



2017-2019 Community Investment Plan *Executive Summary*

Real Estate Development: 1. NOAH will continue to pursue a diverse, sustainable development pipeline that will enable the organization to average construction of at least 50 new low/mod units in underserved communities every second year; which will earn fees from \$400,000 to \$500,000+ per year that will sustain the organization over the long term. NB: This will include two pipeline projects in the Gateway Cities of Haverhill and Taunton.

Community Building & Environment: 1. a. Increase/maintain the number of diverse resident participants (400+) taking part in community activities; and increase/maintain numbers of those in active/leadership roles, esp. for newcomers, underserved residents (including ethnic or racial minorities) and low/mod persons and families, at 20 or more. 1. b. Continue to perform regular outreach to community residents; including via the 'Supported Community Planning Process' for ClimateCARE. 2. Work towards at least one new or revitalized public green space (including the youth-led community garden and the Urban Wild park). 3. Continue to develop an integrated, community-based Climate Change/mitigation and adaptation via the ClimateCARE initiative; continue to coordinate regular APWG meetings with 20+ residents and stakeholders. 4. Continue offering two levels of English for Speakers of Other Languages programming for 295+ annually 5. Continue to offer children and youth programming for 179+ children.

Affordable Housing Services Business Lines (Homeownership Promotion/Homeownership Preservation/Rental Housing Counseling): 1. Annually, maintain affordable housing counseling/placement and basic core services for the three-year period of the Community Investment Plan, depending on funding levels; serving 54-63+ senior home repair clients (63 served on average over each of the last three years); 300-396 first-time homebuyer course graduates (396 served on average over each of the last three years); 70-111 actual first-time homebuyers (161 averaged each year over each of the last three years, with 111 in 2016); 90-150 foreclosure prevention/mitigation cases served (continuing NOAH's historic 84-88% positive outcome ratio); and 50-152 EHAP/rental housing counseling clients each year (152 was the number served in 2016). In addition, serve 120-190+ financial capability (FinCap) and/or VITA/EITC tax clients each year; in 2016, NOAH served 148 FinCap clients and 103+ VITA tax preparation clients.

Property & Asset Management: 1. Continue to self-manage on a day-to-day basis Boston-located affordable/workforce apartments and commercial units; and outsource day-to-day management of NOAH's development units in Holliston, North Andover, Carlisle, Webster and Middleborough; for 302+ units managed, housing 480+ residents. 2. Continued to strengthen Asset Management via: collecting, reporting and compliance regarding how NOAH carries out its asset management; and b. Staff to attend MHP, NW, MLK/MACDC, CHAM and/or other Asset Management trainings; c. Periodic reviews performed of partnership agreements (for allowable fees from operating budgets or cash flow, and to ensure cash remains in the projects); and d. Continue to inform the full Board at least once per year of key indices for both property management and asset management by expanding upon current PM format.

Organizational Financial Strength (Financial Management & Fund Development): a. Each year, NOAH's programs will aim to bring in sufficient revenue to cover their direct costs; b. Three to six months of operating expenses will be kept in cash reserves at all times; c. NOAH will continue to work to maintain a ratio of current assets divided by current liabilities of 1.25 or higher; d. Continue to have Year End surplus or break-even; e. Continue to have regular and 'clean' audits conducted (with no major findings); f. Raise funds from foundations, corporations, individuals and more, utilizing CITC & ensure regular receipts from Real Estate Development at \$500k+ per year; g. Raise \$2-\$2.5+ million each year

Staff Leadership and Succession Planning:

i. Maintain/update Executive Director, Board and Leadership staff succession planning; j. Continue to recruit and retain Board members who bring a broad range of skills, representing residents from Greater Boston/Eastern Mass. and Gateway Cities, and representing NOAH's Hispanic constituency focus and its LMI clientele; k. Maintain the NOAH CBE/Programs, Finance, Real Estate and Fundraising Committees.