative affordable housing. As of 1994, the last year in which reliable data are available, over one in eight recipients in studied areas returned their vouchers because they could not find suitable accommodations and/or a landlord willing to accept this form of payment.

Meanwhile, demolition of public housing units is eliminating many badly deteriorated units, but without providing one-for-one replacement. And construction of affordable units

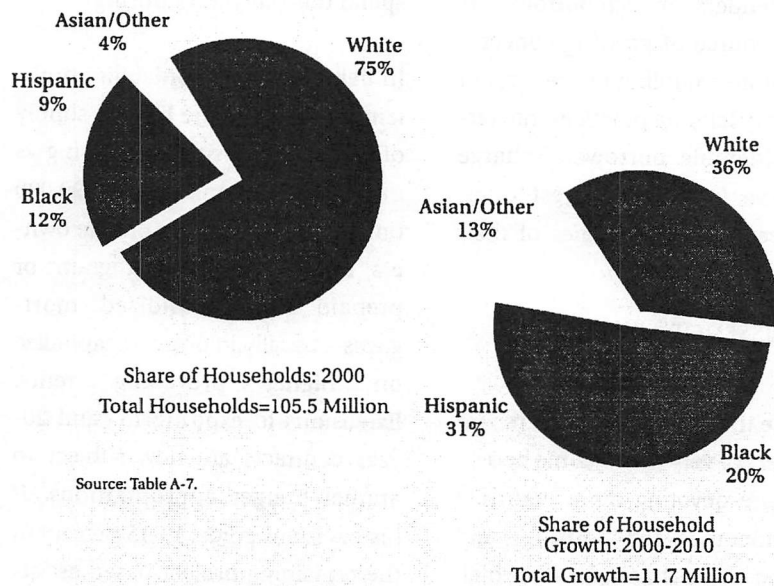
3 Subprime Lending for Refinance Loans Has Surged in Low-Income Minority Neighborhoods



Note: See Table A-11 for definitions of areas.
Source: Table A-11.

4

Minorities Will Contribute Nearly Two-Thirds of Household Growth Over the Next Decade



financed through tax credits has slowed steadily, primarily because funding is not adjusted for inflation.

DEMAND IN THE NEXT DECADE

Although household growth may slow slightly over the coming decade, home building will likely rival the 1990s in terms of number of units built and value of construction. As the aging baby boomers boost the number of 45-54 and especially 55-64 year-olds, the demand for amenity-rich homes and second homes will continue to rise. At the same time, the echo boomers—the children of the baby boomers—will start to replace the smaller baby-bust generation in the young adult age groups, giving the markets for manufactured housing, starter homes, and rental apartments a modest lift.

Thanks to longer life expectancies and past patterns of births in the US, the number of households over age 65 will also be on the rise. Today's seniors are wealthier than their predecessors, and tomorrow's will be even wealthier than today's. Better health and greater wealth will enable more seniors to act on their housing preferences—whether that means remodeling their current homes to accommodate growing frailties, purchasing a second home, or moving to either an active retirement community or one that provides health care.

But not all seniors will have the resources to exercise the same options. Sharp disparities in wealth exist between senior owners and renters, as well as across races and ethnic groups. As a result, many older Americans will be left without

affordable housing that meets their particular needs.

Minorities will grow ever-more important to housing markets over the next 10 years, accounting for an estimated two-thirds of net new households (*Figure 4*). Already, minorities have contributed over 60 percent of the net growth in households since 1994.

Immigrants have played a particularly important part in this growth. The foreign-born make up roughly one-quarter of net households added over the last three years, and are responsible for all of the net household growth in the Northeast. Hispanics, who account for the largest share of recent immigrants, will soon be the nation's largest minority group. Indeed, by 2010, the number of net new households formed each year by Hispanics will exceed that of non-Hispanic whites.

These demographic shifts offer a number of opportunities for the housing industry. Minorities have historically had lower incomes and wealth than whites, but even those with similar incomes lag in terms of homeownership and service from prime lenders. In addition, larger shares of these populations face serious housing problems. Reaching out to these markets is vital to the national goals of promoting homeownership and reducing the number of cost-burdened and inadequately housed Americans.

LOW-INCOME HOUSING

The red-hot economy has done little to relieve the housing problems of low-income households. Renters in the bottom quarter of the income distribution saw their real incomes actually decline between 1996 and 1998, while real rents increased by 2.3 percent. At the same time, rising home prices and interest rates are making it more difficult to move into homeownership.

Low-income households who have already attained homeownership are largely insulated from escalating costs and have enjoyed rising incomes. Nevertheless, the number of very low-income homeowners

facing severe housing cost burdens continued to increase through 1997—due at least in part to consolidation of consumer debt into mortgage payments.

At the same time, more subsidized rental units are being lost from the affordable housing inventory as private owners take advantage of expiring contracts to exit federal programs and charge higher market rents. Although Congress has acted to soften the blow by extending vouchers to current tenants to keep the units affordable for the length of their stay, many of these units are vulnerable to stiff rent increases and

eventual removal from the affordable housing stock once current tenants move.

THE WORKING POOR

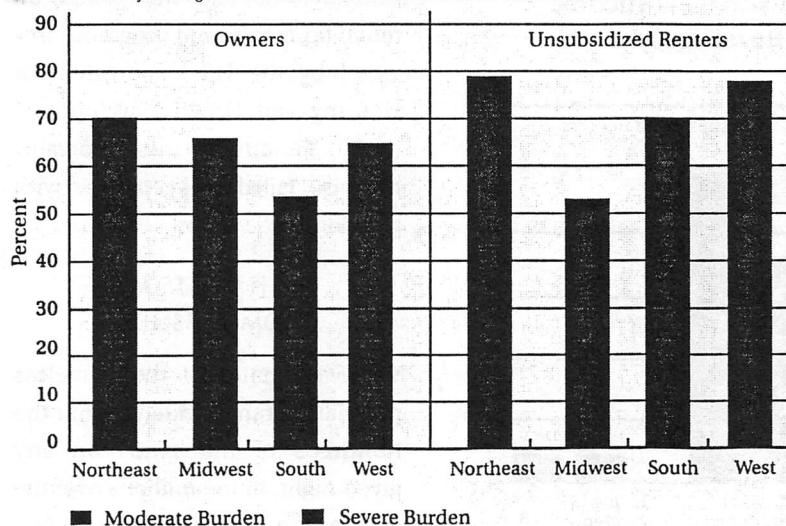
While welfare-to-work programs have met with some success, working households cannot necessarily afford housing. According to the 1997 American Housing Survey, 3.9 million very low-income households living in unsubsidized housing had wage and salary earnings equal to or exceeding the equivalent of full-time employment at the federal minimum wage.

Over two-thirds of these households paid 30 percent or more of their incomes for housing, and one-quarter paid over 50 percent. The shares paying over half of their incomes for housing are especially large in the high-cost Northeast and West (Figure 26).

Among very low-income working households, unsubsidized renters face particular hardships, with 71 percent shouldering high housing cost burdens. These working poor renters tend to be young, headed by a single person or single parent, and reside in the nation's central cities. Working poor homeowners are slightly better off, but 62 percent also face high housing cost burdens. In contrast to renters, working poor homeowners are typically middle-

26 Working Is No Cure for High Housing Cost Burdens

Share of Working Poor Households with Moderate and Severe Cost Burdens, 1997



Notes: Working poor is defined as households with incomes below 50% of area median with wage and salary income greater than full-time work at the federal minimum wage. Moderate burden defined as paying 31-50% of income for housing; severe burden defined as paying over 50% of income for housing. Source: Joint Center tabulations of the 1997 American Housing Survey.

aged, married couples with children, and live in suburban areas.

HOUSING PROBLEMS WORSEN

According to HUD estimates, the number of very low-income households facing severe housing problems—paying more than half of their incomes for housing and/or living in severely inadequate units—set another record in 1997. Although changes in the American Housing Survey make this impossible to verify, it is likely that affordability problems are increasing because of the growing gap between housing costs and the incomes of the nation's poorest households.

As of 1997, about 5.4 million very low-income renters receiving no

housing assistance had severe housing problems. At the same time, 4.6 million very low-income homeowners had severe housing problems, with 4.3 million devoting more than half their incomes to cover costs.

Housing problems among very low-income households are concentrated largely in urban areas. Half of these urban renters not receiving subsidies pay over 50 percent of their incomes for housing. One-third of very low-income urban homeowners must also devote the majority of their incomes to housing.

The significant incidence of housing problems in rural areas is often overlooked. In 1997, about one in ten rural owners and one in five rural renters spent more than half

their incomes for housing. Roughly a third of very low-income owners and an even larger share of very low-income renters faced high cost burdens, particularly in the Northeast. Rural households are also more likely than urban families to live in severely inadequate housing.

Meanwhile, only 17 percent of very low-income rural renters receive housing subsidies, compared with 28 percent of very low-income urban renters. Even so, federal funding for loans and grants specifically targeted to rural households has been slashed. In addition, assistance has shifted from direct loans providing deeply subsidized assistance, to guaranteed loans serving rural residents with higher incomes.

As a result, progress in addressing very low-income housing needs in rural areas depends increasingly on rental tax credits and programs provided by the US Department of Housing and Urban Development (HUD). Funding for these programs has also failed to keep pace with growing need.

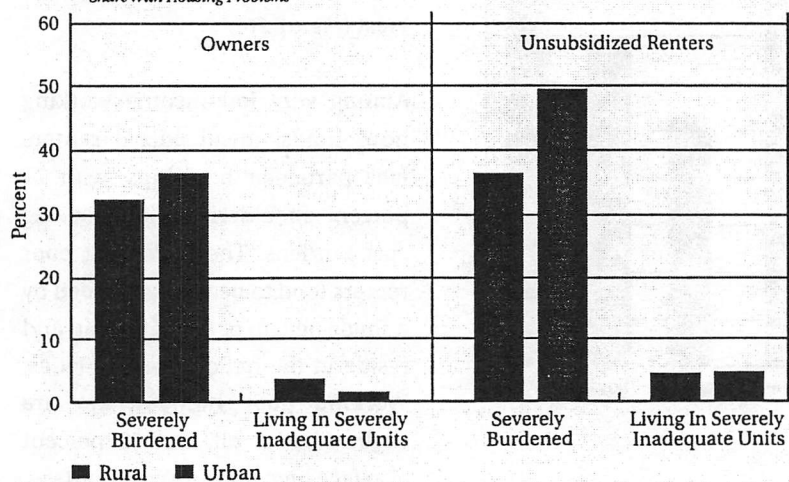
HIGH COSTS AND HOMELESSNESS

While estimates of the homeless population range widely—from the hundreds of thousands on any given night, to the millions over the course of a year—escalating housing costs and the shrinking affordable stock clearly place more people at risk of homelessness.

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Severe Housing Problems Afflict Very Low-Income Households In Both Urban and Rural Areas

Share With Housing Problems



Notes: Very low-income defined as less than 50% of area median. Severely burdened defined as households paying over 50% of their incomes for housing. Severely inadequate defined as having severe problems in plumbing, heating, electrical systems, upkeep or hallways.
Source: Table A-13.

In a recent Census Bureau survey of people who use homeless assistance programs, 18 percent of homeless respondents cited inability to pay the rent or cover a rent increase as the main factor driving them into homelessness. This is an even larger share than the 14 percent who attributed their homelessness primarily to a job loss. In fact, nearly half reported working for pay at some time during the month they were surveyed.

The vast majority of the homeless are single men, but one in seven are members of homeless families, usually headed by women. Though generally less educated than those with homes, slightly over a quarter of homeless adults have some education beyond high school. While 40 percent are white and an equal share black, the incidence of homelessness is much higher among blacks because they represent a much smaller share of the overall population.

The causes of homelessness are multiple and overlapping, and many kinds of people become homeless. As a result, the emphasis of housing policy for the homeless has shifted from simply providing temporary housing to promoting self-sufficiency through job training, placement, and social and mental health services.

AFFORDABLE HOUSING LOSSES

Severe housing problems persist in part because of the dwindling supply

of unsubsidized units affordable to very low-income households. Recent losses of units either to rising rents or demolition have intensified the housing problems of the more than 70 percent of very low-income renters who receive no rent subsidies.

Between 1993 and 1995, the number of unsubsidized units affordable to very low-income households was down 8.6 percent—a decrease of nearly 900,000 units. At the same time, the number of units affordable to extremely low-income households—those with incomes less than 30 percent of area median—fell by an even more alarming 16 percent. Although changes to the survey used to measure the affordable stock prevent more recent comparisons, rising rents and declining incomes among the poorest renters point to further losses.

HUD-SUBSIDIZED HOUSING

Conditions in the subsidized housing market are hardly better, with a growing share of HUD-subsidized units at risk of loss. Owners of 1.4 million private rental units can prepay their mortgages at the end of expiring use periods or opt out of programs when their subsidy contracts end. Landlords with properties in the most desirable areas and in the best condition are the most likely to opt out and to take advantage of higher prevailing rents.

Subsidy and use contracts locking owners into programs for 15 or 20

years began to expire in the 1980s. Although long-term restrictions and contracts were initially replaced with multi-year contracts, recent renewals have been for one year only. In an effort to insure long-term affordability, HUD is once again negotiating multi-year contracts—although even these are subject to annual budget appropriations. As a result, long-term affordability of these units is uncertain.

As of the end of 1999, roughly 90,000 units had been lost from the affordable stock because of mortgage prepayments or opt outs. If the past is any guide, as many as 10-15 percent of the 1.2 million units with contracts expiring by 2004 may also opt out. If rent increases continue to outpace inflation, the share may go even higher.

HUD is making an effort to ensure that current tenants are not left unsubsidized and subject to stiff rent increases. The vast majority of residents of properties that opt out, prepay, or do not have their contracts renewed are eligible for enhanced vouchers that hold their payments to 30 percent of income as long as they stay in those units. If they leave, however, the unit is lost from the affordable stock and they must find a suitable apartment that will accept portable vouchers.

These portable vouchers may not, however, make up the difference between the new rents and 30 per-

cent of income. Moreover, finding units that will accept voucher payments is not always easy. As of 1994, the last year for which reliable data are available, over one in eight households that received vouchers in studied areas returned them because they could not find a suitable apartment whose landlord would accept the voucher, or for other reasons.

TAX CREDIT UNITS

As the largest federal rental production program, tax credits have supported the construction of over one million units affordable to people earning 60 percent or less of area median incomes. Keeping tax-credit assisted units in the affordable stock is gaining new urgency because the compliance periods (during which rents must be kept affordable) for the first 23,000 units built under the program are set to expire in 2002.

Making matters worse, fewer of these subsidized units are being added each year because the tax credit is not inflation-adjusted. In fact, the number of units receiving tax credit allocations fell from a high of 117,099 in 1994 to just 67,822 in 1998.

PUBLIC HOUSING

Public housing is home to 1.3 million of the nation's most vulnerable households—half are families with children and one-third are elderly. Another million or so households are on waiting lists. Public housing tenants have an average income of

\$9,100 a year, well below the federal poverty line and lower than those of other subsidized housing residents. A disproportionate share are minority households (69 percent) and nearly half are African-American.

Public housing is concentrated in areas of high poverty, where opportunities are especially scarce and problems rife (*Figure 28*). One study conducted in the mid-1990s found that almost 70 percent of public housing was located in neighborhoods where the median household income was under \$20,000. By comparison, just over 20 percent of all rental units are located in such areas.

Even though demand for public housing is strong, 60,577 of 86,000

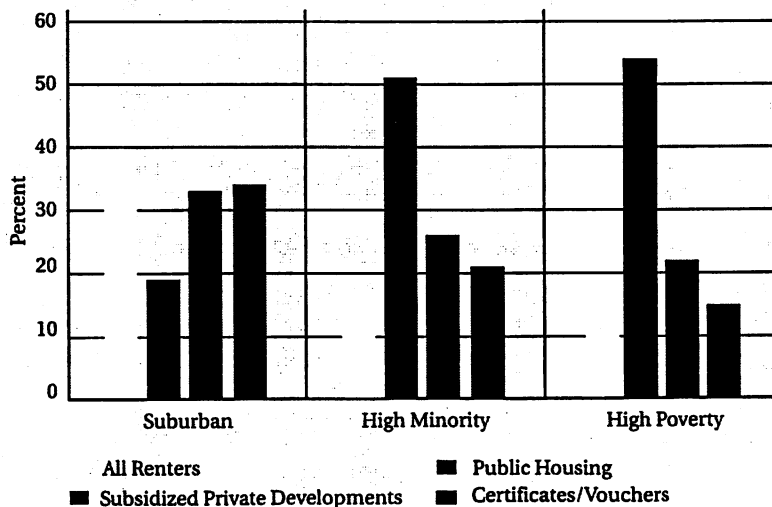
seriously distressed units are slated for demolition. By the end of 1999, over 27,600 units had been torn down. Despite HUD's replacement goal of 45 percent, only 7,273 units have been built or rehabbed thus far.

Major reforms are now in place to help stem the deterioration of public housing. Beginning in 1999, the requirement that public housing take only the poorest households was eliminated in an effort to promote a wider mix of incomes. In addition, several initiatives to improve drug enforcement and to fund prevention, treatment and youth programs are taking aim at violent crime. These steps should help to protect more public housing units against the risk of loss.

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Public Housing Is Concentrated in High-Poverty and High-Minority Areas

Share of Units by Location



Notes: High minority areas defined as more than 50% minority. High poverty areas defined as more than 30% of households in poverty.
Source: Newman and Schnare, Fannie Mae's *Housing Policy Debate*, 1997.

BOSTON HOUSING AUTHORITY HOPE VI ORCHARD PARK

Below is a brief summary of the current program

When the HOPE VI application for Orchard Park was submitted to HUD, Orchard Park was considered one of the most severely distressed developments in the BHA's portfolio. Its buildings were dilapidated, its name synonymous with crime, and its residents were isolated from everything around them. In fact, the distress at Orchard Park had spread into the surrounding neighborhoods and they, too, had fallen into a state of disrepair and abandonment.

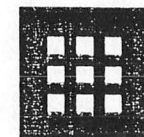
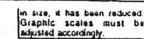
While the conditions at Orchard Park got progressively worse, the determination of a group of residents to turn it around increased. The Orchard Park Tenants' Association became the most effective resident organization in the city, a well-organized representative of the larger resident population. The Association members have worked tirelessly for change, and have understood that they could either generate linkages between adjacent urban reinvestment areas and activities, or be a barrier to that linkage. Thus an effective partnership between BHA and the residents was developed and with limited funds a third of the housing units began to be upgraded. The first phase of redevelopment was begun.

It was during construction of Phase 1 that HUD announced a round of funding through the HOPE VI program and the inclusion of perhaps the two most important objectives of the HOPE VI program: creating viable and truly mixed-income communities, and augmenting HUD funds with private debt and/or equity investment.

The program provided an extraordinary opportunity to change the very nature of the neighborhood. The revitalization of Orchard Park could be a catalyst for reuniting the disparate parts of Lower Roxbury, turning Orchard Park into a synergistic part of the community. The program could reunite Orchard Park physically, socially, and economically to the world around it. Central to the revitalization strategy for Orchard Park is the conversion of a traditional public housing project into a mixed-income project, developed with public and private financing.

The plan for Orchard Park is much more than rebuilding distressed public housing. The plan is truly a neighborhood revitalization strategy. It makes linkages between the resources and energies of the Boston Housing Authority, the Orchard Park Tenants' Association, and the community development organizations working around Orchard Park. By working collaboratively and reinforcing each other, the whole will be greater than the sum of its parts.

The Orchard Park HOPE VI redevelopment has received the following honors: a 1999 HUD Best Practices Award; the first Community Building by Design Award from the American Institute of Architects in partnership with HUD; and a 1999 Builder's Choice Award for excellence in residential design and planning. It also was featured on the cover of Affordable Housing Finance.



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ORCHARD PARK
REVITALIZATION INITIATIVE

PHASE 3

ADAMS ORCHARD
LIMITED PARTNERSHIP

BOSTON
HOUSING
AUTHORITY

1

SITE PLAN

Scale
1" = 100'

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I. Goals of the Program

The BHA has established the following goals for the Orchard Park HOPE VI Initiative:

1. End the isolation of Orchard Park by reuniting the development physically, socially, and economically to its neighbors;
2. Transform Orchard Park from severely distressed housing, which is a deterrent to private investment, into an attractive environment that becomes a catalyst for the infusion of other public and private resources;
3. Build a range of viable, desirable housing options in the neighborhood for low- and moderate-income families so that people of different incomes live side-by-side;
4. Reinforce ongoing efforts of neighborhood community groups to improve the area by enabling and stimulating the reconnection of disparate segments of the Lower Roxbury community;
5. Create real economic opportunity designed to lead to self-sufficiency for residents;
6. Foster a sense of public service and self-help by including community service as an integral part of HOPE VI program.

II. Implementing the Program

The following is a description of the general parameters for the Orchard Park HOPE VI initiative

A. Physical Redevelopment

- Complete redevelopment of the current site, via rehabilitation, demolition, and new construction, to create 331 high-quality housing units of a scope and scale reflective of neighborhood standards. The redevelopment has been done in phases to minimize relocation difficulties and avoid disruption of the service and economic development components of the program.
- Creation of 160 new housing units to link the Orchard Park site to the nearby and stable Mount Pleasant neighborhood. Housing will fill in vacant lots in this "transitional" area, drawing the strengths of the new Orchard Park and Mount Pleasant together.
- Reorganizing the site to create a typical family housing neighborhood and remove the "institutional" feel. All efforts have been made to combine various elements to create visual interest and identity.
- Relinking the development to the surrounding neighborhood by building new public streets and green spaces in accordance with the existing landscape. The

development will no longer be structured as a "superblock" with limited access and the attendant safety compromises.

In addition, the program includes a new school that has required a joint planning process between the BHA and the School and Parks Departments. The Boston School Department is in the design phase for a new K-8 school to be developed on a portion of the original public housing site. The school design and the new public streets contributed to the need to reconfigure the existing park. Due to state law, the reconfiguration needed to be approved by home rule legislation that the BHA filed. At this time, the school is proceeding to a Fall 2001 construction start and the park to a Spring 2001 redevelopment. Overall, the redevelopment will impact the original 16-acre site and an additional 4 acres in the surrounding neighborhood.

The redevelopment consists of rental and homeownership units. The unit breakdown by bedroom is as follows:

| | Rental | Homeownership |
|-----|--------|---------------|
| 1BR | 102 | 5 |
| 2BR | 154 | 15 |
| 3BR | 151 | 15 |
| 4BR | 33 | |
| 5BR | 6 | 10 |

The Orchard Park redevelopment program will provide a mix of 85% public housing units and 15% market-rate units. There are five income tiers within the public housing units to ensure diverse incomes throughout the development. The income-mix goals as a percent of Area Median Income are:

| | |
|--------|--|
| Tier 1 | 12% units below 10% of the AMI |
| Tier 2 | 12% units between 11 and 20% AMI |
| Tier 3 | 23% units between 21 and 40% AMI |
| Tier 4 | 41% units between 41 and 60% AMI |
| Tier 5 | 12% units between 61 and 80% AMI. This applies only to Phases 1 and 2 on-site. |

B. Financing

To be able to implement its goals, the BHA will supplement the HOPE VI funds with Low Income Housing Tax Credits (LIHTC). To date over \$34 million in private equity have been raised. The City of Boston funded all infrastructure upgrades including streets, water and sewer

connections, and park improvements.

C. Costs

| | Phase 1* | Phase 2 | Phase 3 | Off-Site Ph.1 | Off-Site Ph.2 | Homeownership ** | Total*** rental units |
|----------------------------|----------|---------|---------|------------------|------------------|---------------------|--------------------------|
| Construction | Rehab | New | New | New | New | | |
| TDC costs (hard & soft) | 21M | 17M | 22M | 13M | 7M | 6M | 73,681,791 |
| # of units | 126 | 90 | 115 | 76 | 39 | 45 | 407 |
| Per unit | 166,667 | 190,656 | 191,745 | 177,265 | 195,513 | 145,556 | 181,036 |
| <u>Other Costs</u> | | | | | | | |
| Demolition | | 1M | 5M | - | - | - | 6,599,041 |
| Remediation | | 450,000 | - | 4M | 2M | - | 5,088,998 |
| Relocation | | | | - | - | - | 706,500 |
| City capital**** | | | | - | - | - | 3,278,640 |

Notes

*Phase 1 was carried out before HOPE VI, as a HUD-funded traditional Comprehensive Modernization Project, publicly bid under MGL Chapter 149. Costs of \$21 million include only hard costs and architectural and engineering services. The rehab was done prior to the BHA receiving the HOPE VI grant. This experience led the BHA to pursue new construction under the HOPE VI grant when HUD demolition and replacement housing regulations changed and made new construction possible. Remaining phases constructed under home rule legislation that exempted the project from Ch. 149.

** Homeownership consists of 3 phases with 10 rehab units and 35 units of new construction. These costs are projected. Final budgets have not yet been established.

*** This total includes the costs for all rental phases that are currently completed or under construction. It does not include the Off-Site Phase 2. Unanticipated soil remediation costs for Off-Site Phase 1, and those now expected for Phase 2, have resulted in a hold on Off-Site Phase 2 until budget issues are resolved.

**** City public infrastructure

D. Ownership

The BHA has selected private development teams to implement the on-site and off-site rental development packages and will transfer the site to several limited partnership entities, subject to a ground lease and other contractual documents.

On-Site (Phases 1-3)

The first phase, a gut rehab of 9 buildings, was completed in December 1996. The 126 units are fully occupied. Started in 1997, the second phase included the demolition of 8 buildings and the construction of 90 new units. All 90 units were occupied by the end of 1998. The third phase included the demolition of 11 buildings and the rehabilitation of a historic building, the Dearborn School, to create 115 units of new housing. This phase was completed by the end of 1999 and is fully occupied. The developer, Madison Trinity Ventures, is a joint venture between Madison Park Development Corporation and Trinity Financial, Inc. Other members of the team include Domenech Hicks & Krockmalnic as project architect, Maloney Properties as the property management agent, and Hale & Dorr as legal counsel. The development's name is Orchard Gardens.

Off-Site (Phases 1 & 2)

Phases 1 and 2 will provide 115 units of rental housing. Cruz Development Corporation is the developer with Domenech Hicks & Krockmalnic as project architect. The developer assembled 50 vacant parcels owned by the City of Boston and one vacant building. Phase 1 construction is almost complete; about half of the first 76 units of housing are occupied. Cruz Management Company will manage the new units. Phase 2 is currently under review at the BHA due to unanticipated soil remediation costs. The development's name is Orchard Commons.

Homeownership (Phases 1-3)

The homeownership units are in the surrounding neighborhood and are being implemented done in three phases. The first phase, Shawmut Estates, is complete and units are being sold now. This development consists of 15 units of condominium-style townhouses. The second phase is the disposition and rehabilitation of 10 duplex units. HUD approved the disposition of BHA-owned units to a community non-profit, Nuestra Comunidad Development Corp. This agency will do the redevelopment and sell the units individually as fee simple owner-occupied units. The third phase will be new construction in approximately 12 vacant parcels. The BHA is currently in the planning stage and will issue an RFP to redevelop in Fall 2000.

E. Relocation

Resident relocation was done in phases to meet the demolition/construction schedule under a HUD-approved plan. Original residents were given the right to return to the new development as long as they remained in lease good standing. Relocation options consisted of temporary or permanent moves and residents could choose between public housing or private housing with a section 8 voucher. Residents were contacted as units became available and at this time all residents who wished to return are housed in the new development.

F. Management

At the time the BHA decided to seek private developer/owners (9/95), we believed that in order

to attract a private developer/owner, market-rate residents, and investors, we had to have private management at Orchard Park. Interim management is seen as a commitment by the agency to carry out its proposed plan and will serve to provide a transition period for the residents to introduce the new management standards and expectations. The BHA entered into an interim management agreement with Maloney Properties in August of 1997 that continued until the redevelopment was complete. At this time, the management responds entirely to the new partnership owners.

As part of the redevelopment, HUD approved a site-based waiting list. Over 8,000 applicants submitted applications during a two-week period in the winter of 1999. The list was used to fill remaining Phase 2 and Phase 3 units after original Orchard Park residents were re-housed.

As of February 2000, a small percentage (.27%) of the applicants are market-rate and the percentage of public housing wait-list applicants per Income Tier is as follows:

| | |
|--------|--------|
| Tier 1 | 24.37% |
| Tier 2 | 34.71% |
| Tier 3 | 30.75% |
| Tier 4 | 8.56% |
| Tier 5 | 1.34% |

As of February 2000, the wait-list applicants per reported race/ethnic group is as follows:

| | |
|-----------------------------------|--------|
| White (not of Hispanic Origin) | 2.43% |
| Black (not of Hispanic Origin) | 42.90% |
| Hispanic | 38.56% |
| Asian or Pacific Islander | 5.21% |
| American Indian or Alaskan Native | 0.64% |
| Unknown | 10.26% |

G. Supportive Services

The BHA is implementing a comprehensive assessment, referral, and coordination system to ensure that Orchard Park residents receive a holistic approach to their needs. On-site family advocacy staff provide linkages to: prenatal care and parent skill-building, child care, early childhood education, after-school child care enrichment programs that include teens, and adult literacy and educational programs that focus on long-term career development. In addition, there is an elderly component to ensure seniors receive medical care. Additional educational opportunities will result from the construction of the new school, which will have a Community Learning Center.

H. Economic Development

The BHA is developing a broad-based economic development program in collaboration with

public and private entities that bring not only their expertise but also their resources. The program is geared to service the needs of the entire family, to provide a long-term impact and to break the poverty cycle. Job interest and skill surveys have been conducted. Each development team is required to do intensive outreach to residents to ensure Section 3 employment opportunities.

Adult educational, skill training, and job preparation initiatives will be coordinated to ensure the smooth transition for the participants from basic literacy to GED and ESL training, to real job skill development training. Support groups to help families adjust to their new situations will be organized as needed. Day care will be available.

I. Partnerships

In order to carry out the HOPE VI program, BHA coordinated the efforts and resources of different city departments. For example:

- The Boston Community Centers: a partner in providing services to youth
- The Boston Parks Department: a partner in the redesign and redevelopment of Orchard Park
- The Boston Public Facilities Department: a partner in supporting the aggregation of vacant land in the neighborhood to support the redevelopment
- The Boston Police Department: a partner in crime prevention strategies
- The Boston Redevelopment Authority: a partner in securing expedited approvals
- The Boston School Department: a partner in the construction of a new K-8 school on a portion of the former public housing site
- The Boston Public Works Department: a partner in developing new streets
- The Boston Water & Sewer Commission: a partner in developing new infrastructure

J. Security

The Boston Housing Police, a Special Police Division within the Boston Police Department, prepared a report entitled "Reported Crime in Public Housing 1997-1999." The following statistics, comparing reported crime in the HOPE VI developments from 1997 through 1999 to reported crime citywide were excerpted from this report.

Crime statistics were broken down into two categories. Part I: crimes of violence with malicious intent against persons and property, and Part II: less serious crimes against persons or property.

| | 1997 | 1998 | 1999 | % Change |
|----------------------|------|------|------|----------|
| Orchard Park Part I | 80 | 37 | 21 | -73.8% |
| Orchard Park Part II | 127 | 83 | 56 | -55.9% |

| | | | | |
|------------------|---|---|---|--------|
| Citywide Part I | - | - | - | -5.95% |
| Citywide Part II | - | - | - | -5.81% |

These statistics clearly illustrate the positive impact that HOPE VI has achieved in this development. BHA police will continue to provide dedicated community-policing services to the entire Orchard community (on- and off-site) over the next 2-3 years. We expect that over this period, we will be able to transition to a less concentrated policing effort.

For more information, call the HOPE VI staff at (617) 988-4317
08/00

BLOOMING INTO A NEW CENTURY

A new program shapes the landscape and image of the BHA



Amory Street Resident Custodian James F. Mervin, always full of cheer, begins work on the landscape while Brenda Cora (Elderly) and Javier Soto (Spring Street) smile in the background.

Strolling through the Charlestown Development in early spring, Andrea Taaffe noticed something joyously different. It wasn't the red-bricked buildings or the familiar faces of residents and employees, but a patch of blooming cherry trees that surrounded her. "It was beautiful," she said.

Sights of morning dew glistening off freshly cut grass, youngsters escaping the summer's heat playing underneath an umbrella of trees, and a patch of blooming cherry trees conjures up thoughts of a small, sleepy town in New England – certainly not a

public housing development.

However, Taaffe, BHA Landscape Management Coordinator, says that you might be surprised when you discover that these visions of beauty and nature can be found lining roadways and walkways at Boston Housing Authority developments throughout the city. "I think that we have really started to value the importance of greenspace and flowers," said Taaffe. "It connects people with the earth and cuts the hard edge out of urban life."

Recently, 30 maintenance crew members from BHA Elderly/Disabled developments joined Taaffe at the Amory Street training site for the inaugural BHA in Bloom training session. The BHA in Bloom program, originally geared towards Elderly/Disabled developments, but will soon include family units, educates crew members on the importance of quality of life issues and the beautification of BHA property.

After a brief lecture on pruning wound cavities and dissecting the importance of soil testing, the resident custodians headed outside where they chopped weeds, planted seeds, but most of all enjoyed the time spent

together while changing the landscape of the BHA.

It was even suggested by several crewmembers that they work through lunch and stay late to finish the work.

According to Jim Reed, Assistant Director of Property Management, the goal of the program is to promote standards throughout the portfolio and to encourage all employees to team together and recognize the importance of what the BHA looks like. "We want to have citizens in Boston take notice of the appearance of the properties and identify and recognize the positive things of the BHA," said Reed. "Residents, guests, and folks driving past a property should get a feeling that the resident is in good hands."

Added Reed, "Someone may not recognize you're wearing polished shoes, however, they will probably recognize your shoes need polish."

Jim Fenton, BHA Building Systems Manager, who according to Reed is the driving force behind BHA in Bloom, agrees that it is important that residents feel good about where they call home. "People can sit down and feel more comfortable," he said. "They won't be embarrassed to bring friends over."

After completion of the training, each participant received a certificate signed by BHA Administrator Sandra Henriquez who visited the training and was thrilled over

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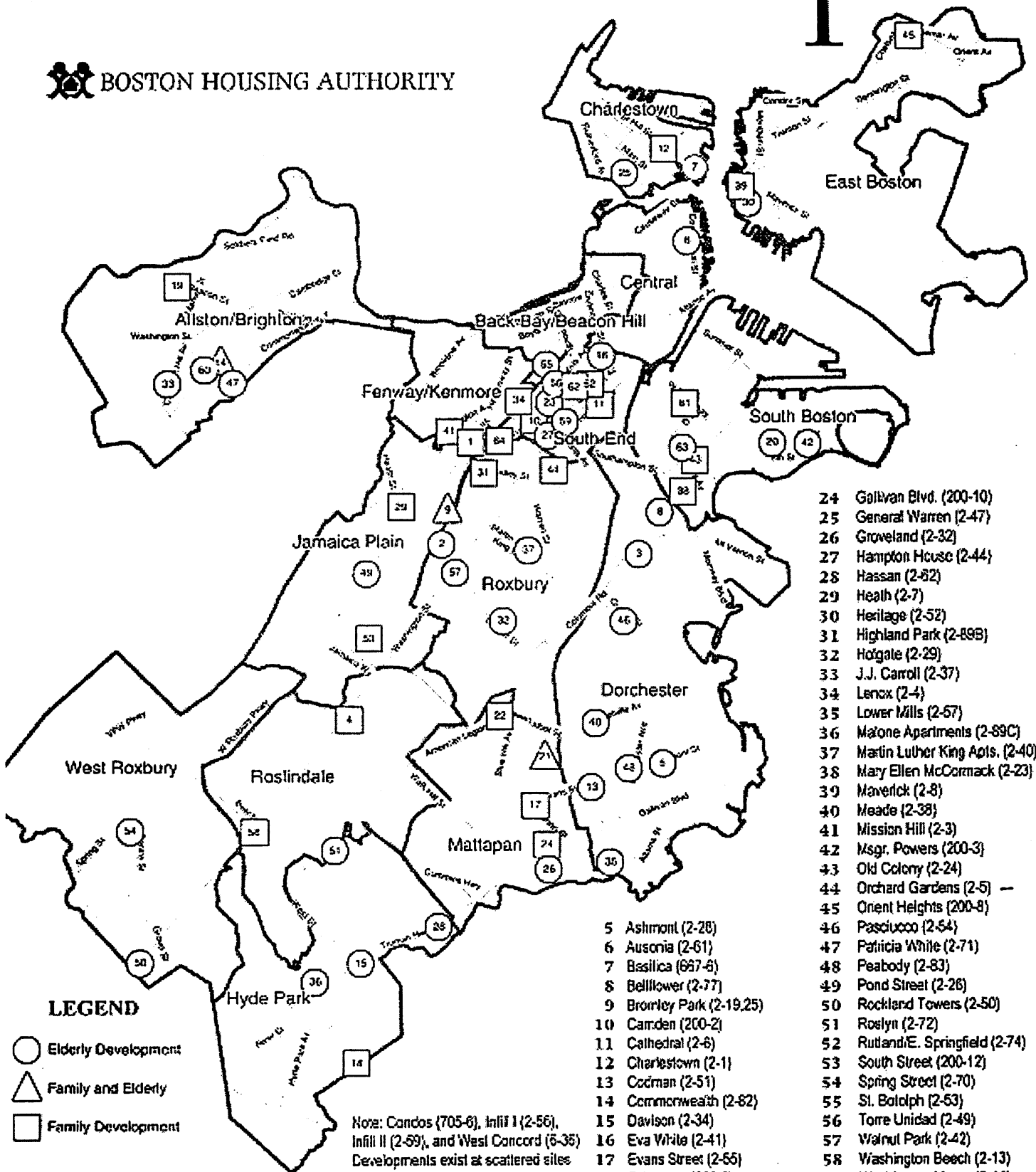
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MAP OF DEVELOPMENTS I



BOSTON HOUSING AUTHORITY



- 24 Galloway Blvd. (200-10)
- 25 General Warren (2-47)
- 26 Groveland (2-32)
- 27 Hampton House (2-44)
- 28 Hassan (2-52)
- 29 Heath (2-7)
- 30 Heritage (2-52)
- 31 Highland Park (2-89B)
- 32 Holgate (2-29)
- 33 J.J. Carroll (2-37)
- 34 Lenox (2-4)
- 35 Lower Mills (2-57)
- 36 Malone Apartments (2-89C)
- 37 Martin Luther King Apts. (2-40)
- 38 Mary Ellen McCormack (2-23)
- 39 Maverick (2-8)
- 40 Meade (2-38)
- 41 Mission Hill (2-3)
- 42 Msgr. Powers (200-3)
- 43 Old Colony (2-24)
- 44 Orchard Gardens (2-5) —
- 45 Orient Heights (200-8)
- 46 Pasciucco (2-54)
- 47 Patricia White (2-71)
- 48 Peabody (2-83)
- 49 Pond Street (2-26)
- 50 Rockland Towers (2-50)
- 51 Roslyn (2-72)
- 52 Rutland/E. Springfield (2-74)
- 53 South Street (200-12)
- 54 Spring Street (2-70)
- 55 St. Botolph (2-53)
- 56 Torre Unidad (2-49)
- 57 Walnut Park (2-42)
- 58 Washington Beech (2-13)
- 59 Washington Manor (2-44)
- 60 Washington Street (2-35)
- 61 West Broadway (200-1)
- 62 West Newton Street (2-58)
- 63 West Ninth Street (2-36)
- 64 Whittier Street (2-11)

- 5 Ashmont (2-28)
- 6 Ausonia (2-61)
- 7 Basilica (567-6)
- 8 Bellflower (2-77)
- 9 Bromley Park (2-19,25)
- 10 Camden (200-2)
- 11 Cathedral (2-6)
- 12 Charlestown (2-1)
- 13 Codman (2-51)
- 14 Commonwealth (2-82)
- 15 Davison (2-34)
- 16 Eva White (2-41)
- 17 Evans Street (2-55)
- 18 Fairmount (200-5)
- 19 Faneuil (200-4)
- 20 Foley (2-30)
- 21 Franklin Field (2-89)
- 22 Franklin Hill (2-9)
- 23 Frederick Douglass (2-44)

Note: Candas (705-6), Infill I (2-56), Infill II (2-59), and West Concord (5-35) Developments exist at scattered sites and are not shown on this map.

- 1 Alice Taylor (2-14)
- 2 Amory Street (2-45)
- 3 Annapolis (2-27)
- 4 Archdale (200-7)

LEGEND

- Elderly Development
- △ Family and Elderly
- Family Development



COMMITTED TO CREATING MORE AFFORDABLE HOUSING

On a sun-filled day in early May, Mayor Thomas M. Menino and BHA Administrator Sandra B. Henriquez announced the transfer of 44 units of housing to local community development corporations that will redevelop the units to be sold or rented as affordable housing.

"This important occasion represents the kinds of initiatives that are possible when the federal and state governments work as full partners with us on the creation of affordable housing opportunities for the people of Boston," said Mayor Menino. "This initiative offers an opportunity for public housing residents to buy the homes that they have lived in for many years.

Four CDCs will renovate 44 units that will remain affordable rental housing units or be made available as affordable first time homebuyer properties. The 44 units consist of 21 duplex style houses and two single-family homes in Dorchester and Roxbury. Current residents will be able to remain as renters with Section 8 Vouchers supplied by the BHA. Current residents are encouraged to participate in first time homebuyer initiatives and purchase the homes

they have been renting.

"This is an exciting initiative that groups together four CDCs that will work collaboratively to use their strength and experiences to recover affordable units within the neighborhoods they serve," said Henriquez. "We are very pleased to be working on this important collaboration with them."

The Four CDCs are Nuestra Comunidad Development Corporation, Urban Edge Housing Corporation, New Vision/Quincy Geneva Housing Corporation and the Codman Square Neighborhood Development Corporation. The Local Initiatives Support Corporation played an essential role in facilitating the CDCs joint proposal to redevelop the properties.

Additional funding of approximately \$1.6 million is being provided by the city's Department of Neighborhood Development. The BHA chose to dispose of these properties due to the

critical need for housing in the City and the lack of resources available to the BHA to renovate the units. With the tight housing market, this is yet another creative way that affordable housing units can be maintained.



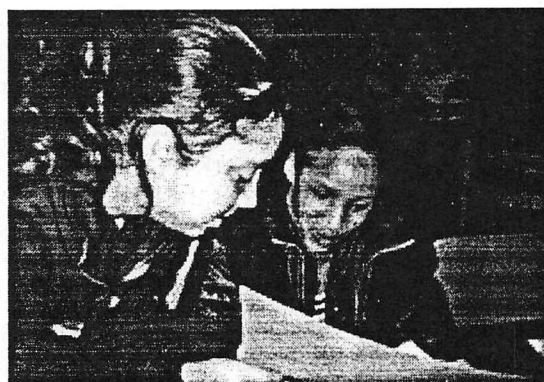
Boston Housing Authority Administrator Sandra B. Henriquez stands with BHA resident Lessie Harris, who hopes to buy her home with her son, following the "infill" event in early May.

YOUNG LEADERS TAKE BACK THE COMMUNITY

For Renee Patton there is no better way to educate young minds than with the help of other young people. With that idea firmly in mind, Patton created the BHA Drug Intervention Peer Leaders – a program that is sweeping through BHA developments and promoting cultural unity. "It is heart warming to see teens getting out there and being involved in the community," said Patton.

After recruiting, screening, and interviewing BHA teenagers interested in becoming part of the Drug Intervention Peer Leaders program, Patton formed a cohesive, responsible group of young leaders who are spreading the word on the dangers of drugs and the importance of family.

"These are average public housing resident teens who saw an



Peer Leader Brenda Gonzalez (Left) works with a youngster at the Franklin Field Development during a Drug Intervention workshop.

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OUT & ABOUT

MADISON PARK STUDENTS MAKE BHA SENIORS SMILE

Students at Madison Park High School in Roxbury are back to their old tricks: making elderly and disabled residents of Boston smile.

First, students repaired old BHA refrigerators and donated them to the needy persons in the community, and now they are taking elderly BHA residents and treating them to a day of pampering that includes food, health and beauty.

The "Ladies Hair Out" program begins early with a hardy breakfast at Muriels, the vocational schools' on-campus restaurant, where culinary arts students serve everything from waffles to eggs to coffee. Next, residents take a quick trip down to the Cosmetology program where they are treated to hair styling, facials and manicures. The day ends with a voluntary blood pressure reading from the Laboratory for Cardiovascular Research at the Hebrew Rehabilitation Center for the Aged (HRCA).

Virgie Moses, a Cosmetology instructor at Madison Park, said that the program not only helps students get

experience in a trade, but it also gives elderly/disabled residents a chance to get out and be spoiled every once in awhile. "It makes them feel good about themselves," said Moses. "It shows that someone cares about them."



MLK Manager Patricia McMichael (right) and Senior Service Coordinator Cynthia Collins (back left) pose with MLK residents Myrtle Layne (front left), Carolyn Fisher (middle) and Constance Johnson (back right) after breakfast during the "Ladies Hair Out" program.

All of this is made possible through a partnership between the BHA and the HRCA. "It is a good program in the sense that it brings information to people in the community," said Ike Iloputaife, a Medical Research Associate at HRCA. "Most elderly people don't have the opportunity to go to the hospital and have their blood pressure taken. This program is truly giving back to the community."

"This program is intergenerational as it brings together young people, health professionals and elderly women," said Al Davis, BHA Program Director for Resident Services. "It is about uplifting the

spirit of these ladies."

To the delight of elderly and disabled BHA residents, The "Ladies Hair Out" program will continue when students return to school in the fall.



YOUNG LEADERS TAKE BACK THE COMMUNITY

continued from page 2

opportunity to make a difference," said Patton, BHA Drug Intervention Coordinator. "Now they are exceptional teens who are committed to provide a positive program that is dedicated to the education, prevention and intervention of the youth in public housing.

During the Peer Leader Workshops youngsters are asked questions like "When was the first time you saw drugs?" There is also a drug questionnaire, prizes, snacks and a life map where BHA youngsters draw pictures of the two most important people in their lives. "The Drug Intervention Peer Leaders definitely have a positive impact on the children that they work with," said Patton.

According to Patton, the 10 teenagers who showed the greatest interest in the program were selected as Peer Leaders. They include Afeisha Francis, Tyresha Barret,

Ashley Mickles, Stephaine Mintor, Paul Edwards, Marcus Rodriguez, Beatrice "Valarie" Semexant, Eric Bullock, and Brenda Gonzalez. During the week of February school vacation, the peer leaders were trained before beginning their first workshops at Franklin Field, Charlestown, and Fairmont.

"I supported, and am excited about, the formation of the Peer Leaders," said Ron Marlow, BHA Chief of Staff. Peer education can be a powerful tool. This group of young people will greatly assist us in our efforts to educate young people about the dangers of tobacco and substance use."

An education that will support Boston neighborhoods for years to come.

JOB WELL DONE

JOB WELL DONE!

In this edition of Job Well Done, we find that BHA employees have been busy putting out fires, losing weight, and writing articles. In addition, find out which BHA employee ran the Boston Marathon!

First, we must thank **Patrick Flaherty** for his heroic efforts! "Patrick Flaherty of West Broadway was at M. E. McCormack when he heard a fire alarm sounding in one of the buildings," said **Diane Clark**, Manager at M. E. McCormack. "He then rushed into the building and into a smoke filled apartment and stopped the fire from spreading by using a teakettle."

Congratulations to **Audrey Brown**, **Cheryl Girvan**, **Bill McKeon**, **Dan Karwoski**, and **Jesse Bent** who have lost a combined 214.5lbs in their Weight Watchers program since last June.

Congrats to **Andrea Taaffe**, BHA Landscape Management Coordinator, for her article on greenspace in the M. E. McCormack Development that appeared in the Greenspace Voice. The story focused on the benefits of a mature canopy of trees in the McCormack Development.

Here is part of a letter sent to **Deborah Goddard**, Director of Design & Development, from **Brian Ellison**, Development Manager for the Habitat Company in Chicago. "I would like to thank you for the time that you and your staff were able to carve out of your busy schedules to show me some of your city's mixed income housing developments...I definitely felt a sense of pride and commitment on the part of the property managers in making sure that these community environments maintained a high level of quality. Please also extend my appreciation to **Christine Capone** who was very helpful in setting the tour up, and **Sylvia Urrutia** who did a wonderful job providing me with the details of the developments."

We know it's June, but **Christine Capone**, from Design & Development, would like to praise **Sherry Long**, also from Design and Development, for the time and effort she put into the 1999 Children's Holiday Party.

Raul Solano, from the Community Services Department, would like to thank the Budget and Finance and Accounts Departments for what he calls substantial support and help. We would like to congratulate Solano for running and completing the Boston Marathon. Way to go, Raul!

Debbie MacDonald, from the Payroll Department, would like to send an emphatic 'Thank You' to **Virginia Barnes** and **Carol Ross**, from Human Resources, for the effort they put into getting raises in on time.

Congratulations to **Sergeant Richard Forrester**, of the BHA Police Department, for receiving a certificate of graduation from the New England Institute of Law Enforcement Management at Babson College. Sergeant Forrester was among 37 law enforcement officials to complete the leadership course, co-sponsored by the New England Association of Chiefs of Police and the Babson College School of Executive Education.

Jo-Ann Vailliant, from Tenant Accounting, is a big fan of **Alan Schwartz** from our Records Department. She says that within minutes he presented her with back-up documentation pertinent to an important request. **William O'Shea**, from the Leased Housing Department, added that Schwartz volunteers at the Irish Immigration Center, which aids all immigrants in the quest for citizenship.

Thanks to everyone who assisted **Lydia Agro**, Communications Director, with the back flow issue at 88 W. Newton Street, including **James Potvin**, **Dana Dilworth**, **Hugh Donovan**, **James Fenton**, **Larry Kennedy**, **Gwen Friend** and particularly to **Neyda Gomez-Cruz** and **Jesus Feliciano**!

BHA Administrator **Sandra Henriquez** would like to thank **Joyce Tognacci**, Assistant Director of Human Resources. On April 19, 2000, the BHA participated in the City of Boston Diversity Job Fair. Tognacci reports that the BHA received about 100 resumes at the fair and already

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The Boston Housing Authority provides affordable housing to tens of thousands of residents in the City of Boston through its public housing and rental housing certificate programs.

The Mayor of the City of Boston, Thomas M. Menino appointed Sandra B. Henriquez to serve as the BHA's Administrator in 1996.

The BHA's Mission Statement is:

- ◆ To provide stable, quality affordable housing for low and moderate income persons;
- ◆ To deliver these services with integrity and mutual accountability; and
- ◆ To create living environments which serve as catalysts for the transformation from dependency to economic self-sufficiency.

COMINGS & GOINGS

New Employees - from March 20 to May 15

Samuel Boedre, *Bromley Heath* • Maria Dessert, *Leased Housing* • T. Goodloe, *West Broadway* • Carrie Prentice, *Legal* • James Reed, *Elderly* • Rita Tan, *Leased Housing* • Mark Tuttle, *M E McCormack* • Jeremy Thompson, *Bromley Park* • Jill Zellmer, *Civil Rights* • Barbara Clanton, *Lower Mills* • Kelly Cronin, *Leased Housing* • Beverly DiMarzo, *Leased Housing* • Lucilo Gomez, *Lower Mills* • Donnell Johnson, *Public Safety* • Judith Jones, *Public Safety* • Iris McCall, *Public Safety* • Edward Owens, *Public Safety* • Kenneth Reagan, *Vacancy Rehab Crews* • Steven Eddy, *Elderly* • Gail Livingston, *Operations* • Anthony Luoni, *Design & Development* • Peter Martinez Jr., *Switchboard Operator* • Tamara Dilworth, *M E McCormack* • LaJuane Dotten, *Public Safety* • Melvin Escobar, *M E McCormack* • Ramon Guzman, *M E McCormack* • Dominic Horton, *Old Colony* • John Quigly, *Faneuil* • William Radcliffe, *M E McCormack* • Joe Wilder, *Public Safety* • Robert Flood, *Elderly/Disabled Program* • Leo Greeley, *Elderly/Disabled Program* • Francisco Lopez, *Scattered Sites* • William O'Neill, *M E McCormack* • Denis O'Connell, *M E McCormack* • Dwight Watson, *Elderly/Disabled Program*

Retirees

James Connolly, *Rehabilitation Coordinator*

DORCHESTER HIGH STUDENT SPENDS A WEEK WITH THE BHA

Tanisha McKibben didn't know what to expect when she entered the Boston Housing Authority Administration Department. However, what she did know was that she was eager to learn about the agency.

"My experience here was one of the best job experiences I ever had," said McKibben, a Dorchester High School Student, who came to the BHA as part of the Academy of Public Service program. "I was treated with much respect."

The Academy of Public Service is a program that gives high school students in Boston an opportunity to enter the work force for a week. The program attempts to teach students the relevance of school to the world of work and

to identify possible career interests.

During her week, McKibben spent time touring BHA developments, sitting in on important Community Services Department meetings, and learning some of the essential elements that go into running an agency of the BHA's size.

"The BHA deals with situations together as a family. If they are having problems, they come together as one to solve the problem," said McKibben. "They are very understanding and work hard to please their residents."

Added McKibben, "I am glad that I got the opportunity to do an internship with the BHA. I really enjoyed my week here."

GETTING TO KNOW BHA EMPLOYEES AND WHAT THEY DO....

Meet Central Stores employees (L to R) Edwin Caban, Tommy Carrasquillo, Shawn Royston, and Merrill Kabler; the men who stock, order, and deliver supplies to BHA developments and offices. The primary responsibility of Central Stores is maintaining an inventory for the more than 2000 stock items and for the direct shipment of 1000 stock items to the developments. Led by Central Stores Manager Phil Powell (Right), the department averages a monthly inventory of approximately \$500,000. There are more than 2,500 transactions processed monthly for more than 350,000 stock items at a value of approximately \$160,000. Therefore, these guys are extremely busy. Please remember to have patience and to send supply orders (especially larger ones) to the Central Stores Department as early as possible. Not shown in the pictures is Central Store employee Jean-Raynald Fougy.



A COLORFUL ORCHARD GROWS TOGETHER

The second in a series of profiles on Boston Housing Authority Developments

Its name spells out visions of a utopian place, filled with luscious fruit trees and gardens.

Its look, with an array of colorful townhouses, would make any Floridian proud. Its residents feel safe, comfortable, and are no longer embarrassed to call Orchard Gardens home.

"It's gone from good to bad to worse to good again," said Edna Bynoe, a long-time resident and Chairperson of the Orchard Tenant Task Force. "In the 40's and 50's it was beautiful with plenty of

grass and places to play. In the 60's and 70's, the buildings began to deteriorate. In the 80's, we had the drug war. And now, everyone is banging at our door because they want to move in."

Orchard, to put it mildly, has changed since the development was awarded a Hope VI grant in 1995. The development reached its lowest point in 1992 when 50 percent of the 711 units were vacant and boarded up. During that time Orchard had an applicant rejection rate of 89 percent, fewer than 30 percent of the households had earned income and the development suffered from serious crime and vandalism problems.

For Bynoe, Orchard is now the epitome of where public housing is headed in the future. "The only way you can transform the development is to change the outside," said Bynoe who, along with her fellow task force members, made many of the decisions regarding the development including the wide display of colors. "They (residents) have their own front and back yards, and a place to park their car. I'm proud to walk down Harrison Ave. now."

Orchard Gardens has played a significant role in the revitalization of the Roxbury neighborhood. The develop-

ment recently received the Community Building by Design Award by the American Institute of Architects and the U.S. Department of Housing and Urban Development. The award recognizes development projects that play a large role in helping to revitalize the communities in which they are located by enhancing the community's physical fabric.

Residents of Orchard Gardens are happy to note that the development isn't quite done

growing yet. The next step for the neighborhood is the construction of a new, K-8, community school, which Bynoe says will open in 2003.

"A portion of the Old Orchard Park site will be

conveyed from the BHA to the Boston School Department for the construction of the new community school," said Silvia Urrutia, from the Design and Development Department. "The BHA and the residents of Orchard have been very involved in the planning of the new school."

Urrutia added that much of the off-site development and homeownership units are presently under construction.

Joan X. Porter, a long time resident of Orchard and an activist for the seniors living in the development, said that the communication among residents living at Orchard is the key to its success. "I raised six children in this development and I'm proud to be a tenant of Orchard Gardens," said Porter.

"This development is the focal point of this community," said Sharon Russell, Manager of Orchard Gardens since 1999. "There isn't any separation anymore. This development is now stable and strong, and it has brought the community together."



One of the few pre-Hope VI buildings that stand in Orchard today. However, this building will soon be demolished to make room for a new K-8 elementary school.



Colorful Orchard Garden townhouses line the streets in lower Roxbury.



BLOOMING INTO A NEW CENTURY continued from page 1

what she witnessed. "BHA in Bloom will improve the quality of life for all of our residents," said Henriquez. "Having BHA employees working together and striving for the better of the property is invaluable."

As for the residents, Taaffe believes that they truly take notice. "It is a subtle difference, but I think the residents truly appreciate and benefit from it."

The BHA, blooming at a development near you.

FOR THE DISABLED AND HOMELESS WISHES CAN COME TRUE

By March of 1999, more than 1,300 single and disabled individuals, under the age of 62, applied for two hundred Section 8 vouchers under the Boston Housing Authorities Mainstream Housing Program.

Most of the applicants reside in temporary shelters that are not equipped to handle their specific disability needs, while others are doubled up with aging family members.

With 95 percent of applicants unable to work due to their disability, they rely solely on social security payments which leaves them struggling to survive. Three quarters of the applicants suffer from mental illness. The closing of many state run homes years ago, has left these particular individuals shuffling from hospital to shelter and unfortunately back to the streets. "Through the Mainstream Program we are able to offer opportunity and hope for this hard to house population," said Anne Lehane, Program Coordinator.

No one knows better than she of the limitations and rewards that run with this type of program. It is certainly time consuming and frustrating given the housing market. At present, Boston is experiencing a less than 2 percent vacancy rental rate. For those seeking affordable housing

the task is arduous. For those with disabilities the search is far more limiting.

"So many obstacles obscure their path it seems," said Lehane. "The minute we've nailed down one issue another seems to pop up. Many individuals require specific support services to live independently, and this is where it gets difficult. You have to wear ten hats in this job. Dealing with case workers, clinicians, social workers, psychiatrists, anxious applicants and many reluctant landlords make for sweet victory when one does come your way."

With the assistance of Department of Mental (DMH), Department of Mental Retardation (DMR) and other sister agencies, the BHA is making a difference. More than four hundred applicants have been notified and processed since the programs implementation; a painstaking task from intake to lease up, since it must be done one on one, with each applicant. More than one hundred are in receipt of vouchers and are actively searching for apartments through private landlords, while 34 disabled individuals and their families are leased in permanent housing, realizing a dream come true.

Submitted by Tom Santry - Leased Housing Department



EMS Trainer Phil McGovern instructs BHA employees Zenaida Velazquez (Left, Elderly/Disabled) and Zadia Gomez (Torre Unidad) on how to use a newly acquired defibrillator. During a March ceremony at City Hall, the Torre Unidad staff received the defibrillator from the Red

Cross to keep at the site in case of medical emergency. Torre Unidad was chosen as the recipient of the defibrillator by Mayor Thomas M. Menino after staff there proved how well they could respond in an emergency when the building had an electrical problem that resulted in evacuation during the winter.



(From L to R) Frederick Douglas resident Alvin Maxwell, Washington Manor Resident Custodian O'Neil Bailey, Frederick Douglas resident

Frank Neembhard, Frederick Douglas Resident Custodian Junior Valentin, and Hampton House Resident Custodian Merville Crowe pose during the Frederick Douglas "Resident Custodian Appreciation Day" in March. Frederick Douglas residents honored Valentin for the hard work that he does for them by throwing a party for him.

JOB WELL DONE! *continued from page 4*

three individuals have joined the BHA. Henriquez said she received wonderful comments such as "professional, knowledgeable, reliable, upbeat, and friendly" about Joyce.

Let us give **Abdul Shafi**, from the Human Resources Department, a well-deserved pat on the back for his work at the Job Fair. According to Tognacci, Shafi "was absolutely outstanding in the way he interacts with people. He is such a great representative for the BHA." Shafi was also a big hit during "Take Your Daughters to Work Day", where he coached youngsters on applying for a job and interviewing with the BHA.

Last, but not least, we congratulate the following departments for their nomination for a City Excellence Award: **Human Resources** - for all of the trainings that they set up for employees over the last year; **Planning Department** - for its Energy Performance Contracts and energy efficiency initiatives; **Civil Rights** - for its work on Diversity and Mediation training for residents and staff; **Community Services Department**- for the Camille Cosby Basketball Tournament.

BHA RESIDENT WINS AWARD



Nicole, 9 (front middle), Angela, 7, (front right) and Katherine, 12 (back right) help display awards won by their mother, Manuela Estevez of Charlestown.

Manuela Estevez, a resident of the Charlestown housing development, recently won the "New Resident" award from the Charlestown Neighborhood Council. She is the first Boston Housing Authority resident and first Latina ever to win this award, but it was a shoe-in because Estevez seems to be everywhere.

Between her involvement with the Kennedy Center, Kent School Head Start Program, St. Catherine of Sienna Parish, Charlestown Tenant Task Force and volunteer work on the BHA's Diversity and Mediation Program, Estevez keeps herself very busy working to improve her community.

"People feel very good about Manuela and what she is doing," said Charlestown Neighborhood Council member Jim Mansfield. "Everyone seems to be able to rally around her. She's not intimidated by her newness, she just jumps right in." Mansfield added that Estevez is also the first person to receive the award that has been involved in many local initiatives rather than only one.

Estevez, the mother of three children, was nominated for the award by Reverend James M. Diperri. The nomination states that Estevez, "serves her community with love and genuine concern for all people regardless of race." She currently volunteers to translate at BHA diversity workshops that began in Charlestown and are now being held in South Boston as well. She is also active in efforts to bridge gaps between residents of mixed race and ethnicity in the Charlestown community.

In addition to receiving the award, Estevez was presented with resolutions from the Boston City Council and Massachusetts House of Representatives during an award ceremony on April 28.

"MA" KNOWS BEST

Washington Beech Resident takes charge

She's considered by many to be the eyes and ears of Washington Beech, actively involved in crime watch programs. Both candid and tough, she has a touch of humor that warms the heart. Her name is LueSendia Johnson, affectionately known as "Ma" Johnson.

"We're trying to get this place going in the right direction," said Johnson, a Washington Beech resident for more than 32 years. "We should all have a safe place to live and not be afraid to come out of our door and sit in our yards."

Johnson, restricted to a wheelchair, heads the Washington Beech Crime Patrol and Junior Crime Patrol. "Kids need to know what they can do and should know to stay away from drugs and alcohol and not to follow strangers," she said.

In many years of crime prevention, Johnson has received her share of recognition. She has received awards from the Department of Housing and Urban Development, Governor Paul Cellucci, Mayor Thomas M. Menino, and the Boston Police Department.

"People should really know what she does because it is so valuable," said Kevin Davis, Washington Beech Manager. "She keeps everyone up-to-date on anything that needs police attention. She makes a difference in the quality of life at the development."

Johnson, co-chairman of the Washington Beech Tenant Task Force, said communication between residents, police and managers are vital to the success of the development. "We (the residents) know what's going on," said Johnson. "We give them feedback from residents and let them know what happens when they aren't around."

Ron Marlow, BHA Chief of Staff, says he knew there was something special about Johnson after first meeting her. "'Ma' Johnson struck me as an incredibly dedicated individual, committed to creating and maintaining a safe living environment. The BHA can't create a sense of community on its own. It takes a partnership between employees and residents, like Ms. Johnson, to accomplish this goal."

It is a goal that "Ma" Johnson is dedicated to reach.

BHA Today is a Boston Housing Authority publication and a BHA 2001 initiative.

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The BHA Communications Committee advises the editor and guides content for BHA Today. Active committee members are Declin Breslin/Public Safety; Byron Calamese/Administration; Brenda Cora/Elderly; Barbara Donovan/Purchasing; Kathy Field/Planning; Richard Forrester/Public Safety; Peg Kennedy/Elderly; Ron Marlow/Administration; Paul Martin/Archdale; Steve Melia/Public Safety; Ed Simas/Whittier; ArFrances Swain/Civil Rights.

Comments and story ideas are welcome and should be mailed to **Lydia Agro, Boston Housing Authority, 52 Chauncy Street, 11th Floor, Boston MA 02111** or faxed to 988-4133. BHA Today staff may also be reached by calling 988-4380 or 988-4109.

Recognition

HOU's unique approach to resident services has been an integral part of creating safe, clean communities in numerous formerly distressed properties and neighborhoods. Our efforts have attracted national recognition, and HOU has received many awards, including:

for HOU's critical role in the redevelopment of Harbor Point;

for the "Reclaim Our Community" effort in Lynn, MA;

for Villages at Montpelier.

Conference presentations

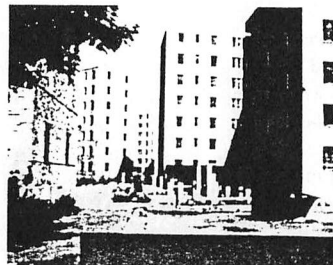
HOU is often invited to participate in national and local conferences. We have made presentations on the following subjects:

- Community organizing
- Building positive resident-management relationships
- Resident services in mixed and low-income housing
- Identifying and training community leaders
- Grant writing

David I. Connelly, President

HOU

Housing Opportunities Unlimited



Harbor Point
before and
after redevelopment



"The resident makes the difference."

Housing Opportunities Unlimited (HOU), an independently owned company, provides consultation, training and on-site resident services in public and private housing developments.

Recent history clearly shows that resident services are a critical component in any effort to build healthy communities. HOU creates innovative programs that help transform unsafe, problem-plagued housing into safe, stable, well-run communities.

HOU has 20 years of experience fostering positive relationships among owners, managers and residents. We guide these groups in working together to stabilize and improve housing communities.

HOU's clients include resident organizations, housing authorities, private developers and management companies. Our knowledge and experience is particularly valuable in housing developments that are planning major transformations.

HOU recognizes that people who are active participants in their communities and who care about their homes will work to make their communities better, safer, cleaner places in which to live. Ultimately, "the resident makes the difference."

Services provided

HOU provides resident services to low, moderate and mixed-income housing communities, public or private. We help build strong, vibrant communities through innovative resident organizing and service strategies. Our areas of expertise include:

- **Relocation planning and implementation**
- **Social service needs assessments**
- **Long-term social service planning and implementation**
- **Training for resident service providers**
- **Crime and violence prevention**
- **Youth and adult recreational programs**
- **Elderly services for independent living**
- **Coordination of community service agencies**
- **Individual resident service plans, counseling and referrals**
- **Developing and training resident leadership councils**
- **Resident mediation**
- **Educational and vocational support**

HOU case histories: a study in success

HOU has served as facilitator, community organizer, resident service provider, advocate and relocation agent in a wide variety of housing communities in transition. These efforts include:

Harbor Point, Dorchester, MA

HOU was a major force in the transformation of New England's most distressed public housing project into a national model for mixed-income housing. HOU helped bring together residents and private developers to create a uniquely structured partnership that now owns this award-winning 1,283 unit apartment community.



Kids enjoy the pool at Harbor Point. HOU provides recreational options for both youths and adults.

To prepare the community for their new role as partners, HOU conducted resident leadership training. HOU also developed and implemented an intensive needs assessment and a long-term resident service plan. HOU managed all aspects of the complex relocation plan.

HOU continues to provide resident services to the over 3,000 residents of Harbor Point. HOU is also the leader of a major neighborhood planning initiative, developing cooperative relationships between local private and public organizations.

Villages at Montpelier, Laurel, MD

On the verge of condemnation, Pumpkin Hill Apartments was transformed into the Villages at Montpelier, a mixed-income housing development. HOU was called in at this critical juncture to facilitate the relationship between residents and management.

Due to HOU's efforts, this 520-unit complex has overcome a multitude of problems. Working with local police and residents, HOU virtually eliminated substance abuse. Currently, HOU staffs the on-site resident service office and provides an extensive recreation program and career counseling service.

Reclaim Our Community, Lynn, MA

HOU, in conjunction with the Mayor's Office of Lynn and the city's housing authority, produced a successful grant application and program to attack crime in Lynn by coordinating the efforts of city agencies and community-based crime watches.

HOU trained 25 neighborhood-based crime watch groups. HOU coordinated the efforts of the police, courts, Mayor's Office and housing authority in their fight against crime in targeted neighborhoods. Based on these efforts, HOU wrote a successful grant, funded for \$2.5 million by the National Office of Substance Abuse for the city of Lynn.



HOU President David Connelly (r) receives the Rudy Bruner award from Sen. John Kerry (l) and HUD Secretary Henry Cisneros.

Words from our clients

"Our company's conversion of unsafe, inadequate housing projects into successful, mixed-income developments could not have been accomplished without a strong community service component. Housing Opportunities Unlimited, under the leadership of David Connelly, has provided this component in each of our developments."

Joseph Corcoran, CEO
Corcoran Jennison Co., Inc., Braintree, MA

"HOU worked as an ideal vehicle for residents of the former Columbia Point projects to organize and meet the needs of the new Harbor Point Community. We continue to collaborate with David Connelly on several projects designed to build on the momentum for positive change in our neighborhood."

Ruby Jaundoo, resident
Harbor Point, Dorchester, MA

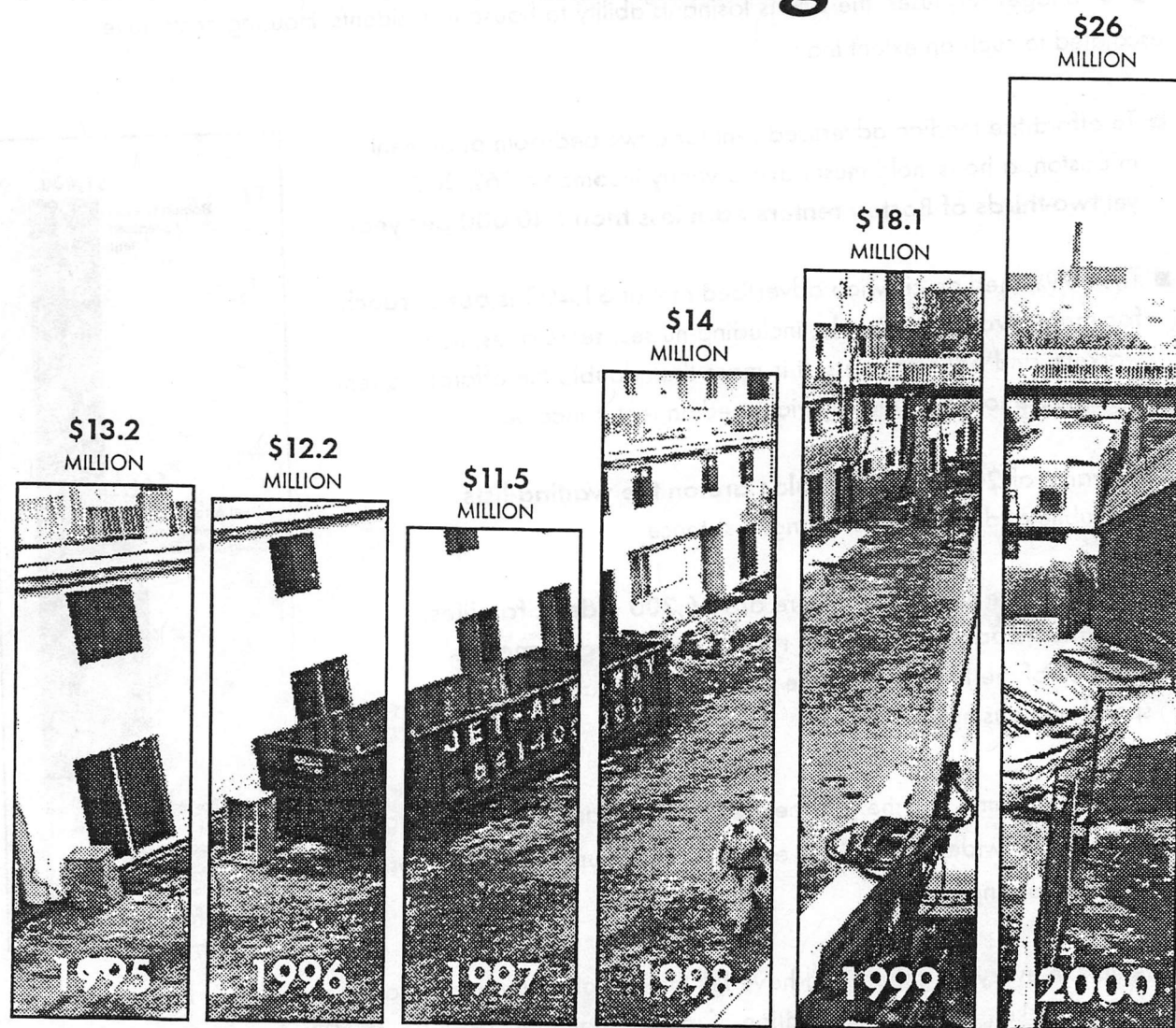
"Our experience working with HOU was positive from start to finish in the relocation phase of the redevelopment of Orient Heights. Their professionalism and expertise has been exemplary and a credit to the social service profession. Our residents appreciated how HOU took the time to assist them with even the smallest relocation concern."

Joan Cass, Boston Housing Authority Manager
Orient Heights, East Boston, MA

"Our company has always realized that for the successful operation of multi-family developments social problems cannot be ignored. HOU literally moved into our community. They identified the problems and concerns of the residents and then developed and implemented programs that worked. I think HOU was, and remains today, the 'key' to the unqualified success of this development."

Peter E. O'Connell, Senior Vice President
Westminster Co., Greensboro, NC

Turning New Growth into Affordable Housing



**A Plan to Create 10,000
Affordable Homes in Boston by 2005**

Produced by the Boston Tenant Coalition
April 2000

Summary

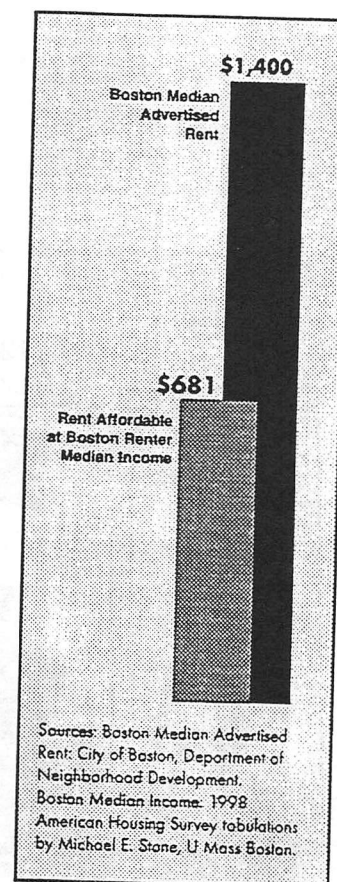
Turning New Growth into Affordable Housing: A Plan to Create 10,000 Affordable Homes in Boston by 2005

While Boston's economy is on the upswing and the City has recorded 14 consecutive operating budget surpluses, the City is losing its ability to house its residents. Housing costs have escalated to such an extent that:

- To afford the median advertised rent for a two-bedroom apartment in Boston, a household must have a yearly income of \$62,000—yet **two-thirds of Boston renters earn less than \$40,000 per year.**
- The 1999 median citywide advertised rent of \$1,400 is **out of reach for many working people**, including nurses, secretaries, hotel workers, and police officers. It is more than double the affordable rent for a household with the citywide median renter income.
- Upwards of **20,000 households are on the waiting lists** for public and Section 8 housing assistance.
- The City has estimated that there are **26,300 elders, families, and individuals in Boston at risk of becoming homeless** because of the high percentage of income they are forced to spend on housing.

At the same time that the gap between housing and incomes has grown alarmingly wide, the City has experienced an unprecedented loss of affordable housing.

- Renters in every neighborhood have felt the loss of housing that was once sheltered from the private market. Since the elimination of rent regulation in 1995-96, the **City has lost more than 80,000 units of rent-controlled and vacancy-decontrolled housing.** Entire buildings that were previously regulated are being emptied and lost as affordable housing.
- The government-subsidized housing stock—both privately and publicly owned—is being eroded development-by-development and unit-by-unit, resulting in the **loss of almost 3,000 apartments.**
- Rents are so high that half of the Section 8 vouchers issued by the Boston Housing Authority are returned because **people are unable to find an apartment, even with their subsidies.**



With the potential loss of an additional 5,100 government-subsidized housing units looming over Boston in the next five years, the Boston Tenant Coalition (BTC) has prepared this plan to work with the Mayor and City Councillors to expand resources for affordable rental and cooperative housing.

The plan is to create 10,000 affordable homes by 2005 for people whom the City has documented as having high-priority housing needs. Given the urgency of the current crisis, resources should be used both to **expand the supply of affordable rental and cooperative housing** and to **hold the line on the loss of currently affordable units**. The plan calls for the housing to be permanently affordable so the City's investment is preserved. As Boston's recent experience with government-subsidized expiring use housing demonstrates, short-term affordability is extremely costly and represents an enormous waste of public resources.

The numbers in this report show that it is financially feasible to create 10,000 affordable homes for people who are locked out of the private market by tapping into the wealth that Boston's economic prosperity has created. Since 1995, as a result of new development and rising property values, the City has added \$94 million in revenues to the tax levy. (This is beyond the increases allowed every year under Proposition 2 1/2.) A key component of this plan is to capture just one year's worth of increased revenues from new growth (\$26 million) and dedicate it to support a City affordable housing bond (see chart below).

| Sources of Funds | Description | Total Funds Over 5 Years (estimate) | Affordable Housing Units (estimate) |
|--|--|--|--|
| New Growth Tax Revenues and City Bonds | Dedicate increase in tax revenues from FY2001 new growth to support a city housing bond | \$302 million | 4,157 |
| Commercial Linkage Fees | Double linkage fee to \$10 per square foot; Improve program management/enforcement | \$40 million | 550 |
| Inclusionary Zoning | Set aside 10% of new units as affordable (on-site); "Cash out" 15% of new units for affordable homes (off-site), with improved targeting | \$31.2 million | 50 429 |
| Community Preservation Act | Target 60% of revenues from proposed Community Preservation Act for affordable housing, plus 25% state matching funds | \$94 million | 1,294 |
| Existing Resources | Expand existing resources to include underutilized, discretionary, and/or surplus funds with improved targeting | | 3,675 |
| TOTAL | | | 10,155 |

The new growth that has enriched the City has also imposed social costs on low- and moderate-income families by increasing housing demand and driving up rents and home prices. This plan seeks to mitigate these costs by turning new growth revenues into affordable housing.

Boston has the development capacity through community-based nonprofit development corporations to produce and preserve 10,000 homes. **But to adequately serve households with high-priority housing needs, the political will to expand and target available resources for housing is needed.**

We urge the Mayor and City Councillors to seize this moment of Boston's growth to make a significant investment in affordable housing—an investment that will have an impact on the character of the City and its neighborhoods for years to come.

Dedicating FY2001 New Growth Revenue Stream to Affordable Housing

