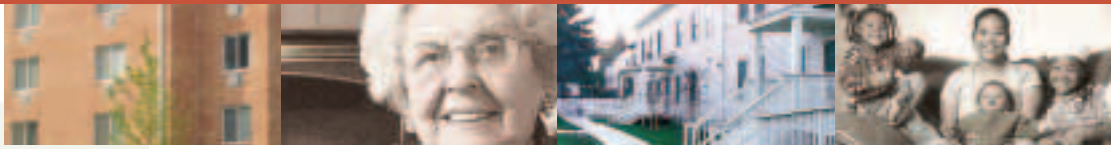


developments

MHIC is a specialized private lender and investor providing flexible and innovative financing for affordable housing and community development in Massachusetts.



MHIC Digs In To New Markets Tax Credit Program

Projects Favoring Job Creation and Business Development Are Chosen for Ambitious Pipeline

\$90 Million NMTC Allocation Award in Second Round Boosts MHIC's Efforts to Promote this New Federal Program

Having climbed a steep learning curve over the past year and a half, and having developed sophisticated models and structures to utilize the New Markets Tax Credit program, MHIC is now forging ahead to get many of the NMTC projects in its pipeline underway.

Last spring MHIC closed four of its first New Markets deals and shortly will close its fifth, utilizing all of the \$25 million NMTC allocation received in the first round of a national competition. Of the four projects closed, one has completed construction and is fully occupied, and three historic rehabilitation projects are under construction. (For a summary of those projects, see page 11.)

Closing the first projects under this new \$15 billion federal initiative—created by Congress in late 2000—required extraordinary efforts, coordination, and cooperation on the part of MHIC underwriters and asset managers, project sponsors, public officials and investors.

MHIC was rewarded for those efforts with a \$90 million NMTC allocation award made under the second round. U.S. Deputy Secretary

of the Treasury Sam Bodman came to Boston on May 6th to announce that MHIC was one of five Bay State entities “best suited to have the greatest community impact” and to receive a second NMTC allocation award.

Nationally, the CDFI Fund, which administers the NMTC program for the Treasury Department, awarded \$3.5 billion to 63 organizations, including \$90 million to

continued on page 2 ▶



Tax Credit

continued from page 1

MHIC. MHIC was one of only ten organizations nationally to get an award in both funding rounds.

So far MHIC has experienced substantial interest among investors and very strong demand among project sponsors. MHIC President Joe Flatley said, "That is because there are so many worthwhile projects in our older urban neighborhoods that can attract private capital, but not quite enough to make them feasible. With our New Markets financing, we can fill gaps of 25% to 40% of project costs."

In fact, MHIC currently has a pipeline of over \$280 million—38 projects in 22 older urban communities. With the first \$25 million in NMTC authority fully used, MHIC is now preparing to close another 11 projects, utilizing the \$90 million authority, in 2005. With an unmet need for New Markets financing of at least \$190 million, MHIC has applied for another \$150 million in tax allocations.

Among the projects MHIC expects to finance in its next round of closings are:

- Development of a supermarket specializing in ethnic foods, located in a distressed neighborhood in Boston that has been successfully attracting public and private reinvestment.
- Construction of a movie theatre in a vacant historic building and a historic renovation of a long-abandoned theatre in the center of a western Massachusetts city.
- Redevelopment of a unfinished space in a low-income, heavily-minority community in Boston, to create new light industrial and office space to bring an estimated 200 new jobs to the neighborhood.

MHIC's pipeline also includes community centers, cultural centers, light



The New Markets Tax Credit Allocation award was presented to MHIC by U.S. Deputy Secretary of the Treasury Sam Bodman. Pictured above are (left to right) Mr. Bodman, Rusty Aertsen, Joe Flatley and Massachusetts Secretary of Economic Development Ranch Kimball.

industry, mixed-use (retail on the ground floor with office and housing above) historic renovation projects, retail, new office buildings for service providers and public markets. Most of the projects will generate new jobs in many of the communities of highest unemployment in the state. And all projects must meet the same threshold MHIC has established for projects seeking NMTC financing—that the project could not otherwise get financing and, therefore, the impacts would not be possible without NMTC financing.

In moving forward to get its projects off the ground, MHIC is aware of the challenges as well as the opportunities in using NMTCs and has developed strategies to deal with the more difficult aspects of financing. MHIC has found, for example, that using the NMTCs within a leveraged structure, which combines debt and equity in an upper tier fund for investment in a NMTC-qualified investment entity, generates NM equity approximating 25% of total

development costs, and provides up to 40% of total development costs by overlaying the rehabilitation tax credit in the financing scheme. Such an approach is attractive to investors and can be the critical link in eliminating financing gaps.

But "the most important thing of all," says Mr. Flatley, "is having a very close working relationship with community development officials in cities and towns to identify projects that will catalyze revitalization, reinvestment and longer-term community stabilization."

There are, no doubt, many more lessons to be learned in utilizing the NMTCs, but so far the program has proven to be a flexible and remarkable tool for attracting private capital to counter urban blight and help stabilize communities in Massachusetts and throughout the country.

Investors and project sponsors interested in information about the NMTC program are invited to contact MHIC President Joe Flatley at (617) 850-1028 or at flatley@mhic.com.

Five Students Get Scholarships in Third Round of Awards Made Under Charles E. Dahm Scholarship Fund

Students Living in MHIC-Financed Housing are Honored at State Street Bank Ceremony

Before he died from cancer in late 1998, Chuck asked that, in lieu of flowers at his funeral, family and friends donate to a fund to help educate students in MHIC-financed housing.

On August 3, MHIC made its third round of scholarship awards at a reception held at the State Street Bank in downtown Boston. The event was attended by the award recipients and their families, MHIC staff, and members of the Dahm family.

MHIC President Joe Flatley said he was particularly impressed with this year's pool of applicants. "We're delighted to be able to continue this

initiative, made possible largely through the generosity of the Dahm family, and to continue the work that was so important to Chuck." Mr. Flatley also praised MHIC staffers "who worked very hard to generate applicants and choose the most deserving students."

This year's scholarship recipients were:

Elizabeth Bedoya, a resident of Triangle Apartments in Lowell, who is entering her third year at Johnson & Wales University in Providence, Rhode Island. Ms. Bedoya was on the Dean's list for the spring, winter and fall terms of 2003-2004 at Johnson & Wales. She is active in community affairs, having

served this past year as a volunteer childcare worker at a home for abused and homeless women.

William Harvey, Jr., a resident of Mandela Apartments in Roxbury, entering his senior year at Eastern Nazarene College in Quincy. A Communications Arts major, Mr. Harvey is set on having "the best academic year in my life." In his application essay, Mr. Harvey described how difficult it is for a kid to grow up on the streets of Boston. He said, "I want the kids in my neighborhood to use my name as a legend. I want to hear statements like, 'if Will can do it, then I can do it.'"

Dally Reyes, a resident of Commerce Apartments in Roxbury. Entering her freshman year at Bentley College in Waltham, Ms. Reyes says she strives to be "an innovator," to draw on her rich background and experience to explore "the world full of possibilities."

Hawa Biayemi, a former resident of Mandela Apartments in Roxbury, who is entering her sophomore year at Salem State College. A native of Sierra Leone, Ms. Biayemi is pursuing a degree in nursing. "My main plan is to be successful and help others," she says. This is the second year in a row that Ms. Biayemi has received a scholarship award from MHIC.

Latoya Odlum, a resident of Wardman Apartments in Roxbury, who is entering her sophomore year at Salem State College. Ms. Odlum said she has always been interested in "working in groups for a good cause." Also a repeat recipient of a Charles Dahm Scholarship award, Ms. Odlum is pursuing a degree in Communications.

For more information about the Charles E. Dahm Scholarship Fund, or to make a donation, please call Andrea Daskalakis at (617) 850-1033.



Pictured from left to right are: Andrea Daskalakis, Elizabeth Bedoya, William Harvey, Jr., Nancy Dahm, Dally Reyes, Hawa Biayemi, and Joe Flatley.

PROFILE

Community Housing Resource, Inc. A Man with a Mission...

*Ted Malone is
Building Affordable Homes
Preserving Culture and Community in Provincetown*

When Ted Malone was in college studying urban affairs and environmental design in the 1970s, it used to drive him “crazy” to see gentrification, sloppy design and haphazard development. He didn’t think it was fair or necessary for people to get pushed out of their homes because they couldn’t afford to live there any more.

Ted Malone’s convictions led him to a career dedicated to planning and building affordable housing. He worked for the Neighborhood Reinvestment Corporation and with nonprofit housing organizations in several states before

establishing his own company in 1996—Community Housing Resource, Inc. (CHR) — in Provincetown, a town he came to cherish.

CHR is a for-profit development company whose mission is to provide affordable housing ownership and rental properties to communities of the outer Cape, with a particular concentration in Provincetown. Since the company’s founding, it has provided 57 year-round homes (48 of them affordable) and 23 artist studios. It is the largest private provider of affordable housing units on the Outer Cape.

Before settling in Provincetown,

Mr. Malone split his time between Boston and Provincetown. He was attracted to Provincetown because of its culture and community; he also was struck by the need for more and better housing on the Cape, and by the confluence of factors that make development there a challenge.

It is well known that the population on Cape Cod swells manyfold in the summer and that housing prices there have been escalating as they have in other parts of the state. With more than fifty percent of the jobs on the Cape being low-paying service jobs, people who live there are getting squeezed out. What may be affordable to a family in the winter may be way out of reach come summer.

Provincetown per se has a problem that complicates matters: it has no fresh water. All of the water that Provincetown consumes and uses has to be piped in from other locations. “That acts as a natural deterrent to huge growth and it serves to put a lid on the amount of development that can take place,” says Mr. Malone. “It also means that the development that does take place has to be very targeted to the needs of the community.”

Fortunately, the Town has embraced the concept of smart growth and has been very active in forging a comprehensive plan for Provincetown, making affordable housing a major priority. Mr. Malone praises the Town for “being exceptionally supportive and involved” in preserving and creating affordable housing. The town regularly has public forums for input to community development issues, and has incorporated affordable housing goals into its strategic plan or “vision statement” for Provincetown.

Another thing that distinguishes Provincetown from other towns on the Cape is its concentration of artists. With



its picturesque setting and natural beauty, Provincetown began to attract artists by the end of the nineteenth century. Now it is considered the oldest continuously operating art colony in the country and is a working site for many artists and galleries.

“But the problem is,” says Mr. Malone, “artists need to have an affordable place to live and work, and they are getting squeezed out.”

To address this issue, he teamed up with the Fine Arts Work Center in Provincetown, a 36-year-old arts organization that provides housing, stipends and fellowships to emerging artists. Recently, they collaborated on the development of Meadow Road, a project in Provincetown’s west end, now under construction with 36 residential condominiums, 19 of which will contain art studio workspace, and an additional 5 non-residential artist studios. CHR and the FAWC currently have plans under way to collaborate on a project in Truro that will create affordable art studio space.

MHIC first teamed up with CHR in 1999 when it provided an acquisition loan (and later, in 2000, a construction loan) for a project called **Hensche Lane** on Conwell Street. This mixed-income project consists of 22 condominiums—18 residential homes and four nonresidential artist workspaces. With the exception of one building that was rehabilitated, all the buildings are new. They are beautifully designed, with picket fences, creative landscaping, and individual yards.

MHIC went on to finance four other CHR-sponsored projects:

- **Old Ann Page Way**, an LIHTC-credit project, which included 18 rental homes and 10 artist studios, built partially on a lot that for many years had been occupied an old A&P



Artists are drawn to Provincetown’s National Seashore for its unspoiled beauty, but the cost of studio space has become prohibitive.



Condominiums at Hensche Lane.

supermarket. MHIC provided both acquisition and equity financing for this development.

- **34-36 Conwell Street**, originally part of the land on which Old Ann Page Way sits, this parcel was broken off and is now the site of retail, art studios and four residential home ownerships units.

- **Provincetown Heights**, a recently completed project consisting of six affordable rental homes built on vacant land.

- **Meadow Road**, a 40B project involving development of 36 residential condominiums and 20 artist workspaces on a site formerly occupied by an outdated hotel.

CHR currently has an additional 40 year-round homes and 31 artist studios currently under construction or in development in

Provincetown and

Truro. This winter, a

project to create 14

rental units will

break ground in

Truro. And

another 45 resi-

dential units and

15,000 sq. ft. of

commercial space are in pre-development at Race Point Road, a beautiful area with expansive views.

Walking around with Ted Malone to take a look at his projects quickly reveals that he is concerned with more than numbers. Every few minutes he pauses to pick up a piece of paper, pull out a weed, talk to a resident, examine some detail and fuss about something—always something—that needs to be attended to. In planning his projects, Mr. Malone routinely builds around trees and takes pains to mesh his buildings with the natural environment whenever possible.

“Ted’s energy and meticulous attention to detail and quality are legendary,” said MHIC President Joe Flatley in presenting CHR with an “Excellence in Affordable Housing” award at its annual meeting in June. “He’s not just building housing, he’s building beautiful homes,” Mr. Flatley said.

Gene Clerkin, MHIC’s Senior Loan Officer, who has worked with Ted Malone on all of CHR’s MHIC-funded projects agrees. “The projects Ted has built are carefully designed to blend with the community and environment. He’s truly making a major difference to housing on the Cape.”

Excellence Awards for “Leadership and Community Impact” Are Presented at Annual Meeting

MHIC Reports Record High Levels of Project Financings and Breaks New Ground with New Markets Deals

At MHIC’s thirteenth Annual Meeting, held at the Bank of America auditorium in downtown Boston on June 14th, MHIC President Joe Flatley told a group of approximately 200 people in attendance that MHIC has invested more than \$717 million to date to finance development or preservation of over 10,500 housing units in Massachusetts.

Over the past year, MHIC launched its New Markets Tax Credit program (see story, page one) and secured a \$90 million NMTC allocation in the second round of tax credit awards. Mr. Flatley talked about some of the challenges of implementing the program and what MHIC is doing to address those challenges.

But the highlight of the Annual Meeting was presentation of Excellence Awards for Affordable Housing and Community Development. This year, as in years past, MHIC chose individuals and the organizations they represent for their “extraordinary achievements, leadership and community impact.”

Mr. Flatley and MHIC Chairman Rusty Aertsen presented “Excellence in Affordable Housing” Awards to:

Aaron Gornstein, Executive Director of the Citizens Planning and Housing Organization (CHAPA), for his “steadfast commitment, leadership and advocacy for expanded housing opportunities throughout Massachusetts.” Mr. Gornstein has been Executive Director of CHAPA, a nonprofit umbrella organization for affordable housing and community development activities in



Pictured above are MHIC’s “Excellence in Community Development” awardees. Left to right are: Joe Flatley, Dan Gaulin, Kate Racer, Andrew Winter, Bruce Ehrlich, Keith Hunt, Steve Rumpler, Rusty Aertsen and Patrick Sullivan.



Aaron Gornstein



Ted Malone

Massachusetts, since 1990. During that time he has spearheaded passage of major federal and state legislation and has built CHAPA's reputation for advocacy, research, education and coalition building.

Ted Malone, Principal of Community Housing Resource, Inc., for his "commitment and vision in creating and managing affordable housing in Provincetown." Mr. Malone has dedicated his career to planning and building affordable housing. He founded CHR in 1996 (see "Profile," page 4) and he has since become the largest provider of affordable housing on the Outer Cape. In presenting the award, MHIC Board Chairman Rusty Aertsen commented on the "enormous respect everyone in the field" has for the work of CHR.

This year, MHIC also gave "Excellence in Community Development" awards to MHIC's Public Partners on New Markets Projects for "creatively collaborating with MHIC to maximize the value of the NMTCs." Awards were presented to:

Keith Hunt and **Steve Rumpler** of the City of Boston's Department of Neighborhood Development

Bruce Ehrlich and **Tony Marinello** of the Boston Redevelopment Authority

Patrick Sullivan of the City of New Bedford

Andrew Winter of MassHousing

Kate Racer, **Jo Ann McQuirk**, and **Dan Gaulin** of the state Department of Housing and Community Development.



After 11 years of serving as MHIC's Director of Lending, Ray Weaving retired in early August. More than 100 people attended his retirement party, held at the Margo Bistro on State Street, Harborside Inn, Boston. Under Ray's leadership, MHIC's Loan Department invested more than \$260 million in projects representing approximately 5,400 housing units throughout Massachusetts.

MHIC President Joe Flatley called Ray's retirement "the end of an era at MHIC. We will sorely miss his leadership, lending experience, and good humor," he said.

In the Public Eye



MHIC Senior Equity Officer **Andrea Daskalakis** has been busy spreading the word about how to creatively use the **New Markets Tax Credits**. On September 10th, she presented case studies at a Historic Rehabilitation conference sponsored by the **Federal Reserve Bank** of New York's Office of Regional and Community Affairs in Syracuse. On September 22nd, Ms. Daskalakis went to Nashua and spoke on a panel at the **New England Housing Network's** Conference on "Uniting the New England Region." And on September 30th, she joined a panel discussion on "Going to Market with New Markets" at a conference sponsored by the **National Affordable Housing Practice of American Express Tax and Business Services**. The discussion, held at the Radisson 57 Hotel in Boston, focused on how the NMTC program works.

Recent Projects

Breaking New Ground

In recent months, MHIC has financed a large number of projects, boosting the amount it has invested or committed to date to \$745 million, representing more than 11,000 housing units and five NMTC projects.

What is impressive about the list of recently-financed projects is its diversity in terms of project type, location, loan amount, complexity, and financial structure. Clearly, MHIC is breaking new ground, finding new ways to finance an increasingly wider range of projects that previously could not be developed.

Below is a representative list of projects financed by MHIC over the past several months. For a full list of

projects, see the pipeline chart on the insert page.

Acushnet Commons, New Bedford

A vacant schoolhouse in one of New Bedford's poorest and most distressed neighborhoods will be rehabilitated to create 12 units of affordable housing and ground-floor office and social service space. The historic, 4-story brick building, built in 1898 and operated as a school until 1995, is being developed by The Women's Institute for Housing and Economic Development. MHIC has committed a \$1.6 million construction loan and an equity investment of \$2,035,000 for this project.



Acushnet Commons



Bixby Brockton

Beech Glen Condos, Roxbury

Beech Glen Street in Roxbury will see the development of three new condominiums in a row house built in 1819. MHIC has provided a \$650,000 construction loan to Melbourne Street Partners for their planned renovation of the 3-family building.

Bixby Brockton, Brockton

In downtown Brockton, two mid-rise buildings with 106 elderly and handicapped residents will be acquired and rehabilitated with the help of an acquisition and construction loan of \$7.7 million and an equity investment of \$2,505,136 from MHIC. Edward A. Fish and Affordable Housing Collaborative, Inc. are the project sponsors.

Civic Village, Dracut

MHIC's \$2,040,000 acquisition loan provided for the acquisition of two properties, one of which will be developed into a 144-unit apartment complex under Chapter 40B. Twenty-five

percent of the units will be affordable and the remaining units will be rented at market rate. The second property will be subdivided, with one parcel to be donated to the town of Dracut and the remaining parcel retained by Frank Gorman, the developer, for future development into affordable housing.



The Le Page Glue Factory Site is being developed into condominiums and apartments.

Essex Avenue Condos and Essex Avenue Apartments, Gloucester

MHIC has committed financing for two projects being built by Cape Ann Housing Opportunities, Inc. (CAHO) at the Le Page Glue Factory site in Gloucester. CAHO's master plan for the 20.7-acre site overlooking the Annisquam River envisions a new residential village, with a range of housing types, services such as day care, an emphasis on green space, and community amenities. Since CAHO acquired this site in 2002 (with \$1.5 million in acquisition financing from MHIC), the nonprofit developer has cleared the way for phase one, which will consist of the adaptive re-use of three industrial buildings to create 43 units of LIHTC rental housing, including a community room with kitchen, property management office, and related facilities. MHIC has approved an equity investment of \$5,158,194 for this development.

Phase two, for which MHIC has approved a \$7.7 million construction loan, involves the adaptive re-use of an

existing 4-story building and construction of two new buildings to create 41 condominiums, nearly half of which will be marketed as affordable.

Leach Street/Preston Road, Salem

MHIC has provided a \$627,200 permanent loan to Don Martel to retire his MHIC line of credit and enable him to acquire another property for use as a Department of Mental Health home. Mr. Martel used the MHIC LOC to renovate a 2-story home on Leach Street and pay off the mortgage on another 2-story, two-family house on Preston Road.

The Moltenbrey, Turners Falls

The Moltenbrey is situated in the center of the western Massachusetts town of Turners Falls. Currently vacant, it is a historic, 3-story brick building containing 26 SRO units with shared bathrooms and kitchens and 4,100 sq. ft. of ground floor commercial space. The project sponsor, Rural Development,

Inc., plans to extensively renovate the property so that each SRO will have its own bath and shower and kitchenette. There will be a resident staff person and a community meeting space for meetings and program services in this substance free facility. MHIC recently provided an equity investment of \$2.5 million for The Moltenbrey.

YWCA Fina House, Lawrence

This project involves new construction by the YWCA of Greater Lawrence of 20 units of primarily supportive housing to low income and very low income families in the central business district of Lawrence. Thirteen of the units in this new residential facility will provide transitional supportive homes for 17 households (two teen mothers will occupy each of four, 2-bedroom units); the other seven units will provide permanent housing for formerly battered and homeless women and children. Two units will be handicap accessible. For this project, MHIC provided a \$2.4 million equity investment.



Joe Flatley, Mayor Menino and project sponsors at a recent ribbon cutting for Howard Dacia, a 26-unit rental housing project in Boston.



Long Street



Falmouth Road



Jackson Road

Glen-Long Properties, Boston

MHIC has approved participation with The Life Initiative, the Property and Casualty Initiative and Boston Community Capital to make a \$14,500 acquisition loan (\$4.25 million from MHIC) that will enable the sponsor, the Allston/Brighton CDC (ABCDC), to acquire three apartment buildings, totaling 96 units, and redevelop them into 100% affordable housing. This project involves purchase of three 4-story buildings in Allston, two on Glenville Road and another on Long Avenue. The ABCDC plans to develop the properties into both condominiums and rental units.

High Street Commons, Springfield

MHIC recently provided a \$6,760,000 construction loan to enable First Resource Development Company to gut rehabilitate one dilapidated building in the Maple High Historic District of Springfield. The project will provide



High Street

55 affordable housing units. A second building, a historic house, will be razed and converted into a park in the same neighborhood. First Resource Development has developed several other multi-family properties in this neighborhood and has been active in working closely with city, state, police and fire officials to address issues of crime and safety. The city of Springfield has strongly supported and promoted this development.

Falmouth and Jackson Roads Apartments, Newton

Citizen's for Affordable Housing in Newton Development Organization, Inc. (CAN-DO) plans to renovate two houses in Newton—one in West Newton and another in the Nonantum section of Newton—to provide a total of four units of affordable housing. MHIC recently provided two \$525,000 acquisition loans for these two projects, which will add some very badly needed affordable housing to a high income, high-cost real estate community.

Sargent West Apartments, Holyoke

This project involves acquisition and moderate rehabilitation of a 154-unit HUD 236/Section 8 development, in six fully-occupied tenement buildings, in the Flats and Churchill sections of Holyoke. River Valley Properties, Inc. is developing the property, for which MHIC has committed a \$7,456,486 equity investment. This project will be MHIC's seventh in Holyoke.

New Markets Tax Credit Projects



Border Street

Border Street Offices, East Boston

Using MHIC's \$1.7 million NMTC investment, the Neighborhood of Affordable Housing, Inc. transformed a deteriorated industrial site into a 4-story office condominium building.

Lawton's Corner, New Bedford

HalKeen LLC and the Waterfront Historic League of New Bedford are also rehabilitating three partially vacant historic buildings, across the street from Coffin Lots, using MHIC's \$4.3 million NMTC investment. The buildings will contain commercial/retail space and mixed-income housing.



Lawton's Corner



Hibernian Hall

Hibernian Hall, Roxbury

Madison Park Development Corporation will restore this prominent building and former social club to its original importance as a center of art and cultural activity in Roxbury. An MHIC loan of \$350,000 allowed Madison Park to buy the building, and NMTC funding of \$6.1 million filled the funding gap that will enable the project to move forward.

The Coffin Lots, New Bedford

HalKeen LLC and the Waterfront Historic League of New Bedford are turning three downtown vacant historic buildings into a mixed-use development with retail, office and live/work space, and mixed-income housing. For this project, MHIC provided \$5.3 million in NMTC financing.

Palmer Warren, Roxbury

MHIC will soon close its \$7.1 million NMTC investment on this project, being developed by the New Covenant Church, the largest black church in

Boston. This will be the first new construction of a commercial building in Dudley Square in 40 years and will consist of a three-story building with ground-floor retail, and two floors of office space. The City of Boston has been trying unsuccessfully to develop this site for over ten years, but even with substantial city funding and a large equity infusion by the church, the project still had an equity gap that will be covered by NMTC financing.



Pictured above are participants at a ground-breaking for the Palmer Warren project.

Shown below announcing the Palmer Warren project are: Congressman Michael Capuano, Mayor Menino, Dianne Wilkerson, Bishop Thompson and Joe Flatley.





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News Notes



Derek Cavanaugh, who has been working as a consultant to MHIC since 2001, recently joined MHIC's staff as a **Senior Lender**. Derek has many years of experience in real estate finance, planning and valuation. Since 1987 he has been a principal of Hart Street Associates, a real estate investment firm. He has also worked with T.H. Reenstierna and Sons/Eric Reenstierna Associates, Bank of Boston and other real estate and finance institutions.



Alicia Germany joined MHIC as an **Asset Management Assistant** in May 2004. Earlier in her career, she held various administrative positions in Massachusetts and Alabama; she has worked for the Boston Medical Center, the City of Fultondale in Alabama, the New England Conservatory of Music, and the YMCA in Birmingham, Alabama. Most recently, Ms. Germany has worked in temporary positions, doing administrative work at a number of Massachusetts businesses, including MHIC.



Rudolph Russell joined MHIC as an Associate Management Officer in November 2004. He is a graduate of Howard University with a Bachelor's degree in Sociology and a minor in Human Development and he is now pursuing a Master's degree in Management from Cambridge College. Mr. Russell's housing experience includes three years of employment with the City of Somerville in the Office of Housing and Community Development.

Kathy McGilvray was promoted to the position of **Asset Management Officer**. She joined MHIC in the spring of 2003.