



**INQUILINOS  
BORICUAS EN  
ACCIÓN**

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**DEPARTMENT OF HOUSING & COMMUNITY DEVELOPMENT**  
**Community Investment Tax Credit Program**

**SECTION I: COVER SHEET**

## Cover Page

Massachusetts Department of Housing and Community Development  
2015  
Community Investment Tax Credit Program

Community Partnership and Tax Credit Allocation Application

Applicant Organization

Name:	IBA - Inquilinos Boricuas en Acción
Address:	405 Shawmut Avenue Boston, MA 02118

Select One

<input checked="" type="checkbox"/> X	Application for selection as a Community Partner and initial 2015 allocation
<input type="checkbox"/>	Community Partner application for additional 2015 credit allocation

Amount of Initial Credit Allocation Requested2015 \$150,000

Or

Amount of Additional Credit Allocation Requested

2015 \$ \_\_\_\_\_


Community Investment Plan (CIP) Adoption Status

Adopted: 12/16/2010

(Signature below attests that adoption has occurred; attach documentation)

Scheduled for adoption: 10/22/2015

(Scheduled adoption and submission of documentation must be within 30 days of application)

Name and Title	Vanessa Calderón-Rosado
(Print):	Chief Executive Officer
Signature:	



DEPARTMENT OF HOUSING & COMMUNITY DEVELOPMENT

Community Investment Tax Credit Program

SECTION II: COMMUNITY INVESTMENT PLAN

**Massachusetts Department of Housing and Community Development  
Community Investment Tax Credit Program  
CDC Community Investment Plan (CIP)**

**Section 1**

**Community or Constituency(ies) to be served by the organization**

**IBA – Inquilinos Boricuas en Acción** – is a non-profit organization and a dynamic community development corporation that was founded in 1968 in Boston's South End to halt the displacement of low-income Puerto Rican families due to urban renewal. For nearly 50 years, **IBA** has been providing affordable housing buttressed by holistic education, workforce development, and arts programs.

**IBA** has produced more than 1,000 units of housing, and currently owns a rental housing portfolio of 521 affordable units. In addition, **IBA** has developed commercial properties including the historic Villa Victoria Center for the Arts. Our affordable housing portfolio includes the Villa Victoria development in the South End:

- Victoria Apartments – 190 units.
- Vivendas Apartments – 181 units.
- Casas Borinquen – 36 units.
- South End Apartments – 28 units.

And other developments:

- Robert Fortes House (Lower Roxbury) – 44 elderly units.
- Residences at Neponset Field (Hyde Park) – 31 elderly units.
- Residencia Betances (South End) – 11 single room occupancy (SRO) units.

Our holistic approach to community development goes way beyond bricks and mortar to include comprehensive and integrated resident services, supported by programs in education, workforce development and the arts. We provide high quality affordable housing units to over 1,200 individuals. All of the families and elders that live in our units come in at or below 50% of the Area Median Income (AMI), but most of them are at or below the 30% AMI. We provide housing to families and elders from diverse ethnic backgrounds. Approximately 68% of our residents are Latino, 21% Asian, 10% Black and 1% White. More than half of our families are headed by single parents. Our commercial properties house two minority businesses (a bodega and a restaurant), the neighborhood's US Postal Service Office, program spaces, **IBA's** corporate headquarters, and Villa Victoria Center for the Arts—the largest Latino arts center in New England.

In addition to our portfolio of affordable housing, we provide additional stability to the neighborhood through a comprehensive set of community empowerment programs and services:

- **IBA's Preschool Program** is a licensed and nationally accredited bilingual preschool that prepares to thrive in Kindergarten, while enhancing their social, emotional, linguistic, cultural,

and cognitive development. Named one of the Top 21 School Readiness Programs in MA by Social Impact Research.

- **IBA's After School and Summer Program** educates first and second grade English Language Learning (ELL) students from the Blackstone Elementary School with a focus on increasing English and reading proficiency, boosting social and emotional development, and preventing summer learning loss.
- **IBA's Youth Development Program** employs 13-19 year old youth as peer leaders and helps them develop 21st Century Skills through project-based learning workshops, including: Academic Support, College and Job Readiness; Arts Education; Leadership and Civic Engagement.
- **IBA's College and Workforce Development Program** is an innovative partnership with Bunker Hill Community College that offers: GED, ESL and college classes; job readiness and life skills training; child care and supportive case management.
- **IBA's Arts Program** promotes and celebrates Latino Arts and creates dynamic cross-cultural collaborations through concerts, gallery exhibitions, festivals and special events.
- **IBA's Resident Services Program** provides health, arts, and recreation programming, as well as basic needs services to foster healthier, more active and fulfilling lives of our residents with a focus on the community's elders.

We reach out to all the residents in our housing units to access our programs and services, but we have a far wider reach across the City of Boston. Annually, **IBA** reaches more than 7,500 people through our arts programming, and serves over 800 participants through our programs:

- 370 children from 3 to 8 years old;
- 104 youth from 13 to 19 years old;
- 165 adults from 25 to 64 years old;
- 179 elderly 65 years old and older.

## Section 2

### **Involvement of community residents and stakeholders**

#### **GOVERNANCE**

**IBA** has ensured that our Board of Directors remains true to our founding principle of active community participation, and continues to be resident-controlled. **IBA's** Board of Directors is comprised of 17 individuals: nine community residents and eight non-residents. For a resident to qualify to be part of the Board, he or she must be 18 years of age or older, be listed on the lease, pay the one-dollar annual corporation membership fee, and be in good standing with the **lease** compliance. The remaining eight Board members bring experience in areas that include: affordable

housing development, asset and property management, finance, law, program development, education, communications/marketing, and fundraising, among other fields.

Of the 17 members, 64% are Latino, 18% African American and 18% are White. Our Board is comprised of nine females and eight males. This diverse and dynamic Board is responsible for overseeing the overall strategic plan goals for **IBA**, its financial performance and management. The Board oversees the Chief Executive Officer, who oversees all of **IBA**'s programs and staff. The Board has various operational committees, including, Executive, Finance, Real Estate and Programs, among others. These committees have distinct roles and responsibilities that make the work of the Board more efficient. The Board at large meets every other month for a minimum of six times a year. The Real Estate, Finance and Program Committees meet on a monthly basis, while other committees meet on as needed basis. In addition to the Board work, members attend and actively participate in our programs throughout the year.

## **RESIDENT ENGAGEMENT**

Our current Strategic Plan was developed with the residents of Villa Victoria, **IBA** staff, Board and key stakeholders. **IBA**'s Strategic Plan provides a roadmap for the provision of services, advocacy and organizational development with several key strategic priorities that include: the establishment of a new governance structure, better services to our residents, preservation and development of affordable housing, maintenance and protection of **IBA**'s current assets for the future, and alignment of **IBA**'s educational programs with the Boston Opportunity Agenda, among others.

Residents were included in every aspect of the planning process, development of the plan and final approval. Resident feedback and involvement in this process led to the creation of a solid plan. For example, a major goal of the plan was to establish a new governance structure that would consolidate the real estate portfolio and program portfolio. Through extensive research and community with residents and other stakeholders, the vehicle selected to meet this goal was through merging **IBA** with its affordable housing subsidiary, ETC Development Corporation. In addition to external lender approvals, this measure needed to be endorsed and approved by **IBA**'s corporate membership (in other words, our residents) before the resident-controlled Board could provide final approval.

Over the course of two years, we sought out and integrated residents' feedback, ideas and concerns into the merger process. We did this in several ways. First, we conducted several focus groups to test various hypothesis of consolidation models with our residents. Second, we held several community meetings to share information and keep the feedback loop open. We used different strategies in these meetings to ensure that every resident would participate. For example, we hired interpreters and conducted each meeting through simultaneous translations. Also, we turned to role plays, small group breakout sessions, charades and other facilitative methods to probe and seek feedback in various ways. Lastly, we went door-to-door to bring information to, and have more individual feedback from our residents. At the end, residents were fully informed about the decision and the membership approval of the merger was overwhelmingly positive. Consequently, the resident-controlled Board approved it unanimously.



Our day-to-day work also includes resident feedback and involvement. We work closely with our residents in every aspect of property management and with any and every renovation project in our properties. Residents have abundant opportunities to voice their ideas, concerns and feedback on how to improve our properties and to address management concerns. We do this via community meetings/charades, and through our Resident Services Program at the individual level. Through our Resident Services Program we are able to keep a pulse on our residents' needs, and we maximize their tenancy by supporting them in those needs.

We also recur to the good old shoe-leather resident engagement strategy: door-to-door visits. For example, last year, we developed a resident survey in the three languages (English, Spanish and Chinese) to ask for their feedback about the things that are working on property and asset management from our residents' perspectives, and the things that need to improve. We went door knocking to each unit to conduct the survey. This not only helped us gather information about our asset management practices, but also helped share information about all of our programs with our residents, and helped us develop a closer relationship with them. We have used the results of the survey to provide feedback to our property management company, Maloney Properties. This direct resident feedback has helped in validating the areas in which we are doing a good job, and the areas that require improvement.

Resident participation and feedback on our programs, services and property management is important. Equally important is their feedback on regional, municipal and neighborhood plans. We encourage our residents participation in all community meetings in areas that affect the neighborhood and their lives. For example, in 2010 when the Blackstone School was declared a Level 4 (underperforming) school by the Commonwealth, IBA organized meetings with residents so that they could learn more about the process, provide their feedback and ideas on how to improve the school, and to meet with new Principal. Today, the Blackstone School has turned around and it is designated as an Innovation School.

Similarly, as the City of Boston is requesting the extension of the Urban Renewal plan for the South End, IBA has asked staff and residents for feedback. This has resulted in support of the plan extension. Our support is predicated upon certain conditions that would positively impact our neighborhood and community. These conditions came out of the ideas generated by this process. This describes another unique role that IBA has: connecting our community with decision makers and resources that would help them improve their everyday life.

In sum, we continue to engage residents to receive feedback on our plan and current work via community meetings (using similar methods), resident surveys and door-to-door membership drives. The Board's Program and Real Estate Committees oversee different aspects of the plan, and residents are well represented in both committees. Part of the plan is to develop a Resident Task Force to not only monitor the progress, but to highlight issues and concerns of community residents. One of IBA's founding principles is community participation. We are committed to engage and include our residents and stakeholders in our plan implementation, monitoring and evaluation.

### Section 3

#### **Plan goals**

**IBA's** CIP is rooted in our history, our experience and our vision for the future. Our vision is to build community power through a comprehensive approach to community development. We will develop and preserve safe and culturally diverse affordable housing communities whose residents will have opportunities to increase their social, educational, economic and political power, in order to reach their full potential. We will use the arts as a community-building tool to increase cultural pride and foster cross-cultural connections. **IBA** will continue to serve as a national model of excellence for the integration of affordable housing with comprehensive community programming.

To realize our vision, we propose to use Community Income Tax Credits (CITC) to support our plan's three main goals:

#### **A. Preserve and improve affordable housing**

Given the economic pressures that our neighborhood faces, preservation of high quality, sustainable affordable housing is one of the most important activities that **IBA** undertakes. Currently, **IBA** has an existing portfolio of 399 housing units that will be refinanced and rehabbed in the next three years. **IBA** is looking into refinancing with LIHTC to capitalize on the strong equity in these units, and we plan to do capital renovations and to improve the efficiency of the units. As we begin developing these plans, **IBA** has engaged a group of experienced consultants in LIHTC, architectural renovations and energy efficiency, among others. We propose to preserve these assets and make them more efficient and sustainable.

Additionally, we are in the process of conducting major renovations of Residencia Betances, Inc. (RBI). **IBA** has been successfully operating RBI since 1993 when it was developed as a Single Room Occupancy/Group Home. RBI was one of several Single Room Occupancy (SRO) residences developed by community based non-profit organizations in the early 1990s as part of the "SRO Collaborative". The property provides housing in an 11-unit Single Room Occupancy Residence/Group Home, consisting of 4 studio apartments and 7 SROs. All units are currently under contract with Massachusetts Department of Mental Health and serve people medically diagnosed with mental illness. The Massachusetts Department of Mental Health, and their contractor, Bay Cove Human Services, desire to continue to operate their program at this location and believe that it is important to provide the Bilingual-speaking cultural and linguistic program in Boston. The project will serves 11 individuals at risk of homelessness and will set aside at least 20% of the units for Extremely Low Income (30% AMI) households, 3 units. Effectively every tenant is and will continue to be at or below 30% AMI. Currently, **IBA** has secured financing from DHCD and Eastern Bank to preserve and renovate RBI and extend its affordability.

Finally, the Boston Housing Authority (BHA) has issued a Request for Proposals for their properties on West Newton and Rutland Streets in the South End—144 low-income housing units in total. These properties are around our properties and many of their residents



participate in some of **IBA's** programs. We believe that **IBA** is in a strong position and have the capacity to add these 144 units to our housing portfolio, renovate them (including approximately 11 units that are currently vacant, bringing them back on line), preserve them and engaging the residents of these properties in **IBA's** strong portfolio of program and services, including our Resident Services Program.

#### **GOALS:**

1. Preserve and renovate 399 of affordable housing (Villa Victoria portfolio)
2. Preserve and renovate 11 SRO units (RBI)
3. Acquire, preserve and renovate 144 units of low-income housing (from BHA)

#### **B. Support capital improvements of IBA's commercial assets: Villa Victoria Center for the Arts and IBA's Corporate Headquarters**

**IBA** has two important commercial assets that serve as anchors in Villa Victoria, the South End neighborhood and the City of Boston: Villa Victoria Center for the Arts (85 West Newton Street) and **IBA's** corporate headquarters (405 Shawmut Avenue).

##### Villa Victoria Center for the Arts

Villa Victoria Center for the Arts is New England's largest Latino arts center. Through **IBA's** Arts Programs housed at Villa Victoria Center for the Arts, we promote and celebrate the diversity of Latino arts and culture through music, visual arts, dance and more. From our beginning, **IBA** has used the arts as a vehicle to build and engage community. Villa Victoria Center for the Arts is a converted church that serves also as a community hub for meetings, and for other neighborhoods and nonprofit organizations it is a meeting space facility. The building also house **IBA's** Preschool Program, in its garden level. In 2008, **IBA** conducted a comprehensive capital needs assessment of the building to re-establish the full aesthetic glory of this 117 year old architectural masterpiece, modernize all systems, and improve the facility's overall physical capacity. Since the completion of this assessment, **IBA** has been diligently working on the various phases of the plan and continued raising funds for the same purpose.

Over the years, we have updated the sprinkler system, electrical, mechanical and sound systems, conform to ADA/MAAB (handicap accessibility) for stage and bathrooms, and improve concession stand. The next phase includes capital improvements to the kitchen, envelope, façade, and energy efficiency.

#### **GOAL:**

1. Renovate kitchen, study and assess building envelope needs, and improve façade.

##### IBA's Corporate Headquarters

Located on Shawmut Avenue (at the corner of West Brookline, across from the Blackstone Park), **IBA's** corporate headquarters accommodate our administrative offices, technology infrastructure, conference room spaces, and some program spaces. Its prime location has made this building a symbol of **IBA** in the South End. Years of deferred maintenance have

contributed to the several identified capital needs. In recent years, **IBA** has made some urgently needed repairs and improvements. For example, in 2012 we repacked the roof, as water from rain and snow was leaking into the main floor offices. In 2013-2014, we replaced the building's elevator and vent. We recognized that we must perform a capital needs assessment for our building and develop a long range master plan that will make better use of the space, make the building energy efficient, and repair the building's envelope as needed.

#### **GOAL:**

1. Perform capital needs assessment and develop a long range master plan.

#### **C. Increase economic, educational and social capital in our community**

For almost five decades, **IBA** has provided a comprehensive collection of community empowerment programs and services that help increase the economic, educational, social and political power of our residents and the individuals that we serve. These programs are part of **IBA's** holistic vision for a safe, vibrant, and diverse community. Our community building programs include our: Preschool Program, After School and Summer Learning Program, Youth Development Program, College and Workforce Development Program, Resident Services Program and Arts Program (see detailed descriptions of our programs under Section 1, and photos on Addendum #7). These programs open opportunities for our residents and participants and help close the economic, educational and social gaps that persist in our society. Through these programs individuals access important tools to increase their resiliency and create a path of self-sufficiency.

#### **GOALS:**

1. **Preschool Program** will prepare 64 of children for Kindergarten
2. **After School and Summer Learning Program** will help 60 of children improve their English and reading proficiency, and further develop their socio-emotional skills
3. **Youth Development Program** will provide jobs for 145 of teens and prepare them with job skills, academic support, arts education and leadership and civic engagement.
4. **College and Workforce Development** will continue to provide college/career readiness and life skills workshops to 240 youth through our unique partnership with Bunker Hill Community College. This partnership helps us serve youth between the ages of 18-24 in this mini-satellite campus of Bunker Hill while **IBA** offers a unique model of a college campus in the heart of an affordable housing community. This program will continue to offer: HiSet (High School Equivalency Exam) preparation, ESL and college classes; job readiness and life skills training; child care and supportive case management.
5. **Resident Services Program** will increase leadership amongst our residents and will continue providing direct case management, external referrals, and educational workshops that promote the wellbeing of our residents. **IBA** serves families in our 521 units that is an estimate of 1,200 members from our community.
6. **Arts Programs** will execute the year round artist exhibition calendar and the major special events, such as: Tito Puente Jazz Series, Festival Betances, among other

art/culture seminars available to our 521 families, South end neighbors, Art scholars, universities, among other institutions in the area that could benefit from our programming.

#### **Section 4**

#### **Activities to be undertaken**

##### **A. Preserve and improve affordable housing activities**

**IBA** employs a strong and experienced team of real estate, affordable housing, architectural, and asset management professionals and consultants who work through the complex and copious details that are associated with the refinancing, acquisition, renovation, preservation and management of affordable housing.

This team, including our contract with Maloney Properties, will conduct and perform the activities that will lead to the successful achievement of our CIP goals in this area.

##### **B. Support capital improvements of IBA's commercial assets activities**

**IBA** will use the expertise of its team of professionals and consultants described above to support the activities for these CIP goals. We foresee that this team will be enhanced by additional consultants that will support **IBA's** applications to New Market and Historic tax credits to meet the capital funding goals to complete these two renovation and preservation projects; as well as experienced contractors to perform the work.

This team will be in charge of overseeing the renovations of two important commercial assets that serve as anchors in Villa Victoria, the South End neighborhood and the City of Boston: Villa Victoria Center for the Arts and **IBA's** corporate headquarters.

##### **C. Increase economic, educational and social capital in our community activities**

**IBA's** holistic approach to community development is anchored in the belief that a strong, safe and vibrant diverse community is more than houses and buildings. We believe that living in a healthy environment is a fundamental right, which is strengthened by educational, workforce development and arts programming. This is why our team, together with residents, neighbors, sponsors, foundations, friends, and volunteers, join efforts to support our programs which can help individuals access services, build skills, and knowledge and embark in a path of self-sufficiency.

We propose doing this by continuing to support and sustain **IBA's** holistic programs. Through our Preschool Program we ensure that children are ready to Kindergarten, which is pivotal for the success in their academic careers. Similarly, our After School and Summer Program supports ELL students in reaching third grade reading proficiency—a research-based indicator of high school graduation. **IBA's** Youth Development Program employs approximately 145 teens as peer leaders and helps them develop 21st Century Skills. **IBA's** Arts Program

promotes Latino artists and support them in showcasing and selling their work. Additionally, our Arts Programs continue to support the strong economic development engines in the South End and the small businesses in the neighborhood. Finally, through IBA's partnership with Bunker Hill Community College, we promote educational opportunities through the numerous offers of developmental classes that students take in order to enroll in college classes and certificate programs, some of which are offered at IBA. This partnership also allows us to have a strong job readiness and life skills training component that helps place individuals in jobs through the employer partnerships.

## Section 5

### **How success will be measured and/or evaluated**

#### **A. Preserve and improve affordable housing**

We will measure success by keeping track of our current real estate affordable housing development timeline for each of the properties that are under consideration in this plan. Meeting these goals is not only complying with our work plan but rather living up to our mission. Affordable Housing was our main objective for the creation of our nonprofit and it is still our main reason for existence. Our programs support residents who live in these units because one of IBA's main purposes is to build stronger communities and promote their wellbeing.

Furthermore, IBA is committed to continue acquiring affordable housing and continue our strong trajectory hand in hand with all sectors. We believe that the strength of Boston comes from its diversity and paving a prosperous path for everyone to succeed.

#### **B. Support capital improvements of IBA's commercial assets**

IBA has a detailed plan for all renovations proposed for Villa Victoria Center for the Arts, one of our major assets in the community. This Center hosts cultural exhibits from local, Caribbean, and Latin American artists. Moreover, this Center is a facility that could be rented to private parties and therefore an income generator for the organization.

Recently, a private collaborator – State Street, help IBA analyze the business opportunity this Center represents for the organization. Results were very concrete and will guide us to outline a strategic business plan that will help us achieve our organization's sustainability.

Also, we will measure success on the capital improvements to other IBA buildings once we have completed the long range assessments and capital plan to be completed by 2017.

#### **C. Increase economic, educational and social capital in our community**



**IBA** uses Salesforce, a cloud-based database to provide descriptive statistics about the participants we serve with special attention to attendance, participation, success, social involvement, and progress (qualitative and/or quantitative). Salesforce eases reporting processes, increasing our ability to assess our programs, report on outputs and outcomes to funders, and adjust our programs accordingly to have a greater impact.

However, each program has its own measurement tools appropriate to the area they service. For instance, under educational opportunities: our Pre-school uses the industry's assessment tools such as: Before admission, children are evaluated with the ASQ-3 – Ages and Stages Questionnaires, later on Environment Rating Scales and PAS. Furthermore, **IBA** recognizes that good evaluation starts with the use of the right tools. For example, in the Preschool the integration of Teaching Strategies Gold Curriculum allow teachers to keep track of our students' performance since goals and objectives are clearly defined.

## Section 6

### **Collaborative efforts to support implementation**

To help ensure long-term programmatic and financial sustainability, **IBA** has been intentional in establishing multi-year partnerships that among many others include: state and city government; colleges (e.g. Bunker Hill Community College, Berklee College of Music); neighborhood organizations (e.g., Washington Gateway, South End Community Health Center); non-profits (e.g. JumpStart, Appalachian Mountain Club, Institute of Contemporary Arts); higher education institutions (e.g. Bunker Hill Community College, Berklee College of Music); and employers. Self-sustaining and mutually beneficial, our partnerships allow us to be more consistent with the highest quality programming and less reliant on fundraising to meet programmatic needs. They also allow us to share resources and best practices, while ensuring that we do not replicate services when it is not necessary.

State Departments and Agencies are critical in supporting **IBA's** plan. Through funding, technical assistance, certifications, and professional development, the following departments and agencies allow us to implement our plan: Department of Housing and Community Development, Department of Early Education and Care, Department of Elementary and Secondary Education, Office of the Attorney General, Massachusetts Cultural Council.

Similarly, City Departments and Agencies that we partner with are: Mayor's Walsh, Department of Neighborhood Development, Boston Redevelopment Authority, Boston Housing Authority, Boston Police Department, Boston Parks & Recreation Department, Boston Centers for Youth and Families, Boston Public Schools, Boston Elderly Commission. Resources, funding and in-king support from these municipal entities enhance **IBA's** plan, its effectiveness and implementation.

As a South End neighborhood staple, **IBA** identifies and engages other Neighborhood Organizations and Groups that support our plan. These collaborators come in different ways. For example, **IBA** partners with Washington Gateway in developing activities and events that support small businesses



in the Washington Street corridor. Other neighborhood groups and organizations that we partner with are: South End Business Alliance, Vejigantes Restaurant, Foodie's Market, Whole Foods, South End Community Health Center, St. Stephen's Church, United South End Settlements, Ellis Memorial, Blackstone Innovation School, Blackstone Community Center, Blackstone Square/Franklin Park Neighborhood Association, Ellis Neighborhood Association, Union Park Neighborhood Association.

Collaborating with other Nonprofits helps sustain our plans efforts. These collaborators include: Sociedad Latina, Hyde Square Task Force, Zumix, City School, JumpStart, Fair Foods, Huntington Theater, Institute of Contemporary Art, Dana Farber Cancer Institute.

Additional important partners in our plan are institutions of Higher Education, such as Bunker Hill Community College, Berklee College of Music, BU Medical Center, Northeastern University, Harvard University, MassArt.

Finally, our job readiness training program benefit from strong partnerships with Employers that place our program participants into jobs. Some of these employers are: Mass General Hospital, Whole Foods, and Roche Bros., among others.

Furthermore, we partner up with private investors interested in strengthening our communities for our wellbeing. Some of them are: Amelia Peabody Foundation, Bank of America Foundation, Associated Grant Maker, Barr Foundation, BNY Mellon, Boston After School & Beyond, Bushod Hall Campbell Foundation, Cabot Family Foundation, Child Investment Fund, Citizens Bank, CHT Foundation, Clipper Ship Foundation, Comcast Foundation, Dana Farber Cancer Institute, Frank R Peter Trust, Franklin Square Foundation, Fuller Foundation, The Hyams Foundation, John Hancock Foundation, Liberty Mutual Foundation, Northern Trust, Orville Forter Charitable Trust, State Street Foundation, The Boston Foundation, The Clowes Fund, The Janey Fund, The Klarman Family Foundation, Williams Schrafft Foundation, Yawkey Foundation, Eastern Bank Foundation, Adelard & Valeda Roy Foundation, Commonwealth of Mass Suffolk District, Hispanic Heritage Foundation, Mass Cultural Facility Fund, National Association of Latino, NEFA, Sailor Snug Harbor, Smith Family Foundation, Summer fund, The Boston Educational Dev Foundation, United Way, Catalyst Fund for Non Profits, Mary W B Curtis Trust, Ramsey McCluskey Foundation, Boston Redevelopment Authority, City of Boston, Massachusetts Cultural Council, and Boston Public School..

## Section 7

### **Integration of activities/consistency with community strategy and vision**

IBA's plan for preserving and developing housing, improving the capital conditions of our buildings and supporting our programs is directly related to the South End Urban Renewal Plan (currently under consideration for extension), and Mayor Walsh's Housing Plan and Imagine Boston 2030. Through our programs, our plan also addresses the widening income gap between communities of color and white individuals that was described in the recent Federal Reserve Bank of Boston report (The Color of Wealth in Boston, March 2015). For instance, a way to close this gap is through a College and Workforce partnership with a prospective sponsor. The goal of the new project is to

strengthen our existing relationships with local employers and create new relationships with public and private employers in the fields of Healthcare and Information Technology to provide holistic youth development opportunities and pathways to post-secondary education and careers. Our current proposal with a major funder proposes to deepen our infrastructure and outlining a clear internship and job opportunities path in the two specialized fields, Healthcare and Technology.

Moreover, our plan is a direct response to the challenges that our neighborhood faces, such as gentrification. Our neighborhood suffers a tremendous need for more affordable housing, particularly workforce/middle income housing. Likewise, we are in need of units that will address the greatest demand, which are two and three bedroom apartments/condos. CITC funds will help us advance our goals and activities that will help mitigate these challenges. Our vision is to maintain the vibrancy of our neighborhood as we support their path towards economic development and the self-sufficiency of our residents and program participants.

## **Section 8: Financing strategy**

**IBA - Inquilinos Boricuas en Acción** is in unique position with multiple revenue streams to assist in funding operations. This allows for stability when economic downturns occur that may affect donor giving to the organization. The Institutional Advancement team at **IBA** has been enhanced allowing the organization to identify more funding opportunities for the organization. Our team has been doing a methodical analysis to identify potential new donors and, researching past donors whose contributions have lapsed, to increase the current funding levels from foundations and corporations. **IBA** projects that the following revenue sources will fund the CIP:

- Service fees from the real estate portfolio, including Ground Leases, Partnership & Management fees
  - Non-program rental revenues
  - Funding from United Way
  - Contract and grants from State & City agencies
  - Preschool parent fees
  - Grants from foundations and corporations
  - Individual donations

As part of **IBA's** budgeting process the organization estimates the amount of funds to be received and/or secured through prior history and the likelihood of anticipated funding applied for at the time of budget preparation. This has been an effective method over the years for ensuring sustainability of the organization. **IBA** is in a strong financial position and the organization's Month's in Net Assets ratio is 15 which would essentially allow the organization to continue operations for 15 months if funding were to cease.

**IBA** has been successful in cultivating a diverse and consistent base of funders from the public, philanthropic and private sectors.

- **IBA's Preschool** receives federal funding via pass through grants from the U.S. Department of Health and Services and the U.S. Department of Agriculture. These funds are to assist low

income families with the tuition to send their children to the program and to offset the food costs of the program.

- **IBA** also receives pass through funding from the U.S. Department of Housing & Urban Development to fund services for youth development programs as well as services for elders.
- Consistent funding is received each year from the United Way of Mass. Bay
- The largest foundation supporters of **IBA - Inquilinos Boricuas en Acción** providing large or multi-year grant have been the Barr Foundation and the Hyams Foundation. Other local foundations have provided program at varying levels.
- Individual donors are a small portion of **IBA's** revenue stream but are a target of the new Institutional Advancement team.

The general operating revenue breakdown by percentage for CY 2014 included:

Earned fee income: 49%; Foundations: 19%; Contracts: 19%; Non-program rental revenue: 6%; United Way: 2%; Parent fees: 3%; Other: 2%. **IBA** expects this revenue breakdown to be consistent for the current year.

## Section 9

### **History, Track Record and Sustainable Development**

#### History

In 1968, a group of predominately Puerto Rican community activists started down Boston's urban renewal bulldozers and organized to gain control over the development of their neighborhood. Forming **IBA - Inquilinos Boricuas en Acción**, these activists developed Villa Victoria (Victory Village), a 435 unit affordable housing community in the city's South End neighborhood. The development of Villa Victoria is an accomplishment considered to be a seminal moment in the history of affordable housing, civil rights and community organizing in Boston. Over the years, **IBA** has developed more than 1,000 units of housing, and currently owns a rental housing portfolio of 521 affordable units; with a current value in excess of \$50,000,000. Our holistic approach to community development has been studied by American scholars and international groups from France, Spain, Japan and Ireland to name a few.

Over the course of this past forty-five years, **IBA** has been at the forefront of the community development field. Our holistic approach to community development goes way beyond bricks and mortar to include comprehensive and integrated resident services, buttressed by programs in education, workforce development and the arts. We provide high quality affordable housing units to over 1,200 individuals. All of the families and elders that live in our units come in at or below 50% of the Area Median Income (AMI), but most of them are at or below the 30% AMI. We provide housing to families and elders from diverse ethnic backgrounds.

Our goal is to provide affordable housing and a safe, healthy and vibrant environment that promotes the highest quality of life for low and moderate income families and elders. We have refinanced our properties to keep them affordable for the foreseeable future by using Low-Income Housing Tax Credits (LIHTC), among other mechanisms. This strategy helped us build on our equity to address our properties short- and long-term maintenance needs. Also, we use

funds generated by the properties financial structure to fund resident services and security. These two items—resident services and security—have proven to be an important line item in our budget that is highly valued by our residents. Finally, **IBA** has sought ways to maintain our affordable housing units by setting up a reserve pool of funds that will allow the rents to be subsidized in case Section 8 or other government subsidies phase out and are no longer available to provide a bridge of funds until another long-term solution is secured. We are not concerned about expiring use of our units and will continue to find the proper vehicles for the preservation of affordability for all of our units into the future.

We believe that having safe, well-maintained and vibrant housing units, common areas and open spaces are important for our residents and for our neighborhood at large. We strongly believe in keeping our units and community safe, clean, comfortable and well-maintained. We know that our residents not only expect us to do so, but they fully deserve it. Therefore, we will achieve our housing affordability outcomes by following our successful model of keeping up with the maintenance and capital needs of our properties. We do this by ensuring that we have an updated capital needs assessment and that we prepare financial forecasts and create capital reserves that allows us to adequately plan capital renovation phases for the foreseeable future. We take pride in the maintenance and upkeep of our units, common areas and open spaces. We believe that well-kept units, properties and surrounding

Working collaboratively with Villa Victoria residents, **IBA** has developed low and moderate-income apartments that include:

- **ETC & Associates (1971-1972)** – Project consists of 13 buildings containing 71 apartments units and approximately 5,000 square feet of commercial space located on Tremont Street and Shawmut Avenue. This project was developed as an urban renewal project under M.G.L. Chapter 121A and was originally financed under HUD's Section 236 program and by equity contributed by a syndicate of individual limited partners in return for tax benefits then available under the federal tax law. Seventy of the project's 71 units are affordable and receive project-based Section 8 rent subsidies.
- **Torre Unidad (1973-1974)** – This is a 201 unit elderly housing high rise building at 80 West Dedham Street that IBA developed for the Boston Housing Authority as a turnkey project.
- **Viviendas Associates (1975)** – This project consists of five (5) wood frame buildings and one (1) seven-story mid-rise building containing 181 apartment units and approximately 5,00 square feet of commercial space located on Shawmut Avenue, West Brookline Street, West Dedham Street, San Juan and Aguadilla Street in Boston's South End. This project was developed under M.G.L. Chapter 121 A and financed under HUD's Section 236 program and by equity contributed by a syndicate of individual's limited partners in return for tax benefits. All of the project's units are affordable and receive project-based Section 8 rent subsidies.



- **Borinquen Associates (1976-1977)** – This project consists of nine (9) buildings containing 36 apartment units located on Tremont Street, Shawmut Avenue, West Brookline and Upton Street. This project was developed under M.G.L. Chapter 121 A and financed through MassHousing and by equity contributed by a syndicate of individual limited partners in return for tax benefits. All of the project's units are affordable and receive project-based Section 8 rent subsidies.
- **Victoria Associates (1980)** – This project consists of 15 wood frame row buildings and two brick and wood frame row houses containing 190 apartment units and approximately 6,000 square feet of commercial/community space located on West Newton Street, Tremont Street, Drapers Lane, Newland Street, Upton Street, Pelham Street, West Dedham Street, and Shawmut Avenue in the South End. This project was developed under M.G.L. Chapter 121 A and financed under HUD's Section 221(d)(4) program, HUD's Section 11 (b) tax-exempt bond program, and by a syndicate of individual's limited partners. All of the project's units are affordable and receive project-based Section 8 rent subsidies.
- **South End Apartments (1981)** – This project consists of three (3) brick buildings containing 28 apartments unites located at St. Cyprians Place and Cunard Street in the lower Roxbury area. IBA acquired the project directly from HUD with mortgage financing provided by HUD. All of the project's units are affordable and receive project-based Section 8 rent subsidies.
- **Jorge Hernández Cultural Center (1985-1986)** - The former All Saints Lutheran Church located at 85-91 West Newton Street was converted by IBA into the Jorge Hernández Cultural Center (JHCC). Financing for this conversion was provided by the City of Boston's Public Facilities Department and the Massachusetts Community Development Finance Agency. In 2009, the name of the JHCC was changed to the Villa Victoria Center for the Arts.
- **Residencia Betances, Inc. (1992-1993)** – This project consists of 11 units of two tiered supportive housing located at 326 Shawmut Avenue in the South End. The residents of this project are Spanish-speaking de institutionalized patients of the Massachusetts department of Mental Retardation Financing for this project was provided by Massachusetts Housing Partnership Fund Board, Massachusetts Housing Investment Corporation, PFD and the Housing Innovation Fund of the Massachusetts Executive Office of Communities and Development.
- **In 2001 and 2001, the Vivendas Apartments, the South End Apartments and the Victoria Apartments projects** were refinanced through MassHousing with low-income housing tax equity provided by MHEF. As part of this transaction, IBA obtained ownership of the land underlying the Vivendas Apartments and South End Apartments and South End Apartments project. The project's affordability protections were also extended (HUD renewed the term of the project-based Section 8 subsidies for 20 years under its mark-up-to market program) and IBA received the right to buy each project at a favorable price at the end of the tax-credit compliance period. Furthermore, HUD's Section 8 mark-up-to-market renewal contacts currently generate rental



income sufficient to provide substantial ground lease payments that supports IBA's community-based programs.

- **Robert L. Fortes House (2003)** – IBA acquired the Robert L. Fortes House project in the Lower Roxbury, a 44 unit elderly housing apartment building and refinanced and renovated the property. The project was refinanced with tax-exempt financing provided through the MATCH program sponsored jointly by MHP and Massachusetts Development Finance Agency and with tax credit equity contributed by MHEF. As in the Victoria Apartments project, the Fortes House project not only provides positive cash flow to IBA, but also resulted in an extension of the project's affordability protections and IBA's receipt of the right to buy the project at a favorable price at the end of the tax credit compliance period.

- **Residences at Neponset Field (2012)** – IBA developed this 31 unit HUD 202 elderly housing complex on a site located in Hyde Park in Boston near the Neponset River. This \$10M elderly rental housing development is located on a once-vacant, 2.5 acre. The building has 31 one-bedroom apartments an elevator for handicap accessibility, an onsite laundry facility, and program space for residents on the ground floor with a beautiful community space leading out to a garden area fronting the Neponset River. All units are also universally adaptable for elderly occupants and three units are fully handicap accessible. The four-story, wood-framed building utilized several green building design techniques, earning it the development the distinction of being LEED-Home "Silver" certified by the U.S. Green Building Council. The City of Boston contributed over \$2M to the Neponset Fields Development, and the State of Massachusetts contributed almost \$3M to the development of this project. The project has also received HUD support of almost \$5M in Section 202 Construction Loans and \$400K in HUD DPPG program funding.

Since 2003, Vanessa Calderón-Rosado, Ph.D., has been IBA's Chief Executive Officer. During her tenure, IBA has completed a dramatic financial, operational and programmatic turnaround, creating a stronger organization that is now the largest Latino-led nonprofit in Greater Boston, and that is poised to take a more active role in public policy issues affecting Latinos in Massachusetts. Under her leadership, IBA has expanded a joint venture with Bunker Hill Community College that created a satellite campus in Villa Victoria (IBA's affordable housing community); has grown its youth development programs; has increased arts and culture programs to anchor it as New England's premier Latino arts hub. In March of 2013, IBA merged with its real estate development affiliate, ETC Development Corporation to create more efficient mission-driven synergies and develop more affordable housing.

IBA has received many accolades, awards and recognitions for its exemplary track record and history. Recent awards include: MA Non-Profit Network Awards--finalist in collaboration category (2010 and 2012); MA Cultural Council's Commonwealth Award (2011); Social Impact Research selected IBA's Preschool Program as one of top 21 MA school readiness programs (2010); MetLife Award for Access in Underserved Communities (2009); Citizen's Bank Champion in Action (2009); NEA grantee (2008-2011); Social Innovation Forum Finalist (2008); Jimmy and Rosalynn Carter

Partnership Award for Campus-Community Collaboration, Honorable Mention (2007); Massachusetts Catalogue for Philanthropy selection (2007); and Boston Center for the Arts Champion Award (2007).

Consistency with the Commonwealth's Sustainable Development Principles

Our CIP is consistent with and shares many of the tenets of the Commonwealth's Sustainable Development Principles.

1. Concentrate Development and Mix Uses – IBA's facilities provide housing and a diverse portfolio of programs to support the wellbeing of our residents.
2. Advance Equity – Our residents program and strong connection with our neighbors allow us to help them voice out their thoughts and concerns regarding community development projects. Therefore, they are strong advocates of the community they live in.
3. Make Efficient Decisions – Partnerships, Relations, and Community Engagement are the components for IBA's strong voice. We believe that inclusion of our diverse audience help us make effective decisions.
4. Protect Land and Ecosystems – Our organization knows that an environmental conscious growth and the protection and care of green areas are key to our goal of been a sustainable community. Furthermore, when we know of common areas that are not kept to our standards we request the administrator for a chance for IBA to maintain these areas.
5. Use Natural Resources Wisely – Our expansion or construction plans are always led by consulting firms that comply with the upmost standards.
6. Expand Housing Opportunities – IBA is working hand in hand with the Office of the Mayor Walsh to achieve his administration goal of increasing the affordable housing offer in our city of Boston. This is the main reason for our existence as an organization so we are honored that our major shares our same values.
7. Provide Transportation Choice – During our participation with the city's and state's plan for expansion, we always consider transportation as a key component to avoid community isolation and promote their empowerment. We are committed to keep our communities accessible for all ages.
8. Increase Job and Business Opportunities – IBA's commitment to facilitate closing the economy disparities are embedded in the design of our College and Workforce Development program. We are a very exciting stage where partnerships with employers will be solidified and strengthen to help pave the way to success for our youth and adults.
9. Promote Clean Energy – IBA is working hand in hand with CLEAResult Building Performance Consulting group to achieve high performance buildings: healthy, durable, and energy efficient.

Plan Regionally – We are actively engaged in the city's plan for expansion. IBA and its residents understand that this is our duty and an important role to promote the prosperous community development we strive for.

## Conclusion

**IBA is excited about the opportunity to submit our Community Investment Plan (CIP), and the prospect of being chosen as a recipient of \$150,000 in Community Investment Tax Credits.**

We see this as a great opportunity to:

- Advance the implementation of our CIP;
- Enhance our ability to meet the CIP's goals;
- Increase **IBA's** visibility in our city and region;
- Expand and diversify our social investors segment; and
- Increasing the economic, educational and social power of the individuals and families that we serve.

We are grateful for your careful consideration of our CIP.