

2012

*ANNUAL REPORT*

# CHAPA

CITIZENS' HOUSING AND PLANNING ASSOCIATION



## MISSION STATEMENT

Citizens' Housing and Planning Association's (CHAPA) mission is to encourage the production and preservation of housing which is affordable to low-income families and individuals and to foster diverse and sustainable communities through planning and community development.

CHAPA is a non-profit umbrella organization for affordable housing and community development activities in Massachusetts. Established in 1967, CHAPA is the only statewide group that represents all interests in the housing field, including non-profit and for-profit developers, municipal officials, local housing providers and advocates, lenders, property managers, architects, consultants, homeowners, tenants, local planners, foundation and government officials, and others.

CHAPA pursues its goals through advocacy with local, state, and federal officials; research on affordable housing issues; education and training for organizations and individuals; programs to expand rental and homeownership opportunities; and coalition building among a broad array of interests in the housing and community development field.

# Letter from the President

Dear Friends,

2012 was a year of change in our organization and in the housing and community development field. Our long-standing Executive Director, Aaron Gornstein, left to become our State's Undersecretary for Housing and Community Development. The impact of CHAPA's advocacy at the state and federal level has grown thanks, in large part, to Aaron's dedication and passion. His new role will allow him to play a significant leadership role in addressing housing and homelessness needs in the Commonwealth.

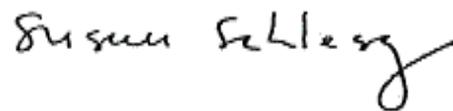
Change brings both opportunities and challenges. I am happy to report that during this transition, CHAPA's staff, particularly our Deputy Director Karen Wiener, kept the organization moving forward. Despite a difficult state budget, CHAPA successfully advocated for additional resources in several state programs and also helped to pass significant amendments to the Community Preservation Act. Working with others, we worked diligently to address the impacts of foreclosures in the state and were pleased to receive funding from Attorney General Coakley's office to continue our "First Look" foreclosed properties program. We also continued to provide training opportunities and technical assistance for the field, sponsoring 32 trainings and forums in 2012.

Presidential and Congressional elections dominated the federal agenda for much of the year, and the threat of automatic budget cuts through sequestration and debt ceiling limits raised great concern in our field. Two major champions of affordable housing in our Massachusetts delegation - Representatives Olver and Frank - - decided not to run for re-election, and their voices and passion will be missed. November elections brought new members to our congressional delegation who understand our issues, and Representative Capuano moved into a critical committee role, so we remain optimistic that the message about our need for federal resources will be heard.

In April, we were pleased to welcome a new Executive Director aboard. Brenda Clement has worked in the housing and community development field for over twenty years in Rhode Island and serves as Vice-Chair of the National Low Income Housing Coalition (NLIHC). She brings strong knowledge of our field and passion for the work. She has worked closely with the Board and staff to keep things running smoothly and to guide the organization as we continue to impact housing and community development issues in Massachusetts and in the country.



Joseph Flatley, President



Susan Schlesinger, President  
2010-2012

# Accomplishments

## PUBLIC POLICY ADVOCACY

### STATE HOUSING BUDGET

Despite continued budget challenges, CHAPA helped secure an 18% increase in state budget funding for the core affordable housing programs, including state rental assistance, public housing, and the RAFT Program. Approximately 550 new households will be assisted under the Massachusetts Rental Voucher Program in the coming year, which includes 150 permanent supportive housing vouchers that will also fund services. In addition, the Chapter 40R Smart Growth Housing Trust fund was recapitalized with \$4 million and the Executive Office for Administration and Finance increased funding for the Housing Innovation Fund and the Housing Stabilization Fund by \$10 million as part of the FY'12 capital budget.

### LEGISLATIVE PRIORITIES

CHAPA successfully advocated for An Act Relative to Community Housing and Services which will result in 1,000 new units of permanent supportive housing under a collaborative interagency process over the next three years. We also successfully advocated for Community Preservation Act improvements and funding. CHAPA played a key supporting role in the creation of the Community Investment Tax Credit, which expands public-private resources for CDCs to increase housing and economic opportunities, including a one-year \$1.5 million CDC grant program. CHAPA also helped advocate for the 2012 Permit Extension Act, codification of the MassWorks program, and expansion of Chapter 43D expedited permitting to residential development.

### FORECLOSURE PREVENTION AND NEIGHBORHOOD STABILIZATION

In 2009, CHAPA launched a Massachusetts Foreclosed Properties Initiative, which seeks to reclaim foreclosed properties for affordable housing. Since its inception, the program has facilitated the purchase of more than 200 units in one- to- four family homes. We also played a lead role in coordinating neighborhood stabilization activities funded under the Attorney General's new HomeCorps program.

### MULTIFAMILY FINANCE REFORMS

CHAPA convened stakeholders to discuss how to effectively target limited resources for multifamily housing finance, including DHCD Qualified Allocation Plan changes and the Rental Assistance Demonstration program.

### SMART GROWTH

As a core member of the Massachusetts Smart Growth Alliance, CHAPA has continued to assist the Great Neighborhoods Initiative, which has established partnerships with five local entities to help create communities that are affordable, diverse, and walkable. Through Great Neighborhoods, CHAPA is working to facilitate the creation of affordable housing, access to jobs and healthy environments in specific locations that will promote a sustainable pattern of metropolitan development and an equitable sharing of regional power and resources.

### HOMELESSNESS

CHAPA's Homelessness Committee continued to advocate for the production of permanent housing for households below 30% of area median income, the use of project-based vouchers with housing production programs, the coordination of community services and affordable housing, and new homelessness prevention policies. CHAPA also made suggestions on how to reduce the negative impact if time-limited rental assistance is terminated, and helped facilitate greater collaboration between housing and veterans' service providers.

### ACCESSIBLE HOUSING CODES

CHAPA continues to advocate for a state building code that provides the utmost level of accessibility, and is crafted in a way that provides consistency between the various state and federal accessibility requirements wherever possible.

### NEW ENGLAND HOUSING NETWORK

The New England Housing Network, a coalition of advocacy groups in the six New England states, worked together this year to convey to Congress and the Obama Administration our region's priorities for affordable housing. Our efforts have focused on: adequate funding for HUD's and Rural Housing's core programs; energy efficiency in multifamily housing; improving the Housing Choice Voucher Program; enhancing the Low Income Housing Tax Credit Program; and preserving existing public and subsidized housing.

# Accomplishments

## PROGRAM IMPLEMENTATION & TRAINING/TECHNICAL ASSISTANCE

### WELCOME HOME CAMPAIGN

CHAPA began implementing key phases of the Welcome Home campaign to advance affordable housing at the local level throughout Massachusetts. With the help of the Massachusetts Housing Partnership and the Center for Housing Policy, the comprehensive online local housing strategies guide is now available at [http://www.housingpolicy.org/toolbox/index\\_MA.html](http://www.housingpolicy.org/toolbox/index_MA.html). CHAPA also ramped up communications work to help educate the public on the challenges that rising rents pose to our state's quality of life, health and economic success.

### THE MASSACHUSETTS HOMEOWNERSHIP COLLABORATIVE

CHAPA continued its certification of non-profit agencies offering homebuyer counseling classes; 51 agencies now hold a Collaborative "seal of approval." CHAPA also continued to administer a housing counseling grant from HUD to help fund homebuyer counseling services provided by 21 agencies in five New England states.

### MASSACCESS HOUSING REGISTRY

Funded by the Massachusetts Rehabilitation Commission, the Mass Access Program works with property managers to market vacant, accessible and affordable apartments to help people with disabilities and low- and moderate-income households to find housing. CHAPA continues to conduct outreach to consumers, property managers, housing search workers, and service providers to ensure maximum use of the program.

### AFFORDABLE HOUSING DEVELOPMENT COMPETITION

In partnership with the Federal Home Loan Bank of Boston, CHAPA coordinated the twelfth annual competition, which matched students from area universities with community groups and municipalities to assist them in developing housing proposals for specific sites.

### COMMUNITY PRESERVATION ACT

CHAPA is a member of the executive committee of the Community Preservation Coalition, which is providing assistance to communities regarding passage and implementation of the Community Preservation Act. Since 2001, 148 communities have adopted the CPA and more than 5,200 affordable housing units have been created or preserved. This year, CHAPA worked with the Coalition to successfully secure legislation to improve the CPA. Nine communities have scheduled a CPA adoption vote at the November ballot following that legislative action, including several cities.

### CHAPTER 40B MONITORING

At the request of municipalities and the state's housing agencies, CHAPA continued to provide monitoring services for Chapter 40B developments across the state. CHAPA reviewed developers' marketing plans, oversaw the lottery process (CHAPA does not conduct lotteries), performed income certification reviews, coordinated the resale of affordable units, and reviewed requests from homebuyers who wanted to refinance their mortgages. CHAPA staff provided ongoing technical assistance to lottery administrators, local and regional housing agencies, and municipal officials.

### TRAININGS

CHAPA sponsored 32 trainings, forums and events, attended by more than 3,000 people. Topics included foreclosures, transportation, Chapter 40B, and more (see full list below).

### INFORMATION & REFERRAL

CHAPA fielded 4,500 requests for information on housing and community development issues. CHAPA's web site received more than 78,000 "unique visitors," monthly, and we also issued regular housing briefs and updates to our members.

# Conferences & Trainings

## FIRST QUARTER (January-March)

- The Intersection of Housing and Transportation Choices
- Housing Matters: Securing a Future for the Lowest Income Families (co-sponsored with Home Funders)
- Budget Briefings on Affordable Housing for legislators and community members (Boston, Lowell and Springfield)
- Citizen Planner Training Collaborative Annual Conference (co-sponsor)
- The Next Chapter in 40B, held at CPTC Annual Conference in Worcester

## SECOND QUARTER (April-June)

- Affordable Housing Development Competition event (co-sponsored with Federal Home Loan Bank of Boston)
- 6th Annual Massachusetts Housing Institute (co-sponsored with DHCD and MHP)
- Homeownership Collaborative Advisory Committee Meeting
- The Next Chapter in 40B, held at the Cape Cod Commission in Barnstable

## THIRD QUARTER (July-September)

- Foreclosures in Massachusetts, featuring the Honorable Martha Coakley, Attorney General
- Project-Basing Enhanced Vouchers to Preserve Affordable Housing (co-sponsored with CEDAC)
- Chapter 40B: Past, Present and Future (co-sponsored with CPTC, DHCD, MHP and Mass-Housing)

## FOURTH QUARTER (October-December)

- 12 CHAPA Regional Meetings, held throughout the Fall and the state
- New England Housing Network Annual Conference
- Homeownership Collaborative Training on New Mortgage Products and Guidelines
- Homeownership Collaborative Advisory Committee Meeting
- The Next Chapter in 40B, held at CPTC Fall Workshop Series in Brockton
- Greater Boston Housing Report Card 2012 (co-sponsored by The Boston Foundation)
- CHAPA Annual Dinner



# Organizational Members

CHAPA's 182 Organizational Members represent a diversity of groups in the private, non-profit, and government sectors.



We thank the following organizational members for their important financial support.



Abrams Management Company  
Affirmative Investments, Inc.  
Alliance of Cambridge Tenants  
Appleton Corporation  
Arc Massachusetts  
AvalonBay Communities, Inc.  
Bank of America  
Barkan Management Company, Inc.  
Bartlett Hackett Feinberg, P.C.  
Bay Cove Human Services  
Beacon Communities  
Bedford Housing Authority  
Blatman, Bobrowski & Mead, LLC  
B'nai B'rith Housing New England  
Boston Capital  
Boston Community Capital  
Boston Financial Investment Management, LP  
Boston Housing Authority  
Boston Private Bank & Trust Company  
Brookline Housing Authority  
Buechl, James L., Esquire  
Cambridge Credit Counseling Corp.  
Cambridge Housing Authority  
Cambridge Savings Bank  
CAN- DO  
Caritas Communities, Inc.  
CASCAP, Inc.  
Catholic Social Services  
Central Massachusetts Housing Alliance, Inc.  
Chelmsford Housing Authority  
Chelsea Restoration Corporation  
Chestnut Hill Realty  
Citizens Bank  
Citizens for Adequate Housing, Inc.  
City of Boston, Dept. of Neighborhood Development  
City of Cambridge, Community Development Department  
City of Chelsea, Office of Planning & Development  
City of Lawrence, Community Development Department

City of Newton, Housing & Community Development  
City of Somerville, Office of Housing & Community Development  
City of Taunton, Mayor's Office of Community Development  
Coalition for a Better Acre  
Codman Square Neighborhood Development Corporation  
CohnReznick LLP  
Community Care Services, Inc.  
Community Economic Development Assistance Corporation  
Community Healthlink, Inc.  
Community Teamwork, Inc.  
CSI Support & Development Services  
Cumsky & Levin LLP  
Dakota Partners  
Davis Square Architects, Inc.  
Dietz & Company Architects, Inc.  
Eastern Bank  
Emmaus, Inc.  
Episcopal City Mission  
Ercolini & Company LLP  
Father Bill's & MainSpring  
Federal Home Loan Bank of Boston  
First Realty Management Corporation  
First Resource Development Company  
Framingham Housing Authority  
Franklin County Regional Housing and Redevelopment Authority  
GLC Development Resources LLC  
Goulston & Storrs  
Greater Boston Legal Services  
HallKeen Management  
HAPHousing  
Hearth, Inc.  
Home Funders LLC  
Homeowners Rehab., Inc.  
HomeStart  
Housing Assistance Corporation  
Housing Corporation of Arlington  
Housing Management Resources  
Housing Partners, Inc.

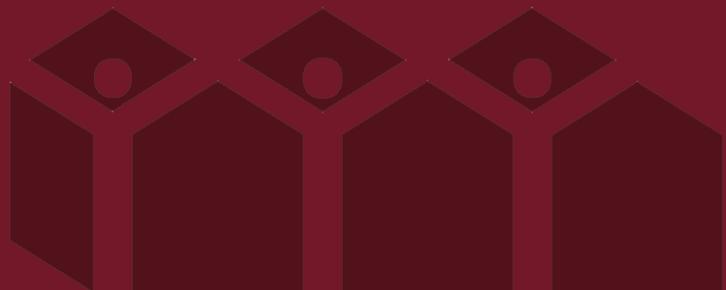
Housing Resource Group, LLC  
ICON architecture, inc.  
Jamaica Plain Neighborhood Development Corporation  
Jewish Community Housing for the Elderly  
John M. Corcoran & Company  
Joint Center for Housing Studies, Harvard University  
Karam Financial Group  
Keen Charitable Foundation  
Keith Construction, Inc.  
Kevin P. Martin & Associates, P.C.  
Klein Hornig LLP  
Krokidas & Bluestein  
Landmark Structures Corporation  
Lawrence CommunityWorks  
Leader Bank  
Local Initiatives Support Corporation  
Lowell Housing Authority  
Lynn Economic Opportunity, Inc.  
Madison Park Development Corporation  
Maloney Properties  
Massachusetts Affordable Housing Alliance  
Massachusetts Association of Community Development Corporations  
Massachusetts Department of Developmental Services  
Massachusetts Department of Housing & Community Development  
Massachusetts Developmental Disabilities Council  
Massachusetts Housing Investment Corporation  
Massachusetts Housing Partnership  
Massachusetts Law Reform Institute  
Massachusetts Union of Public Housing Tenants  
MASSCAP  
MassDevelopment  
MassHousing

MassNAHRO  
 MB Management Company  
 McGladrey LLP  
 Merrimack Valley Housing  
 Partnership  
 Metro Credit Union  
 Metro West Collaborative  
 Development, Inc.  
 Metropolitan Boston Housing  
 Partnership  
 MSA Mortgage, LLC  
 Munkenbeck, Peter, Consultant  
 National Development Associates  
 of New England  
 National Equity Fund  
 Needham Housing Authority  
 Neighborhood of Affordable  
 Housing  
 NeighborWorks®America  
 New Boston Fund, Inc.  
 Newton Community Development  
 Foundation, Inc.  
 Nixon Peabody LLP  
 Nolan Sheehan Patten LLP  
 North Shore Community  
 Development Coalition  
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 Corporation  
 Peabody Properties, Inc.  
 Pine Street Inn  
 Pioneer Valley Planning  
 Commission  
 Planning Office for Urban Affairs,  
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Plymouth Housing Authority  
 Preservation of Affordable  
 Housing  
 Quincy Community Action  
 Programs  
 Quincy Geneva Housing  
 Corporation  
 Quincy Housing Authority  
 Rackemann, Sawyer & Brewster,  
 P.C.  
 RBC Capital Markets  
 RCAP Solutions  
 Recap Real Estate Advisors  
 Regional Housing Network of  
 Massachusetts  
 Regnante, Sterio & Osborne LLP  
 Revere Housing Authority  
 Rhode Island Housing  
 Rockport Mortgage Corporation  
 Rogerson Communities  
 SalemFive  
 S- C Management Corporation  
 Schochet Associates  
 SEB LLC  
 South Middlesex Opportunity  
 Council  
 South Shore Housing Development  
 Corporation  
 Sovereign Bank of New England  
 Springwood Development  
 Corporation  
 St. Mary's Credit Union  
 State Street Development  
 Management Corporation

Stratford Capital Group  
 TD Bank  
 Technical Assistance Collaborative  
 Tenants' Development Corporation  
 The Boston Land Company  
 The Community Builders, Inc.  
 The Gatehouse Group  
 The Life Initiative  
 The Neighborhood Developers  
 The Property and Casualty  
 Initiative  
 Town of Lincoln, Housing  
 Commission  
 Tri- City Community Action  
 Program, Inc.  
 Trinity Financial  
 Trinity Management, LLC  
 Twin Cities Community  
 Development Corporation  
 Urban Edge Housing Corporation  
 Victory Programs, Inc.  
 Vinfen Corporation  
 Walker & Dunlop  
 Whittlesey, Robert  
 Wilmer Cutler Pickering Hale and  
 Dorr LLP  
 Wingate Management Company,  
 LLC  
 WinnCompanies  
 Women's Institute for Housing &  
 Economic Development  
 Worcester Community Housing  
 Resources, Inc.

THANK YOU.



# Financial Statement

## SUPPORT AND REVENUE

Foundations and Corporations	\$1,401,526
Membership	\$129,570
Contract Service Fees	\$1,825,943
Conferences and forums	\$194,855
Rental income	\$8,900
Realized and Unrealized gains on Investments	\$152,747
Interest and Dividends	\$48,199
Miscellaneous	\$675
<b>Total Support and Revenue</b>	<b>\$3,762,415</b>

## EXPENSES

Program services	\$3,189,285
General and Administrative	\$303,002
Fundraising	\$103,071
<b>Total Expenses</b>	<b>\$3,595,358</b>

## ASSETS

Change in Net Assets	\$167,058
Net Assets Beginning of the Year	\$2,796,335
<b>Net Assets End of year</b>	<b>\$2,963,393</b>

## Financial Supporters

*The following have provided significant support to CHAPA over the past year:*

United Way of Massachusetts Bay	Leader Bank
Attorney General's Office	Massachusetts Area Planning Council
The Boston Foundation	Massachusetts Housing Investment Corporation
Bank of America Charitable Foundation	Massachusetts Housing Partnership
Boston Private Bank and Trust Company	Massachusetts Rehabilitation Commission
Central Bank	Massachusetts Smart Growth Alliance
Citi	MassHousing
Citizens Bank	Nationstar Mortgage
City of Boston, Department of Neighborhood Development	Oak Foundation
Enterprise Community Partners	Sovereign Bank
Federal Home Loan Bank of Boston	TD Bank
Paul & Phyllis Fireman Charitable Foundation	U. S. Department of Housing and Urban Development
Hyams Foundation	

# Board, Staff, & Consultants

## BOARD OF DIRECTORS

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Susan Schlesinger

**President-Elect**  
Joseph Flatley

**Vice Presidents**  
Jack Cooper  
Jeanne Pinado

**Treasurer**  
Chrystal Kornegay

**Clerk**  
Mary Doyle

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Mathew Thall  
Richard Walker III  
Michael Weekes  
Eleanor White  
Robert Whittlesey  
Ken Willis

## Staff

**Brenda Clement, Executive Director**

*(Aaron Gornstein was Executive Director until February 2012)*

**Leonarda Hall, Bookkeeper**

**Rachel Heller, Director of Public Policy**

*(Sean Caron was Director of Public Policy until October 2012)*

**Carol Marine, Program Manager**

**Maritza Martinez, Program Manager**

**Joan Missick, Executive Assistant**

**Emmanuel Owusu-Boakye, Program Manager**

**Elizabeth Palma-Diaz, Program Manager**

**Geeta Rao, Program Manager**

**Katy Trudeau, Director of Special Projects**

**Ann Verrilli, Director of Research**

**Odessa Walton-Peele, Administrative Assistant**

**Karen Wiener, Deputy Director**

## Consultants

**Michael English, Indigo Associates**

**Isovera**

**Jonathan Klein, Klein Hornig, LLP**

**Mary Ann Mulligan, Governmental Strategies**

**Cindy Rowe, Rowe Resources**

**Solomon McCown & Company**



[www.chapa.org](http://www.chapa.org)



18 Tremont Street, Suite 401, Boston, MA 02108  
TEL: 617.742.0820 FAX: 617.742.3953

