

MetLife Foundation



2007 AWARDS FOR EXCELLENCE IN AFFORDABLE HOUSING

Supportive Housing and Property and Asset Management

in partnership with





MetLife Foundation
Award For Excellence
In Affordable Housing

AWARD WINNERS IN SUPPORTIVE HOUSING AND PROPERTY AND ASSET MANAGEMENT

Round Twelve
2007

MetLife Foundation

in partnership with



About MetLife Foundation

MetLife Foundation was established in 1976 by MetLife to carry on its longstanding tradition of corporate contributions and community involvement. Grants support education, health, civic and cultural programs. MetLife and MetLife Foundation have supported Enterprise's neighborhood revitalization activities with grants and loans of almost \$35 million. For more information about the Foundation, visit www.metlife.org.

About Enterprise

Enterprise is a leading provider of the development capital and expertise it takes to create decent, affordable homes and rebuild communities. For 25 years, Enterprise has pioneered neighborhood solutions through public-private partnerships with financial institutions, governments, community organizations and others that share our vision. Enterprise has raised and invested \$8 billion in equity, grants and loans and is currently investing in communities at a rate of \$1 billion a year. Visit www.enterprisecommunity.org and www.enterprisecommunity.com to learn more about Enterprise's efforts to build communities and opportunity, and to meet some of the half a million people we have helped. For resources to help community development professionals go to www.enterprisecommunity.org/resources.

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FOREWORD

Affordable housing is a basic need and a key element of healthy communities. When developed with a focus on resident and community needs and managed well, it can put individuals and families on the path to self-sufficiency and revitalize entire communities.

MetLife Foundation and Enterprise launched the Awards for Excellence in Affordable Housing in 1996 to increase the quantity and quality of affordable housing nationwide. In the program's 12 years, we have recognized more than 72 nonprofits for innovation and effectiveness in supportive housing and property and asset management. Award winners have received more than \$1.2 million in unrestricted support to expand their work, and Enterprise has shared best practices and lessons learned with the field.

This publication includes case studies of the 2007 award-winning projects. The projects can serve as models for other organizations across the country working to build healthy communities with decent, well-managed affordable housing.

Sibyl Jacobson
President
MetLife Foundation

ACKNOWLEDGMENTS

First and foremost, we thank MetLife Foundation for its long-term commitment to creating sustainable affordable housing for low-income Americans. We also extend our thanks to the executive directors and other staff of the nonprofit organizations that received the MetLife Foundation Awards for Excellence in Affordable Housing this year for their exemplary housing projects.

Additionally, we thank the Enterprise staff and consultants who helped throughout this process. It is an in-depth and complex process designed to solicit quality applications and ensure that the very best housing is given the recognition it deserves. These team members designed and managed the program, conducted site visits, reviewed applications, selected finalists and choreographed the awards ceremony.

Patricia Magnuson oversaw the selection of finalists for the Supportive Housing category, and David Fromm oversaw the selection of finalists for the Property and Asset Management category. Kathleen Rzemien coordinated the application process and the online communications. TeAnne Chennault and Karen Burley headed the publicity effort; Catherine Hyde led the publication team. Yianice Hernandez helped coordinate the process. Brigitta Kral wrote up the winning case studies. Andrea Besok helped the winners manage the logistics of travel and registration.

ABOUT THE AWARDS PROGRAM

Recognizing Excellence and Sharing Best Practices In Affordable Housing

The MetLife Foundation Awards for Excellence in Affordable Housing was developed in 1996 by Enterprise to recognize the outstanding work of nonprofit organizations in developing and effectively managing housing for low-income individuals and families. Competition is in two categories: supportive housing and property and asset management. In addition to public recognition, winners receive an award of unrestricted funds to expand their work.

1st place: \$35,000

2nd place: \$15,000

3rd place: \$10,000

Specifically, the goals of the awards are to:

- Showcase models of excellence in the management of affordable housing and the operation of supportive housing for special needs populations
- Increase the understanding of how to achieve success in providing supportive housing for special needs populations
- Increase the understanding of the role of the owner, asset manager, property manager and tenants in developing, maintaining and operating affordable housing
- Provide unrestricted financial support for agencies that exhibit excellence in asset or property management and the provision of special needs housing
- Disseminate information on model supportive housing and property management programs through the Enterprise website, www.enterprisecommunity.org/resources.

For additional information about the MetLife Foundation Awards for Excellence in Affordable Housing program, including the online applications process, criteria, deadlines and copies of this and past winners' books, see the Enterprise website, www.enterprisecommunity.org and search for MetLife. This book can be downloaded free in PDF format. To order a free print version email metlifeawards@enterprisecommunity.org. Additional tools and resources to help nonprofits rebuild low-income communities are available at www.enterprisecommunity.org/resources.

LINCOLN WAY II

Intercommunity Mercy Housing, Seattle

Lincoln Way II, developed, managed and owned by Intercommunity Mercy Housing, is the second and final phase of the Lincoln Way Apartments community in Lynnwood, Wash. This development provides 50 units of affordable rental housing through a mixture of one, two and three-bedroom apartments spread out over four buildings. More than 200 low-income individuals and families live in Lincoln Way II, with 15 apartments set aside for formerly homeless families.



All of the buildings in the Lincoln Way apartment community are attractive and stylish, including this recreation building for residents, which features a computer lab and game room.

Intercommunity Mercy Housing chose to develop the Lincoln Way apartments in two phases because the tax credit allocation for the property could only be used to fund 50 units. By first developing one phase and then re-applying for tax credits to develop the second phase, Intercommunity Mercy Housing doubled the number of families served through Lincoln Way and maximized the efficient use of property and asset management services.

The Organization

Intercommunity Mercy Housing, part of the national not-for-profit housing developer Mercy Housing, was founded in 1992 by five religious communities. Based in Seattle, Intercommunity Mercy Housing currently serves nearly 3,700 people throughout Washington State.

The organization's mission is to: "create stable, vibrant and healthy communities by developing, financing and operating affordable, program-enriched housing..." With a total of 15 employees, Intercommunity Mercy Housing serves families, seniors and people with special needs who lack the economic resources to access high quality, safe housing through other means.

The Project

Lincoln Way II clearly demonstrates how owner, property manager and service provider can work cooperatively to benefit both the property's residents and the bottom line. Since its opening in 2001, Lincoln Way II has maintained stable property management, solid financial performance, well-maintained buildings and positive resident outcomes.

Intercommunity Mercy Housing plays the roles of: developer, owner, asset manager and service coordinator for Lincoln Way II. This program was one of the first to receive funding from the Sound Families Initiative of the Bill & Melinda Gates Foundation. The Sound Families Initiative strives to expand housing opportunities for homeless families in King, Pierce and Snohomish counties. The \$375,000 grant to the Lincoln Way II project included both capital and service dollars and enabled Intercommunity Mercy Housing to set aside 15 apartments as transitional housing for homeless families with children.

The Sound Families grant also provided Intercommunity Mercy Housing with innovative solutions to two different development challenges: predevelopment and ongoing operations. The capital portion of the grant provided the critical first investment that leveraged multiple other sources and provided a strong foundation for Lincoln Way II.

By committing to set aside 15 units for formerly homeless families, Intercommunity Mercy Housing secured project-based housing vouchers for those units, as well as a commitment from the housing authority to provide these residents with Section 8 vouchers after 2 years of residence. This arrangement with the housing authority offers stable income for Lincoln Way II as well as unique opportunities for residents. In addition, a portion of the Sound Families grant was applied to provide 5 years of intensive case management to qualified residents through third-party providers.

Property Management Summary

Mercy Services Corporation, a subsidiary affiliate of Intercommunity Mercy Housing, acts as on-site property manager and service coordinator for Lincoln Way II. Systems are effective and proactive. Property management works in close relationship with the resident services staff. A unique aspect of this relationship is a formal MOU signed between property management and resident services that delineates their



Adults and children alike enjoy being outside at Lincoln Way II on a beautiful day, basking in the sun amid the well-cultivated grounds, or playing on a playset like the one shown here.

PROJECT TYPE

4 multiunit buildings; 50 total units

RESIDENT PROFILE

Low-income and formerly homeless families (5 percent single adults); nearly 60 percent immigrants; 76 percent earn below 30 percent of AMI

OCCUPANCY RATE

FY 2006: 91 percent
FY 2005: 84 percent

KEY FEATURES

Indoor and outdoor recreation areas, computer lab

KEY SERVICES

Citizenship classes, information and referral services, life skills training, youth development programs, homework club

PROJECT COST

Total project development cost: \$6,600,000
Per unit: \$132,000

CONTACT INFORMATION

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individual roles and responsibilities and mitigates the tension that can exist between the two functions.

Lincoln Way II serves a large number of immigrant families, mainly from Russia and the Ukraine. To meet the needs of these residents, Intercommunity Mercy Housing hired a bilingual assistant property manager, who is also a former Lincoln Way II resident. The resident services coordinator works closely with property management staff and service partners to support residents in achieving positive outcomes.

Asset Management Summary

The Lincoln Way II property provides an excellent example of successfully applying the basic definition of asset management to a housing development. As part of the national nonprofit Mercy Housing, Intercommunity Mercy Housing handles its asset management at the regional level and uses an asset management software that enables the organization to stay closely linked to its affiliate property manager, Mercy Services Corporation.

Asset management also oversees the performance of the property by looking at such key indicators as effective gross income, occupancy, variance (plus or minus 2 percent) and capital. The property income covers both resident services and asset management fees, proving that asset management can pay for itself.

Physical Features

Lincoln Way II is an attractive community that could readily compete in the open market. When designing the renovations to Lincoln Way, thought was given to colors that would be pleasing to the eye. As a result, the community boasts a range of well-coordinated housing colors that add to the community's market-rate appearance.

The Lincoln Way complex also provides residents with both indoor and outdoor recreation areas, including a game and party room and a playground. In addition there is a computer lab on-site, where residents can stay virtually connected to people and information.

Resident Involvement

The formerly homeless families at Lincoln Way II have successfully integrated into the community and add to the diversity of the tenant base.



Lincoln Way II residents can relax among friends, throw a party or enjoy a game of ping-pong in the community's indoor recreation area shown here.

Residents who successfully participate in the Sound Families program for 2 years receive Section 8 vouchers, providing them with a unique opportunity to move to the market-rate housing of their choice. However, many of these residents choose to continue living at Lincoln Way II, even after earning their voucher.

Community Impact and Neighborhood Relations

The Lincoln Way II apartments are ideally located between a residential zone and a commercial zone, enabling residents to have easy access to jobs and services. There is a bus line that stops within walking distance of the community. Driving by, Lincoln Way II looks like market-rate housing, adding to the area's property values. It is truly a self-contained community that serves all of its residents' needs.

Summary

When planning Lincoln Way II, Intercommunity Mercy Housing looked at long-range operations and various ways to reduce costs. The end result shows the importance of strong relationships between property management and resident services and the role of the asset manager in promoting this communication. Lincoln Way also shows the importance of an owner's ability to creatively use funding opportunities to draw additional resources to property capital and operational needs.

BABCOCK NORTH, PHASE I

Alamo Area Mutual Housing Association, San Antonio

The nonprofit housing developer Alamo Area Mutual Housing Association and its for-profit property management partner Alpha-Barnes Real Estate Services transformed the rundown Babcock North apartments in San Antonio into modern, welcoming apartment homes. Today, this once neglected community provides 138 units of decent, affordable housing through 35 one-level fourplexes.



At Babcock North's new learning center, pictured here, residents can access the Internet, socialize and more.

Babcock North's success is the direct result of the residents' hard work combined with that of the Alamo Area Mutual Housing Association and Alpha-Barnes Real Estate Services. Both organizations are committed to serving their residents in the best possible way, providing opportunities for residents to participate in their community.

The Organization

The Alamo Area Mutual Housing Association was founded in 1990 with the mission of "providing quality affordable housing in a community environment that promotes resident education, self-sufficiency, leadership and volunteerism through successful partnerships." Alamo strives to make its communities a place that residents are proud to call home. In order to accomplish this, residents of Alamo Area Mutual Housing Association's properties work in partnership with staff and the board of directors to create attractive and well-maintained environments.

For example, each property is designed based on the residents' needs. Some have gardens and play areas for children, while others have outdoor seating for seniors. Activities are provided for both adults and children, offering chances to participate in recreational activities, improve their studies, be vocal members of their community and more.

The Alamo Area Mutual Housing Association's for-profit partner, Alpha-Barnes Real Estate Services, was formed in 2000 through a merger between Alpha Management Company and Barnes Real Estate Services. Alpha-Barnes is a leader in real estate management services, multi-family community development and land development. The company currently owns or manages approximately 75 communities with a total of more than 13,000 units.



Babcock North's young residents enjoy the modern playground that the Alamo Mutual Housing Association built for them.

PROJECT TYPE

35 one-level scattered site apartments; one to two-bedroom units; total of 138 units

RESIDENT PROFILE

Majority (78 percent) single adults and single parent households; 54 percent earn 50 percent or less of AMI

OCCUPANCY RATE

FY 2006: 91 percent
FY 2007: 97 percent

KEY FEATURES

On-site learning center, indoor and outdoor recreation areas

KEY SERVICES

After-school programs (including homework help), learning program for preschoolers, resident leadership, community watch

PROJECT COST

Total purchase price: \$846,100
Per unit: \$6,131

CONTACT INFORMATION

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The Project

The Alamo Area Mutual Housing Association, which is the owner, developer and service coordinator and provider for Babcock North, purchased the property in 1992. At the time, the apartment complex was in bad shape, providing unfit housing to its residents. Alamo, however, recognized the property's potential.

In 1992, the Alamo Area Mutual Housing Association began a 5-year renovation of the existing structures, 35 one-level fourplexes. The finished apartments are a mixture of one and two-bedroom garden-style homes. In addition to rehabbing these homes, Alamo added to the property at-large, providing residents with both indoor and outdoor recreation areas, a new learning center complete with computers and more.

Knowing that renovating an apartment community went beyond the physical redevelopment of the buildings, the Alamo Area Mutual Housing Association sought a property management company that would view the Babcock North residents, and not Alamo, as their client. Alpha-Barnes Real Estate Services was chosen and a profitable partnership was begun.

Property Management Summary

The Alamo Area Mutual Housing Association and Alpha-Barnes Real Estate Services maintain an open line of communication to ensure that residents' needs are met. Residents have input into the management of the property and their voice is always heard. In addition, Alpha-Barnes has an excellent policy and procedures manual that addresses the good principles and practices of real estate management.

Each month the board receives a solid package of financial and property performance reports. Property

management reports include a one-page summary that focuses on financial performance, account balances, leasing, maintenance and incidents and is followed by a more detailed budget variance

report. These reports ensure that the Alamo Area Mutual Housing Association is kept up-to-date on both the issues and successes of the Babcock North community.

As part of their partnership agreement, Alpha-Barnes Real Estate Services hires staff based on their core competencies, rather than property management experience. The Alamo Area Mutual Housing Association believes that, by hiring staff without previous property management experience, the organization will not need to overcome preconceived notions about how a property should be managed.

Asset Management Summary

The Alamo Area Mutual Housing Association describes Babcock North as a “community of choice.” Residents choose to live there because of all that the community has to offer, including leadership training and a chance to be involved in community decisions. Interested residents are trained in nonprofit management oversight and, upon learning about the wide variety of services available at Babcock North, most decide to participate. In this way, Babcock North residents are an asset to both the Alamo Area Mutual Housing Association and Alpha-Barnes Real Estate Services.

Rent collection rates at Babcock North have been consistently high, remaining at or above 97 percent for fiscal years 2004 to 2006. As an act of good faith, Alamo and Alpha-Barnes, at the request of a resident, will offer a 6-month “will pay” policy to assist in times of trouble. This policy helps to keep the rent collection rate so consistently high.

In addition, the time required to re-occupy a vacant unit has rapidly declined from 25 days in fiscal year 2004 to 15 days in 2006, thus decreasing lost income in the form of rent. In addition, the cash flow for the property has consistently been above \$265,000 for the past three fiscal years.

Physical Features

Babcock North has a low-density, community feel. These garden-style apartment homes are attractive and welcoming, each with its own front yard and private entrance. The neighborhood, which boasts a playground and picnic area as well as shady trees and gardens, is situated in an ideal location in northeast San Antonio. Residents can easily access public transportation and have the benefit of an on-site learning center, complete with computer lab.

Resident Involvement

The vast majority of Babcock North residents are either single parents (18 percent) or single adults without children (60 percent). Therefore, the resident services offered by the Alamo Area Mutual Housing Association are targeted toward mostly single adults who are looking to improve both their lives and their community.

The residents of Babcock North take pride in both themselves and their surroundings. In partnership with property management, ownership staff and board members, the residents strive to create an attractive, well-maintained community.

All resident services are optional, ensuring that those who choose to participate in such areas as civic leadership training (40 percent in 2006); classes at the learning center (about 50 percent in 2006) or volunteer for the community watch program, do so because they care about making a difference.

Community Impact and Neighborhood Relations

Babcock North residents' involvement in efforts to improve the community at-large has helped to change the local political perception, proving, among other things, that the residents of Babcock North are engaged, active voters. In addition, those living in the surrounding area now recognize that the community is an asset, not the off-putting eyesore that it once was. In addition, the community watch volunteers at Babcock North are helping to keep their neighborhood safe through their visible and active presence.

Summary

In summary, the Alamo Area Mutual Housing Association has received recognition for its effective implementation of the principles of good property and asset management. This organization understands that resident services cannot be successful without good property management. And Alamo has effectively taken a strong position with regards to training property management to meet the organization's objectives for Babcock North.

SANA APARTMENTS

Sheldon Oak Central Inc., Hartford, Conn.

The SANA Apartments, developed and owned by Sheldon Oak Central Inc., a nonprofit organization based in Hartford, Conn., are located in the Clay Arsenal neighborhood just north of Hartford's downtown district. This 11-building complex provides more than 250 units of housing to low-income families and single adults, 11 percent of whom are seniors. Sheldon Oak Central Inc.'s for-profit partner, Carabetta Management Company, acts as the property manager for the SANA apartments.

The SANA Apartments are a successful example of an organization filling a community need by substantially rehabilitating a troubled property. Sheldon Oak Central Inc. purchased this property in 2001 with the intent of turning it into a livable community. The organization worked with Carabetta Management to transform the then crime-infested property into the attractive, welcoming community that it is today. The major rehab took 4 years, with existing residents only required to relocate once during this time. In 2005, with the rehab complete and the SANA Apartments a new and welcoming home, Sheldon Oak Central and Carabetta Management were able to offer an urban neighborhood with suburban amenities, including a 2.6-acre play and recreation area accessible to all, including wheelchair-bound residents.

The Organization

Sheldon Oak Central Inc. is a nonprofit urban development corporation based in Hartford. In total, it owns more than 600 units of affordable housing. Sheldon Oak Central's mission is to "develop, manage and produce affordable housing for at-risk populations." The agency is committed to community revitalization in partnership with its target neighborhoods.

Sheldon Oak Central believes that healthy communities require well-built and well-designed buildings and that, in order to ensure sustainability, it is necessary to provide amenities and common



Before (top): Prior to being rehabbed the SANA Apartments community was a desolate, somewhat dangerous place.

After: Today, the residents of SANA Apartments in Hartford, Conn., have every reason to be proud of their community.



The grounds of the SANA Apartments, shown here, include a playground, walking paths and picnic areas.

PROJECT TYPE

11 multiunit apartment buildings in total: 10 three-story and one 10-story building; one to four-bedroom apartments

RESIDENT PROFILE

58 percent families; 42 percent single adults; 11 percent seniors; 98 percent earn below 30 percent of AMI

OCCUPANCY RATE

FY 2005: 99 percent
FY 2006: 99 percent

KEY FEATURES

Large courtyard accessible to wheelchairs, includes sidewalks, walking paths, plantings and benches

KEY SERVICES

On-site computer training and after-school programs; referrals to local service providers in the area

PROJECT COST

Total development cost: \$33 million
Per unit: \$128,906

CONTACT INFORMATION

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spaces so residents can meet, enjoy recreational activities and take advantage of educational and training programs.

Sheldon Oak Central's partner for the SANA Apartments, Carabetta Management Co., is a for-profit property management company that specializes in Low-Income Housing Tax Credit funded properties. Established in 1949, Carabetta Management currently maintains 8,500 units located throughout Connecticut and Massachusetts

The Project

When Sheldon Oak Central Inc. acquired the SANA Apartments in 2001, the complex was a collection of identical concrete block structures that had not been upgraded in 30 years. The common areas were known to be dangerous spots; there had been two shootings in the courtyard the previous summer and there were shrines to murder victims next to the play area.

In partnership with Carabetta Management Co., Sheldon Oak Central Inc. set out to transform SANA into an attractive residential development with secure parking and public spaces. To that end, all of the apartments' interiors were remodeled and updated, including the installation of air conditioning and dishwashers in every apartment.

Sheldon Oak also recreated the community's common areas, making them not only safer and more visibly appealing but also wheelchair accessible. By 2005, when the redevelopment of SANA Apartments was complete, the community offered residents a safe place to call home, one that they could be proud to live in.

Property Management Summary

The SANA Apartments community is a success because, as owner, Sheldon Oak Central Inc. understands and accepts the true cost of good management and, as property manager, Carabetta Management Co. is committed to outstanding performance and customer service.

The management agreement between these two parties delineates specific benchmarks for property performance (most importantly occupancy, payables and debt coverage) and there is regular contact between owner and manager to ensure that these goals are met. The property manager reports to the asset manager who, in turn, produces a one-page report to the board that oversees all of Sheldon Oak Central's properties. In addition, the property manager attends every board meeting.

Carabetta Management Co. is a proactive property manager, implementing strong preventative maintenance programs and conducting its own property inspections prior to those of the regulatory agencies. Carabetta Management Co. also has its own resident services department in addition to the resident services coordination and referrals provided by Sheldon Oak Central.

Asset Management Summary

Sheldon Oak Central's asset management staff works closely with the Carabetta Management Company to define and report on the property's short and long-term goals and benchmarks and to review preventative maintenance plans and financial and compliance reporting. In addition, Carabetta Management spins off fees for resident services to Sheldon Oak Central and pays asset management fees out of the property's cash flow.

Sheldon Oak Central's goal is to continually improve the SANA community's safety and security, as well as the area's perception of SANA. To this end, Sheldon Oak Central has created and continues to maintain services that help the residents to organize around issues of importance to them. For example, in addition to the coordination of and referral to area service providers, Sheldon Oak Central provides on-site computer training and after-school programs to interested residents.

Investing in residents as an asset management strategy has paid off for Sheldon Oak Central. When the 4-year renovation of the SANA Apartments was completed in 2005, the rental collection rate climbed from 92 percent in fiscal year 2004 to 99 percent in fiscal years 2005 and 2006. In addition, the amount of time that it takes to re-occupy a vacant unit decreased from 11 days in fiscal year 2004 to a mere 7 days in 2005 and 2006.

Physical Features

The SANA Apartments' design maximizes accessibility and privacy and addresses its residents' diverse needs. Since the three and four-bedroom apartments in the low-rise buildings are primarily home to families, each unit has an individual entrance, creating public and private spaces that ensure residents have control of their own living areas. Many of the residents in the 10-story high-rise are elderly or have disabilities. Therefore, security and accessibility are paramount in that building.

In summer 2006, Sheldon Oak Central Inc. coordinated the renovation of SANA's 2.7-acre courtyard. This space was re-graded to make the recreation area accessible to those in wheelchairs and sidewalks; walking paths, plantings and benches were added to make the area more welcoming.

Resident Involvement

Both the property management company and the residents were involved in the SANA Apartments' redevelopment process. Residents had input into the design of the property, leading the existing buildings to be renovated to the point that it is hard to believe they were only rehabbed and not rebuilt. Throughout the planning stage for SANA, Sheldon Oak Central Inc. and the Carabetta Management Company met monthly with interested residents.

The residents also organized and lobbied to ensure that their community became a safe place for all. They demanded that the city relinquish ownership of the courtyard that was, at the time, plagued with drug and gang activity. As a result of the residents' persistence, the city sold the land to Sheldon Oak Central for \$1. Since then, the area has been rid of illegal activity. Throughout the 4-year renovation, existing SANA residents were required to relocate only once, helping to increase the retention of original residents when the property was reopened.

Residents also participate in a wide range of services provided by Sheldon Oak Central, including turkey giveaways at Thanksgiving, toy and coat drives at Christmas and computer training and after-school programs in the development's community center. Residents are also referred to local service providers for such help as job training and placement.

Community Impact and Neighborhood Relations

Because of the many years of deterioration, poor management and severe drug activity at the SANA Apartments, both residents and members of the broader community had become convinced that the apartment complex was a detriment to the community at-large. One of the greatest accomplishments of Sheldon Oak Central, the Carabetta Management and SANA residents has been in changing both the property and its image.

Gone are the open-air drug deals, the rampant violence and the pervading fear. In their place stands an attractive, safe community that is an asset to the area. The surrounding community has witnessed this transformation and, with it, has altered its view of the SANA neighborhood. With each year, the stigma attached to the SANA apartments decreases; a success in and of itself.

Summary

Today, thanks to the successful partnership among the owner, property manager and residents of the SANA Apartments community, the property is filled with positive activity: kids play under the apple trees; seniors sit on the benches and chat with their neighbors; adults and children stroll along the walking paths. The combination of good property and asset management implemented from the very beginning of the development process has transformed the SANA Apartments into a desirable residential community.

THE SENATOR HOTEL

Community Housing Partnership, San Francisco

The Senator Hotel in San Francisco's Tenderloin district was built in the 1920s as a luxury hotel and reputedly once provided lodging to Clark Gable. Today, however, thanks to the work of the San Francisco-based nonprofit Community Housing Partnership (CHP), the Senator Hotel provides 89 single-room occupancy homes to formerly homeless individuals and families. The hotel is intended to be a permanent home to all residents who choose to remain there; the majority of residents remain for 2 years or longer.



Community Housing Partnership redeveloped the old Senator Hotel, shown here, into single-room occupancy apartments for its formerly homeless clients.

CHP recognizes that the population it serves is high risk and, therefore, provides Senator residents with both on and off-site access to supportive services ranging from workforce development programs to financial literacy classes and substance abuse treatment.

The Organization

CHP was established in order to own (or lease) buildings that could be used to provide safe, affordable housing to high risk or homeless individuals and families in San Francisco. CHP also works with its tenants to provide a supportive environment that includes integrated services, such as vocational and employment development, social services and tenant organizing.

CHP primarily serves those who, without this type of housing, would be homeless. The organization works in cooperation with the public and private agencies that also serve this population to ensure that tenants receive quality housing and supportive services. CHP involves tenants in every aspect of the agency — from day-to-day operation of the properties to policy making on the governing board. CHP strives to provide clients with an environment that fosters independence, placing a special emphasis on housing retention and employment. The organization's end goal is to help break the cycle of homelessness in San Francisco.

The Project

CHP is the owner, developer, asset and property manager and service coordinator and provider for the Senator Hotel. CHP acquired the hotel in April 1991 and, after extensive renovations, began accepting tenants in November 1992. When the Senator Hotel reopened in 1992 it was



Residents at the Senator Hotel can take advantage of a variety of on-site services, including life skills training and financial literacy classes.

PROJECT TYPE

Multiunit building; 89 single-room occupancy units

RESIDENT PROFILE

Formerly homeless: 80 percent single adults, 30 percent seniors, 17 percent single parent families; all earn below 30 percent of AMI
 23 percent have a history of mental illness;
 23 percent have a history of substance abuse;
 44 percent have a physical disability

RENT STRUCTURE (MONTHLY)

In compliance with subsidy requirements, residents pay 30 percent of their income; HUD Section 8 subsidies cover the remainder

OCCUPANCY RATE

FY 2006: 98 percent
 FY 2005: 75 percent (building underwent an occupied rehabilitation)

KEY FEATURES

Laundry room, resident lounge, security system

KEY SERVICES

Case management, treatment services, life-skills training, group classes on money management, financial literacy and more, child care and after-school programs (job training and placement programs provided off-site)

PROJECT COST

Total development cost: \$5,265,618
 Per unit cost: \$60,524

CONTACT INFORMATION

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as a permanent home for homeless individuals and families, offering 89 single-room occupancy units, 71 of which are studios and 18 of which are one-bedroom apartments.

CHP turned the once glamorous and then rundown hotel into a true community, further improving upon the design and amenities with a renovation in 2005. This time, though, residents continued to live in the building throughout the renovation process.

The Senator Hotel is located in San Francisco's Tenderloin district, which has one of the highest rates of homelessness in the country. Many of the people on the streets of the Tenderloin suffer from mental illness and addiction. These issues make the hotel's environment a difficult location for supporting tenants and operating a safe, secure building. CHP, however, has succeeded in doing just that.

Rent collection rates for the Senator Hotel have been consistently high: 99 percent in fiscal year 2006; 83 percent in 2005 (some tenants passed away or moved to other housing) and 98 percent in 2004. In order to defray the cost to residents, all units receive a \$7,750 subsidy from HUD's Section 8 program.

Supportive Housing Summary

CHP truly combines supportive services with all of its housing properties. For example, the organization has a housing retention program to support tenants at risk of losing their apartment. Of the few tenants who require this extra support, 92 percent help to develop their housing retention plan. CHP also uses an open tenant selection process; 99 percent of the people seen by CHP are offered housing, though there is a long waiting list to get into a CHP building. And, overall, CHP has a more than 99 percent housing retention rate for its residents.

CHP currently uses extensive planning meetings to identify outcomes and plan to improve the quality

of housing and services offered at the Senator Hotel. For example, a few years ago CHP targeted security incidents as a major issue and then went on to decrease these security problems by 87 percent.

In addition, CHP provides an extensive range of on-site resident services, including case management, treatment services, life skills training, group financial literacy classes, child care and after-school programs. Residents can also take advantage of CHP's off-site services, which, in addition to most of the services available on-site, include job training and placement help.

Using CHP's services is optional. However, practically all (97 percent) of the Senator Hotel residents took advantage of the one-to-one services during fiscal years 2005 and 2006. And during this time, 84 percent of the adult residents at the Senator Hotel with service plans made progress toward their goals.

Physical Features

The Senator Hotel is located in downtown San Francisco, an ideal location in terms of access to public transportation. The hotel is on the city bus line and close to BART (metro) stations.

The building itself is very clean and well-maintained. Some of the original details of the building were carefully preserved, keeping a bit of that 1920s feel. Overall, the Senator Hotel's atmosphere is warm and inviting. Because of the difficulties in the surrounding neighborhood, the Senator is noticeably equipped with security cameras and boasts an open but secure lobby. There is also a well-populated resident lounge and staff offices are easily accessible.

Resident Involvement

CHP is committed to hiring from the population it serves. CHP provides clear expectations and job descriptions and then helps to ensure that tenants are properly trained and supported to be successful in their job.

In fact, 50 percent of CHP's staff members are former tenants who now work in varying positions of responsibility. CHP never allows staff to work in the building in which they live, setting an important boundary between work and home. As a result of the organization's clear employment rules, tenant staff members gain valuable, marketable skills through their work experience at the Senator Hotel.

CHP and its tenants focus on community engagement, social outreach and leadership development both inside and outside the building. According to CHP, this high level of engagement helps tenants to see they have the power to effect change, both in their lives and on a grander scale. During fiscal years 2005 and 2006, 45 percent of adult residents at the Senator Hotel attended at least one community meeting.

Community Impact and Neighborhood Relations

As mentioned earlier, the neighborhood surrounding the Senator Hotel is both economically depressed and somewhat unsafe. As with all of its housing, CHP has a strong interest in working to improve the local environment. The organization runs a self-funded community housing organizing project, using developer fees and other resources to cover the cost.

The Senator Hotel in particular focuses on social outreach and leadership. Working with residents, CHP is committed to participating in the revitalization of the Tenderloin neighborhood. To that end, CHP owns and operates several well-maintained buildings in the immediate area, making a major contribution to maintaining the affordable housing stock.

Summary

In conclusion, Community Housing Partners successfully runs a housing-focused program at the Senator Hotel that combines safe, affordable housing with supportive services based on residents' specific needs. The organization serves one of the toughest populations, focusing on formerly homeless families and individuals, many of whom suffer from mental illness and substance abuse. Through a combination of CHP's services and resident involvement, the Senator Hotel is an excellent example of supportive housing at its best.

REBECCA JOHNSON APARTMENTS

Deborah's Place, Chicago

The Rebecca Johnson Apartments in Chicago mark the end of homelessness for 90 women who live in the building's studio apartments. Supportive services are available to assist these women in maintaining stable housing and achieving their goals. The Rebecca Johnson Apartments are located in a former settlement house built in the late 1800s and rehabbed into apartments in 1998 by the Chicago-based nonprofit organization Deborah's Place.



The attractive, redeveloped Rebecca Johnson Apartments, shown here, provide homes to 90 formerly homeless women.

The Organization

Deborah's Place is committed to helping homeless women throughout the Chicago area break the cycle of homelessness. Through a continuum of housing options, comprehensive support services and opportunities for change, formerly homeless women succeed in achieving their goals of stable housing, a sustainable income and greater self-determination.

The Project

Deborah's Place is the developer, owner, property manager and service provider for the Rebecca Johnson Apartments, which provide permanent homes to 90 formerly homeless women. Deborah's Place acquired this former settlement house in September 1998 and extensively rehabbed the more than 100-year-old property. In December 2000, the first tenants moved into their apartments. Since then, the management and services staff at the Rebecca Johnson Apartments have worked together to target every aspect of residential stability, including rent payments.

Supportive Housing Summary

The housing retention rates at the Rebecca Johnson Apartments have traditionally ranged between 96 and 100 percent. This success rate is due in large part to Deborah Place's focus on residential stability through their eviction prevention program. As part of this program, service staff members work with tenants to ensure that the women can pass their apartment inspections and overcome any other obstacles that may threaten their success at the Rebecca Johnson Apartments. As a result, the pass rate for apartment inspections in 2006 increased from 82 percent to 96 percent.



The studio apartments at the Rebecca Johnson Apartments, such as the one shown here, are spacious and well-designed.

PROJECT TYPE

Permanent rental housing in one multiunit building; 90 total units (studio apartments)

RESIDENT PROFILE

Formerly homeless single women; 49 percent have a history of mental illness; 32 percent have a history of chronic substance abuse; 19 percent have a disability

RENT STRUCTURE (MONTHLY)

\$533.50 per unit; tenants pay 30 percent of their income towards rent; HUD project-based Section 8 subsidy covers the remainder.

OCCUPANCY RATE

FY 2006: 98 percent
FY 2005: 97 percent

KEY FEATURES

Computer learning center, high security, extensive art area, open courtyard

KEY SERVICES

Eviction prevention program, humanities-focused adult education program, job training and placement services, financial literacy and life skills training, health services, opportunities for community advocacy and volunteer work

PROJECT COST

Total redevelopment cost: \$10,557,698
Per unit: \$117,308

CONTACT INFORMATION

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Deborah's Place also offers the women at the Rebecca Johnson Apartments a humanities-focused adult education program that includes writing and reading classes and the popular Socrates Café, a weekly discussion of famous philosophers.

Because Deborah's Place is always searching for ways to improve their tenants' quality of life, the organization is currently focusing on improving health outcomes for the women at the Rebecca Johnson Apartments. In addition to having a doctor who conducts regular educational health meetings, Deborah's Place recently created space for on-site health services and is hiring a nurse practitioner to staff it.

All of Rebecca Johnson's tenants are offered follow-up services through the Deborah's Place learning centers if they choose to move to other housing. There are three locations in the Chicago area from which these former tenants can choose and 65 percent of Rebecca Johnson former tenants voluntarily access these follow-up services.

As with many supportive housing programs, the Rebecca Johnson Apartments have quite a long waiting list. To help prevent the women on the waiting list from continuing to suffer, Deborah's Place provides these women with a homeless prevention worker. The organization has also developed a housing transitions group and curriculum to assist their residents when the time comes to move on.

Physical Features

Located outside of downtown Chicago in a somewhat troubled neighborhood, the Rebecca Johnson Apartments offer residents a secure entrance. The open reception area provides a sense of welcome, despite the increased security measures.

The learning center at the Rebecca Johnson Apartments is a particularly special feature of the design; it serves as both the physical and emotional heart of the building.

Tenants enter through a lovely courtyard to find an open space designed with several project areas, including computers, work tables and an extensive section for creating and displaying art.

The grounds, courtyard and building are well kept and designed for convenience. Laundry facilities are on every floor and staff offices are scattered, providing easy access. In addition, there is a school next door, as well as a service center and an affordable housing project nearby. The Rebecca Johnson Apartments are in an ideal location with a bus stop directly in front of the entrance.

Resident Involvement

Deborah's Place is committed to helping the tenants of the Rebecca Johnson Apartments realize their own strength and power. To that end, the organization provides opt-in training and education programs that enable the women to build their knowledge base as well as their self-confidence.

The humanities-based education program, for example, provides residents with a unique opportunity that helps them focus on long-term goals, thus increasing residential stability. As one resident explains, "I love taking the humanities classes. We study things like Shakespeare. Now I can feel more like everyone else."

In addition, Rebecca Johnson tenants interview prospective staff members and have the option of attending training sessions on not-for-profit management. In fiscal year 2006, 96 percent of participants in the service programs available at the Rebecca Johnson Apartments felt that they made progress towards their personal housing, income or self-determination goals.

Community Impact and Neighborhood Relations

By virtue of design, the Rebecca Johnson Apartments provide a stabilizing force in their Chicago neighborhood. The property is attractive and well cared for, providing a contrast to some of the area's other properties. In addition, the tenants and Deborah's Place staff are involved in and passionate about community advocacy and volunteer work. Together they are helping to revitalize the surrounding area.

Summary

At the Rebecca Johnson Apartments, the collaboration between property management staff and supportive services staff, the many opportunities provided for residents and the partnership between Deborah's Place and the tenants all contribute to the project's success. As a result, 75 percent of the formerly homeless women renting a place at the Rebecca Johnson Apartments have increased their income since moving in.

PLYMOUTH PLACE

Plymouth Housing Group, Seattle

Plymouth Place, a supportive housing program for single, formerly homeless adults, is located in the energetic Belltown neighborhood on the outskirts of downtown Seattle. The Plymouth Housing Group, a nonprofit organization based in Seattle, built Plymouth Place in 2000 and serves as the asset and property manager, as well as service provider and coordinator for the building's 70 residents. Plymouth Place residents live in spacious, well-designed studio apartments that are housed in an eco-friendly building.

The Organization

The Plymouth Housing Group, which was founded by Plymouth Church but operates as a separate entity without a religious affiliation, operates nearly 800 units of affordable and supportive housing in Seattle. Its mission is to help eliminate homelessness and stabilize homeless and very low-income people in housing.

Plymouth Housing's organizational chart places the tenants at the top, the staff in the middle and the board of directors at the bottom. This placement reflects the organization's commitment to serving their clients.

The Project

The Plymouth Housing Group acquired the lot that now houses Plymouth Place in 2000 and proceeded to build an eco-friendly building with 70 studio apartments for formerly homeless single adults. Plymouth Place, which began accepting tenants in 2003, includes an HVAC/ventilation system that continuously brings fresh air to all of the building's apartments and common spaces, even when the windows are closed. The building has many other eco-friendly features, including the use of green building materials.

Within 6 months of opening its doors, Plymouth Place was filled to capacity. Since then, this project has maintained consistently high occupancy rates, remaining at or above 97 percent for the past three fiscal years (2004 to 2006). In addition, the turnover rate for Plymouth Place remained at or below 1 percent during this time.

Many of the people who apply to live in Plymouth Place have backgrounds that would otherwise make them ineligible for Section 8 housing subsidies. However, the organization works with the state



Plymouth Place, shown here, is an eco-friendly building made from green building materials.

housing authority to waive the eligibility requirements, guaranteeing that those most in need of housing are able to procure a place when it becomes available. And the Plymouth Housing Group has been consistently successful in collecting rent from Plymouth Place residents, with rent collection rates consistently at or above 99 percent for the past three fiscal years.

Supportive Housing Summary

The Plymouth Housing Group provides Plymouth Place residents with case management services, group classes in financial literacy and life skills and help acquiring their entitlements. For more intensive services like job training and placement and mental health case management and services, Plymouth Housing coordinates with off-site providers to serve their residents' needs.

At Plymouth Place, the social services and property management staff closely coordinate with one another, as well as with outside service providers. They hold regular case reviews that include the community providers and are used to evaluate the tenant's progress, identify additional services needed and, if necessary, make changes to the client's existing service plan.

Plymouth Place uses an in-house communication and documentation manual that provides step-by-step instructions for property management and social services staff to address such issues as missed rent payments, health and safety concerns and nuisance behavior. The goal is to ensure that any tenants struggling to maintain housing are provided with every possible resource to assist them. Since the building opened in 2003, only 17 tenants have left without notice or plans. And less than 5 percent of the tenants who have left Plymouth Place did so because they were evicted.

When residents are ready to move on from Plymouth Place, Plymouth Housing Group helps them prepare for and choose housing with fewer supports, thereby freeing units at Plymouth Place for others who require an intense level of care. The average length of stay at Plymouth Place is 2 or more years. Since opening in



Located in a beautiful atrium meeting space, the computer lab provides residents with an on-site resource for employment-related and general computer use.

PROJECT TYPE

Multiunit, mixed-use building; 70 studio apartments

RESIDENT PROFILE

Formerly homeless single adults; 20 percent have a history of mental illness

RENT STRUCTURE (MONTHLY)

Residents pay 30 percent of their projected annual income; HUD Section 8 subsidies cover the remainder.

OCCUPANCY RATE

FY 2006: 99 percent
FY 2005: 97 percent

KEY FEATURES

Environmentally friendly ("green") building, meeting center with computer lab, roof deck for social activities

KEY SERVICES

Case management, group classes, life skills and financial literacy training, assistance with entitlements. By referral: mental health case management, treatment services, job training and placement services

PROJECT COST

Total development cost: \$8,725,000
Per unit: \$119,520

CONTACT INFORMATION

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2003, 50 percent of residents have remained there for 4 or more years. And 77 percent of Plymouth Place residents have increased their income since moving in.

Physical Features

Plymouth Place has a unique flatiron shape because of the triangular lot it was built upon. The lot is nicely landscaped and that, along with the earth tones and forest green color scheme of the building's common areas, helps to create Plymouth Place's welcoming atmosphere. The commercial space on the first floor of the building holds a scooter dealer and a sandwich shop, making this a mixed-use property.

Plymouth Place offers 70 spacious, well-designed studio apartments with separate spaces for the entryway, bathroom, kitchen, dining and sleeping areas. Many tenants have views of Puget Sound from their rooms, as intentionally planned by the architects. There is also a roof deck for resident use, in addition to a common meeting room with a computer lab. The meeting room features two-story ceilings and, facing the street, two-story windows, allowing the available sunlight to filter through. As mentioned earlier, Plymouth Place is an eco-friendly building with green features that enhance its appeal.

Grocery stores and other retail services are located within walking distance of Plymouth Place. The city's free shuttle bus stops directly in front of Plymouth Place and takes residents into downtown Seattle.

Resident Involvement

The Plymouth Housing Group focuses foremost on residents. This includes not only providing decent, affordable housing but also ensuring that clients lead rich, opportunity-filled lives. To that end, Plymouth Housing ensures that jobs are available to its residents. In fact, 25 percent of Plymouth Housing's building management staff members are tenants, working in, for example, maintenance and clerical positions.

In addition, Plymouth Housing offers its tenants every opportunity to become involved in their community (both at-large and within their building), from helping to arrange community service activities to holding monthly tenant council meetings where residents receive updates, make suggestions and voice concerns. At Plymouth Place there are also social activities to engage residents, including a gardening club, cooking classes, monthly potluck meals, pancake breakfasts and group outings.

Community Impact and Neighborhood Relations

The Belltown neighborhood where Plymouth Place is located provides an interesting mix of affordable housing, high-priced condos and retail and commercial spaces. The neighborhood is filled with activity, including more high-end residential development.

And yet, Plymouth Place does not stand out amid these expensive shops and homes. Instead, the community is so well-designed that it seems to naturally blend into its surroundings. This aesthetic appeal helps to ensure that Plymouth Place residents feel comfortable at home.

In addition, Plymouth Place residents are giving back to their community. Over the past two fiscal years, at least 97 percent of Plymouth Place tenants applied for or participated in mainstream community services within 6 months of moving into the building.

Summary

The Plymouth Housing Group began with a model for housing people and helping them maintain their housing, but has never stopped looking for ways to improve upon its work. The frequent and open communication between the property management and services staff at Plymouth Place, as well as with outside service providers, has helped to make the project a success. Moving forward, Plymouth Housing is planning more ways to help residents improve their quality of life, including focusing on issues reconnecting tenants with their estranged relatives and aging-in-place.

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