

Diversifying Opportunity

An Assessment of the Contracting Practices of MACDC Members

MACDC

MASSACHUSETTS ASSOCIATION OF COMMUNITY DEVELOPMENT CORPORATIONS

September 2008

I. Executive Summary

A. Purpose of Study

The members of the Massachusetts Association of Community Development Corporations (MACDC), comprised of Community Development Corporations (CDCs) and other community development organizations, strive to build more integrated, healthy, and sustainable communities across Massachusetts. CDCs provide benefits to tens of thousands of people through the development of affordable housing and commercial real estate, green space development, small business lending programs, job training, youth programs, cultural festivals, anti-crime initiatives and other community activities. As part of their mission, MACDC members promote equal opportunity and diversity in the workforce. In order to strengthen and reinvigorate the mission of its members, MACDC has conducted this study to identify the overall track record of its members in the area of minority, women and union hiring in their real estate projects. This is an important area of study because CDCs have created 5,031 construction jobs statewide from 2003 to 2007.

The main purpose of the study is to provide an assessment of the level of support for MBEs (Minority Owned Business Enterprises), minority workers and unions in the contracting process of MACDC members' real estate projects. The following analysis presents research findings that have been drawn from data provided by the Massachusetts Housing Investment Corporation (MHIC) about real estate projects completed over the past 10 years. The study also presents a comparative analysis of MBE, minority and union hiring across MACDC member organizations, and non-profit, for profit and public organizations.

B. Findings

MACDC Members

1. MACDC members statewide (including Boston) achieved high MBE contracting and minority hiring percentages in their development projects with medians of 24.58% and 43.00% respectively. MACDC members provided approximately \$191,365,441 in construction contracting opportunities to MBEs across Massachusetts from 2002 to 2007.
2. More than half the projects developed by MACDC members (61%) were in Boston.
3. MACDC Boston members achieved MBE contracting rates of 37.00% and employment hiring rates of 49.00%. Outside of Boston, MACDC members achieved an MBE contracting rate of 13.62% and an employment hiring rate of 23.58%
4. Boston MACDC members met MBE goals in 54% of the projects. Statewide, MACDC members met 48% of the goals.
5. Regarding the achievement of employment goals, Boston MACDC members met their goals 59% of the time while MACDC members outside of Boston performed better with 64% of projects meeting employment goals.
6. Seventy two percent of Boston MACDC members and 56% of MACDC members outside of Boston met their MBE goals or were within 90% of reaching their MBE goals.

7. Seventy four percent of Boston MACDC members met their employment hiring goals or were within 90% of reaching them. MACDC members outside of Boston met their goals or were very close to achieving their goals 72% of the time.
8. Boston MACDC members hired contractors that are signatories with the Carpenter's Union in 71.79% of their projects and members statewide in 59.38%.

Comparative Analysis

1. Overall, all MACDC members (Boston and across Massachusetts), achieved significantly higher MBE (24.58%) and minority hiring percentages (43.00%) than other non-profits (9.62% MBE and 25.00% employment) and for-profit organizations statewide (7.00% MBE and 26.50% employment).
2. All non-profits statewide, including MACDC members, also achieved higher MBE and minority employment percentages (17.82 and 37.00%) than their for-profit counterparts (7.00% MBE and 26.50% minority employment).
3. More than half the MHIC projects developed by MACDC members (61%) were in Boston (see Table and Chart 1.3). Twenty-seven (27%) percent of the entire nonprofit sector's projects were in Boston and the for-profit sector had only a small number of projects in Boston (8 out of 54, or 15%). Since Boston projects had significantly higher MBE and minority hiring rates, these figures tend to skew the statewide results.
4. Projects sponsored by for-profits in Boston achieved a higher MBE (53.50%) and employment percentages (67.50%) than MACDC Boston members (37.00 % MBE and 49.00% employment) and other Boston non-profits (15.00% MBE and 30.00% employment). Overall, across all three sectors, developers in Boston performed better than their non-Boston counterparts.
5. Outside of Boston, MACDC members achieved a higher MBE percentage (13.62%) than the other non-profits (6.50%) and for-profits (6.50%).
6. MACDC members were more likely to meet their MBE goals than other developers in Boston and across the state. Boston MACDC members met their MBE goals in 54% of the projects while for profit developers in Boston met their goals in 50% of the projects and other nonprofits 23% of the time. Statewide, MACDC members met their goals 48% of the time, while for profit developers met their goals 31% of the time and other non-profits met their goals in 27% of the time.
7. MACDC members met their minority employment goals 64% of the time statewide and 59% of the time in Boston. By contrast, for-profit developers met their goals 78% of the time statewide and 100% of the time in Boston (eight out of eight projects).
8. Seventy two percent of Boston MACDC members and 56% of MACDC members outside of Boston met the MBE goals or were within 90% of reaching their goals. By contrast, only 33% of for profit projects outside of Boston (46 projects total) were close to achieving their MBE goals or surpassed them.
9. Union contractors, defined as those contractors who are signatories with the Carpenters Union, achieved higher MBE percentages (22.40%) than non-union contractors (9%),

although this may be influenced by the fact that unions were more likely to be working on Boston projects where MBE rates are much higher.

10. MACDC members were much more likely to hire union contractors on their jobs. Boston MACDC members hired union contractors in 71.79% of their projects and members statewide in 59.38%. This is significantly higher than other non-profit developers statewide (35.42%) and ten times higher than for-profit developers statewide (7.41%). For-profits in general hired very low percentages of union contractors (12.50% in Boston and 6.52% outside of Boston). In comparison, all non-profits, including MACDC members statewide hired union contractors in 49.11% of the projects.
11. Thomas Construction, which is certified as a Minority Business Enterprise in the state of Massachusetts by the State Office of Women/Minority Business Association (SOWMBA), along with CWC Builders and Vertec were among the most used and better performing contractors with regards to MBE percentages. With regards to minority work percentages, Thomas Construction, Tara, Vertec, Bilt Rite, CWC, and River Valley were among the most used and better performing general contractors.
12. Consistent, reliable data on MBE, WBE, and union contracting and on minority hiring rates does not exist and limits the ability to conduct comprehensive research in this area.
13. Mass Housing and Mass Housing Investment Corporation both make MBE contracting and hiring a key priority and this has had a significant impact on driving the sector to achieve better results.

C. Recommendations for 'Promising' Practices

1. The City of Boston and financiers such as Mass Housing, MHIC and DHCD should adopt similar data collection practices in order to develop consistent and usable databases on M/WBE contracting, minority hiring rates, and union participation.
2. Forging collaborative partnerships between contractors, developers and financiers facilitates the achievement of high minority rates and MBE contracting.
3. There is an urgent need for more workforce training programs in the construction business such as in vocational schools (high school level or adult training programs).
4. CDCs and public agencies should identify strategies for helping to start new MBE firms and grow existing ones so that there is the capacity to meet higher goals.
5. Developers who have strong records of performance in this area should be publicly recognized and should receive additional consideration when applying for public funds. Currently, the Department of Housing and Community Development (DHCD) does award extra points to project proposals that include a W/MBE partner in the development team.

II. Methodology

Initially, MACDC envisioned this as a study just about the Boston CDCs and the City of Boston was identified as the main potential source for diversity compliance forms that would contain information regarding minority and women achievement data. The Boston Residents Jobs Policy was established by the Chapter 30 Ordinance of 1983. Under this policy, the City collects data on workforce participation for City funded real estate projects. All of our members reported that they complete these forms (or have their contractors complete them.) The purpose of these forms is to verify compliance with the Boston Construction Employment Standards. However, after various conversations held during a 3-4 month period with people from the Department of Neighborhood Development and the Boston Redevelopment Authority (BRA), it became clear that the data is not available in a centralized and usable format.¹

MACDC also sought to collect data from MassHousing, a quasi public state agency and the Massachusetts Housing Investment Corporation, a private nonprofit that finances affordable housing developments throughout the state. Both MassHousing and MHIC were able to share their data for the

¹ The City of Boston formerly had an MWBE ordinance, which allowed it to collect information on contracting. However, the program was eliminated due to United States Supreme Court jurisprudence. The City of Boston recently introduced an amendment to the MWBE ordinance to promote the economic development of MWBEs in the City of Boston. The amendment to Ordinance § 4-4 “Promoting Minority and Women Owned Business Enterprises in the City of Boston,” was recently signed by Mayor Thomas M. Menino on June 2, 2008 and will allow the City to collect comprehensive data on its contracting. The passage of the ordinance was based on a disparity study that was conducted by the City of Boston in 2003. According to the findings of this report, “minority and women owned businesses have not been able to equitably participate in the receipt of City contracts under \$25,000.00 within the areas of architectural and engineering professional services (City of Boston, 2008). As a result, Ordinance § 4-4 declares that “it is necessary to ameliorate the continuing negative impact of said underutilization and under-representation of minority and women owned businesses in City contracts” (Ibid.). As part of its affirmative marketing policy, the City of Boston’s Small and Local Business Enterprise (SLBE) Office will reach out to MWBEs with information and education regarding City contracting procedures and encourage these businesses to participate in City contracts. Most importantly, the new ordinance will significantly enhance the City’s databases on MWBE contracting, which will facilitate and strengthen the research methodology for future studies within the field of contractor diversity.

MHIC

The Massachusetts Housing Investment Corporation (MHIC) is a private financier of affordable housing and community development. During its seventeen year history serving Massachusetts, MHIC has achieved an aggregate of \$1.133 billion in financing provided to 299 projects. MHIC’s mission is guided by a core commitment to racial justice reflected in their mission, which states that “the benefits of expanding community investment should flow to the minority workers and the minority-owned businesses in those communities.” In 2007, MHIC’s Boston-area projects achieved results of 38% for minority employment and 21% for minority business utilization. MHIC works closely with its costumers to establish and achieve ambitious MBE and minority workforce goals. Goals are mainly determined by past achievements in a specific geographic area and are constantly advancing to achieve higher performance.

purposes of this report. MassHousing shared complete reports containing data on the MBE and WBE contracting dollars achieved on projects statewide and the cumulative minority and women workforce hours for projects both in the pipeline and completed. However, their data base contained data for only five CDC projects so it was of limited value to MACDC.

Fortunately, we were able to develop, a relevant and valid statistical analysis based on the MHIC data. This information includes MBE and Minority Employment Results on MHIC loan, equity and New Markets Tax Credit (NMTC) projects. Again, the MBE percentages were calculated based on the total development costs, which includes the hard and soft development costs. MHIC uses the total hard and soft costs of the eligible development budget and the actual MBE spending to calculate the MBE percentage for a particular project. The data includes 169 projects sponsored by Boston MACDC members (39), non-Boston MACDC Members (25), other non-profits (not MACDC members) (48), for-profit companies (54) and public entities (3) over the past ten years. The data for the public sector has been excluded from the following analyses because of its small and statistically insignificant sample (3 projects in total and all outside of Boston).

The MHIC data is also limited, however. MHIC only collects data regarding minorities and MBEs, not women, WBEs or unions. Since this study was particularly interested in the MBE and minority hiring issues, we decided to use the MHIC data base. We had hoped to combine the MHIC and MassHousing data sets; however, we discovered that MassHousing's information was not consistent with MHIC's data even for the same project. After clarifying the information with each source, it was revealed that they each calculated the MBE and WBE percentages differently. MHIC only has the diversity information based on the Total Development Cost, which includes eligible soft and hard construction costs. In contrast, Mass Housing calculates its MBE and WBE achievement percentages based on the construction contract amount, which only includes hard costs. However, due to a recent request from one of its clients, MHIC will soon develop a new database that will calculate the MBE and minority workforce percentages based on the Construction cost only (like MassHousing), thus making it comparable to Mass Housing's. Pertinent information was also gathered from CWC Builders and Thomas Construction, but each of them also has their own way of calculating the overall construction costs and MBE percentages. Also, the information received from these two contractors, which only included a few projects, was also available from either MassHousing or MHIC. In light of these issues, we decided to focus our analysis on the MHIC data set.

Additional information regarding each contractor's union status was also collected and included in this analysis, since MHIC does not track the usage of union contractors and subcontractors. Mark Erlich, Executive Secretary-Treasurer, at the New England Regional Council of Carpenters, kindly identified each contractor as either union or non-union. However, it is important to note that the union/non-union distinctions only denote whether the general contractor is signatory to the carpenters' union. The contractors labeled as union might be signatory to more union trades, although according to Erlich it is hardly the case that they would be signatory to all unions. As Erlich explained:

The Carpenters Union is represented on far more projects than any other union. On the bigger projects with a union general contractor, all the work is probably done on a union basis; on the smaller projects even with a union general contractor, it is less likely. Conversely, it is entirely possible and even likely in some situations that non-signatory general contractor's use some union subcontractors from different trades on some of their jobs.²

There are three particular development projects (see highlighted) that did not include an identifiable contractor. These have been excluded from the union / non-union analysis (see Table 1.3). Since the data was only available in percentage form, most statistics were derived by calculating the median. The information that includes the Total Development Costs of each project, which would allow the calculation of mean averages and analyze whether MBE percentages tend to be higher or lower based on the size of the project, was largely incomplete and thus discarded from the following analyses.

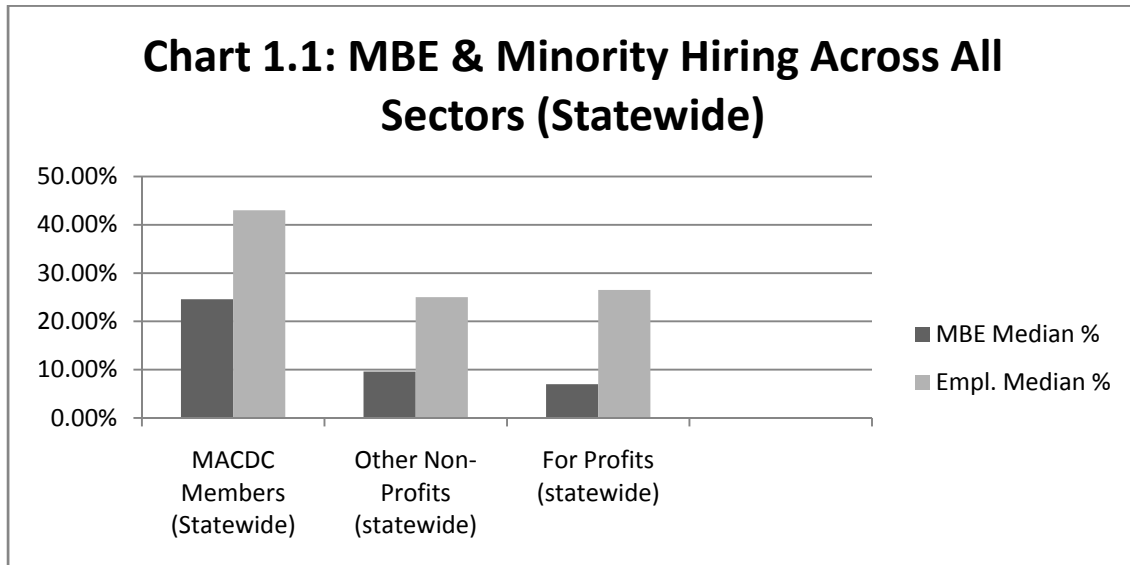
We are confident that the MHIC data set is large and diverse enough to provide us with clear indicators of trends and current practices. However, the challenges we experienced in collecting consistent and complete data on the full set of affordable housing developments across the state suggests a need for investors and policy makers to work together to develop a common set of data collection methods and practices.

² Correspondence with Mark Erlich. April 24th, 2008.

III. Data Analysis and Research Findings

As Table and Chart 1.1 reveal, in comparison to other non-profit and for-profit organizations, MACDC members statewide (including Boston) have achieved higher MBE contracting and minority hiring percentages in their development projects with medians of 24.58% and 43.00% respectively. During the period between 2002 and 2007, MACDC members statewide completed housing projects with an aggregate total development cost of \$778,541,258.³ Thus, it can be estimated that 24.58% of this total development cost over a five-year period equals the contracting awards granted to minority owned enterprises by MACDC members. MACDC members invested approximately \$191,365,441 on MBEs across Massachusetts. This number is probably a bit conservative since the MBE percentage is higher in Boston and a significant percentage of the CDC development work is in Boston.

	MBE Median %	Empl. Median %
MACDC Members (Statewide)	24.58%	43.00%
Other Non-Profits (statewide)	9.62%	25.00%
For Profits (statewide)	7.00%	26.50%



³ MACDC GOALS (Growing Opportunities, Assets, and Leaders across the Commonwealth) Reports 2002-2007.

Project Profile

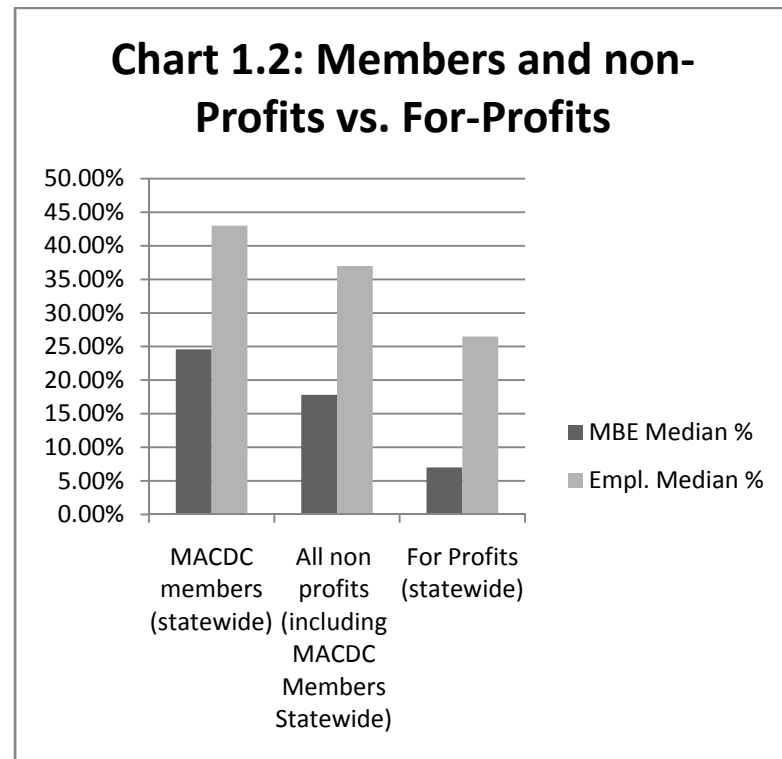
Egleston Power Station



Developed by Urban Edge Housing Corporation (UE) and Boston Neighborhood Network (BNN), Egleston Power Station was converted from an abandoned substation that served trolleys in the early 1900s into a state-of-the-art and historically symbolic facility that houses BNN’s production offices. For its rehabilitation, the project required a lot of specialized work involving masonry and it was challenging to find MBEs with experience in this specialized trade. In order to meet Urban Edge, MHIC and the City of Boston’s MBE and minority goals, UE developed a successful and collaborative relationship with its general contractor, AJ Martini. UE shared with Martini their own MBE list in order to supplement Martini’s experience, which was primarily in the suburbs where there are fewer MBEs (Maslan). Through this collaborative approach between developer and contractor, Egleston Power Station achieved 25% MBE and 39% minority employment participation.

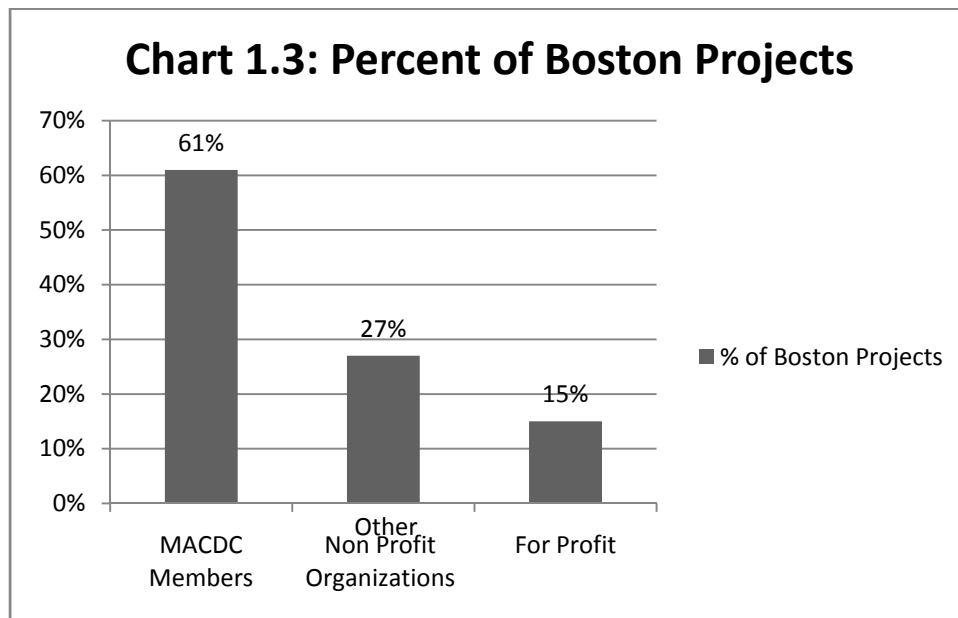
Overall, all MACDC members (Boston and across Massachusetts), achieved significantly higher MBE and minority percentages (see Table and Chart 1.2). All non-profits, including MACDC members, also achieved higher MBE and minority employment percentages (17.82% and 37.00%) than their for-profit counterparts (7.00% MBE and 26.50% minority employment).

	MBE Median %	Empl. Median %
MACDC members (statewide)	24.58%	43.00%
All non profits (including MACDC Members Statewide)	17.82%	37.00%
For Profits (statewide)	7.00%	26.50%



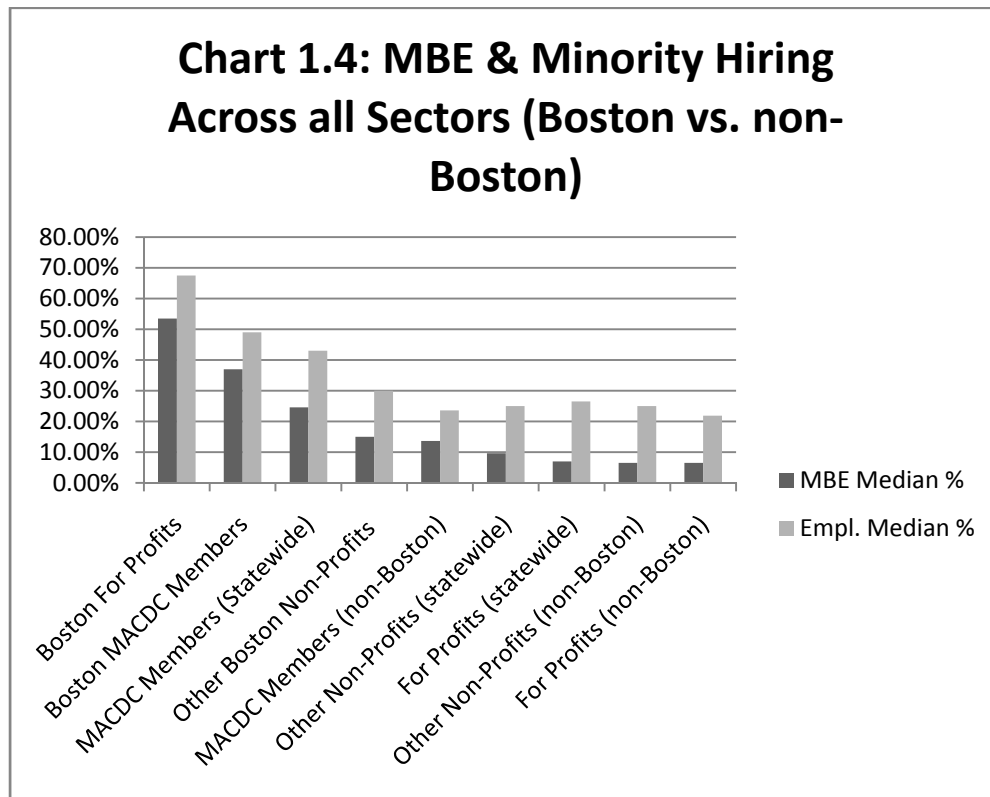
Projects in Boston have a significant geographic advantage regarding minority achievement rates due to Boston’s larger supply of minority workers and contractors. In fact, developers, general contractors and funders such as MassHousing and MHIC set higher minority goals in Boston. For the purposes of this analysis, Boston projects have been identified in the MACDC membership, other non-profit and for profit sectors. More than half the projects developed by MACDC members (61%) were in Boston (see Table and Chart 1.3). The data for the nonprofit sector included 27% Boston projects and the for-profit sector only had a small number of projects in Boston (8 out of 54, or 15%).

	Boston Projects	Total Projects	% of Boston Projects
MACDC Members	39	64	61%
Other Non Profit Organizations	13	48	27%
For Profits	8	54	15%



As Table and Chart 1.4 show, Boston for profits projects achieved a higher MBE (53.50%) and employment percentages (67.50%) than MACDC Boston members (37.00 % MBE and 49.00% employment) and Boston non-profits (15.00% MBE and 30.00% employment). Overall, across all three sectors, developers in Boston performed better than their non-Boston counterparts. Outside of Boston, MACDC members achieved a higher MBE percentage (13.62%) than the other non-profits (6.50%) and for-profits (6.50%).

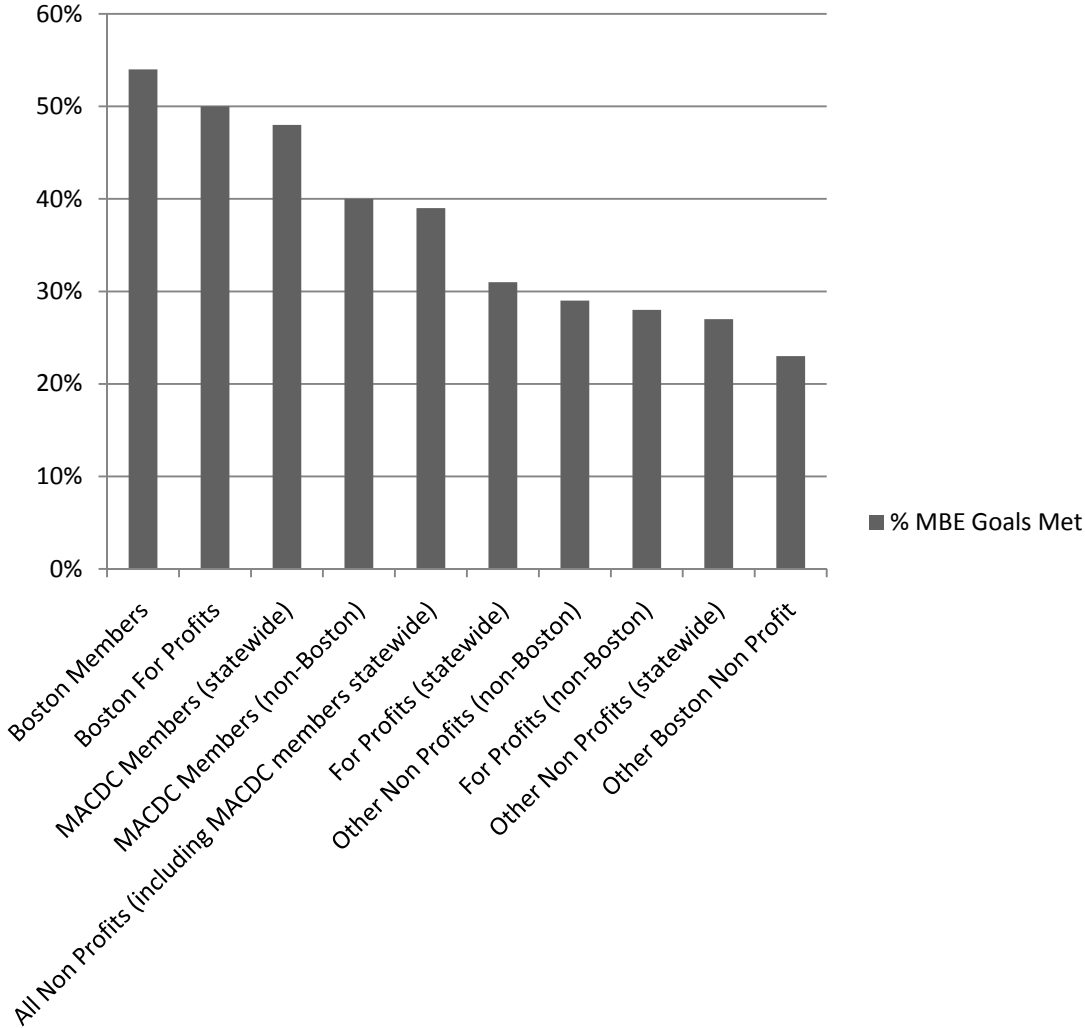
Table 1.4: MBE & Minority Hiring Across all Sectors (Boston vs. non-Boston)		
	MBE Median %	Empl. Median %
Boston For Profits	53.50%	67.50%
Boston MACDC Members	37.00%	49.00%
MACDC Members (Statewide)	24.58%	43.00%
Other Boston Non-Profits	15.00%	30.00%
MACDC Members (non-Boston)	13.62%	23.58%
Other Non-Profits (statewide)	9.62%	25.00%
For Profits (statewide)	7.00%	26.50%
Other Non-Profits (non-Boston)	6.50%	25.00%
For Profits (non-Boston)	6.50%	21.87%



A further analysis on the achievement of goals was developed in order to add statistical validity to the analysis. As previously stated, the goals are established by MHIC and the developer and are mainly determined by past achievements in a specific geographic area and are constantly advancing to achieve higher performance. Thus, MHIC does not maintain a specific set of goals but instead works closely with developers and contractors to constantly set higher goals on a project-to-project basis. Table and Chart 1.5 show the achievement of MBE goals across all sectors. Boston MACDC members met MBE goals in 54% of the projects while Boston for profits met their goals in 50% of the projects. Statewide, MACDC members met 48% of the goals while for profit developers met 31% of the goals. The better achievement rate in Boston does not repeat itself in the rest of the non-profit sector, with non-profit developers statewide meeting more goals (27%) than Boston non-profits (23%).

	Total # Projects	# MBE Goals Met	% MBE Goals Met
Boston Members	39	21	54%
Boston For Profits	8	4	50%
MACDC Members (statewide)	64	31	48%
MACDC Members (non-Boston)	25	10	40%
All Non Profits (including MACDC members statewide)	112	44	39%
For Profits (statewide)	54	17	31%
Other Non Profits (non-Boston)	35	10	29%
For Profits (non-Boston)	46	13	28%
Other Non Profits (statewide)	48	13	27%
Other Boston Non Profit	13	3	23%

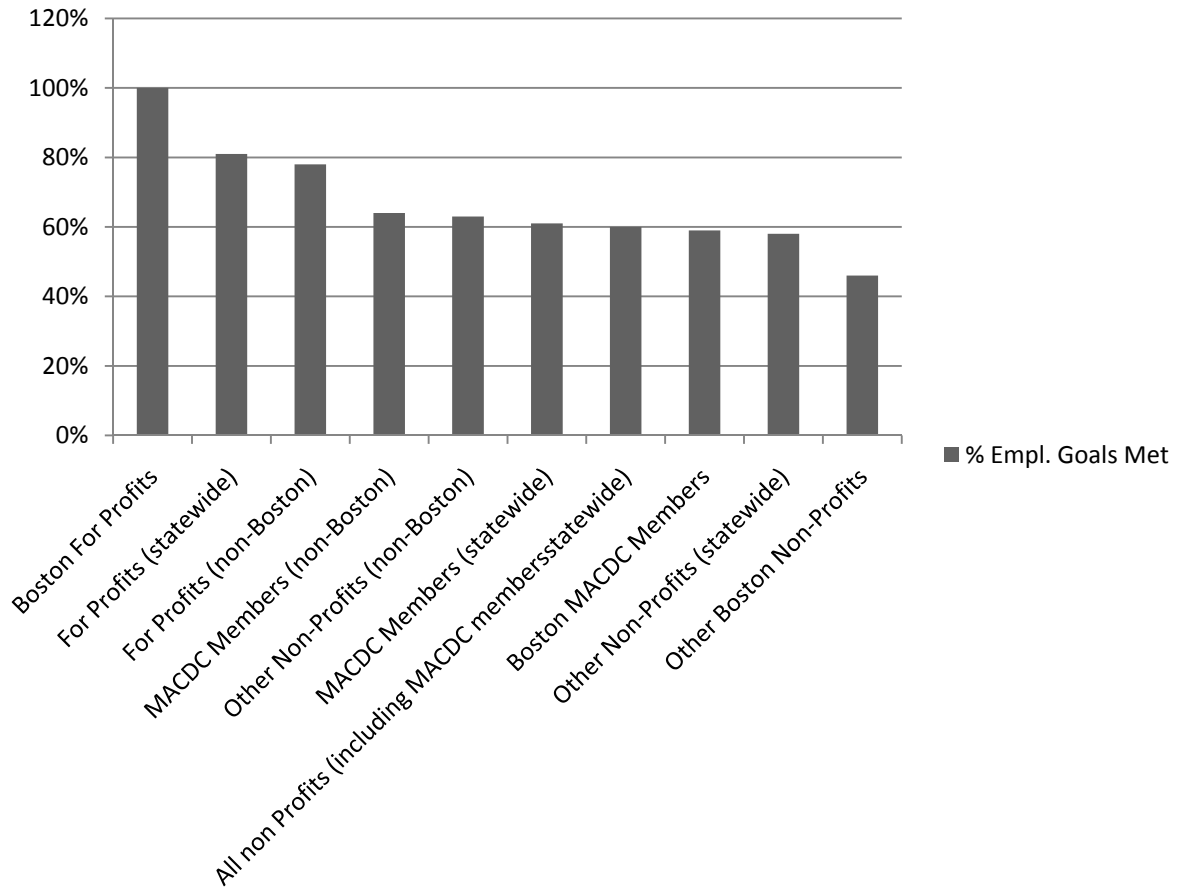
Chart 1.5: Achievement of MBE Goals Across All Sectors



Regarding the achievement of employment goals (see Table and Chart 1.6), Boston for-profits met their goals in all eight projects (100%). For-profits statewide and for-profits (non-Boston) also had an outstanding performance and met 81% and 78% of minority employment goals respectively. In comparison to Boston MACDC members (59%), MACDC members outside of Boston performed better with 64% of projects meeting employment goals. All non-profits, including MACDC members, met 60% of minority goals. Overall, projects in Boston did not perform significantly better in this area of analysis.

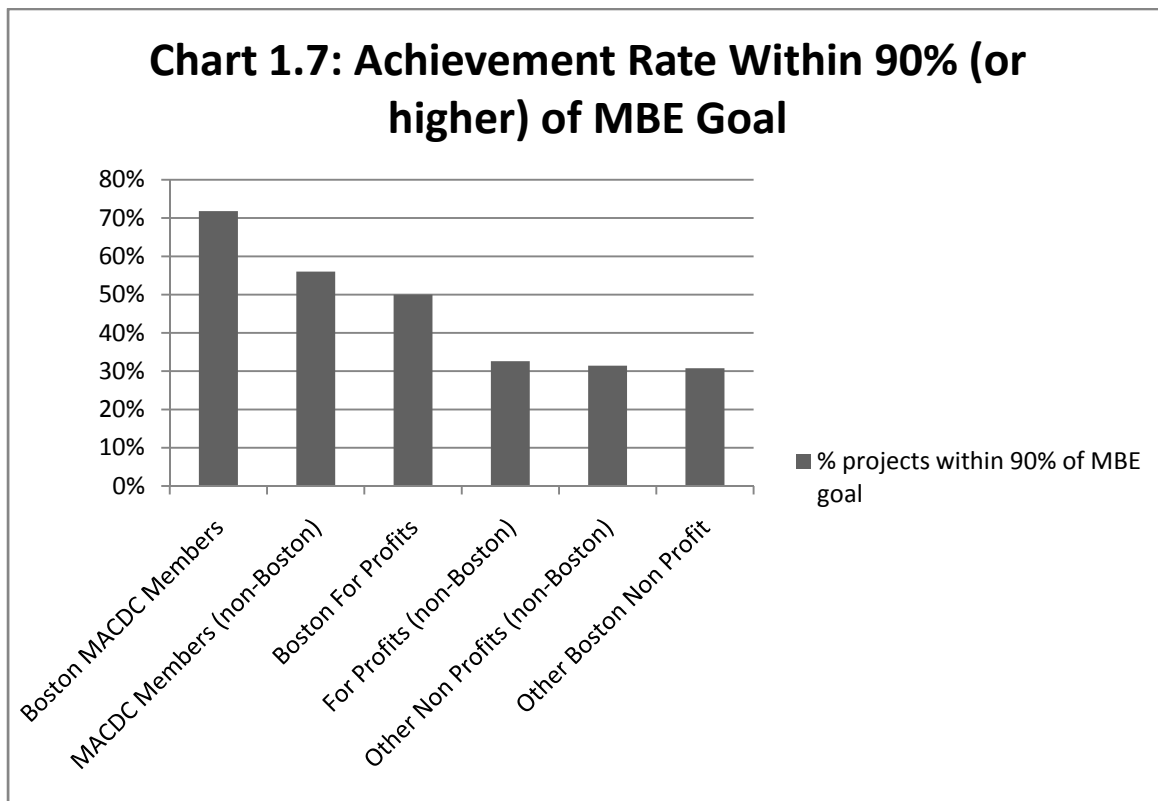
Table 1.6: Achievement of Empl. Goals Across all Sectors			
	Total # Projects	# Empl. Goals Met	% Empl. Goals Met
Boston For Profits	8	8	100%
For Profits (statewide)	54	44	81%
For Profits (non-Boston)	46	36	78%
MACDC Members (non-Boston)	25	16	64%
Other Non-Profits (non-Boston)	35	22	63%
MACDC Members (statewide)	64	60	61%
All non Profits (including MACDC members)	112	44	60%
Boston MACDC Members	39	23	59%
Other Non-Profits (statewide)	48	28	58%
Other Boston Non-Profits	13	6	46%

Chart 1.6: Achievement of Empl. Goals Across All Sectors



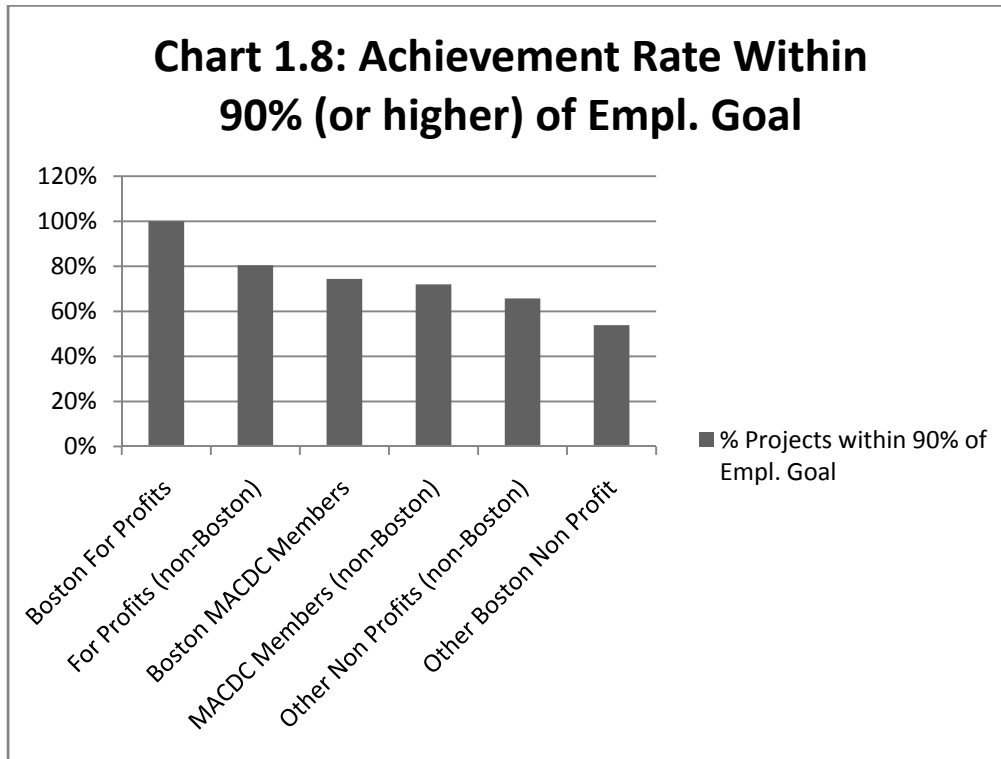
It is important to note that MBE contracting and minority hiring goals are set at a high standard in order to serve as reaching points. Thus, the following calculations serve to strengthen the analysis by providing a fair recognition of the projects that almost reached the contracting and hiring goals. Tables and Charts 1.7-1.8 show the percentage of projects within each sector that were within 90% or higher of their MBE and minority employment goals. Seventy two percent of Boston MACDC members and 56% of MACDC members outside of Boston met their goals or were within 90% of reaching their goals (Table and Chart 1.7). By contrast, only 33% of for profit projects outside of Boston (46 projects total) were close to achieving their goals. Half of the Boston for-profit projects (8 projects total) surpassed their goals. In Boston, 31% of non-profit projects were within 90% of reaching their goals.

Table 1.7: Achievement Rate within 90% (or higher) of MBE Goal			
	Total # Projects	# Projects within 90% of MBE goal	% projects within 90% of MBE goal
Boston Members	39	28	72%
MACDC Members (non-Boston)	25	14	56%
Boston For Profits	8	4	50%
For Profits (non-Boston)	46	15	33%
Other Non Profits (non-Boston)	35	11	31%
Other Boston Non Profit	13	4	31%



Regarding the achievement rate of minority employment goals, 74% of Boston MACDC members met their goals or were within 90% of reaching them. MACDC members outside of Boston met their goals or were very close to achieving their goals 72% of the time. The for profit sector performed better than the non-profit sector as 100% of Boston for profits (8 projects total) and 80% of for profits outside of Boston either surpassed their goals or were very close to achieving them.

Table 1.8: Achievement Rate within 90% (or higher) of Empl. Goal			
	Total # Projects	# Projects within 90% of Empl. Goal	% Projects within 90% of Empl. Goal
Boston For Profits	8	8	100%
For Profits (non-Boston)	46	37	80%
Boston MACDC Members	39	29	74%
MACDC Members (non-Boston)	25	18	72%
Other Non Profits (non-Boston)	35	23	66%
Other Boston Non Profit	13	7	54%

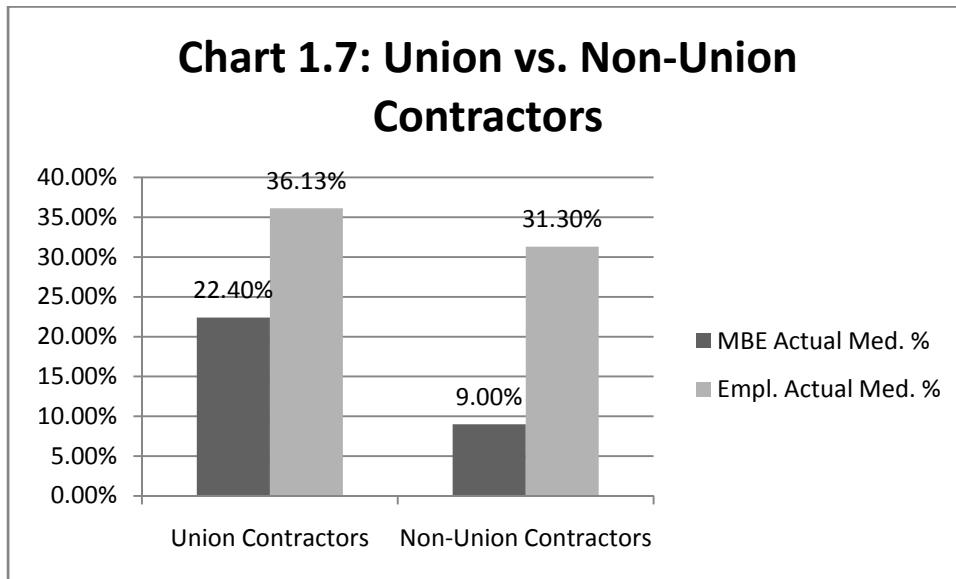


Although the differences were not as pronounced in the union / non-union analysis (Table and Chart 1.7), the union contractors (defined as those contractors who are signatories with the Carpenter’s Union) achieved higher MBE percentages (22.40%) than the non-union contractors (9%). This may be due in part to the higher percentage of union contractors in Boston and other urban areas where there is also a higher rate of MBE contracting and minority hiring.

TABLE 1.3

TABLE 1.7: Union vs. non-Union Contractors		
	MBE Med. %	Empl. Med. %
Union Contractors	22.40%	36.13%
Non-Union Contractors	9.00%	31.30%

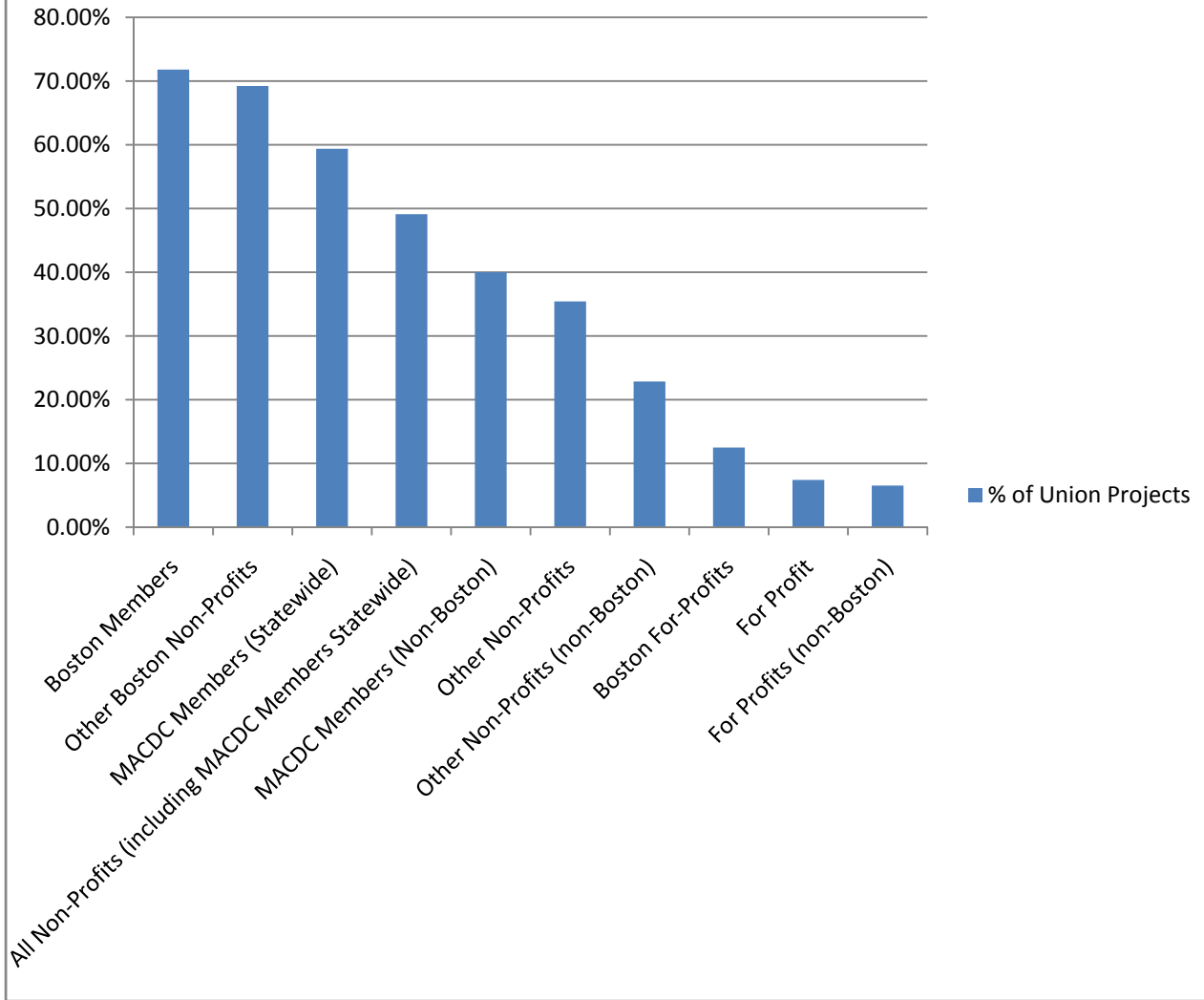
CHART 1.3



As Table 1.8 and Chart 1.8 show, in comparison to the for-profit and the rest of the non-profit sector, MACDC members hired more union contractors for the development projects. Boston MACDC members hired union contractors in 71.79% of their projects and members statewide in 59.38%. In comparison, the rest of the non-profit sector statewide only hired union contractors in 35.42% of their projects, while for-profit developers statewide only hired union contractors in 7.41% of the cases. For-profits in general hired very low percentages of union contractors (12.50% in Boston and 6.52% outside of Boston). In comparison, all non-profits, including MACDC members statewide, hired union contractors in 49.11% of the projects.

	Total # Projects	# Union Contractor Projects	% of Union Projects
Boston Members	39	28	71.79%
Other Boston Non-Profits	13	9	69.23%
MACDC Members (Statewide)	64	38	59.38%
All Non-Profits (including MACDC Members Statewide)	112	55	49.11%
MACDC Members (Non-Boston)	25	10	40.00%
Other Non-Profits	48	17	35.42%
Other Non-Profits (non-Boston)	35	8	22.86%
Boston For-Profits	8	1	12.50%
For Profits	54	4	7.41%
For Profits (non-Boston)	46	3	6.52%

Chart 1.8: Union Contracting Analysis



Contractor Profile

CWC Builders, Inc

CWC Builders, Inc. is a well-established general contractor that has built and renovated commercial and residential properties throughout New England. Its projects are valued at close to one billion dollars. CWC is based in Newton, Massachusetts and its work involves various trades such as selected masonry, demolition, rough carpentry, finish carpentry, and landscaping. At this year's MassHousing M/WBE Trade Fair, Bruce Polishook, President of CWC, was presented with an achievement award. CWC has adopted a pro-active approach to develop an effective relationship with various M/WBEs and to achieve high diversity workforce percentages (). In addition, CWC works closely with MassHousing in trying to achieve high M/WBE percentages. Subcontractors working with CWC for the first time are made aware of the high expectations regarding minority, women and resident hiring goals. Apart from the goals set by the funders such as MHIC, CWC has its own set of goals on most projects: 25% minority; 10% female; 50% resident workforce (with a focus on low-income residents). CWC has sponsored skilled individuals to develop a business venture in the construction business and successfully enter the market as an MBE or WBE. For example, when CWC was working on the CDC sponsored project, Maverick Gardens, CWC sponsored Andres Otero to establish his security business. As the developer for the project, East Boston CDC also played a key role in the negotiations with Otero by providing him with technical assistance to develop a successful financial plan. Otero became the main person in charge of Maverick Garden's security while being a tenant there. He now has his own home and his own security company, AO Security. In its recruiting sessions, CWC has also identified promising individuals and sponsored them to attend apprenticeship programs. CWC also engages in joint ventures with smaller subcontractors to mentor them in the construction business. In the past, CWC has provided guidance to smaller subcontractors such as Tara and Thomas Construction, both of which are now prevalent and reputable general contractors in the field.

Signatory to the Carpenter's and Labors' Unions, CWC is restricted to finding union workers for those trades. However, according to Fuller, this does not pose an obstacle to hiring minorities since unions help with achieving minority hiring goals. For CWC, the biggest challenge is the shortage of qualified minority individuals and training in the construction business. According to the MHIC data analyzed in this report, CWC was the most used contractor with 15 MHIC financed projects and was among the best performing contractors with a median MBE achievement of 28%.

In an attempt to identify the most prevalent contractors among MHIC's financed projects and their diversity performance rates, tables 2.1 and 2.2 were developed. Among the most used and better performing contractors with regards to MBE percentages, it is important to highlight Thomas Construction, CWC Builders, and Vertec, with median percentages of 57.17%, 28% and 26.37% respectively. These percentages are well above the overall average of 17.88%. Thomas Construction is certified as a Minority Business Enterprise in the state of Massachusetts by the State Office of Women/Minority Business Association (SOWMBA). Although Ogiste, Far East, and Lorenzovest only developed one project each, their achievement rate is outstanding with 80%, 74.70% and 70% respectively. For the minority employment results, it is important to highlight the performance of Long Bay, Far East, Cruz Construction and Ogiste, each with one project. Among the most used contractors, it is important to highlight Thomas Construction, Tara, Vertec, Bilt Rite, CWC, and River Valley all with percentages higher than 40%. The most prevalent contractor was CWC Builders with 15 projects out the total 168. Out of these 15 projects, 10 were developed by MACDC members across Massachusetts. CWC Builders achieved a notable MBE percentage of 28.00% and a diversity work percentage of 42.00%.

TABLE 2.1: MBE Contractor Analysis

Contractors	Values	
	Sum of Number of Projects	Average of MBE Actual Med. %
Ogiste	1	80.00%
Far East	1	74.70%
Lorenzovest	1	70.00%
Long Bay	1	63.00%
Crosswinds	1	59.00%
Thomas	6	57.17%
Cruz Const.	1	54.00%
Tara	3	52.00%
Bowen	1	50.00%
Knollmeyer	1	35.00%
CWC	15	28.00%
Vertec	6	26.37%
Landmark	4	24.80%
EMRG	1	24.80%
Bilt Rite	7	24.00%
CB Const.	1	24.00%
Macomber	6	22.90%
Suffolk	6	22.05%
Metric Construction	2	22.00%
WT Rich	1	22.00%
Cranshaw	1	20.16%
Eastern GC	1	19.36%
Sid Kumins	1	18.00%
Cushing Const.	1	18.00%
Timberline	1	17.63%
JJ Welch	2	17.20%
Sturdy Oak Const.	1	17.00%
AJ Martini	2	16.73%
Lee Kennedy	1	16.55%
Corcoran Jennison Const.	1	16.00%
Jeff Sager	1	16.00%
LD Russo	1	15.23%
RAC Builders	1	15.00%
Midland Const.	1	14.22%
RW Granger	1	14.00%
Taylec	1	13.62%
Brian Shorten	2	13.00%
Dellbrook	2	12.26%
Levis Companies	1	12.00%
Teagno	1	11.00%
Shawmut	1	10.83%
Sasso	1	10.65%
MIA	1	10.60%
Deiulis Brothers	1	10.33%
Saloomey	2	10.00%
Cornerstone	1	9.50%
Poutous	1	9.00%
Plumb House	2	8.40%
Kimball Court Const.	1	7.00%
River Valley	3	7.00%
Keith	15	6.50%
Sotir Papalilo	2	6.20%
Frank Gorman	1	6.00%
Banner	1	6.00%
Russell Street	2	5.30%
S&B/Integrity	1	5.30%
Hodess	1	5.20%
NL Const.	5	5.00%
Picard	1	4.30%
Eckman	3	4.00%
Barr & Barr	2	3.91%
Commodore	1	3.71%
Enfield Enterprises	1	3.08%
Columbia	1	2.83%
Bufftree	6	2.83%
Peabody	1	2.45%
BW Const.	1	2.31%

JM Coull	1	1.72%
Allegro	2	1.61%
Hampshire Devel.	1	1.00%
Consigli	2	0.84%
Ted Malone	4	0.81%
Cutler	3	0.00%
Ransford	1	0.00%
Grand Total / Overall Average	163	17.88%

TABLE 2.2: Employment Contractor Analysis

Contractors	Values	
	Sum of Number of Projects	Average of Empl. Actual Med. %
Long Bay	1	90.00%
Far East	1	87.50%
Cruz Const.	1	77.00%
Ogiste	1	72.00%
Picard	1	70.30%
Peabody	1	69.10%
Lorenzovest	1	69.00%
Crosswinds	1	67.00%
Sid Kumins	1	65.00%
Thomas	6	60.26%
Tara	3	60.00%
RW Granger	1	59.60%
JJ Welch	2	59.10%
Hampshire Devel.	1	59.00%
Vertec	6	52.26%
Timberline	1	51.52%
Cutler	3	51.02%
Cushing Const.	1	51.00%
Banner	1	48.00%
Landmark	4	46.97%
Bilt Rite	7	45.00%
Dellbrook	2	44.28%
Midland Const.	1	43.60%
Bowen	1	43.00%
Metric Construction	2	42.00%
CWC	15	42.00%
River Valley	3	42.00%
EMRG	1	41.98%
MIA	1	41.15%
CB Const.	1	40.00%
Levis Companies	1	38.00%
Knollmeyer	1	35.00%
Brian Shorten	2	34.00%
Macomber	6	33.83%
Keith	15	31.95%
S&B/Integrity	1	31.80%
Cornerstone	1	31.30%
Poutous	1	31.00%
AJ Martini	2	30.93%
Sotir Papalilo	2	27.65%
Columbia	1	26.79%
Deiulis Brothers	1	26.23%
Commodore	1	25.33%
RAC Builders	1	25.00%
Ted Malone	4	24.97%
Sturdy Oak Const.	1	24.00%
Suffolk	6	23.30%
Sasso	1	22.73%
LD Russo	1	21.59%
WT Rich	1	21.00%
Plumb House	2	18.50%
Cranshaw	1	17.92%
Saloomey	2	17.50%
Russell Street	2	17.00%
Bufftree	6	16.77%
NL Const.	5	16.57%
Lee Kennedy	1	16.29%
Shawmut	1	16.18%
Jeff Sager	1	15.00%
Consigli	2	14.71%
Barr & Barr	2	13.17%
Kimball Court Const.	1	13.00%
Teagno	1	12.00%
Hodess	1	11.00%
Taylec	1	10.38%
Eastern GC	1	10.37%
Frank Gorman	1	8.96%

Allegrone	2	8.23%
Eckman	3	7.20%
Corcoran Jennison Const.	1	6.00%
Enfield Enterprises	1	4.25%
BW Const.	1	4.06%
JM Coull	1	3.70%
Ransford	1	3.00%
Grand Total / Overall Average	163	34.31%

IV. Conclusions and Promising Practices

The data derived from the Massachusetts Housing Investment Corporation (MHIC) provides a valuable and representative sample of 169 development projects constructed during the past ten years. A comparative analysis of MBE, minority and union hiring across MACDC member organizations (Boston and non-Boston) and other non-profit, for profit and public organizations reveals encouraging findings for MACDC members. As community based organizations that are committed to the development and socio-economic empowerment of their communities, MACDC members statewide show a better track record of achieving higher MBE and minority workforce goals. MACDC members statewide out-performed their other non-profit and for profit counterparts in MBE contracting and minority hiring. For projects only in Boston, for-profits achieved higher MBE and minority hiring percentages. With regards to the achievement of MBE contracting goals, MACDC members met a higher percentage of goals. For profits in general met a higher percentage of minority hiring goals than their non-profit counterparts, including MACDC members. It is important to note that projects developed in Boston have a demographic advantage with a higher supply of MBE contractors and minority workforce. Developers, general contractors and funders such as MassHousing and MHIC set higher minority goals in Boston. In comparison to the rest of the non-profit and for-profit sectors, MACDC members had a significantly higher percentage of projects based in Boston. In fact, the for-profit sector had just 8 projects in Boston making for a data set that is probably too small to draw firm conclusions. Overall, projects of MACDC members came closer (within 90% reach) to achieving MBE contracting goals than the for-profits outside Boston (46 projects total).

Based on the interviews with CWC Builders, CDCs, Mass Housing and MHIC conducted for this study, the higher MBE and minority workforce performance of MACDC members statewide is mainly the result of the forging of selective and intentional partnerships between contractors, funders and developers. As one of the major financiers of affordable housing in Massachusetts, MHIC sets strict standards for achieving ambitious minority employment and minority business utilization goals. MHIC works closely with its customers to achieve higher performance. Although this report did not analyze data provided by Mass Housing, it is important to note its commitment to the advancement of minority and women businesses. The Compliance and Diversity Division “leads MassHousing’s efforts in providing economic and community development opportunities for minority- and women-owned businesses (M/WBEs) that have been historically underrepresented in the housing construction and property management fields” (MassHousing Compliance and Diversity Mission Statement). MassHousing’s annual Trade Fair is one of its many initiatives to promote equal opportunity and affirmative action. The Trade Fair provides MBEs and WBEs an equal chance to compete for business generated by MassHousing-financed properties and promotes networking, education and the creation of new business relationships. The Trade Fair’s awards ceremony shows the recognition and support for contractors that achieve high MBE goals. MassHousing also works closely with developers and contractors to set goals for both MBE and WBE subcontracting and minority and female hiring. After the goals are agreed upon, MassHousing assists the developer and general contractor in meeting them.

Apart from the crucial and mission-oriented support from financiers such as MHIC and MassHousing, the commitment of both contractors and developers is vital to the high percentage achievement of MBE and minority goals. As one of the most used and better performing contractors among MHIC financed projects, CWC Builders is an exemplary general contractor. By setting its own minority workforce and MBE goals, sponsoring skilled individuals, providing guidance to smaller sub-contractors and working closely with developers, CWC Builders has developed a mission-oriented strategy that has yielded outstanding results. Urban Edge, a Boston MACDC member, has also focused on developing collaborative working relationships with general contractors in order to achieve high minority and MBE goals. As the development of the Egleston Power Station reveals, Urban Edge was successful at working together with the general contractor, AJ Martini, to ensure that goals were met. According to Noah Maslan, Director of Real Estate at Urban Edge, contractors have the ability to reach diversity goals if they make a concerted effort and it is part of their mission. Other CDCs report similar experiences. For example, in the development of Olmsted Green, a forty-two-acre mixed-use, mixed-income community project, Lena Park has forged a successful partnership with the New Boston Fund. Lena Park describes the key partnership as “bringing together two highly complementary forces working in harmony—a rich source of invaluable community understanding with a well-financed, experienced developer.”⁴ These types of innovative and methodological partnerships are a promising strategy for achieving high MBE contracting and minority hiring goals.

Overall, MACDC members hired more union contractors than the non-profit and for-profit sectors. Moreover, union contractors, defined as signatories with the Carpenters Union, achieved higher MBE percentages than non-union contractors. According to Carol Fuller at CWC Builders, which is a signatory to both the Carpenters Union and the Labors’ Union, being restricted to finding union laborers does not pose an obstacle to achieving high minority and MBE goals. In fact, unions help with achieving set minority and MBE goals on a project-to-project basis. This seems to contradict the common assumption that the goals of contracting with union companies competes with MBE and minority hiring goals. Further research is needed to examine this issue since the results here could be complicated by the fact that urban projects tend to have higher rates of both unions and MBEs as do those sponsored by non profits (in particular MACDC’s Boston members). This makes it hard to isolate one factor and determine causation.

The limitations encountered while gathering data for this report revealed that there is not reliable, abundant, and consistent data on M/WBE, union contracting and minority hiring rates. This inhibits the ability to conduct comprehensive research in this area. The recent passage of the amendment of Ordinance § 4-4 “Promoting Minority and Women Owned Business Enterprises in the City of Boston,” will significantly enhance the City’s databases on MWBE contracting, which will facilitate and strengthen the research methodology for future studies within the field of contractor diversity.

⁴ Lena Park CDC website: www.lenapark.org

Based on these conclusions, the following recommendations for promising practices were developed.

1. The City of Boston and financiers such as Mass Housing and MHIC must adhere to similar data collection practices in order to develop consistent and usable databases on M/WBE contracting, minority hiring rates and union participation.
2. Forging collaborative and methodological partnerships between contractors, developers and financiers facilitates the achievement of high minority rates and MBE contracting.
3. There is an urgent need for more workforce training programs in the construction business such as in vocational schools (high school level or adult training programs).
4. CDCs need to learn from each other about successful strategies for achieving high MBE and minority hiring goals.
5. Unions and CDCs can and should work collaboratively to achieve higher MBE and minority hiring results.
6. CDCs and public agencies should identify strategies for helping to start new MBE firms and grow existing ones so that there is the capacity to meet higher goals.
7. Developers who have strong records of performance in this area should be publicly recognized and should receive additional consideration when applying for public funds. Currently, the Qualified Allocation Plan developed by DHCD gives project sponsors an extra six points if the project team includes a W/MBE partner. Given the fact that projects in Boston generally achieve higher MBE goals, it might be useful for DHCD to renew its strategy and consider geographic location when allocating points.

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VI. Appendix

MBE and Minority Employment Data on MHIC Loan, Equity and New markets Tax Credit (NMTC) Projects (169).

Appendix A: MHC loan, equity and New Markets Tax Credit (NMTC) projects

Project Name	Community	Sponsor	Sponsor Type	Contractor	Union?	% Compl.	MBE Goal	MBE Actual	Empl. Goal	Empl. Actual	Period Ending
Academy Homes	Boston	Urban Edge	Boston Member	Macomber	x	100%	37%	37.00%	50%	48.00%	12/31/1999
Atlantic Works	Boston	EBCDC	Boston Member	MIA		100%	40%	10.60%	50%	41.15%	8/8/2007
Brewery	J. Plain	JPNDC	Boston Member	Commodore	x	100%	30%	3.71%	30%	25.33%	7/31/2006
Brunswick Holborn	Dorchester	Dorchester Bay EDC	Boston Member	Thomas	x	100%	28%	51.34%	40%	60.52%	7/31/2007
Ceylon Field Apartments	Dorchester	Dorchester Bay EDC	Boston Member	Bowen / Vertec		100%	50%	50.00%	50%	43.00%	9/1/2001
Chelsea NHS/615 Broadway	Chelsea	Chelsea NHS	Boston Member	Timberline		100%	25%	17.63%	40%	51.52%	11/30/2007
Clara Muhammad	Dorchester	Dorchester Bay EDC	Boston Member	Vertec		100%	30%	20.00%	40%	47.00%	2/28/2003
Cleaves Court	Roxbury	Urban Edge	Boston Member	Tara	x	100%	50%	60.00%	50%	60.00%	9/1/2001
Columbia Wood	Dorchester	Dorchester Bay EDC	Boston Member	Vertec		100%	28%	25.37%	40%	52.92%	3/31/2007
Dudley Terrace	Dorchester	Dorchester Bay EDC	Boston Member	Tara/ M.O'Connor	x	100%	40%	52.00%	50%	49.00%	7/13/2001
Dudley Village North	Dorchester	Dorchester Bay EDC	Boston Member	Vertec		36.5%	40%	27.37%	50%	50.60%	12/31/2007
Egleston Crossing	Roxbury	Urban Edge	Boston Member	Macomber	x	100%	10%	12.80%	50%	24.66%	10/31/2005
Egleston Power Station	Roxbury	Urban Edge	Boston Member	AJ Martini	x	100%	40%	25.16%	40%	39.08%	12/15/2007
Fortes House	South End	ETC Devel. Corp.	Boston Member	CWC	x	100%	30%	21.90%	30%	52.00%	7/31/2004
Hano Homes	Allston	Allston Brighton CDC	Boston Member	Tara Const.	x	100%	30%	46.40%	50%	75.00%	2/10/2003
Harvard Hill	Boston	Urban Edge	Boston Member	Bilt Rite	x	100%	31%	34.00%	35%	46.00%	7/23/2003
Hibernian Arts	Roxbury	Madison Park Dev. Corp.	Boston Member	CWC	x	100%	26.5%	26.67%	42%	42.00%	12/31/2004

Holborn Terrace	Boston	Quincy Geneva	Boston Member	Bilt Rite	x	100%	35%	26.00%	50%	69.00%	11/27/2000
Howard Dacia	Dorchester	Nuestra	Boston Member	Vertec		100%	40%	46.80%	45%	65.00%	1/31/2004
Hyde Park (Urban Edge)	Roslindale	Urban Edge	Boston Member	Thomas	x	100%	60%	73.00%	50%	56.00%	9/24/2001
Infill 2	Roxbury	Nuestra	Boston Member	Crosswinds/Thomas?	x	100%	60%	59.00%	50%	67.00%	3/1/1998
Long Glen	Boston	Allston Brighton CDC	Boston Member	CWC	x	100%	30%	40.90%	50%	36.05%	1/31/2007
Morville House	Boston	Fenway CDC	Boston Member	Suffolk	x	100%	30%	2.37%	30%	18.90%	5/31/2005
Palladio Hall	Roxbury	Nuestra	Boston Member	Bilt Rite	x	100%	47%	51.00%	60%	60.00%	11/1/1999
Pondview Apts.	J. Plain	Jamaica Plain NDC	Boston Member	Macomber	x	100%	36%	33.00%	50%	43.00%	11/30/2001
St. Botolph	South End	Fenway CDC	Boston Member	Suffolk	x	100%	23.8%	22.40%	30%	23.30%	5/31/2003
Sargent Prince	Roxbury	Nuestra	Boston Member	Thomas	x	100%	60%	63.00%	50%	74.00%	3/1/1998
Savin Creston	Roxbury	Quincy Geneva	Boston Member	Thomas	x	100%	50%	82.00%	50%	60.00%	9/1/2001
South End Apartments	South End	ETC Devel. Corp.	Boston Member	CWC	x	100%	50%	52.00%	50%	49.00%	7/1/2002
Uphams Corner	Dorchester	Dorchester Bay EDC	Boston Member	CWC	x	100%	50%	47.00%	50%	67.00%	3/1/1998
Victoria Apartments	South End	ETC Devel. Corp.	Boston Member	CWC/Tara	x	100%	50%	50.00%	50%	49.00%	12/31/2002
Viviendas	South End	ETC Devel. Corp.	Boston Member	CWC/Tara	x	100%	50%	49.70%	50%	51.00%	2/28/2002
Wardman Apartments	Roxbury	Urban Edge	Boston Member	Macomber	x	100%	50%	51.40%	50%	51.00%	3/31/2002
2201 Washington Street	Boston	Madison Park Dev. Corp.	Boston Member	Midland Const.	x	100%	40%	14.22%	50%	43.60%	5/31/2007
71 Westland	Boston	Fenway CDC	Boston Member	Landmark		100%	23%	30.00%	30%	73.00%	1/31/2001
Westminster Apartments	Roxbury	Urban Edge	Boston Member	Landmark		100%	40%	43.00%	50%	48.00%	3/23/2003
Wilder Gardens	Dorchester	Dorchester Bay EDC	Boston Member	Vertec/Bowen		100%	50%	49.00%	50%	76.00%	6/12/1999

MAHA	Boston	MAHA	Boston Member	Lee Kennedy	x	33.7%	40%	16.55%	50%	16.29%	1/15/2008
Acushnet	New Bedford	Women's Institute HED	Boston Member	Bufftree		100%	10%	11.81%	10%	33.60%	11/30/2005
Crocker/Cutlery II	Turners Falls	FCRHA	Member	NL Const.		100%	8%	9.00%	10%	7.00%	2/6/2002
Moltenbrey	Turners Falls	Franklin County RHA	Member	BW Const.		100%	5%	2.31%	5%	4.06%	7/14/2005
New Court Terrace	Springfield	HAP	Member	NL Const.		96%	5%	1.24%	10%	23.58%	5/5/2005
Quadrangle Court	Springfield	HAP	Member	NL Const.		87%	15%	5.00%	15%	10.00%	9/1/2001
Veterans SRO	Bedford	Caritas	Member	Bilt Rite	x	100%	10%	9.62%	20%	32.18%	5/31/2007
Capital Square	Pittsfield	Berkshire HDC	Member	Allegrone		100%	2.5%	3.22%	2.5%	16.45%	5/31/2005
Beacon St. SRO	Brookline	Caritas	Member	Curtis ?		100%	30%	23.00%	50%	37.00%	10/31/2003
Cross Street	Malden	Tri City Family Housing	Member	CWC/Tara	x	100%	30%	21.40%	30%	28.00%	10/12/2004
Dudley SRO (Caritas)	Boston	Caritas	Member	Thomas	x	100%	50%	45.00%	60%	73.00%	12/18/2001
Haggood & Cottage	Athol	RCAP Solutions	Member	Taylec		100%	10%	13.62%	10%	10.38%	1/7/2005
Lenox Street	Roxbury	Caritas	Member	Thomas	x	100%	45%	45.30%	50%	57.90%	6/30/2006
Auburn Court	Cambridge	Homeowners Rehab	Member	CWC	x	100%	17%	28.00%	20%	18.00%	3/31/2001
Beacon/Oread II	Worcester	Main South CDC	Member	Brian Shorten		100%	15%	8.00%	20%	42.00%	12/12/2001
Bow Street	Somerville	Somerville Comm. Corp.	Member	Bilt Rite	x	100%	25%	21.00%	25%	32.00%	3/1/1998
Cambridge Co-Housing	Cambridge	Homeowners Rehab	Member	CB Construction		100%	10%	24.00%	10%	40.00%	9/1/2001
Cast Apartments	Cambridge	Homeowners Rehab	Member	Macomber	x	100%	12%	11.20%	20%	2.00%	10/31/2003
Freeland Apartments	Worcester	Main South CDC	Member	Brian Shorten		100%	15%	18.00%	20%	26.00%	4/28/1999
Moody Street	Lowell	Coalition for a Better Acre	Member	CWC/Thomas	x	100%	20%	28.00%	20%	16.00%	12/31/2001
New South Street	Northampton	Valley Comm. Devel.	Member	Teagno		100%	10%	11.00%	10%	12.00%	9/1/2001

Our House	Lawrence	Lawrence Community Works	Member	LD Russo		98.8%	12%	15.23%	15%	21.59%	10/4/2007
Reviviendo	Lawrence	Lawrence Community Works	Member	Hampshire Devel.		100%	12%	1.00%	20%	59.00%	2/10/2004
Squirrel Brand	Cambridge	Just a Start	Member	Landmark		100%	22%	19.60%	30%	45.93%	5/3/2002
Triangle Apartments	Lowell	Coalition for a Better Acre	Member	Bilt Rite	x	100%	25%	24.00%	40%	17.00%	9/1/2001
Trolley Square	Cambridge	Homeowners Rehab	Member	Columbia	x	100%	8%	2.83%	10%	26.79%	2/15/2007
Church Street	Ware	HAP	Member	NL Const.		54.9%	10%	0.94%	10%	16.57%	12/31/2007
Benjamin Hill Devel.	Shirley	RHI	Non Profit	Misc. Subs		100%	5%	2.00%	5%	19.00%	9/22/2000
Boston Health Care	Boston	BHC Homeless	Non Profit	Suffolk	x	72.5%	22.84%	21.70%	40%	35.83%	12/31/2007
Grant Manor	Roxbury	Grant Manor Residents	Non Profit	Suffolk	x	100%	79%	79.00%	n/a	<i>n/a</i>	4/11/2000
Kent Street Apartments	Somerville	TCB / WSHE	Non Profit	CWC	x	65%	20%	20.00%	15%	10.00%	9/1/2001
Meadowbrook	Northampton	POAH	Non Profit	Keith		100%	10%	6.50%	10%	52.50%	1/16/2006
Mishawum	Charlestown	Mishawum Park Tenants Assoc.	Non Profit	Macomber	x	100%	8%	6.00%	10%	14.00%	2/28/2002
Neighborhood Homes	Springfield	Better Homes for Springfield	Non Profit	Keith		100%	15%	13.00%	20%	25.00%	10/4/1999
Perry Street Renovation	Lowell	TCB	Non Profit	Bilt Rite	x	100%	11%	13.00%	20%	45.00%	9/1/2001
Pittsfield YMCA	Pittsfield	Pittsfield YMCA	Non Profit	Allegrone		100%	0%	0.00%	2%	0.00%	3/13/2003
Plantation Apartments	Stow	Stow Elderly HC	Non Profit	Quality		100%	10%	25.30%	10%	59.00%	12/29/2005
POAH Four Fairweather	D, P, B, S	POAH	Non Profit	Enfield Enterprises		76.5%	10%	3.08%	30%	4.25%	12/31/2007
POAH Bridle Path	Randolph	POAH	Non Profit	Keith		42.8%	10%	3.21%	30%	0.00%	1/10/2008
POAH Chestnut Gardens	Lynn	POAH	Non Profit	Keith		44.4%	10%	0.35%	30%	44.60%	1/10/2008

POAH Dom Narodowy	Chicopee	POAH	Non Profit	Keith		77.7%	10%	5.96%	30%	32.65%	1/7/2008
POAH Eastgate	Springfield	POAH	Non Profit	Keith		17.6%	10%	0.00%	30%	0.00%	1/7/2008
Pondview	Gloucester	CAHO	Non Profit	Cutler		100%	10%	0.00%	10%	48.33%	1/26/2007
Pondview	Gloucester	CAHO	Non Profit	Cutler		100%	10%	0.00%	10%	54.21%	1/26/2007
Pondview (Site Work)	Gloucester	CAHO	Non Profit	Cutler		100%	10%	0.00%	10%	51.02%	1/26/2007
Project Hope	Boston	Project Hope	Non Profit	Chapman		100%	30%	0.93%	25%	55.56%	8/31/2006
Project Place	Boston	Project Place	Non Profit	Consigli	x	100%	25%	1.49%	40%	19.97%	3/31/2007
Puerta	Holyoke	Nueva Esperanza	Non Profit	S&B/Integrity		98.6%	15%	5.30%	20%	31.80%	2/28/2003
RTH	Mission Hill	Roxbury Tenants of Harvard	Non Profit	CWC	x	100%	30%	15.00%	30%	37.00%	7/31/2004
St. Jean Baptiste	Lynn	Planning Office of Urban Affairs	Non Profit	EMRG		99%	25%	24.80%	25%	41.98%	5/31/2005
Salem Heights	Salem	POAH	Non Profit	Keith		100%	10%	5.20%	10%	31.95%	7/30/2004
StonyBrook	Westford	Common Ground DC	Non Profit	JM Coull		100%	5%	1.72%	5%	3.70%	12/28/2005
Till Building	Chelsea	TILL	Non Profit	Vertec		97.23%	50%	20.08%	50%	51.60%	12/31/2007
Voces de Esperanza	Holyoke	Nueva Esperanza	Non Profit	RAC Builders		100%	15%	15.00%	25%	25.00%	9/1/2001
Walnut Street	Boston	Forward, Inc.	Non Profit	JJ Welch		96.31%	50%	27.40%	50%	67.20%	11/30/2007
Warren Avenue	Boston	Tent City	Non profit	Knollmeyer		92%	30%	35.00%	40%	35.00%	9/1/2001
Warren/Palmer	Boston	New Covenant Christian Church	Non Profit	CWC	x	100%	30%	40.30%	60%	65.07%	7/14/2006
Worc. Ctr. for Performing Arts	Worcester	WCPA	Non Profit	Barr & Barr	x	79.2%	11.05%	6.18%	20%	18.55%	12/31/2007
Admiral's Hill	Chelsea	Chelsea Jewish Nursing Home	Non-Profit	CWC	x	100%	40%	12.00%	40%	3.30%	3/1/1998
Cabot Street House	Beverly	Beverly Reg. YMCA	Non-Profit	Metric Construction		100%	10%	6.00%	10%	25.00%	9/1/2001
Cabotville Apartments	Chicopee	Valley Opportunity Council	Non-Profit	Saloomey		100%	15%	19.00%	15%	19.00%	9/1/2001

Chestnut Marlboro Grove	Chelsea	Commonwealth Land Trust	Non-Profit	Levis Companies		100%	40%	12.00%	25%	38.00%	9/1/2001
Chestnut Square	Lowell	Caleb Foundation	Non-Profit	Keith		100%	25%	22.00%	30%	49.00%	11/30/1998
Chestnut Street Residences	Springfield	Metrop. Springfield YMCA	Non-Profit	NL Const.		100%	15%	26.00%	15%	58.00%	9/1/2001
CCEC	Boston	AACA/KKCS	Non-Profit	AJ Martini	x	100%	50%	8.30%	50%	22.77%	11/30/2007
Community Servings	Boston	Community Servings	Non-Profit	Shawmut	x	100%	41.61%	10.83%	50%	16.18%	9/25/2007
Fina House	Lawrence	YWCA of G. Lawrence	Non-Profit	Eckman		98.4%	1%	1.00%	2%	7.20%	8/31/2005
Florence Chafetz Home	Chelsea	Chelsea Jewish Nursing Home	Non-Profit	Landmark		100%	16%	8.90%	25%	13.18%	12/31/2002
Girls, Inc.	Lynn	Girls, Inc.	Non-Profit	Deiulis Brothers	x	21.3%	20%	10.33%	30%	26.23%	12/31/2007
Harborlight House	Beverly	First Baptist Church	Non-Profit	Corcoran Jennison Const.	x	100%	20%	16.00%	20%	6.00%	2/28/1999
Holyoke Health Center	Holyoke	Holyoke Health Center	Non-Profit	Consigli	x	100%	0.18%	0.18%	9.45%	9.45%	3/31/2006
Huntington House	Boston	Greater Boston YMCA	Non-Profit	WT Rich	x	100%	35%	22.00%	35%	21.00%	3/1/1998
Lazarus Hope	Lawrence	Lazarus House	Non-Profit	Cranshaw	x	100%	10%	20.16%	25%	17.92%	12/20/2007
Mohawk Forest	North Adams	Caleb Foundation	Non-Profit	Keith		100%	15%	15.00%	7%	20.00%	4/14/2000
Worthen Street	Lowell	Common Ground DC	Non Profit	Picard		99.4%	NA	4.30%	NA	70.30%	12/15/2006
Baker Street	Foxborough	Foxborough HA	Public	Eastern GC	x	100%	18%	19.36%	10%	10.37%	10/8/2007
JFK Apartments	Cambridge	Cambridge Housing Auth.	Public	Suffolk	x	98.1%	20%	24.00%	20%	36.20%	1/31/2004
Memorial Parish House	Springfield	Springfield Housing Auth.	Public	Jeff Sager		100%	15%	16.00%	15%	15.00%	3/1/1998
Abington Commons	Abington	Beacon Residential Prop.	For Profit	Plumb House		100%	8%	7.30%	10%	17.00%	11/30/2003
Asher's Path	Mashpee	Ed Fish	For Profit	Dellbrook		100%	10%	13.35%	10%	34.73%	10/11/2007

Auburn Apartments	Haverhill	Great Bridge Properties	For Profit	Eckman		100%	5%	4.00%	10%	6.00%	3/31/2003
Austin Court II	New Bedford	Hall Keen	For Profit	Bufftree		100%	6%	9.00%	20%	16.00%	1/31/2000
BCN	Roxbury	Cruz Development	For Profit	Cruz Const.		100%	50%	54.00%	50%	77.00%	1/12/2001
Beaver Brook	Dracut	Gorman Management	For Profit	Frank Gorman		99%	10%	6.00%	15%	8.96%	9/25/2006
Bixby Brockton	Brockton	EAGA	For Profit	Peabody	x	100%	10%	2.45%	10%	69.10%	12/13/2005
Bliss School	Attleboro	Great Bridge Properties	For Profit	Eckman		100%	5%	4.30%	10%	19.95%	10/31/2006
Brook Ave.	Boston	VBC	For Profit	Metric		100%	50%	38.00%	50%	59.00%	2/1/1999
Bristol Revitalization	N.Bedford/Friever	Caleb Clapp	For Profit	Cushing Const.		100%	15%	18.00%	20%	51.00%	12/27/1999
Cameron House	Lenox	Baran Partners	For Profit	Baran ?		100%	10%	3.00%	10%	5.00%	7/31/2000
Coffin Lofts	New Bedford	Hall Keen	For Profit	Bufftree		100%	10%	0.38%	20%	17.54%	5/31/2006
Colonial Theatre	Pittsfield	McElfrick	For Profit	Barr & Barr	x	99%	2.5%	1.63%	2.5%	7.78%	1/31/2007
Commerce Apartments	Roxbury	Thomas Welch	For Profit	CWC	x	100%	40%	31.00%	50%	58.00%	3/1/1998
32 Conwell Street	Provincetown	Ted Malone	For Profit	Ted Malone		95%	5%	0.00%	10%	27.00%	4/1/2003
35 Conwell II-Owner	Provincetown	Ted Malone	For Profit	Ted Malone		100%	5%	7.00%	5%	12.00%	7/15/2001
Countryside Village	Marlborough	Trinity Financial	For Profit	RW Granger		100%	10%	14.00%	8%	59.60%	12/31/2000
Custom Blends	Brockton	Custom Blends	For Profit	Sasso		100%	15%	10.65%	15%	22.73%	5/15/2007
Danube Apartments	Roxbury	Ed Abrams	For Profit	Sid Kumins		100%	40%	18.00%	40%	65.00%	3/1/1998
Edgewinn Apts	Westfield	Winn Development	For Profit	Keith		100%	15%	16.00%	15%	45.00%	12/30/2002
Fort Ave. Condos	Boston	Standpipe Realty	For Profit	Ogiste		100%	50%	80.00%	60%	72.00%	12/31/2002
Franklin Commons	Franklin	Gatehouse	For Profit	Hodess/Plumb House?		100%	7.5%	5.20%	10%	11.00%	7/31/2003

Gardner Crawford Thane	Roxbury	Pitts/ Loscocco	For Profit	Lorenzovest		100%	50%	70.00%	50%	69.00%	3/1/1998
Garfield Place	Cambridge	The Equity Company	For Profit			100%	25%	33.00%	25%	28.00%	9/1/2001
Hampshire Pine	Holyoke	River Valley (Marken)	For Profit	River Valley		100%	15%	7.00%	10%	42.00%	10/16/2000
High Street	Springfield	First Resource / Pulsifer	For Profit	Keith		100%	10%	6.00%	15%	31.90%	8/12/2005
Hotel Raymond	Fitchburg	Cornerstone Corp.	For Profit	Cornerstone		99.1%	10%	9.50%	10%	31.30%	10/8/2004
Irving Square	Framingham	EA Fish Assoc.	For Profit	Dellbrook		100%	15%	11.17%	25%	53.82%	12/31/2007
Kalife Apts.	New Bedford	Hall Keen	For Profit	Banner		100%	6%	6.00%	20%	48.00%	7/31/2000
Kimball Court	Woburn	Joe Mullins	For Profit	Kimball Court Const.		100%	4.5%	7.00%	5%	13.00%	8/31/2002
Lawtons Corner	New Bedford	Hall Keen	For Profit	Bufftree		100%	10%	0.65%	20%	14.26%	5/31/2006
Mandela Apartments	Roxbury	Beacon Communities	For Profit	Keith		100%	50%	53.00%	50%	66.00%	9/30/1999
Maple Properties	Springfield	Valley Real Estate	For Profit	Saloomey		100%	15%	1.00%	15%	16.00%	11/30/2000
Meadow Road	Provincetown	Ted Malone	For Profit	Ted Malone		79.1%	5%	1.61%	5%	22.94%	7/31/2006
Middlesex Street	Lowell	CALL	For Profit	James J. Welch		98.5%	25%	7.00%	30%	51.00%	3/28/2002
New Port Antonio	Boston	Guscott	For Profit	Long Bay		100%	70%	63.00%	50%	90.00%	9/1/2001
Northeast Apartments	Holyoke	River Valley (Marken)	For Profit	River Valley		100%	10%	13.00%	15%	21.00%	8/20/2001
Oakwood Estates	Swansea	Karem / Biszko	For Profit	Suffolk	x	100%	10%	7.00%	10%	2.00%	9/30/2001
Pine Homes	Brockton	Beacon Residential Prop.	For Profit	Keith		100%	14%	14.00%	15%	17.00%	3/31/2001
Post Road Green	Weston	Carol Seto	For Profit	Far East		96.2%	5%	74.70%	5%	87.50%	10/10/2005
Prospect Estates	Webster	Winn Development	For Profit	Poutous		100%	15%	9.00%	15%	31.00%	4/23/1999
Prov'townComm Housing	Provincetown	Ted Malone	For Profit	Ted Malone		100%	5%	0.00%	10%	27.00%	4/1/2003

Richards Apts.	Webster	Winn Development	For Profit	Keith		100%	15%	11.00%	15%	26.00%	7/10/2001
Sanctuary Lane	Hopkinton	Sotir Papalilo	For Profit	Sotir Papalilo		54.3%	5%	5.39%	5%	36.30%	11/10/2007
Sargent West	Holyoke	Marken Properties	For Profit	River Valley		100%	15%	5.58%	10%	46.60%	12/31/2005
State Street Apts. II	New Bedford	Hall Keen	For Profit	Bufftree		100%	6%	5.00%	20%	19.00%	7/31/2002
Traditions of Dedham	Dedham	McNeil Real Estate	For Profit	Sturdy Oak Const.		100%	20%	17.00%	5%	24.00%	8/30/2002
Union Rand	North Adams	Charles Ransford	For Profit	Ransford		100%	5%	0.00%	5%	3.00%	9/1/2001
Walkover Commons	Brockton	Beacon Residential Prop.	For Profit	Plumb House		100%	12%	9.50%	20%	20.00%	12/30/2002
Wamsutta Apartments	New Bedford	Hall Keen	For Profit	Bufftree		100%	7%	0.00%	20%	16.00%	3/31/2000
Windfield Family	Hadley	Amhad Dev. Corp.	For Profit	Russell Street		100%	10%	5.60%	10%	19.00%	11/5/2002
Windfields Senior Estates	Hadley	Allard / Kane	For Profit	Russell Street		100%	10%	5.00%	10%	15.00%	12/31/2000
Winter Gardens Worthington Commons	Weston	Sotir Papalilo	For Profit	Sotir Papalilo		100%	19%	7.00%	19%	19.00%	3/1/1998
	Springfield	First Resource / Pulsifer	For Profit	Keith		86.1%	10%	5.12%	20%	38.31%	12/31/2007