The Best in Green, Service-Enriched Housing for Seniors
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The MetLife Foundation Awards for Excellence in Affordable Housing were developed in 1996 by MetLife Foundation and Enterprise to recognize the outstanding work of nonprofit organizations in developing and effectively managing housing for individuals and families with low incomes.

Competition is in a single category, senior housing with green and service components. Winners receive an award of $50,000 in unrestricted funds to support their work.

Specifically, the goals of the awards are to:

• Showcase models of excellence in the design, operations and property management of affordable senior housing
• Increase the understanding of how to achieve success in providing innovative and high quality independent living for seniors
• Provide an unrestricted financial award for agencies that exhibit excellence in senior housing
• Disseminate model senior independent living programs

For more information, free copies of publications, and additional tools and resources for affordable housing developers, please visit www.enterprisecommunity.org/metlifeawards.

ACKNOWLEDGMENTS

We first and foremost thank MetLife Foundation for continuing its commitment to creating sustainable affordable housing for Americans with low incomes. We’d especially like to thank April Hawkins for her leadership, insight and support.

We also extend our thanks to the executive directors and staff of all of the nonprofit organizations that participated in the competition this and every year. Although we were only able to provide four awards to exemplary best practice projects, there were many excellent properties in the submissions. We deeply appreciate and commend all the applicants, both in this process and through the work of their organizations.

Additionally, we thank the awards review committee for providing their expertise and insight, including Alma Balonon-Rosen, Naomi Bayer, Steve Gimilaro, Cheryl Gladstone, Melinda Pollack, Deborah Stevenson and Esther Toporovsky, all of Enterprise; Travis Brown from WellAWARE Systems; Suzanne Hague from Stewards of Affordable Housing for the Future; Nancy Libson from LeadingAge; and Jeffrey Perlman from Bright Power.

Finally, we offer our gratitude to the Enterprise staff who managed and supported the many functions of the awards program: TeAnne Chennault, Jacki Flowers, Angie Gilmour, Cheryl Gladstone, Cynda Jones, Melina McLean, Chuck Nethery, Melinda Pollack, Suzanne Probst, Kathleen Rzemien, Wendy Sager and Rebecca Sisselman.

MetLife Foundation was established in 1976 to carry on MetLife’s longstanding tradition of corporate contributions and community involvement. The Foundation is committed to building a secure future for individuals and communities worldwide. Through programs focusing on empowering older adults, preparing young people and building livable communities, MetLife Foundation increases access and opportunities for people of all ages. Since it was established, MetLife Foundation has made more than $500 million in grants and $75 million in program related investments.

For more information, visit www.metlife.org.

Enterprise is a leading provider of the development capital and expertise it takes to create decent, affordable homes and rebuild communities. For nearly 30 years, Enterprise has introduced neighborhood solutions through public-private partnerships with financial institutions, governments, community organizations and others that share our vision. Enterprise has raised and invested more than $11 billion in equity, grants and loans to help build or preserve more than 280,000 affordable rental and for-sale homes to create vital communities.

Visit www.enterprisecommunity.org to learn more about Enterprise’s efforts to build communities and opportunity.
FOREWORD

MetLife Foundation is honored to recognize innovation and leadership in the development of green senior housing with services with the 2011 MetLife Foundation Awards for Excellence in Affordable Housing. In partnership with Enterprise, we have awarded almost $2 million in unrestricted grant funds since the start of the program to 93 properties that have helped to meet local housing needs and promote best practices in the field.

One of the greatest needs facing communities today is housing for the growing senior population. Seniors today can expect to live 20 years or more into retirement, many of them on limited incomes and many in the homes where they have lived for decades. As naturally occurring retirement communities become the norm, it is vital that we identify ways to help seniors successfully age in place. That means linking communities to transportation and the health and social services that seniors need and supporting systems that prevent social isolation. It also means making those communities healthy and sustainable through green building and design, and embracing technological innovations that promote safety and independence.

Congratulations to the four 2011 MetLife Foundation Award recipients: Casa Grande Senior Apartments, Covenant House, Ingleside Retirement Apartments and Julia Martin House. We hope you enjoy learning more about these forward-thinking organizations that are showing the way to better senior housing and stronger communities.

A. Dennis White
President and CEO
MetLife Foundation

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A retired veteran spends four years living in a storage unit. Another senior is forced to live out of his car for a period of time. A woman, fearful of losing her apartment after a loss of income, searches for a temporary home under one of the city’s bridges.

These dreadful stories of fear, isolation and desperation are what drive PEP Housing’s Executive Director Mary Stompe and her colleagues to do the work that they do. PEP Housing was founded over three decades ago in response to the lack of affordable housing for seniors in California’s Sonoma County.

Petaluma, with a population of about 57,000, is located in Northern California wine country, less than an hour from San Francisco. According to Stompe, the biggest challenge to building affordable senior housing in a sprawling suburb like Petaluma is finding an appropriate site that is close to services.

“It is essential that our properties are located near transit, medical services, hospitals, grocery stores and other services to support aging in place,” she says.

A Green Advantage
Casa Grande Senior Apartments was the first of PEP Housing’s 13 affordable developments to get a state-of-the-art solar photovoltaic system. The rooftop panels augment the building’s electrical power and have reduced energy bills by 86 percent.

Additionally, irrigation systems for the landscaping are controlled via satellite, eliminating the wasteful practice of automatic watering on rainy days. These innovative
technologies have helped to reduce Casa Grande’s water consumption by almost 40 percent.

“The costs savings are important to us,” says Stompe. “But equally important is our commitment to the environment. As an owner of multiple affordable housing properties, we know that we can take significant steps to reduce our carbon footprint.”

Casa Grande received the prestigious Governor’s Environmental and Economic Leadership Award and was named a finalist for the National Association of Home Builders’ National Green Building Award in 2010.

A Multigenerational Approach
PEP Housing is also known for its creative and unique intergenerational programming. “Our programs enhance quality of life for seniors by keeping them connected to their community and benefit people of all ages who can share with and learn from individuals with a wealth of wisdom and experience,” said Stompe. Initiatives include:

• Empowered Aging Program, designed to help seniors confront the internalized “ageism” that can contribute to feelings of isolation and low self-esteem. Weekly discussion groups are organized around essential life skills such as embracing the age you are, taking charge of your future and well-being, and adapting to change.

• Partnership with Casa Grande High School, where students regularly visit and form friendships with Casa Grande residents. Says Stompe: “Students teach computer skills, move furniture, play ping-pong and participate in discussions that open up new perspectives across the generations.”

At-A-Glance

Project Type: New construction; 58 one-bedroom apartments; suburban setting

Key funding sources: One of the first projects in Northern California to use mixed financing with HUD 202 and 4% tax credits and bonds

Total development cost per unit: $290,000

Operating cost per unit: $4,644

Services cost per unit: $427

Resident profile: 100% of units targeted to residents 62+ earning up to 50% of area median income; current age range is 63-94

Universal design features include:
Covered entryways, accessible showers, grab bars, wall-mounted emergency call stations in bathrooms connecting to manager’s unit, side-opening ovens, power outlets and windows placed higher on walls for easier access, adjustable height shelves in kitchen cabinets

Green features include:
Solar photovoltaic panels, satellite irrigation system, hydronic heating, pervious concrete surfaces outdoors, bamboo flooring in community center, recycled building materials, low-VOC paints, formaldehyde-free plywood, Energy Star appliances, metal studs with hardiplank siding throughout, transit-oriented development

Services and activities include:
Case management, resident services coordinator, food distribution programs, farmers market discounts, transportation and ride sharing, use of nearby senior center, in-home personal assistance available, community center, resident newsletters, intergenerational program with local high school, community garden, bocce ball court, fitness classes, resident-organized walking groups, potlucks, classes, socials and discussion groups

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AWARDS FOR EXCELLENCE IN AFFORDABLE HOUSING
From suburban enclaves to the urban core, B’nai B’rith Housing of New England (BBHNE) is shaping new ideas in affordable senior housing, and demonstrating that success isn’t just about building in a community, but building with a community.

“We work with communities to create housing that responds to local needs,” said Susan Gittelman, BBHNE’s executive director. “We go where we believe that we can make a difference.”

BBHNE built the first phase of Covenant House nearly 30 years ago in response to a dire need for affordable homes in the Brighton section of Boston. An influx of young professionals and market dynamics had driven up rents. Low-income seniors suffered most acutely from the shortage, and many found they could no longer afford the neighborhoods where they had lived in for years.

Gittelman says that her organization’s approach to creating Covenant House and growing it to 242 units was to leverage partnerships and the assets already in the community. Brighton’s proximity to world-class hospitals, top-notch universities and award-winning human service agencies allowed BBHNE to assemble a strong network of services to support residents.

“We really felt we could create something special for seniors,” said Gittelman. “A place where they could receive the supports they needed while remaining an active part of the larger community.”

Nearly 30 years later, Covenant House continues to evolve as a model for affordable senior housing with services, garnering awards and recognition from the National Affordable Housing Management Association (NAHMA), the U.S. Department of Housing and Urban Development (HUD).
Going Green

In 2010, BBHNE completed an extensive in-place green retrofit at Covenant House, thanks to a $2.7 million grant from HUD’s Green Retrofit Program.

The renovation prioritized building upgrades that would dramatically cut energy use as well as maximize use of open green space around the compact mid-rise building. One of the most distinctive features of the renovation is the white PVC roof, which reduces urban heat island effect and reduces cooling costs in the summertime.

Another unique element is the co-generation system in the boiler room that generates electricity via the heating system. Apartments were also upgraded with low-E argon windows, Energy Star refrigerators and air conditioners, water-saving plumbing fixtures, energy-saving lighting and exhaust fans that are connected to the building’s automation system.

Gittelman said BBHNE hopes to further its efforts to reduce energy use and create a healthier, more sustainable environment through ongoing resident and staff education and engagement. “Working with area vendors, we donated a gift bag with green products to all of our residents to encourage awareness and promote the idea that making Covenant House a green community is truly a team effort,” said Gittelman. Covenant House has also implemented a building-wide recycling effort, which has been enthusiastically embraced by residents.

and other organizations.
INGLESIDE RETIREMENT APARTMENTS

Wilmington, Del., Ingleside Homes, Inc.

The guiding principle at Ingleside Retirement Apartments is that every senior should be able to live life to the fullest and age in place with dignity. Founded 40 years ago as a nursing home, Ingleside has grown to include a full continuum of options for seniors – including affordable apartments, an assisted living facility, a home health agency and even a community-based partnership to fight elder abuse and neglect throughout the city.

“The average age of our residents is 86,” said Larry Cessna, Ingleside Homes’ president and CEO. “So we focus on providing high-quality services that enable seniors to remain independent for as long as possible, and ensuring that all residents can use those services, regardless of their income.”

Delaware is one of the most expensive states to grow old. Assisted living costs are the highest in the nation at an average of $6,500 a month, and for-profit corporations dominate the services market, driving up the costs for independent seniors.

“We saw seniors forced to pay $44 for a 20-minute bath because companies required a two-hour minimum for services at $22 per hour,” Cessna recalled. “Medicaid dollars were being wasted, and the system was just ripe for fraud and abuse.”

Ingleside secured state and private funds to start its own nonprofit home health agency. Its model eliminates barriers to care by requiring no minimum threshold to access services, and is funded by a sliding pay scale supplemented by private donations.

“No resident has ever had to move out of Ingleside because of their inability to pay for services needed to remain independent,” said Cessna.

Ingleside Homes, Inc.

Ingleside is a nonprofit health and social services agency, providing affordable housing, healthcare and supportive social services to frail, low-income seniors. Programs and services include independent retirement living, assisted living, senior focused art and cultural programming, mobile outreach, case management and referral. Its mission is to ensure that every senior has an opportunity to live the fullest possible life at his or her highest level of independence.

Founded: 1971 | Annual Operating Budget: $5.9 million | Current Units Managed: 258
Innovative Program Fights Elder Abuse and Neglect

Ingleside Homes’ award-winning outreach program brings together a network of community-based volunteers and public workers to prevent abuse, neglect and isolation among seniors.

The program has trained more than 400 volunteers – from city inspectors to meter readers to church groups – to spot signs of abuse and neglect when visiting seniors’ homes and report them to Ingleside’s case management team.

Case managers immediately follow up and help link seniors to the services and resources they need to remain at home, or when that isn’t possible, to move to a better place.

“We learned about a man whose inner-city home had literally been taken over by drug dealers,” Cessna recalled. “They threatened his life, racked up enormous debt in his name, even ate his meal deliveries. And he was powerless to stop it.

“After a tree fell on his roof, a city inspector visiting the home to assess damage reported the alarming situation to our case managers, who quickly intervened. We helped him remove the debts, had the criminals prosecuted and found a new place for him to live.”

Cessna adds, “Today, he is happy and thriving physically and socially at Ingleside. What could have been a nightmare had a very happy ending. But we know there are more stories like these – and more for us to do to fight elder abuse.”
JULIA MARTIN HOUSE

Jamaica Plain, Mass., Jamaica Plain Neighborhood Development Corporation

Though newcomers to Boston’s Jamaica Plain neighborhood may not have met her personally, 82-year-old Julia Martin’s influence is everywhere. For 57 years, Martin has been a tireless advocate for her community.

In 2006, community residents involved in planning a new affordable senior housing development voted to dedicate the new building to Martin in honor of all that she has done for Jamaica Plain.

“Julia’s efforts have united the community and made it a better place to live,” said JPNDC Executive Director Richard Thal. “She shows us what’s possible when people feel they can have a positive influence on what’s going to happen in their community.” The Julia Martin House was developed by JPNDC in partnership with the Bromley Heath Tenant Management Corporation.

In the early 1970s, Martin was part of grassroots effort that successfully halted a federal highway project that would have divided the neighborhood in two, and drastically increased pollution and noise. “We went to the site and stopped construction,” Martin recalled. “We rallied people from throughout the community. We worked hard to stop the project and in the end, we won.”

From their efforts, JPNDC was formed. Another of its groundbreaking initiatives was the formation of a tenant management association at Bromley Heath, a public housing development whose campus included the future site of Julia Martin House. It was the first tenant managed public housing in the U.S. and became a national model.

JPNDC has continued to mobilize and serve the community over the years through affordable housing, childcare programs, small business development and advocacy.

Jamaica Plan Neighborhood Development Corporation (JPNDC)

JPNDC promotes equitable development and equal opportunity in Jamaica Plain and adjacent neighborhoods through affordable housing, organizing and economic opportunity initiatives that improve the lives of low- and moderate-income people and create a better community for all. The JPNDC has developed more than 500 homes that are affordable to households earning below 80 percent of the area median income.

Founded: 1977 | Annual Operating Budget: $3.2 million | Current Units Managed: 404

At-A-Glance

Property type: New construction; 55 one-bedroom apartments for low-income seniors; urban setting

Key funding sources: HUD Section 202, HUD HOME program, city/state housing trust fund, foundation grants

Total development cost per unit: $204,000

Operating cost per unit: $8,298

Services cost per unit: $385

Resident profile: 100% of units targeted to residents 62+ earning up to 50% of the area median income; 95% of current residents are 65+

Universal design features include: Fully accessible or adaptable apartments, movable storage units, windows with roto operators, entryway and elevators placed to minimize length of corridors

Green features include: high-efficiency boilers, heat recovery component in insulation system, Energy Star air sealant techniques, energy-efficient appliances and lighting, extensive resource conversation efforts during construction, programmable bathroom fans, waters-saving plumbing fixtures, low-allergen resilient flooring, green space, landscaping with native plants. Designed to meet USGBC LEED silver certification standards.

Services and activities include: Case management, crisis intervention, live-in responder, on-site wellness clinics, home care and companion services, transportation, group adult foster care, exercise program, free weekly meal in community room, library, lounge, resident coffee hours, movie nights, bingo, computer room, English classes, social events

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AWARDS FOR EXCELLENCE IN AFFORDABLE HOUSING
“When we were looking to develop Julia Martin House, people questioned whether the neighborhood needed more affordable housing for seniors,” said Thal. “We discovered that there were over 400 seniors on waiting lists for affordable housing. There’s no doubt the need is tremendous.”

Many of Julia Martin House’s first occupants were former Bromley Heath residents. The building’s location at the edge of campus provides peace of mind for residents who want to stay in neighborhood as they age, and maintain ties to family and friends, churches and other services.

Resident Engagement Equals Design Excellence

From the first stages of the planning, residents took an active role in the integrated green design of Julia Martin House, and the property was designed with an extremely high level of environmental awareness.

All apartments are accessible or fully adaptable, and everything about the building – from the open, green space to the common areas to the placement of elevators to minimize the length of corridors – was created with seniors in mind.

Martin currently serves as the community’s resident services director, working with the services team to create a comprehensive program that addresses diverse health, social and personal needs. These services include regular wellness clinics on site, coffee hours where residents and staff discuss issues and improvements, and home care and companion services.

“I’m lucky to be living my golden years here,” said Martin. “It’s a great feeling – especially because I helped design the building!”
A CLOSER LOOK AT SENIOR LIVING