Marketing the Great House Sale

by

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B.A., Harvard University
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MARKETING THE GREAT HOUSE SALE

by

WILLIAM COLLINS WENDEL

Submitted to the Department of Urban Studies and Planning on January 14, 1981 in partial fulfillment of the requirements for the Degree of Master of City Planning

ABSTRACT

This marketing research report was prepared for the WeCan Neighborhood Improvement Association to help design and promote the Great House Sale (GHS), an innovative approach to selling and rehabilitating abandoned buildings in Dorchester.

An in-depth survey was used to collect data from 274 respondents in May, 1980. Findings revealed demographic profiles of potential program participants, investments they were willing to make to rehabilitate an abandoned building, and attitudes and perceptions of the WeCan neighborhood and housing rehabilitation. Recommendations for program guidelines and a comprehensive promotional strategy were based on these findings.

Recommendations regarding the program design focused on the financial feasibility of the Sale given the gap between potential investment levels and housing rehab costs. The impact of alternative program eligibility requirements was also considered.

Recommendations for the promotional strategy addressed promotional themes as well as techniques and vehicles. Promotional themes were developed by analyzing people's attitudes and perceptions of WeCan and housing rehabilitation. Five marketing tools were proposed to promote the GHS: (1) promotional products; (2) publicity; (3) advertising; (4) personal selling; and (5) atmospherics. The role of each of these was considered in detail. Some consideration was also given to targeting promotional techniques to different market segments.

The implementation strategy for promoting the GHS proposed an organizational structure which provided an opportunity for community participation and neighborhood confidence building. A schedule for the controlled release of different elements of the promotional package was also presented.

Thesis Supervisor: Dr. Gary A. Hack

Title: Professor of Environmental Design and Planning
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And finally, for the bits of divine guidance and perseverance that pushed me through the final week, I thank God. And I thank God it's over!
A building is abandoned in the City of Boston on the average of every eight hours. Without intervention to speed up the foreclosure process and find a willing buyer, it can take up to five years for the house, if it is still standing and salvageable, to be resold. The WeCan Neighborhood has thirty-two such properties. We plan to replicate the Pittsburgh "Great House Sale" where thirty-two Manchester abandoned properties were successfully sold.

A "Great House Sale" is homesteading with a marketing twist. All properties are sold the same weekend, unrehabbed, for a small price. All architectural work is completed and posted inside each house; neighbors give tours through the houses, banks and insurance company representatives, finance and rehab specialists, and area residents are available at a specific location; people submit a list of properties they would like in order by the end of the weekend; a winner and five alternates are selected by random draw.

A massive advertising campaign precedes the Sale.

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1Funding proposal for the GHS submitted by the WeCan NIA to the National Endowment for the Arts, May 15, 1979.
1.0 EXECUTIVE SUMMARY

This marketing research report was commissioned by the WeCan Neighborhood Improvement Association (WeCan NIA) to help design and promote the Great House Sale (GHS), an innovative approach to selling and rehabilitating abandoned buildings. The study focused on five major research questions:

- Who is likely to participate in the GHS?
- What are people's attitudes and perceptions of the WeCan neighborhood and rehabilitating an abandoned house?
- How should program guidelines be designed?
- How should the program be promoted?
- How should the promotional strategy be implemented?

Data was collected for the study through an in-depth survey during May, 1980. The sampling strategy, which proved to be more difficult than originally planned, required three phases to compile a final pool of 274 respondents. In Phase I, people responded to advertisements which were placed in newspapers for two weeks. In Phase II, surveys were mailed to approximately 800 people on the Urban Homesteading mailing list, and in Phase III, people were interviewed on the street at the Melville Park and South End House Tours.

A demographic analysis of people interested in participating in the GHS revealed that their median age was 31 years old and their household income was between $15,000 and $19,999. (See Table 4-1.) The median family size was three with one child now and plans for another in the future. 58 percent of those interested were unmarried,
52 percent were male, and 78 percent were currently renters who paid an average of $201-300 a month for rent, plus utilities. The racial composition was 52.3 percent black, 39.4 percent white, and 8.3 percent other minorities. The median education level was "college graduate" for interested respondents and "some college" for their spouses; their occupations were professional or technical for respondents and managerial officer or proprietor for their spouses.

An analysis of the residences of potential GHS participants revealed that the market for the GHS was not limited to any specified area or neighborhood, but it was dominated by residents of the southeast sector of the city, particularly Dorchester, Mattapan, and Roxbury.

An analysis of investment related questions revealed the following. Potential participants anticipated that the median rehab cost for a three family house in Dorchester with six rooms per unit would be $6,000 per unit. If these respondents were to rehab such a structure, they anticipated doing 26-50 percent of the rehab work themselves; and valued it at $5,500. In addition, they would be willing to invest $3,500 of their own capital and borrow $12,000 for a total median investment of $24,000. When asked how much they would be willing to pay for the building shell, the median response was $3,000.

The last set of findings raised serious questions about the feasibility of the Sale. Program operators originally anticipated that the median rehab cost for one of the abandoned three family houses would be
$30,000. However, cost estimates by the project architects revealed that rehab costs would be nearly double that. Yet most potential participants were not willing to pay the original cost projections, and fewer still were willing to borrow as much money as program operators had anticipated ($30,000). Consequently, it appeared that the GHS would be financially impossible.

However, some encouraging findings were revealed. Some people with higher incomes were willing to borrow enough money to rehabilitate one of the abandoned houses at costs projected by the architects. Other people with extensive building skills were willing to perform 50-75 percent of the work themselves to lower the costs. Since both of these groups would have been excluded under MHMFA\(^1\) guidelines, it was recommended that use of MHMFA financing be made optional and program guidelines should be extended to include individuals with incomes above MHMFA limits (approximately $25,000 to 30,000 depending on family size) and to allow people to do some of their own work.

Other program design issues, such as restricting eligibility by income, place of residence, willingness to invest, and building skills, were also considered but were dismissed as unnecessary.

People's attitudes and perceptions of WeCan and rehabilitating abandoned buildings were measured in hopes of developing themes for the promotional strategy. After analyzing these findings, it was concluded that the GHS should be promoted as an attractive

\(^{1}\)Massachusetts Home Mortgage Finance Authority.
and affordable homeownership opportunity that would help revitalize the WeCan neighborhood.

The following financial considerations should be emphasized to promote the GHS as a homeownership opportunity:

- the availability of low interest rehab loans;
- the ability to acquire the property with a small down payment;
- opportunities to reduce mortgage payments by renting out part of the unit; and
- options regarding homeowner rehab.

The revitalizing effect of the GHS should be emphasized by promoting these items:

- new residents will move in;
- nearly a dozen homes will be rehabilitated simultaneously; and
- property values will increase as a result.

These themes should dominate any promotional efforts associated with the Sale.

The promotional strategy outlines five marketing tools which should be used to promote the GHS:

- promotional products;
- publicity;
- advertising;
- personal selling; and
- atmospherics.

Highlights regarding each of these tools are presented below.
Seven promotional products containing different information about the Sale, the abandoned houses, the neighborhood, or Dorchester in general, should be developed and distributed in a controlled manner over the six weeks before the Sale. The items proposed are:

- First Informational Flyer;
- Poster;
- General Mailing Brochure;
- Newspaper Supplement or Booklet;
- Second Informational Flyer (with WeCan neighborhood supplement);
- Homebuyer's Kit; and
- Living in Dorchester\(^1\).

Because of limited funds available for the GHS, WeCan should rely heavily on publicity to promote the GHS. The GHS will have its strongest media appeal if it is portrayed as a unique low-cost housing opportunity which combats the problem of abandoned houses, the rising cost of housing, and the lack of decent housing for low and moderate income people.

WeCan program operators should maximize opportunities in the printed media and electronic media for publicity by:

- writing press releases and community calendar notices for the printed media;
- issuing public service announcements (PSAs) and news releases, and making presentations on local public affairs talk shows for the electronic media;

\(^{1}\)This booklet already exists and may be obtained from the organization of the same name.
staging media events and compiling media kits for both the
electronic and printed media; and
writing articles for professional journals.

Given the extensive publicity that is anticipated and the high
cost of advertising, little emphasis will be placed on advertising.
However, some advertising is in order to insure that GHS promotion
is timely and reaches a mass audience. Three forms of advertisement
are recommended:

- placing classified ads should be placed in the Real Estate
  section of the Boston Sunday Globe for the four weeks preceding
  the GHS;
- including a newspaper supplement should be placed in the
  Dorchester Community News; and
- hanging posters should be hung on the GHS houses themselves and
  throughout the WeCan neighborhood.

Personal selling is the fourth major promotional tool proposed
for the GHS. It is important because it adds a human element to
the promotional strategy and provides a valuable opportunity for
two way communication between potential homebuyers and current
residents. Five methods are proposed:

- promoting the GHS to friends and relatives of current WeCan
  residents;
- making presentations to community groups;
- sending letters to influential opinion leaders and calling
  to inform them of the Sale and to enlist their support;
operating an Information Center at WeCan NIA to respond to inquiries about the Sale; and

providing tour guides for the GHS Open House.

Atmospherics, the final promotional tool proposed, is defined as "the designing of buying and consuming environments in a manner calculated to produce specific effects on the target market".\(^1\)

WeCan should manipulate elements in its physical environment to give the impression that the neighborhood is a friendly, safe, clean area in a well organized, integrated community with a decent housing stock and amenities nearby. In addition, the abandoned houses should be presented in such a manner as to create a vision of their rehab potential.

Six groups are considered as target markets for the GHS:

- General market: as outlined on p. 15;
- MHMFA eligible: households with incomes between $20,000 and $25,000;
- Gentry: people who are willing to invest more than $30,000 to rehabilitate one of the houses;
- Rehab market: people with building experience who intend to do most of the work themselves;
- Friends and relatives of WeCan residents; and
- Housing professionals and opinion leaders in the community.

Most of the groups are a subset of the general market or overlap each other to some extent. Thus a promotional strategy which is directed at the general market should reach all of the target markets to some extent. However, some of the promotional techniques, such as personal selling and publicity techniques, can be easily targeted to a specific market segment.

Finally, the implementation strategy proposed for the GHS promotional strategy recommends an organizational structure which provides an opportunity for community participation and neighborhood confidence building. A GHS steering committee should be established and divided into three subcommittees: the Publicity subcommittee, the Information Center/House Tour subcommittee, and the Fund Raising subcommittee. Residents should be encouraged to join the subcommittee of their choice as these groups should play an active role in compiling information packets, organizing media involvement for the GHS, staffing the information center, selling advertisements for the GHS booklet, and conducting the GHS Open House.
2.0 PREFACE

The main body of this document is a marketing research report which was prepared for the WeCan Neighborhood Improvement Program (WeCan NIA) to help design and promote the Great House Sale (GHS), an innovative program designed to sell and rehabilitate abandoned buildings in the WeCan neighborhood. Background information on the neighborhood and Sale have been assembled here so that readers other than the client may understand the context and significance of the research.

2.1 Background

2.1.1 The WeCan Neighborhood

The 22 block residential section of Dorchester known as WeCan derives its name not from the determination and optimism of its residents (qualities which they do not lack), but from its setting several miles southeast of downtown Boston. (See Exhibits 2-1 and 2-2.) There, 400 modest "carpenter-Victorian" houses, many of them two and three family units, are bounded by Washington, Evans, Capan, Armandine, and Norfolk Streets. These streets form the boundary of the area as well as the acronym by which it is known--WECAN.

The neighborhood is not without amenities:

Buses and subways and main roads are convenient. Codman Square is within walking distance and offers stores, a library, a YMCA and the soon-to-open neighborhood health center. There are several churches in the neighborhood, as well as Dorchester High School and Fifield Elementary School. Roberts' Playground offers a sports field, and some of the lots are used for gardens and recreation areas.¹

Exhibit 2-2.

Dorchester Context Map Showing Location of WeCan
Two-thirds of the houses are owner occupied. They are set back on small lots from the narrow streets. Constructed as a working class neighborhood by craftsmen around the turn of the century, the area is similar to more fashionable neighborhoods according to one spokesperson familiar with the Boston area.

Geographically close and very similar to the neighborhood of Theodore White's childhood that he describes in his latest book, In Search of History, [Unfortunately] the WeCan Neighborhood has suffered in a way that the proposed historic district of Victorian Mansions that borders it has not.

During the past two decades, the neighborhood has undergone sweeping changes and decline. In 1970, the area's population, which had traditionally been white middle class, was 79 percent white, 19 percent black, and 2 percent Hispanic. By 1980, the neighborhood has become predominantly low to moderate income, and according to the WeCan Neighborhood Improvement Association Executive Director, William Jones, the racial composition has reversed itself—80 percent black and 20 percent white. These demographic changes have been accompanied by a general deterioration of the neighborhood. A combination of forces including the BBURG program and a scarcity of home

1 Funding proposal for the GHS submitted by the WeCan NIA to the National Endowment for the Arts, May 15, 1979.

2 The Boston Banks Urban Renewal Group (BBURG), which came out of Lyndon Johnson Grant Society programs in 1968, was a federally subsidized home mortgage program that allowed low and moderate income families to purchase houses with little or no downpayment. Playing on racial fears, unscrupulous real estate agents made fortunes from the program by encouraging white residents to sell their properties "before all the blacks move in". This process, which became known as blockbusting, caused 90 percent homeownership turnover on some blocks within a single year. Unfortunately, many participants in the program (continued on next page)
and mortgage money caused the neighborhood to deteriorate; houses were abandoned, vacant lots multiplied, and neighborhood confidence declined. A recent cover story in the Boston Globe Magazine described the neighborhood as "... dilapidated, dotted with boarded up buildings and rubbish filled vacant lots".\(^1\)

**WeCan Organization**

In 1977, residents of the area determined to arrest the decline of their neighborhood organized and incorporated the WeCan Neighborhood Improvement Association, Inc. (WeCan NIA). The purpose of this non-profit community based development corporation is "to improve the quality of life in, and viability of, its target area."\(^2\) Its 25 member board of directors consists entirely of neighborhood residents, and at the time of the writing, the organization had a staff of nine: the Executive Director, Finance Counselor, Rehab Specialist, Land Trust Coordinator/Lead Organizer, four VISTA volunteers who work as community organizers, and a secretary. WeCan operates programs in housing rehabilitation, community organizing, and vacant lot

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(continued from previous page)

were not prepared to be homeowners and could not maintain their homes or mortgages. By the end of the program in 1971, the banks had foreclosed on many properties, and according to Tim Clegg, Chairman of the Board for the Codman Square Community Development Corporation, "one out of every four houses that were theoretically revitalized by BBURG burned down or were abandoned".


\(^2\)Funding proposal for the GHS submitted by the WeCan NIA to the National Endowment for the Arts, May 15, 1979.
use. The focus of this report is one of their programs designed to address the problem of abandoned houses in the neighborhood.

Boston is no stranger to abandoned buildings. According to one source, a building is abandoned in the City of Boston on the average every eight hours.\(^2\) Mass Fair Share estimates that there were 400-500 abandoned buildings in Dorchester alone three years ago.\(^3\) A significant number of these buildings were once located in WeCan. Now, "over 95 vacant and unused lots are the legacy of the last difficult decade of rapid transition following white flight, disinvestment, and excessively liberal FHA lending policies."\(^4\) Thirty-two houses still stand vacant and boarded. Without an effort to intervene and speed up the foreclosure process it could take up to five years before these houses, if still standing and salvageable, are resold.

### 2.2 The Great House Sale

#### 2.2.1 The Pittsburgh GHS

One innovative strategy for recycling abandoned buildings which WeCan hopes to replicate was tried in the Manchester section of Pittsburgh in 1978. Entitled "The Great House Sale", this program combined

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1. See Appendix C.4 for a description of other programs operated by the WeCan NIA.

2. Funding proposal for the GHS submitted by WeCan NIA to the ADA National Endowment for the Arts, May 15, 1979.

3. Al Jones, Mass Fair Share meeting, Field's Corner, Dorchester, April 24, 1980.

4. Op Cit., WeCan proposal to the NEA.
efforts from the Pittsburgh Urban Renewal Authority, the Citizens of Manchester, and the Pittsburgh History and Landmarks Foundation to alleviate the problem. After several months of planning and coordination, 32 abandoned buildings—complete with work write-ups and architectural plans—were sold in one weekend for the astonishing price of $100.00 each. The event, which received daily coverage in the Pittsburgh Press for several weeks before the Sale, was an immense success. Hundreds of people attended house tours in the neighborhood, and scores of buyers were interested in each house. One house attracted over 400 applicants. The GHS approach, which received a favorable evaluation from participants and the Pittsburgh Housing Authority, was repeated in the spring of 1980 in the Homewood-Brushton section of Pittsburgh.

There were four main steps involved in planning the Pittsburgh GHS: 1) identification of abandoned properties within a specific target area; 2) acquisition of the properties through foreclosure, purchase or donation; 3) architectural work including structural analysis, work write-ups, cost estimates, alternate floor plans and sketches; and 4) development of an advertisement package that began running several weeks prior to the Sale.¹

The event itself occurred over a weekend. From noon on Friday until 5 p.m. on Sunday, residents led tours of their neighborhood while various actors including bankers, finance specialists, rehabilitation specialists, and architects answered questions at an information

¹Op Cit., WeCan proposal to the NEA.
center. By closing on Sunday, potential homebuyers had placed their names in a lottery by house. Over the next several days, one buyer and five alternates were drawn for each house. "Winners" and alternates if necessary were then informed of their selection until each house had a qualified buyer who had secured financing to rehab the structure.

In some respects the GHS approach was similar to more traditional Urban Homesteading programs. Homesteading programs sell abandoned buildings at a minimum price to eligible buyers. As in the homesteading guidelines, GHS participants are required to bring their homes up to building code requirements and occupy them for a specified length of time before the house may be resold. In both programs, the purchase cost of the abandoned building shells is so low that homebuyers take mortgages only to cover rehab costs.

However, with the GHS approach, dozens of houses within a target area may be sold and rehabbed simultaneously through the Great House Sale, while the homesteading program operates on a much smaller scale. For example, only 37 structures have been successfully sold and rehabilitated through the Boston Urban Homesteading program in the last five years;1 a GHS has the capacity to sell that many houses in one weekend. With the momentum generated through a GHS, a neighborhood has the ability to start a revitalization effort almost overnight. This eventually is heightened when the city acts in concert with the

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1Rolf Goertz, Boston Redevelopment Authority. Presentation at Tufts University on Neighborhood Confidence, 1 May 1980.
sale as in Pittsburgh, where each new homeowner was given a tree and a new sidewalk by the city.

2.2.2 The WeCan Great House Sale

Plans to replicate the GHS in the WeCan neighborhood began in the summer of 1979 and by May, several major steps had been taken. Staff from the WeCan Neighborhood Improvement Association compiled an inventory of 28 abandoned properties in the neighborhood which were being considered for the sale. After examining ownership information, tax status, and lien or attachment status, all properties were found to be in tax taking and forecloseable. Consequently, negotiations began with the Boston Redevelopment Authority and relevant City of Boston departments to intervene to speed up the foreclosure process. At one point, the WeCan staff anticipated that at least 20 houses of the 28 would be conveyed from the City to WeCan for resale by May 1980, the date originally proposed for the GHS.

In addition to these developments,

- several savings and loan institutions expressed an initial interest in financing the acquisition and rehab of the abandoned buildings;
- overtures had been made to a Boston advertising firm to design the advertising campaign for the sale;
- WeCan's finance and rehab specialists were refunded through September, 1980 with Community Development Block Grant funds;

1 These departments include: the Office of Program Development, Real Property Department, Collector-Treasurer's Office, Mayor's Special Assistant on Housing, Tax Title Department, and the soon-to-be-created Neighborhood Development Agency was represented by John Weis.
The National Endowment for the Arts granted WeCan $20,000 to underwrite the architectural services for the project; and negotiations for low-interest loans had begun with the Massachusetts Home Mortgage Finance Agency (MHMFA).

As the stage was being set for the GHS, different factions in the neighborhood and surrounding communities had secret—and not so secret—intentions for the Sale.

2.3 How others viewed the GHS

One group including Liz MacNeil and Pat Cook, neighborhood activists from "Living in Dorchester, Inc."¹, saw the GHS as a community based event that would show black neighborhoods that they could start their own revitalization movement. Another group, including Al Jones of Mass Fair Share, saw the GHS as an opportunity to show the banks the demand for abandoned houses and their potential for rehabilitation. In his scenario, the banks would see that it "is to their advantage to foreclose on abandoned properties more quickly". Both groups saw the event as an occasion to facilitate foreclosure processes and obtain ownership of abandoned houses from the City of Boston and banks, thus setting a precedent for neighborhoods to control their resources and determine their fate.

Speaking of Melville Park as a "donut"—an analogy for an upper middle class white professional neighborhood which is surrounded by

¹A non-profit, alternative real estate brokerage house which deals exclusively with properties in Dorchester. The organization formed after the booklet Living in Dorchester was written in 1979.
Joe Harper, and officer in the Melville Park Neighborhood Association, eyed the GHS as an opportunity to spread gentrification and insulate the neighborhood. Meanwhile, Living in Dorchester, Inc. and others wanted to use the GHS to steer potential homebuyers away from Melville Park and popular rehab areas in Dorchester to neighborhoods such as WeCan, where there was less demand for housing. Both groups had different yet complementary ends. Raising demand for housing and increasing property values in less fashionable neighborhoods would protect property investments in more fashionable neighborhoods.

The next set of ends was not nearly so complementary; in fact, they were contradictory. One group, including the GHS proposal writers, felt the GHS should be accompanied by a big media blitz in order to attract large numbers of people to the Sale. Others, including some members of WeCan's Board of Directors and Living in Dorchester, Inc., felt the GHS should be treated as the "Great House Secret" in order to restrict participation in the Sale to neighborhood or city residents only. For Pat Cook, the leading spokesman for the group, the issue was no longer building a market for real estate in Dorchester, but managing success to keep housing affordable for present residents. Concluding that "the GHS would do no service to itself, or the rest of Dorchester, by creating a media splash", he advised program operators to promote the GHS to a narrow market to avoid creating excess market pressure.
While some people, including prominent members of WeCan's Board, feared that the GHS would cause gentrification, others openly wanted to attract the gentry by promoting the GHS as "the big discovery of 1980". Ada Focer, Executive Director of the Codman Square Community Development Corporation, felt the marketing strategy should be directed toward "the limousine liberal crowd from Cambridge" or anyone who was willing to invest more than $30,000 to $45,000 to rehab one of the buildings by promoting WeCan as "the place to be". Those who opposed this strategy feared WeCan would become like Melville Park (property values tripling in three years) and current residents would be displaced. Still another theory purported that the gentrification could not happen in WeCan because of its racial composition; thus hopes or fears of attracting the gentry were unwarranted.

A final position advanced by William Jones, the Executive Director of WeCan NIA, was to use the GHS to create neighborhood revitalization without gentrification. This position recognized that the GHS in itself was not creating any displacement since new residents would rehab abandoned buildings. Consequently, the GHS had the potential to buttress property values by "converting the worst properties in the neighborhood into the best properties". This goal and others expressed by the program operators are discussed further in the main body of the report.
2.4 **Significance**

WeCan could have conducted the Great House Sale without an elaborate marketing research effort. Program operators would have inevitably printed some type of handout or brochure explaining the GHS and a map of the neighborhood showing the location of houses in the Sale. The event probably would have attracted some attention in the printed or electronic mass media as well. With so few homes involved in the Sale, one might wonder why a personal selling strategy would not have been sufficient to attract at least one qualified buyer for each house. Why was it important or even necessary to invest approximately $2,500 for a marketing research effort rather than spending the money directly on advertising?

2.4.1 **Importance to WeCan**

The marketing research and the information it could produce was valuable to WeCan for four main reasons. First, program operators had multiple objectives for the GHS. They were not content to locate one buyer per house; they wanted to attract 3,000 people to attend the Sale, with approximately 20 to 30 serious buyers for each house, in order to achieve other objectives. They wanted to build "overnight demand" for housing in the neighborhood. Program operators felt this was necessary because "there was strength in numbers"--the more people who rehabilitated a house in the neighborhood, the less risky any single investment was. Furthermore, program operators show the GHS as a means of increasing property values, changing the neighborhood's image, and building neighborhood confidence. Finally, program operators wanted to build a local constituency for the GHS to insure that future
sales would occur, and they wanted to promote the GHS as an innovative approach to abandoned housing which would set a precedent nationally.

Given their objectives, program operators were faced with the challenge of marketing not one but five products:

1. the GHS as an event;
2. the individual houses involved in the Sale;
3. the neighborhood and its image to non-residents;
4. neighborhood revitalization to present residents; and
5. the GHS concept as an approach to abandoned housing.

The complexity of that task combined with the number of unknown variables within it was the second reason why the marketing research was valuable to program operators.

The third reason the marketing research was important to program operators was the value they placed on information and informed decision making. This is best illustrated in the question of whether or not the GHS would cause gentrification. Fearing that the GHS might cause gentrification, members of WeCan's Board of Directors asked program operators to consider income eligibility restrictions for the Sale and methods to market the Sale which would minimize the threat of gentrification. Consequently, program operators needed a method to determine whether fears of gentrification as a result of the Sale were warranted. With this information, program operators could decide whether or not to influence participation in the Sale—for example by restricting eligibility or limiting the distribution of information about the Sale.
A desire for quality was the fourth reason why this marketing research was valuable to program operators. Program operators could have marketed the program intuitively but they would have risked emphasizing the wrong attributes, using the wrong promotional vehicles, and designing inappropriate guidelines. Conversely, a marketing strategy based on consumer research held the promise that program guidelines would be responsive to consumer needs and interests, promotional vehicles chosen would reach target markets, and attributes stressed were significant to potential participants. Thus program operators could be confident that mistakes such as promoting architectural building styles when potential buyers were concerned about the school system would be avoided. In this manner the research would result in more efficient use of the GHS budget because mistakes would be avoided and, hopefully, more people in target markets would be reached with the right message. Furthermore, a well designed program and promotional strategy would mean that the GHS was more newsworthy since it would appeal to the needs and interests of the general public.
2.4.2 **Importance to city planning generally**

This research is significant to the field of city planning for several additional reasons. It recognizes that abandoned houses are a significant resource despite multi-year delays in the foreclosure process. Pat Cook, author of a booklet entitled "Living in Dorchester", estimated 3,500 housing units were lost in Dorchester between 1975 and 1980.¹ In May of 1980, Rolf Goertz, then of the Boston Redevelopment Authority, estimated that there were 5,000 empty housing units in the City of Boston. He estimated that approximately 10 to 15 percent of the housing in Charlestown alone was tax delinquent and would "just sit there" for five to eight years unless a mechanism could be developed to allow tax delinquent properties to be occupied.¹ Part of the mechanism Goertz sought was a method to attract qualified buyers to purchase and rehabilitate these buildings. Yet the lack of information regarding neighborhoods with abandoned buildings often stigmatized them unnecessarily. Consequently, the marketing challenge was to disseminate sufficient information to appropriate audiences, particularly potential homebuyers, to change these perceptions.

The research is also significant to the planning field because it recognizes the need to include a marketing strategy as part of a comprehensive neighborhood revitalization strategy. Neighborhoods and housing are usually marketed by actors in the private sector such as real estate brokers, developers, or a Chamber of Commerce. However, the private sector is not likely to perform this function in distressed

¹Rolf Goertz, Presentation at Tufts University: May 1, 1980.
urban neighborhoods. Consequently, some form of public intervention is necessary to fill this gap. Such an intervention occurred between 1976 and 1978 when the City of Boston devised and implemented a program of "Public Information and Promotional Strategies in Support of Neighborhood Preservation"\(^1\), which came to be known as "Living in Boston". The goal of the program was "to create a new, positive, self-fulfilling prophecy [about Boston neighborhoods] based on the strengths of the neighborhoods as places to live"\(^2\).

One distinctive feature of the "Living in Boston" strategy, which is mirrored by the GHS research, was the recognition that housing choices involved psychological or perceptual dimensions beyond the evaluation of features in the traditional housing bundle (i.e. locational factors and mortgage rates). According to Professor Robert Hollister, this approach was novel because it asserted the possibility of directly addressing the psychological or perceptual aspects of the home selection process. The more usual approach is to assume that homebuyer and sellers' attitudes are solely a consequence of features of reality—housing costs, accessibility, quality of public services, etc. The Boston group was arguing, in effect, that perceptions and attitudes are fully as important a part of reality as are more "objective" characteristics of the local setting.\(^3\)

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\(^1\) This was actually the name of the project which was funded through the U.S. Department of Housing and Urban Development (HUD) Innovative Projects Program, although it later became known simply as "Living in Boston".

\(^2\) Draft report, prepared by Robert F. Rugo and submitted to HUD by the City of Boston, entitled "Living in Boston: An Innovative Project of Public Information and Promotional Strategies in Support of Neighborhoods".

\(^3\) Living in Boston, Draft Report, Appendix A entitled "Comparison of the Neighborhood Marketing and Confidence Building Approach with Conventional Neighborhood Improvement Strategies".
Given this orientation, Boston planners and GHS program operators approached neighborhood revitalization as a perceptual as well as a physical problem.

The marketing research proposed for the GHS went beyond the "Living in Boston" strategy because it attempted to design the program guidelines and promotional strategy based on the needs and interests of consumers. The Boston planners measured attitudes and perceptions in target neighborhoods before and after their marketing intervention to determine whether neighborhood confidence had changed as a result of their work. In contrast, this research used the attitudes and perceptions themselves to devise a marketing strategy. That is, program guidelines and promotional themes were based not on intuition or "Pollyanna-ish rhetoric", but on consumer preferences which were identified through systematic and scientific inquiry. In this sense, the research embraces a philosophy exposed by John Hauser and Glen Urban:

> Since it is clear that most successful innovation in private forms is due to understanding consumer needs and responses, it is probably reasonable to posit that this same effort could increase the rate of success of innovations in public organizations as well.¹

The research which follows focuses on five major questions as outlined in the introduction. As a report to the client, the research focuses on findings and recommendations rather than methodological issues which are addressed briefly in Appendix B. Findings and recommendations

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regarding the design of the program are presented first, and the
promotional strategy is presented second. The latter section attempts
at once to give an overview of promotional techniques and vehicles
and to outline a specific strategy for the GHS. Its length reflects
its importance to the client, and its general simplicity reflects
the client's understanding of the field. A brief afterword, which was
not presented to the client, presents some of the author's reflections
on the experience of writing this thesis.
3.0 INTRODUCTION

This research began with the bold proposition that government housing programs could be designed and promoted like toothpaste: That is, that sophisticated marketing concepts, tools, and strategies which are employed in the private sector to market products could be used to design and promote the GHS.

Marketing utilizes and blends a set of tools called the "marketing mix". The most popular classification of the instruments in the marketing mix is called the "four Ps: product, price, place, and promotion". Each "P" is in reality a collection of instruments and each is sufficiently complex to warrant a lifetime of specialization. Yet, too often the public equates marketing with only one of its tools such as advertising.

The marketing issues which are addressed in this report focused primarily on product design and promotion. Place, or distribution, is of no concern since the locations of houses involved in the Sale were given. And price is addressed only as it related to the product design. A maxim which was of great concern to the research is that products and services must be matched to consumers' needs and desires. Hence, an extensive survey of 274 respondents was conducted to identify target markets and to analyze their needs and preferences.


Most of the background associated with this research is presented in the Preface, but several things are worth repeating for those readers who may have skipped that section.

Program operators outlined three major goals for the GHS:

* to find qualified buyers to rehabilitate the abandoned houses in the Sale;

* to strengthen WeCan by creating a positive image of the neighborhood, building demand for housing in the neighborhood, and building neighborhood confidence; and

* to promote the GHS as a local and national approach to abandoned buildings.

Furthermore, program operators established two short-run measures of success for the GHS and its marketing effort. Their primary measure of success was the successful rehabilitation of all the abandoned properties in the Sale. Furthermore, program operators hoped to attract approximately 3,000 people to attend the GHS and at least 20 to 30 qualified buyers to be seriously interested in each house.

Given the above objectives and multiple program goals, this research was faced with the challenge of marketing not one but five products: (See Figure 3-1)

* the GHS as an event;

* the individual houses involved in the Sale;

* the neighborhood and its image to non-residents;
## Study Questions and Client Goals

What are peoples' attitudes and perceptions of the WeCan Neighborhood and rehabilitating an abandoned house?

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<tr>
<th>How should the program be designed?</th>
<th>How should the GHS be marketed?</th>
<th>How should the program be promoted?</th>
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<td>Who is likely to participate?</td>
<td>How should the promotional strategy be implemented?</td>
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### Client Goals

- Use the GHS to strengthen the neighborhood
- Find qualified buyers to rehab the abandoned houses
- Promote the GHS as an approach to abandoned housing
• neighborhood revitalization to present residents; and
• The GHS concept as an approach to abandoned housing.

The complexity of that task combined with the number of unknown variables underscore the significance of this research.

All of the issues surrounding the design of a marketing strategy for the GHS is beyond the scope of this report. Consequently, the report focuses on five major questions.

1. **Who is likely to participate in the GHS?**

   Demographic and geographic profiles of potential participants were compiled to help answer this question. In addition, the following questions were addressed:

   • How much were potential participants willing to invest to rehabilitate an abandoned three family house in Dorchester?
   • How much building experience did they have and what were their expectations regarding the amount of work they would perform themselves?
   • What was the impact of different eligibility requirements on participant profiles?

2. **What were peoples' attitudes and perceptions of the WeCan neighborhood and rehabilitating an abandoned house?**

   To reveal this information, a series of three questions about moving to WeCan were asked:

   • What events did people believe would occur if they moved to WeCan?
   • How important did people think each of these events was?
• Were peoples' attitudes or beliefs correlated to their interest in participating in the Sale?

These three questions were repeated in reference to rehabilitating an abandoned house.

3. How should program guidelines be designed?

Policy recommendations addressed the following subquestions:

• What was the relationship between potential investments and the projected rehabilitation costs?

• Given these findings, what role should homeowner's rehab, rehabilitation loans, and MHMFA financing play in the GHS?

• Should program eligibility be restricted by income, place of residence, willingness to invest, or previous building experience?

4. How should the program be promoted?

Policy questions have included:

• What promotional themes should be developed?

• How should promotional techniques and vehicles be used?

• How should promotional techniques and vehicles be targeted to different markets?

5. How should the promotional strategy be implemented?

Two subpoints were addressed here:

• How could the community be involved in the implementation of the promotional strategy?

• How should the promotional strategy evolve over time?

The sections which follow focus on findings and recommendations.
regarding the questions above. Profiles of potential participants in addition to other findings are presented in Section 4.0. Findings and recommendations related to program design are presented in Section 5.0. The remainder of the report addresses different aspects of the promotional strategy. Promotional themes, which are based on a synthesis of findings regarding peoples' attitudes and perceptions, are outlined in Section 6.1. The publicity strategy, advertising strategy, and the roles of personal selling and atmospherics are presented in Sections 6.4, 6.5, and 6.6 respectively. The main body of the text concludes with a discussion of the implementation strategy in Section 7.0.

An appendix is also included which contains a copy of the survey instrument, a discussion of the sampling strategy, and some additional findings. Of particular note are a series of tables which display peoples' attitudes and perceptions of the WeCan neighborhood and rehabilitating an abandoned house. A comprehensive list of media references which contains information regarding area newspapers, magazines, and professional journals in addition to radio and television stations is also included.
4.0 WHO IS LIKELY TO PARTICIPATE IN THE GHS?

Demographic profiles of people from different market segments who are likely to participate in the GHS are presented in this section of the report. In each case, 12 different variables have been considered: age, race, sex, marital status, owner/renter status, monthly rent plus utilities (if applicable), total family size, children now and the expected total number of children, respondent and spouse's education, respondent and spouse's occupation, and total household income. The five segments of samples which are described are:

1. The total sample of people likely to participate in the GHS;

2. People likely to participate in the Sale whose income is between $15,000 and 29,999;

3. People likely to participate in the Sale whose income is between $20,000 and 24,999;

4. People likely to participate in the Sale who are willing to invest $30,000 or more to rehabilitate an abandoned three family house in Dorchester; and

5. People likely to participate in the Sale who are willing to borrow $30,000 or more to rehabilitate an abandoned three family house in Dorchester.

The rationale for each sample is as follows. Sample 1 shows the distribution of people who are likely to participate if no income or financial restrictions are placed on the Sale. Samples 2 and 3 provides to show the distribution of people when the Sale is limited to low and moderate income households as required by Massachusetts Home Mortgage Finance Agency (MHMFA) guidelines.
Sample 2, which includes incomes from $15,000 to $29,000 is a broad interpretation of MHMFA requirements; and Sample 3, which includes incomes from $20,000 to $24,999 is a narrow interpretation of the same guidelines. Samples 4 and 5 are limited to people who are willing to invest more than $30,000 to rehabilitate one of the three family houses in the GHS. Sample 4 includes people who are willing to make a total investment of $30,000 or more by combining their own capital, rehab loan, and value of their own work; and Sample 5 includes people who are willing to borrow $30,000 or more, as suggested by program operators, to rehab an abandoned three family house in Dorchester.

In addition to the demographic profile, a geographic profile and investment profile have been prepared for each sample. The geographic profile shows the distribution of current residences for people who are interested in participating in the GHS. It will be used for two purposes. First, to determine whether WeCan and Dorchester residents should be given priority over other people interested in participating in the GHS; and second, to determine which neighborhoods should be targeted for GHS promotions. The investment profile shows which rehab investments each group is willing to make to rehabilitate an abandoned three family house in Dorchester. This data allows program operators to select target markets, and determine income eligibility criteria.

The implications of each of the profiles and recommendations based on the same are discussed in Section 5.0.
4.1 Demographic profiles

When no eligibility requirements are imposed on the GHS, survey results show the median age of people interested in participating in the GHS is 31 years old and their household income is between $15,000 and $19,999 (See Table 4-1). The median family size is three with one child now and plans for another in the future. 58 percent of those interested are unmarried, 52 percent are male, and 78 percent are currently renters who pay an average of $201-300 a month for rent plus utilities. The racial composition is 52.3 percent black, 39.4 percent white, and 8.3 percent other minorities. The median education level is "college graduate" for interested respondents and "some college" for their spouses; their occupations are professional or technical for respondents and managerial/officer or proprietor for their spouses.

By comparison, those people interested in participating in the Sale were younger, better educated, and more often single than current WeCan residents. While their incomes were approximately the same, more of the potential participants were renters and fewer of them were black as shown in Table 4-2.

The impact of alternative eligibility requirements on the demographic characteristics of potential GHS participants is summarized in Table 4.1.
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<tr>
<th>Variable</th>
<th>Sample 1 (N=115)</th>
<th>Sample 2 (N=57)</th>
<th>Sample 3 (N=21)</th>
<th>Sample 4 (N=21)</th>
<th>Sample 5 (N=9)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Sample</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income = $15,000-29,999</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income = $20,000-24,999</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income = $30,000 or more</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marital Status (percentage unmarried shown)</td>
<td>58 percent</td>
<td>54 percent</td>
<td>43 percent</td>
<td>62 percent</td>
<td>78 percent</td>
</tr>
<tr>
<td>Sex (percentage male shown)</td>
<td>52 percent</td>
<td>53 percent</td>
<td>48 percent</td>
<td>52 percent</td>
<td>33 percent</td>
</tr>
<tr>
<td>Age</td>
<td>33</td>
<td>33</td>
<td>30</td>
<td>32</td>
<td>35</td>
</tr>
<tr>
<td>Race (percentage Black/percentage white)</td>
<td>51 percent/39 percent</td>
<td>54 percent/35 percent</td>
<td>62 percent/24 percent</td>
<td>43 percent/52 percent</td>
<td>20 percent/80 percent</td>
</tr>
<tr>
<td>Owner/Renter (percentage renter shown)</td>
<td>78 percent</td>
<td>79 percent</td>
<td>76 percent</td>
<td>71 percent</td>
<td>67 percent</td>
</tr>
<tr>
<td>Monthly Rent</td>
<td>$201-300</td>
<td>$301-400</td>
<td>$201-300</td>
<td>$301-400</td>
<td>$301-400</td>
</tr>
<tr>
<td>Total Family Size</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Children now</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Expected Total Children</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Respondent's Education</td>
<td>College Grad</td>
<td>Some Grad</td>
<td>Some Grad</td>
<td>Some Grad</td>
<td>Graduate Degree</td>
</tr>
<tr>
<td>Spouse's Education</td>
<td>Some College</td>
<td>Some College</td>
<td>Some College</td>
<td>Some College</td>
<td>Some College</td>
</tr>
<tr>
<td>Total Household Income</td>
<td>$15,000-19,999</td>
<td>$20,000-24,999</td>
<td>$20,000-24,999</td>
<td>$15,000-19,999</td>
<td>$15,000-19,999</td>
</tr>
<tr>
<td>Respondent's Occupation</td>
<td>Professional</td>
<td>Professional</td>
<td>Professional</td>
<td>Professional</td>
<td>Professional</td>
</tr>
<tr>
<td>Spouse's Occupation</td>
<td>Managerial</td>
<td>Professional</td>
<td>Managerial</td>
<td>Professional</td>
<td>Professional</td>
</tr>
</tbody>
</table>

Housing unit preferences for Sample 2 are analyzed by demographic characteristic in Appendix C.3.
### Table 4-2

**A COMPARISON OF SELECTED DEMOGRAPHIC CHARACTERISTICS OF POTENTIAL PARTICIPANTS AND WECAN RESIDENTS**

<table>
<thead>
<tr>
<th>Selected Demographic Characteristics</th>
<th>Potential Participants</th>
<th>WECAN Residents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>33</td>
<td>35-45</td>
</tr>
<tr>
<td>Education</td>
<td>College grad</td>
<td>Some college</td>
</tr>
<tr>
<td>Spouse's Education</td>
<td>Some college</td>
<td>Some High School</td>
</tr>
<tr>
<td>Owner/Renters</td>
<td>78 percent renters</td>
<td>60 percent renters</td>
</tr>
<tr>
<td>Total Household Income</td>
<td>$15,000-19,999</td>
<td>$15,000-19,999</td>
</tr>
<tr>
<td>Marital Status</td>
<td>42 percent married</td>
<td>60 percent married</td>
</tr>
<tr>
<td>Racial Composition of Sample</td>
<td>52 percent Black/</td>
<td>80 percent Black/</td>
</tr>
<tr>
<td></td>
<td>39 percent white</td>
<td>20 percent white</td>
</tr>
<tr>
<td>Family Size</td>
<td>3</td>
<td>5-6</td>
</tr>
</tbody>
</table>

1. This table assumes that no eligibility restrictions are imposed on the sale. Demographic characteristics for WECAN residents were estimated by William Jones, the Executive Director of WECAN NIA.
Comparisons Across Samples:

Looking at the five samples in Table 4-1 reveals patterns of change which occurred in the demographic variables when different eligibility restrictions were considered. First, a number of variables were highly resistant to changes in the eligibility requirements. For example, the future number of children remained constant at two. Similarly, the average family size and the present number of children showed little variation, but restrictions based on investment size resulted in more childless couples. Education and occupation levels were consistently high and rose only slightly when the samples were restricted by investment size. Likewise, the percentage of renters remained fairly steady at the 80 percent level and dipped to 70 percent when large investments were required. And surprisingly, the only change in household income occurred when it was required by eligibility guidelines; otherwise household incomes remained constant at $15,000 to $19,999.

In contrast, a number of demographic variables were sensitive to changes in the eligibility restrictions. More married families were likely to participate when MHMFA guidelines were interpreted narrowly, while more singles were likely to participate if eligibility was based on willingness to pay. The sex composition of the participant pool remained fairly constant until eligibility was based on rehab loan size; then more females participated. Likewise, the average age of the participants remained fairly constant until MHMFA guidelines were interpreted narrowly; then younger participants were interested. Both income restrictions and willingness to invest restrictions caused
average monthly rents to rise from $201-300 per month to $301-400 per month. And finally, restricting program eligibility to households with incomes between $20,000 to $24,999 caused more blacks than whites to be willing to participate in the GHS. Insisting on a minimum of $30,000 total investment or rehab loan caused more whites to be interested in participating.

In summary, two types of program eligibility restrictions have been discussed in this section. The first two options propose to limit the applicant pool to people who are eligible for MHMFA financing; and the second two alternatives would limit participation according to the size of the rehab investment participants were willing to make. These eligibility restrictions caused wide variation in some demographic variables and little or no variation in others as summarized in Table 4-3.

<table>
<thead>
<tr>
<th>Variable Sensitivity to Changes in Eligibility Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Low Sensitivity</strong></td>
</tr>
<tr>
<td>Family Size</td>
</tr>
<tr>
<td>Education</td>
</tr>
<tr>
<td>Occupation</td>
</tr>
<tr>
<td>Owner/Renter Status</td>
</tr>
<tr>
<td>Total Household Income</td>
</tr>
</tbody>
</table>
4.2 Geographic profiles

To analyze the geographic distribution of persons interested in the Sale, survey respondents were asked to record their present residence by neighborhood or municipality. Results showed that respondents from 88 different areas inside and outside the Boston area participated in the survey. Of those, residents of 29 neighborhoods or municipalities outside Dorchester and at least eight neighborhoods within Dorchester expressed an interest in participating in the Sale. A closer look at the distribution reveals that 55.5 percent of those interested in the Sale came from three areas - Dorchester, Mattapan, and Roxbury - and 38 percent of the potential participants lived in Dorchester alone. The remaining 44.5 percent of those interested were distributed over 27 neighborhoods or municipalities as shown in Table 4.4. Thus, the market for the GHS is not limited to any specified area or neighborhood, but it is dominated by current residents of the southeast sector of the city, particularly residents of Dorchester, Mattapan, and Roxbury.

The geographic analysis assumed that participation in the GHS was open to anyone. When, as discussed earlier, program eligibility restrictions were imposed, the geographic distribution of potential participants became more narrow. For example, when the sample of participants was limited to people who are willing to invest more than $30,000 to rehabilitate an abandoned three family house in Dorchester (Sample 4), the distribution of residences included 13 neighborhoods and municipalities instead of 30 (see Table 4-4). Likewise, when the sample was restricted to participants who were willing to take a rehab loan of $30,000 or more (Sample 5), the distribution of current residences shrank to
Table 4-4: Geographic Distribution of Potential Participants in the GHS: Ranked by Neighborhood or Municipality

<table>
<thead>
<tr>
<th>Neighborhood or Municipality</th>
<th>Sample 1 (N=115)</th>
<th>Sample 2 (N=21)</th>
<th>Sample 3 (N=9)</th>
<th>Sample 4 (N=9)</th>
<th>Sample 5 (N=9)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number of Participants/ Percentage of Total</td>
<td>Total Investment $30,000</td>
<td>Total Investment $30,000</td>
<td>Total Investment $30,000</td>
<td>Total Investment $30,000</td>
</tr>
<tr>
<td>1. Dorchester neighborhoods</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Unspecified (Dorchester)</td>
<td>29</td>
<td>26.4%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Codman Square</td>
<td>3</td>
<td>2.7%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c. Melville Park</td>
<td>2</td>
<td>1.8%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>d. St. Mark's</td>
<td>2</td>
<td>1.8%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>e. Uphams Corner</td>
<td>2</td>
<td>1.8%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>f. Jones Hill</td>
<td>1</td>
<td>0.9%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>g. Meetinghouse Mill</td>
<td>1</td>
<td>0.9%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>h. Mantonet</td>
<td>1</td>
<td>0.9%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>i. Savin Hill</td>
<td>1</td>
<td>0.9%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subtotal</td>
<td>42</td>
<td>38%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Mattapan</td>
<td>11</td>
<td>10%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Roxbury</td>
<td>8</td>
<td>7.3%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. South End</td>
<td>5</td>
<td>4.5%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Cambridge</td>
<td>4</td>
<td>3.6%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Jamaica Plain</td>
<td>4</td>
<td>3.6%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Boston (unspecified)</td>
<td>3</td>
<td>2.7%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Fenway</td>
<td>3</td>
<td>2.7%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Beacon Hill</td>
<td>2</td>
<td>1.8%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. Brookline</td>
<td>2</td>
<td>1.8%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11. Hyde Park</td>
<td>2</td>
<td>1.8%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12. Medford</td>
<td>2</td>
<td>1.8%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13. Somerville</td>
<td>2</td>
<td>1.8%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14. South Boston</td>
<td>2</td>
<td>1.8%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15. Winchester</td>
<td>2</td>
<td>1.8%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16. Out of State/Other</td>
<td>2</td>
<td>1.8%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17. Allston</td>
<td>1</td>
<td>0.9%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18. Andover</td>
<td>1</td>
<td>0.9%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>19. Beck Bay</td>
<td>1</td>
<td>0.9%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20. Belmont</td>
<td>1</td>
<td>0.9%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21. Cape Cod</td>
<td>1</td>
<td>0.9%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>22. East Boston</td>
<td>1</td>
<td>0.9%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>23. Natick</td>
<td>1</td>
<td>0.9%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>24. Newton</td>
<td>1</td>
<td>0.9%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>25. Watertown</td>
<td>1</td>
<td>0.9%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>26. West Roxbury</td>
<td>1</td>
<td>0.9%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>27. Winchester</td>
<td>1</td>
<td>0.9%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>28. South Boston</td>
<td>1</td>
<td>0.9%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>29. Newton</td>
<td>1</td>
<td>0.9%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>30. Orchester</td>
<td>1</td>
<td>0.9%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
six. Furthermore, an analysis of the results shows that the samples were no longer dominated by participants from Dorchester, Mattapan, and Roxbury. In the first case, 34 percent of those respondents who were willing to invest $30,000 or more came from Dorchester, Mattapan and Roxbury while 39 percent came from Back Bay, Beacon Hill, Cambridge, and the South End. In the second case, only 11 percent came from the first three areas while 66 percent came from Back Bay, Cambridge and the South End.

4.3 Investment profiles

When no eligibility restrictions are imposed on the Sale, potential participants anticipated that the median rehab cost for a three family house in Dorchester with six rooms per unit would be $6,000 per unit. If these respondents were to rehab such a structure, they would anticipate doing 26-50 percent of the rehab work themselves; and value it at $5,500. In addition, they would be willing to invest $3,500 of their own capital and borrow $12,000 for a total median investment of $24,000. When respondents were asked how much they would be willing to pay for the building shell, the median response was $3,000.

The impact of alternative eligibility requirements on the investment profiles of potential GHS participants is summarized in Table 4-5.

Comparisons Across Samples:

Table 4-5 reveals that some of the anticipated investments remained relatively constant, while others showed great variability depending on the eligibility requirements. For example, the anticipated
Table 4-5.
COMPARISONS OF ANTICIPATED REHABILITATION INVESTMENTS COSTS FOR
PEOPLE LIKELY TO PARTICIPATE IN THE GREAT HOUSE SALE SHOWING THE
EFFECT OF INCOME ELIGIBILITY RESTRICTIONS ON SAMPLE MEDIANS.

<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>Sample 1</th>
<th>Sample 2</th>
<th>Sample 3</th>
<th>Sample 4</th>
<th>Sample 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>N = 115</td>
<td>N = 57</td>
<td>N = 21</td>
<td>N = 21</td>
<td>N = 9</td>
<td></td>
</tr>
<tr>
<td>TOTAL SAMPLE</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>INCOME = $15,000-29,999</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>INCOME = $20,000-24,999</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>INCOME = $30,000-39,999</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL INVESTMENT</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>REHAB LOAN</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amount willing to invest to</td>
<td>$3,500</td>
<td>$4,900</td>
<td>$5,000</td>
<td>$5,000</td>
<td>$3,000</td>
</tr>
<tr>
<td>rehab an abandoned three family</td>
<td>$12,000</td>
<td>$19,500</td>
<td>$17,000</td>
<td>$25,000</td>
<td>$50,000</td>
</tr>
<tr>
<td>house in Dorchester</td>
<td>$5,500</td>
<td>$6,000</td>
<td>$5,000</td>
<td>$9,500</td>
<td>$10,000</td>
</tr>
<tr>
<td>Rehab Loan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Value of Homeowner Rehab</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Investment</td>
<td>$24,000</td>
<td>$28,000</td>
<td>$25,000</td>
<td>$40,000</td>
<td>$71,200</td>
</tr>
<tr>
<td>Anticipated percentage of</td>
<td>26-50%</td>
<td>26-50%</td>
<td>26-50%</td>
<td>26-50%</td>
<td>26-50%</td>
</tr>
<tr>
<td>rehab work to be performed by</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>the homeowner</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amount willing to pay for</td>
<td>$3,000</td>
<td>$3,000</td>
<td>$3,000</td>
<td>$4,950</td>
<td>$2,000</td>
</tr>
<tr>
<td>abandoned three family shell in</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dorchester</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Estimated rehab cost per</td>
<td>$6,000/unit</td>
<td>$8,000/unit</td>
<td>$10,000/unit</td>
<td>$15,000/unit</td>
<td>$25,000/unit</td>
</tr>
<tr>
<td>unit of abandoned three family</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>rehab in Dorchester with six</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>rooms</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
percentage of rehab work to be performed remained constant at 26-50 percent across all samples. Capital investments ranged from a high of $5,000 to a low of $3,000, and participants were willing to pay between $2,000 and $4,950 for an abandoned three family shell.

On the other hand, some figures showed great variability. Rehab work performed by the homeowner was valued at $5,000 to $10,000, despite the fact that participants consistently said they anticipated doing 26-50 percent of the work themselves. Similarly, the estimated rehab cost per unit varied from $6,000 to $25,000; rehab loans varied from $12,000 to $50,000; and finally, total investments varied from a low of $24,000 to a high of $71,200.

In general, the more restrictive the eligibility requirement, the greater the willingness to invest, and hence, the greater the ability to rehabilitate one of the abandoned houses.

4.4 Previous building experience and expectations regarding Homeowner Rehab

As seen in Table 4-6, the average survey respondent, regardless of his or her intention to participate in the GHS, had some overall building experience (10.5 on a 24 point scale). Specifically, respondents had done "a lot" of painting, some design and carpentry, but little electrical, masonry, or plumbing work. Furthermore, respondents anticipated doing 26-50 percent of the rehab work themselves and valued their work at $5,000 to $10,000.

Findings also revealed that the more building experience one has, the more likely he or she was to participate in the GHS, and the more
Table 4-6.

Average Building Experience for Survey Respondents Regardless of Intentions to Participate in The Great House Sale

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Painting</td>
<td>2.53</td>
</tr>
<tr>
<td>Design</td>
<td>1.90</td>
</tr>
<tr>
<td>Carpentry</td>
<td>1.85</td>
</tr>
<tr>
<td>Electrical</td>
<td>1.48</td>
</tr>
<tr>
<td>Masonry</td>
<td>1.46</td>
</tr>
<tr>
<td>Plumbing</td>
<td>1.45</td>
</tr>
<tr>
<td>TOTAL</td>
<td>10.50  on a 24 point scale</td>
</tr>
</tbody>
</table>

Key: 1 = none  
2 = some  
3 = a lot  
4 = extensive
work he or she intended to perform. Logically, it follows that the more work the homeowner performs, the greater its value, and the smaller the rehab loan necessary.

When building experience was used to limit participation in the Sale\(^1\), findings again revealed that the greater a person's previous building experience, the more rehab the homeowner intended to do by his or her self and the smaller the rehab loan necessary. On the average, these people expected to do 51-75 percent of the rehab work themselves compared to 26-50 percent for the general sample.

\(^1\)At least 12 points on a 24 point scale as displayed in Table 4-6.
5.0 HOW SHOULD THE PROGRAM BE DESIGNED?

It would be inappropriate to determine program guidelines and marketing strategies on the sole base of the findings in the previous sections. Other factors such as the demand for the GHS houses, based on the size and quality of the existing structure; the extent of the work needed; the amount of work that can be performed by the homeowner; the total rehab and purchase cost of the unit; and its monthly operating cost --mortgage, utilities, etc.--have to be considered. A complete discussion of each of these items is beyond the scope of this report. For our purposes, it is sufficient to compare the preliminary rehabilitation costs projected by program architects to the rehabilitation investments that potential GHS participants are prepared to make.¹

5.1 Rehab cost projections versus anticipated rehab investments

Program operators originally expected the average rehabilitation cost for an abandoned three family house in the GHS to be approximately $30,000. However, preliminary cost estimates made by project architects have been considerably higher. An analysis of their projections shown in Table 5-1 reveals the following average rehabilitation costs by housing type:

<table>
<thead>
<tr>
<th>Housing Type</th>
<th># in GHS</th>
<th>Average Rehab Cost</th>
<th>Average Rehab Cost per unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single Family House</td>
<td>4</td>
<td>$34,182</td>
<td>$34,182</td>
</tr>
<tr>
<td>Two Family House</td>
<td>4</td>
<td>$52,915</td>
<td>$26,458</td>
</tr>
<tr>
<td>Three Family House</td>
<td>2</td>
<td>$57,339</td>
<td>$19,115</td>
</tr>
</tbody>
</table>

These estimates are based on a structural analysis of each house and

¹Cost projections were made in July, 1980. Later revisions were not included in this analysis.
<table>
<thead>
<tr>
<th>PROPERTY</th>
<th># OF UNITS</th>
<th>TYPE OF UNIT</th>
<th>TOTAL REHAB COST</th>
<th>$ PER UNIT</th>
</tr>
</thead>
<tbody>
<tr>
<td>14 Armandine</td>
<td>1</td>
<td>4 BR w/unfinished lower level</td>
<td>40,078.00</td>
<td>40,078.00</td>
</tr>
<tr>
<td>27 Chipman</td>
<td>1</td>
<td>3 BR + study</td>
<td>32,589.00</td>
<td>32,589.00</td>
</tr>
<tr>
<td>5 Evans</td>
<td>1</td>
<td>4 BR with study and unfinished attic</td>
<td>40,292.00</td>
<td>40,292.00</td>
</tr>
<tr>
<td>55 Milton</td>
<td>1</td>
<td>4 BR + study</td>
<td>23,770.00</td>
<td>23,770.00</td>
</tr>
<tr>
<td>9-11 Edson</td>
<td>2</td>
<td>(2) 2 BR Flats</td>
<td>62,103.00</td>
<td>31,051.00</td>
</tr>
<tr>
<td>84 Edson</td>
<td>2</td>
<td>(1) 1 BR Flat (1) 4 BR Duplex</td>
<td>49,628.00</td>
<td>24,814.00</td>
</tr>
<tr>
<td>67 Stanton</td>
<td>2</td>
<td>(1) 2 BR Flat (1) 3 BR Duplex</td>
<td>49,747.00</td>
<td>24,873.50</td>
</tr>
<tr>
<td>19 Whitman</td>
<td>2</td>
<td>(1) 1 BR Flat (1) 4 BR Duplex</td>
<td>50,184.00</td>
<td>25,092.00</td>
</tr>
<tr>
<td>102 Armandine</td>
<td>3</td>
<td>(1) 2 BR Flat (1) 3 BR Flat (1) 3 BR with unfinished attic</td>
<td>60,532.00</td>
<td>20,177.33</td>
</tr>
<tr>
<td>10 Thetford</td>
<td>3</td>
<td>(1) 1 BR Flat (2) 2 BR Flats</td>
<td>54,146.00</td>
<td>18,048.67</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td><strong>18</strong></td>
<td></td>
<td><strong>$463,069.00</strong></td>
<td><strong>$25,726.05 (average)</strong></td>
</tr>
</tbody>
</table>

1Compiled by City Design, architects for the GHS.
a description of the work needed to meet local building codes. In the architect's words, these figures represent a "bare bones" rehab job. Costs can be reduced only slightly by the homeowners performing some work themselves, such as interior painting. Consequently, it is more realistic to consider these projections as minimum rehab costs.

Findings in Section 4.3 show that the rehabilitation investments potential GHS participants were prepared to make are considerably less than the costs projected by the architects. For example, potential participants in Sample 1 (no eligibility restrictions) expected to invest $24,000 to rehabilitate an abandoned three family house. Only 25 percent of these individuals were willing to invest $30,000 or more as originally envisioned by program operators (See Figure 5-1.) When program eligibility was limited by income, the anticipated investments rose, but still failed to meet projected rehab costs. More specifically, investments in Sample 3 ($20,000-25,000 income) rose to $25,000 while investments in Sample 2 ($15,000-29,999 income) rose to $28,000.

The findings regarding the size of the anticipated rehab loans are even more startling because program operators originally anticipated that the $30,000 invested in each house would come primarily from rehabilitation loans. Potential participants in Sample 1 were willing to borrow an average of $12,000 to rehab an abandoned three family, and only 11 percent of those interested were willing to borrow $30,000 or more. When program eligibility was restricted by income, the average rehab loan rose to $17,000 for Sample 3 and $19,500 for Sample 2. But once again, the
Figure 5-1

Histograms of Total Investments Anticipated by Potential Participants

Sample 1
(no eligibility restrictions)
N = 115

Sample 2
(income = $15,000 - $29,999)
N = 57
average rehab loan was too low as only 15 percent of the respondents in both samples were willing to borrow $30,000 or more to rehabilitate an abandoned three family house in Dorchester. (See Figure 5-2.)

The discussions in the following paragraphs allow us to draw the following conclusions:

- **First**, program operators severely underestimated the average rehab cost per unit. Program operators originally envisioned that the average rehab cost for an abandoned three family house would be approximately $30,000. Instead, preliminary cost estimates projected an average of $34,182 to rehab a single family house and a $57,339 to rehabilitate a three family house, almost double the anticipated costs.

- **Second**, program operators seriously overestimated the willingness of potential participants to invest in rehabilitating an abandoned house. The gap between projected rehab costs and the investments potential participants were willing to make to rehabilitate an abandoned three family house is over $33,000.

- **Third**, potential participants seriously underestimated the rehabilitation costs. Potential participants estimated the average rehab cost of an abandoned three family house with six rooms per unit to be $6,000 per unit. In contrast, real costs were projected to be three times higher or $19,000 per unit for the same structure.

The mismatch between these three conclusions have serious negative impact for the GHS:
Figure 5-2

Histograms of Rehabilitation Loans Anticipated by Potential Participants

Sample 1
(no eligibility restrictions)
N = 115

Sample 2
(income = $15,000 - $29,999)
N = 57
First, people may be discouraged from participating in the Sale because rehabilitation costs are nearly double the investments they are willing to make.

Second, low and moderate income households may not be able to afford the high rehab costs and monthly operating expenses (heat, utilities, etc.) of the houses in the GHS.

Third, because rehab costs for the two and three family houses are nearly double their resale value, GHS participants will lose money on their investments unless property values in the neighborhood double. Such an increase is unlikely even if the GHS is a resounding success.

Overall, these three negative implications question the feasibility of the GHS and demand that program operators address the situation.

5.2 Homeowner rehab vs. rehab loans

Program guidelines which were designed several months after this study began tentatively plan to use MHMFA\(^1\) financing to provide low interest loans (10 5/8 percent) to GHS participants. MHMFA guidelines would limit program eligibility to households with incomes between $20,000 and $25,000 (Sample 3) and work performed by homebuyers would be curtailed to meet funding deadlines. Advocates of MHMFA financing acknowledge that rehab costs will be high because nearly all the work would be executed by professional contractors. But they maintain that mortgage and operating costs will still be affordable because rental

\(^1\)Massachusetts Home Mortgage Finance Authority
units would be included in each house to help meet expenses. Still,
survey findings which revealed that households in Sample 3 were only
willing to borrow $17,000 as part of their $25,000 investment, indi-
cate that potential participants would not be interested in a
$30,000 to $60,000 rehab loan even with reduced interest rates.¹
These findings were apparently not given adequate consideration
when program guidelines were drafted; neither was the disparity
between the rehab costs and the return on investment discussed
on page 64.

Two encouraging revelations offer potential solutions to the
project's financial malaise. First, there are some people who
are willing to invest $30,000 or more (Sample 4) and others who
are willing to borrow $30,000 or more (Sample 5) to rehabilitate
an abandoned three family house in Dorchester. Both these groups
were isolated by the statistical analysis and a demographic,
geographic, and investment profile were compiled for each group.
The investment profile indicated that the median investment
for the 21 respondents in Sample 4 was approximately $40,000
including a rehab loan of $25,000. For the nine people in Sample 5
the median investment was $71,200 with a rehab loan of $50,000.
Thus, the investments for Sample 4 exceeded the single family
rehab costs but failed to meet two and three family rehab costs.
In contrast, the investments for Sample 5 exceeded the projected
rehab costs for all three types of unit.

¹Suggestions regarding rental unit income to help make loan
payments were not included in the text of the survey questions.
The second encouraging finding revealed that potential participants felt strongly about performing their own work and designing their own interiors. Their feelings were supported by results in investment profile (see Section 4.3) which indicated that three of four potential participants expected to do at least 25 to 50 percent of the rehab work themselves. Equally encouraging was the fact that over 50 percent of the respondents expected the value of their work to be between $5,000 and $10,000.¹ Furthermore, when participation in the GHS was limited to people with more extensive building experience, these handypersons expected to do 51 to 75 percent of the rehab work themselves and valued their efforts at approximately $9,500. In summary, these findings may come as a surprise to program operators, but they help to explain why the investments respondents planned to make, particularly rehab loans, were so low.

Two more conclusions may be drawn at this point:

- First, some people find the GHS affordable as it is presently conceived; but
- Second, the project would be affordable for more people if potential participants were allowed to perform as much rehab work as possible.

Consequently, MHMFA financing should remain available for homebuyers who are interested and qualify, but the range and number of people who are eligible to participate in the Sale could be expanded by adding two amendments to the proposed guidelines:

¹There was a bimodal distribution of people who valued their work at $5,000 and $10,000.
• First, program eligibility should be expanded to include households with incomes over $25,000 (the upper limit under MHMFA guidelines) by allowing this group to participate in the Sale with conventional financing. Acknowledging that some upper income households may be interested in participating in the Sale, this proposal purports that income restrictions for one financing option should not thwart that opportunity.

• Second, program eligibility should be expanded to include households with incomes under $20,000 (the lower limit for MHMFA guidelines) by expanding the role of homeowner rehab. Flexible program guidelines could be designed which would allow participants to perform rehab work according to their building skills. This policy would allow lower income households to participate in the Sale because it would reduce rehab costs and the need for a large rehab loan. However, homebuyers who perform substantial rehab themselves could not use MHMFA financing; hence, these handymen would need to finance their improvements with conventional rehab loans.

Guidelines for Homeowner's Rehab:

Homeowners' rehab could be implemented in one of at least two ways. One method would offer rehab options valued at $5,000 and the other at $10,000 to allow participants to perform a moderate or extensive amount of rehab work themselves. This suggestion is based on survey results which showed a bimodal distribution of people who valued their work at $5,000 and $10,000. A more complex, but responsive system would be to establish a range of rehab options which homeowners could
perform based on their building skills. Under this system, work
write-ups prepared by the project architect for each house could
specify opportunities for homeowner rehab based on the difficulty
of the task or building skills required. This approach recognizes that
participants with some building experience expressed a desire to do 51
to 75 percent of the rehab work themselves and gives them an opportunity
to so as much work as their skills permit.

Since people who perform much of the rehab work themselves would
need smaller rehab loans and have smaller mortgage payments later,
a somewhat different set of financial criteria could be used to
determine their eligibility to participate in the Sale. Specifically,
trade-offs could be made between financial assets and building skills.
For example, a household with a semi-retired general contractor
and his two sons (an electrician and a carpenter) might anticipate
doing $15,000 worth of work themselves. They should not be excluded
from the Sale because their income falls $2,500 short of MHMFA
guidelines. Instead, their building skills and desire to do the work
themselves should be allowed to make up the gap. Of course, no one
with a poor credit rating or income so low they could not meet
mortgage payments should be allowed to participate in the Sale.
But a household who wants to borrow $20,000 instead of $30,000
because they expect to do $10,000 of work themselves should not
be subject to the same standards as larger borrowers. The details
of implementing this principle is left to program operators and lending
institutions.
The discussion of program guidelines thus far has been dominated by housing rehabilitation costs because their implications questioned the feasibility of the GHS. Since several recommendations were made to alleviate this problem, other issues concerning program eligibility are discussed in the next section.

5.3 **Eligibility restrictions**

Questions regarding eligibility requirements were prompted by the two fundamental concerns for program operators and were some of the earliest issues which gave rise to this study. First, program operators feared that the GHS might attract upper income participants from all over the metropolitan area thus causing gentrification in their neighborhood. Second, program operators feared that the rehab costs might exceed the investment that potential participants, particularly low and moderate income households, were willing to make; hence, homebuyers would be unable to afford to rehabilitate their properties. Because two of their main concerns were to insure that the GHS houses were completely rehabilitated and that WeCan and Dorchester residents had a reasonable chance to "win" houses, program operators contemplated a number of program eligibility restrictions which would help achieve these ends. The impact of five alternative policies on program participation were examined in detail in Section 4.1.

The question which spurred this inquiry, the findings, and recommendations are discussed below.
5.3.1 Should eligibility be restricted by income?

By restricting program eligibility by income, program operators believed they would be able to prevent upper income households and lower income households from participating in the Sale, thus neutralizing the fear of gentrification and insuring that households had adequate resources to rehabilitate their buildings. Eligibility restrictions for MHMFA financing already provided a convenient method and rationale for limiting participation. A narrow interpretation of the guidelines would limit participation to households with incomes between $20,000 and $25,000, while a more flexible interpretation would limit participation to households with $15,000 to $29,999 incomes. Program operators used the survey to examine the implications of these two policies.

The survey results revealed several important findings which questioned the need for income eligibility requirements. The first finding was that 80 percent or four of five people interested in participating in the GHS would not be eligible if MHMFA guidelines were interpreted narrowly. Sixty percent of potential participants would be ineligible because their incomes were under $20,000 and twenty percent would be ineligible because their incomes were over $25,000. (See Figure 5-3.) Second, the gentry—young professional households with incomes over $25,000 who lived outside of Dorchester—were generally not interested in participating in the Sale. Third, a relatively small segment of people were willing to invest a large sum of money to rehabilitate an abandoned three family house in Dorchester.
Figure 5-3

Histogram of Income for Potential Participants

Key to Income Midpoint

1 = under $5000
2 = $5000-9999
3 = $10,000-14,999
4 = $15,000-19,999
5 = $20,000-24,999
6 = $25,000-29,999
7 = $30,000-34,999
8 = $35,000-39,999
9 = $40,000 or more
Fourth, the majority of people interested in the GHS could not afford to participate. This conclusion was made simply by comparing the projected housing rehabilitation costs to the investments people were willing to make as was done in Section 5-1.

Several conclusions and some recommendations emerged from these findings. First, a narrow interpretation of MHMFA guidelines would severely limit the number of people who could participate in the GHS, make it extremely difficult to attract 3,000 people to attend the Sale, and still not insure that potential participants could afford to rehabilitate one of the houses.

However, the benefits of the low interest rehab loans available through MHMFA are obvious. Hence, MHMFA should remain an option for those who qualify, but in the interest of attracting a large number of potential participants to the Sale, MHMFA eligibility requirements should not restrict participation in the Sale.

Another reason for not adopting MHMFA's upper income limit is that findings revealed that fears of gentrification were unfounded. Few upper income households responded to the advertisements or the questionnaire. Those who did may be among the relatively few potential participants who could actually afford to rehabilitate one of the houses. Hence, these "big spenders" should be encouraged to participate rather than excluded because of their income.

In contrast, concerns regarding the ability of lower income households to afford to participate in the Sale were warranted. Only 25 percent of those potential participants with incomes less than $20,000 would
be willing to invest $30,000 or more to rehab an abandoned building, and less than ten percent would be willing to borrow $30,000 of more to do so. Without financial assistance or substantial homeowner rehab options to reduce costs as described in Section 5.2, most people with incomes less than $20,000 could not afford to participate in the Sale. **In the absence of financial aid or extensive homeowner rehab options, program eligibility should be restricted to households with incomes of $20,000 or over as required by MHMFA guidelines.** This policy could not guarantee that households would have the ability to buy, rehabilitate, and maintain one of the GHS properties but it should increase the probability.

5.3.2 **Should program operation be restricted by place of residence?**

Again the fear of gentrification caused program operators to consider restricting program eligibility by place of residence. Program staff were concerned that a large number of participants from outside the neighborhood would be interested in participating in the Sale, and this would reduce the likelihood that WeCan or Dorchester residents would be selected in the GHS lottery. Consequently, the current residence of potential participants were examined in detail in Section 4.2 to determine whether the interest in the Sale came primarily from inside or outside Dorchester.

Survey results revealed that the majority of people interested in participating in the GHS lived in or close to Dorchester and WeCan. Even though potential participants were distributed over 39 neighborhoods and communities, 61 percent of these still lived within 2.5 miles of WeCan, 55.5 percent came from Dorchester, Roxbury or Mattapan, and 38
percent came from Dorchester alone. Given these findings, we can conclude
that the demand for the GHS came primarily from local markets and
fears that the Sale might cause gentrification were basically un-
founded. Fears of a gentrification movement were even less threatening
when one considered that there were only 12 houses involved in the Sale
and no one would actually be displaced by the sale of these abandoned
properties. In conclusion, it is not necessary to limit participation
in the Sale to residents of Dorchester or the WeCan neighborhood.

5.3.3 Should program eligibility be restricted by building experience?
Program operators, anxious to insure that the GHS units would be success-
fully rehabilitated, originally considered limited program eligibility
based on previous building experience or building skills. This concern
was expressed initially when the program was more oriented toward
homeowner rehab, and the premise was that participants with considerable
building skills were more likely to rehabilitate their buildings
successfully. However, the intervention of MHMFA financing reduced
the importance of building skills because MHMFA guidelines discouraged
homeowner rehab. Still, building experience may have some importance
since homeowner rehab was reintroduced in Section 5.2 as a means of
reducing rehab costs and making the Sale more affordable to lower
income households.

Survey findings in Section 4.4 revealed that people with some previous
building skills were already interested in participating in the Sale.
Hence, an effort should be made to attract them and facilitate their
participation in the Sale. One method of doing this would be to relax
income eligibility restrictions if someone has previous building
skills or experience as suggested in Section 5.2. Given their lack of importance under NMHMFA guidelines, there is no need to restrict participation in the Sale based on building skills. However, building experience could be used as a criterion for determining the amount of rehab a homeowner can undertake as suggested on p.

5.3.4 Should eligibility be restricted by willingness to pay?

As in the previous case, concern for successfully completing the rehab work made program operators consider limiting program eligibility to households who were willing to invest over $30,000 through rehab loans or other sources. Findings in Section 5-1 which showed large gaps between rehab costs and the amount of money people were willing to invest made this inquiry more urgent. However, there is no need to limit eligibility by this criteria for several reasons. First, some self-sorting by potential participants will occur based on their own assessment of their ability to meet rehab and maintenance costs. GHS operators could assist this process by clearly laying out the costs involved in the project, and possibly even recommending income levels necessary to support the carrying costs. For example, if mortgage and maintenance costs for rehabbing one of the units equals $700 a month, program operators might suggest an annual income of $25,000 to $34,000 per year to meet these expenses. The second reason why eligibility restrictions would not be necessary is that lending institutions, and MHMFA guidelines in a sense, make their own

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1These figures assume households will pay 25 to 33 percent of their income toward housing costs.
assessment of who can afford to participate. Thus additional restrictions would only duplicate existing requirements.

In conclusion, rather than limiting participation based on ability to pay, program operators should insure that households who are willing to invest large sums of money can participate as suggested in Section 5.2. Some of these people are currently excluded by MHMFA guidelines. Instead, their eligibility should be guaranteed, and this group should be targeted by promotional efforts.

5.3.5 Summary

In summary, it is unlikely that the GHS will cause gentrification. Hence, proposals to restrict program eligibility by place of residence or an income ceiling are unnecessary. However, concerns regarding the financial ability of potential participants to successfully rehabilitate their properties are valid. Thus, in the absence of extensive homeowner rehab options, program eligibility should be limited to households with incomes over $20,000 or more. Building experience was also rejected as a criterion for limiting eligibility since the importance of such skills has been reduced by MHMFA guidelines. Finally, there is no need to limit eligibility based on willingness to pay since lending institutions and MHMFA guidelines already insure that homebuyers have the financial capacity to successfully rehabilitate their building.
While building skills and willingness to pay were rejected as criteria for limiting eligibility, households who possess these skills or financial resources should be targeted by promotional strategies and encouraged to participate in the Sale. (Other target groups and methods for pursuing them are discussed in Section 6.7.)
6.0 HOW SHOULD THE GHS BE PROMOTED?

6.1 Promotional themes

Findings regarding people's attitudes and perceptions of the consequences of moving to the WeCan neighborhood and rehabilitating abandoned houses are summarized in the tables which appear in Appendix C-1. These findings are synthesized in the next section so that appropriate themes could be recommended for the promotional strategy. In general, the following were considered as potential promotional themes:

- Events which people believe would occur as a result of moving to the WeCan neighborhood or rehabilitating an abandoned building;
- Events or factors which were considered important; and
- Beliefs and attitudes which were correlated to visiting the GHS Open House or participating in the Sale.

Recommendations for promotional themes based on attitudes and beliefs about moving to the WeCan neighborhood will be presented first, followed by recommendations based on attitudes and beliefs about rehabilitating an abandoned house. In both cases, findings are referenced in the appropriate tables in Appendix C-1.
6.1.1 Promotional themes based on attitudes and beliefs about moving to the WeCan neighborhood:

We would be closer to work:
Survey results showed that living closer to work was "important"² but respondents felt that there was only a 50-50 chance that they would live closer to work as a consequence of moving to the WeCan neighborhood.¹ Hence, it should not be surprising that living closer to work was also correlated to the probability of visiting the GHS Open House³. Given this finding, an article in the promotional package should discuss the physical proximity of the WeCan Neighborhood to various employment centers. Furthermore, a special effort could be considered to target marketing efforts to employees of nearby businesses.

We would live in a racially integrated neighborhood:
Respondents believed it was likely that they would live in a racially integrated neighborhood as a result of participating in the GHS¹ but felt that this factor was neither important nor unimportant². Furthermore, neither attitudes nor beliefs about living in a racially integrated neighborhood were correlated to participating in the GHS³. Given these findings, promotional products should acknowledge that WeCan is an integrated neighborhood but not dwell on this theme since it does not appear to be particularly important or influential to potential participants.

¹ See Table C-1.
² See Table C-5.
³ See Tables C-2, C-3, C-4, C-6, C-7, and C-8.
We would live in a safe neighborhood:
Respondents rated neighborhood safety the most important neighborhood characteristic but felt that there was only a 50-50 chance that they would live in a safe neighborhood if they moved to WeCan. Hence it is somewhat surprising to find out that neither beliefs nor attitudes about neighborhood safety are correlated to participating in the GHS. But given the importance of this factor and doubts about its existence in the WeCan neighborhood, this issue should be discussed in one of the promotional products. Specifically, some effort should be made to acknowledge problems if they exist but to point to efforts, such as the block clubs, which are being made by the neighborhood to promote safety.

Living in an area with a good school system:
Respondents had their doubts about the quality of the school system in the WeCan neighborhood and attitudes towards living in an area with a good school system were mixed. Some respondents felt it was important and others felt it was neither important nor unimportant. Given this ambivalence, it is not surprising that attitudes and beliefs about the quality of the school system were not correlated to visiting or participating in the GHS. In light of this, some discussion of the schools should be included in the promotional products to counteract the doubts above but this issue should not be used as a major promotional theme.

1 See Table C-1.
2 See Table C-5.
3 See Tables C-2, C-3, C-4, C-6, C-7, and C-8.
Living among neighbors of the same socio-economic class:

Respondents believed there was a 50-50 chance that they would live with neighbors of the same socio-economic class as a result of moving to the WeCan neighborhood\(^1\) but felt this was neither important nor unimportant\(^2\). Furthermore, neither their attitudes nor beliefs about living among neighbors of the same socio-economic class were correlated with visiting or participating in the GHS\(^3\). Consequently, this factor is not recommended as a promotional theme or basis for targeting strategies.

Living in a physically attractive neighborhood:

Respondents felt that living in a physically attractive environment was "important"\(^2\) but feared there was only a 50-50 chance this would occur as a result of moving to the WeCan neighborhood\(^1\). Although neither beliefs nor attitudes on this score were correlated to interest in the GHS\(^3\), promotional products should be used to create a positive physical image of the WeCan neighborhood to ease doubts about its appearance. Specifically, before and after sketches of physical improvements in the neighborhood and house renovations should show how attractive the neighborhood could be.

\(^1\)See Table C-1.

\(^2\)See Table C-5.

\(^3\)See Tables C-2, C-3, C-4, C-6, C-7, and C-8.
Living closer to friends and relatives:
Respondents said that it was unlikely they would live next to friends and relatives as a result of moving to the WeCan neighborhood\(^1\) but they said that this was neither important nor unimportant\(^2\). Nonetheless, survey results showed that attitudes times beliefs about living close to friends and relatives was correlated to participating in the GHS\(^3\). Although findings generally suggest that living closer to friends and relatives was relatively unimportant, it could be an influential factor for those respondents who do value it and would expect it as a result of moving to the WeCan neighborhood. Hence, one targeting strategy would be to promote the GHS to friend and relatives of current WeCan residents. Otherwise this factor should not be mentioned or it may discourage "outsiders" from participating.

Living in a familiar area:
Respondents said that living in a familiar area was neither important nor unimportant\(^2\) and they did not expect to live in a familiar area as a consequence of participating in the GHS\(^1\). But surprisingly, attitudes and beliefs towards living in a familiar area were correlated to visiting and participating in the GHS.\(^3\) This finding appears to confirm the geographical analyses in Section 4.2 which showed that people interested in participating in the GHS were already living

\(^1\)See Table C-1.
\(^2\)See Table C-5.
\(^3\)See Tables C-2, C-3, C-4, C-6, C-7, and C-8.
close to the area. Hence this finding endorses an earlier recommendation to target promotional efforts at people living within a 2.5 mile radius of WeCan. However, this factor need not be used as a promotional "theme" because, as in the preceding case, that might discourage outsiders.

Living in a neighborhood with a higher social status:
Respondents said that living in a neighborhood with a higher social status was not important and that it would not happen as a consequence of moving to the WeCan neighborhood. Furthermore, attitudes and beliefs about living in a neighborhood with a higher social status were not correlated to visiting or participating in the GHS. Consequently, no effort should be made to use this theme or counteract doubts about its absence in promotional or targeting strategies.

Being able to own our own home:
Respondents believed they would be able to own their own home as a result of moving to the WeCan neighborhood and they considered this very important. And as might have been expected, attitudes and beliefs about owning their own home were positively correlated to visiting the GHS Open House and participating in the Sale. These findings suggest that being able to own your own home should be used as a major promotional theme for the GHS.

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1 See Table C-1.
2 See Table C-5.
3 See Tables C-2, C-3, C-4, C-6, C-7, and C-8.
Some evidence should be provided for potential participants to show how affordable housing is in the WeCan neighborhood. For example, a financial analysis of the purchase and rehabilitation of a GHS property could show the downpayment, mortgage, and rental income for a typical unit. To emphasize the affordability, this financial analysis could be compared to the cost of conventional housing elsewhere in the city.

Living close to amenities:
Respondents said that it was important to live next to amenities, but most of them doubted this would occur as a result of moving to WeCan. Those who did believe they would live close to amenities if they moved to WeCan were likely to participate in the GHS.

Given the importance of amenities and their ability to persuade potential participants, program operators should identify amenities in the WeCan neighborhood and present these on a map which is supported by text in one of the promotional products. This presentation should also include some discussion on commuting times to amenities in Boston and Dorchester as well as accessibility to public transit systems.

Living away from the central city:
Interpreting the responses to this question is somewhat difficult.

1 See Table C-1.
2 See Table C-5.
3 See Tables C-2, C-3, C-4, C-6, C-7, and C-8.
Respondents believed there was a 50-50 chance of living away from the central city as a result of moving to the WeCan neighborhood\(^1\); they were either indifferent about this location or said it was not desirable\(^2\). Since neither beliefs nor attitudes towards living away from the central city are correlated to visiting or participating in the Sale\(^3\), one suggestion might be to ignore the issue altogether. Another suggestion given the many possible interpretations of this statement coupled with the fact that no one considered living away from the central city desirable, would be to characterize WeCan as a neighborhood that had many of the advantages of both living in the city and the suburbs. This would reflect respondents' beliefs that WeCan is neither close to the central city nor far away and point out the strengths of that location.

**Being able to have enough space at a price we could afford:**

Respondents believed they would be able to have enough space at a price they could afford if they moved to the WeCan neighborhood\(^1\) and they considered this very important\(^2\). Consequently, it is not surprising that attitudes toward this factor are positively correlated with the probability of visiting the GHS Open House\(^3\). Given these findings, being able to have enough space at an affordable price should be used as a major promotional theme. Since this factor is closely related to the ability to own your own home as discussed

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\(^1\) See Table C-1.

\(^2\) See Table C-5.

\(^3\) See Tables C-2, C-3, C-4, C-6, C-7, and C-8.
earlier, the two factors could easily be combined into one theme.

Such a theme might read: "we would be able to own our own spacious home at a price we could afford." Cost per square foot comparisons could be made between GHS properties and houses elsewhere to prove this statement.

Living in a lower density neighborhood:

Beliefs and attitudes about this statement are mixed. Some people think living in a lower density neighborhood is important, others are indifferent. Those who are indifferent do not think WeCan is a low density neighborhood; and those who do think it is important don't know whether WeCan is a low or high density neighborhood. Since neither attitudes nor beliefs about living in a lower density neighborhood are correlated to visiting and participating in the GHS, this issue should be ignored.

People like ourselves would move in:

Respondents felt it was important that people like themselves move in, but they believed there is only a 50-50 chance this would occur as a result of moving into WeCan. Results also show that beliefs and attitudes about this event are positively correlated to visiting and participating in the Sale. That is, the more you think people like yourself will move into WeCan, the more likely you are to partici-

1 See Table C-1.
2 See Table C-5.
3 See Tables C-2, C-3, C-4, C-6, C-7, and C-8.
pate in the GHS. Given this finding, the promotional strategy should try to create the impression that "everybody's doing it" and "there is strength in numbers". One way of doing this is to emphasize that there are nearly a dozen houses in the Sale which will be rehabbed simultaneously. Their combined efforts will help revitalize the community and make the area more attractive to new residents.
Table 6-1.

Promotional themes based on beliefs and attitudes toward moving to WeCan

<table>
<thead>
<tr>
<th>Promote</th>
<th>Clarify</th>
<th>Avoid</th>
</tr>
</thead>
<tbody>
<tr>
<td>We would be able to own our own home</td>
<td>We would live closer to work</td>
<td>We would live close to friends and relatives</td>
</tr>
<tr>
<td>We would have enough space at a price we could afford</td>
<td>We would be close to amenities</td>
<td>We would live in a familiar area</td>
</tr>
<tr>
<td>People like ourselves would move in</td>
<td>We would live in a racially integrated neighborhood</td>
<td>We would live in a neighborhood with a higher social status</td>
</tr>
<tr>
<td></td>
<td>We would live in a safe neighborhood</td>
<td>We would live among neighbors of the same socio-economic status</td>
</tr>
<tr>
<td></td>
<td>We would live in an area with a good school system</td>
<td>We would live in a lower density neighborhood</td>
</tr>
<tr>
<td></td>
<td>We would live in a physically attractive neighborhood</td>
<td></td>
</tr>
<tr>
<td></td>
<td>We would not be close to the central city</td>
<td></td>
</tr>
</tbody>
</table>

1This belief or attitude is correlated to the probability of visiting or participating in the GHS.
6.1.2 Promotional themes based on attitudes about rehabilitating an abandoned house:

Performing much of the work ourselves:
In general, respondents felt that it was important that they perform much of the rehabilitation work themselves\(^2\). Some said they definitely would perform the work themselves while others believed there was only a 50-50 chance they would do so\(^1\). This variation does not appear to affect interest in the program as neither attitudes nor beliefs about performing the rehabilitation work themselves are correlated to participating in the Sale\(^3\).

But given the importance of this factor, we recommend that program guidelines maintain homeowner rehab as an option and promote it as such (see discussion in Section 5.2).

Taking pride in our work:
Although this factor is not correlated to participation in the GHS\(^3\), respondents say they would take pride in their own work\(^1\) and felt this was very important\(^2\). Given this attitude, promotional products should make some mention of this factor as a by-product of performing rehabilitation work themselves.

\(^1\) See Table C-9.
\(^2\) See Table C-13.
\(^3\) See Tables C-10, C-11, C-12, C-14, C-15, and C-16.
Being free to design our own interior:

Respondents believe they would be free to design their own interiors if they rehabilitated an abandoned house\(^1\) and felt this was important to very important\(^2\). But survey results showed that neither attitudes nor beliefs about designing one's own interior were correlated to visiting the Open House or participating in the Sale\(^3\). Given these findings, we do not recommend this factor as a major promotional theme, but we do recommend that program operators offer homebuyers the option to design their own interiors and state this in promotional materials.

Being likely to become long term residents:

Respondents believed they were likely to become long term residents if they rehabilitate an abandoned house\(^1\) and felt that this was important\(^2\). Furthermore, survey results showed that attitudes and beliefs about this factor were correlated to visiting and to participating in the GHS. These findings suggest that people who are interested in rehabbing are likely to become long term residents. Consequently, promotional products for the GHS should note the opportunity to become long term residents, and program guidelines which stipulate a three year minimum residency requirement can be justified according to these findings.

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\(^1\)See Table C-9.

\(^2\)See Table C-13.

\(^3\)See Tables C-10, C-11, C-12, C-14, C-15, and C-16.
Being able to acquire the property with a small down payment:
Respondents believed they would be able to acquire the property with a small down payment if they rehabilitated an abandoned house and considered this very important. Furthermore, survey results show that both these beliefs and attitudes were correlated to visiting the GHS Open House. Given these findings, we recommend that this factor—being able to acquire the property with a small downpayment—be used as a major promotional theme. This theme is closely related to two other financial considerations mentioned earlier: being able to own their own home and having enough space at a price they could afford. Once again, it would make sense to combine them in the same marketing theme. It might read: "with a small down payment, we could own our own spacious home at a price we could afford."

Gaining a large return on our initial investment:
Respondents felt it was important to get a large return on their initial investment and believed this would occur as a consequence of rehabilitating an abandoned house. However, neither beliefs nor attitudes on this subject were correlated to visiting the Open House or participating in the Sale. Given this last finding, the doubts about financial returns as discussed in Section 5.1, and program guidelines which frown on speculators; we recommend that this subject be excluded from promotional materials.

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1See Table C-9.
2See Table C-13.
3See Tables C-10, C-11, C-12, C-14, C-15, and C-16.
Renting out part of the structure:
Respondents said they would be likely to rent out part of the structure if they rehabilitated an abandoned house\(^1\) and felt this was very important\(^2\). Furthermore, beliefs and attitudes about renting out part of the structure were correlated to visiting the GHS Open House\(^3\). This would suggest that renovations planned by GHS architects should include at least one rental unit in each building and the financial implications of a rental unit(s) in each structure should be included in the cost analysis presented in promotional products.

Helping revitalize the community:
Respondents were certain that rehabilitating an abandoned house would help revitalize the community\(^1\), and they felt this was important or very important\(^2\). Since these beliefs and attitudes were consistently correlated with visiting the GHS Open House and participating in the Sale\(^3\), revitalizing the community should be used as a major promotional theme for the GHS.

Having a great deal of space in the unit:
Respondents felt that having a great deal of space in their unit was important\(^2\) and believed this would be likely if they rehabilitated an abandoned house\(^1\). But neither attitudes nor beliefs toward having a great deal of space were positively correlated to participating

\(^1\) See Table C-9.

\(^2\) See Table C-13.

\(^3\) See Tables C-10, C-11, C-12, C-14, C-15, and C-16.
in the GHS\(^3\). In light of these results, and earlier findings which showed that being able to have enough space at a price we could afford is correlated to interest in the Sale, we recommend that discussions of space be limited to its cost relative to similar housing elsewhere in Boston, as proposed earlier, rather than promoting the quantity of space as an end in itself.

Obtaining a large loan to rehab the structure:

Survey results for this factor were mixed and somewhat confusing because the variable was recoded. To the extent it can be determined, most respondents felt that obtaining a large loan to rehab the structure was unimportant\(^2\) and they believed there was only a 50-50 chance they would do so\(^1\). However, those people who planned to make large investments to rehab an abandoned structure believed they would take out a large loan\(^1\) and felt it was important\(^2\).

Since survey results show that attitudes and beliefs about obtaining a large loan to rehab the structure were not correlated to participation in the GHS\(^3\), this would suggest that the issue could be ignored by the promotional strategy. However, this suggestion may not be appropriate given the rehab costs anticipated by program operators (see Section 5.1). Given these projections and the limited role currently proposed for homeowner rehab, program operators feel that large rehab loans are necessary. Consequently, some effort

\(^1\) See Table C-9.

\(^2\) See Table C-13.

\(^3\) See Tables C-10, C-11, C-12, C-14, C-15, and C-16.
should be made to explain this policy and to discuss the procedures and advantages of taking a loan. If preferential interest rates (e.g. 10 5/8 percent) are available as currently planned, this discussion could be included as part of the financial analysis and used in the promotional strategy outlined earlier.

Increasing property values:
Respondents believed that rehabilitating an abandoned property is likely to increase property values\(^1\) and felt this was important\(^2\). Furthermore, their attitudes and beliefs about this factor were correlated to visiting and participating in the GHS\(^3\). Given these findings, we recommend that increasing property values be used as a major promotional theme. This can easily be combined with earlier findings regarding attitudes and beliefs about revitalizing the community to create a new theme. Namely, that rehabilitating abandoned houses helps revitalize the community because it increases property values.

\(^1\) See Table C-9.
\(^2\) See Table C-13.
\(^3\) See Tables C-10, C-11, C-12, C-14, C-15, and C-16.
<table>
<thead>
<tr>
<th>Promote</th>
<th>Clarify</th>
<th>Avoid</th>
</tr>
</thead>
<tbody>
<tr>
<td>We would be able to acquire the property with a small down payment</td>
<td>We would perform much of the work ourselves</td>
<td>We would gain a large return on our initial investment</td>
</tr>
<tr>
<td>We would rent out part of the structure</td>
<td>We would take out a large loan to rehab the structure</td>
<td></td>
</tr>
<tr>
<td>We would help revitalize the community</td>
<td>We would be free to design our own interior</td>
<td></td>
</tr>
<tr>
<td>Property values would increase</td>
<td>We would take more pride in the work we had done ourselves</td>
<td></td>
</tr>
<tr>
<td>We would be likely to become long term residents</td>
<td>We would have a great deal of space in the unit</td>
<td></td>
</tr>
</tbody>
</table>

1 This belief or attitude is correlated to the probability of visiting or participating in the GHS.
6.1.3 **Summary of promotional themes and policies based on attitudes and beliefs about moving to the WeCan neighborhood and rehabilitating an abandoned house.**

Overall, survey findings indicate that the GHS should be promoted as an attractive and affordable homeownership opportunity that will help revitalize the community. The general size and affordability of the housing units involved in the Sale should be used as major promotional themes. Specifically, four financial considerations should be combined to promote the GHS as a homeownership opportunity. These considerations are:

- the availability of low interest rehab loans;
- the ability to acquire the property with a small down payment;
- opportunities to reduce mortgage payments by renting out part of the unit; and
- options regarding homeowner rehab.

In addition, a financial analysis of the purchase and rehab of a typical GHS House should be included in the promotional package. Such an analysis would outline the financial considerations above and compare them to housing costs elsewhere in the city.

A second major promotional theme should be the revitalizing effect the GHS would have on the WeCan neighborhood. This revitalization will occur because:

- new residents will move in;
- nearly a dozen houses will be rehabilitated simultaneously; and in turn,
- property values will increase.
Survey results discussed in the previous section were also informative for policy purposes. For example, findings showed that homeowner rehab options, the homeowner's freedom to design his own interior, and renting out part of the structure were all important. Consequently these factors should be considered in the program guidelines. Similarly, results revealed that people who work close to WeCan, friends and relatives of WeCan residents, and generally people who live within 2.5 miles of WeCan were interested in participating in the Sale. Consequently, we recommend that some promotional efforts should be targeted to these groups.

Survey findings also revealed the need for different types of information, which should be included in the promotional materials. This list of information includes:

- acknowledging safety problems and documenting efforts by the neighborhood to correct them;
- providing information regarding schools to counteract their negative image;
- acknowledging the area as a integrated neighborhood; and
- portraying the neighborhood's location as one that has the advantages of both city and suburban life.

Some additional information could be presented in graphic as well as written form. These include:

- renderings of renovated houses and proposed physical changes to the neighborhood to show the neighborhood's potential to be physically attractive; and
- a discussion of commuting distances and map showing the neighborhood's accessibility to public transit and proximity to amenities and employment centers in Dorchester and Boston.

The survey also revealed subjects which should be avoided by the promotional strategy. These subjects include:

- the social status of the neighborhood and the socio-economic class of its residents;
- the opportunity for financial returns on rehab investments; and
- the density of the neighborhood.

In summary, the survey findings were used to develop themes to promote the GHS, shape program guidelines, and reveal information which should be provided to potential participants. Generally, findings revealed that an enlightened self-interest would motivate people to participate in the Sale; that is, one could help oneself financially and help the community by rehabilitating an abandoned house. Consequently, the GHS should be promoted as an attractive and affordable homeownership opportunity that will help revitalize the WeCan neighborhood.
6.2 Promotional Strategy Overview

An effective marketing strategy must be grounded in an understanding of consumer behavior. As such, the strategy must work to bring the consumer to a general awareness of the event or product; provide sufficient information so that the consumer may become knowledgeable about the event or product, and hopefully become interested in it; and finally move the consumer from an interest in the event or product to a desire to purchase or participate in it as shown by the diagram below.

```
AWARENESS----KNOWLEDGE----INTEREST----DESIRE----ACTION
```

Any strategy designed to market a product or event must be sensitive to this underlying model and coordinate various media and promotional techniques to produce these market effects.

Given the time frame for the marketing strategy, the limited financial resources available and the GHS's potential for publicity, certain media and promotional techniques have inherent advantages and disadvantages towards achieving the desired marketing objective (See Table 6-3). For example, printed media such as neighborhood and city wide newspapers offer an extensive, albeit expensive, opportunity to advertise the GHS to a wide audience. Consequently, a more cost effective and a better use for this resource would be to exploit its potential for publicity thereby raising the level of knowledge about the project and building an interest in it. The electronic media,
Table 6-3.
Potential for achieving marketing objective by promotional vehicle

<table>
<thead>
<tr>
<th></th>
<th>Awareness</th>
<th>Knowledge</th>
<th>Interest</th>
<th>Desire</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PRINTED MEDIA</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Newspapers (citywide)</td>
<td>x</td>
<td></td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Newspapers (neighborhood)</td>
<td>x</td>
<td>x</td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Magazines</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td><strong>ELECTRONIC MEDIA</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Radio</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>Television</td>
<td>x</td>
<td></td>
<td>x</td>
<td></td>
</tr>
<tr>
<td><strong>OTHER PROMOTION TECHNIQUES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outdoor Advertising</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct Mail</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Handouts (brochures, etc.)</td>
<td>x</td>
<td></td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>Special Video Presentations</td>
<td></td>
<td>x</td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>Tours</td>
<td>x</td>
<td></td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>Media Events</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>Personal Contact</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td></td>
</tr>
</tbody>
</table>
television, are even more expensive outlets for advertising and pose more technical production obstacles than the printed media. But public service announcements, particularly on the radio, can be used strategically to build a level of awareness about the GHS and regular news coverage and "talk shows" offer an opportunity for achieving knowledge and interest objectives. If necessary, the WeCan NIA can even stage its own media events to generate news coverage in the major electronic and printed media; once again achieving awareness, knowledge and interest objectives.

Another range of promotional techniques exists outside the media that can be effectively utilized in the marketing strategy. For instance, well placed outdoor advertising, either in the form of billboards or posters, can raise the level of awareness. Likewise, direct mail provides a personal vehicle to inform people that the event is taking place. Printed brochures and other handouts offer a great potential for disseminating controlled information about the neighborhood and the GHS but are limited by their distribution. Still, effectively designed and distributed, they could be the cornerstone for a marketing strategy. An audio visual presentation such as a slide tape show or a video tape displayed on the weekend of the GHS could be a creative and colorful addition to the marketing strategy and might be just enough to interest someone in participating in the Sale. Finally, the tour/Open House, and the occasions they provide for personal contact between WeCan residents, GHS representatives, and tour goers, are rich opportunities for achieving knowledge, interest and desire objectives.
As outlined below, the strategy proposed for the GHS has been sensitive to this underlying model of consumer behavior, and has manipulated different media and promotional products according to their potentials (see Figure 6-1) to elicit the desired marketing objective.

- First, a limited amount of paid advertising and public service announcements should be used primarily to develop a level of awareness about the Great House Sale.
- Second, publicity through both the printed media and electronic media should shoulder the burden of communicating knowledge about the GHS to build interest.
- Third, printed handouts should build interest, disseminate information, and instill a desire to participate in the Sale. Their role in the house tour will be crucial to achieving the last objective.
- Finally, personal contact through the information center and house tours should play a role similar to those described above.

Handouts and other promotional materials are described in detail in the next section. The publicity strategy for the print media and the electronic media are presented along with an extensive discussion of a variety of methods and vehicles in Section 6.4. The advertising strategy is outlined briefly in Section 6.5. Personal selling and atmospherics are discussed in Section 6.6. Finally, the use of each of the promotional techniques in relation to different target markets is proposed in Section 6.7.
Figure 6-1.

Proposed use of promotional techniques to achieve different market objectives

<table>
<thead>
<tr>
<th>AWARENESS</th>
<th>KNOWLEDGE</th>
<th>INTEREST</th>
<th>DESIRE</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADS/PSA</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PUBLICITY</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HANDOUTS AT OR BEFORE TOURS / OPEN HOUSES</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PERSONAL CONTACT</td>
<td></td>
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</tr>
</tbody>
</table>
6.3 Promotional Products

After extensive consideration and research, the following package of seven promotional products has been proposed. The products are presented in order according to the proposed timing pattern; and the format, content, advertising objective and distribution are discussed relative to each product.

6.3.1 First Information Flyer

The first promotional product in this sequence should be a simple 8 1/2" by 11" black and white information flyer. It should contain the following information: facts about the WeCan Neighborhood Improvement Association and the proposed GHS, when and where the Sale is taking place, who is eligible to participate, and what to do to obtain more information. Its primary purpose is to inform people on our survey mailing lists, homesteading file mailing list, neighborhood mailing list, and opinion leaders, that the GHS will be taking place (build awareness), and to ask them if they wish to receive additional information. In total, approximately 2500 of these flyers should be mailed out at bulk rates six weeks before the Sale. The printing cost would be approximately $50.00 and mailing costs about $75.00.

6.3.2 Posters

Jack French, the architect for the GHS, suggested that some type of poster should act as the second product in the promotional package. The poster would serve much the same function as the first information flyer, i.e. to build a general awareness about the Sale. However,
by its nature the poster has more longevity and the potential to reach an audience beyond the mailing list. Posters should be placed in locations with high visibility for target populations inside and outside Dorchester. For example, locations might include public buildings such as libraries and Little City Halls, supermarkets, subways, and bus stops.

Results from the GHS survey showed that areas within 2.5 miles of WeCan are most important to reach interested market segments. The total cost of the posters, which should be on display starting approximately six weeks before the Sale, is unknown, but is believed to be covered by the architect.

6.3.3 General Mailing Brochure

When someone responds to the first information flyer, the poster, a press release, or simply hears about the sale by word of mouth, they should be mailed the third element of the promotional package; the general mailing brochure. This gray, twofold brochure holds eleven 9" by 3 3/4" brown inserts which contain the following information on each house: an architectural rendering, floor plans, a list of rooms, special features, and rehab options. If space permits the projected rehab costs and the potential for renting space should also be included. General information about the GHS including procedures for participating are printed on the sides of the brochure rather than the inserts. The advertising objectives for this brochure are to build knowledge about the types of houses and potential of each individual house in the Sale, to provide enough information for
potential participants to become interested in a specific house, and to allow interested parties to decide which homebuyer's guide to request.

The brochure should be available starting four weeks before the Sale. In addition, the brochure has the potential to be distributed during the weekend of the Sale as a tour guide, thereby reducing the need to put all house related information in the booklet or newspaper supplement described below. The printing cost was estimated at approximately $60.00 for the 2,000 copies, and mailing costs may run between $100.00 and $250.00 depending on the number of requests and the potential for using bulk mail.

(Due to the large number of inserts in the format described above, this information could also be presented in a small booklet or pamphlet with multiple folds that doubled as a tour guide the weekend of the sale.)

6.3.4 **Newspaper supplement or booklet**

Two different formats have been suggested to communicate the next body of information, and both options have their advantages. The first alternative is an 11 1/3" by 17" newspaper supplement with black and white photographs and line drawings. It is considerably less expensive than its competitor, an 8 1/2" by 11" booklet with the same graphic information. However, the second alternative might look more professional. The Dorchester Community News has offered to print, and (with the help of WeCan volunteers) insert 10,000 camera ready newspaper supplements into their newspaper for a mere $80.00.
In contrast, estimates for printing the booklets range from $600.00 to $2,000.00 for the first 1,000 copies. In addition, the cost of the layout and all other design work was quoted at another $3,000.00. To underwrite these costs advertisements could be sold to bankers, contractors, and other interested parties for $500.00 to $300.00 per page. However, this strategy could pose difficult administrative problems given the short time remaining before the Sale.

Regardless of which format is chosen, the purpose of this promotional product is to build knowledge, arouse interest, and ultimately instill a desire to participate in the Sale by disseminating information about the neighborhood, the GHS, and the individual houses. Thus, the document should contain three major sections. First, a profile of the WeCan neighborhood which includes information on its history, people, schools, efforts to improve neighborhood safety, location of amenities, and general strengths and weaknesses of the neighborhood. Some of these could be written by compiling quotes from neighborhood residents or by inviting outside guests to write articles. At the very least, feature articles should be written by the architect or the Director of the Neighborhood Improvement Association on the opportunity abandoned homes provide for homeownership, the GHS concept, and the role it plays in the overall neighborhood revitalization strategy. Second, a major section should be devoted to information about the Sale including step by step procedures for participating, a cost analysis of a hypothetical $30,000.00 rehabilitation project, a map showing the location of each of the houses in the Sale, and a montage of press clippings about the Sale.
Finally, the third section should contain specific information about each house including a rendering or floor plan, rehab cost, potential for generating rental income, list of rooms, special features, and other potential options. Where possible, information in this section should draw on artwork and information compiled for the general mailing brochure described in Section 6.3.3.

If a newspaper supplement is used, 10,000 of them would be distributed through the Dorchester Community News approximately two to four weeks before the Sale. Later, the supplement could be used as a handout before and during the Sale weekend. In contrast, if a booklet were produced, approximately 2,000 of them would be handed out starting two to four weeks before the Sale to people who had visited the information center or the Open House. It is also possible that both the newspaper supplement and the booklet could be produced. In that case, the newspaper supplement would only be four pages long; 10,000 copies would appear four weeks before the sale and would include only general information about the Sale with some examples of designs and rehabilitation costs for individual houses. The remainder of the information, particularly the information regarding the neighborhood and specific information about all the houses, would appear in the booklet which would be available the week of the Sale.

6.3.5 Second Information Flyer (with supplement for WeCan residents)

One week before the GHS, a second information flyer should be sent to anyone who had requested materials on the Sale to remind them of the upcoming Open House. The one page, 8 1/2" by 14" flyer, which is
printed on both sides, should simply restate general information about
the Sale, when and where it is taking place, how to get there, the
schedule of events the weekend of the Sale; and again, briefly, what
the sale is, who can participate, and how to get involved.

A special typewritten one page supplement should be added to the
flyer and distributed to all residents of the WeCan neighborhood.
This letter would remind them that the Sale is taking place in their
neighborhood that weekend, outline any special considerations, such
as parking, which should be made for visitors; and make final requests
for volunteers to help with the tour if that is necessary.

In total, approximately 2,000 flyers (1,000 of which will contain
neighborhood supplements) will be mailed at a bulk rate of approximately
$60.00; printing costs for both items should not exceed $60.00.

6.3.6 Homebuyer's guide

Probably the most important instrument for instilling a desire to buy
a specific house will come from the homebuyer's guide. This 8 1/2" by 11" document, which features a horizontal format and color xeroxes,
is designed specifically to help someone who is already interested in
a house to decide whether to buy it. As such, the guide will include
detailed information regarding the specific house including extensive
work write-up, rehabilitation costs, floor plans and elevations,
opportunities for homeowner to perform work instead of a contractor,
and a financial analysis of the purchase and maintenance of the property.
This section of the homebuyer's guide will be different for each house.

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However, the first half of the guides will be identical and include the following: a brief introduction containing general information about the WeCan neighborhood and the GHS; and detailed information about GHS procedures including eligibility requirements, arrangements with the Massachusetts Housing Mortgage Finance Authority (MHMFA), and policies regarding work to be performed by homeowners versus contractors.

The homebuyer's guide will be available from the information center two weeks before the Sale and at information tables in front of each house the weekend of the open house. Guides may also be mailed if people are willing to pay for mailing costs. Approximately 900 homebuyer guides, or 75 per house, will be printed and sold to interested parties for $1.00 to $3.00 to cover printing costs. Again, these guides are seen as the last step in the decision making process for the serious homebuyer and are not intended for mass distribution. For this reason, people are asked to pay a fee to cover the guides' production cost. This fee should prevent people from casually picking up guides for each of the twelve houses.

6.3.7 **Living in Dorchester**

The final item in the promotional package already exists and applies to Dorchester in general. In 1978, a group of Dorchester residents combined efforts to write a booklet entitled *Living in Dorchester*. This document includes first person accounts of life in thirty-six neighborhoods in Dorchester, including WeCan. The authors relate reasons why they moved to Dorchester with no attempt to "gloss over
what we freely admit are problems" and special sections describe Dorchester's schools, cultural opportunities, history, houses, and housing programs. This handsome 9" by 11" booklet which features extensive color photographs and a pull out map of Dorchester should be distributed the weekend of the GHS Open House from the information center and tables in front of each house. Its primary purpose would be to develop knowledge and interest in Dorchester in general rather than the GHS or WeCan in particular. This function is important because potential homebuyers, particularly those from outside Dorchester, might want more information on Dorchester than is provided by the neighborhood profile of WeCan described in Section 6.3.4. Living in Dorchester offers a logical source for this information; since it has already been written, produced and probably will be available at no cost, the booklet is a valuable addition to the GHS promotional strategy.
### Table 6-4.

FINANCIAL ANALYSIS FOR PROMOTIONAL PRODUCTS

<table>
<thead>
<tr>
<th>ITEM</th>
<th>QUANTITY</th>
<th>PRODUCTION COSTS (design, artwork, photography, layout typesetting)</th>
<th>PRINTING COSTS</th>
<th>MAILING COSTS</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>First Informational Flyer</strong></td>
<td>2,500</td>
<td>$30.00</td>
<td>$75.00*</td>
<td>$105.00</td>
<td></td>
</tr>
<tr>
<td>Poster</td>
<td></td>
<td>in kind service from Jack French AIA GHS Architect</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>General Mailing Brochure</strong></td>
<td>2,000</td>
<td>$60.00</td>
<td>$150.00</td>
<td>$210.00</td>
<td></td>
</tr>
<tr>
<td><strong>Newspaper Supplement</strong></td>
<td>10,000</td>
<td>$80.00/4 pp.</td>
<td>NA</td>
<td>$80-$240</td>
<td>$80-$240</td>
</tr>
<tr>
<td><strong>Booklet</strong></td>
<td>2,000</td>
<td>up to $3,000</td>
<td>estimates vary from $600-$2000 for first 1,000 copies</td>
<td>NA</td>
<td>$3600-$5000</td>
</tr>
<tr>
<td><strong>Second Informational Flyer (with WeCan Neighborhood Supplement)</strong></td>
<td>2,000</td>
<td>$40.00</td>
<td>$60.00*</td>
<td>$120.00</td>
<td></td>
</tr>
<tr>
<td><strong>Homebuyer's Kit</strong></td>
<td>900</td>
<td>in kind service from Jack French AIA GHS Architect</td>
<td>paid by participant</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Living in Dorchester</strong></td>
<td>1,000</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>no cost to WeCan</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Option A</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>with newspaper supplement</td>
<td></td>
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<tr>
<td><strong>Option B</strong></td>
<td></td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>with booklet and newspaper supplement</td>
<td>3,000</td>
<td>830-2,230</td>
<td>$285.00</td>
<td>$4115-5515</td>
<td></td>
</tr>
</tbody>
</table>
Table 6-5: Promotional Products

<table>
<thead>
<tr>
<th>Format/Number</th>
<th>Advertising Objective</th>
<th>Contact/Messages/Theme</th>
<th>Audience/Distribution</th>
<th>Reprints/Thousand</th>
<th>Markups/Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Information Flyer</td>
<td>One-page, 9 1/2 by 11&quot; black and whiteleys, staple offset print</td>
<td>Build awareness</td>
<td>General information on the Great House Sale, house plans and where it is taking place, how to determine who can participate, for more information</td>
<td>3,000--approximately $75.00</td>
<td>0.95 OK--No Joost French</td>
</tr>
<tr>
<td>Notice</td>
<td>No--see Joost French</td>
<td>Build awareness</td>
<td>Fun on season survey results will help determine theme</td>
<td>5,000 before the sale up until the sale</td>
<td>2,800--$0.50/1,000</td>
</tr>
<tr>
<td>General Selling Brochure</td>
<td>Grey two fold brochure in the same format/umber Advertising Objective Content/Message/Theme Audience/Distribution</td>
<td>Build awareness</td>
<td>General information about the Great House Sale, and what potential participants in houses are interested in a different house. This brochure would be left on doorsteps, handed out on the weekend of the sale, and ultimately instill potential, list, and potential of each house.</td>
<td>5,000 before the sale up until the sale</td>
<td>2,800--$0.50/1,000</td>
</tr>
<tr>
<td>Promotional Supplement</td>
<td>11 1/2 by 11&quot; format/umber Advertising Objective Content/Message/Theme Audience/Distribution</td>
<td>Build awareness</td>
<td>General information about the Great House Sale, and what potential participants in houses are interested in a different house. This brochure would be left on doorsteps, handed out on the weekend of the sale, and ultimately instill potential, list, and potential of each house.</td>
<td>2,500--$0.50/1,000</td>
<td></td>
</tr>
<tr>
<td>Announced Information Flyer</td>
<td>One-page, 9 1/2 by 11&quot; black and whiteleys, staple offset print</td>
<td>Build awareness</td>
<td>General information about the Great House Sale, and what potential participants in houses are interested in a different house. This brochure would be left on doorsteps, handed out on the weekend of the sale, and ultimately instill potential, list, and potential of each house.</td>
<td>2,500--$0.50/1,000</td>
<td></td>
</tr>
<tr>
<td>Homebuyers' Kit</td>
<td>8 1/2 by 11&quot; Homebuyers' Kit</td>
<td>Build awareness</td>
<td>General information about the Great House Sale, and what potential participants in houses are interested in a different house. This brochure would be left on doorsteps, handed out on the weekend of the sale, and ultimately instill potential, list, and potential of each house.</td>
<td>2,500--$0.50/1,000</td>
<td></td>
</tr>
<tr>
<td>Living in Manchester</td>
<td>8 1/2 by 11&quot; booklet with attractive black and whiteley photographs and line drawings to front of each house.</td>
<td>Build awareness</td>
<td>General information about the Great House Sale, and what potential participants in houses are interested in a different house. This brochure would be left on doorsteps, handed out on the weekend of the sale, and ultimately instill potential, list, and potential of each house.</td>
<td>2,500--$0.50/1,000</td>
<td></td>
</tr>
</tbody>
</table>
6.4 Publicity Strategy

6.4.1 Overview

In his work, *Marketing for Non-Profit Organizations*, Philip Kotler defines publicity as:

the development and dissemination of news and promotional material to bring favorable attention to a product, person, organization, place or cause. It contrasts with advertising in that the message is carried in media (1) without payment to the media and (2) without explicit indication of the source.

Because WeCan NIA has limited funds, it must rely heavily on publicity to promote the GHS. This task should not be difficult if a comprehensive strategy is devised to exploit the GHS's potential for media coverage.

The GHS has the potential to be a significant news item because it addresses a number of important social issues. As a neighborhood self-help project, the GHS will attempt to convert the problem of abandoned housing into an opportunity for low-cost housing. As such it is a direct attack on two social problems: (1) the rising cost of housing; and (2) the lack of decent housing for low and moderate income households. Furthermore, the GHS is an example of joint partnership between the public sector (City of Boston, National Endowment for the Arts, the Massachusetts Home Mortgage Finance Agency (MHMFA)), the private sector (New England Merchants Bank, First National Bank of Boston, an architectural firm and various contractors), and a

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community based organization (WeCan NIA). Thus, the GHS is an innovative approach to recycling abandoned buildings which could set a national precedent. For that reason the GHS should have good potential as a news item locally and in some professional circles nationally (e.g. housing, city planning).

One method to increase the appeal of the GHS and enhance its newsworthiness would be to combine the GHS with another event. For example, an "Abandoned Home Buying Clinic", similar to homebuying clinics sponsored by some banks and real estate agents, could be held in conjunction with the GHS. Such a mutually reinforcing combination of events is likely to attract a larger audience than the GHS alone since participants need not be interested in participating in the Sale to attend the clinic. In addition, such a combination is likely to increase the newsworthiness of the GHS and increase the coverage provided by the media.

The newsworthiness of the event aside, the GHS may go unheralded without a comprehensive publicity strategy. First, it is necessary to identify those print and electronic media which cover this type of event and reach the appropriate target markets. Next, it is important to establish contact with the people in each media well in advance of the GHS (six to eight weeks). Finally, it is necessary to determine the objectives of the publicity strategy, devise a timing pattern, and establish a consistent theme for the GHS based on the findings and recommendations in Section 6-1. Once these are in place, WeCan NIA can, to a large extent, control the distribution, timing and content of its messages by:
- writing press releases and community calendar notices for the printed media;
- issuing public service announcements (PSAs) and news releases, and making presentations on local public affairs talk shows for the electronic media;
- staging media events and compiling media kits for both the electronic and printed media; and finally
- writing articles for professional journals.

The strategy for implementing each of the above items will be outlined in subsequent sections.

6.4.2 Printed Media

The printed media consists of city wide newspapers, local or neighborhood newspapers, magazines or periodicals, and professional journals. Printed media, more than electronic media (radio and television), can be used to disseminate information to specific audiences. For example, Dorchester has two neighborhood based newspapers, but no radio or TV station is aired exclusively in Dorchester. Thus the neighborhood newspapers provide an opportunity to target specific messages to different markets. Another advantage of the printed media, which should be utilized, is their ability to provide more in-depth coverage of an event than the electronic media. A 30-60 second PSA on radio or television can do little more than build awareness of an event. In contrast, a feature length magazine article can disseminate complex information regarding procedures for participating in the Sale, and so on. Consequently, the printed media should be used to build awareness, knowledge, interest, and desire to participate in the Sale.
6.4.3 Methods of publicity in the printed media

Four methods should be used to promote the GHS through the printed media: press releases, media events, community calendars, and professional journal articles. Each of these is described in greater detail below.

Press Releases:

The press release is the standard vehicle for informing the media of an upcoming event. Usually no more than two pages,

The news release is meant to assist a journalist by providing facts in a terse and easily read form. It is read to decide whether the story will be covered as well as for factual details of the story itself. Depending on the news organization and its needs, the release may be used verbatim, excerpted, used as a reference for a film story, or ignored.

In order to control the objective of the publicity, its content, timing and distribution, the operators of the GHS should write their own press releases. The timing of the media coverage can be controlled by staggering press releases over a two to three month period. At a minimum, five press releases are suggested: (1) one press release during the planning stages to announce the program, (2) one progress report on preparation for the Sale; (3) one press release approximately one to two weeks before the Sale to act as a final announcement, (4) one press release covering the event, and (5) one follow-up on the event. Some or all of these press releases would be appropriate in different printed media as discussed in Section 6.4.4.

Media Events and Media Kits:

Another method for generating and controlling publicity is to stage a media event or press conference. Press conferences are typically convened to make important announcements, introduce guest personalities, or state a change affecting people. Media events, as the name implies, are newsworthy events which occur spontaneously or are staged to attract media attention. Both press conferences and media events provide an excellent opportunity to release news simultaneously to the print and electronic media.¹

Program operators should anticipate that the lottery on the day of the sale will be a media event in itself. However, news coverage at that point would be too late to attract participants for the Sale. Consequently, program operators should schedule some type of media event two to four weeks before the Sale. One idea would be to stage an event comparable to a ground breaking ceremony. Representatives from each of the important actors in the Sale—the City of Boston, the National Endowment for the Arts (NEA), the Massachusetts Home Mortgage Finance Agency (MHMFA), New England Merchants Bank, First National Bank of Boston, City Design (the architectural firm), and the WeCan NIA—could "tour" the exterior of one of the GHS houses. This setting would be particularly attractive for television because the background would reveal the neighborhood and abandoned buildings themselves. WeCan NIA should also invite Senator Tsongas or someone from his

office to participate in the ceremony since the Senator's Office was instrumental in mobilizing funds for the GHS. An addition of such a notable public figure would greatly enhance the newsworthiness of a media event.

In advance of any press conference or media event, the WeCan NIA should compile a "press kit". The press kit is designed to provide members of the press with background information and facts about the GHS. According to one public relations executive "A good press kit should offer basic informational materials from which editors can construct a straight news piece for their readers. In addition, the kit should provide releases and photographs which will help editors in the preparation of feature articles. On occasion these articles may be printed verbatim in smaller newspapers."¹ Press kits for the GHS should include:

(1) A news release not to exceed one to two pages;

(2) A fact sheet of background information which may be five to seven pages and should offer depth, detail, and well documented facts and figures; and

(3) Photographs, diagrams and graphs which should be 8 x 10 black and white glossies designed to reproduce clearly. Each should be captioned to identify actors, houses and clarify subjects.

WeCan may also want to include some of the promotional products (brochures, newspaper supplements) discussed in Section 6.3, press clippings, and statements from officials. The press kit should be distributed before the conference begins so newsmen have

time to brief themselves. In addition, the press kit should be sent to media people who were unable to attend the conference or event.

Community Calendars:
Most printed media have community calendars which list a weekly or monthly schedule of civic and social events. WeCan should use these extensively to promote the GHS. Program operators should identify publishing deadlines in advance to insure that announcements appear on time. Because of their brevity, community calendar listings should not be expected to do any more than build an awareness of the Sale and act as a reminder for potential participants. Like public service announcements, they should begin appearing in the media two to four weeks before the Sale and saturate the media during the week of the Sale.

Professional Journal Articles:
Most professions have trade journals which experts in their field use to discuss theoretical issues or share their experiences with approaches to problems. Many of these journals will publish noteworthy articles which are submitted by freelance writers. An article on the GHS could be published in a national journal for the same reasons that the GHS is newsworthy locally. That is, abandoned housing exists in many cities across the country. An article which discussed that problem, and portrayed the GHS as an innovative, replicable method to attack the problem could have some appeal to journals in architecture, city planning, real estate, housing, or journals which are oriented towards the black community.
Again, the purpose of a journal article would not be to attract participants to the GHS, but to promote the GHS as an innovative and replicable method to recycle abandoned buildings. Consequently the article would focus on the mechanics of operating the GHS. Its publication would help build a national coalition for the GHS approach; in turn, this publicity would bring considerable notoriety to WeCan and enhance the likelihood of repeating the GHS locally.

6.4.4 Vehicles for publicity in the print media

In general, four types of printed media should be used: (1) city-wide newspapers, (2) neighborhood newspapers, (3) local and regional periodicals, and (4) national professional journals. Specific media within each of these categories should be selected based on their ability to reach the target audience. That is, some media should be selected to reach the city in general, other media should focus more narrowly on the southeast sector of the city—particularly Dorchester, Roxbury and Mattapan—or on the black community. Still other vehicles should be selected because they are read by neighborhood activists or professionals in housing, architecture, real estate, banking (community reinvestment), and city planning.

City-Wide Daily Newspapers:

City-wide daily newspapers provide an opportunity to reach a large, general audience. The Boston Globe, for example, has a daily circulation of 482,578 and a Sunday circulation of 694,211. Similarly, the Boston Herald American has a daily circulation of 277,819 and a

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Sunday circulation of 365,588\(^1\). Either newspaper alone reaches more people than all the local neighborhood newspapers combined; Furthermore, the Globe is read by approximately 80 percent of the newspaper reading households in the metropolitan area\(^2\). Given these facts, plus survey findings which revealed that respondents used newspapers more frequently than any other source to locate new housing (see Appendix C.2), city-wide newspapers' coverage of the GHS should be maximized. Consequently, program operators should send all five press releases, community calendar listings, and press conference invitations to both the Globe and the Herald (see Table 6-6).

Another advantage of utilizing city-wide newspapers is the depth and quality of their reporting. Both papers, particularly the Globe, are known for the quality of their journalism. Consequently, program operators should utilize these resources to maximize the depth and breadth of information disseminated about the GHS. For example, a well written feature article could provide sufficient information regarding the GHS to build awareness, knowledge, and interest in the GHS. Thus, a sequence of well timed articles would encourage large numbers of people to attend the GHS Open House.

Still another advantage of a large city-wide newspaper is that its many sections offer multiple opportunities to promote the GHS.


<table>
<thead>
<tr>
<th>Name</th>
<th>Circulation</th>
<th>Frequency/Date of Circulation</th>
<th>Starting SS/ES Dates</th>
<th>Progress Report</th>
<th>Final Amendment</th>
<th>Follow-up</th>
<th>Column Headings</th>
<th>Multi-Page Ads/Features</th>
<th>Media Events/Fairs Conferences</th>
<th>Community Outreach</th>
<th>Professional Journal Index</th>
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<tbody>
<tr>
<td>Newspapers</td>
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<td>Daily Newspapers</td>
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<td></td>
<td></td>
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</tr>
<tr>
<td>Boston Globe</td>
<td>406,579</td>
<td>Daily</td>
<td></td>
<td>*</td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>Boston Herald American</td>
<td>277,819</td>
<td>Daily</td>
<td></td>
<td>*</td>
<td></td>
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<td></td>
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<tr>
<td>The Christian Science Monitor</td>
<td>174,300</td>
<td>Daily x Saturday</td>
<td></td>
<td>*</td>
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<td>Sunday Newspapers</td>
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<td></td>
<td></td>
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</tr>
<tr>
<td>Boston Sunday Globe</td>
<td>694,211</td>
<td>Sunday</td>
<td></td>
<td>*</td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>Boston Herald American</td>
<td>303,300</td>
<td>Sunday</td>
<td></td>
<td>*</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Bay State Banner</td>
<td>19,500</td>
<td>Thursday</td>
<td></td>
<td>*</td>
<td></td>
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<td></td>
<td></td>
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<td></td>
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<tr>
<td>The Boston Ledger</td>
<td>25,000</td>
<td>Friday</td>
<td></td>
<td>*</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Boston Phoenix</td>
<td>110,000</td>
<td>Tuesday</td>
<td></td>
<td>*</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Woonsocket Argus-Citizen</td>
<td>7,350</td>
<td>Thursday</td>
<td></td>
<td>*</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hyde Park Tribune</td>
<td>4,930</td>
<td>Thursday</td>
<td></td>
<td>*</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jamaica Plain Citizens and</td>
<td>3,750</td>
<td>Thursday</td>
<td></td>
<td>*</td>
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<tr>
<td>Roxbury Citizens</td>
<td>2,700</td>
<td>Thursday</td>
<td></td>
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<tr>
<td>Mattapan Tribune</td>
<td>2,700</td>
<td>Thursday</td>
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<tr>
<td>New England Black Weekly</td>
<td>30,800</td>
<td>Wednesday</td>
<td></td>
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<tr>
<td>The Real Paper</td>
<td>105,000</td>
<td>Sunday</td>
<td></td>
<td>*</td>
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<tr>
<td>Suburban Record</td>
<td>18,800</td>
<td>Thursday</td>
<td></td>
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<tr>
<td>Banker and Tradesman</td>
<td>6,200</td>
<td>Wednesday</td>
<td></td>
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<tr>
<td>The Beacon</td>
<td>5,300</td>
<td>Monthly</td>
<td></td>
<td>*</td>
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<tr>
<td>The Black Professional</td>
<td>18,000</td>
<td>Monthly</td>
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<tr>
<td>Magazine</td>
<td>90,000</td>
<td>Monthly</td>
<td></td>
<td>*</td>
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<tr>
<td>Cape Verde</td>
<td>1,500</td>
<td>Monthly</td>
<td></td>
<td>*</td>
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<tr>
<td>The Citizens Advocate</td>
<td>40,000</td>
<td>Monthly</td>
<td></td>
<td>*</td>
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<tr>
<td>The Community News</td>
<td>7,000</td>
<td>Bimonthly</td>
<td></td>
<td>*</td>
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<td>Housing Opportunities</td>
<td>NA</td>
<td>NA</td>
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<td>*</td>
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<td></td>
</tr>
<tr>
<td>NARC Community Exchange</td>
<td>3,500</td>
<td>10/year</td>
<td></td>
<td>*</td>
<td></td>
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<tr>
<td>Series</td>
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<tr>
<td>Settlin' In</td>
<td>40,000</td>
<td>Annual</td>
<td></td>
<td>*</td>
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<td>City Planning</td>
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<td></td>
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</tr>
<tr>
<td>Planning</td>
<td>13,800</td>
<td>11/year</td>
<td></td>
<td>*</td>
<td></td>
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<td></td>
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<tr>
<td>Practicing Planner</td>
<td>NA</td>
<td>Quarterly</td>
<td></td>
<td>*</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Urban Land</td>
<td>6,800</td>
<td>Monthly</td>
<td></td>
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<tr>
<td>AIA Journal</td>
<td>26,683</td>
<td>Monthly</td>
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<tr>
<td>Progressive Architecture</td>
<td>64,000</td>
<td>Monthly</td>
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<tr>
<td>Black Community</td>
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<tr>
<td>Black Times</td>
<td>25,000</td>
<td>Monthly</td>
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<tr>
<td>The Times</td>
<td>116,000</td>
<td>Monthly</td>
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<tr>
<td>Other</td>
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<td></td>
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</tr>
<tr>
<td>Neighbors</td>
<td>3,000</td>
<td>5/year</td>
<td></td>
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</tr>
<tr>
<td>Real Estate Review</td>
<td>26,000</td>
<td>Quarterly</td>
<td></td>
<td>*</td>
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</tbody>
</table>
For example, the Globe has sections in architecture, real estate, home and garden, neighborhood news, and a weekly column entitled "City Living". Different articles would be appropriate in any of these sections simply by adjusting the theme of the article to match the audience. An article in the Real Estate section, for instance, could present the GHS as an innovative, low-cost housing opportunity while an article in the Home and Garden section could emphasize the opportunities and challenges of rehabilitating an abandoned house. Again, GHS program operators should exploit this opportunity for repeated in-depth coverage of the GHS by contacting editors from each of the appropriate sections of the newspaper (see Table 6-7), sending them news releases, and suggesting story angles to match their particular audience.

<table>
<thead>
<tr>
<th>Section</th>
<th>Contact Person</th>
</tr>
</thead>
<tbody>
<tr>
<td>Architecture</td>
<td>Campbell, Robert; Menzir, Ian</td>
</tr>
<tr>
<td>Real Estate</td>
<td>Yudis, Anthony</td>
</tr>
<tr>
<td>&quot;City Living&quot;</td>
<td>Schofenberg, Kurt</td>
</tr>
<tr>
<td>Home and Garden</td>
<td>Hotton, Peter</td>
</tr>
<tr>
<td>Dorchester Correspondent</td>
<td>City Desk, 929-3100</td>
</tr>
</tbody>
</table>

Table 6-7.
Opportunities for Publicity in the Boston Globe

128
Neighborhood Newspapers:

In contrast to city-wide newspapers, neighborhood newspapers have considerably smaller circulations, fewer sections, fewer and less talented staff, but more interest in local events. Consequently, neighborhood newspapers are more likely to provide extensive coverage of the GHS and accept news releases they receive from WeCan verbatim. Thus, they provide a good opportunity for program operators to tailor specific messages to target audiences.

Special attention should be given to newspapers which circulate in the Southeast section of the city—particularly Dorchester, Roxbury, and Mattapan. These newspapers include: the Bay State Banner, the Dorchester Argus-Citizen, the Dorchester Community News, the Mattapan Tribune, the Jamaica Plain Citizen and Roxbury Citizen, and the Suburban Record. Like the city-wide newspapers, they should be sent all five news releases, community calendar listings, and press conference invitations. (See Table 6-6). And like the city-wide newspapers, they can be used to build awareness, knowledge, interest, and desire to participate in the GHS.

Other Newspapers and Periodicals:

A number of other newspapers exist which are not specifically targeted to any single GHS market, but provide a general opportunity to promote the GHS and build awareness of the event. For example, the Boston Ledger, which has a general circulation of approximately 20,000, covers neighborhood politics. Assuming some of its readers may have an interest in the GHS, it would be appropriate to send several press releases and community calendar listings to the Boston Ledger.
Specifically, the first, third and fourth press releases should be sent to the Ledger, as well as several other weekly or bi-weekly newspapers: the Boston Phoenix, the Hyde Park Tribune, the Real Paper, SEPAC Newsletter, and South End News.

Monthly periodicals can also be used to promote the GHS generally or to specific target groups such as neighborhood activists or the black community. For example, the Citizen Advocate, published monthly by Mass Fair Share, a grass roots organization which is concerned with the needs of poor people and has an ongoing interest in the problem of abandoned housing, should be interested in covering the GHS for its 40,000. The New England Black Weekly, the Black Professional Magazine, and the Cape Verdean cater to black audiences and are interested in promoting the achievements of the black community. For the same reason, they should be interested in covering the GHS. Other periodicals which might be used to promote the GHS include the Boston Magazine, the CommUnity News (a socialist newspaper in Jamaica Plain which covers neighborhood or community organizing), the Banker and Tradesman (which lists real estate transactions in the city), Housing Opportunities (a newsletter published bimonthly by the Mayor's Office of Fair Housing), and the Beacon (a magazine for municipal officials).

In general, different news releases should be tailored to each periodical. Consequently, the utilization pattern is too complex to discuss here and the reader is referred to Table 6-6 to examine the periodicals on a case-by-case basis.
Professional Journals:

Publications in professional journals are the final vehicle for promoting the GHS through the printed media. As suggested earlier, the articles are designed not to attract people to participate in the GHS, but to promote the GHS as an innovative approach to common urban problems. Professionals in several fields may have an interest in the GHS; consequently, program operators should submit articles to at least two journals in each field. Listed by profession or field, these journals include:

CITY PLANNING

Planning
Practicing Planner
Urban Land

ARCHITECTURE

AIA Journal
Progressive Architecture

BLACK COMMUNITY

Black Times
The Crisis

OTHERS

Neighbors
Real Estate Review

More detailed information on the audience, subjects covered, and manuscript requirements for each of these journals is included in Appendix D.1.
The emphasis of the journal article will vary, of course, by profession: but by nature these articles will occur after the GHS and should generalize from the specific event to the national scene.

6.4.5 **Electronic Media**

This discussion of the electronic media will focus on locally produced radio and television. Most popular programming and advertisements on television come from a national network or program supplier and is carried by local stations in exchange for a portion of their advertising revenues. Although local news and public affairs programming may not seem as glamorous as network shows, this programming can have a major impact on community affairs. Consequently, WeCan should concentrate on access to local programming.

Both radio and television appeal to mass audiences. 1,807,200 households in Eastern Massachusetts receive the preponderance of their television programming from Boston stations and a total of 3,761,300 households in New England view Boston stations to a significant extent. More than 99 percent of all households have at least one radio, and the average is more than five. The radio audience in the Boston metropolitan area alone is 2.9 million people (twelve years and older).

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1 Media Action Handbook, National Committee against Discrimination in Housing (NCDH), p. 9.


3 Ibid.

4 Media Action Handbook, NCHD, p. 43.

5 "Who's No. 1 in Boston Radio?" Calendar Section, The Boston Globe, 17 July 1980. p. 11. This article was based on information from a spring survey by the Arbitron Company.
Since the advent of television as the current mass medium, radio's function has altered considerably. Radio increasingly reaches specific target audiences. Radio programming is planned along clearly differentiated, carefully researched formats which appeal to distinct minority, class, age or income groups.\footnote{Media Action Handbook.} WeCan should be particularly interested in the radio stations which cater to the thirty year old group, feature local news and public affairs, or are oriented to the black community. By contract TV programming is relatively undifferentiated, and WeCan should pursue any TV coverage possible.

The Federal Communication Commission requires radio and television stations to give free air time to non-profit, public service organizations.\footnote{Media Access Guide, Boston Community Media Council, Inc. (BCMC), p. 13.} Thus, broadcasters offer several kinds of access opportunities to non-profit groups. These include Public Service Announcements (PSA), Editorials, Special Station Public Service Projects, News, and Local Public Affairs Programs\footnote{Greater Boston Media Directory, New England Newsclip Agency (NENA), p. 12.}. Given the nature of the GHS, program operators should focus their efforts on PSAs, News Stories (generated by Media Events), and Local Public Affairs programs. Media events were discussed in the previous section, and the other access opportunities are discussed in more detail below.
6.4.6 Methods of publicity in the electronic media

Public Service Announcements (PSAs):

PSAs are advertisement-like messages on behalf of non-profit groups which television and radio stations air free of charge as a public service to the community. Typically, a PSA is a brief message (ten to sixty seconds long) that describes an activity or service of a non-profit organization. Some stations distinguish between ongoing PSAs, which describe available services, and calendar announcements, which describe upcoming events sponsored by local groups.

WeCan should be able to use PSAs effectively to reach a mass audience. However, there are some limitations. WeCan is not buying time for the spots, so they will not be able to determine when the PSAs will appear, how frequently, or with what program. Given these uncertainties, PSAs should be tailored to the station's format. For example, a loud or folksy PSA might be effective on a rock station but not a "beautiful" music station. In addition, PSAs must be submitted well in advance of the Sale to insure that they are aired one to two weeks before the event. Stations should be encouraged to air the PSA most frequently during the week before the Sale.

Another limitation of the PSA is its brevity. The amount of information that can be conveyed in ten to sixty seconds is obviously limited. Consequently, WeCan should use PSAs to build awareness of the event and to remind potential participants of the Sale. More detailed information can be presented through other means such as news coverage and local public affairs programming.
News Coverage:

If an event is timely, interesting, and significant to a broadcaster's audience, a station will often provide news coverage of an event or issue that involves a non-profit organization. Groups like WeCan can write a news release, call a news conference, or telephone a station's news department. As suggested earlier, WeCan should issue its own press releases and stage media events to generate news coverage.

The timing of the media event, and the ensuing news coverage on radio or television, is crucial. WeCan cannot wait until the day of the Sale/Lottery for news coverage. They should schedule some media event approximately two weeks before the Sale in order to attract people to participate in the GHS.

WeCan can take several steps to enhance the likelihood of news coverage for their media event. First, WeCan should attempt to have some important communicators--representatives of large banks or Senator Tsongas' office--present and highly visible at the press conference. Second, WeCan should stage the event in a visually attractive, interesting, and informative setting. For example, WeCan could stage a house tour on the lawn of one of the abandoned houses. This setting would be particularly attractive for television because the background could provide information about the houses and the neighborhood.

Like the PSA, news coverage is relatively brief and program operators would have little time to explain the details of the GHS. Hence, WeCan should view news coverage primarily as another means for building
awareness of the event. The only opportunity for in-depth coverage in the electronic media is through local public affairs programs—the next category to be discussed.

**Local Public Affairs Programs:**

Every licensed commercial TV station is required to broadcast "public affairs" programming. The commitment of station resources to public affairs programming differs widely, depending on the size of the station and the market, the availability of sponsors, and demand from the public.

Local public affairs programs vary in format from live, in studio interviews or discussion programs to prerecorded documentaries and specials. Many stations have regularly scheduled programs of this type.

Local public affairs programs should be particularly attractive to WeCan because these programs can provide in-depth information about the GHS. Thus, they provide an opportunity to achieve multiple publicity objectives. For example, a fifteen minute interview on a talk show not only builds awareness and knowledge of the GHS, it also builds interest and, potentially, the desire to participate in the GHS.

As discussed earlier, the GHS has its strongest media appeal when it is portrayed as a unique low-cost housing opportunity which combats the problem of abandoned houses, the rising cost of housing, and the lack of decent housing for low and moderate income people. Given the magnitude of these problems, publicity for the GHS could be incorporated into a mini-documentary on housing problems.

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Such a series might include several two to three minute investigative reports on housing problems in Boston and culminate at the GHS as one method to approach the problems. If this suggestion is pursued, sufficient time should be provided to allow for research and production.

Two less ambitious but equally appealing opportunities to promote the GHS are presented by local public affairs programs. First, a number of programs are oriented towards the black community. Given the racial composition of the WeCan neighborhood and the market for the GHS, these programs should have some interest in the Sale. Second, a number of talk shows focus on public issues which are important to the local community. Again, these programs should have some interest in the Sale as a method to address local housing problems.

More information about these talk shows as well as black news programs, opportunities for news coverage and PSAs are presented in the next section.

6.4.7 Vehicles of publicity in the electronic media

This section identifies radio and television stations which should be used to promote the GHS and the methods which would be appropriate for each station. The stations and opportunities for publicity are too numerous to explain the rational for each one selected. However, an overview of the reasoning follows and more detailed information regarding each station, particularly their local public affairs programs, is available in Appendix D.2.
Radio:
PSAs and community calendar listings should be aired on the thirteen most popular stations in town, regardless of their format, to insure that the GHS is promoted to a mass audience. Each of these stations has over 80,000 listeners, or more than 2.5 percent of the 2.9 million listeners aged twelve and over in the Boston metropolitan area. Together, they cover seventy percent of the total market. In addition to these thirteen stations, PSAs and community calendar listings should be placed on nine other stations which were selected because they: (1) are targeted to the southeast sector of the city, (2) are oriented to the black community, or (3) have special talk shows or black news programs.

As presented in Table 6-8, a number of radio stations have been identified which may be interested in a news story and a local public affairs program on the GHS. These selections were based on the availability of appropriate programs (focus on local affairs or black news) and the match between the station's format, audience, and interest in events such as the GHS.

Television:
Because of the mass audience available through television, and the relatively undifferentiated nature of their programming, WeCan should be interested in any exposure possible. PSAs, community calendar listings, news releases, and invitations to any media events should be given to all TV stations. A number of local public affairs programs which focus on local events or the Black community have also been
## Table 6-8.

**Use of Radio Stations for Publicity**

<table>
<thead>
<tr>
<th>STATION</th>
<th>FORMAT</th>
<th>% OF MARKET/4</th>
<th>PEA</th>
<th>COMMUNITY CALENDAR</th>
<th>NEWS</th>
<th>TALK SHOW</th>
</tr>
</thead>
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<tr>
<td>WZCI-FM</td>
<td>Progressive rock; 18-49 age group</td>
<td>6.24/179,800</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>Boston Sunday Review</td>
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<tr>
<td>WZCB-FM</td>
<td>Jazz, classical and public/cultural affairs; for 18+ age group</td>
<td>NA</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>The Struggle</td>
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<tr>
<td>WXXI</td>
<td>News, contemporary music, telephone talks; for 18-54 age group</td>
<td>9.2/269,700</td>
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<td>x</td>
<td>x</td>
<td>The Lowell Spetz Show</td>
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<td>WCAS</td>
<td>Progressive music; for 16-35 age group</td>
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<td>x</td>
<td>x</td>
<td>x</td>
<td>Point of View; Public Service Interviews</td>
</tr>
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<td>WCDM-FM</td>
<td>Adult oriented rock; for adults 18-34 years old</td>
<td>4.14/118,900</td>
<td>x</td>
<td>x</td>
<td>x</td>
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</tr>
<tr>
<td>W civ</td>
<td>All News and Information; for 25-49 age group</td>
<td>8.8/232,000</td>
<td>x</td>
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<td>x</td>
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<tr>
<td>WEZL-FM</td>
<td>Soft rock, easy listening; contemporary music; for 18-34 age group</td>
<td>2.94/74,100</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>Contact</td>
</tr>
<tr>
<td>WERE-FM</td>
<td>Block formatted; public affairs, news, progressive music, jazz music, classical music, black music, ethnic, cultural/specialty music on weekends; for all ages</td>
<td>NA</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>WCBM-FM</td>
<td>Classical, jazz, news and public affairs</td>
<td>NA</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>GBH Journal</td>
</tr>
<tr>
<td>WDEH</td>
<td>Adult contemporary; for 25-54 age group</td>
<td>11.14/321,100</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td></td>
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<tr>
<td>WIND</td>
<td>Black adult contemporary; for 18-49 age group</td>
<td>NA</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>In These Hard Times</td>
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<tr>
<td>WTS5</td>
<td>Two way talk, professional and college sports; for 25-34 age group</td>
<td>3.16/101,500</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>General Interviews</td>
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<tr>
<td>WJSB</td>
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<td>x</td>
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<td>Community Dialogue</td>
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<td>WMBR-FM</td>
<td>Rock, classical, jazz, soul, pop, top 40, disco, blues, reggae, gospel, etc; for all age groups</td>
<td>NA</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>Black Perspectives</td>
</tr>
<tr>
<td>WMBR-FM</td>
<td>Block programmed; R&amp;B, Disco, Jazz, Gospel, Oldies, Reggae, Rock, Spanish; for 18-34 age group</td>
<td>NA</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>First World News; What your world is Coming to; Master Jazz</td>
</tr>
<tr>
<td>WNED</td>
<td>Adult talk 40; for 18-49 age group</td>
<td>3.6/154,400</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>Inner City Beat</td>
</tr>
<tr>
<td>WJSU</td>
<td>Religion/talks; for 25+ age group</td>
<td>NA</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>Dorchester News Brief</td>
</tr>
<tr>
<td>WERH-FM</td>
<td>Adult Contemporary; for 18-49 age group</td>
<td>4.6/116,900</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>WRMI</td>
<td>Block format; soc., jazz, reggae, classical, public affairs; for 21+ age group</td>
<td>NA</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>WERS-FM</td>
<td>Adult contemporary; for 18-34 age group</td>
<td>5.38/153,700</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>WERS</td>
<td>All Time classical popular hits; for 30+ age group</td>
<td>2.48/81,200</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>The Black Family Experience; In Touch</td>
</tr>
<tr>
<td>WERS-FM</td>
<td>Contemporary; for 18-34 age group</td>
<td>4.44/127,400</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>The Black Family Experience; In Touch</td>
</tr>
</tbody>
</table>

1This program is oriented to the Black Community.
2Over 50 percent of the listeners are from the 13-17 age group.

identified. These programs should have some interest in the GHS and are presented in Table 6-9 with more detailed information included in Appendix D.2.
Table 6-9.

Use of Television Stations for Publicity

<table>
<thead>
<tr>
<th>STATION</th>
<th>FORMAT</th>
<th>% OF MARKET/#</th>
<th>PSA</th>
<th>COMMUNITY CALENDAR</th>
<th>NEWS</th>
<th>TALK SHOWS</th>
</tr>
</thead>
<tbody>
<tr>
<td>TELEVISION</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WBZ-TV</td>
<td>Ch. 4</td>
<td>NA</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Evening Magazine; Money Sense; First 4 News; Coming together</td>
</tr>
<tr>
<td>WCVB-TV</td>
<td>Ch. 5</td>
<td>NA</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>Good Day; Sunday Open House; City Streets</td>
</tr>
<tr>
<td>WGBH-TV</td>
<td>Ch. 2</td>
<td>NA</td>
<td>x²</td>
<td>x³</td>
<td>x</td>
<td>This Old House; Ten O'Clock; Say Brother</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WLVI-TV</td>
<td>Ch. 56</td>
<td>NA</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>New England Today; People Power</td>
</tr>
<tr>
<td>WHAC-TV</td>
<td>Ch. 7</td>
<td>NA</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>Focus; Black News; Night Scene</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WSBK</td>
<td>Ch. 38</td>
<td>NA</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>The Drum; Larson Sunday Night; Forum 38</td>
</tr>
</tbody>
</table>

1 This program is oriented toward the Black Community.

2 This station assists in the production of PSAs for the Boston Media Council only. This organization is open to social service groups such as WeCan NIA, and its purpose is to develop a working relationship between the media and minority communities.

3 Community calendar airs weekly on Say Brother (see Talk Shows) for 1-2 minutes.

4 Ron Rosenbaum, co-producer and co-host of this public affairs program, wrote an article which appeared Feb. 8, 1981 in the Boston Globe Magazine entitled "Surviving in Codman Square". William Jones, the Executive Director of the WeCan NIA, was quoted extensively in the article.

5 Host Mike Holmes discussed WeCan's housing rehabilitation programs with William Jones, Executive Director of the WeCan NIA, on a show in Fall 1980.

Source: Greater Boston Media Directory, NENA.
6.5 Advertising Strategy

6.5.1 Overview

Recommendations in the preceding section went to great lengths to exploit the publicity potential of the GHS. The reasoning for this was three-fold. First, it was argued that the GHS was newsworthy because it is an innovative approach to major social problems. Secondly, it was felt that publicity carries more weight than advertising because it is perceived as being more impartial. Finally, publicity, unlike advertising, is available at no cost. Given these three factors, one must ask "Is advertising necessary?" and more fundamentally, "Is advertising possible for the GHS?"

A large amount of advertising for the GHS is neither necessary nor possible for three reasons. First, publicity provided in both the electronic and printed media should be sufficient to promote the GHS. Furthermore, the value of this publicity would be comparable to thousands of dollars in advertising. Second, more information regarding the Sale can be communicated through publicity than through advertising. Thus, publicity has a greater capacity to develop knowledge, interest, and desire to participate in the GHS. Finally, the advertising budget for the GHS, which has never been clearly stated by program operators, is probably too small to support a large advertising campaign. In that event, the advertising budget should be spent on promotional products as outlined in Section 6.3 because these are more informative than mass advertising and they are more likely to reach people who are interested in participating in the GHS.

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Kotler defines advertising as any paid form of nonpersonal presentation and promotion of ideas, goods, or services by an identified sponsor. (p. 201).
Despite these comments, a limited amount of advertising might be appropriate to insure than GHS promotion is timely and reaches a mass audience. Three forms of advertisement are recommended: (1) classified ads should be placed in the Real Estate section of the Boston Sunday Globe for the four weeks preceding the GHS; (2) a newspaper supplement should be placed in the Dorchester Community News as suggested in Section 6.3.3, and (3) posters should be hung on the GHS houses themselves and throughout the WeCan neighborhood as suggested in Section 6.3.2.

6.5.2 Strategies

Real Estate Advertisement

As noted earlier, the Boston Sunday Globe has a circulation of 694,211 households\(^1\) and covers 87 percent of the metropolitan Boston newspaper reading households for the real estate category.\(^2\) Given this market share, there is little reason to advertise elsewhere. This is particularly since survey findings which showed that newspapers were used most frequently by respondents to locate new housing (see Appendix C.2).

Placing a small advertisement in the real estate section of the Sunday Globe for the four weeks prior to the Sale would insure that the GHS is given some city-wide exposure even if all publicity efforts fail. In addition, this would insure that people already looking in the real estate section for housing in Dorchester would know about the GHS.

\(^1\) Greater Boston Media Directory, NENA, p. 20.

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The real estate advertisement itself need not be more than one to two inches long. The cost of this would be approximately $70 per inch or less that a penny per person potentially reached. Without a doubt, this is the most efficient reach per cost outside of publicity, which is free!

**Newspaper Supplement**

One weakness of the advertisement in the *Globe* Real Estate section is that it does little more than build awareness of the GHS. It would be too expensive to buy enough room in the Real Estate section to communicate extensive information about the GHS.

One method to insure that the GHS story is told in sufficient detail to build knowledge, interest, and desire to participate in the event, is to prepare a four page newspaper supplement for the *Dorchester Community News* as suggested in Section 6.3.3. This supplement would be used twice: once to saturate the Dorchester community with information about the GHS through the newspaper's regular circulation two to four weeks before the Sale, and then continuously as a handout for people who desire more information about the Sale. In addition to providing sufficient room to communicate extensive information about the Sale, the newspaper supplement has the incredibly low cost of $80 for 10,000 copies.

**Posters**

Survey results showed "a ride through the area" was the third most important source of information after newspapers and real estate agents for people looking for housing in a new neighborhood (see Appendix C.2).
Consequently, WeCan should produce a poster, as described in Section 6.3.2, to build awareness of the Sale in the WeCan neighborhood and to mark the houses involved in the Sale. This would insure that people driving through the neighborhood are aware of the event. In addition, the posters would act as a constant reminder to people in the neighborhood and, if attractive, would add to the festive atmosphere of the event.

A billboard placed at the intersection of Norfolk, Talbot, and Washington streets would be another highly visible sign of the GHS. These signs are sometimes available to non-profit groups at preferential rates from companies such as Ackerley Signs. But billboards still cost thousands of dollars to rent. One solution to this obstacle is for WeCan to construct its own "billboard". This could be a free standing sign or a mural painted on the side of an abandoned building at the intersection of Washington and Talbot. Another possibility would be to ask one of the banks involved in the Sale to underwrite the cost of the sign or to mention the GHS in one of their own billboards. Since the Community Reinvestment Act requires banks to make mortgage loans in their communities, this idea may be an attractive public relations effort for one of the banks. For that matter, there is no reason why these "public service advertisements" could not be extended into other promotional ventures by the banks on radio, television, newspapers and magazines. Such a combination would extend the reach and greatly enhance the promotional efforts for the GHS.
6.6  Personal contact and atmospherics

6.6.1.  Personal contact

Personal contact, which is defined as "oral presentation in a conversation with one or more prospective purchasers for the purpose of making sales or building good will"\(^1\), is another promotional technique which should be used to market the GHS. This tool can be much more effective than advertising in many situations. "Whereas advertising is very public, indiscriminate, preformulated, and impersonal, personal selling is capable of being adjusted closely to the target customers' needs, interests, and dispostions. Personal selling adds a human element to the relationship between the company and the customer and allows a two way dialogue and adjustments of interests to be worked out."\(^2\) The most common roles or objectives of personal contact are selling, servicing or monitoring. Each of these will have a role in the GHS.

Personal contact should be used to "sell" the GHS before the weekend of the lottery. At least five methods are proposed:

- First, WeCan residents should attract potential participants by promoting the GHS to friends and relatives as proposed earlier.
- Second, spokespersons from WeCan should be made available to make presentations to groups (i.e. church groups and other neighborhood organizations) throughout the area.

\(^2\) Ibid., p. 214.
Third, letters and personal phone calls should be made to influential opinion leaders in the community to inform them of the Sale and to enlist their support for it.

Fourth, an information center should be established within WeCan NIA's office at least one month before the Sale to respond to inquiries about the event.

Finally, a team of residents should be trained as tour guides for the GHS Open House.

The GHS Open House should be the culminating point of the marketing strategy because visitors will decide whether or not to participate in the lottery. Naturally, the tours will provide an opportunity to establish personal contact between WeCan residents and potential GHS participants. Thus, the personal contact will be a valuable two way exchange. For the present residents, it will be a change to greet sale participants as potential neighbors. For the visitors, it will be an opportunity to see who their neighbors might be, and to ask them what they like and dislike about their community. To a potential buyer, there may be no more important information than this, and no better qualified or truthful representative than current residents to discuss the matter.

While WeCan residents cannot and need not be trained as a spokesperson for the GHS, a volunteer staff of tour guides should be assembled to operate the Information Center and the Open House. The staff should be well informed, courteous, and helpful and they will be involved in the following roles: providing information, answering questions, directing participants through the neighborhood, discussing program
guidelines and architectural designs, and counseling regarding finances. Consequently, several training sessions should be conducted to insure that the volunteers have complete and up to date information on the Sale, and can handle any questions or situations, including emergencies such as injury or fire.

It is important that this staff have a serious and professional attitude toward their work. By providing services, they are directly or indirectly "selling" the neighborhood, the houses in the Sale, and themselves as potential neighbors. Consequently, they should be trained as salesperson, not unlike real estate agents. They should be oriented to the promotional themes outlined in Section 6.1 so they can lucidly recite those selling points (i.e. low downpayments and increasing property values) to potential buyers. More than anything else, their words and actions will reflect the administration of the GHS; hence, they have the power to color the GHS experience for better or worse.

Personal contact should also play a limited monitoring role. Tour guides, of course, should monitor the Open House, making sure that operations are running smoothly, houses are open and safe, liability waivers are signed¹, and so on. Rehabilitation specialists and housing financing specialists should provide ongoing counseling to the homebuyers after the lottery. In addition, program operators can build an enduring market mechanism

¹A liability waiver is necessary to protect WeCan NIA from being sued because of an injury to any participant who enters one of the abandoned houses.
for housing in their neighborhood after the Sale by taking the names of people in the lottery who did not win, and inviting them to be part of a house bank referral system.

6.6.2 Atmospherics

The final element in the GHS promotional strategy is known as atmospherics.

Atmospherics may be defined as the designing of buying and consuming environments in a manner calculated to produce specific cognitive and/or emotional effects on the target market. Atmospherics arise as a consideration when buyers and consumers come into contact with the organization's personnel and physical setting.

In this case, the physical appearance of the WeCan staff, residents, and houses will emit, whether by intention or default, visual and other cues that are very telling about the neighborhood. These cues lead to inferences about the neighborhood's desirability, and will affect people's interest and desire to participate in the GHS. Therefore, WeCan should give some consideration to how the atmosphere of their organization and the neighborhood can make positive impressions.

The first step in this process is to determine the specific effects that the atmosphere should achieve. Ideally, the atmosphere should

---

1House bank referral systems were an outgrowth of the Living in Dorchester project and house banks are used in other parts of Dorchester where potential homebuyers exceed available houses. As houses come onto the market, people on the referral list are contacted before the unit is publicized through more conventional real estate outlets (newspapers, brokers, etc.).

give the impression that WeCan is a friendly, safe, and clean neighborhood is a well organized, integrated community with a decent housing stock and amenities nearby.

The next step is to identify those elements of the physical setting which can be manipulated to achieve the desired ends. Unfortunately, few elements in the neighborhood are within the control of program operators.

- Residents cannot and should not fix up their houses simply because of the GHS, but WeCan could organize a community clean up in conjunction with the city the week before the Open House.

- Steps should also be taken to keep residents informed of the GHS and enlist their help for the Open House as outlined in Section 7.0. This would encourage them to be friendly and informative to visitors in the street. In addition, refreshments could be served at one or more locations on the tour so that residents and visitors could mingle.

- Maps provided for the Open House should show the locations of shopping, laundramats, schools, churches, parks, libraries and entertainment, to promote amenities in the neighborhood.

- Finally, representatives from some of the organizations above plus others should be invited to place booths or exhibits at the GHS to promote the neighborhood as a well organized community. A list of potential exhibitors is displayed in Table 6-10.
Table 6-10.

A list of Potential Exhibitors at the GHS Open House

<table>
<thead>
<tr>
<th>Organization</th>
<th>Contact Person/#</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boston Public Library--Codman Square Branch</td>
<td>Barbara or Betty Cook 26 Court St.</td>
</tr>
<tr>
<td>Boston Public Schools</td>
<td></td>
</tr>
<tr>
<td>Boston Latin Girls School</td>
<td>Ada Focer/Liz MacNeil 825-6674</td>
</tr>
<tr>
<td>Codman Square Community Development Corporation¹</td>
<td>Genny Scharfenberg</td>
</tr>
<tr>
<td>Dorchester Farmers' Market/Gardener's Preserve</td>
<td></td>
</tr>
<tr>
<td>Historic Neighborhoods¹</td>
<td>Nina Meyers</td>
</tr>
<tr>
<td>Living in Dorchester¹</td>
<td>Pat Cook/Liz MacNeil 282-0707</td>
</tr>
<tr>
<td>Melville Park Neighborhood Association¹</td>
<td>Joe Harper</td>
</tr>
<tr>
<td>Mass Fair Share¹</td>
<td>David Blackenhorn</td>
</tr>
<tr>
<td>WeCan NIA, particularly information and representatives</td>
<td></td>
</tr>
<tr>
<td>from the block clubs and various housing programs</td>
<td></td>
</tr>
</tbody>
</table>

¹These organizations operated booths at the Melville Park House Tour in May, 1980.
Although program operators can control few elements of the neighborhood, they can and should control the display of houses in the Sale. In general, the houses should be easily identified and accessible; they should appear as attractive and safe as possible, and architectural drawings should create a vision of the building's rehab potential.

Consequently, the following actions should be taken:

- Properties and yards should be as clean and safe as possible for inspection during the Open House. If the building has been boarded up, the boards, at least on the front door, and all the accompanying nails must be removed.

- Properties should be clearly marked with balloons, banners, or giant red sales tags with the GHS logo as proposed by the GHS architect.

- Streets should also be clearly marked with their names and directions to houses in the Sale. Chalk stripes on the sidewalks or other creative colorful systems would help lead pedestrians from house to house.

- In addition to the Information Center, information stations should be set up in front of each house in the Sale to display potential rehab designs, costs and work write-ups, program procedures, and blank floor plans for notes and sketches. A Home Captain should be assigned to each station; this person and any other tour staff should be easily identified by name tags with the GHS logo.

- Architectural plans should be displayed vertically outside each house in an easily accessible location where more than one party can view simultaneously. This should enable participants
to decide which houses they want to enter. Floor plans should also be displayed at strategic points within the buildings themselves to help people visualize spaces and proposed improvements. It might also be helpful to mark off design proposals in the spaces themselves with rope, calk, or refrigerator paper.

- The houses should have some sort of internal light so that visitors may inspect the building. Lighting options include temporary electric lights, flashlights, flameless lanterns, or simply removing enough boards from windows to allow sunlight in.

If the houses themselves are dark and dangerous, it may be helpful to have a tour guide escort people through the house, steer them clear of hazardous spots, talk about rehab options and answer questions regarding specific problems. To address these issues knowledgably, guides should be briefed by project architects.
6.7 Targeting promotional techniques to market segments

Survey findings and discussions in Sections 4.0 and 5.0 revealed six groups which should be considered as target markets for the GHS:1

- **General Market**--young, first time homebuyers, who live primarily in the southeast sector of the city. This group is racially mixed and has moderate incomes;

- **MHMFA Eligible**--that subset of the general market whose income is between $20,000 and $25,000 (the group included only one out of five potential participants in the survey sample);

- **Gentry**--those people who are willing to invest more than $30,000 to rehabilitate one of the abandoned houses and live in Back Bay, Beacon Hill, Cambridge or the South End;

- **Rehab Market**--those people who have some previous building experience, and intend to do most of the rehab work themselves;

- **Friends and relatives of WeCan residents**--(one out of four potential participants in the survey sample fit this description); and

- **Housing Professionals/Opinion Leaders in the Community**--this group should be targetted not as potential participants, but as important allies of the GHS approach.

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1If WeCan program operators were only interested in attracting a small group of qualified buyers to participate in the Sale, it might be argued that the promotional strategy should be directed solely at people who are willing to invest $30,000 or more to rehabilitate one of the abandoned structures. However, program operators set a goal of attracting 3,000 to the GHS Open House. Consequently, the target markets and promotional strategies are more diffuse than they would be otherwise.
With the exception of the last group, each of the target markets is a subset of the general market. Furthermore, the second through fifth groups probably overlap each other to some degree. For example, someone with rehab skills may also be a friend or relative of a current resident. Thus, these groups are not mutually exclusive market segments. By accessing one market, other markets may be accessed indirectly. Conversely, a promotional strategy which is directed at the general market should reach all of the markets to some extent.

Some of the promotional tools outlined earlier in this section should not and need not differentiate between target markets. The promotional products outlined in Section 6.3 should address a general market because they will be used at various times throughout the Sale and the cost of tailoring them to specific markets would be prohibitive.

On the other hand, some of the other promotional techniques can be easily targetted to one of the market segments. Personal contact by volunteers or regular staff and publicity strategies provide many good opportunities since neither of them add any direct cost to the Sale. Ideally, different messages should be tailored to each market segment. However, such a discussion is beyond the scope of this report and is better left to copy writers. Some suggestions about ways to reach different target markets are summarized in Table 6-11 as an initial step.
Methods of Communication

### Targeting Promotional Strategies to Market Segments

<table>
<thead>
<tr>
<th>Publicity Strategy</th>
<th>General Market (same as ( \text{MHMFA} ) Eligible)</th>
<th>Rehab Market</th>
<th>Gentry Friends and Relatives of Current Residents</th>
<th>Housing Professionals/Opinion Leaders</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Electronic Media</strong> (TV/radio)</td>
<td>PHA spot on &quot;This Old House&quot; ( WGBH )</td>
<td>PHA spot on &quot;This Old House&quot; ( WGBH )</td>
<td>Appearances on talk shows which are geared towards upper middle class audiences i.e. &quot;Five All Right&quot;, ( \text{WGBH-TV} ), ( \text{WEEI-AM} )</td>
<td>Appearances on talk shows which are oriented to the black community or local affairs i.e. &quot;City Streets&quot; ( \text{WGBH-TV} ) and the &quot;Lovell-Dyett Show&quot; ( \text{WGBH-AM} )</td>
</tr>
<tr>
<td><strong>Printed Media/other</strong></td>
<td>Press releases and Community Calendar notices to newpapers in the SE sector of Boston: ( \text{Dorchester Community News}, \text{Codman Square Argus Citizen} )</td>
<td>( \text{Dorchester Community News} ) and ( \text{GHS Calendar notices} )</td>
<td>Press releases and Community Calendar notices in Boston Monthly, Boston Magazine, ( \text{Boston Magazine} ), ( \text{AIA Planners} ), ( \text{Bay State Banner} ), Press releases and Community Calendar notices to neighborhood activists newspapers as listed in Table 6-6.</td>
<td>Professional Journalists and local newsletters for chapters of ( \text{AA}, \text{Planners, etc.} )</td>
</tr>
</tbody>
</table>

### Advertising Strategy

| Printed Media | Classified ads in the Real Estate section of the \( \text{Globe} \) Newspaper supplement in the \( \text{Dorchester Community News} \) |

### Other

| Posters hung in \( \text{WMCN} \) and elsewhere | \( \text{GHS} \) |
| Billboard or wall mural in Codman Square | \( \text{WMCN} \) |
| Public Service Announcements from Banks | \( \text{WMCN} \) |

### Personal Contact

| Telephone/letter | \( \text{WMCN} \) |
| Flyers distributed due to duty in the Codman Square area | \( \text{WMCN} \) |

| Personal Contact | \( \text{WMCN} \) |
| Letters to people on the mailing lists of Urban Homestaking and other rehab programs, informing them of \( \text{WMCN} \) \( \text{Garden Homes} \) and \( \text{Garden Homes} \) for \( \text{GHS} \) as well as the \( \text{GHS} \) | \( \text{WMCN} \) |

### Face to Face

| Face to Face | \( \text{WMCN} \) |
| Presentations to community groups in general. housing rehab and finance counseling before and after the Sale. Conversations between residents and visitors in the street. Information Center established at \( \text{WMCN} \) for \( \text{WMCN} \) month before the Sale. Tour guides at the \( \text{WMCN} \) the weekend of the lottery. | \( \text{WMCN} \) |
| Presentations to non-profit organizations and other community based organizations, academic audiences. | \( \text{WMCN} \) |

### Table 6-11

<table>
<thead>
<tr>
<th>Methods of Communication</th>
<th>General Market (same as ( \text{MHMFA} ) Eligible)</th>
<th>Rehab Market</th>
<th>Gentry Friends and Relatives of Current Residents</th>
<th>Housing Professionals/Opinion Leaders</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Publicity Strategy</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Electronic Media</strong> (TV/radio)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Printed Media/other</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Personal Contact</strong></td>
<td></td>
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<td></td>
</tr>
<tr>
<td><strong>Face to Face</strong></td>
<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>
7.0 HOW SHOULD THE PROMOTIONAL STRATEGY BE IMPLEMENTED?

While the most obvious goal of the GHS is to rehabilitate a dozen abandoned buildings in the WeCan neighborhood, the Sale also provides a larger opportunity for neighborhood confidence building. In order to achieve this, an active and systematic effort must be made to enlist residents in the planning and implementing of the GHS. This section outlines an organizational structure for implementing the promotional strategy which is based on community participation. Specific opportunities for involvement are also included.

7.1 Goals of community participation in the Sale

The primary goals of involving residents in the GHS is to strengthen community pride and build neighborhood confidence. Other objectives can be met through the community's involvement. First, involvement builds "awareness" of the Sale and the positive impact it will have on the neighborhood. Second, participation breeds a sense of "ownership" for the idea and for implementing the process. This is particularly potent in the case of the GHS because it is not a city or federal program, but a unique community based effort. Third, participants from the community can provide the manpower for the different task forces outlined in this section; in doing so, they will have an opportunity to contribute creative ideas for marketing and implementing the GHS. At times they may also be called upon to act as a test panel for different architectural designs or marketing proposals. Finally, their efforts directly and indirectly will help recruit potential
participants to the sale. In summary, involving the community in the GHS has enormous potential for building neighborhood confidence and community pride. In turn, these could produce a ripple effect which will strengthen the entire Codman Square area and future efforts by the WeCan NIA.

One method of enlisting involvement would be to hold a series of meetings to introduce the project to the community. First, a preliminary planning meeting with the WeCan Board should be scheduled to discuss the role of the community in the GHS and to call for nominations for membership to a GHS steering committee. At the same meeting, the Board could be asked to participate in some initial exercises designed to provide community input into the marketing effort.

Following shortly thereafter, a second community wide meeting should be held to introduce the newly formed steering committee and other interested members of the community to the GHS concept. At the same time, the specific opportunities for community involvement in the GHS through the steering committee should be outlined. People should be encouraged to join the steering committee and the task force of their choice by completing an information sheet which specifies their skills and potential role in the sale.

The Organization and Role of the Steering Committee

To insure support for the GHS, a broadbased constituency of neighborhood and community leaders, representing all interests, should be built into the GHS steering committee. Thus, careful attention should be given to compiling a committee nominatin list which is balanced
and comprehensive. Initially, an effort should be made to enlist at least one resident from each street which has a house involved in the GHS. These "House Captains" should be drawn from block clubs where possible, and will play an important role in coordinating neighborhood involvement in the Open House. An equally intensive effort should be made to invite, by personal letter followed by direct phone contact, designated community leaders in the WeCan area. Nominees in this group could be members of the WeCan or Codman Square CDC Boards, local bankers, business leaders, interested homeowners, local youth, local newspaper reporters or free lance writers, local elected representatives, as well as representatives from the Dorchester Little City Hall, the Office of Program Development, Department of Real Property, and the BRA. While invitations to influential persons outside WeCan may be little more than a formal gesture, these persons may prove to be important contacts and sources of in-kind services or free publicity later.

The steering committee should act as both an advisory committee and a task force. As a task force, the group should play an active role in the planning of neighborhood tours, compiling information packets, organizing media involvement for the GHS, staffing the information center, organizing the Handyman's Auction¹, and selling advertisements for the GHS booklet. As an advisory group, their input would help

¹Like the "Abandoned Homebuyers Clinic" discussed on p. 119, this activity was proposed to coincide with the GHS. It had the advantage of involving local residents, who might otherwise have no interest in the Sale, in the process. Furthermore, the auction could add a festive atmosphere to the GHS.
develop a marketing strategy which acknowledges the strengths and weaknesses of the neighborhood. Furthermore, the committee might act as a test panel for various promotional schemes or architectural plans for houses in the Sale.

The steering committee should be divided into three subcommittees; the Publicity subcommittee, the Information Center/Open House subcommittee, and the Fund raising subcommittee. In turn, each of these should be divided into two task forces as sketched in Figure 7-1. Members of the steering committee and WeCan staff, should be encouraged to join at least one of the subcommittees and to play an active role in the task force of their choice. Specific opportunities for community participation are outlined by task force in the next section. Copies should be made and distributed to potential volunteers.

7.2 Opportunities for community participation in the proposed task forces.

7.2.1 Publicity Subcommittees

The Information Packet Task Force:

The role of this task force is to compile all the necessary written materials, except press releases, which will be handed out before or during the GHS. Specifically, this includes:

- Writing an information flyer about the sale to be distributed to approximately 10,000 local households approximately 6 to 8 weeks before the Sale; (See Section 6-3.1)
- Producing a general information brochure, booklet or newspaper supplement about WeCan and the Codman Square area. This involves preparing a list of articles to be included in the document, and inviting various members of the community to write them; (See Sections 6.3.3 and 6.3.4)
Figure 7-1

ORGANIZATIONAL CHART TO THE GREAT HOUSE SALE STEERING COMMITTEE

Note: The organizational chart is intentionally non-hierarchical. Task forces are staffed by members of the steering committee and hence are functions within a function, represented by boxes within boxes on the chart sketched here.
Working with the architects and WeCan staff to prepare a homebuyer's guide to the GHS which outline procedures, eligibility criteria, and general information about all houses available; (See Section 6.3.6)

Working with the architects and WeCan staff to prepare individual booklets for each GHS house which include work write ups and a set of architectural plans, then monitoring the sale of these detailed documents to interested parties; (See Section 6.3.6)

Designing and producing a poster which says "We Support the Great House Sale" to be given to sponsors in exchange for their patronage; and

Taking photographs and making line drawings to be used in the written materials described above.

People with the following types of skills should be encouraged to participate in this task force: (1) writing and editing, (2) photography, (3) layout, and (4) graphic design.

Media/Marketing Task Force:

The role of this task force is to market the GHS, through various electronic and printed media. Specifically, this involves:

- Writing press releases, and insuring their timely distribution to local and citywide newspapers as described in Section 6.4;
- Establishing media contacts and keeping them informed of GHS progress and schedule of upcoming events;
- Organizing and staging media events such as an advance tour or one of the houses with the Mayor or other civic and local leaders (See Section 6.4);
* Writing and mailing letters to community opinion leaders throughout the metropolitan area to inform them of the Sale;
* Producing a slide show to be shown in the information center before and during the weekend of the Sale;
* Documenting the GHS with photographs to be used by the media or in information packets for the Sale; and

The tasks outlined above require many of the same skills outlined for the Information Packet Task Force; i.e. (1) writing skills, (2) photography, (3) ability to establish and maintain media contacts. Thus, participants in the Information Packet Task Force also may be interchangeable with this task force.

7.2.2 Information Center/Open House Subcommittee

The Open House Task Force:

The primary responsibility of this group is to plan and prepare for the Open House on the weekend of the GHS. Specifically, this includes the following:

* Organizing a community clean up, in coordination with the City, before the Sale;
* Training and organizing volunteers to act as tour guides or to staff the information stations in front of each house during the Open House. (See Section 6.6);
* Organizing a walking or riding tour of the neighborhood for persons who wish to examine the exterior of the houses in the Sale before the Sale weekend;
Preparing the houses themselves for the Open House. This includes removing boards from the doors before the Open House, examining the houses for hazardous conditions, and removing debris from the interior and exteriors of houses before the Sale;

Placing floor plans and renderings prepared by the GHS architect on each floor of the houses and at information stations outside the houses. If time permits, marking or roping off changes for the interior rehab plans so visitors can envision the proposed changes and spatial potential more readily;

Making sure the liability waivers, as unfortunate as they are, are signed by all persons who inspect the properties. (Possibly researching alternatives to the waiver which are less offensive and cumbersome to administer—one alternative would be to purchase a weekend insurance policy as done in Pittsburgh for the GHS);

Clearly marking houses and streets involved in the Sale with large signs showing the GHS logo on the days of the Open House.

Leafletting the neighborhoods the week of the Sale to warn residents that many people may be visiting the area and parking in front of their houses; and

Distributing handouts at information stations in front of each GHS house which show potential rehab designs, costs and work write-ups, program procedures, and blank floor plans for notes

People involved in this group do not require technical skills; rather, availability, willingness to work, an enthusiastic interest in the Sale, and an open and friendly manner are the only prerequisites.
Information Center Task Force:

The role of this task force is to provide volunteer staff for the GHS information center for the four week period before the Sale. Specifically, this involves:

- Coordinating a nine to five rotation schedule of volunteers to staff the information center;
- Organizing and participating in training sessions to insure that volunteers have complete and up to date information on the Sale;
- Organizing weekly volunteer staff meetings to insure that volunteer staff stay abreast of recent GHS developments;
- Maintaining a stock of relevant materials on the Sale for distribution by mail or by hand;
- Maintaining a mailing list of persons who want materials on the Sale;
- Organizing and conducting individual or bulk mailings;
- Staffing the information center during the Open House; and
- Inviting other organizations and community groups to set up exhibits in the information center the weekend of the Sale.

Like the Open House task force, the most important requisites for this group are availability and willingness to work, and enthusiastic interest in the sale, good interpersonal skills, and a friendly and open personal style on the telephone and in person.
7.2.3 Fund Raising Subcommittee

Handyman's Auction Task Force:

The role of this task force is to organize and conduct an auction which could be held in conjunction with the GHS. Specifically, this involves:

- Organizing an outreach campaign to encourage private and commercial donors to participate in the auction. This would require developing a comprehensive list of individuals to approach first by mail, followed by personal contact. (Efforts to sell advertising to underwrite the cost of the information packet should be coordinated with this task. That is, a merchant might be encouraged to participate in the auction or to buy an advertisement. This would avoid making the two efforts look like competing programs).

- Printing a brochure which describes the items involved in the auction. The brochure would need to be available at least two weeks prior to the auction;

- Organizing and maintaining a system to receive silent bids on the items in the auction;

- Organizing a bookkeeping system to account for the donations which result from the auction;

- Writing two letters, one for private individuals and one to commercial businesses, and mailing them at bulk rates;

- Organizing a special effort to encourage local youth to participate in the auction; and

- Organizing a block party with a pot luck dinner to be held the night of the auction.
People involved in this task force should have aggressive marketing skills and good organizational skills, good communication skills, and some bookkeeping experience.

**Brochure Advertisements Task Force:**

The role of this task force is to organize and implement a fundraising campaign to underwrite the cost of promoting the GHS. This involves selling advertisements to corporate and private sponsors, as well as researching and preparing grant proposals to local foundations. Specifically, this involves:

- Compiling a list of local merchants, banks operating in Dorchester, corporations, and public utility companies and soliciting them for advertisements;
- Approach WeCan residents to sponsor the GHS;
- Organizing a letter writing campaign, particularly to large corporations. A form letter should be developed and adapted to each type of business approached. Contacts with the above parties should be made first in writing, and then by phone or in person.
- Devising a rate scale for advertising space and collecting payments for advertisements which are purchased;
- Distributing the "We Support the Great House Sale" posters to sponsors in exchange for their patronage.

Like the participants in the Auction Task Force, volunteers should have good communications skills plus strong marketing and sales skills. Previous experience in sales or fundraising is ideal but is not necessary.
Steering Committee Meeting Schedule:

The steering committee should meet every two weeks for at least three months before the GHS to allow ample time for planning and implementing the GHS promotional strategy. Individual task forces or subcommittees should establish their own schedules and meet as often as necessary to complete their tasks. Subcommittees should be prepared to make progress reports at each steering committee meeting.
7.3 Implementation Schedule

The implementation schedule for the GHS promotional strategy strikes a balance between two major considerations. First, selecting a new home takes careful consideration, or in the language of marketing, "extensive problem solving". This suggests that the promotion should begin well in advance so that potential participants can survey the GHS houses as they consider other housing options over a period of time. The second consideration is that the event be promoted over a relatively short period so that the events and pace may be controlled, and activities and people interested in the event remain concentrated rather than diffuse. This will add to the festive nature of the event and make the GHS appear to be a neighborhood revitalization movement. In turn, that will encourage people to participate since there is less financial risk when many people move into a new area and rehabilitate houses simultaneously.

Thus, the promotional strategy should begin approximately three months before the Sale as shown in Figure 7-2. Publicity and personal selling to friends and relatives, should extend over the three month period. Other techniques such as promotional products, news coverage, and advertising should be concentrated in the month before the Sale. In this manner, the promotional strategy would build up towards the event and peak just before the Open House.
**Figure 7-2.**

**IMPLEMENTATION SCHEDULE FOR PROMOTIONAL PROJECTS**

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<tr>
<th>TIME IN WEEKS BEFORE THE GREAT HOUSE SALE</th>
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<td>Mail Second Information Flyer (with WeCan Neighborhood supplement)</td>
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<td>Homebuyer's Guide available by mail or at Information Center</td>
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<td>&quot;Living in Dorchester&quot; booklet available</td>
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<td>Community Clean-up sponsored</td>
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8.0 AFTERWORD: REFLECTIONS ON PRACTICE

From the outset, my interest in the GHS was not in the project itself, but the opportunity it provided to apply marketing research techniques to an urban issue. I first learned of the GHS in June of 1979 from Rob Hollister, my advisor for this work, as an outgrowth of my involvement in the Boston Neighborhood Network. The project was described as an innovative approach to housing and neighborhood revitalization but at that point it held no attraction for me. It was not until four months later when I was enrolled in Professor Richard Bagozzi's (another advisor) course entitled "Marketing for non-profit systems" that I became interested in the GHS. The GHS provided an opportunity to apply marketing research techniques such as conjoint analysis and multi-dimensional scaling and I undertook the project because I wanted to see if the same techniques which are used to sell toothpaste could be used on urban issues. My role in the project was defined strictly in terms of marketing research and I had no particular interest or involvement in the success or failure of the GHS beyond that point.

During nearly twelve months of involvement, the nature of the project evolved continuously because of the many problems and obstacles it encountered. The scope of the project changed from three dozen houses to less than a dozen; the timeframe for the project was changed from May of 1980 to late August 1980 to indefinitely postponed;
the goals of the marketing strategy oscillated between discouraging
the gentry from participating to attracting the gentry, and all
the while asking if the gentry were interested. The role of home-
owner rehab changed from a central theme to a minor option; interest
rates soared to 20% during the course of the project; 312, CDBG, and
MHMFA were explored as financing vehicles for the project; program
eligibility, initially open to anyone, was restricted to moderate
income households and there was talk of giving priority to WeCan
and Dorchester residents; hiring of the project architect was delayed
from December 1979 to May 1980 and work write-ups and architectural
plans were delayed until August as a result. The release of the
abandoned properties in the Sale has never been settled with Boston
Real Property Department and as of the date of this writing prevented
program operators from pinning a date on the sale. Finally and
tragically, the death of a local youth and the racial tension which
has occurred in its wake have brought unrest, police patrols, and bad
publicity to the WeCan Neighborhood. In the midst of this uncertain
and at times tumultuous situation, I attempted to write my thesis in
the form of a report to my client, the WeCan Neighborhood Improvement
Association.

The policy recommendations that I had hoped to make based on the
marketing research had been preempted by financial and political
constraints which had already shaped the Great House Sale:

- The costs of the rehab work and high interest rates necessitated
  public financing vehicles to provide subsidies to home buyers,
  which in turn placed other limitations on the Sale.
MHMFA financing required that all rehab work be completed by January 1981, thereby nearly eliminating the role of homeowner rehab to meet this date. Furthermore, MHMFA financing prescribed the income eligibility which limited the usefulness of survey results.

Delays from the Department of Real Property threatened the project's very existence by failing to allow for significant lead time to market the sale properly and significantly reducing the number of houses so that marketing research was no longer necessary.

The recent murder and racial unrest had changed perceptions of the neighborhood so significantly that one might argue that knowledge and perceptions of the neighborhood measured several months ago were now obsolete. In light of this, I was tempted to ignore the incident but equally tempted to reshape the entire marketing effort to combat the negative effect.

Finally, regardless of my recommendations, I had been warned that there was no budget for marketing the Great House Sale in any event.

My own work was not without its problems, delays and changes.

Upon the recommendation of one of my advisors, Professor Richard Bagozzi, I changed the methodology for the study from multi-dimensional scaling, conjoint analyses, and a descriptive case study as presented in my thesis proposal to an in depth survey based on the expectancy-value model. The survey was substituted because it had the potential of offering more precise information to identify the target market, develop copy themes based on beliefs and values about housing and
neighborhood preferences, and choose the appropriate medium for reaching target audiences. Unfortunately, plans to use factor analysis on the results of the survey failed because of inadequate data, and the analysis was reduced to descriptive statistics as a result. Because of this, the form of final thesis document was expanded to include this section entitled "Reflections on Practice".

The methodological changes described above posed many practical and intellectual problems for which I was unprepared and in turn resulted in a thesis project which was severely underbudgeted both in terms of time and money. The development, production and distribution of 1500 surveys over a period of six weeks at a cost of $800.00 was only the beginning. Collecting a sample of 300 responses was the next hurdle. This task, which I anticipated would take two, not six, weeks, began with a direct response strategy, which was abandoned for a bulk mailing strategy, which in turn was replaced by direct solicitation on the street and incentive payments to survey respondents.

Problems and delays in analysing the data made the difficulties collecting the data described above shrink in comparison. For example, the simple task of keypunching data turned out to be not so simple as each of the 300 cases required four cards and in total took approximately ten days to complete. Cleaning the data, once it had been input into the computer, was another week long headache. In the midst of these tasks, I was engaged in a squabble with MIT's Information Processing Center, the Department of Urban Studies, and my advisors about which computer program to use. After starting my project with
SPSS (Statistical Package for the Social Sciences) I was persuaded to switch to SAS (Statistical Analysis System) because of an offer of financial support from my Department. The next month was one of the most humbling experiences of my life struggling not so much with SAS as with MIT's computer system. Often simple errors would cause weekend long delays before I could get the necessary consultation to correct them. After spending several hundred dollars in bad runs, including a memorable $100.00 run which had too many errors to be useful, I finally hired a computer consultant of my own at $15.00 per hour.

I was as inexperienced and unprepared to understand the results of my analysis as I had been collecting and analysing the data in the first place. My MIT planning curriculum had given me a five week introduction to Bayesian Analysis and a four week overview of multivariate analysis, and from there I had to teach myself statistics. Luckily this task was made easier by attending a five week introductory course in statistics at Abt Associates Inc where I was working part time.

Despite all of the above, I was not discouraged by my work because I welcomed the opportunity to learn about, or at least develop an appreciation for, statistics and computers; neither of which I knew about or intended to encounter in my original thesis proposal. The unfortunate result was that the process became so absorbing that it nearly became an end in itself, which caused me to lose sight of and interest in the findings and their relevance for designing the
marketing strategy, my original purpose. Furthermore, my latent desire to actually design the promotional products described in the marketing strategy—including producing the graphics and a video or slide/tape show—were scrapped because of delays in the research process.

Overall, the thesis was a valid learning experience, but I recognize that its scope—particularly the analysis of the survey results—was beyond my ability and that the project deserved a more focused effort on my part. If I were to attempt such a project again, I would use a simpler methodology which would allow me to spend more time developing the marketing strategy and less on the research process. In the end, I regret feeling like a runner who has limped to the finish line of a hurdle race wondering whether he should have entered the event. Despite its validity as a learning experience, the thesis became a comedy of errors, a source of more discouragement than intellectual stimulation, a blow to my self-esteem, and a delay to career plans. Worst of all, changes in the GHS and the circumstances which surrounded it, made the original inquiry look ridiculous and most of the findings irrelevant to the client. The utility of the marketing research was limited for three reasons: (1) only ten of the three dozen houses were left in the sale. This number could easily have been sold by personal contact without any consumer research; (2) the winners of the GHS were to be selected randomly by a lottery so there was little opportunity to control who moved in. Marketing efforts could influence the pool of applicants in the lottery, but not the selection; (3) once we learned that 800 people were waiting
on the Boston Urban Homesteading Waiting List for the opportunity to buy and rehab an abandoned house, it seemed obvious that there would be no problem marketing the Great House Sale.

The most discouraging measure of the lack of relevance of my research findings was this statement by the director of the Great House Sale: ". . . someday after this house sale is finished, I'll have to take a look at what you have written".

In closing this brief reflection, I must ask myself again, "Is there a role for marketing in the design and promotion of government programs or city neighborhoods?" My answer is "Yes." I continue to believe that marketing research has a role to play in promoting neighborhoods, assessing knowledge and perception of areas, identifying housing and neighborhood preferences for different market segments, positioning the neighborhood or product relative to and finally designing the marketing strategy--i.e. the theme, promotional products, choice of medium, and determination of the target market. The question for me is not "Is there a role" but when is it appropriate and "Do program operators have a commitment to the marketing research process, its outcomes and their relevance to the design of the program?" This commitment was lacking in the operators of the Great House Sale, and given the final evolution of the Sale, the process was simply inappropriate.

Future efforts to market urban neighborhoods must improve upon the Chamber of Commerce approach which is based solely on intuition. However, this dimension should not be ignored by market researchers
either. They must strive to integrate a neighborhood's concept of itself with the market's perception of it to design a comprehensive marketing strategy which as Hauser and Urban propose "understands consumer needs and responses".¹ This was my objective in the Great House Sale; I regret that it did not work better.

APPENDIX A: INSTRUMENTATION

A.1 Discussion of Pretest

The survey was pretested between April 16 and April 30, 1980 at three locations: Abt Associates Inc. in Cambridge, a Homebuying Clinic in Dorchester sponsored by the First American Bank, and a Mass Fair Share meeting in Fields Corner, Dorchester. This pretest indicated a number of problems requiring resolution. Among the more prominent problems were the following:

- respondents complained that the first section of the questionnaire, which dealt with behavioral intentions, was redundant;
- some respondents did not know how to complete the semantic differential scales, and others complained that too many dimensions were included;
- many respondents commented that the questions which asked about social and personal normative beliefs were strange (some called them ridiculous); and
- the overwhelming response to the 16 page draft instrument was that it was too long, and needed to be reduced.

In accordance with these findings, the pretest survey was revised:

Three behavioral intention questions were deleted from the first section; the social normative beliefs questions were removed; and the number of semantic differential dimensions was cut from eight to four. These changes, combined with some photostatic reduction, reduced the length of the survey from 16 to 8 pages. In addition, a question regarding housing unit preference was added and the wording to some questions (e.g. Q #24 and 26) was changed slightly to facilitate understanding.
Thank you for participating in the survey.

The We Can Neighborhood Improvement Association, located near Codman Square in
Dorchester, is conducting this survey to help design a housing program later
this year. The program, entitled the Great House Sale, would sell abandoned
houses to qualified applicants at a minimal price. At this point, the sale is
open to anyone willing to live in the house and fix it up, either with his or
her own labor, or by hiring professional contractors.

The survey is designed to find out the following information:

- who is likely to participate in the Great House Sale;
- how they value different housing and neighborhood characteristics; and
- what their knowledge and perception of Dorchester and the We Can Neighbor-
   hood are.

Please complete all questions in this survey and RETURN IT in the enclosed envelope
regardless of your intentions to participate in the Great House Sale. The entire
survey should take approximately 15 minutes to complete. If you have received this
survey by mail, your free raffle ticket for a portable TV, an AM/FM cassette recor-
der, and a portable AM/FM radio is enclosed. To activate your ticket, detach the
lower portion and return the signed ticket stub with your completed survey. The
survey and ticket stub will be separated once we receive them in order to protect
your confidentiality.

YOUR RESPONSES TO THESE QUESTIONS ARE STRICTLY CONFIDENTIAL, AND YOUR PRIVACY
WILL BE COMPLETELY PRESERVED.

The We Can Neighborhood is located southeast of the intersection of Washington
Street and Talbot Avenue in Dorchester. It is bounded by Washington Street,
Norfolk, Armandine, and Capen as shown on the attached maps.
Which source of information referred you to this survey?

- Boston Herald American
- Boston Globe
- Dorchester Argus-Citizen
- Bay State Banner
- Dorchester Community News
- Jamaica Citizen
- Direct Mail
- Hyde Park Tribune
- Milton Record Transcript
- Mattapan Tribune
- neighbors
- friends/relatives
- other (please specify)

1. Please rate your knowledge of Dorchester.

[ ] extensive knowledge
[ ] some knowledge
[ ] a little knowledge
[ ] no knowledge

2. Please rate your knowledge of the We Can Neighborhood in Dorchester.

[ ] extensive knowledge
[ ] some knowledge
[ ] a little knowledge
[ ] no knowledge

3. All things considered, what are the chances in 10 that you will move into a Boston Neighborhood sometime in the future?

0 1 2 3 4 5 6 7 8 9 10
[ ] no chance
[ ] 50-50
[ ] certain

4. All things considered, what are the chances in 10 that you will move into Dorchester sometime in the future?

0 1 2 3 4 5 6 7 8 9 10
[ ] no chance
[ ] 50-50
[ ] certain

5. All things considered, what are the chances in 10 that you will move into the We Can Neighborhood sometime in the future?

0 1 2 3 4 5 6 7 8 9 10
[ ] no chance
[ ] 50-50
[ ] certain

6. All things considered, what are the chances in 10 that you will rehab a house sometime in the future?

0 1 2 3 4 5 6 7 8 9 10
[ ] no chance
[ ] 50-50
[ ] certain

7. All things considered, what are the chances in 10 that you will come to visit the Great House Sale Open House in August?

0 1 2 3 4 5 6 7 8 9 10
[ ] no chance
[ ] 50-50
[ ] certain

8. Have you ever lived in Dorchester?
   [ ] YES
   [ ] NO

9. Have you ever rehabbed a house?
   [ ] YES
   [ ] NO

10. Have any of your relatives ever lived in Dorchester?
    [ ] YES
    [ ] NO

11. Have any of your relatives lived in the We Can Neighborhood?
    [ ] YES
    [ ] NO

12. Other than relatives, has anyone you know personally ever lived in Dorchester?
    [ ] YES
    [ ] NO
13. Other than relatives, has anyone you know personally ever lived in the We Can Neighborhood in Dorchester?

14. Do you have any building experience in the following areas:

- none
- some
- a lot
- extensive

<table>
<thead>
<tr>
<th>Carpentry</th>
<th>Masonry</th>
<th>Plumbing</th>
<th>Electrical</th>
<th>Design</th>
<th>Painting</th>
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</thead>
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</table>

15. For me, living in a Boston Neighborhood would be:

- very quite
- slightly
- neither
- slightly
- quite
- very

- unpleasant
- good
- safe
- unfavorable

16. For me, living in Dorchester would be:

- very quite
- slightly
- neither
- slightly
- quite
- very

- unpleasant
- good
- safe
- unfavorable

17. For me, rehabilitating a house would be:

- very quite
- slightly
- neither
- slightly
- quite
- very

- unpleasant
- good
- safe
- unfavorable

18. For me, living in the We Can Neighborhood would be:

- very quite
- slightly
- neither
- slightly
- quite
- very

- unpleasant
- good
- safe
- unfavorable

19. Do you think that rehabbing a house is something you personally ought to do or something you should not do?

- 1  2  3  4  5  6  7
- obligated not to rehab
- no obligation
- obligated to rehab

20. Do you think that living in a Boston neighborhood is something you personally ought to do or something you should not do?

- 1  2  3  4  5  6  7
- obligated not to live
- no obligation
- obligated to live in Boston

183
21. Do you think that living in Dorchester is something you personally ought to do or something you should not do?

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
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<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>obligated not to move</td>
<td>no obligation</td>
<td>obligated to either way</td>
<td>move to Dorchester</td>
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</table>

22. Do you think that living in the We Can Neighborhood in Dorchester is something you personally ought to do or something you should not do?

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</thead>
<tbody>
<tr>
<td></td>
<td>obligated not to live</td>
<td>no obligation</td>
<td>obligated to live in the We Can Neighborhood</td>
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</table>

23. Please indicate the likelihood that each event would occur if you moved to the We Can Neighborhood in Dorchester:

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<tr>
<th>Event</th>
<th>0</th>
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<th>7</th>
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</thead>
<tbody>
<tr>
<td>We would be closer to work</td>
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<tr>
<td>We would live in a racially integrated neighborhood</td>
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<td>We would live in a safe neighborhood</td>
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<tr>
<td>We would live in an area with a good school system</td>
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<td>We would live among neighbors of the same socio-economic class</td>
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<td>We would live in a physically attractive neighborhood</td>
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<tr>
<td>We would live close to friends and relatives</td>
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<td>We would live in a familiar area</td>
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<tr>
<td>We would live in a neighborhood with a higher social status</td>
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<td>We would be able to own our own home</td>
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<td>We would be close to amenities</td>
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<td>We would not be close to the central city</td>
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<td>We would have enough space in a unit at a price we could afford</td>
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<td>We would live in a lower density neighborhood</td>
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<tr>
<td>People like ourselves would move in</td>
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</table>
24. If you were to move, please indicate the importance of the following factors:

<table>
<thead>
<tr>
<th>Factor</th>
<th>Very Important</th>
<th>Important</th>
<th>Neither Important nor Unimportant</th>
<th>Unimportant</th>
<th>Very Unimportant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Living closer to work</td>
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<tr>
<td>Living away from the central city</td>
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<tr>
<td>Living in a racially integrated neighborhood</td>
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<tr>
<td>Living in a safe neighborhood</td>
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<td>Living in an area with a good school system</td>
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<tr>
<td>Living among neighbors of the same socio-economic class</td>
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<tr>
<td>Living close to amenities</td>
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<tr>
<td>Living in a physically attractive neighborhood</td>
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<tr>
<td>Living close to friends and relatives</td>
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<tr>
<td>Living in a familiar area</td>
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<tr>
<td>Living in a neighborhood with a higher social status</td>
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<tr>
<td>Being able to own our own home</td>
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<tr>
<td>Being able to have enough space at a price we could afford</td>
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<tr>
<td>Living in a lower density neighborhood</td>
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</tr>
<tr>
<td>People like ourselves moving in</td>
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</tbody>
</table>

25. Please indicate your estimate of the chance that each event would occur if you rehabilitated an abandoned house by placing a check in the appropriate space below:

<table>
<thead>
<tr>
<th>Event</th>
<th>0</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td>We would perform much of the work ourselves</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
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</tr>
<tr>
<td>We would take more pride in the work we had done ourselves</td>
<td>0</td>
<td>1</td>
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<td>10</td>
</tr>
<tr>
<td>We would be free to design our own interior</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
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<td>9</td>
<td>10</td>
</tr>
<tr>
<td>We would be likely to become long term residents</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
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<tr>
<td>We would be able to acquire the property with a small downpayment</td>
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<td>6</td>
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</table>
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<table>
<thead>
<tr>
<th>Event</th>
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</thead>
<tbody>
<tr>
<td>We would gain a large return on our initial investment</td>
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<tr>
<td>We would rent out part of the structure</td>
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<tr>
<td>We would help revitalize the community</td>
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<td></td>
</tr>
<tr>
<td>We would have a great deal of space in the unit</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would take out a large loan to rehabilitate the structure</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property values would increase</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

26. Please indicate the importance of each of the following if you were to decide to rehabilitate an abandoned house:

<table>
<thead>
<tr>
<th>Importance</th>
<th>very important</th>
<th>important</th>
<th>neither important nor unimportant</th>
<th>unimportant</th>
<th>very unimportant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perform much of the work ourselves</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Taking pride in our own work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Being free to design our own interior</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Being likely to become long-term residents</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Being able to acquire the property with a small down-payment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gaining a large return on our initial investment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Renting out part of the structure</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Helping revitalize the community</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Having a great deal of space in the unit</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Obtaining a large loan to rehab the structure</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increasing property values</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
SECTION II

Now, we are interested in your opinions about some things many people have no reason necessarily to have any knowledge of. We would appreciate your ideas, even if they are only your best guesses.

What would be the per unit cost to rehabilitate an abandoned three family structure in Dorchester with six rooms per unit? __________ per unit cost

If you were to rehabilitate an abandoned structure, how much of the work would you perform yourself?

less than 10% 10-25% 26-50% 51-75% 76-90% more than 90%

How much would you be willing to invest to rehabilitate an abandoned three family house in Dorchester?

$_________ capital

$_________ rehab loan

$_________ value of work done yourself

$_________ TOTAL INVESTMENT

If you were to rehabilitate an abandoned three family structure in Dorchester, how much would you be willing to pay for the shell?

$_________

How much do you think it would cost to buy a three family structure in Dorchester which did not need rehabilitation?

$_________

How important is it for you to invest in real estate in the City of Boston:

not very important not important neither important nor unimportant important very important

At a current market rate of 18%, how likely would you be to rehabilitate a house?

very likely likely neither likely unlikely very unlikely

At a current market rate of 18%, how likely would you be to participate in the Great House Sale?

very likely likely neither likely unlikely very unlikely

At a reduced interest rate of say 13%, how likely would you be to rehabilitate a house?

very likely likely neither likely unlikely very unlikely

At a reduced interest rate of say 13%, how likely would you be to participate in the Great House Sale?

very likely likely neither likely unlikely very unlikely

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At present market rates, how likely is the possibility that you would own your own home?

- [ ] very likely
- [ ] likely
- [ ] neither likely nor unlikely
- [ ] unlikely
- [ ] very unlikely

Without the Great House Sale, how likely would you be to move into Dorchester?

- [ ] very likely
- [ ] likely
- [ ] neither likely nor unlikely
- [ ] unlikely
- [ ] very unlikely

Without the Great House Sale, how likely would you be to move into the We Can Neighborhood in Dorchester?

- [ ] very likely
- [ ] likely
- [ ] neither likely nor unlikely
- [ ] unlikely
- [ ] very unlikely

Which statement best describes your impression of the quality of the housing stock in the We Can Neighborhood in Dorchester?

- [ ] very high
- [ ] high
- [ ] some
- [ ] little
- [ ] low
- [ ] very low

What percentage of people do you think are minority and non-minority in the We Can Neighborhood in Dorchester?

% minority

% non-minority

For me, the ideal racial balance in a neighborhood would be:

% minority

% non-minority

How likely do you feel the Great House Sale is likely to cause gentrification in the We Can Neighborhood?

- [ ] very likely
- [ ] likely
- [ ] neither likely nor unlikely
- [ ] unlikely
- [ ] very unlikely

Rate your knowledge of the Urban Homesteading Program in Boston:

- [ ] extensive
- [ ] a lot
- [ ] some
- [ ] none

How likely would you be to participate in the Boston Urban Homesteading Program?

- [ ] very likely
- [ ] likely
- [ ] neither likely nor unlikely
- [ ] unlikely
- [ ] very unlikely

If you were planning a move now, in what neighborhoods or local municipalities would you be most likely to look?

1.  
2.  
3.  
4.  

If you were looking for an apartment or house to buy or rent, which source of information would you be most likely to use?

- real estate agents
- newspapers
- friends/relatives
- familiarity with area
- ride through area
- people at work
- other

If you were to participate in the Great House Sale, which type of unit would you be interested in buying?

- Single family
- Duplex (live in one unit and rent the other)
- Three family (live in one unit and rent two)
- One unit of a two unit condo
- One unit of a three unit condo

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SECTION III

The questions in this section are very important. It is completely confidential; your answers cannot be traced back to you personally.

Marital Status: married unmarried Sex: female male Age: ________

Ethnicity: non-minority Hispanic Asian American other (specify)

Is respondent head of household? yes no

In what neighborhood and/or municipality do you currently live? (do not list street address)

Do you own or rent your present home? Have you ever owned a home previously?

own rent

If you rent, what is your average monthly rent plus utilities?

$0-$200 $201-$300 $301-$400 $401-$500 $501-$600 over $600

In what type of building do you presently live?

double family three or four

two family five or more

Please indicate the number of people regularly living in your household in the following age groups (include children away at school):

Under 1 year old 36 to 45 years old

1 to 5 years old 46 to 55 years old

6 to 12 years old 66 to 75 years old

13 to 17 years old over 75 years old

18 to 25 years old

26 to 35 years old

TOTAL number of people in your household

Please indicate how many children you have now, and how many you plan to have in the future:

number of children now total number planned

Please indicate the highest level of education attained for person answering this survey and for spouse if applicable:

Respondent Spouse

grammar school grammar school

some high school some high school

high school graduate high school graduate

some college some college

work work

college graduate college graduate

some graduate some graduate

work work

graduate degree graduate degree

professional degree professional degree

Approximately, what was your household's total income before taxes in 1979?

under $5000 $20,000-$24,999

$5000-9999 $25,000-$29,999

$10,000-14,999 $40,000 or more

$15,000-19,999

$20,000-24,999

$25,000-29,999

Please indicate the type of employment for respondent and spouse. Also, please indicate whether the job is full or part time by circling F for full time and P for part time work.

Respondent Spouse

Professional/technical F/P

Managerial/officers/proprietor F/P

Clerical/sales F/P

Skilled workers F/P

Semi-skilled workers F/P

Unskilled workers F/P

Household and service workers F/P
Please tear this page off of the questionnaire and answer the following questions:

May we contact you by phone if necessary for a very brief follow-up survey?

YES If yes, Name
Phone

NO

Would you like to have additional materials with information on the Great House Sale mailed to you later this year?

YES If yes, Name
Address

NO

Regardless of your intention of participating in the Great House Sale, would you be interested in attending an "Abandoned Homebuying Clinic" later this summer?

YES If yes and mailing address is not recorded above, Name
Address

NO
APPENDIX B: SAMPLING STRATEGY

The population for the survey was defined loosely to include people who were in the housing market; people who were actively considering Dorchester and people who were not; at least some people with a general interest in rehabilitating a house for themselves; and hopefully, some people who were specifically interested in participating in the GHS. This mix of people, whom we hoped to sample from all over the metropolitan area, proved more elusive than originally though. Consequently, the sampling strategy evolved through three phases as described below.

B.1 Phase I

The original strategy was to attract persons who were already in the Dorchester housing market to participate in the survey. To do this, three different advertisements were written and placed in the Real Estate sections of selected city wide and neighborhood newspapers. The first ad read as follows:


The next advertisement was less straightforward about the survey and simply read:

Dorchester: Looking to rehab? 2 and 3 families available this summer under special arrangement with the WeCan Neighborhood Improvement Association. Please telephone 288-1620.

If a person responded to the ad, they were told these houses would be sold as a part of a program entitled the GHS later that summer, and were asked to participate in a survey to help design the program.

(Examples of both advertisements are included in Exhibit B-1.)
Exhibit B-1.

Advertisements used to promote the GHS Survey

Looking for a Home in Dorchester?
Want to Win a Color TV?

Dorchester neighborhood group conducting housing survey. Free raffle ticket for participating. Strictly confidential. Call 288-1620

Dorchester Argus-Citizen
Milton Record-Transcript
Hyde Park Tribune
Mattapan Tribune
Jamaica Plain Citizen
April 17, 1980

Looking for a House in Dorchester?
Want To Win A Color TV?

Dorchester Neighborhood group conducting housing survey. Free raffle ticket for participating. Strictly confidential. Call 288-1620

Dorchester Argus-Citizen
Milton Record-Transcript
Hyde Park Tribune
Mattapan Tribune
Jamaica Plain Citizen
April 24, 1980

DORCHESTER
LOOKING TO REHAB?

2 and 3 families, available this summer under special arrangement with WeCan Neighborhood Improvement Assoc., 643 Washington St. 288-1620.

DORCHESTER
Looking To Rehab?

2 and 3 Families available this summer under special arrangement with WeCan Neighborhood Improvement Association.

Please Telephone:
288-1620

Boston Sunday Globe
April 20, 1980
Real Estate P. 61

DORCHESTER
Looking To Rehab?

2 and 3 Families available this summer under special arrangement with WeCan Neighborhood Improvement Assoc., 643 Washington St. 288-1620.
The promotional effort was an eight paragraph article which appeared in the "Lots and Blocks" section of the Boston Sunday Globe, on May 4, 1980. The article explained that the neighborhood group was planning a program to sell abandoned properties later that summer and was "conducting a survey to determine the market which exists for abandoned properties" and the "strength of Dorchester's rehabilitation market."

(A copy of the complete article appears in Exhibit B-2).

The first advertisement appeared in the weekly edition of the Dorchester Community News, the Dorchester Argus-Citizen, the Milton Record-Transcript, the Hyde-Park Tribune, the Mattapan Tribune, the Jamaica Plain Citizen, and the Bay State Banner during the week of April 15-17. The second advertisement was repeated the next week in each of the papers listed above (except the Dorchester Community News which is printed bi-monthly), in the Sunday edition of the Boston Globe, and four times between April 26 and May 2 in the Boston Herald American. The final advertisement, or real estate article, appeared in the Boston Sunday Globe on May 4, and marked the end of Phase I of the sampling strategy.

In summary, the advertisements, which were run over a three week period of time in seven different neighborhood newspapers and two city-wide newspapers, reached a combined circulation of over 1.1 million people as shown in Table B-1.

B.2 Phase II

It was originally hoped that the efforts described in Phase I would produce a self selected sample of over 200 survey respondents. But
A non-profit Dorchester housing improvement group, We Can Neighborhood Improvement Assn., says it is conducting a survey to determine the market that exists of potential buyers of older or run down abandoned properties which have been foreclosed and which buyers might want to own and occupy after rehabilitation. The neighborhood group, active in the Codman Square area of Dorchester, plans to launch a sale program of foreclosed homes sometime in the Summer with the cooperation of city departments, particularly the Real Property Board, according to executive director, William Jones.

"We would provide architectural drawings and assistance to prospective buyers in financing rehabilitation in addition to monitoring the construction," said Jones.

Agreements, he said, are being worked out on a method of channeling the buildings to prospective owner-occupants.

"To help design the program, we need to survey the market of potential buyers and determine the strength of Dorchester's rehabilitation market," he said.
Table B-1.

NEWSPAPER CIRCULATION AND ADVERTISING FREQUENCY

<table>
<thead>
<tr>
<th>Name</th>
<th># of times ad appeared</th>
<th>circulation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dorchester Community News</td>
<td>1</td>
<td>20,000</td>
</tr>
<tr>
<td>Dorchester Argus-Citizen</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Milton Record Transcript</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Hyde-Park Tribune</td>
<td>2</td>
<td>100,000</td>
</tr>
<tr>
<td>Mattapan Tribune</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Jamaica Plain Citizen</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Boston Sunday Globe</td>
<td>2</td>
<td>694,200</td>
</tr>
<tr>
<td>Boston Herald American (Sunday)</td>
<td>4</td>
<td>362,600</td>
</tr>
<tr>
<td>Bay State Banner</td>
<td>2</td>
<td>NA</td>
</tr>
</tbody>
</table>

TOTALS 19 1,176,800
this proved to be naive as less than 50 inquiries had been received by
the end of the third week of advertising. Consequently, an alternative
strategy, Phase II, was devised in an effort to generate a sufficient
number of surveys. This time two bulk mailings were sent out. 1,000
letters were mailed to residents of the WeCan/Codman Square area of
Dorchester informing them of the upcoming sale and inviting them to
participate in the survey. (See Exhibit B-3). Similar letters
including the survey, plus envelope and raffle ticket were sent to 740
names from the Urban Homesteading mailing list. (The cover letter is
shown in Exhibit B-4 and the survey is included in Appendix A.2).
Dear We Can Neighborhood Resident

**DORCHESTER: GREAT HOUSE SALE**

WeCan Neighborhood Improvement Association is planning a "Great House Sale" to allow people to buy and rehab abandoned buildings at a minimum cost in the WeCan neighborhood. WeCan would provide architectural drawings and assistance to prospective buyers in financing rehab in addition to monitoring the construction.

To help design the program, which is scheduled for mid-summer, we need to survey the market of potential buyers to determine the strength of Dorchester's rehab market. The 15 minute survey is strictly confidential.

As a bonus for participating in the survey, WeCan offers a free raffle ticket for a portable TV, and an AM/FM cassette recorder, and a portable AM/FM radio. Proceeds for the May 17 raffle are used by WeCan's Trust for Public Land program to match foundation grants to acquire and develop community open space.

If you would like to participate in the survey, and subsequent drawing, call the WeCan Neighborhood Improvement Association, 288-1620.
Letter sent to People on the Urban Homesteading Mailing List

We Can Neighborhood Improvement Association, Inc.

643 WASHINGTON STREET
DORCHESTER. MASS. 02124
Tel. 288-1620

May 5, 1980

Dear Resident,

We are currently conducting a survey of people interested in housing rehabilitation in the Boston area. Because of your previous interest in the Boston Urban Homesteading Program, we invite you to complete the enclosed survey.

Results from the survey will be used for two purposes. First, to allow us to assess the strength of the rehab market in the greater Boston area and more specifically in Dorchester; and second, to help design the "Great House Sale", a program which will allow people to buy and rehab abandoned houses at minimal cost in the We Can Neighborhood in Dorchester, as described on the cover of the survey.

As a bonus for participating in the survey, we offer a free raffle ticket for a portable TV, an AM/FM cassette recorder, and a portable AM/FM radio.

Please complete all questions in this survey and return it in the enclosed envelope regardless of your intentions to participate in the Great House Sale. Surveys should be mailed by May 13 in order to be eligible for the May 17 raffle drawing.

Thank you for your participation.
The Homesteading mailing list, which included addresses across the metropolitan area, was used because these persons had expressed an interest in participating in the Homesteading Program—the model for the GHS—within the last year and we assumed they would be interested in the GHS. By conducting both bulk mailings, we hoped to arrive at a substantial number of respondents inside and outside of Dorchester. This would allow us to address important research questions such as "Is there a sufficient market in Dorchester alone to limit the sale to local residents, or should the sale be open to anyone regardless of residence?"

B.3 Phase III
Once again, the rate of return from the sampling strategy was overestimated as only 130 surveys were returned. As a result, a third phase was added to the sampling strategy. Luckily, two large public events—the South End House Tour and the Melville Park House Tour—occurred that weekend in Boston and provided an opportunity to survey people from relevant market segments. Both the South End and Melville Park neighborhoods have experienced a large influx of new, middle class residents in the last decade, and both had been cited by the WeCan Board of Directors as areas of "gentrification"—a process of displacement which program operators feared they might elicit with the GHS. Consequently, samples drawn from the house tours presented an ideal opportunity to find out whether people who were interested in moving into the South End or Melville Park—the so-called "gentry"—would be interested in participating in the GHS. Ninety surveys were
distributed randomly at each house tour: 72 were returned at the South End House Tour and 57 were returned at the Melville Park House Tour.

Unlike the first two phases of the sampling strategy, surveys were given to anyone who was willing to participate regardless of their interest in participating in the Sale as indicated by the following script:

Hello. Can I interest you in participating in a Housing Survey? The survey takes fifteen minutes to complete and you will be paid one dollar for participating. The questions ask about attitudes towards Boston Neighborhoods in general and Dorchester in particular; and about attitudes toward housing rehabilitation. The results will be used to design a housing program in Dorchester to sell abandoned buildings. However, you need not be interested in participating in the program to participate in the survey.

Given this method, the sample included a substantial number of people who were not in the housing market or had no interest in participating in the GHS. Still, their knowledge and perceptions of Dorchester, neighborhood and housing preferences, and attitudes towards rehabilitation were a valuable addition to this study.

B.4 Summary

In summary, the sampling process proved to be more difficult and lengthy than originally envisioned as three different phases were needed to compile a final pool of 274 surveys (See Figure B-1 and Table B-2). The pool itself may be viewed as two separate samples of nearly equal size and at least three different markets as demonstrated in the diagram shown in Figure B-1.

The first sample, referred to here as "direct mail responses" was produced by newspaper advertisements and bulk mailings, phases I and
**Figure B-1.**

**Chronology of Sampling Strategy**

<table>
<thead>
<tr>
<th>EVENT</th>
<th>APRIL</th>
<th>MAY</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30</td>
<td>1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20</td>
</tr>
</tbody>
</table>

**PHASE I - NEWSPAPER ADVERTISEMENTS**

1.1 Ad appears in *Dorchester Community News*  
1.2 Ad appears in *Dorchester Argus Citizen et al*, *Bay State Banner*  
1.3 Ad appears in *Boston Globe*  
1.4 Second ad appears in *Dorchester Argus-Citizen et al, Bay State Banner*  
1.5 Ad appears in *Boston Herald-American* on 4 separate days  
1.6 Article appears in real estate section of *Boston Sunday Globe*  

**PHASE II - BULK MAILINGS**

2.1 Bulk mailing of 1,000 letters to WeCan Neighborhood and Codman Square area  
2.2 Bulk mailing of approximately 850 letters to Homesteading Mailing list  

**PHASE III - IN PERSON INTERVIEWS**

3.1 South End House Tour  
3.2 Melville Park House Tour  

*Ads in the *Dorchester Argus Citizen* also appeared in the following community newspapers which are under the same management: *Milton Record-Transcript, Hyde Park Tribune, Mattapan Tribune*, and *Jamaica Plain Citizen.*
Table B-2.
SUMMARY OF SURVEY / SAMPLING RELATED COSTS

<table>
<thead>
<tr>
<th>ITEM</th>
<th>QUANTITY</th>
<th>UNIT COST</th>
<th>TOTAL</th>
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</thead>
<tbody>
<tr>
<td>ADVERTISEMENTS</td>
<td></td>
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</tr>
<tr>
<td>Boston Globe</td>
<td>1</td>
<td>$32.50</td>
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<tr>
<td>Bay State Banner</td>
<td>2</td>
<td>28.00</td>
<td>56.00</td>
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<tr>
<td>Dorchester Argus Citizen</td>
<td>2</td>
<td>14.90</td>
<td>29.80</td>
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<tr>
<td>et al*</td>
<td>1</td>
<td>12.00</td>
<td>12.00</td>
</tr>
<tr>
<td>Dorchester Community News</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Boston Herald American</td>
<td>4</td>
<td></td>
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</tr>
<tr>
<td>Subtotal</td>
<td></td>
<td></td>
<td>181.34</td>
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<tr>
<td>PRINTING</td>
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<td>Pre-Test Surveys</td>
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<tr>
<td>Final Surveys</td>
<td>1100</td>
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<tr>
<td>Business Reply Envelopes</td>
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<td>Raffle Tickets</td>
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<td>Direct Coop Payments</td>
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<tr>
<td>South End House Tour</td>
<td>57</td>
<td>$1 each</td>
<td>57.00</td>
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<tr>
<td>Melville Park House Tour</td>
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</tr>
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<td>Subtotal</td>
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<td></td>
<td>156.00</td>
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<td>ENVELOPES AND LABELS</td>
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<tr>
<td>Paid by WeCan Neighborhood Improvement Association</td>
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<tr>
<td>GRAND TOTAL</td>
<td></td>
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</tbody>
</table>
II of the sampling strategy; and these people, for the most part, are self selected and have an interest in participating in the Great House Sale. The second sample was produced by direct solicitation at the Melville Park and South End House Tours during Phase III of the sampling strategy. To some extent, both house tours represent different market segments, and will be used for comparisons later in the report. In other respects, the samples are similar: Both samples were both collected randomly on the street the days of the tours and include respondents regardless of their interest in the Great House Sale or their participation in the housing market. For those reasons, and reasons outlined earlier in this section, comparisons will be made between the direct mail responses and the combined tour sample throughout the research. This opportunity for comparisons between relevant market segments came as a byproduct of alternative sampling strategies and may have produced a better population for analysis than originally envisioned.
APPENDIX C: ADDITIONAL FINDINGS

C.1 What are people's attitudes and perceptions about WeCan and housing rehabilitation?

An extensive body of findings regarding people's attitudes and perceptions of the consequences of moving to the WeCan neighborhood and rehabilitating abandoned houses was collected during this study. Each survey respondent was asked to estimate the probability that 15 events would occur as a result of moving to WeCan (See Question 23 in Appendix A-2).

The next task was to ask how the beliefs and attitudes above correlated with the respondent's probability of visiting the GHS Open House or participating in the GHS. In this manner, it was hoped that factors most important in an individual's decision to participate in the GHS could be identified. In turn, the marketing strategy, particularly the promotional themes, would be built around these attributes. However, a preliminary assessment of the data showed that the correlations in themselves did not provide sufficient information to determine which factors were most important. Consequently, the strengths of the attitudes and beliefs about moving to WeCan and rehabilitating an abandoned house were ranked to help reveal which factors were most influential.

1 The lists of consequences were compiled from four sources: literature on housing preferences, primarily David Birch's The Behavioral Foundations of Neighborhood Change, Volume IV (Joint Center for Urban Studies of MIT and Harvard University, Cambridge, MA, 1977); results from a survey on participants in the Great House Sale in Pittsburgh; interviews with program operators; and my own thoughts. In addition, the lists were reviewed by academic advisors, and four members of the WeCan Board of Directors.
Attitudes, beliefs and correlations outlined above are summarized in the tables which follow. The findings were synthesized to recommended promotional themes for the GHS. In general, the following were considered as potential promotional themes:

- events which people believed would occur as a result of moving to the WeCan neighborhood or rehabilitating an abandoned building;
- events or factors which were considered important; and
- beliefs and attitudes which were correlated to visiting the GHS Open House or participating in the Sale.
### Beliefs about the consequences of moving into WeCan

23. Please indicate the likelihood that each event would occur if you moved to the We Can Neighborhood in Dorchester:

<table>
<thead>
<tr>
<th>Event Description</th>
<th>0</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td>We would be closer to work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>10</td>
</tr>
<tr>
<td>We would live in a racially integrated neighborhood</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>We would live in a safe neighborhood</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>We would live in an area with a good school system</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>We would live among neighbors of the same socio-economic class</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>We would live in a physically attractive neighborhood</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>We would live close to friends and relatives</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>We would live in a familiar area</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>We would live in a neighborhood with a higher social status</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>We would be able to own our own home</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>We would be close to amenities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>We would not be close to the central city</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>We would have enough space in a unit at a price we could afford</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>We would live in a lower density neighborhood</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>People like ourselves would move in</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5</td>
<td>10</td>
</tr>
</tbody>
</table>

---

**Key**

- Direct Mail Respondents
- House Tour Sample
- People who were willing to invest > $30,000 to rehab
Table C-2

Correlations between beliefs about the consequences of moving into WeCan and the probability of visiting or participating in the GHS.

Direct Mail Respondents

<table>
<thead>
<tr>
<th>Belief</th>
<th>Probability of Visiting</th>
<th>Likelihood of Participating</th>
</tr>
</thead>
<tbody>
<tr>
<td>We would be closer to work</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would live in a racially integrated neighborhood</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would live in a safe neighborhood</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would live in an area with a good school system</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would live among neighbors of the same socio-economic class</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would live in a physically attractive neighborhood</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would live close to friends and relatives</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would live in a familiar area</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would live in a neighborhood with a higher social status</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would be able to own our own home</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would be close to amenities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would not be close to the central city</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would have enough space in a unit at a price we could afford</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would live in a lower density neighborhood</td>
<td></td>
<td></td>
</tr>
<tr>
<td>People like ourselves would move in</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Key

- Probability of visiting the GHS Open House
- Likelihood of participating in the GHS

1 Correlations using Spearman rank-order are displayed here and correlation coefficients are listed in Table C-4. Scores to the right of zero indicate a positive correlation between that belief and the probability of visiting or participating in the GHS. In other words, the more one believed that event would occur as a result of moving to WeCan, the more that person was likely to visit or participate in the Sale.
Table C-3

Correlations between beliefs about the consequences of moving into WeCan and the probability of visiting or participating in the GHS.

House Tour Sample

<table>
<thead>
<tr>
<th>Belief</th>
<th>Probability of visiting the GHS</th>
<th>Likelihood of participating in the GHS</th>
</tr>
</thead>
<tbody>
<tr>
<td>We would be closer to work</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would live in a racially integrated neighborhood</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would live in a safe neighborhood</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would live in an area with a good school system</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would live among neighbors of the same socio-economic class</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would live in a physically attractive neighborhood</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would live close to friends and relatives</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would live in a familiar area</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would live in a neighborhood with a higher social status</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would be able to own our own home</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would be close to amenities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would not be close to the central city</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would have enough space in a unit at a price we could afford</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would live in a lower density neighborhood</td>
<td></td>
<td></td>
</tr>
<tr>
<td>People like ourselves would move in</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Key

- Probability of visiting the GHS Open House
- Likelihood of participating in the GHS

1Correlations using Spearman rank-order are displayed here and correlation coefficients are listed in Table C-4. Scores to the right of zero indicate a positive correlation between that belief and the probability of visiting or participating in the GHS. In other words, the more one believed that event would occur as a result of moving to WeCan, the more that person was likely to visit or participate in the Sale.
**Table C-4**

Correlations between beliefs about moving into WeCan and the probability of visiting or participating in the GM°

<table>
<thead>
<tr>
<th>Direct Mail Sample (N=144)</th>
<th>House Tour Sample (N=130)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Probability of Visiting the GM Open House</strong></td>
<td><strong>Likelihood of participating in the Sale</strong></td>
</tr>
<tr>
<td><strong>Pearson</strong></td>
<td><strong>Spearman</strong></td>
</tr>
<tr>
<td>We would be closer to work</td>
<td>.23974</td>
</tr>
<tr>
<td>We would live in a familiar area</td>
<td>.25639</td>
</tr>
<tr>
<td>We would be able to own our own home</td>
<td>.0017</td>
</tr>
<tr>
<td>We would be close to amenities</td>
<td>.27027</td>
</tr>
<tr>
<td>We would have enough space in a unit at a price we could afford</td>
<td>.25219</td>
</tr>
<tr>
<td>People like ourselves would move in</td>
<td>.23974</td>
</tr>
<tr>
<td>We would live in a racially integrated neighborhood</td>
<td>.21757</td>
</tr>
<tr>
<td>We would live in a safe neighborhood</td>
<td>.20902</td>
</tr>
<tr>
<td>We would live in an area with a good school system</td>
<td>.20902</td>
</tr>
<tr>
<td>We would live among neighbors of the same socio-economic class</td>
<td>.20902</td>
</tr>
<tr>
<td>We would live in a physically attractive neighborhood</td>
<td>.20902</td>
</tr>
<tr>
<td>We would live close to friends and relatives</td>
<td>.20902</td>
</tr>
<tr>
<td>We would live in a neighborhood with a higher social status</td>
<td>.20902</td>
</tr>
<tr>
<td>We would not be close to the central city</td>
<td>.20902</td>
</tr>
<tr>
<td>We would live in a lower density neighborhood</td>
<td>.20902</td>
</tr>
</tbody>
</table>

1Correlation coefficients are recorded only when the variable was correlated to visiting or participating in the Sale. No correlations were reported for the following statements:

- We would live in a racially integrated neighborhood
- We would live in a safe neighborhood
- We would live in an area with a good school system
- We would live among neighbors of the same socio-economic class
- We would live in a physically attractive neighborhood
- We would live close to friends and relatives
- We would live in a neighborhood with a higher social status
- We would not be close to the central city
- We would live in a lower density neighborhood

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### Table C-5

Attitudes about moving into WeCan

24. If you were to move, please indicate the importance of the following factors:

<table>
<thead>
<tr>
<th>Factor</th>
<th>Very Important</th>
<th>Important</th>
<th>Neither Important not Unimportant</th>
<th>Unimportant</th>
<th>Very Unimportant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Living closer to work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Living in a racially integrated neighborhood</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Living in a safe neighborhood</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Living in an area with a good school system</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Living among neighbors of the same socio-economic class</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Living in a physically attractive neighborhood</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Living close to friends and relatives</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Living in a familiar area</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Living in a neighborhood with a higher social status</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Being able to own our own home</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Living close to amenities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Living away from the central city</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Being able to have enough space at a price we could afford</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Living in a lower density neighborhood</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>People like ourselves moving in</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Key**

- - - Direct Mail Respondents
- - House Tour Sample
- - - People who were willing to invest > $30,000 to rehab
### Table C-6

**Correlations between attitudes toward moving and the probability of visiting or participating in the GHS**

<table>
<thead>
<tr>
<th>Direct Mail Respondents</th>
<th>Probability of visiting the GHS Open House</th>
<th>Likelihood of participating in the GHS</th>
</tr>
</thead>
<tbody>
<tr>
<td>We would be closer to work</td>
<td><img src="image" alt="Correlation" /></td>
<td><img src="image" alt="Correlation" /></td>
</tr>
<tr>
<td>We would live in a racially integrated neighborhood</td>
<td><img src="image" alt="Correlation" /></td>
<td><img src="image" alt="Correlation" /></td>
</tr>
<tr>
<td>We would live in a safe neighborhood</td>
<td><img src="image" alt="Correlation" /></td>
<td><img src="image" alt="Correlation" /></td>
</tr>
<tr>
<td>We would live in an area with a good school system</td>
<td><img src="image" alt="Correlation" /></td>
<td><img src="image" alt="Correlation" /></td>
</tr>
<tr>
<td>We would live among neighbors of the same socio-economic class</td>
<td><img src="image" alt="Correlation" /></td>
<td><img src="image" alt="Correlation" /></td>
</tr>
<tr>
<td>We would live in a physically attractive neighborhood</td>
<td><img src="image" alt="Correlation" /></td>
<td><img src="image" alt="Correlation" /></td>
</tr>
<tr>
<td>We would live close to friends and relatives</td>
<td><img src="image" alt="Correlation" /></td>
<td><img src="image" alt="Correlation" /></td>
</tr>
<tr>
<td>We would live in a familiar area</td>
<td><img src="image" alt="Correlation" /></td>
<td><img src="image" alt="Correlation" /></td>
</tr>
<tr>
<td>We would live in a neighborhood with a higher social status</td>
<td><img src="image" alt="Correlation" /></td>
<td><img src="image" alt="Correlation" /></td>
</tr>
<tr>
<td>We would be able to own our own home</td>
<td><img src="image" alt="Correlation" /></td>
<td><img src="image" alt="Correlation" /></td>
</tr>
<tr>
<td>We would be close to amenities</td>
<td><img src="image" alt="Correlation" /></td>
<td><img src="image" alt="Correlation" /></td>
</tr>
<tr>
<td>We would not be close to the central city</td>
<td><img src="image" alt="Correlation" /></td>
<td><img src="image" alt="Correlation" /></td>
</tr>
<tr>
<td>We would have enough space in a unit at a price we could afford</td>
<td><img src="image" alt="Correlation" /></td>
<td><img src="image" alt="Correlation" /></td>
</tr>
<tr>
<td>We would live in a lower density neighborhood</td>
<td><img src="image" alt="Correlation" /></td>
<td><img src="image" alt="Correlation" /></td>
</tr>
<tr>
<td>People like ourselves would move in</td>
<td><img src="image" alt="Correlation" /></td>
<td><img src="image" alt="Correlation" /></td>
</tr>
</tbody>
</table>

#### Key
- Probability of visiting the GHS Open House
- Likelihood of participating in the GHS

Correlations using Spearman rank-order are displayed here and correlation coefficients are listed in Table C-4. Scores to the right of zero indicate a positive correlation between that factor and the probability of visiting or participating in the GHS. In other words, the more important one felt that factor was, the more that person was likely to visit or participate in the Sale.
Table C-7
Correlations between attitudes toward moving and the probability of visiting or participating in the GHS.

House Tour Sample

<table>
<thead>
<tr>
<th>Attitude</th>
<th>Probability of visiting</th>
<th>Likelihood of participating</th>
</tr>
</thead>
<tbody>
<tr>
<td>We would be closer to work</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would live in a racially integrated neighborhood</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would live in a safe neighborhood</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would live in an area with a good school system</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would live among neighbors of the same socio-economic class</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would live in a physically attractive neighborhood</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would live close to friends and relatives</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would live in a familiar area</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would live in a neighborhood with a higher social status</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would be able to own our own home</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would be close to amenities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would not be close to the central city</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would have enough space in a unit at a price we could afford</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would live in a lower density neighborhood</td>
<td></td>
<td></td>
</tr>
<tr>
<td>People like ourselves would move in</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Key
- Probability of visiting the GHS Open House
- Likelihood of participating in the GHS

Correlations using Spearman rank-order are displayed here and correlation coefficients are listed in Table C-8. Scores to the right of zero indicate a positive correlation between that factor and the probability of visiting or participating in the GHS. In other words, the more important one felt that factor was, the more that person was likely to visit or participate in the Sale.
Table C-8

Correlations between attitudes toward moving into McCan and the probability of visiting or participating in the GCM.

<table>
<thead>
<tr>
<th></th>
<th>Direct Mail Sample 144</th>
<th>House Tour Sample 120</th>
</tr>
</thead>
<tbody>
<tr>
<td>Probability of Visiting the GCM Open House</td>
<td>Probability of Visiting in the Sale</td>
<td>Probability of Visiting the GCM Open House</td>
</tr>
<tr>
<td>Pearson</td>
<td>Spearman</td>
<td>Kendall</td>
</tr>
<tr>
<td>We would live in a physically attractive neighborhood</td>
<td>0.2436</td>
<td>0.0689</td>
</tr>
<tr>
<td>a familiar area</td>
<td>0.0007</td>
<td>0.0338</td>
</tr>
<tr>
<td>We would have enough space in a unit at a price we would be able to afford</td>
<td>0.1045</td>
<td>0.2361</td>
</tr>
<tr>
<td>People like ourselves would move in</td>
<td>0.2140</td>
<td>0.2239</td>
</tr>
</tbody>
</table>

Correlation coefficients are recorded only when the variable was correlated to visiting or participating in the sale. No correlations were reported for the following statements:

- We would live in a racially integrated neighborhood
- We would live in a safe neighborhood
- We would live in an area with a good school system
- We would live among neighbors of the same socio-economic class
- We would live close to friends and relatives
- We would live in a neighborhood with a higher social status
- We would be close to amenities
- We would not be close to the central city
- We would live in a lower density neighborhood

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Table C-9.

Beliefs about the consequences of rehabilitating an abandoned house

<table>
<thead>
<tr>
<th>25. Please indicate your estimate of the chance that each event would occur if you rehabilitated an abandoned house by placing a check in the appropriate space below:</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
</tr>
<tr>
<td>---</td>
</tr>
<tr>
<td>We would perform much of the work ourselves</td>
</tr>
<tr>
<td>We would take more pride in the work we had done ourselves</td>
</tr>
<tr>
<td>We would be free to design our own interior</td>
</tr>
<tr>
<td>We would be likely to become long term residents</td>
</tr>
<tr>
<td>We would be able to acquire the property with a small downpayment</td>
</tr>
<tr>
<td>We would gain a large return on our initial investment</td>
</tr>
<tr>
<td>We would rent out part of the structure</td>
</tr>
<tr>
<td>We would help revitalize the community</td>
</tr>
<tr>
<td>We would have a great deal of space in the unit</td>
</tr>
<tr>
<td>We would take out a large loan to rehabilitate the structure</td>
</tr>
<tr>
<td>Property values would increase</td>
</tr>
</tbody>
</table>

Key
---
- Direct Mail Respondents
- House Tour Sample
- People who were willing to invest > $30,000 to rehab
Table C-10

Correlations between beliefs about the consequences of rehabilitating an abandoned house and the probability of visiting or participating in the GHS.

Direct Mail Respondents

<table>
<thead>
<tr>
<th>Belief</th>
<th>Probability of visiting the GHS</th>
<th>Likelihood of participating in the GHS</th>
</tr>
</thead>
<tbody>
<tr>
<td>We would perform much of the work ourselves</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would take more pride in the work we had done ourselves</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would be free to design our own interior</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would be likely to become long term residents</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would be able to acquire the property with a small downpayment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would gain a large return on our initial investment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would rent out part of the structure</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would help revitalize the community</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would have a great deal of space in the unit</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would take out a large loan to rehabilitate the structure</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property values would increase</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Key

--- Probability of visiting the GHS
--- Likelihood of participating in the GHS

Correlations using Spearman rank-order are displayed here and correlation coefficients are listed in Table C-12. Scores to the right of zero indicate a positive correlation between that belief and the probability of visiting or participating in the GHS. In other words, the more important one believed an event would occur as a result of rehabilitating an abandoned house, the more that person was likely to visit or participate in the Sale.
Table C-11

Correlations between beliefs about the consequences of rehabilitating an abandoned house and the probability of visiting or participating in the GHS.

House Tour Sample

<table>
<thead>
<tr>
<th>Correlation Coefficient</th>
<th>0.1</th>
<th>0.2</th>
<th>0.3</th>
<th>0.4</th>
<th>0.5</th>
</tr>
</thead>
<tbody>
<tr>
<td>We would perform much of the work ourselves</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would take more pride in the work we had done ourselves</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would be free to design our own interior</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would be likely to become long term residents</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would be able to acquire the property with a small downpayment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would gain a large return on our initial investment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would rent out part of the structure</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would help revitalize the community</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would have a great deal of space in the unit</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We would take out a large loan to rehabilitate the structure</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property values would increase</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Key

- Probability of visiting the GHS Open House
- Likelihood of participating in the GHS

1Correlations using Spearman rank-order are displayed here and correlation coefficients are listed in Table C-12. Scores to the right of zero indicate a positive correlation between that belief and the probability of visiting or participating in the GHS. In other words, the more important one believed an event would occur as a result of rehabilitating an abandoned house, the more that person was likely to visit or participate in the Sale.
Table C-12

Correlations between beliefs about rehabilitating an abandoned house and the probability of visiting or participating in the sale

<table>
<thead>
<tr>
<th></th>
<th>Direct Mail Sample</th>
<th>House Tour Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Probability of Visiting</td>
<td>Likelihood of participating</td>
</tr>
<tr>
<td></td>
<td>the OH Open House</td>
<td>in the Sale</td>
</tr>
<tr>
<td></td>
<td>Probability of Visiting</td>
<td>Likelihood of participating</td>
</tr>
<tr>
<td></td>
<td>the OH Open House</td>
<td>in the Sale</td>
</tr>
<tr>
<td>Pearson Spearman Kendall</td>
<td>Pearson Spearman Kendall</td>
<td>Pearson Spearman Kendall</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Belief</th>
<th>Direct Mail Sample</th>
<th>House Tour Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>We would be likely to become long term residents</td>
<td>.16539</td>
<td>.25646</td>
</tr>
<tr>
<td></td>
<td>(.00370)</td>
<td>(.00999)</td>
</tr>
<tr>
<td>He would be able to acquire the property with a small down payment</td>
<td>.0015</td>
<td>.00540</td>
</tr>
<tr>
<td></td>
<td>(.0107)</td>
<td>(.00500)</td>
</tr>
<tr>
<td>We would be able to rent out part of the structure</td>
<td>.3915</td>
<td>.29551</td>
</tr>
<tr>
<td></td>
<td>(.0086)</td>
<td>(.00500)</td>
</tr>
<tr>
<td>We would help revitalize the community</td>
<td>.0020</td>
<td>.00066</td>
</tr>
<tr>
<td></td>
<td>(.0003)</td>
<td>(.00030)</td>
</tr>
<tr>
<td>We would have a great deal of space in the unit</td>
<td>.21759</td>
<td>.21003</td>
</tr>
<tr>
<td></td>
<td>(.00500)</td>
<td>(.00500)</td>
</tr>
<tr>
<td>Property values would increase</td>
<td>.31229</td>
<td>.26016</td>
</tr>
<tr>
<td></td>
<td>(.24139)</td>
<td>(.24455)</td>
</tr>
</tbody>
</table>

1Correlation coefficients are recorded only when the variable was correlated to visiting or participating in the sale. No correlations were reported for the following statements:

- We would perform much of the work ourselves.
- We would take more pride in the work we had done ourselves.
- We would be free to design our own interior.
- We would gain a large return on our initial investment.
Table C-13
Attitudes about rehabilitating an abandoned house

26. Please indicate the importance of each of the following if you were to decide to rehabilitate an abandoned house:

<table>
<thead>
<tr>
<th>Item</th>
<th>Very Important</th>
<th>Important</th>
<th>Neither Important</th>
<th>Unimportant</th>
<th>Very Unimportant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performing much of the work ourselves</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Taking pride in our own work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Being free to design our own interior</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Being likely to become long-term residents</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Being able to acquire the property with a small down-payment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gaining a large return on our initial investment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Renting out part of the structure</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Helping revitalize the community</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Having a great deal of space in the unit</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Obtaining a large loan to rehab the structure</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increasing property values</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Key

<table>
<thead>
<tr>
<th>Symbol</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>------</td>
<td>Direct Mail Respondents</td>
</tr>
<tr>
<td>------</td>
<td>House Tour Sample</td>
</tr>
<tr>
<td>------</td>
<td>People who were willing to invest &gt; $30,000 to rehab</td>
</tr>
</tbody>
</table>
Table C-14
Correlations between attitudes about rehabilitating an abandoned house and visiting or participating in the GHS. Direct Mail Respondents

<table>
<thead>
<tr>
<th>Performing much of the work ourselves</th>
<th>Taking pride in our own work</th>
<th>Being free to design our own interior</th>
<th>Being likely to become long-term residents</th>
<th>Being able to acquire the property with a small down-payment</th>
<th>Gaining a large return on our initial investment</th>
<th>Renting out part of the structure</th>
<th>Helping revitalize the community</th>
<th>Having a great deal of space in the unit</th>
<th>Obtaining a large loan to rehab the structure</th>
<th>Increasing property values</th>
</tr>
</thead>
<tbody>
<tr>
<td>-5</td>
<td>-4</td>
<td>-3</td>
<td>-2</td>
<td>-1</td>
<td>0</td>
<td>0.1</td>
<td>0.2</td>
<td>0.3</td>
<td>0.4</td>
<td>0.5</td>
</tr>
</tbody>
</table>

Key

- Probability of visiting the GHS Open House
- Likelihood of participating in the GHS

1Correlations using Spearman rank-order are displayed here and correlation coefficients are listed in Table C-16. Scores to the right of zero indicate a positive correlation between that factor and the probability of visiting or participating in the GHS. In other words, the more important one felt that factor was, the more that person was likely to visit or participate in the Sale.
Table C-15

Correlations between attitudes about rehabilitating an abandoned	house and visiting or participating in the GHS.\(^1\)

House Tour Sample

<table>
<thead>
<tr>
<th>Performing much of the work ourselves</th>
<th>Taking pride in our own work</th>
<th>Being free to design our own interior</th>
<th>Being likely to become long-term residents</th>
<th>Being able to acquire the property with a small down-payment</th>
<th>Gaining a large return on our initial investment</th>
<th>Renting out part of the structure</th>
<th>Helping revitalize the community</th>
<th>Having a great deal of space in the unit</th>
<th>Obtaining a large loan to rehab the structure</th>
<th>Increasing property values</th>
</tr>
</thead>
<tbody>
<tr>
<td>75</td>
<td>-4</td>
<td>-3</td>
<td>-2</td>
<td>-1</td>
<td>0</td>
<td>0.1</td>
<td>0.2</td>
<td>0.3</td>
<td>0.4</td>
<td>0.5</td>
</tr>
</tbody>
</table>

Key

- Probability of visiting the GHS Open House
- Likelihood of participating in the GHS

\(^1\)Correlations using Spearman rank-order are displayed here and correlation coefficients are listed in Table C-16. Scores to the right of zero indicate a positive correlation between that factor and the probability of visiting or participating in the GHS. In other words, the more important one felt that factor was, the more that person was likely to visit or participate in the Sale.
### Table C-16

Correlations between attitudes about rehabilitating an abandoned house and the probability of visiting or participating in the sale

<table>
<thead>
<tr>
<th>Probability of Visiting the Open House</th>
<th>Likelihood of participating in the Sale</th>
<th>Probability of Visiting the Open House</th>
<th>Likelihood of participating in the Sale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson     Spearman     Kendall      Pearson     Spearman     Kendall      Pearson     Spearman     Kendall      Pearson     Spearman     Kendall</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Being likely to become long term residents</td>
<td>.15458</td>
<td>.23645</td>
<td>.20975*</td>
</tr>
<tr>
<td>Being able to acquire the property</td>
<td>.14120</td>
<td>.21674</td>
<td></td>
</tr>
<tr>
<td>with a small down-payment</td>
<td>.09500</td>
<td>.0016</td>
<td>.0010</td>
</tr>
<tr>
<td>Helping reestablish the community</td>
<td>.13464</td>
<td>.23489</td>
<td>.17371</td>
</tr>
<tr>
<td>Property values would increase</td>
<td>.06695</td>
<td>.0016</td>
<td>.0018</td>
</tr>
<tr>
<td>Taking out a large loan to rehab the structure</td>
<td>.179</td>
<td>139</td>
<td>139</td>
</tr>
</tbody>
</table>

1Correlation coefficients are recorded only when the variable was correlated to visiting or participating in the sale. No correlations were reported for the following statements:

- Performing much of the work ourselves
- Taking more pride in the work we had done ourselves
- Being free to design our own interior
- Gaining a large return on our initial investment
- Being able to rent our part of the structure
- Having a great deal of space in the unit
- Taking out a large loan to rehab the structure
- Property values would increase
C.2 Selected Media Findings

In order to help determine which methods of communication to use to promote the GHS, survey respondents were asked which source(s) of information they used to locate a new housing unit in a new neighborhood. The results were calculated for four groups: all survey respondents who were interested in participating in the GHS (Sample 1), potential participants with incomes between $15,000 and $29,999 (Sample 2), minority respondents from Sample 2, and non-minority potential participants from the same group. Since respondents were free to select more than one source the total of people using the different sources exceeds 100 percent (See Table C-17).

Our findings showed that newspapers were used most frequently by all four groups. Overall, six out of ten households used this source, as did 81 percent of non-minority households. Real estate agents were the second most frequently used source of information for all four groups. Furthermore, real estate agents were used almost as frequently as newspapers by minority households. A ride through the area was the third most important source for each group except minority households who used friends and relatives as contacts more frequently. 50 percent of the minority households used friends and relatives to locate new housing compared to 29 percent for non-minority households. Still, this source placed fourth most frequently used overall. Familiarity with the area ranked fifth and was nearly twice as important for minority households as non-minority households. Neighbors, people at work, and other sources
rounded out the rest of the ranking in that order but no more than one in four people used any one of these.
Table C-17.

Sources of Information used to locate a new house

<table>
<thead>
<tr>
<th>SOURCES</th>
<th>Sample 1</th>
<th>Sample 2</th>
<th>Sample 2</th>
<th>Sample 2</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>n=118</td>
<td>n=59</td>
<td>n=21</td>
<td>n=38</td>
</tr>
<tr>
<td>All potential participants</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Newspapers</td>
<td>64%</td>
<td>66%</td>
<td>81%</td>
<td>58%</td>
</tr>
<tr>
<td>Real Estate agents</td>
<td>50%</td>
<td>54%</td>
<td>52%</td>
<td>55%</td>
</tr>
<tr>
<td>Ride through area</td>
<td>45%</td>
<td>49%</td>
<td>52%</td>
<td>47%</td>
</tr>
<tr>
<td>Friends/relatives</td>
<td>42%</td>
<td>42%</td>
<td>29%</td>
<td>50%</td>
</tr>
<tr>
<td>Familiarly with area</td>
<td>38%</td>
<td>39%</td>
<td>24%</td>
<td>47%</td>
</tr>
<tr>
<td>Neighbors</td>
<td>19%</td>
<td>24%</td>
<td>24%</td>
<td>24%</td>
</tr>
<tr>
<td>People at work</td>
<td>14%</td>
<td>14%</td>
<td>19%</td>
<td>11%</td>
</tr>
<tr>
<td>Other</td>
<td>6%</td>
<td>8%</td>
<td>0%</td>
<td>11%</td>
</tr>
</tbody>
</table>
C.3 Demographic Profiles by Housing Unit Preference:

In this section we asked which of the three housing types in the GHS was most popular with potential participants whose incomes were between $15,000 and $29,999; and how do the demographic characteristics of the potential participants differ by housing unit preference? Our findings revealed that the duplex with one rental unit was the most popular unit (35 respondents), followed by the three family house with two rental units (23 respondents), and the single family house (20 respondents). Generally, all three units attracted people with demographic characteristics which were typical of this sample (see Sample 2 in Table 4-1.) However, as shown on Table C-18, the following exceptions were noted:

**Single Family Units**
- more married households
- families with an average size of 4 and plans to have more than two children
- a larger number of males
- slightly less educated and younger than sample median

**Duplexes**
- fewest male respondents
- more attractive to Black households than to white
- slightly higher percentage of present renters
- smallest family size--two persons
- slightly less prestigious occupations
Three Families

- largest percentage of male respondents
- more whites interested than blacks
- lowest percentage of current renters
- smallest number of children now---.5
- lowest median income ($15,000 to 19,999 compared to $20,000 to 24,999 for the units above)
<table>
<thead>
<tr>
<th>Variable</th>
<th>(N=57)</th>
<th>(N=20)</th>
<th>(N=35)</th>
<th>(N=23)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marital Status</td>
<td>54 percent</td>
<td>30 percent</td>
<td>53 percent</td>
<td>50 percent</td>
</tr>
<tr>
<td>(unmarried shown)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sex</td>
<td>53 percent</td>
<td>60 percent</td>
<td>46 percent</td>
<td>78 percent</td>
</tr>
<tr>
<td>(percentage male shown)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Age</td>
<td>33</td>
<td>31</td>
<td>34</td>
<td>34</td>
</tr>
<tr>
<td>Race</td>
<td>54 percent/35 percent</td>
<td>55 percent/30 percent</td>
<td>63 percent/29 percent</td>
<td>44 percent/40 percent</td>
</tr>
<tr>
<td>(percentage Black/white)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Owner/Renter</td>
<td>79 percent</td>
<td>79 percent</td>
<td>83 percent</td>
<td>70 percent</td>
</tr>
<tr>
<td>(percentage renter shown)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monthly Rent</td>
<td>$301-400</td>
<td>$301-400</td>
<td>$301-400</td>
<td>$301-400</td>
</tr>
<tr>
<td>Total Family Size</td>
<td>3</td>
<td>4</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Children now</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>.5</td>
</tr>
<tr>
<td>Expected Total Children</td>
<td>2</td>
<td>2.5</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Respondent's Education</td>
<td>College Grad</td>
<td>College Grad</td>
<td>Some Grad</td>
<td>Some Grad</td>
</tr>
<tr>
<td>Spouse's Education</td>
<td>Some College</td>
<td>Some College</td>
<td>Some College</td>
<td>Some College</td>
</tr>
<tr>
<td>Total Household Income</td>
<td>$20,000–24,999</td>
<td>$20,000–24,999</td>
<td>$20,000–24,999</td>
<td>$15,000–19,999</td>
</tr>
<tr>
<td>Respondent's Occupation</td>
<td>Professional</td>
<td>Professional</td>
<td>Professional</td>
<td>Professional</td>
</tr>
<tr>
<td>Spouse's Occupation</td>
<td>Managerial</td>
<td>Professional/Managerial</td>
<td>Managerial</td>
<td>Professional</td>
</tr>
</tbody>
</table>

1. Findings displayed for Sample 2 only, (income $15,000–$29,999).
Housing Programs:

Chapter 707 Home Repair Program is a State-funded program which reimburses landlords of owner-occupied rental property for repairing their houses. Reimbursement is through a 5-year rent subsidy on apartments rented to low-income tenants. Owner is required to maintain the house in good condition for the 5 years; yearly inspection by the State monitors this.

Chapter 705 Rehabilitation Program is a State-funded program to renovate abandoned houses. Resulting apartments will be rented to low-income tenants currently living in the WeCan area.

Interest Reduction Program is funded by City of Boston in cooperation with two area banks to provide home improvement loans at an interest rate below the market rate and based on a sliding scale, depending on the amount of repairs needed and the income of the participant.

General information and assistance in the areas of home improvement loans, mortgages, and the hiring and monitoring of contractors is available.

Land Acquisition and Development:

WeCan has received support from Hyams Foundation and the Boston Natural Areas Fund for a training project in conjunction with the nationally-known Trust for Public Land to gain ownership of the vacant lots in the neighborhood. Each street, through its block club, will use and maintain the lots, and will determine development of the land into such uses as community gardens, playgrounds, and parks.

Community Organizing:

WeCan is organizing block clubs on each street as a means of meeting certain neighborhood needs. Through the block clubs, neighbors come together for clean-up campaigns, crime watches, vacant lot use projects, and for general communication and support. ACTION, through the VISTA project, funds the organizing staff.

Abandoned House Project:

WeCan is currently preparing for a sale of the abandoned houses in the neighborhood and is arranging for acquisition of the properties, bank financing of the rehabilitation, and coordination of the rehab by local contractors and new owners. The National Endowment for the Arts has funded the position of an Architect to help with the sale.
APPENDIX D: MEDIA REFERENCES

D.1 Printed Media

Daily Newspapers


Sunday Newspapers


Excerpts reprinted from the Greater Boston Media Directory.
Weekly Newspapers

BAY STATE BANNER ......................... Ind - Black
25 Ruggles Street
Roxbury, MA 02119
617-442-4900
Circulates in Roxbury and Dorchester and surrounding neighborhoods.
Day of Pub Thursday
Circulation 10,500 PD (6/80)
Printed Offset
Press Rel. Deadline Friday 4 PM
Adv. Deadline Monday Noon
Adv. Rate PCI $7.00/Comm.
Adv. Page Size 5 coll. x 18" (tab)
Adv. Col. Width 11 1/2 picas/12 picas
Editor Melvin B. Miller
Publisher Melvin B. Miller
Managing Editor Ron Wynn
Adv. Manager James Cote
Special Editions: Educational Supplement 2; Job Supplement: Adv.

THE BOSTON LEDGER ..................... Ind.
481 Harvard Street
Brookline, MA 02146
617-232-7000
Circulates in Boston.
Day of Pub Friday
Circulation 20,000 CAC (6/80 - Subject to Audit)
Printed Offset
Press Rel. Deadline Monday 5 PM
Adv. Deadline Wednesday Noon
Adv. Rate PCI $5.04/Comm./Comb.
Adv. Size 5 coll. x 14" (tab)
Adv. Width 11 picas/10.75 picas
Publisher G. Russell Phinney
Editor John Van Scoyoc
Adv. Manager Fred Phinney
Citizen Group Publications

THE BOSTON PHOENIX ...................... Ind.
100 Massachusetts Avenue
Boston, MA 02115
617-536-5390
Circulates throughout New England.
Day of Pub Tuesday
Circulation 56,000 paid; PD: 50,000 free, PD (6/17/80)
Printed Offset
Press Rel. Deadline Thursday 5 PM
Adv. Deadline Thursday 5 PM
Adv. Rate PCI $29.20/Comm./Comb.
Adv. Page Size 5 coll. x 18" (tab)
Adv. Col. Width 11 picas/12 picas
Publisher Stephen Mindich
Editor Richard Gaines
Managing Editor John Ferguson
Adv. Manager H. Barry Morris
Own Magazine: Arts & Entertainment Section/Savor
Content: Reviews/Monthly dining and drinking guide
Special Editions: Music/ProSound: 2, 8, 11; Automotive: 2, 4, 10; HiFi: 3, 4, 5, 9, 10, 11; Jobs: 3, Fashion: 3, 5, 8, 10, 11.

DORCHESTER ARGUS-CITIZEN ............ Dem.
1205 Hyde Park Avenue
Hyde Park, MA 02136
617-361-6500
Circulates in Dorchester.
Day of Pub Thursday
Circulation 7,350 PO (9/79)
Printed Offset
Press Rel. Deadline Tuesday 5 PM
Adv. Deadline Tuesday 5 PM
Adv. Rate PCI $4.20/Comm./Comb.
Adv. Page Size 9 coll. x 22"
Adv. Col. Width 9.1/2 picas/10 picas
Editor Chris Lovett
Publisher Harry P. Harwich
Adv. Manager Abbott Littleton
Tribune Publishing Group

HYDE PARK TRIBUNE ..................... Dem.
1205 Hyde Park Avenue
Hyde Park, MA 02136
617-361-6500
Circulates in Hyde Park.
Day of Pub Thursday
Circulation 4,900 PO (9/79)
Printed Offset
Press Rel. Deadline Tuesday Noon
Adv. Deadline Tuesday 4 PM
Adv. Rate PCI $4.20/Comm./Comb.
Adv. Page Size 9 coll. x 22"
Adv. Col. Width 9.1/2 picas/10 picas
Editor Sally Baler
Publisher Harry P. Harwich
Adv. Manager Abbott Littleton
Tribune Publishing Group

JAMAICA PLAIN CITIZEN AND ROXBURY CITIZEN ....... Dem.
1205 Hyde Park Avenue
Hyde Park, MA 02136
617-361-6500
Circulates in Jamaica Plain.
Day of Pub Thursday
Circulation 3,700 PO (1/79)
Printed Offset
Press Rel. Deadline Tuesday 5 PM
Adv. Deadline Tuesday 5 PM
Adv. Rate PCI $4.20/Comm./Comb.
Adv. Page Size 9 coll. x 22"
Adv. Col. Width 9.1/2 picas/10 picas
Editor Sophie Chymanowytach
Publisher Harry P. Harwich
Adv. Manager Abbott Littleton
Tribune Publishing Group

MATTAPAN TRIBUNE ..................... Dem.
1205 Hyde Park Avenue
Hyde Park, MA 02136
617-361-6500
Circulates in Mattapan.
Day of Pub Thursday
Circulation 2,700 PO (8/79)
Printed Offset
Press Rel. Deadline Tuesday 5 PM
Adv. Deadline Tuesday 5 PM
Adv. Rate PCI $4.20/Comm./Comb.
Adv. Page Size 9 coll. x 22"
Adv. Col. Width 9.1/2 picas/10 picas
Editor Sally Baler
Publisher Harry P. Harwich
Adv. Manager Abbott Littleton
Tribune Publishing Group
NEW ENGLAND BLACK WEEKLY .................. Black
25 Huntington Avenue (Suite 408)
Boston, MA 02116
617-267-1377/267-1379
Circulates in New England States (1st Regional Paper).
Day of Pub Wednesday
Circulation 30,000 PD
Printed Offset
Press Rel. Deadline Wednesday, week before pub.
Adv. Deadline Friday 3:00 PM
Adv. Rate PCI $5.88/Comm.
Adv. Page Size 5 col. x 18" (tab)
Adv. Col. Width 11 picas/11.5 picas
Publisher Hillary S. Powell
Associate Publisher Maurice Lewis
Managing Editor Gwen Hawkes
Adv. Manager Marion Ettefennell

THE REAL PAPER ................................. Ind.
929 Massachusetts Avenue
Cambridge, MA 02138
617-492-1650
Circulates in Suffolk County, Essex County, Middlesex County,
Norpock County, Cape Cod, Amherst, Gardner, Holyoke, Leomin-
ster, Pittsfield, Springfield, Worcester, Brattleboro (VT), Concord
(NH), Manchester (NH), Providence (RI), Woonsocket (RI), Har-
ford (CT), New Haven (CT), New London (CT).
Day of Pub Sunday
Circulation 100,000 PD (12/79)
Printed Offset
Press Rel. Deadline Previous Tuesday 5 PM
Adv. Deadline Previous Wednesday 5 PM
Adv. Rate PCI 25.75/Comm.
Adv. Page Size 5 col. x 15 1/2" (tab)
Adv. Col. Width 11 picas/12 picas
Editor Richard Rosen
Publisher William Scott
Managing Editor Thomas Friedman
Sales Director Linda Martin
Special Editions: Home Entertainment: 2; Spring Guide
Magazine/Fashion: 4; Runner's Yearbook (Boston Marathon):
4; Education: 4; Books, 5; Summertime 6.

SUBURBAN RECORD ............................... Ind.
1220 Adams Street
Dorchester, MA 02124
617-298-1900
Circulates in Dorchester, Mattapan, Hyde Park, West Roxbury.
Day of Pub Thursday
Circulation 10,000 free, PD (1/23/79)
Printed Offset
Press Rel. Deadline Monday 5 PM
Adv. Deadline Monday 5 PM
Adv. Rate PCI $2.80/Comm.
Adv. Page Size 5 col. x 15 1/4" (tab)
Adv. Col. Width 12 picas/12.5 picas
Editor Louis Seisky
Publisher Louis Seisky
Other Than Weekly Newspapers

DORCHESTER COMMUNITY NEWS ............. Ind.
P.O. Box D
Dorchester, MA 02124
617-262-3543, (advertising) 825-4544
Circulates in Dorchester, Mattapan.
Day of Pub: Every Second Tuesday
Circulation: 22,000 free, PD (7/8/80)
Printed: Offset
Press Rel Deadline: Thursday before pub.
Adv. Rate PCI: $6.00
Adv. Page Size: 3 col. x 16" (tab)
Adv. Col. Width: 20 picas/21 picas
Editors: Michael Prokosch & Jean Tepperman
Managing Editor: Michael Prokosch
Adv. Manager: Christopher Binns
Special Editions: Home Improvement: 4, Dorchester Day: 6 (or late May). Education: 1, 9. (or late August).

SEPA NEWSLETTER ......................... Ind.
32 Rutland Street
Boston, MA 02118
617-262-4318
Circulates in South End & Lower Roxbury.
Day of Pub: Monthly
Circulation: 14,000 PD (7/1/80)
Printed: Letterpress
Press Rel Deadline: Call for information
Adv. Deadline: Call for information
Adv. Rate PCI: $7.50
Adv. Page Size: 3 col. x 11 1/2" (tab)
Adv. Col. Width: 21 Picas
Editor: Cyndi Koebert
Publisher: Cyndi Koebert
Adv. Manager: Ruth Gamache

SOUTH END NEWS ......................... Ind.
49 East Springfield Street
Boston, MA 02118
617-267-7018
Circulates in South End of Boston.
Day of Pub: Every 2 weeks - 1st and 3rd Wednesdays
Circulation: 20,000 free, PD, (7/3/80)
Printed: Offset
Press Rel Deadline: Wednesday before pub.
Adv. Rate PCI: $4.00/Comm.
Adv. Page Size: 5 col. x 15 1/2" (tab)
Adv. Col. Width: 10.5 picas/12.75 picas
Publisher: Skip Rosenthal
Editor: Alison Barnett
Own Mag.: Community Calendar
Periodicals

BANKER AND TRADESMAN
Warren Publishing Corporation
210 South Street
Boston, MA 02111
617-426-4495
Circulation: 6,200
Press Rel. Deadline: 7 days before pub.
Adv. Deadline: 6 days before pub.
Adv. Rate PCI: $10.00/Comm.
Adv. Page Size: 4 col. x 15 3/8" 
Subscription: $75.00
Published: Every Wednesday

THE BEACON
Massachusetts Municipal Association
131 Tremont Street
Boston, MA 02111
617-426-7272
Circulation: 5,300
Press Rel. Deadline: 5th of month
Adv. Deadline: No Advertising
Subscription: $12.00
Published: Monthly
Content: Local government.

THE BLACK PROFESSIONAL MAGAZINE
Career Publications, Inc.
850 Providence Highway (Rear)
Dedham, MA 02026
617-329-6280
Circulation: 10,000
Press Rel. Deadline: 15th of preceding month
Adv. Deadline: 15th of preceding month (classified only)
Adv. Rate PCI: Annual contracts only
(minimum 5'/month-50'/yr, $5,000)
Adv. Page Size: 1 column only, call for information
Adv. Col. Width: Call for information
Subscription: $6.00
Published: Monthly, 1st week of coverdate.
Content: Job opportunities for Black professionals and feature articles.

BOSTON MAGAZINE
Boston Magazine Company, Inc.
1500 Park Square Building
Boston, MA 02116
617-357-4000
Circulation: 90,000
Press Rel. Deadline: 8 weeks before issue
Adv. Deadline: 6th of month preceding issue
Adv. Rate PCI: $350.00 for 1/8 page minimum
(13.5 picas x 4 7/8")/Comm.
Adv. Page Size: 3 col. x 10"
Subscription: $12.00
Published: Monthly
Content: General interest.

CAPE VERDEAN
311 Chestnut Street
Lynn, MA 01902
617-596-2728
Circulation: 3,500
Press Rel. Deadline: 10th of month
Adv. Deadline: 10th of month
Adv. Rate PCI: $1.25 per square inch
Adv. Page Size: 10" x 15 1/2"
Adv. Col. Width: Call for specifications
Subscription: $4.50
Published: Monthly
Content: Ethnic paper for Cape Verdeans.

THE CITIZEN ADVOCATE
Massachusetts Fair Share
304 Boylston Street
Boston, MA 02116
617-266-7505
Circulation: 40,000
Press Rel. Deadline: 15th of month for following month’s issue
Adv. Deadline: 20th of month for following month’s issue
Adv. Rate PCI: $7.00
Adv. Col. Width: 14 picas/15.5 picas
Subscription: $10.00
Published: Monthly
Content: Consumer & political issues.

THE CommUnity NEWS [sic]
City Life
670 Center Street
Jamaica Plain, MA 02130
617-524-3541
Circulation: 7,000
Press Rel. Deadline: 3 weeks before pub.
Adv. Rate PCI: $5.00 for 1 1/2" minimum
Adv. Page Size: 3 col. x 15 1/2"
Adv. Col. Width: 18 picas/21.5 picas
Subscription: $3.00
Published: Every 2 months
Content: Socialist, bi-lingual, community-issue newspaper.

MAPC COMMUNITY EXCHANGE SERIES
Metropolitan Area Planning Council
44 School Street
Boston, MA 02108
617-523-2454
Circulation: 3,500
Adv. Deadline: No Advertising
Subscription: Call for information
Published: Ten times a year
Content: Highlights of innovative local development projects.

SETTLIN’ IN
Settin’ In Publications, Inc.
114 State Street
Boston, MA 02109
617-523-7454
Circulation: 40,000
Press Rel. Deadline: By November 1st
Adv. Deadline: By Thanksgiving
Adv. Rate PCI: $250.00 for 1/12 page minimum
(13.5 picas x 2 1/4")
Adv. Page Size: 7 1/2" x 9 11/16"
Subscription: $3.95
Published: Annually with supplements
Content: Where to live guide.

Pragmatic in approach, this quarterly contains eight to ten excellent articles on specific projects undertaken throughout the United States, with an occasional article on a foreign accomplishment. The authors tend to be planning officials and developers in large cities. There is some discussion of government projects and policies, but the articles for the most part concentrate on commercial and private planning efforts. Each article discusses an innovative idea and how it was successfully implemented. The role of community groups and residents of an area is not ignored. Often articles include an address where further information on a project or topic can be obtained. Less theoretical than American Institute of Planners Journal, Practicing Planner presents examples of practical attempts to make cities more livable and to increase urban vitality. A worthwhile addition for academic libraries. (M.B.S.)
Manuscript requirements: See latest issue for style requirements. Submit 2 copies, type double-spaced. Abstract not necessary.

Author information and reprint: No payment except to professional writers. Periodical holds exclusive rights after acceptance. Copyright held by publication. Reprints available, rates on request. Query letter is necessary.

Disposition of manuscript: Receipt of manuscript is acknowledged. Decision in 2-3 months. Published 3 months after acceptance. Rejected manuscript is returned. Submit to: Donald Canzler, Editor

BLACK TIMES
Voices of the National Community Box 10246
Palo Alto, California 94303
(415) 326-4875
SUBSCRIPTION DATA

EDITORIAL DESCRIPTION
Provides a celebration of Black America for all, aimed at creating awareness of developments in the Black community.

MANUSCRIPT INFORMATION
Subject field(s): National and international news bearing on Black America; individual and group efforts and achievements in the community; book reviews, history, poetry, short stories. Manuscript requirements: Style sheet sent on request. Cost: $1.00. Submit 1 copy. Abstract not necessary. Author information and reprint: Payment in 40 reprints only. Simultaneous submission is permitted. Copyright held by publication. Re-assigned to author after acceptance. Reprints available at cost.

Disposition of manuscript: Receipt not acknowledged. Decision in 2 weeks. Published 1-2 months after acceptance. Rejected manuscript is returned, without criticism, with return postage paid by author. Submit to: Sally Forth, Harry Justice, Non-Fiction Editors

THE CRISIS
1790 Broadway
New York, New York 10019
(212) 345-2100
SUBSCRIPTION DATA

Sponsoring Organization: National Association for the Advancement of Colored People

EDITORIAL DESCRIPTION
Publishes articles for persons interested in civil rights, the problems and achievements of black people and other minorities, and in the status of race relations in the U. S. and abroad. Also presents research and discussion on Civil Rights in the U. S. and abroad. Also presents research and discussion on Civil Rights in the U. S. and abroad.

MANUSCRIPT INFORMATION
Subject field(s): Practice of architecture from programming through construction. Manuscript requirements: See latest issue for style requirements. Submit 2 copies, typewritten, double-spaced. Abstract not necessary.

Author information and reprint: No payment except to professional writers. Periodical holds exclusive rights after acceptance. Copyright held by publication. Reprints available, rates on request. Query letter is necessary.

Disposition of manuscript: Receipt of manuscript is acknowledged. Decision in 2-3 months. Published 3 months after acceptance. Rejected manuscript is returned. Submit to: Donald Canzler, Editor

PLANNING
The American Society of Planning Officials Magazine
1371 East 66th Street
Chicago, Illinois 60637
(312) 947-2100
SUBSCRIPTION DATA

Sponsoring Organization: American Society of Planning Officials

Managing Editor: Tom Corton

EDITORIAL DESCRIPTION
To provide sociological, economical and political information concerning city and regional planning and environmental issues.

Audience: Officials and staff of federal, state, county, regional, and city planning offices and planning commissions.

MANUSCRIPT INFORMATION
Subject field(s): City planning, environment. Manuscript requirements: No specific style guide. Preferred length 2,500-3,000 words. Submit 1 copy. Abstract not necessary. Author information and reprint: No payment for uncritical mass. Simultaneous submission permitted with approval of editor. Periodical holds exclusive rights after acceptance. Copyright held by publication. Reprints available at cost. Query letter not necessary.

Disposition of manuscript: Receipt of manuscript is acknowledged. Decision in 3-4 weeks. Published 3 months after acceptance. Rejected manuscript is returned. Submit to: Sylvis Lewis, Editor


This newsletter is published by National Neighbors, an association dedicated to the advancement of interracial living and equal housing opportunities. Each four- to eight-page issue includes brief summaries of government news, court decisions, meetings, and events of interest. Neighbors also provides a vehicle for various neighborhood groups to share their experiences and ideas. The "Community News" pages include excerpts from local papers and newsletters, which discuss the ways neighborhood associations are dealing with problems in their communities. This publication also functions as a support journal for groups interested in upgrading the quality of neighborhoods. Neighbors is valuable to a library with an urban affairs collection because it provides analysis of urban problems from the resident's point of view. (M.B.S.)
Radio Stations

BOSTON — WBCN-FM 104.1 mhz

5005 Prudential Tower
Boston, MA 02199
617-266-1111

Format: Progressive Rock; for 18-49 age group
Coverage: 75 mile radius of Boston. (50,000 watts)
On Air: 24 Hours, Daily
Rel. Dead: 24 hours before airtime
Adv. Dead: 5 minutes before airtime

Personnel:
Advertising Manager, John Laton
Public Service Director, Penny Kirshbaum
Promotion Director, David Bieber

PSA's:
Accepts written PSA's. Station re-writes all PSA's. Length — 10, 15, 20 and 30 sec. Does not accept pre-recorded PSA's. Send PSA's to program director. Deadline — 2 weeks before dated event. PSA first aired as soon as possible. Station will not assist in the production of PSA's. Station will not provide background music for PSA's. Mixed PSA's and Community Calendar announcements aired per hour.

News:

Editorials:
Station occasionally airs its own editorials and accepts listeners' rebuttals. Listener initiated editorials are accepted on a case by case basis. Contact news director regarding rebuttals and submissions.

TALK SHOWS, PUBLIC AFFAIRS AND LOCAL PROGRAMMING:

BOSTON EARLY MORNING REVIEW: Sunday 8 AM-12 Noon. A radio magazine format containing news, public affairs interviews, musicalCultural Affairs Director, Don Lee

PSA's:
Accepts written PSA's. All PSA's are re-typed. Length — 30 sec. PSA's are to be recorded on reel-to-reel (7 1/2 IPS). Length — 30 and 60 sec. Send PSA's to promotion director. Deadline — 2 weeks before dated event. PSA first aired 1 week before dated event. Station will not assist in the production of PSA's. Station will provide background music for PSA's. Mixed PSA's and Community Calendar announcements aired at a frequency determined by the status of schedule. No admission prices can be mentioned.

News:
Phone: 617-333-2946. Accepts late-breaking news tips over the phone. Send releases to news director. Locally produced news — Monday through Friday (excluding Wednesday): 7:30-8:30 PM — includes "Prime Time Report" 1/2 hour at 8:00 PM. "Prime Time News" — Wednesday: 7:30-8:15 PM — does not include "Prime Time Report". Weekends: no weekend news. No network news.

 Editorials:
Station does not air editorials.

BOSTON — WBZ 1030 khz

"WB Radio 1030"
1170 Soldiers Field Road
Boston, MA 02134
617-787-7000

Format: News, Contemporary Music, and Telephone Talk; for 25-54 age group
Coverage: Massachusetts; Rhode Island; Northeastern Connecticut; Central and Southern New Hampshire; Central and Southern Maine. (50,000 watts)
On Air: 24 Hours, Daily
Rel. Dead: 2 weeks in advance
Adv. Dead: Contact Sales Dept/Comb.

Personnel:
Promotion Manager, Barbara Crouse
General Manager, A.B. Hartman
News Director, Kathy Lavender
Advertising Director, Roger Strawbridge
Public Affairs Director, Chris Writing
Public Service Director, Gail Grasso

PSA's:
Accepts written PSA's. Station re-writes all PSA's. Length — 30 sec. Accepts pre-recorded PSA's on reel to reel (7 1/2 IPS). Length — 10, 20 and 30 sec. Send PSA's to public service director. Deadline — 2 weeks before dated event. Unless specified otherwise, PSA first aired 24 hours before dated event. Station will not assist in the production of PSA's. Station will not provide background music for PSA's. Mixed PSA's and Community Calendar announcements aired 50 per day, being more frequent at night. "Town Crier" airs throughout the day for 15 sec. "Call's Calendar" airs on Saturday between 9 AM and 12 Noon at :15 and :45 for 5 min.

News:
Phone: 617-787-7250. Accepts late-breaking news tips over the phone. Send releases to news director. Locally produced news — Monday through Friday: 5 min. on the hour and 2 min. on the half-hour throughout the day with half-hour newscasts expanded to 5 min. during morning drive-time and afternoon drive-time. 5:30-6:30 AM. 4:30 and 5:30 PM. Saturday: 5 min. on the hour throughout the day plus 5 min. at 30, during morning drive-time, 5:30-6:30 AM. Sunday: 5 min. on the hour throughout the day. ABC Entertainment Network news limited to actualities and Paul Harvey.

Editorials:
Station airs its own editorials and accepts rebuttals. Station accepts listener initiated editorials on "Feedback" (in conjunction with WBZ-TV). Contact Janice Pryor, director of editorials, regarding rebuttals and submissions.

TALK SHOWS, PUBLIC AFFAIRS AND LOCAL PROGRAMMING:

LOVELL DYETT SHOW Sunday 9 PM-12 Midnight. Call-in interview show. Lovell Dyett deals with issues of concern to minorities. Guests are local and national. Produced by Stephen Prophete. Call producer 1-2 weeks before desired air date. Live in the studio.

CAMBRIDGE — WCAS 740 khz

"AM 740"
380 Green Street
Cambridge, MA 02139
617-492-65

Format: Progressive Music; for 24-35 age group
Coverage: Suffolk County, Southern Middlesex County, Essex County, Plymouth County, Norfolk County. (250 watts)

Electronic Media
BOSTON — WEEI 59 kHz

"Newsradio 59"
4400 Prudential Tower
Boston, MA 02116
617-262-5900

Formed: All News and Information for 25-49 age group
Coverage: Suffolk County, Southern Middlesex County, Essex County, Plymouth County, Norfolk County, Barnstable County, Eastern Worcester County, Bristol County, York County (ME), Stratford County (NH), Rockingham County (NH), Hillsborough County (NH), Washington County (RI), Kent Country (RI), and Providence County (RI). (5,000 watts)

On Air: 24 Hours, Daily
Rel. Day: Accepts anytime
Adv. Dead: 2 weeks before — public service
Personnel: Director Information Services, Joyce Kleene
Program Assistant, Ms. Sandy Kelley
Program Director, Mel Miller
Director of Sales, Jon Horsberg
Public Affairs Director, Lesley Crosson

PSAs: Accepts written PSAs. Length: 10-15, 20 and 30 sec. Accepts pre-recorded PSAs (must pass approval) — on rest to rest (7 1/2 IPS). Length: 10, 15, 20 and 30 sec. Send PSA's to public service director. Deadline — 1 week before dated event. PSA first aired as soon as received. Station will assist in the production of PSA's when time permits; contact public service director. Station will provide background music for PSA's when time permits. Mixed PSA's and Community Calendar announcements aired 2 per day. Event Calendar: "Poore Point" (a listing of events in Boston and Cambridge that cost less than $2.50 to attend) airs Monday through Friday, 2 min. at 7:50 AM. Concert and entertainment announcements calendar. "The Sundown Rundown", airs Monday through Friday at 6 PM.

Locally produced news — Monday through Friday; 5 min. on the hour and half-hour from 7-6 AM and 4 PM; 8 min. at 12 Noon and 5:30 PM. Saturday and Sunday: News is limited to bulletin. No network news.

Editors: Station does not air editorials except in very special situations.

TALK SHOWS, PUBLIC AFFAIRS AND LOCAL PROGRAMMING:
POINT OF VIEW: Sunday 8:30-9 AM (Audio portion of WLVI-TV program). Host and producer, Judy Jarvis, interviews Boston people on Boston issues. Guests both local and national are from a wide variety of backgrounds and professions. Write producer c/o WLVI-TV — 75 Morrissey Boulevard, Boston, MA 02125.

WCAS RUNS INTERVIEWS with public service groups and musicians throughout the day (15 min.).

BOSTON — WCZF-FM 94.5 MHz

"Boston's Best Rock"
441 Stuart Street
Boston, MA 02116
617-267-3810

Format: Album Oriented Rock; for adults 18-34 years old
Coverage: Suffolk County, Essex County, Middlesex County, Norfolk County, Plymouth County, Barnstable County, Bristol County, eastern Worcester County, Cheshire County (NH), Rockingham County (NH), Hillsborough County (NH), Strafford County (NH), Providence County (RI), Bristol County (RI), Washington County (RI), Waltham County (CT) Kent County (RI), Newport County (RI). (50,000 watts)

On Air: 24 Hours, Daily
Rel. Day: Accepts anytime
Adv. Dead: Accepts anytime
Personnel: Community Affairs Director, Charnay Murrell
Program Director, John Sebastian
Public Service Director, Chuck Marston
Advertising Manager, William J. Wayland

PSAs: Accepts written PSAs. Length: 10-30 sec. Accepts pre-recorded PSAs. Send PSA's to public service director. Deadline — 10 days before dated event. PSA first aired as soon as received. Station assists only those in need to produce PSA's. Station can provide background music for PSA's. PSA's are aired all day; Community Calendar announcements (1-1 1/2 min.) every hour all day. Community Calendar announcements concerning arts and entertainment aired on AROUND TOWN (See Talk Shows). Community Calendar material must be brief and reduced to essentials. Send items to "Community Calendar".

News: Phone: 617-542-5959. Station accepts news tips by phone and pays $50.00 for the best news tip of the week. Send releases to news director. CBS News (6 min.) followed by local news (3 min.) every hour on the hour, 24 hours daily. News briefs are aired at 15 and 45 past the hour headlines 30 past the hour and information check 39 past the hour. 24 hours daily.

Editors: Station airs news items. Contact director of news and public affairs.

BOSTON — WEEI-FM 103.3 MHz

"Softrock, FM 103"
4418 Prudential Tower
Boston, MA 02116
617-262-5900/267-7000

Format: Soft Rock, Easy Listening Contemporary Music for 18-34 age group
Coverage: Standard Metropolitan Statistical Area. (50,000 watts)

On Air: 24 Hours, Daily
Rel. Dead: Accepts anytime
Adv. Dead: 2 days before air time
Personnel: Vice President & General Manager, Jack Baker
Director of News and Public Affairs, David R. Austin
Director of Promotion and Programming, Clark Smith
Advertising Manager, Gerry Chern
Public Service Director, Hillary Stevens
PSA's Accepts written PSAs and prefers them written in a format ready to be read on the air. Length — 10 and 20 sec. Does not accept pre-recorded PSAs. Send PSAs to public service director. Deadline — 2 weeks before dated event. PSA's first airing can be 2 months before dated event. Station does not assist in the production of PSAs except in very special cases. Contact program director. Station does not provide background music for PSA's. Mixed PSA's and Community Calendar announcements aired 1 per hour. Written PSA's should be typed and double spaced.

News Phone: 617-252-5900. ext. 138. 139. Accepts late-breaking news tips over the phone. Send releases to news director. Locally produced news — Monday through Friday: 3 min. at 8:40-9:40 AM and 11:40 AM, 12:40 PM, 2:40-6:40 PM, 11:40 PM; 12:40 AM 3 min. at 10 during morning drive-time, 6:10-8:10 AM; also 3 min. at 2:20 AM, 6:20 AM, 6:55 AM, Saturday; 3 min. at 40 from 6:40 AM-8:40 PM, 3 min. at 5:55 AM, 6:20 AM, 7:10 AM, 8:10 AM. Sunday: 3 min. at 40 from 6:40 AM-8:40 PM; also 3 min. at 8:20 AM and 9:10 AM.

Editorials Station airs its own editorials on an irregular basis and accepts rebuttals by responsible spokespersons; contact news director.

TALK SHOWS, PUBLIC AFFAIRS AND LOCAL PROGRAMMING:

CONTACT (2 min.) Monday through Friday at 10:40 AM, 1:40 PM and 7:40 PM and three other times during the day. "It Deals with important issues within the Greater Boston community."

BOSTON — WGBH-FM ............... 89.7 mhz

"FM 90" WGBH Educational Foundation 125 Western Avenue Boston, MA 02134 617-492-2777. TWX: 710-330-6887 Format: Classical, Jazz, News & Public Affairs Coverage: 50 mile radius of Boston. (100.000 watts) On Air: 24 Hours Daily. Net. Aff.: National Public Radio. Ret. Dead.: for political events, 4-5 days before event. Adv. Dead.: No advertising Personnel: Radio Manager, John Beck. Program Director, JoAnne Wallace. Assistant Manager, Carol Pierson. News Director, To be announced. PSA's Accepts written PSAs and prefers them written in a format ready to be read on the air. Length — 10 and 30 sec. Does not accept pre-recorded PSAs. Send PSAs to "GBH Radio" Deadline — 10 days before dated event. PSA's first aired 2-3 days before dated event. Station does not assist in the production of PSA's. Station does not provide background music for PSA's. All PSA's (both straight informational and Community Calendar announcements) aired on "GBH Radio Calendar of Arts and Events" Monday through Friday. 5 min. at 4:25 PM or 4:55 PM on occasion.

News Phone: 617-492-2777, ext. 2345. Accepts late-breaking news tips over the phone. Send releases to March Hertz, producer of "GBH Journal." Locally produced news — "GBH Journal" Monday through Friday, 6:30-7PM (See Talk Shows). Weekends: No local produced news. National Public Radio Network news — "All Things Considered" Monday through Friday, 5:50-6:30 PM (5-10 min. of news followed by features). Saturday and Sunday: "All Things Considered" 5-6 PM (5-10 min. of news followed by features.)

Editorials Station does not air editorials. (on rare occasions, special "Commentaries" by radio personnel are aired.)

TALK SHOWS, PUBLIC AFFAIRS AND LOCAL PROGRAMMING:

GBH JOURNAL, Monday through Friday 6:30-7 PM. Issue-oriented news and information interview show. Contains Boston-targeted features and local and national news of concern to Bostonians. Guests for interviews can come from anywhere and are related to some issue currently of concern. All segments are from the news dept. Produced by Marsha Hertz. Call or write producer 10 days-2 weeks before desired air date. Live in studio. Some taped portions.

BOSTON — WERS-FM ............... 88.9 mhz

Emerson College 130 Beacon Street Boston, MA 02116 617-262-2010 ext. 218 or 219 Format: Block Programmed — Public Affairs, News, Progressive Music, Jazz Music, Classical Music, Black Music, Ethnic, Cultural/ Specialty Music on weekends for all ages. Coverage: 60 mile radius of Boston. On Air: 8 AM — 2 AM. Daily. Ret. Dead. 1 week before airtime. Adv. Dead.: No advertising. Personnel: Mutual Broadcasting System Station Manager/Local Sales Manager, Fran Berger. PSA's Accepts written PSAs and prefers them written in a format ready to be read on the air. Length — 15, 20 and 30 sec. Station does not accept pre-recorded PSAs. Send PSAs to public affairs director. Deadline 2-4 weeks before dated event. PSA first aired 1-2 weeks before dated event. Station will produce written PSA's only — call program director. Station will provide background music for PSA's. Mixed PSA's and Community Calendar announcements aired 1-2 per hour. Station requests that PSA's be sent on organizational letterhead.

News Phone: 617-262-4116, ext. 348. Accepts late-breaking news tips over the phone. Send releases to news director or public affairs director. Locally produced news — Monday through Friday, newscasts from 12 Noon-12:15PM approximately, 4-4:30 PM, 5 min. on the hour from 8 AM-10 AM and 6 PM-9 PM. Saturday and Sunday: newscasts "Weekend Roundup" from 6-6:30 PM; 5 min. at 12 Noon and 1 PM.

Editorials Station does not air editorials.

BOSTON — WHDH ............... 85 kHz

"WHDH — Where Your Friends Are" 441 Stuart Street Boston, MA 02116 617-267-3302 Format: Adult Contemporary; for 25-54 age group. Coverage: Essex County, Middlesex County, Norfolk County, Plymouth County, Barnstable County, Bristol County, eastern Worcester County, Cheshire County (NH), Rockingham County (NH), Hillsborough County (NH), Merrimack County (NH), Strafford County (NH), Providence County (RI), Newport County (RI), Bristol County (RI), Washington County (CT). (50.000 watts)

On Air: 24 Hours, Daily (except Monday Midnight — 5 AM)

Adv. Dead.: Accepts anytime.

Personnel: President & General Manager, David C. Croninger. News Director, Ed Bell. Station Manager/Local Sales Manager, Peter S. Crawford. Public Affairs Director, Charlayne Murrell. Operation Manager, Carlo Lagrotteria.
PSA's Accepts written PSA's and prefers them in a written format ready to be read on the air. Length — 10 sec. Accepts pre-recorded PSA's on disc (33 1/3 rpm), reel to reel (7 1/2 IPS), cartridge. Length — 10 and 30 sec. Send PSA's to public affairs director. Deadline — 2 weeks before dated event. PSA first aired 2 weeks before dated event. Station assists in the production of PSA's; contact public affairs director. Station will not provide background music for PSA's. PSA's aired 1/2 days before airtime on reel to reel.

News Phone: 617-247-0788. Accepts late-breaking news tips over the phone. Send releases to news director. Locally produced news — Monday through Friday; morning newsblocks from 5-5:30 AM; 10 min. on the hour from 6-AM and 5 PM. 5 min. at the half-hour from 5:30-6:30 AM and from 3:30-6:30 PM. 5 min. on the hour at all other times. Saturday and Sunday; 5 min. on the hour throughout the day. No network news.

Editorials Station does not air editorials.

BOSTON — WILD ............... 1090 kHz

"Magic 109" 392 Commonwealth Avenue
Boston, MA 02115

Format Black Adult Contemporary; for 18-49 age group
Coverage 50 mile radius of Medford. (1 000 watts)
On Air Sun up-Sundown. Daily
Rel. Dead. 2-3 days before airtime
Adv. Dead. 24 hours before airtime/Comb.
Personnel General Manager, Stephen Crumbley
News Director, Karen Holmes
Advising Manager, Michael Slater
Public Affairs Director, Harold Williams
Program Director, Stephen Crumbley

PSA's Accepts written PSA's. PSA's do not have to be written in a format ready to be read on the air. Length — 15 sec. Accepts pre-recorded PSA's on reel to reel (7 1/2 IPS single track), disc (45 rpm, 33 1/3 rpm). Length — 30 and 60 sec. Send PSA's to public affairs department. Deadline — written 2 weeks pre-recorded. 1 week. PSA's first aired as prescribed by PSA organizations. Station will not assist in the production of PSA's. Station will not provide background music for PSA's. Mixed PSA's and Community Calendar announcements are aired at a rate depending on the time of day: 6 AM-6 PM — 4 per hour; 6 PM-12 Midnight — 6 per hour; 12 Midnight-6 AM — 8 per hour. Station airs only Community Calendar announcements sponsored by institutions. Station will only air pre-recorded PSA's that are on reel to reel tape and are of professional broadcast quality.

News Phone: 617-338-4422. Accepts late-breaking news tips over the phone. Send releases to news director. Locally produced news — Monday through Friday; newsblocks (AM) Boston 5:30-AM, 8 min. on the hour from 6-AM and 4:7 PM. 4 min. at 30 from 6-30-9:30 AM and 4:30-6:30 PM. All other newscasts 5-6 min. on the hour 5-AM-7 PM excluding times previously mentioned. Saturday: 5-6 min. on the hour from 6 AM-7 PM. 4 min. at 30 from 6-10 AM. Sunday: 5-6 min. on the hour from 10 AM-4 PM. NBC Network News — Monday through Friday 5 min. 40 sec. on the hour from 8-PM-6 AM. Saturday: 5 min. 30 sec. on the hour from 7 PM-12 Midnight. Sunday: 5 min. 30 sec. on the hour. From 12 AM-9 AM and 5-12 Midnight. News broadcasts may be replaced by sports games.

Editorials Station does not air editorials.

TALK SHOWS, PUBLIC AFFAIRS AND LOCAL PRODUCING:

IN THESE HARD TIMES. Monday and Tuesday 10-11 AM. Call-in talk show with local and national guests. Show covers controversial issues and guests such as Bill Bauden, abortion advocate; also covers lighter subjects such as a Betty Crocker cake baking session. Formatted to address issue, incorporating live guests and/ or taped interviews. Milkhi MacLeod is host. Karen Holmes is producer. Call or write producer 2 weeks-1 month before desired air date. Live in studio. Some interviews taped.

BOSTON — WITS ............... 1510 kHz

115 Broadway
Boston, MA 02116
617-338-4400

Format Two-Way Talk. Professional and College Sports; for 25-54 age group
Coverage Essex County, Suffolk County, Middlesex County, Plymouth County, Norfolk County, Worcester County. (50,000 watts)
On Air 24 hours. Daily
Rel. Dead. 24 hours before airtime
Adv. Dead. 48 hours before airtime
Personnel General Manager, Harold Bauschauer
President Sports/Corp. Vice-Pres., Paul Kelley
News Director, Nick Mills
Sales Manager, Michael J. Gevin
Program Director, Chris Cross
Public Service Director, Diane Breaux

PSA's Accepts written PSA's. Station will rewrite PSA's if not written in a format ready to be read on the air. Length — 10 sec. Accepts pre-recorded PSA's on reel to reel (7 1/2 IPS single track), disc (45 rpm, 33 1/3 rpm). Length — 30 and 60 sec. Send PSA's to public service director. Deadline — written 2 weeks; pre-recorded. 1 week. PSA's first aired as prescribed by PSA organizations. Station will not assist in the production of PSA's. Station will not provide background music for PSA's. Mixed PSA's and Community Calendar announcements are aired at a rate depending on the time of day: 6 AM-6 PM — 4 per hour; 6 PM-12 Midnight — 6 per hour; 12 Midnight-6 AM — 8 per hour. Station airs only Community Calendar announcements sponsored by institutions. Station will only air pre-recorded PSA's that are on reel to reel tape and are of professional broadcast quality.

News Phone: 617-338-4422. Accepts late-breaking news tips over the phone. Send releases to news director. Locally produced news — Monday through Friday; newsblocks (AM) Boston 5:30-AM, 8 min. on the hour from 6-AM and 4:7 PM. 4 min. at 30 from 6-30-9:30 AM and 4:30-6:30 PM. All other newscasts 5-6 min. on the hour 5-AM-7 PM excluding times previously mentioned. Saturday: 5-6 min. on the hour from 6 AM-7 PM. 4 min. at 30 from 6-10 AM. Sunday: 5-6 min. on the hour from 10 AM-4 PM. NBC Network News — Monday through Friday 5 min. 40 sec. on the hour from 8-PM-6 AM. Saturday: 5 min. 30 sec. on the hour from 7 PM-12 Midnight. Sunday: 5 min. 30 sec. on the hour. From 12 AM-9 AM and 5-12 Midnight. News broadcasts may be replaced by sports games.

Editorials Station does not air editorials.

TALK SHOWS, PUBLIC AFFAIRS AND LOCAL PRODUCING:

WITS IS AN all talk and sports radio station. Phone lines are open all day for comments and questions, except between 11 PM-12 Midnight when Mutual Radio Theatre is aired. The following is a schedule of hosts and their particular subject areas of talk. Shows may be interrupted at anytime for sports game broadcasts. Guests who wish to appear on any of these shows should contact Jim Clark, executive producer; by phone at 617-338-4418 or by letter in care of the station.

BOSTON — WJIB-FM ............... 97 mhz

"JIB" 68 Commercial Wharf
Boston, MA 02110
617-523-6611; TWX: 710-321-0399

Format Beautiful Music; for 25-54 age group
Coverage Central and Eastern Massachusetts, Hillsboro County, (NH), Rockingham County, (NH), and Providence County, (RI). (50,000 watts)
On Air 24 hours. Daily
Rel. Dead. Accepts anytime
Adv. Dead. 2 Business days
Personnel V.P. & General Manager, Edward T. Dolan
Operations Manager, William Mockbee
News/Public Affairs Director, Robert S. Mooman
Local Sales Manager, Jennifer McKinnon
Promotion/Publicity Director, Nonita Lee
import and
world and around the nation. Guests
Coverage Greater Boston Area. (200 watts)
CAMBRIDGE
PROGRAMMING:
Editorials Personnel Mail all correspondence to News Dept. or Public Ser-
Adv. Dead. No advertising
Rel. Dead. 24 hours before event
Format Rock, Classical, Jazz, Soul, Pop, Top 40.
weeks before desired air date. Taped in the studio.
Host Guests have been the Governor, Lt. Governor, and congressmen.
of public service groups and are local and national in origin.
TALK SHOWS, PUBLIC AFFAIRS AND LOCAL
INTERACTION.
AIRFAIRS Locally produced news-
PSA's Accepts written PSA's and prefers them written in a format ready to be read on the air. Length — 10 sec.
Does not accept pre-recorded PSA's. Send PSA's to public affairs director. Deadline — 3 weeks before
dated event. PSA first aired 1 week before dated event. Station will assist in the preparation of live
copy for PSA's. Contact public affairs director. Station
will not provide background music for PSA's. Mixed
PSA's and Community Calendar announcements aired one per hour.
News Phone: 617-323-6611. Unless properly verified, sta-
tion will not accept late-breaking news tips over the
phone. Send releases to director of news/public af-
fairs. Locally produced news — Daily: 2 min. at .57
throughout the day. No network news.
Editorials PSA's does not air editorials.
TALK SHOWS, PUBLIC AFFAIRS AND LOCAL
PROGRAMMING:
COMMUNITY DIALOGUE. Sunday 7-8 AM. Public affairs inter-
view program. Guests are political, informal, or representa-
tives of public service groups and are local and national in origin.
Guests have been the Governor, Lt. Governor, and congressmen.
Host and producer is Bob Meirman. Call or write producer 2
weeks before desired air date. Taped in the studio.
CAMBRIDGE — WMBR (FM) . . . . . .88.1 mhZ
3 Ames Street
Cambridge, MA 02142
617-253-4000
Format Rock, Classical, Jazz, Soul, Pop, Top 40, Disco, Blues, Reggae, Gospel, etc., for all age groups
On Air Coverage Greater Boston Area (200 watts)
9 AM — 3 AM, Monday-Thursday
9 AM — 4 AM, Sunday
10 AM Sunday — 3 AM Monday
Rel. Dead. 24 hours before event
Adv. Dead. No advertising
Personnel Mail all correspondence to News Dept. or Public Ser-
vice Announcement — no individual names
PSA's Accepts written PSA's. Station will edit PSA's if it
not written in a format ready to be read on the air. Length —
10, 15, 20 and 30 sec. Accepts pre-recorded PSA's on
disc (33 1/2 rpm, 45 rpm), reel to reel (7 1/2 IPS, 15 IPS). Length —
10. 15, 20 and 30 sec. Send PSA's to "Public Service Announcement" Deadline — 2
weeks before dated event. PSA first aired 1 week be-
fored dated event. Station does not assist in the pro-
duction of PSA's. Station will not provide back-
ground music for PSA's. Mixed PSA's and Commu-
nity Calendar announcements aired one at a rate of 3-4
per hour. (There is no guarantee that any PSA will be
aired. PSA's are arranged in a book from which the
announcers may choose.)
News Phone: 617-253-7777. Accepts late-breaking news
tips over the phone. Send releases to news director.
Locally produced news — Monday through Friday: 5
min. at 50 from 7:50-9:50 AM, 2:50 PM and 6:50-11:50
PM. extended cast: 5:45-6 PM. Weekends: no locally
produced weekend news. ABC Network news — Sat-
urday and Sunday: 5 min. at .55 before every even
hour throughout the weekend. ABC actualizes used
during locally produced newscasts during the week.
Editorials Station does not air its own editorials but will accept
editorials from responsible community groups on
community issues. Contact program director or
news director.
TALK SHOWS, PUBLIC AFFAIRS AND LOCAL
PROGRAMMING:
FIRST WORLD NEWS. Sunday 6-7 PM. Interview and com-
mentary dealing with the problems and possibilities of the Black
community in the United States. Guests are usually political
or business-oriented from the local or national scene. Host is Andrea
Garr. Producer is Harold Austin. Call or write producer 2 weeks
before desired air date. Live in the studio. Some taped segments
and shows.
MASTER JAM Tuesday 6-6:30 PM. Public affairs call-in pro-
gram with local guests. Guests are usually local officials or promi-
NENT residents of the city. Locally produced news — Monday through Friday:
Tuesday: 6 PM. News, weather, sports. Thursday: 10:30 PM. News, weather,
Sports, entertainment. Call or write producer 2 weeks
before desired air date. Live in the studio.
WHAT YOUR WORLD IS COMING TO. Wednesday 6-6:30 PM.
Show is light and informative. Host Scott Spencer invites enter-
tainers, informative experts, interesting people or people with an
interesting story to tell. Guests are usually from the local Boston
area. For example, we featured the MBTA's singing trolley driver,
who sings the songs on the line. Mr. Spencer is also the producer
Call or write producer 2 weeks before desired air date. Live in the studio.
BOSTON — WRKO . . . . . . . . . . . .68 khZ
"WB RKO"
Government Center
Boston, MA 02114
617-725-2700. TWX: 710-321-0489
Format Adult Top 40; for 18-49 age group
Coverage Central and Eastern Massachusetts, Northern
Rhode Island, Southern Maine, Southeastern New
Hampshire (50,000 watts)
PSA's
Accepts written PSA's and prefers them written in a format ready to be read on the air. Length — 10, 15, 20, and 30 sec. Does not accept pre-recorded PSA's. Send PSA's to public affairs director. Deadline — 2 weeks before dated event. PSA first aired when received or when appropriate. Station assists in the production of PSA's; contact public affairs director. Station will provide background music for PSA's. Mixed PSA's and Community Calendar announcements aired 3-4 per hour.

News
Phone: 617-725-2913. Accepts late-breaking news tips over the phone. Send releases to news director.
Locally produced news — Monday through Friday: 2 min. at 6 AM, every 15 min. from 7 AM-6 PM, 9 AM, 12 "Noon Report": 5 min. at 2 PM and 3 PM. News also read during SHERM FELLER program: Saturday: 5 min. at 6:15 AM then 5 min. at 9:00 from 11 AM-5 AM. Sunday no news. No network news.

Editorials
Station does not air editorials.

TALK SHOWS, PUBLIC AFFAIRS AND LOCAL PROGRAMMING:

DORCHESTER NEWS BRIEFS, which began in June, 1977, is developed and reported by 1st American Bank for Savings Community Relations Director, Edward Forrey, in conjunction with the Dorchester Argus Citizen. This community service program reports on community activities, civic association functions, church and fraternal functions, and other news about daily happenings in the community.

The program focuses on "good news spots and from the Dorchester" and is designed to balance the general and media coverage of Dorchester which generally reports on unusual or tragic events such as fires, crime, etc.

BOSTON — WROR-FM . . . . . . . . 981/2 mhz
Government Center Boston, MA 02114, Mail: RKO General Bldg., Government Center. 617-725-2900

Format: Adult Contemporary; for 18-49 age group
Coverage: Central and Eastern Massachusetts, Providence (RI), and Southern & Central New Hampshire. (500,000 watts)

On Air: 24 Hours, Daily
Rel. Dead: Send to Marilyn DeMartini, Promotion Director
Adv. Dead: 2 PM the previous day
Personnel: Program Director (pro tem), Gary Berkowitz

News
Phone: 617-423-0210. Accepts late-breaking news tips over the phone. Send releases to news director. Locally produced news — Monday through Friday: 2 min. at 6 AM, every 15 min. from 7 AM-6 AM, 9 AM, 12 "Noon Report": 5 min. at 2 PM and 3 PM. News also read during SHERM FELLER program: Saturday: 5 min. at 6:15 AM then 5 min. at 9:00 from 11 AM-5 AM. Sunday no news. No network news.

Editorials
Station airs its own editorials, and accepts rebuttals to them. Station accepts written editorial ideas from listeners. Contact Tom Baker, general manager.
BOSTON — WUMB ............... 640 khz
Harbor Campus
Dorchester, MA 02025
617-282-2074

Format: Block Format: AOR, Jazz, Reggae, Classical, Public Affairs; for 21st age group
Coverage: Campus. (Carrier Current)
On Air: 8 AM-8 PM Monday through Friday
Rel. Dead.: 24 hours
Adv. Dead.: 4 days
Personnel: Gen. Mgr., Pat Monteith
Prog. Dir., Thomas Callahan

PSA’s: Accepts written PSA’s. PSA’s do not have to be written in a format ready to be read on the air. Length 20 and 60 sec. Accepts pre-recorded PSA’s on reel to reel (7 1/2 IPS). Length - 30 and 60 sec. Send PSA’s to program director. Deadline - 24 hours before dated event. PSA first aired as many as 2-3 weeks before dated event. Station will assist in the production of PSA’s; contact program director. Station will provide background music for PSA’s. Mixed PSA’s and Community Calendar announcements aired 4 per hour.

News: Phone: 617-282-2074. Accepts late-breaking news tips over the phone. Send releases to news director. Locally produced news - Monday through Friday: 10 min. at 10 AM and 4 PM. Locally produced "Third World News" - Monday, Wednesday and Friday: 5-10 min. at 2 PM. Weekends: station off the air. ABC Information Network news - Monday through Friday: 5 min. at 8:55 AM, 2:55 PM and 6:55 PM. Weekends: station off the air.

Editorials: Station does not air editorials.

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BOSTON — WVBF-FM .......... 105.7 mhz
100 Mt. Wayte Avenue
Framingham, MA 01701; also Boston Sales Office, 535 Boylston St., Boston 02115
617-879-2222/617-332-9817; Request Lines. 921-1630 (from Boston toll free) and 620-1600 (from western suburbs)
Format: Adult Contemporary; for 18-34 age group. (50,000 watts)
Coverage: 73 mile radius of Needham. On Air: 24 Hours, Daily
Rel. Dead. Accepts anytime
Adv. Dead. Accepts anytime
Personnel: Public Service Director, Tom Lewis
Vice President & General Manager, Jay Williams, Jr.
News Director, Mark Davis
Local Sales Manager, Ken Spitzer
Public Affairs Director, Mark Davis
Program Director, Reggie Johns

PSA’s: Accepts written PSA’s. Station edits PSA’s. Length — 10 and 15 sec. Does not accept pre-recorded PSA’s. Send PSA’s to public service director. Deadline — 1 month before dated event. PSA first aired 1 week before dated event. Station does not assist in the production of PSA’s. Station does not provide background music for PSA’s. Mixed PSA’s and Community Calendar announcements aired 6 per hour (1 straight PSA, 5 Community Calendar announcements).

News: Phone: 617-875-7402/7403. Accepts late-breaking news tips over the phone. Send releases to news director. Locally produced news — Monday through Friday: 4 min. at 20 and 50 from 6:20-5:50 AM, 2 min. at 20 and 50 from 4:20-5:50 PM; 5 min. at 20 and 50 from 12:50-5:50 AM, Sunday and Saturday, 4 min. at 20 and 50 from 6:20-5:50 AM, 5 min. at 50 from 12:50-5:50 AM. Locally produced news utilizes Associated Press radio news and Mutual Broadcasting news actualities.

Editorials: Station does not air editorials.

MEDFORD — WXKS ......... 1430 khz
99 Revere Beach Parkway
Medford, MA 02155
617-396-1430, TWX: 710-328-7503
Format: All Time Classic Popular Hits; for 30+ age group
Coverage: 45-50 mile radius from Boston. (5,000 watts)
On Air: 6 AM to local Sunset, Daily
Rel. Dead: 10 days before airtime
Adv. Dead: 3 days before airtime/Comb.
Personnel: General Manager, Rich Sabaugh
Advertising Manager, James Castro
News Director, Bill Rossi
Assistant News/Public Affairs Director, David Clark
Station Manager, Arnie Ginsburg

PSA’s: Accepts written PSA’s. Station rewrites PSA’s. Length — 15 sec. Does not accept pre-recorded PSA’s. Send PSA’s to public service director. Deadline — 10 days before dated event. PSA first aired as many as 2 weeks before dated event. Station does not assist in the production of PSA’s. Station does not provide background music for PSA’s. Mixed PSA’s and Community Calendar announcements aired 1-2 per hour.

News: Phone: 617-395-3200. Accepts late-breaking news tips over the phone. Send releases to news department. Locally produced news. Associated Press Radio news — Monday through Saturday: 5 min. at sign-on, then 2 1/2 min. on the hour through the day. Also 2 1/2 min. on the half-hour from 6:30-6:30 AM. Sunday: no news.

Editorials: Station does not air editorials.

TALK SHOWS, PUBLIC AFFAIRS AND LOCAL PROGRAMMING:
MEDFORD — WXKS-FM .......... 107.9 mhz

"KISS-108"
99 Revere Beach Parkway
Medford, MA 02155
617-396-1430; TWX: 710-328-7503

Format: Contemporary; for 18-34 age group
Coverage: Eastern and Central Massachusetts, Cape Cod, Southern Maine, New Hampshire, Rhode Island, (21,000 watts)
On Air: 24 Hours, Daily
Rel. Dead: Accepts anytime
Adv. Dead: 3 days before airtime/Comb.
Personnel: General Manager, Rich Balsbaugh
Advertising Manager, James deCastro
Program Director, Sonny Joe White
News Director, Bill Rosal

PSA's: Accepts written PSA's. Station rewrites all PSA's.
Length — 15 sec. Does not accept pre-recorded PSA's. Send PSA's to public service director. Deadline — 10 days before dated event.
PSA's: Send PSA's to public service director. Deadline — 2 weeks before dated event. Station will not assist in the production of PSA's. Station will not provide background music for PSA's. Mixed PSA's and Community Calendar announcements aired 1-2 per hour.

News: Phone: 617-396-3200. Accepts late-breaking news tips over the phone. Send releases to news department. Locally produced news — Monday through Friday, 5 min. on the hour from 5:30-8:30 AM; 1 1/2 min. at 10:50 AM, 11:50 AM, 12:50 AM, 1:50 PM; 1 1/2 min. at 4:50 PM and 5:50 PM. Saturday, 5 min. on the hour and half-hour from 7-8:30 AM; 1 1/2 min. at 10:50 AM and 12:50 PM. Sunday, no locally produced news. Associated Press Radio news — Monday through Friday, 5 min. at 3 AM, 4 AM, 5 AM. Weekends: no network news.

Editorials: Station does not air editorials

TALK SHOWS, PUBLIC AFFAIRS AND LOCAL PROGRAMMING:

THE BLACK FAMILY EXPERIENCE. Sunday 8-8:30 AM — simulcast with AM. Rerun Sunday 6-6:30 AM — simulcast with AM (repeat of 8 AM program from previous Sunday.) Minority public affairs show dealing primarily with the problems facing the Black community. Guests are local and national and could be entertainers, politicians, public service people, or informational guests. Producer and host is Cheryl Evans. Call or write producer for information regarding an appearance. Taped in the studio.

IN TOUCH. Sunday 8:30-9 AM — simulcast with AM. Rerun Sunday 6:30-7 AM — simulcast with AM (repeat of 8:30 AM program from previous Sunday.) Rerun again: Sunday 4:30-5 AM (repeat of 6:30 AM program from previous Sunday.) Interview public affairs for the Medford-Boston area. Interviews are formatted one on one or as guest vs. panel. Guests are chosen in response to issues of concern to the listening community and hail from local and national origins. Guest can be representatives of public service groups, or anyone. Dave Clark is host and producer. Call or write producer regarding an appearance on the show. Taped in the studio.
Television Stations

BOSTON — WBZ-TV, Ch. 4
1170 Soldiers Field Road
Boston, MA 02134
617-767-7100. TWX: 710-330-0283 (Traffic)
Coverage 80 mile radius of Boston. (15,100 watts)
On Air 24 Hours, Daily
Net Affil. NBC
Rei. Dead. Accepts anytime
Adv. Dead. Accepts anytime
Fillers Yes
Personnel Creative Services Director, Jolan Schmauss
Public Affairs Director. Lois Shoenholz
V.P. & General Manager, Sy Yanoff
New Director, Jeff Rosser
Advertising Manager, Len Goldman
Public Service Coordinator, Joyce Gallagher Sulli-
van
Assistant General Manager, Paul Yettes
PSAs Accepts written PSAs. PSA's need not be written in a
format ready to be read on the air as station edits
them. Length — 15 sec. Accepts pre-recorded PSA's on
16 mm. color film or 2" color videotape. Length —
10 sec. and 20 sec. PSA's to public service
director. Deadline — 2 weeks before dated event.
Station assists in the production of PSAs and will
provide background music for PSA's. Contact Joyce
Gallagher Sullivan, public service coordinator.
Mixed PSAs and Community Calendar announce-
ments are aired 2-3 times per week displaying ad-
dress, phone number and identifying graphics (logo)
of organization. Length — 15 sec. All PSA's must meet
FCC and station standards of content and pro-
duction. WBZ reserves the right to reject PSA's.
Community Calendar announcements also aired at
each newscast: PSA's that are not accompanied
by slides are aired at these times PSA's accompanied
by slides will be aired throughout the day — slide
should be glass mounted 35 mm. horizontal.

News Phone: 617-767-7218 (Ask for Assignment Desk).
Accepts late-breaking news tips over the phone.
Send releases to "Assignment Editor, Assignment
Desk, TV News." Locally produced news — Monday
through Friday: 6:30-7 AM. 12 Noon-12:30 PM.
5:30-6 PM/6-7 PM (separate casts). 11-11:30 PM.
Also 5 min. updates at 7:25 AM and 8:25 AM.
Saturday and Sunday: 11-11:30 AM then 6-6:30 PM
or 6:30-7:30 PM depending on NBC network schedule.
Also 11-11:30 PM. NBC Network News — Monday
through Friday: 7:7:30 PM. Saturday and Sunday: 6:30-7 PM or 7-7:30 PM
— time depends on weekend sports schedule.
Editorials Station airs its own editorials and will accept rela-
tives by responsible spokespersons. Contact Janice
Pryor, editorial director.

TALK SHOWS, PUBLIC AFFAIRS AND LOCAL
PROGRAMMING:

EVENING MAGAZINE, Monday through Friday 7:30-8 PM.
Magazine format. Segments are combination of locally produced
features plus features produced by Westinghouse Network affili-
ates throughout the country. Features cover wide range of inter-
esting topics including interviews with all kinds of prominent or
interesting people, local or national; human interest stories; a host
of demos, such as money saving tips, cooking, exercise, home
improvement, and on location reviews of restaurants and vacation
spots. Hosts are Candace Hasey and Barry Nolan. Produced
by Barry Schulman. Write producer one month before desired air
date. Include relevant information and press releases. Taped on
location.

MONEY SENSE, Tuesday 6-8:30 PM. Consumer issue program
showing how to get the most for your money in the 80's. Magazine
segments go on location for interviews with anyone, local and re-
gional who's saving money or who merits attention in this re-
spect. Features have included an interview at a family owned pizza-
iana, reviews of roller skating gear, detergents, a guide to buying
used cars, and writing tips with an expert on tenants' rights. Host is
Sharon King. Executive producer is Ron Gies. Write producer and/or
"MONEY SENSE" one month before desired air date. Taped on loca-

WBZ-TV, Ch. 4 (cont'd)

FIRST 4 NEWS, Monday through Friday, 5:30-6 PM. Earliest
newscast on Boston TV. Show directly precedes Saturday Night
football. News format presents in-depth reporting on news of the
day or week. Also contains public service and public interest fea-
tures and interviews both locally produced and NBC produced.
Guests interviewed can be currently news-worthy people or
prominent personalities who have a direct connection
with the area.

COMING TOGETHER, Tuesday 8-9 PM. Interview public af-
fairs show with a local bend. Topics and guests are from the local area
or have an impact on the local area. Guests have been au-
thors, entertainers, musicians, musical groups, and local and na-
tional officials. Host is Tanya Hart. Producer's Vickie Jones. Write
producer one month before desired air date. Taped in the studio.

BOSTON — WCVB-TV Ch. 5
5 TV Place
Needham, MA 02192
617-449-0400. TWX: 710-325-0773 (Traffic)
Coverage 65-mile radius of Needham. (26,300 watts)
On Air 24 Hours, Daily
Net Affil. ABC
Rei. Dead. Accepts anytime
Adv. Dead. 24 hours before airtime
Personnel Public Service Director, Donna M. Latson
Public Affairs Director, Philip Balboni
News Director, James Thistle
Good Day Program, Edith Luray
Community Services Director, Paul LaCamera
Sunday Open House Program, Kevin Dawkins

PSAs Accepts written PSAs. Station re-writes if necessary.
Length — 15, 10 and 30 sec. Accepts pre-
recorded PSA's on 2" video or 35 mm. film; also ac-
cepts 35 mm. slides, horizontal with logo of organi-
zation. Length — 10-15 sec. Length to be agreed
between station and PSA's community service director.
Deadline — written, 3 weeks; tape, 2 months before dated event. PSA's are aired 1 week after
received. Station assists in producing PSA's but must be called within 10 days. Due to a heavy schedule.
Station can provide background music for PSA's. PSA's are aired on ongoing ba-
sis with no set schedule. Community Calendar aired on
mornning and midday newscasts and other varied shows.

News Phone: 617-449-0400. Accepts late-breaking news
tips by phone. Send releases to assignment editor.
Locally produced news — Monday-Friday, 5-7 AM,
12 Noon-12:30 PM, 6-7 PM, 7-7:30 PM. Also
11-11:30 PM. NBC Network News — Monday
through Friday: 7-7:30 PM. Saturday and Sunday:
6:30-7 PM or 7-7:30 PM — time depends on
weekend sports schedule.
Editorials Station airs editorials and also accepts viewer in-
itiated editorials with the right to edit. Contact edi-
torial director and executive producer of public affairs.

TALK SHOWS, PUBLIC AFFAIRS AND LOCAL
PROGRAMMING:

GOOD DAY Monday through Thursday 9-10:30 AM. John Willis
and Eileen Prose host the longest running (7 years) talk/variety
program airing in Boston. Guests are celebrities, authors, per-
fomers and others covering a wide range of subjects. Cooking,
sewing, and the like are demonstrated on this program. Write
the following associate producers 3-4 weeks before desired air date
with as much information as possible about the guest or guests —
Janice Tannin, political psychology, health, beauty, sports, Susan
Sprocker, book authors, medical, legal and public affairs;
Geneva Bagnol, theatre, arts, music and entertainment; Ray
Goldsmith is remote director. Live in the studio. Sometimes live or
taped on location.

SUNDAY OPEN HOUSE Sunday 9:30-11:30 AM. Hosted by So-
ny Harlin and Frank Arrucho. program covers a wide range of
community public affairs, informational and entertainment
topics. Guests are local and national in origin. Produced by
Janice Tannin. Write a letter to the producer 2-3 weeks before de-
sired air date and then follow with phone call. Live in the studio.
BOSTON — WNAC-TV, Ch.7
WKO General Building
Government Center
Boston, MA 02199
617-725-2700, TWX: 710-321-0981 (Traffic)

Coverage
State of Massachusetts, York County (ME), State of New Hampshire, Rutland County (VT), Windsor County (VT), Bennington County (VT), Windham County (VT), State of Rhode Island, Tolland County (CT), Wingham County (CT), New London County (CT), New Essex County (NY), Albany County (NY), Tolland County (NY), (38,000 watts).

On Air
Producer: CBS
Rel. Dead. Accepts news anytime, public affairs at station's discretion.

Adv. Dead
At station's discretion.

Fillers
Public affairs tape only

Personnel
Assignment Editor, Chuck Gordon
Public Affairs Coordinator, Linda Mentles
News Director, Dick Graf
Advertising Manager, Earl Davis
Public Affairs Director, William Hahn

PSA's
Accepts written PSA's (accompany with horizontal, glass-mounted, 35 mm color side) Station edits PSA's Length - 15 sec. Accepts pre-recorded PSA's on 2" videocassette or 35 mm film (color for both). Length - 10, 20, 30 and 60 sec. (30 sec. preferred). Send PSA's to director of community services. Deadline - 2 weeks before dated event. PSA first aired 3-4 days before dated event. Station assists in the production of PSA's, contact director of community services. Station will provide background music for PSA's. Mixed short PSA's and Community Calendar announcements aired throughout the year. Also mixed PSA's and Community Calendar aired throughout the day in 3 sec. shared 1/16 side with weekly and organizational name. Also public service organizations are invited to appear on "Focus". 30 sec. spot recorded in the studio.

Phone: 617-725-2820. Accepts late-breaking news tips over the phone. Send releases to assignment director. Locally produced news - Monday through Friday 10-11 AM, 11:30 AM-2 PM, 3-6 PM, 6:30-7 AM, local news 12 Noon-12:30 PM, 6-7 PM, 11-11:30 PM - repeated at approximately 2 AM 10 min. during WEEKDAY 10-11 AM, 3 min. at 7:25 AM, Saturday: 5-5:30 PM, 6:30-7 PM, 8-8:30 PM, 11-11:30 PM - repeated at approximately 2 AM, CBS News network news - Monday through Friday 7-7:30 PM.

News
Editorials
Station airs own editorials and accepts rebuttals to them. Station accepts views initiated editorials on "Access" (1 min.). Station accepts questions and complaints on "You Said It", an irregularly scheduled letter forum. Contact Arch MacDonald, editorial director, regarding rebuttals and submissions.

TALK SHOWS, PUBLIC AFFAIRS AND LOCAL PROGRAMMING:
TALK SHOWS.

NIGHTSCENE. Sunday 11:30-12:30 PM. Series consisting of discussions on local and national topics of local interest along with occasional entertainment features. David Brudnoy is Host. Produced by Shelley Newman. Write producer 2-3 weeks before desired air date. Followed with a phone call to 617-725-2927. Taped in the studio.

BOSTON — WSBK-TV, Ch. 38
83 Leo Burnett Parkway
Boston, MA 02135
617-783-3838. TWX: 710-330-1356 (Sales Production)

Coverage

On Air
6 AM - 1 AM, Monday - Tuesday, 24 Hours Wednesday - Sunday.

Net Affil
Secondary affiliate of ABC, CBS, NBC

Adv. Dead
48 hours before airtime.

Fillers
Yes

Personnel
Program Director Judith L. Jurisich
Director of Broadcast Standards, John Gallagher
Operations Manager, Dick Beach
Vice President & General Manager, Joseph C. Dimino

PSA's
Accepts written PSA's and prefers them written in a format ready to be read on the air. Length - 10, 20 and 30 sec. Written PSA's must be accompanied by 35 mm slide displaying name, address and telephone number of organization. 30 sec. written PSA's should have two slides. Accepts pre-recorded PSA's on 35 mm film or 2" videocassette - color only Length - 10, 20, 30 and 60 sec. Send PSA's to director of broadcast standards. Deadline - 3-4 weeks before dated event. PSA's first aired within 1 week of receipt. Station assists in the production of PSA's when time is available contact Terry Tolland, production manager. Station will provide background music for PSA's if appropriate. Community Calendar - Monday through Friday 9:47-10 AM, also mixed PSA's and Community Calendar announcements aired run of station.

News

Editorials
Station does not air editorials.

TALK SHOWS, PUBLIC AFFAIRS AND LOCAL PROGRAMMING:
TALK SHOWS.

THE DRUM. Sunday 10:30-11 PM. Serious interview program concerned with problems of the black community, educational, local, and economic. Show is usually Boston-oriented, consequently guests have been primarily local, but there are no restrictions. Host and producer Rus Tillman. Call or write producer 1 week before desired air date. Taped in the studio.

LARSON SUNDAY NIGHT. Sunday 11:30-12 Midnight. Mr. Larson's Sunday show tends to be more seriously public affairs, concentrating on politics and public service groups. Guests are local, national, and international. Produced and hosted by Tom Larson. Call if you produce 1 week before desired air date. Taped in the studio.

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D.3 Selected New England Media-Related Organizations

BLACK MEDIA CLUB
108 Dudley Street
Roxbury, MA 02119
617-427-9621
Membership: 75
Open to: All Blacks in media field, as well as anyone in the community interested in their ideas and concepts
Fee: Regular membership — $50.00; other rates available.
Purpose: To encourage Black media professionals to share their ideas and expertise in a relaxed atmosphere; to encourage young high school people in the neighborhood to enter the professional media field; to act as a community resource center.
Contact: Thurman Toon, President

BOSTON COMMUNITY MEDIA COUNCIL, INC.
566 Columbus Avenue
Boston, MA 02118
617-536-8610
Membership: 40
Open to: Social service organizations, local communications media organizations, and community persons at large
Fee: Varies
Purpose: To develop a working relationship between the media & minority communities; increase & improve access to media; maintain file of employment opportunities.
Contact: Melvin Smith, Executive Director

MEDIA GROUP OF URBAN PLANNING AID
120 Boylston Street — Room 523
Boston, MA 02116
617-482-6665
Membership: 6
Open to: Low income community groups
Fee: None
Purpose: To provide technical assistance to low income groups in audio visual & print.
Contact: Ernie Bannister
APPENDIX E: BIBLIOGRAPHY


Brigham, Nancy; How to do Leaflets, Newsletters and Newspapers, (Boston: The Boston Community School), 1976.


Classified Advertising Lineage Service; Retail and General Media Records, 1978 (fall run, larger daily plus Sunday), 1978.

Cooke, Patrick, ed.; Living in Dorchester (Boston), 1979.

Department of Housing, City of Pittsburgh, the Great House Sale Evaluation, 1978.


Focer, Ada; Funding proposal for the GHS, submitted by the WeCan NIA to the National Endowment for the Arts, 1979.


Wind, Yoram, "Who's No. 1 in Boston Radio?" Calendar Section, The Boston Globe, July 17, 1980. This article was based on information from a spring survey by the Arbitron Company.