



NOAH Community Investment Plan - Executive Summary 2017-2019

NOAH: Neighborhood of Affordable Housing, Inc. is an award-winning, regional entity based in East Boston which serves multiple communities and constituencies throughout Eastern Mass. It has created investments of over \$471.4 million in the regional economy since 1987. The greater part of NOAH clients are from low-income to moderate-income households. We serve, on average, over 3,000 individuals each year. Approximately 65% of residents/clients are from ethnic minority households, with some 50% of those served being Spanish-speaking residents. NOAH develops and manages affordable and workforce housing, provides homeownership promotion and preservation programming, repairs homes for seniors and the disabled, and offers rental housing counseling and homelessness prevention services. In addition, we offer English for Speakers of Other Languages courses, run U.S. Citizenship classes, coordinate East Boston area environmental resiliency and environmental initiatives, and hold children's and youth programs annually. All of NOAH's programming is provided at either no-cost or at a very low cost. NOAH has a special focus on Eastern Mass., Gateway Cities, and on servicing economically disadvantaged and Latino/new immigrant populations, as well as East Boston, Essex County and Middlesex County residents. It has long had a policy of advocating what it terms 'PAC', or partnerships, alliances and collaborations. Also, it is a United Way of Mass. Bay and Merrimack Valley agency and a NeighborWorks America chartered organization (rated at their highest level of 'Exemplary').

NOAH's Goals:

I. a. Construct 50+ new low/mod-income units every second year in underserved Eastern Mass. communities, esp. Gateway Communities and Transit-Oriented Development; with a special focus on building friendly 40b projects where there are no other active non-profit developers. **b.** Complete the Coppersmith Village (71 units) and Middleboro Shoe Factory (24 units) developments; and continue pursuing Gateway cities pipeline projects, including those in Taunton and Haverhill. **c.** Maintain outreach for potential new real estate properties and collaborators interested in developing unique mixed-income, affordable and workforce housing in suburban communities.

II. a. In East Boston, increase/maintain the number of diverse residents participating in community engagement activities (at 400+) and increase/maintain those in leadership roles (20+); & continue to reach out to community residents via supported community planning re ClimateCARE. **b.** advocate for and/or establish at least one new or revitalized public green space; and continue to engage residents at the Our Garden and Urban Wild sites. **c.** Work towards integrated, community-based Climate Change/Mitigation and Adaptation program via the East Boston ClimateCARE initiative. **d.** Annually, continue two levels of ESOL programming for 236+ new Bostonians. **e.** The bilingual schoolyard and soccer programs and youth leadership program will be continued for a total of 144 or more inner-city children and youth each year.

III. a. Provide bilingual affordable housing counseling/placement and basic core services, ideally at 54-63 senior home repair clients, 300-396 first-time homebuyer course graduates, 70+ first-time homebuyers, 50-152+ EHAP/rental housing counseling clients, 90-150 foreclosure prevention clients (with 84+% positive ratio), and 120-190 FinCap and/or EITC VITA tax clients served each year.

IV. a. Continue to manage 109+ units of affordable/workforce housing plus 2 commercial units and our office condo at 143 Border Street, NOAH's headquarters; and outsource day-to-day management of new development units in Holliston, North Andover, Carlisle, Webster and Middleboro (189+ affordable units). **b.** Strengthen Asset Management via maintaining the leadership team committee; continuing staff trainings; periodic reviewing of all agreements; and reporting key indices to the Board at least once each year.

V. Maintain organizational strength through ongoing board and staff trainings/certifications and succession planning, as well as Board recruitment and maintaining the board committees; continuing to raise funds from foundations and corporations, and raising \$2 to \$2.5 million each year, with \$500k+ from real estate development; and: annual audits will end 'in the black' with no major findings, NOAH will work to maintain a ratio of current assets divided by current liabilities of 1.25+, three to six months of operating reserves will be kept, and all of NOAH's programs will aim to bring in sufficient revenues to cover costs.