



COMMUNITY INVESTMENT PLAN

2016-2018

Section 1: Community and constituencies to be served

Lena Park Community Development Corporation (LPCDC) is one of Boston's oldest CDCs. It was founded in 1968 by area residents concerned with affordable housing needs and youth development. In 1972 LPCDC became a Chapter 180 non-profit corporation exempt from taxation under Section 501(c)(3) of the Internal Revenue Code.

LPCDC's General Service Catchment Area straddles Blue Hill Avenue in the Dorchester and Mattapan sections of Boston. The service area is bordered on the south by Walk Hill Street, on the west by American Legion Highway and Blue Hill Avenue, on the north by Columbia Road and Washington Street, and on the east by Norwell Street, Talbot Avenue and Blue Hill Avenue. **See map of service area in attachments.**

Boston's small size and large number of CDCs result in some service area overlap at the fringes. Roxbury's Urban Edge, Madison Park and Nuestra Comunidad are on Lena Park's north, Codman Square NDC is on its east, and Mattapan CDC is on its south. However, no other CDC primarily focuses on LPCDC's service area, and the service area population identifies LPCDC as its own.

The service area consists of 128 blocks and had a total population of 13,815 as of the 2010 Census. According to the American Community Survey, the service area population is predominantly Black/African-American, with a small but growing minority of residents identified as Hispanic/Latino. The service area is low-income/economically disadvantaged, as are most of the people served by LPCDC.

17.3% of area households had annual incomes below \$10,000 in 2010. Another 15.6% of households had annual incomes between \$15,000 and \$25,000. Both of these groups are Extremely Low Income—under 30% of Area Median Family Income (AMFI) under HUD 2010 Area Income Limits for the Boston metropolitan area, for which the AMFI was \$91,800 for a family of four. Another 32% of area households had annual incomes under \$45,900 for a family of four, or under 50% of AMFI, classified as Very Low Income. Together these three income groups constituted 65% of area households in 2010.

Deep poverty in the service area is accompanied by lower levels of educational attainment: Out of 2,816 18- to 25-year-olds, 32% had less than a high school diploma, another 30% had only a GED or a high school diploma, with the final 30% having some college. Not surprising, therefore, are the service area's lower level of workforce participation and higher rates of crime and criminal justice involvement than the City as a whole.

The 1,300 residents of the 458 households in LPCDC's six low-income housing developments in the service area--Granite Lena Park, LBB, Brown Kaplan and Olmsted Green I, II and III--form a representative core constituency that differs from the rest of the service area population in one very important respect: The residents live in safe, secure and permanently affordable housing, enabling them to set and achieve educational, employment and economic goals without the burdens of high rent and housing instability that weigh on so many of their neighbors.

For the residents of Lena Park's housing and for other low-income residents in the service area, LPCDC and its Community Center are providers of hope and opportunity for better lives in a community where they are no longer left behind.

Lena Park's operation of a sizeable Community Center with a broad array of programs and services is not the norm among Boston's CDCs, but is essential given the history and geography of the service area and Lena Park's commitment to youth development. In the founding year of 1968, "white flight" was changing the City's neighborhoods, both socially and economically. 150 American Legion Highway was the YMHA Hecht House, the center of a historically Jewish community that by 1970 had diminished in numbers to the point that transfer of the building to Lena Park was practical as well as philanthropic.

The building represented an opportunity wrapped in an enormous challenge—how to build "The Center for One Community", as LPCDC now describes itself, out of the remnants of a community that came and went before. Compounding the social challenge was the economic one: The people left behind and the people moving in were mostly poor and Black, and Boston's own brand of de facto racism severely limited their opportunities from cradle to grave.

In the founding years the geography presented—and still presents—another great opportunity linked to another daunting challenge: The residential neighborhoods of Lena Park's service area are flanked by huge, adjoining tracts of open land—parks, cemeteries, and, most important, the former site of Boston State Hospital (BSH). Deinstitutionalization of the mentally ill and subsequent mothballing of state hospitals became state policy in Lena Park's early years. BSH had been a powerful engine of social and public services, stable jobs, vehicular, foot and retail traffic and institutional influence. Its closing created mountains of demolition debris that kept truckers busy but left everyone else in the dust.

Community gardeners organized to take over fertile BSH acreage along American Legion northeast of Walk Hill Street, and the Mass. Audubon Society later opened the Boston Nature Center and Wildlife Sanctuary on adjacent land. These alternative uses of the former hospital site, positive as they were, were small bore in relation to the realities of underdevelopment

that the community faced when institutional flight was added to white flight. No wonder that the state-appointed Boston State Hospital Citizens Advisory Committee (CAC) had to meet for *decades* to hash out plans for the land.

LPCDC was left with two major assets with which to build the community's future: a building that was to become the Center for One Community and an engine of youth development, and an abundance of vacant land on which to construct critically needed housing and service facilities.

Section 2: Involvement of community residents and stakeholders

The CAC was mandated to insure the involvement of community residents and other stakeholders in planning the redevelopment of the BSH land. The development partnership Lena-New Boston was formed and was designated to implement the CAC's plans for the land, a multi-year, multi-project development initiative entitled Olmsted Green. Lena-New Boston has completed the first phases of Olmsted Green and still has projects in the pipeline. (See Section 9, below.)

A financial crisis in 2009 led the Lena Park Board to temporarily suspend all services except for affordable housing while reassessing the organization's position and mission. The Board heard a clear message from the Lena Park community that the organization must be saved, that it must remain under local control, and that it must rebuild its programs and facilities. The Board therefore contracted with Urban Edge for interim administrative and financial management services from 2009 through 2014, and more recently with Nuestra Comunidad for asset management, to sustain LPCDC and its real estate while the Board led the community through a reorganization and renovation plan.

To guide the restructuring of LPCDC, an external consulting company, Gibbons and Associates, conducted a community assessment and planning process beginning in May 2012. The Board charged the consultant with five tasks:

First, gather information about the current conditions, issues and challenges facing residents of the service area, as well as the assets that can be brought to bear. Second, solicit feedback from residents, businesses, organizations, community leaders and funders regarding what services are most needed given the identified issues and challenges. Third, identify the existing outside programs and services that LPCDC can access for its constituents and thus avoid duplication. Fourth, determine which new programs initiated by LPCDC would have the most impact and sustainability. And fifth, outline a strategic framework of SMART steps that clearly aligns LPCDC's mission, vision, and values with core competencies and performance goals.

The assessment process began with public meetings at the Carver Den on Talbot Avenue, where stakeholders from all walks of life aired their concerns and hopes for LPCDC. Gibbons Associates' work began with and continued to rely on open public forums.

The Assessment Report helped guide the community's goal-setting and selection of the programs and service activities described below and enabled the Board to identify the staffing, resources and partnerships needed to implement and sustain these activities. Four-year organizational goals were set in the areas of governance, operations and administration, financial management and community engagement.

The management contract with Urban Edge concluded in early 2015 with the start-up of operations of administrative, management and program staff under the leadership of the new Executive Director, Kimberly Simmons.

LPCDC's new Executive, Community Engagement and program staff members are charged with the responsibility to build and deepen relationships with local residents and businesses so that they work in partnership with the organization to achieve community development goals.

In-person contacts are made through home visits, canvassing and presentations to resident groups and other organizations and institutions. Information is broadcast and connections are made through the use of a full range of outreach and engagement tools—fliers, phone blasts, newsletters, social media and Constant Contact. Residents are recruited as program volunteers and businesses as donors to programs and events.

Lena Park's approach to community engagement relies on three vehicles:

A council of residents and other stakeholders from the wider community was put in place in 2014. Monthly council meetings are attended by tenants of Lena Park developments, resident association representatives, church leaders, parents of children in Lena Park's after-school program, representatives of other local organizations and staff from the Mayor's office. This is a working, get-things-done group that functions as a leadership cadre to identify community issues and challenges and find and implement solutions. Effective members of the council are asked to serve on the LPCDC Board. For example, Olinka Briceno, a council member and resident of Lena Park housing, was invited to join the Board in 2015. A good example of community engagement resulting from interaction of the Board and the council is the quality of life survey conducted by Lena Park's Community Engagement staff, which yielded 70 respondents in its first round. **See an excerpt from the survey in the attachments.**

A six-member youth council is the second vehicle of community engagement. The council meets weekly to plan events, discuss issues important to young adults, and to learn peer leadership skills. Ideas and issues raised by the youth may reach the Board through the staff members who meet with the youth. In their work with the youth council the staff employs a set of curricular resources called Youth Engaged in Leadership and Learning (YELL) developed by the Gardner Center of Stanford University. The youth receive small stipends for some of their work, and in summer several are paid through the Boston Private Industry Council.

The third vehicle is the monthly residents meeting, open to all families in Lena Park housing. The meetings are a forum for raising property management issues, public safety concerns and

problems with neighboring developments. Installation of security cameras at Olmsted II and III was a direct result of input to the Board from the resident meetings. Individual tenants with private issues such as rent arrearages may meet with Community Engagement staff members after or outside the meetings. Phone blasts and newsletters encourage attendance at resident meetings as well as invite one-on-one counseling to solve tenancy problems, conduct public benefits screening, assist with job searches, address domestic crises, and provide financial coaching.

Outreach to local residents as well as to service providers (e.g., DCYF, the Home for Little Wanderers, Harvard Street Health Center) and churches (e.g., Faith Christian, Greater Love Tabernacle) is steadily yielding new members for Lena Park, who are discovering all that the organization has to offer, now and in the future. Members (almost 400 as of this writing) are an ongoing source of new ideas about how LPCDC's housing, facilities, programs, staff and future development projects can best serve the community.

Firmly connected to the community, led by a new Board with diverse backgrounds and expertise, ready to roll with fresh executive leadership and staff, well positioned in sparkling restored facilities, Lena Park had a new beginning in 2015, its 47th year.

Section 3: Plan goals

A. Preserve, improve and expand the community's affordable housing assets.

Development and preservation of affordable housing was a founding mission of LPCDC and has remained a major focus through the years. LPCDC has no higher responsibility than to protect, sustain, improve and build these valuable affordable housing assets for generations to come.

To insure that its housing developments continue to be good places for people to live, raise a family and achieve their educational, employment and economic goals, LPCDC contracts with a leading property management company—currently WinnResidential (Winn)—and holds the company responsible for maintaining the highest quality housing and resident services standards. There is broad agreement that Winn is doing an outstanding job.

Development of new affordable housing by LPCDC provides other important benefits to service area residents, the wider community and the City of Boston. For example, the most recent new development, Olmsted Green III, built in partnership with New Boston Fund and financed by the Mass. Housing Partnership, created both construction and permanent jobs and had 59% participation by local, minority and women workers. Like every other LPCDC development, Olmsted Green III strengthened the City's tax base, encouraged expanded and improved public services and provided new customers and workers for local businesses.

Activities to be undertaken to achieve LPCDC's affordable housing goals are outlined in the next Section.

B. Sustain and increase residents' access to and use of human services and promote community involvement and leadership in every aspect of community development.

Residents and neighbors of Lena Park's housing, users of its Community Center, and local businesses, schools, organizations and faith communities—all have a stake and deserve a voice in the growth of individual and family resources, in the development of new housing, commercial space and public amenities, and in the forging of linkages of the Lena Park community to the economic growth of surrounding neighborhoods and the rest of the City of Boston.

Lena Park's Community Engagement (CE) Officers are the front line workers charged with sustaining and increasing resident involvement and leadership. The CE staff connects residents to appropriate programs and services to help them retain and thrive in their housing and pursue their educational, employment and family goals. The staff also supports resident participation and leadership development in resident associations, community organizations and civic initiatives. The weekly youth council and monthly stakeholders' and residents' meetings are organized and staffed by the Community Engagement Officers, and the meetings sustain the informed and active involvement of area residents in planning and overseeing new development and services that benefit current and future LPCDC constituents.

Activities to be undertaken to achieve LPCDC's human services and resident leadership goals are outlined in the next Section.

C. Provide and expand opportunities for children, youth and adults to learn, earn, get and stay fit, expand their horizons and set and achieve goals.

Lena Park's vision is a community in which children and youth engage in cultural and recreational activities that contribute to healthy development, and have supports to achieve academic success that enables them to enter and complete college and/or obtain a career-oriented job. In this community vision, families have access to private and public resources that help them provide for their needs, residents establish ties of friendship and mutual interest, and the new networks thus formed become the connective tissue of a strong and growing community.

The brand-new facilities at 150 American Legion Highway are more than your average community center. Lena Park's staff has built an integrated system of human resources and structured activities that focus not only on youth development, but also on making education and good physical and mental health life-long pursuits of children, teens, adults and seniors.

Programs for children reinforce and broaden the education they receive in their schools—and free their parents to focus on their work with the confidence that their children are in good hands and engaged in positive activities.

Programs for young adults—and as time goes on many of these young adults will have been the children Lena Park helped raise—squarely face the life choices that impact young people in adulthood and ripple out to the families they form and the community they help shape.

Programs for older adults—yoga, Zumba, computer basics and men’s basketball—promote mental as well as physical flexibility, strength and wellness, plus help create and maintain the social, economic and civic connections that are the fabric of a healthy community.

Activities to be undertaken to achieve LPCDC’s human development goals are outlined in the next Section.

Section 4: Activities to be undertaken

A. Preserve, improve and expand the community’s affordable housing assets.

Refinancing and sustainably renovating all of its current developments is the proven path to both protect long-term affordability and upgrade housing quality and resource efficiency. LPCDC will maintain a consistent focus on all six of its existing portfolio properties to insure that each one makes the necessary investments to assure its continued mission and operates efficiently so as to contribute to the financial health of LPCDC.

Lena-New Boston is the designated developer of another twenty acres of adjacent land, which is fully permitted for additional housing. Applications for funding for three housing proposals for about two-thirds of this acreage are before the state and the City of Boston, and the development team is working hard to win funding awards in every upcoming round. The three proposed projects are:

- 40 units of rental housing to be developed under the Low Income Housing Tax Credit (LIHTC) Program;
- 40 units of moderate- to middle-income homeownership housing; and
- 100 units of moderate- to middle-income rental housing, so-called “workforce housing”.

See photos of housing and community center in the attachments.

B. Sustain and increase residents’ access to and use of human services and promote community involvement and leadership in every aspect of community development.

By 2018:

- The weekly youth council meetings should average 15 active participants with youth leading the meetings;
- The residents’ meetings should have average monthly attendance of 30, ideally 5 from each of 6 housing developments, with residents leading the meetings;

- The stakeholders' meetings should have average monthly attendance of 60, with stakeholders leading the meetings. The Mattapan Health Center and Main Streets, the Boston Public Health Commission, the Boston Private Industry Council, Jewish Vocational Services, Baraka Wellness and the Department of Children, Youth & Families will be regulars.

By 2018, annual participation in the following programs will be:

- benefits screening: 360
- job readiness & skills training: 68
- financial coaching & budgeting: 120
- individual counseling & social services referral: 20
- assistance for rental arrearages: 120
- homebuyer education: 100 referred to outside provider
- voter registration & participation (includes youth): 100
- foreclosure prevention: 50 referred to outside provider
- college prep & loan counseling: 60
- Volunteer Income Tax Assistance: 100 referred to outside provider

C. Provide and expand opportunities for children and adults to learn, earn, get and stay healthy and fit, expand their horizons and set and achieve goals.

LPCDC works to provide a wide range of academic, artistic and recreational programs and family resources in a Community Center redesigned for this multi-service approach. Several other programs are off-site and are made available through provider partnerships. All programs have a high ratio of staff to participants, allowing individual attention to growth and development. Membership in the Community Center for the rock-bottom prices of \$5 per year for children, \$20 for adults and \$35 for families gives members access to a host of programs, most at no additional cost, encouraging enrollment in multiple activities that broaden horizons and set the pace for an active life. For higher-income residents in wealthier communities, such a life of plentiful choices is a given.

1) The Family Resource Center is a space for individual families of every type to grow and thrive and for the community to build a stronger family network. Parenting support groups, a child/parent playgroup, parenting classes, and a family nurturing program will grow to serve 250 families annually by 2018. The child/parent playgroup alone will see participation by 50 families over the course of 32 weeks in 2 hour weekly sessions. Periodic workshops provide assistance with accessing public income supports, increasing family incomes. Monthly Fair Foods food distributions help insure that basic nutritional needs are met. Family Fun Nights and Movie Nights get families out of the house together and promote better adult-child and neighbor-to-neighbor relationships.

2) The Technology Cafe is a state-of-the-art classroom that gives individuals and families opportunities in technology and career-building that were previously not available. Classes include computer basics for adults, MS Office and Typing 101, job readiness training/resume writing, social media and bookkeeping. The goal is for the Tech Café to serve a minimum of 150 youth and adults annually by 2018. In addition, a planned “Fab Lab” upstairs from the Café will offer a 6-week program of 3D printing, laser cutting, engraving, precision milling, and circuit production to help young people gain STEM and entrepreneurial skills. The 2018 goal is to have the Fab Lab serve a total of 120 youth.

3) Visual, Literary and Performing Arts programming includes theatre, painting/drawing, film-making, photography, fashion design, writing, music instruction, graphic design and printing. Creative writing is offered in partnership with the acclaimed writers’ resource center Grub Street. Emerson College is the partner for “I Dream: Boston”, writing and performance workshops with Emerson artists, plus tickets to shows. The arts programs will draw (duplicated) participants from the Tech Café (an estimated 40), Fab Lab (30), recreation programs (240) and out-of-school time programs (210), for a total of 520 served annually by 2018.

4) Recreational Services are offered in Lena Park’s full-size gymnasium, all-purpose room and playing field. In addition to traditional sports such as basketball, baseball and soccer, Lena Park offers a girls’ fitness clinic, yoga, Double Dutch, Zumba, Tae Kwon Do and dance. Lena Park is also working to provide recreational opportunities that are not widely offered to urban youth, including golf, lacrosse, tennis and swimming. Partnerships with the Holland Community Center, the Sportsmen’s Tennis Club and Franklin Park will make such a program array possible. The Recreation Manager sees combined program growth to 300 unduplicated participants by 2018.

5) Youth Education Programming includes STEM programming, homework help and tutoring, literacy classes, college and financial aid application assistance, mentoring, and a comprehensive after-school/out-of-school time program. In July and August of 2015 Lena Park piloted its first summer program, Kids Connect, with 68 children, ages 5 to 13. Many of these children then transitioned into the after-school program, which operates Monday through Friday from 2:30 pm to 6:00 pm throughout the school year, with all-day programs during school vacations. The children receive a rich program mix of art programs, computer-based skill-building, multiple recreation offerings and homework help. The children and their families enjoy a field day at the end of June, a Thanksgiving dinner, and winter holiday gift-exchange.

Both the summer and the after-school programs recently obtained state licensing, which allows the programs to accept state vouchers to help underwrite program costs. By 2018 the after-school program should be able to enroll 60 children, with the summer and school vacation sessions accommodating 160 children. In addition, the youth council meets regularly throughout the year. In the summer, youth council members help run Teen Cafes that focus

on anti-violence activities and leadership skills. An outside provider offers the Young People Success Series Life Management Program.

See photos of programs/participants in the attachments.

Section 5: How success will be measured and evaluated

LPCDC's Board is the principal body that oversees organizational effectiveness in achieving short- and long-term goals. Monthly reports are provided to the Board by the Executive Director, and the Executive Director also meets bi-weekly with the Board Chair. Objectives are established within specific timeframes and the Board reviews the progress made toward each objective. Once an objective is achieved the Board assesses the accomplishments.

LPCDC's finance team tracks finances using Quickbooks and provides reports to the Executive Director for the monthly Board meetings. The finance team works with the auditors after each year end to provide all of the information needed for an accurate picture of annual operations and financial position.

LPCDC uses the Traxsolutions system made by nFocus Solutions to track quantitative information about programs and participants. This system is the industry-leading outcome measurement and performance management solution for the public sector. Traxsolutions delivers a comprehensive package of configurable, web-based data management and outcome measurement tools designed to meet most organizational requirements "right out of the box".

Lena Park has the ability to track demographics on each participant including age, race, gender, residence, school, etc., as well as daily attendance, and create real time reports. Each Community Center member is given a badge that they swipe when they enter the building to confirm that they have arrived and are here for their activity or class. Such an entry system also enhances security, especially for younger children.

With a survey module Lena Park surveys children and youth, parents and program providers to obtain feedback about programs in order to continually improve operations. For some programs, short pre- and post- tests are given during program enrollment and then again during the last week of the program. Program providers are also surveyed to obtain feedback on how their partnership with LPCDC worked and on what improvements can be made. Some programs have completion requirements. For example, MS Office and Bookkeeping students must demonstrate skills obtained in order to earn certificates that confirm their job-readiness.

LPCDC is beginning to use Salesforce to track revenue, donors and events. The Community Engagement Manager is a licensed social worker who formerly worked at Urban Edge, where he used Salesforce to track client engagement, including confidential case management information. LPCDC will build the in-house capacity to track clients and outcomes on

Salesforce. The goal is that all program managers will be fully adept at client and outcome tracking by the end of 2016.

See sample of Traxsolutions report in the attachments.

Section 6: Collaborative efforts to support implementation

The partnership between LPCDC and New Boston Fund--Lena-New Boston—has successfully implemented the first phases of the Olmsted Green development initiative and will be engaged together on three more projects over the next three years.

Nuestra Comunidad will continue to perform the vital asset management function for LPCDC.

Codman Square NDC, Urban Edge and Faith Christian Church remain ownership partners in Brown-Kaplan, LBB and Olmsted I and II, respectively.

LPCDC will continue to rely on the astute and proven real estate development guidance of Peter Munkenbeck.

The Brooke Charter School and LPCDC will expand their mutually beneficial program and ownership roles, with students from the Brooke enrolling in LPCDC programs and the Brooke working with LPCDC to protect the investments of both parties.

Program partners include Emerson College, Fair Foods, Sportsmen's Tennis Club, GrubStreet, the Fresh Truck, the Latino STEM Alliance, the Boston Police Department, Urban Edge Housing Corporation, and instructors in African dance, comic-drawing, robotics and thirteen sports and fitness programs.

Through LPCDC Board Chairperson David Wright the Black Ministerial Alliance (BMA) of Greater Boston has long been a trusted major partner, supporter and advisor of the organization.

Partners and collaborators yet to be identified will certainly emerge over the next three years and expand LPCDC's reach and impact.

Section 7: Integration of activities/consistency with community strategy and vision

The Community Investment Plan goals defined in Section 3, above, emerged from the community assessment and subsequent community planning process begun by the Board and its consultant in May of 2012. The community vision and strategy that resulted dictated program choices made in 2014 and implemented in 2015. Operations in 2015 represent a first phase of LPCDC's restart, with program growth and additional new programs planned for 2016-2018.

Affordable housing ownership and development, community engagement initiatives and human development programs are integrated as follows:

The 458 families in LPCDC housing are core constituents whose interests include, first, safeguarding their affordable housing assets; second, improving their own neighborhoods and wider community; and, third, taking advantage of and expanding local opportunities for education, positive youth development, employment, health and fitness. Lena Park's Community Engagement staff begins with this core constituency and moves out to the wider community to identify and engage other stakeholders and develop leaders committed to these interests. Housing preservation, refinancing, sustainable renovation, ownership and management under LPCDC's leadership depends on community engagement and support for permitting and financing. New rental and ownership housing development by Lena-New Boston relies on the same kinds of engagement and support.

Human development as practiced by LPCDC has created a Community Center that is literally the Center for One Community. A community consciousness that arises from participation in Community Center activities stimulates community engagement and support for affordable housing and neighborhood improvements. For an idea of just how active the Center is every day, evening and weekend, see the **January 2016 calendar in the attachments**.

The Center is organized and operated to provide cross-access to all age-appropriate programs for all members, at an affordable price. This approach makes the after-school and summer programs, for example, much more enriched with education, arts, sports and fitness programs than the typical out-of-school time program. The same goes for programs for youth, adults and seniors.

Typical of Lena Park's cost-effective leveraging of resources and establishment of mutual interests is an arrangement in which Sportsmen's Tennis brings instruction to Lena Park's gym in exchange for access to Lena Park's Tech Café.

And as an example of basketball being more than basketball, inter-league basketball games with leagues from other community centers are held to foster relationships across neighborhoods (e.g, Franklin Hill and Franklin Field) that break down street rivalries that can lead to violence. Police from BPD District B-3 have friendly games with local teens in Lena Park's gym that build mutual respect and trust.

Integration of activities and consistency with the community vision are standard operating procedure at Lena Park.

Section 8: Financing strategy

LPCDC's strategy to achieve community investment plan goals over the next three to five years can be summarized as: *Safeguard Assets, Maximize Investments and Manage Growth*.

The redevelopment of 150 American Legion Highway earned LPCDC \$3.6 million from the sale of the main building and the majority of the gym to the Brooke School. This established a Board-controlled, Board-restricted reserve, an annually diminishing portion of which will be earmarked to cover the shrinking gap between revenue and expenses. Too much advance spending on social services in the hope that revenues to support them will come in would threaten hard-earned liquidity and net worth. The goal is to get Lena Park through an expeditious transition and to end up with a balance of restricted reserves equal to 50% of one year's annual expenses.

The Community Engagement program is an "above-the-line" expense built into the operating budgets of LPCDC's six housing developments, and covers a major portion of the cost of two Community Engagement Officers. The near-term strategy here is to spread that cost over ever-healthier renovated housing developments' budgets as well as over new housing. Inasmuch as the Community Engagement Officers are key people, along with property managers, in the never-ending effort to prevent and correct rent arrearages and lease violations and maintain full occupancy, it makes very good social and financial sense to keep them working.

Asset management and incentive management fees are dividends from property ownership. This "below-the-line" fee revenue increases as current developments are renovated, refinanced, kept fully occupied, achieve rent- and subsidy-collection goals and reduce per-unit expenses. Fee revenue also goes up as LPCDC assumes the sole owner or managing general partner position in each of its developments.

Since 2011 LPCDC has been sole owner of its largest development, Granite-Lena, which is in good shape, exhibits strong performance and yields healthy dividends.

Significant repairs were done with the refinancing of Brown-Kaplan. LPCDC is the managing general partner, and the property sits on a \$2.5 million nest egg to fund capital improvements following a multi-year upgrade plan.

At Olmsted Green I, II and III, LPCDC has the right to purchase 15 years after completion of each phase of the development, and the clock is running. Even before this time, it is expected that LPCDC will become managing general partner of Olmsted III, in two short years.

Looking longer range, LPCDC will be eligible to purchase LBB outright—in 2028.

The completion of the remaining Olmsted Green developments in the next three to five years—40 units of low-income rental, 100 units of moderate- to middle-income rental and 40 units of homeownership housing—will earn Lena Park substantial net revenue as development partner,

plus generate additional long-term fee revenue from its ownership position in the two rental developments.

As distinct from CDCs operating in established housing markets, Lena Park long ago made the decision to develop housing in partnership with for-profit developers and/or strong-market CDCs rather than assuming all risk and competing for capital. LPCDC will continue this approach through the coming years and will not attempt to build in-house real estate development capacity. Whether it partners with New Boston, Codman Square, Urban Edge or other developers, Lena Park will rely on its partners' expertise and experience with all appropriate funding sources. In any case, property ownership and real estate development will remain LPCDC's major revenue sources to support operations and underwrite program growth.

In January of 2015, LPCDC hired a development consultant to rebuild LPCDC's relationships with foundation and corporate donors and public sector funders. A fundraising calendar was created to guide funding requests for all program areas. Proposal submissions began in April and continued throughout the year. Grant revenue received in the last two quarters of 2015 was a modest \$36,000 from seven sources—four foundations, two corporations and the City of Boston. This is considered a good beginning for what is essentially a start-up operation that has to prove its value and sustainability.

In December of 2015, LPCDC engaged another consultant to submit its CDC Certification package and the current Community Investment Tax Credit Program application. Lena Park sees the hoped-for CITCs as powerful stimulants with which to build a five- to six-figure individual and corporate giving program starting in 2016. The marketing program that LPCDC will employ to sell the credits will be derived from the best practices learned by the CDC recipients of CITC awards in 2014 and 2015.

The next potential source of annual operating funds on the horizon is the United Way of Mass. Bay, which visits a revitalized LPCDC in the coming weeks. If invited to submit an application for affiliation—Lena Park was a proud United Way agency in the past—LPCDC will make a strong case even stronger if a CITC award is won.

NeighborWorks® America is the next opportunity—in the fall of 2016--to be considered for program, board and staff training, community engagement, asset management and general operating support. The rigorous assessment undergone by applicants to join the 240-member NW Network—and remain in good standing—is a worthwhile challenge for LPCDC, which would join the first tier of CDCs if successful.

Program fees, led by the after-school and summer programs, should be in the six figures with state licensing expected and the vouchers (currently \$167 per child per week) that follow it. Space rental income is also a growing source.

LPCDC's grand re-opening event in April of 2015 netted \$36,000, helped establish a small base of individual corporate sponsors, and set the stage for an annual fundraising gala. Executive

Director Kimberley Simmons is setting a higher goal for the galas in 2016 and beyond, with CITCs the secret weapon she hopes to have in hand.

Confidence in projected growth of annual membership fee income is based on ongoing relationships with the 458 families in Lena Park housing and the likelihood that many more members will come from the other 12,500 residents of the service area and others nearby. Membership recruitment is a component of Lena Park's Community Engagement Plan.

Following the Board directive to maximize community benefits by leveraging indirect services, program managers are responsible for establishing creative partnerships that minimize costs while expanding program offerings. An example is the arrangement with Sportsmen's Tennis Club to trade tennis lessons for computer classes. Costs *not* incurred are hidden budget highlights.

A 1.76 acre vacant tract fronting American Legion Highway, south of the Brooke School, has been put on the market by New Boston, with sale proceeds to pay off Olmsted Green debt.

LPCDC is confident that stable and growing revenues from diverse sources will financially support the achievement of its Community Investment Plan goals over the coming three years. Fees derived from property ownership will steadily increase. New housing in the pipeline will earn substantial new development revenue. Community Engagement will be funded by a growing portfolio. Membership and program fees will expand as more and more people discover the many offerings available at the Community Center. Event income and building rental income are off to a good start.

Foundations, corporations and individuals--and other investors, public and private--will learn from their own networks that LPCDC achieves positive outcomes for its service area. An award of Community Investment Tax Credits would be a persuasive vote of confidence.

Section 9: History, track record and sustainable development

Lena Park's acquisition of Hecht House in 1970 for use as a community center is referenced on page 1, above. The building served its community services purpose for three decades but by 2007 was beginning to cause serious financial stress. Replacing the roof was a necessary expense that stretched finances thin, and the building did not meet ADA accessibility standards. Heating the energy-inefficient building was an unsustainable burden year after year. With after-school program revenues declining and the job-training program barely breaking even, the Board made the unhappy decision in 2009 to shutter the building and to close down all programs except for affordable housing.

Lena Park operated the following programs, which were suspended in 2009:

- The after-school program, which has been restarted and is described in preceding sections.
- Supportive housing under contract with the Department of Mental Health, which will not be restarted.
- The job-training program, TEDJAC, which will not be restarted in name or form. Computer skills training, resume-writing and job search assistance constitute the current approach.

The Board was determined to reverse Lena Park's fortunes. With Urban Edge as its development agent, a plan to renovate the building and right-size LPCDC's ownership role was implemented. Six years after the shutdown Lena Park reopened its flagship building. The Brooke Charter School, one of the Commonwealth's leading educational institutions, purchased and renovated the 38,000 square foot main building for its new Mattapan school. Using part of the proceeds from this sale, LPCDC renovated its 10,000 square foot new Community Center and LPCDC offices. The gymnasium on the second floor was restored with public Charter School funds and made a shared facility, with LPCDC owning a third of the gym and the Brooke two-thirds. The renovation created a handsome, energy-efficient building that is the pride of the community, a sustainable asset and a concrete symbol of Lena Park's turnaround.

Over the decades LPCDC has steadily built a real estate portfolio--six housing developments plus the Community Center—today valued at about \$100 million.

LPCDC had acquired the 103-unit LBB affordable rental housing development in 1983 as part of the 700-unit BHP I initiative. In 2013 LPCDC and Urban Edge completed \$10 million of improvements to LBB. Urban Edge took the position of managing general partner, with LPCDC the non-controlling general partner with a 49% share.

The 143-unit Granite-Lena, LPCDC's second housing acquisition, was part of the 1000-unit BHP II initiative that involved eight CDCs. In 2005 Granite-Lena was refinanced under Mark-to-Market, and in 2011 LPCDC gained full control of the property, which is in good shape and yields strong dividends.

The 60-unit Brown-Kaplan property was developed under the LIHTC program in partnership with Faith Christian Church in 1991. In September of 2015, Brown-Kaplan was refinanced, the investors exited, and \$3 million in unit and building envelope upgrades were initiated. The development's deep affordability was extended and Lena Park and Faith Christian are in full control, with LPCDC the managing general partner.

In 2008 the partnership of Lena Park and the New Boston Fund, Lena-New Boston, began the first phase of development of Olmsted Green on 42 acres of the former Boston State Hospital land. Olmsted Green I, II and III—50, 51 and 51 units respectively—are LIHTC projects developed by the Lena-New Boston partnership. Lena Park has a minority interest and the residual interest in all three phases.

From its acquisition of Hecht House in 1970 to its first housing development in 1983, through five subsequent housing developments, Lena Park has demonstrated adherence to sustainable development principles as those principles evolved over the decades. Completion of the conversion of 150 American Legion Highway into a mixed-use, energy-efficient building in 2015 is the most recent example of sustainable development in which Lena Park has played a substantial role. Successive renovations of its multifamily housing developments constituted reuse of existing structures and employed the latest in sustainable design and construction while extending affordability and maintaining the housing assets and choices of local residents with modest incomes.

Upcoming rental and homeownership housing by Lena-New Boston in the next phases of Olmsted Green will expand housing choices to moderate- and middle-income buyers, will employ sustainable design and construction practices and will benefit local residents and businesses through construction jobs, contracts and permanent jobs.

The unique setting of the LPCDC service area adjacent to the large Boston State Hospital (BSH) site resulted in a state-led multi-year community planning process that of necessity had to be extremely mindful of protection of land and ecosystems. The existing community gardens on the BSH site were endowed with the pristine, fertile soil left from a farm that predated the hospital. Wetlands on the site demanded protection, and the move by Mass. Audubon to establish a nature sanctuary and center on the site demonstrated that protection had succeeded and would be maintained. The BSH demolition and cleanup were monitored by many watchful eyes.

Activists associated with LPCDC successfully advocated for bus service—the number 14—on American Legion Highway, which combined with buses on Blue Hill Avenue and Morton Street connects local residents to transit. Frequency and reliability of bus service and the absence of bus shelters are areas for public investment that would improve accessibility and quality of life and reduce reliance on automobiles.

Even after completion of the remaining three Olmsted Green developments, approximately seven acres of vacant land slated for development will remain on the BSH site. Whatever Lena-New Boston proposes for the remaining acreage will be bound by sustainable development principles.

Operating a sustainable Community Center that promotes community-building and youth development, surrounded by high-quality affordable housing that it played a leading role in creating, LPCDC is better positioned than ever to fulfill its founders' goals.