



## Community Investment Plan 2020-2022

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### **MISSION and PLAN OVERVIEW**

Lawrence CommunityWorks (LCW) is a community development corporation that weaves together community planning, organizing, and asset-building efforts with high-quality affordable housing and commercial development to create vibrant neighborhoods and empowered residents. By facilitating conversations and action on community priorities, LCW engages partners and a network of youth and adult residents in opportunities to move themselves and the city of Lawrence forward.

LCW is widely recognized as a highly effective CDC that is solidly grounded in the community of Lawrence. With a membership of over 5,000 residents and other stakeholders, and robust community participation in the Board of Directors, project and program committees, community campaigns, and planning processes, LCW has a well-deserved reputation for genuine resident investment and ownership. Our 2014-2016 and 2017-2019 CIPs were both deeply informed by strategic planning and neighborhood planning processes that together involved over 450 residents and other stakeholders. In 2016, our Board revisited the approved strategic plan, made some modifications based on learning and evaluation of the previous two years and extended the timeframe of the plan first through 2018, then later through the end of 2019. At the same time, LCW has continued its intensive member engagement through NeighborCircles, Community Education Circles, Marketplaces, Design Teams, and other engagement tools; resident priorities arising through those processes are noted throughout this updated plan. Through all of these feedback channels, as well as full involvement from board and staff, LCW is now embarking on a new Strategic Plan process that will formulate our goals and objectives from 2020 through 2025. While our external goals of Strong People, Strong Place, and Strong Systems will remain the same, we are evaluating and discerning what internal goals will be our top priorities over the next five years.

### **CONSTITUENCY**

LCW serves the city of Lawrence, a place that continues to embody many of the tough challenges and great strengths of urban centers nationwide, and that has seen great progress in the past five years. A former textile-manufacturing powerhouse, Lawrence underwent enormous demographic and economic shifts during the past half-century. It is known as the most heavily Latino city in New England, home to a large population of first, second, and third generation immigrants from a variety of Caribbean and Central and South American countries, with Dominicans predominating. After many decades of population decline, Lawrence has for the past 30 years shown a steady increase in population and is now majority-minority, counting 80% of its 80,000+ residents as Latino (2017 American Community Survey, US Census).

Lawrence's assets lie not only in its historic mill buildings and prime location at the intersection of interstates 93 and 495, but also and especially in its young and striving population, blessed with an entrepreneurial spirit and a strong ethic of community involvement and mutual support. The City had nearly 3,700 minority owned business in 2012 and new efforts by the Lawrence Partnership (a public-private economic development collaborative of which LCW is an Executive Board member) are providing working capital to these businesses to expand operation and employment. The City does remain one of the poorest in Massachusetts and the nation, with 24% of all residents living below the poverty line (2017 ACS). Just 68% of adult residents in Lawrence have a high school diploma and 11% of adults have a Bachelor's degree or higher; less than a third of all residents own their home; and nearly 40% of the city's population is under the age of 25. Lawrence residents face the additional challenges of cultural and linguistic isolation—39% of residents are foreign-born, of which 51% are not U.S. citizens, and 38% of the population does not speak English "very well" (2017 ACS).

Since its inception Lawrence has often been the engine that fuels the regional economy but rarely reaps the benefit. In the past, Lawrence's mills, fed by cheap immigrant labor, furnished the profits that built wealth in Boston and neighboring towns, while mill workers crammed into tenement houses and endured low wages and nasty working conditions in the City itself. Today many of Lawrence's immigrant and minority workers serve the low-wage, low-skill, downgraded and seasonal manufacturing and service jobs that are the underbelly of the regional economy; and in fact roughly 2/3 of the jobs in the City are filled by people who live *outside* the City. Although the City's unemployment rate has improved dramatically in the last few years – it remains at 9% which is about 30% higher than the state's rate of 2.9% as of September 2019.

Lawrence is the only substantial source of affordable housing in the region. Over the past five years the City has made some clear progress in addressing the issue of vacant lots and abandoned buildings mired in tax title or resulting from foreclosure, reducing the number from ~1,000 to less than 600, and collecting over \$1M in back taxes. There has also been increasing investment in the City's Mill District, partly aided by zoning changes spearheaded by LCW 14 years ago (and carrying an affordability mandate) and gathering momentum over the last decade. Over the past two decades since its rebirth, LCW has grown its portfolio fivefold, from 43 to 230 permanently affordable high-quality housing units. LCW itself has built or renovated over 400 total units of affordable housing units and 100,000 square feet of commercial space for the people of Lawrence. However, during this time period, housing demand in Lawrence has only intensified. A 2015 housing study commissioned by the City showed that during the past two decades not only has population grown more than 20% while housing production has grown only about 2%, but also that more than 40% of Lawrence households are severely cost burdened, spending more than half of their income on rent. This trend shows no signs of abating, as population and rents continue to rise, and Lawrence continues as a magnet for new immigrants. In addition, in a page out of LCW's book, the report noted that there is “no straight-forward supply-side solution to Lawrence's housing problems as building and improving more housing must be accompanied by significant improvements in residents' income, access to jobs and asset building.”

LCW has focused most of our real estate activities in the North Common Neighborhood – one of the poorest and most blighted when we started our work 20 years ago – and adjacent mill district, but also looks for appropriate development opportunities in other parts of the City, seeking to renovate dilapidated stock and increase the supply of decent affordable housing for families while also sparking resident engagement and neighborhood revitalization. LCW's 5,000+ members come from throughout the city as a whole; our organizing work is city-wide, and our asset building and youth programs serve members across the City, reflecting a central understanding that economic opportunity and advancement in a City with Lawrence's high poverty rates and low levels of educational achievement is intimately tied to educational and asset development, and such development depends on access and preparation. While our constituents are mainly the low-income immigrant and Latino families citywide that are striving to learn English, build assets, and develop networks in this community, we have over the past five years developed a particular constituency among parents of children in the Lawrence Public Schools due to our extensive collaborative work with the schools on parent engagement and family economic success.

## **RESIDENT / STAKEHOLDER INVOLVEMENT**

Network organizing is the heart of LCW, and the heart of network organizing is building relationships of value among and between residents and local stakeholders (businesses, public officials, community organizations). Our membership is composed of over 5,000 people who live or work in the City of Lawrence; roughly 1,000 of these are actively engaged in our work in a variety of ways each year – from classes to counseling to committees to volunteer projects to campaigns to leadership training. One of our core organizing strategies, NeighborCircles, is recognized both nationally and locally as a model for resident engagement and co-investment, and has been the model for our successful parent engagement strategy, Community Education Circles. All of our real estate projects—and the neighborhood or master planning processes from which they arise—are guided by resident

committees and also provide ample opportunities, through one-on-one conversations, block meetings, NeighborCircles, design charrettes, and neighborhood summits, for even broader groups of residents to participate in their shaping. A 2013 neighborhood planning process involved over 430 residents in setting development priorities for the Union Crossing development and mill district neighborhood. Additional planning and design meetings throughout 2018 for the DyeWorks and the newly purchased adjacent industrial site have re-engaged over 100 residents and LCW members and evolved this vision further. For our membership and Lawrence as a whole, this project represents an exciting new phase of community revitalization and a critical complement to the housing, infrastructure, and green space improvements happening all around it.

LCW also has a number of other resident engagement tools that we deploy in our work. One example is the Design Team, a group of 12-16 residents that engages in multiple meetings over a two to three month period to dig into a central project or question, through a combination of grassroots research, discussion, readings, and peer interviews. LCW has used this approach successfully since 2010 and gathered resident input to shape many past projects, such as the Lawrence Financial Stability Center, Community Education Circles, economic development in the City, and parent engagement strategies in the Lawrence Public Schools. Most recently, in 2017, a design team assessed the skills and barriers to advancement of Lawrence parents and directly contributed to the development of effective training programs with local employers. Another example is the LCW Marketplace, a monthly gathering of between 20 and 50 residents at LCW to engage in mutual support, exchange items or services of value, and to initiate resident-driven conversations on hot topics such as immigration or education reform. Yet another example is our Member Summit – or Annual Meeting – which is utilized to solicit member input on the organization’s current and future strategic priorities. Summit topics in 2018 and 2017 focused on safety/immigration and Lawrence’s housing crisis, respectively.

In addition, LCW has numerous avenues for engaging residents in the implementation and oversight of Plan activities going forward. Our recent annual meeting, held in September 2019, centered on gathering member feedback on LCW’s progress toward its external strategic goals as well as input on what issues to prioritize for our next (2020-2025) Strategic Plan’s goals. Engagement in Neighborworks America’s Community Impact Measures process during the summer of 2020 will also provide a formal and structured opportunity to check in with neighborhood residents via a community survey and individual block assessments about the progress of physical development in the North Common. Monthly Marketplaces also provide a regular opportunity for members to weigh in about both current plan priorities and to surface other key resonant items of interest.

## **PLAN GOALS**

As mentioned above, our Strategic Plan will be undergoing some modification and evolution through an upcoming strategic planning process. However, after reaching consensus among the staff, board, and members of LCW, our External Goals will remain the same as what was outlined in our last Strategic Plan and our focus will shift more intensively to updating Internal Goals. Due to space constraints, only external goals are included here.

### **External/ Community-Based 3-Year Goals**

1) **INVEST IN PEOPLE** and ensure that Lawrence has strong residents who are skilled and knowledgeable, civically engaged, and connected to each other and common life.

*Benefit to LMI Households and the Entire Community:* This goal re-affirms our core belief that the people of Lawrence – the low-income, working-poor, immigrant and Latino youth, adults and families who compose the LCW membership – are our top priority, and that building the social and human capital of our membership is key to our community’s future. By deepening connections between members and increasing levels of leadership, members will have greater opportunities to participate in other organizations and key institutions in the city, decreasing the social isolation that is a hallmark of poverty, and increasing their level of influence, impact, and access to resources. By helping residents gain educational and economic

assets, financial literacy, and workforce skills, we see a future where *Lawrence is a city of promise and opportunity, where residents – adults and youth – have the leadership and capacities to build their own assets, educational skills and financial success, and to co-invest in a stronger community* (per Vision, see Appendix).

2) **INVEST IN PLACE** so that Lawrence’s physical landscape promotes an environment of opportunity and a high quality of life.

*Benefit:* In order to reach our vision of Lawrence as having a *robust physical landscape marked by a healthy mix of housing options, vital commercial development and attractive open spaces* (per Vision), LCW must continue to focus on rebuilding the physical environment. Here we intend to link resident engagement throughout the planning and redevelopment process to ensure that the voice and perspective of the low- and moderate-income people who live in Lawrence shapes the eventual redevelopment of a community with housing affordable to all, and rebuilding of the City’s poorest and most derelict neighborhoods as assets for the people who live in the City today. This includes not just housing development but commercial space that support local businesses and jobs for residents, community facilities that provide access to resources for health and education, and infrastructure improvements that support public safety and private investment.

3) **INVEST IN SYSTEMS CHANGE** so our systems and institutions effectively support resident aspirations and meet resident challenges.

*Benefit to LMI Households and the Entire Community:* Helping individual families and neighborhoods is a worthy goal, but we also have to change the policies, practices, and institutions that shape family and neighborhood opportunity. By strengthening our Network and building diverse partnerships, LCW can foster a ‘demand environment’ through which *public and private institutions will become even more effective and responsive, neighborhoods can become revitalized, and all of Lawrence will benefit from increased economic vitality and civic opportunities* (per Vision, see Appendix One). Over the last five years we have made a lot of progress in shifting practices in the educational system and in the economic and workforce development systems. One result of this is that parents are more engaged in their children’s education and children are doing better in school, another is that not only have many parents gotten jobs, but also local employers are figuring out how to hire and train local residents on a broader scale. However, acres of work in these arenas lies ahead and cannot be built without allies, partners, and engaged residents.

## ACTIVITIES

For each Goal outlined above, below you will find the activities, tagged by Department, necessary to carry out the goal.

**NOD=Network Organizing, AB=Asset Building, RE=Real Estate Development, MC=Movement City Youth Network, ADM=Administration**

EXTERNAL/ COMMUNITY-BASED ACTIVITIES AND OUTPUTS				
1. GOAL: INVEST IN PEOPLE				
DEPT.	Activities	Outputs	Completed	Outcomes
NOD	School Engagement	<ul style="list-style-type: none"> <li>Community Education Circles (CEC): 24 teachers and 200 families participate annually</li> <li>6 schools strengthen ties with LCW</li> <li>Participate in Lawrence Public Schools Family Engagement Strategic Plan</li> <li>School-based Marketplace : 80 participants in 12 Marketplaces</li> </ul>	12/31/22	<ul style="list-style-type: none"> <li>Increased member participation in the LCW Network</li> <li>Deepen connections among Lawrence parents, teachers and administrators</li> <li>Increased skills &amp; knowledge among members to take initiative</li> <li>Increase awareness of parent professional skills and awareness of career pathways</li> <li>LCW strengthens ties with more institutional partners in the broader context of community revitalization</li> </ul>

		<ul style="list-style-type: none"> <li>• LPS teachers build inter-school network</li> <li>• 1 end of year evaluation survey</li> <li>• Parent and Teacher Training on CEC and Marketplace facilitation/delivery</li> </ul>		<ul style="list-style-type: none"> <li>• Increased responsiveness of Lawrence institutions to residents' concerns</li> <li>• Increased effectiveness of Lawrence institutions in assisting residents to meet their goals</li> </ul>
NOD	PODER Leadership Institute	<ul style="list-style-type: none"> <li>• 30 participants complete 6 month program/ year</li> </ul>	12/31/22 Bi-Annual	<ul style="list-style-type: none"> <li>• Increased member participation in the LCW Network</li> <li>• Deepen connections among LCW Network members</li> <li>• Increase civic engagement and sense of community among participants</li> <li>• Increased skills &amp; knowledge among members to take initiative</li> </ul>
NOD	LCW Tenant Engagement	<ul style="list-style-type: none"> <li>• 100% of new tenants to LCW properties contacted</li> </ul>	8/30/22 Annual	<ul style="list-style-type: none"> <li>• Introduce new LCW tenants to LCW Network</li> <li>• Increased tenant participation in the LCW Network</li> <li>• Increased tenant participation in LCW asset building and financial education programs</li> </ul>
NOD	Volunteer Management	<ul style="list-style-type: none"> <li>• 150 volunteers involved</li> <li>• 2,000 volunteer hours completed</li> <li>• 100 volunteers attend Thanksgiving Volunteer Dinner</li> </ul>	12/31/22 Annual	<ul style="list-style-type: none"> <li>• Increased member participation in the LCW Network</li> <li>• Deepen connections among LCW volunteers</li> <li>• Volunteers increase sense of community</li> </ul>
NOD	Member Engagement	<ul style="list-style-type: none"> <li>• 75 new Members join LCW Network</li> <li>• 150 members engage in 11 LCW Marketplaces</li> <li>• 30% of Marketplace participants make a valuable connection</li> <li>• 250 Members engage in LCW Annual Meeting</li> </ul>	12/31/22 Annual	<ul style="list-style-type: none"> <li>• Increased member participation in the LCW Network</li> <li>• Deepen connections among LCW Network members</li> <li>• Increased skills &amp; knowledge among members to take initiative</li> <li>• Increase civic engagement and sense of community among members</li> </ul>
MC	Clubhouse Network	<ul style="list-style-type: none"> <li>• 50 youth participate in various Maker Activities in digital and manipulative arts (3D Technology, Scratch/Coding, Graphic Design, Robotics, Video, etc.)</li> </ul>	12/31/22 Annual	<ul style="list-style-type: none"> <li>▪ Increased efficacy of youth to set and achieve goals</li> <li>▪ Increased desire for and access to education</li> <li>▪ More youth are better prepared to pursue educational advancement</li> <li>▪ More young people engage in personal exploration and learn how to express themselves</li> <li>▪ Increased knowledge, and skills for young people</li> <li>▪ Youth have improved sense of self</li> <li>▪ Increased ability to work with other youth for collective impact / change</li> </ul>

MC	Academic & Career Support	<ul style="list-style-type: none"> <li>100 youth receive academic tutoring and support</li> <li>50 youth explore college and career pathways</li> </ul>	6/30/22 Annual	<ul style="list-style-type: none"> <li>Youth achieve passing grades</li> <li>Youth increase skills and knowledge to attend college or pursue a business or career</li> <li>Increased efficacy of youth to set and achieve goals</li> <li>Youth improve sense of self-esteem</li> </ul>
MC	Performing, Digital, and Manipulative Arts	<ul style="list-style-type: none"> <li>100 youth participate in various arts programming</li> </ul>	6/30/22 Annual	<ul style="list-style-type: none"> <li>Youth increase skills and knowledge to discover personal passion, and pursue business or career</li> <li>Increased efficacy of youth to set and achieve goals</li> <li>Youth improve sense of self</li> <li>Youth build connections with each other</li> </ul>
MC	Civic Engagement & Leadership Development	<ul style="list-style-type: none"> <li>15-20 youth participate in community engagement activities</li> </ul>	12/31/22 Annual	<ul style="list-style-type: none"> <li>Increased member participation in the LCW Network</li> <li>Increased skills &amp; knowledge among members to take initiative</li> <li>Increased number of LCW members using skills and knowledge to take initiative</li> <li>Increased levels of member &amp; other residents engaged in civic life</li> </ul>
MC	Alumni Involvement	<ul style="list-style-type: none"> <li>5-8 Alumni invited to work, volunteer and lead workshops at MC.</li> </ul>	12/31/22 Annual	<ul style="list-style-type: none"> <li>Increased member participation in the LCW Network</li> <li>Deepen connections among LCW Network members</li> <li>Increased skills &amp; knowledge among members to take initiative</li> </ul>
MC	Literacy and Creative Writing Exploration	<ul style="list-style-type: none"> <li>25 youth participate in Writer's Conference</li> <li>25 youth participate in Family Literacy Night</li> </ul>	12/31/22 Annual	<ul style="list-style-type: none"> <li>Youth increase knowledge and skills</li> <li>Youth improve sense of self</li> <li>Youth build connections with each other</li> <li>Increased sense of community</li> <li>Increased efficacy of youth to set and achieve goals</li> </ul>
MC	Camping and Hiking Trips	<ul style="list-style-type: none"> <li>25 youth participate in 2-3 camping or hiking trips during program year</li> </ul>	12/31/22 Annual	<ul style="list-style-type: none"> <li>Youth improve sense of self-efficacy</li> <li>Youth build connections with each other</li> <li>Increased sense of community</li> </ul>
MC	Open Mics	<ul style="list-style-type: none"> <li>150 youth participate in at least one Open Mic</li> </ul>	12/31/22 Annually	<ul style="list-style-type: none"> <li>Youth improve sense of self</li> <li>Increased sense of community</li> </ul>
MC	Summer Program	<ul style="list-style-type: none"> <li>60 youth complete summer program</li> </ul>	7/30/22 Annually	<ul style="list-style-type: none"> <li>Youth increase skills and knowledge to discover personal passion, and pursue business or career</li> <li>Increased efficacy of youth to set and achieve goals</li> </ul>
AB	Citizenship Clinics	<ul style="list-style-type: none"> <li>Continue partnership with Project Citizenship offering citizenship services</li> </ul>	12/31/22 Annual	<ul style="list-style-type: none"> <li>LCW strengthens ties with more institutional partners in the broader context of community revitalization</li> </ul>
AB	Financial Empowerment Environment	<ul style="list-style-type: none"> <li>200 participants complete Wallet Wise financial education</li> </ul>	12/31/22 Annual	<ul style="list-style-type: none"> <li>Increased financial knowledge and skills</li> <li>Increased access to opportunities to accumulate and maintain hard assets</li> </ul>



		<ul style="list-style-type: none"> <li>• 35 participants complete the Credit Builder PLUS loan program</li> <li>• 20 participants complete Lending Circles program</li> <li>• 24 participants complete IDA matched savings program</li> <li>• 80% of participants invest in qualified asset (home, small business, higher education)</li> </ul>		<ul style="list-style-type: none"> <li>▪ Lawrence residents increase Financial Well-Being</li> <li>▪ Increased asset ownership/accumulation by Lawrence residents</li> <li>▪ Participants' financial position strengthened</li> </ul>
AB	Financial Coaching	<ul style="list-style-type: none"> <li>• 300 participants receive at least 1 hour of non-homeownership individual financial coaching</li> <li>• 150 participants achieve at least 1 improved financial outcome</li> </ul>	12/31/22 Annual	<ul style="list-style-type: none"> <li>▪ Increased efficacy of residents to set/achieve goals</li> <li>▪ Increased financial knowledge and skills</li> <li>▪ Residents have greater access to resources</li> <li>▪ Participants' financial position strengthened</li> <li>▪ Increased asset ownership/accumulation by residents</li> <li>▪ More participants have increased financial well-being and resilience</li> <li>▪ Residents have increased upward mobility/choices</li> </ul>
AB	ESOL courses	<ul style="list-style-type: none"> <li>• 100 participants complete basic or intermediate ESOL classes</li> <li>• 75% of participants advance to the next level class</li> </ul>	12/31/22 Annual	<ul style="list-style-type: none"> <li>▪ Increased financial knowledge and skills</li> <li>▪ More participants use financial knowledge and skills to stabilize financial position</li> <li>▪ Increased hard/soft skills to get or keep better jobs</li> <li>▪ More people are better prepared to pursue educational advancement</li> </ul>
AB	JVS English for Advancement	<ul style="list-style-type: none"> <li>• 100 participants complete ESOL and job coaching program</li> </ul>	12/31/22 Annual	<ul style="list-style-type: none"> <li>▪ Increased English language skills</li> <li>▪ Increased knowledge and skills</li> <li>▪ Residents obtain a stable and/or better job</li> </ul>
AB	Workforce Coaching	<ul style="list-style-type: none"> <li>• 60 participants obtain career/education training in the Financial Services sector</li> <li>• 30 participants obtain career/education training as para-educators in Lawrence public schools</li> <li>• 25% of participants obtain job/better paying job</li> </ul>	12/31/22 Annual	<ul style="list-style-type: none"> <li>▪ Increased efficacy of residents to set/achieve goals</li> <li>▪ Increased financial knowledge and skills</li> <li>▪ More participants use financial knowledge and skills to stabilize financial position</li> <li>▪ Increased hard/soft skills to get or keep better jobs</li> <li>▪ More people are better prepared to pursue educational advancement</li> </ul>
AB	Income Supports services	<ul style="list-style-type: none"> <li>• 400 participants screened for benefits/resources</li> </ul>	12/31/22 Annual	<ul style="list-style-type: none"> <li>▪ Increased efficacy of residents to set/achieve goals</li> <li>▪ Greater access to financial resources</li> <li>▪ Increased access to opportunities to accumulate and maintain hard assets</li> <li>▪ Increased Financial Well-Being and resilience</li> </ul>

AB	Homeownership Workshops	<ul style="list-style-type: none"> <li>400 individuals complete First-Time Home Buyer seminar</li> <li>150 home owners complete Landlord Training</li> <li>150 home owners complete post-purchase (HomeSafe) workshop</li> </ul>	12/31/22 Annual	<ul style="list-style-type: none"> <li>Increased efficacy of residents to set/achieve goals</li> <li>Increased financial knowledge and skills</li> <li>Increased asset ownership accumulation by residents</li> <li>Increased Financial Well-Being and resilience</li> <li>Increased financial asset ownership knowledge</li> <li>Increased knowledge of MA tenancy laws and landlord best practices</li> </ul>
AB	First-Time Homebuyer Counseling	<ul style="list-style-type: none"> <li>300 participants receive at least 1 hour of pre-purchase housing counseling</li> <li>75 participants purchase their first home</li> </ul>	12/31/22 Annual	<ul style="list-style-type: none"> <li>Increased efficacy of residents to set/achieve goals</li> <li>Increased financial knowledge and skills</li> <li>Participants' financial position strengthened</li> <li>Increased asset ownership/accumulation by residents</li> <li>Increased Financial Well-Being and resilience</li> <li>Residents have increased upward mobility/choices</li> </ul>
AB	Post-Purchase Counseling	<ul style="list-style-type: none"> <li>50 homeowners receive at least 1 hour of homeownership counseling</li> </ul>	12/31/22 Annual	<ul style="list-style-type: none"> <li>Increased financial position</li> <li>Increased financial asset ownership knowledge</li> </ul>
AB	Rental/Tenant Counseling	<ul style="list-style-type: none"> <li>100 tenants receive rental coaching</li> <li>40% of coaching participants avoid eviction and preserve tenancy</li> </ul>	12/31/22 Annual	<ul style="list-style-type: none"> <li>Increased housing stability for residents</li> <li>Increased financial position</li> </ul>
AB	Foreclosure Prevention Counseling	<ul style="list-style-type: none"> <li>50 homeowners receive at least 1 hour of foreclosure prevention counseling</li> </ul>	12/31/22 Annual	<ul style="list-style-type: none"> <li>Increased efficacy of residents to set/achieve goals</li> <li>Increased financial knowledge and skills</li> <li>Participants' financial position strengthened</li> <li>Increased Financial Well-Being and resilience</li> </ul>

## 2. GOAL: INVEST IN PLACE.

Dept.	Activities	Outputs	Completion Date	Outcomes
RE	Island-Parkside	<ul style="list-style-type: none"> <li>Complete project design and financing for development</li> </ul>	12/31/22	<ul style="list-style-type: none"> <li>Increased number of abandoned properties and vacant lots acquired by responsible owners</li> </ul>
RE	DyeWorks / Building 11	<ul style="list-style-type: none"> <li>Complete project design and financing for commercial development</li> <li>Secure anchor tenant commitment</li> <li>Continue building resident and stakeholder engagement</li> <li>Strengthen partnership with Groundwork Lawrence</li> </ul>	12/31/20	<ul style="list-style-type: none"> <li>Vacant and abandoned properties returned to productive use and generating revenue</li> <li>Increased number of abandoned properties and vacant lots acquired by responsible owners</li> </ul>
RE	Mariner	<ul style="list-style-type: none"> <li>Initiate application to receive housing tax credits</li> </ul>	12/31/22	<ul style="list-style-type: none"> <li>Increased number of abandoned properties and vacant lots acquired by responsible owners</li> </ul>



		<ul style="list-style-type: none"> <li>• Sell partial building (608 Broadway)</li> <li>• Resolve code issues for occupancy</li> <li>• Achieve initial occupancy of commercial tenants</li> </ul>		<ul style="list-style-type: none"> <li>• Vacant and abandoned properties returned to productive use and generating revenue</li> </ul>
RE	Newbury Street Corridor	<ul style="list-style-type: none"> <li>• In-fill development (33-unit scattered site) on nine proximate parcels</li> <li>• Eliminate 80% of remaining neighborhood blight</li> </ul>	12/31/22	<ul style="list-style-type: none"> <li>• Increased number of abandoned properties and vacant lots acquired by responsible owners</li> <li>• Vacant and abandoned properties returned to productive use and generating revenue</li> </ul>
NOD	Community Impact Measures Study	<ul style="list-style-type: none"> <li>• 200 residents (random selection) surveyed on neighborhood satisfaction and quality of life</li> <li>• 100 neighborhood buildings assessed</li> <li>• Full neighborhood block assessment</li> </ul>	12/31/20	<ul style="list-style-type: none"> <li>• Increased knowledge of neighborhoods needs and priorities</li> <li>• Updated LCW Real Estate Development and Network Organizing priorities identified</li> </ul>
NOD	NeighborCircles	<ul style="list-style-type: none"> <li>• 100 neighbors participate in NeighborCircles per year</li> </ul>	12/31/22 Annual	<ul style="list-style-type: none"> <li>• Increased member participation in the LCW Network</li> <li>• Deepen connections among LCW Network members</li> <li>• Increased skills &amp; knowledge among members to take initiative</li> <li>• LCW strengthens ties with more institutional partners in the broader context of community revitalization</li> </ul>
ALL	NeighborWorks Week	<ul style="list-style-type: none"> <li>• Organize events like, LCW's Block Party/Fiesta del Barrio, to activate local community spaces with multi-generational positive celebrations</li> </ul>	Annual	<ul style="list-style-type: none"> <li>▪ Increased relationships among residents</li> <li>▪ Increased positive neighborhood activities / social offerings</li> </ul>

### 3. GOAL: INVEST IN SYSTEMS CHANGE.

Dept.	Activities	Outputs	Completion Date	Outcomes
ADM, NOD, AB	Lawrence Working Families Initiative	<ul style="list-style-type: none"> <li>• Collaborate with the Lawrence Public Schools to connect ~300 families to employment and financial coaching; connect ~150 of these to training, education, and employment</li> <li>• Engage at least 20 employer partners through panels, internships, and placements</li> </ul>	12/31/22, Annual	<ul style="list-style-type: none"> <li>▪ Increased effectiveness of Lawrence institutions in assisting Lawrence residents to meet their goals</li> <li>▪ Residents have a voice and influence in the creation of systemic strategies to address community needs</li> <li>▪ LCW practices and tools adopted by partners into their own services and programs</li> </ul>

		<ul style="list-style-type: none"> <li>Engage 10 nonprofit and public sector partners to provide supplemental resources and services</li> </ul>		
AB	Financial and Physical Health Working Group	<ul style="list-style-type: none"> <li>Collaborate strategically to provide financial education and coaching services to Greater Lawrence Family Health Center patients</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>Develop effective cross-sector partnerships to address systemic challenges</li> <li>LCW practices and tools adopted by partners into their own services and programs</li> </ul>
ADM	The Lawrence Partnership	<ul style="list-style-type: none"> <li>Attend all Lawrence Partnership Board and Executive Committee meetings</li> <li>Participate in Venture Loan Fund and Training Consortium Sub-Committees</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>Develop effective cross-sector partnerships to address systemic challenges</li> <li>Residents have a voice and influence in the creation of systemic strategies to address community needs</li> </ul>
ALL	Annual Meeting	<ul style="list-style-type: none"> <li>250 Members participate</li> </ul>	12/31/22 Annual	<ul style="list-style-type: none"> <li>Residents have a voice and influence in the creation of systemic strategies to address community needs</li> </ul>
RE	Attend regional discussions and meetings	<ul style="list-style-type: none"> <li>Coming together with various agencies and organizations with similar missions and working together through various economic sustainability and affordable housing issues.</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>Develop effective cross-sector partnerships to address systemic challenges</li> <li>Residents have a voice and influence in the creation of systemic strategies to address community needs</li> </ul>
RE	North Canal Coalition	<ul style="list-style-type: none"> <li>Attend meetings of NCC to advocate for Canal improvements and tenants' concerns</li> <li>Advocate with ENEL (canal owner) for improved investment and maintenance practices</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>Develop effective cross-sector partnerships to address systemic challenges</li> <li>Residents have a voice and influence in the creation of systemic strategies to address community needs</li> </ul>
MCLI	Mill Cities Leadership Institute	Support and host MCLI in implementing one 10-month Institute annually, involving ~30 people each year, for development of networking and innovation skills and implementation of personal and community projects	September – June annually	<ul style="list-style-type: none"> <li>Increased # of relationships between community residents and stakeholders</li> </ul>

## EVALUATION

The importance of evaluation was a clear theme emerging from our last strategic planning process, and continues to resonate as we look back on previously set internal goals such as Data Management & Evaluation methods. Staff, board and members feel strongly that, per our Strategic Plan, “LCW should create a discipline of evaluation, planning, and improvement. Through regular evaluation, LCW will be able to define impact, evaluate a project’s feasibility, follow through on activities, evaluate results, and refine its work.” This theme is incorporated into the Internal Goals of the organization and internally we have made significant progress in documenting and evaluating our work.

### **Evaluation Process and Role of Participants**

For the past 9 years, LCW staff have participated in an ongoing cross-departmental “Data Work Group” that has helped us to pinpoint what data to collect in our programs and *why*, understand the difference between data, information, and knowledge, learn how to build (excel-based) reporting systems that turn raw data into information, develop outcomes and benchmarks to measure data against, map the process and resources necessary for consistent data collection, streamline and improve our internal quarterly reporting system, and institutionalize a process of using these reports to question and inform program development and share information and knowledge with each other and our members. This process fed the development of our Fundly (formerly NonProfit Easy) database system, which has now been fully customized and continues to be used throughout the organization to track participants, program outcomes, as well as fundraising efforts.

Staff members have also developed Indicators attached to the Outcomes that we have identified, practicing the discipline of understanding how we might measure the results we wish to see. These Outcomes and Indicators were used as the basis of developing the activities/work plans included in this document. Departments meet quarterly to review progress against these benchmarks, discuss discrepancies, and strategize about program evolution accordingly. We see our members as partners with us in this evaluation process. As program participants, members of course provide us with the valuable raw data to inform the evaluation process through surveys, focus groups, and instructor evaluations of progress. However, beyond this, we have always involved members in decision-making regarding program direction and format through more informal reporting back to committees on our learning and analysis, through use of the Design Teams and iterative rounds of design charrettes and other planning meetings with residents, through our Member Summit, and through participation (as a NeighborWorks affiliate) in efforts such as Community Impact Measures (in which we, for instance, train youth and adult participants to assist with data collection on resident satisfaction and local property conditions).

### **Tools and Methodologies to Measure Impact**

Our Fundly database system is fully operational and all staff are trained and using the system with the support of our part-time Data Manager, who continues to troubleshoot operations, implement changes/improvements, and serve as a liaison to the Fundly staff with our concerns and changes. Fundly is used to generate much of the data that tracks Plan activities, outputs, and outcomes, and integrates with other relevant data tools and methodologies that include:

- *CounselorMax Database*: comprehensive tracking of adult asset-building client demographic information, participation, and outcomes; main reporting tool for LCW as a NeighborWorks America affiliate.
- *Efforts to Outcomes*: additional reporting tool used to track financial capability outcomes and demographic information required by the United Way of MA Bay & Merrimack Valley
- *Pre- and Post-Program Participant Evaluation Surveys*: in use by Network Organizing, Movement City and Asset Building Departments; in continuous refinement as we work to align with Fundly fields; administered at beginning and end of each semester to track participant progress over a number of quantitative (test scores, SPL levels, grades) and qualitative indicators (self-reporting of self-esteem, perception of efficacy, increased friendships/relationships).
- *Quarterly Reporting System*: internal compilation of program results used by managers and staff to evaluate program effectiveness; includes budget-to-actual reporting from Finance Department; used for regular internal evaluation discussions.
- *Committees and Member Focus Groups, Design Teams, and Summit*: convened regularly or as needed to reflect on program direction and elements, plan new programs, and design new initiatives.

## COLLABORATIVE EFFORTS

Collaboration has become an increasingly central strategy for LCW, especially as it pertains to our third goal of systems change.

The following list outlines some of our most important collaborative efforts, as well as other key partners with whom we undertake specific or multiple projects.

- **Lawrence Working Families Initiative:** LWFI is a cross-sector partnership that involves nearly 20 local employers (including Lawrence General Hospital, 99 Degrees Custom, and Greater Lawrence Family Health Center), a dozen local nonprofit agencies, a number of public sector partners (including the Lawrence Public Schools, the City's Planning and Development Department, Northern Essex Community College, and the MassHire Career Center). LWFI makes employment and family engagement the cornerstones of its comprehensive strategy to increase family economic success, support the Lawrence Public Schools (LPS) Turnaround goals, and increase quality of life for Lawrence families. LCW is the lead agent. Together we are working to transform the educational and workforce development systems in the City.
- **The Lawrence Partnership:** LCW is a founding member of this public-private economic development partnership which is focused on "Lawrence jobs for Lawrence people" through better alignment and design of workforce training programs, significant employer engagement, and small business development and capitalization. LCW's Executive Director, Jessica Andors, sits on the Partnership's Executive Committee and Venture Loan Fund Committee. Partners include a dozen local/regional banks and credit unions, local Latino-owned businesses such as Silverio Insurance, Estrella Law Offices, and Nuñez Properties, major institutions such as Lawrence General Hospital, The Greater Lawrence Family Health Center, and Northern Essex Community College, large local employers such as GemLine, and public officials. This collaboration is key to our systems change goals.
- **Lawrence Financial Stability Center:** Forged in 2013, this collaborative effort with the United Way of Massachusetts Bay & Merrimack Valley brings a "bundled" services approach to family economic advancement focused on the Lawrence population, a core piece of investing in people.
- **The North Canal Coalition:** Led jointly by LCW and Groundwork Lawrence, this coalition of North Canal/Mill District property owners and stakeholders works to solve common problems around district infrastructure and physical conditions, and promotes joint marketing and public events. Key to investing in place.
- **Early Childhood Education Project:** A collaborative effort of LCW, Cambridge College, and five local employers (including Little Sprouts, Greater Lawrence Community Action Council, the YMCA, and The Community Group) to train and place Lawrence residents in ECE internships and permanent jobs. Key to investing in people.
- **Physical and Financial Health Working Group:** Collaboration between LCW, Greater Lawrence Family Health Center, and the Mayor's Health Task Force seeking to improve the socioeconomic position and health of low income GLFHC patients in Lawrence, MA through integration of financial and health services. Key to systems change.

### Other Core Partners

- **City of Lawrence:** LCW works especially closely with the Departments of Community Development (affordable housing planning and development), Planning (neighborhood planning, data/GIS support), Police (community safety meetings, neighborhood planning) and Public Works (neighborhood clean-ups, events, planning).
- **Groundwork Lawrence:** Open space developer; partner on neighborhood park and playground development, community gardens on vacant lots, streetscape improvements and tree planting, North Canal planning process, educational workshops, youth programming; long history of successful joint funding applications. GWL is a key partner in coordinated place-based investments that create a greater whole, and systems change efforts.

- **Lawrence Public Schools:** Primary and critical LCW partner in the Lawrence Working Families Initiative's projects; includes Office of Family, Community, and Student Engagement, and dozens of schools.
- **Mill Cities Community Investments:** CDFI co-sponsored by LCW and Lowell's CBA; LCW's Executive Director on Board; cross-referral of clients for financing and counseling; partner on Lending Circles and linking credit establishment, savings, and financial education; partner with Lawrence Partnership on Venture Loan Fund, strong track record of joint funding applications.
- **The Community Group:** Highly regarded local nonprofit operator of family childcare education and training network as well as four local charter schools; partner in LWFI and initiatives to link parents to financial coaching and asset-building.
- **Merrimack Valley Workforce Investment Board/MassHIRE:** Active partner in connecting our members to local employers and integrating financial coaching with career coaching and job preparation; collaborator on Lawrence Working Families Initiative and Urban Agenda projects focused on local employer cultivation and implementation of internship program.
- **Project Citizenship:** LCW provides space and staff support to regular on-site citizenship workshops and clinics.
- **Northeast Legal Aid:** In 2018, LCW's Homeownership Center entered a housing stabilization pilot with NLA and other community stakeholders to coordinate access to resources and stabilize tenancies of individuals and families in Lawrence before an eviction case is started. This coordinated intervention before an eviction is started helps to prevent landlords from incurring legal expenses, a tenant is named in a court eviction, and before a landlord and tenant see each other as legal adversaries.

#### *Intermediaries & Resource Partners*

- **Housing and Development Intermediaries:** LCW works closely with MHIC, MHP, MassHousing, and MassDevelopment, as well as CEDAC and Life, on local housing and commercial development; they provide critical pre-development and permanent financing to support physical development efforts.
- **Financial Institutions:** including TD Bank, Metro Credit Union, Santander Bank, Citizens Bank, Merrimack Valley Federal Credit Union, Bank of America, The Savings Bank, Jeanne D'Arc Credit Union, Enterprise Bank, People's United Bank, RTN Federal Credit Union, Reading Cooperative Bank, and Eastern Bank; partnerships range from pure funding support to workshop guest speakers, curriculum support, special product development, and savings incentives.
- **Great Neighborhoods Initiative:** project of the MA Smart Growth Alliance to promote smart growth of existing and revitalizing urban centers; brings technical assistance for mill district planning and redevelopment.
- **Local Realtors, Lawyers, and Inspectors:** all provide pro-bono teaching support to the LCW Homeownership Center's workshops.
- **MACDC:** trade association; LCW's Deputy Director serves on Board; partner on housing policy development, community development advocacy.
- **MA Department of Housing and Community Development:** key source of subsidy funding, guidance, and support for neighborhood revitalization and pilot program development.
- **MIDAS Collaborative:** statewide asset-building collaborative and financial education resource; LCW on Board; partner on IDA programs, financial education training, advocacy, fundraising.
- **UnidosUS (formerly National Council de la Raza):** affiliate and member of National Homeownership Network; key funder for workforce programs; LCW's Deputy Director is a national trainer for them.
- **NeighborWorks America:** national community development intermediary; LCW designated an "Exemplary" NW affiliate; member of Community Building & Organizing and Multi-Family initiatives; technical assistance provider to other NWOs on NeighborCircles.

- **United Way:** LCW is a Venture Affiliate and Financial Stability Center.

## **INTEGRATION OF ACTIVITIES**

LCW prizes both internal integration, uniting Departments in common goals of investing in people, place, and systems change, and external integration with key strategic partners (as the previous section demonstrates). We see ourselves as not just synergizing with but also shaping and driving the larger vision and strategy for the whole community, and promoting resident engagement and co-investment as a central practice for all as that vision evolves.

### **Plan Consistency with Other Existing Neighborhood, Community, and Regional Plans**

The City of Lawrence's Consolidated Plan FY2016-2020 identifies a number of goals to respond to high-priority community needs, including Economic Development; Public Facilities, Parks and Open Space; Public Infrastructure; Affordable Housing ; and Public Services. Moreover, the Con Plan cites *cost burden* as the most significant housing problem facing Lawrence families, and notes that Latino families experience this challenge disproportionately. In response it further details the "Affordable Housing Priority" to focus on "initiatives that improve the existing housing stock, that increase the homeownership rate to promote Neighborhood Stabilization, that help create mixed-income housing at Lawrence's under-utilized mill properties as part of the downtown redevelopment strategy, and that address blighted, vacant, and/or foreclosed properties," as well as the "Economic Development Priority" to a focus on "expanding economic opportunities and increasing the educational attainment and job readiness of Lawrence residents." LCW is specifically called out as an asset to this area; in addition, Movement City and LCW ESOL classes have consistently received Community Development Block Grant funding support, and the Con Plan identifies LWFI as a core strategy for reducing the number of families living in poverty.

In the Greater Lawrence Community Action Council's 2018 Community Needs Assessment identified four of the most urgent needs of Lawrence residents: Immigration Services, Safe and Affordable Housing, Adult Education, and Job Opportunities. In 2019, Lawrence General Hospital also conducted a Community Needs Assessment, which collected survey responses from 1,100 individuals with the highest percentage of responses coming from Lawrence. This CHNA identified housing (as well as education, employment, poverty and income) as one of the top barriers to patient health with numerous participants mentioning housing as a community concern. Participants described high housing costs and rising rates of homelessness. Lack of safe, stable, and affordable housing was mentioned as a substantial challenge in the community and an issue that, according to one participant, has not been prioritized by community leaders promoting community economic development.

Finally, the Lawrence Redevelopment Authority's Urban Renewal Plan benefited from public participation by multiple adult and youth LCW members, and LCW staff representation on the Citizen's Advisory Committee. The Plan's key relevant goals of the Plan include to "Incentivize/accelerate development of large vacant parcels for light manufacturing, health care, education, and mixed-use development... Preserve, protect and enhance the city's historic buildings and infrastructure through adaptive re-use... Support the expansion of small businesses that generate jobs and build local wealth... [and] Encourage sustainable development through renewable energy production, energy efficiency, and Low-Impact Development." All of these goals synergize with LCW activities around mill redevelopment, historic preservation, small business support through our IDA program and participation in the Lawrence Partnership Venture Loan Fund, and commitment to green development practices.

## **FINANCING STRATEGY**

LCW strives for a healthy mix of funding sources: to generate an average of 25% of our revenue from developer fees and overhead, cash from property distributions, program fees, and other sources of "self-generation"; an average of 10% from local, state, and federal government sources,



and approximately 65% from private funding including corporate, foundation, and individual giving (an integral part of our business model as it provides the flexibility and room for innovation that we value). We do recognize that foundations in particular can be mercurial friends (which is why we are always cultivating new ones), but feel that the substance of their investment is worth the effort. Individual donors in particular have become a growing part of our portfolio, in large part because of the CITC opportunity, but also because unlike foundations they tend to be loyal to an organization once a healthy relationship is developed. Although we have always been entrepreneurial fundraisers and rarely enter any given year with more than half our revenue already raised or committed, our annual base of funders includes nearly 180 different sources (not counting all individual donors and event sponsors) and includes both faithful supporters and a rotating mix of one-time or alternating funders. Following is a description of our plans and strategies in regard to each of the revenue sectors:

**Real Estate Development:** It is our goal to have this be a consistent source of revenue for the organization (especially given the need for quality housing in the city), with an average of two projects in the pipeline and one under development at any given point in time. Our objectives here remain: to cultivate (and deliver for) the necessary relationships to maintain an adequate supply of both flexible acquisition capital and patient pre-development funding; to design real estate projects that meet both the mission and financial goals of the organization; and to bring projects to completion on time and on budget to preserve the full benefit of overhead and fee for operating purposes and future investments. Our acquisitions efforts at present are centered on additional Mill District properties, and the Mariner building in North Lawrence. We have strong relationships with a number of pre-development and acquisition funders who supported the 2017 Duck Mill project as well as our burgeoning neighborhood acquisitions. These include the Life Initiative, CEDAC, Community Housing Capital, NeighborWorks America, NeighborWorks Capital, LISC, and an anonymous private funder. In addition, we have a strong record working with MHIC and Bluehub Capital as tax credit syndicators and also benefit from a solid relationship with TD Bank, which has been an investor on numerous projects as well as a philanthropic supporter of the organization. We have also enjoyed strong support from the City of Lawrence, which has invested a great proportion of its scarce HOME funds in LCW projects.

**Distributions from Portfolio:** In addition to real estate development, LCW continues to analyze the management of our portfolio as a whole, in order to strengthen the assets we own, elevate their quality and efficiency, and put them to use on behalf of the larger mission. We continue to work to add units, improve asset management practices, tweak deal structure, and improve cash flow from properties as they become more seasoned.

### **Foundation Fundraising**

Foundation fundraising has been a strength of the organization and remains a core part of our ongoing fundraising activities. We have several large multi-year investors including the Kraft Family Foundation, and the National Association for Latino Community Asset Builders, and Verizon Foundation but continue to cast our nets wider and deeper in searching for new foundation funding. Our innovative organizing, asset building, youth development, and collaborative work continues to attract diverse support. Our strategies and targets for our fundraising in this sector include.

- *Outreach to and cultivation of large regional and national foundations*
- *Revisit with past funders for new introductions/possible trustee connections*
- *Medium and large grant writing*
- *Continued cultivation of smaller, local family foundations and connectors to Boston*

### **Contract / Public Sector Development**

State and local public sector funding has improved for LCW (especially through the state's appreciated emphasis on Gateway Cities). We have worked to position ourselves as partners and leaders on state grants with some success. Strategies and targets here include:

- *Continue to pursue CHDO operating support and accomplish deliverables*

- *Maintain relationship with MA DPH for Youth Violence Prevention funding*
- *Maintain relationship with MA Division of Banks for asset-building/homeownership education support*

### **CITC: Individual and Corporate Donor Development**

The CITC has helped us to cultivate and expand an individual donor base that can stay with us long term. Over the past three years we have consistently utilized 95% or more of our allocation by each year's end, working through a combination of our own networks and philanthropic intermediaries. We have successfully increased donations from current individual donors, attracted and retained new donors, and doubled our support from selected corporate partners. As part of this process we have also gotten much better at regular communication and relationship-building with these donors in order to build on their investment, and eventually hope to use the CITC donor base as a platform for a planned-giving initiative to enhance long-term organizational viability.

### **HISTORY, TRACK RECORD, AND SUSTAINABLE DEVELOPMENT**

LCW had its beginnings in the early 1980s struggle to build affordable housing in North Lawrence, and has built or renovated over 400 units of affordable housing for the people of Lawrence. Since an organizational rebirth in July of 1999, we have become a powerful vehicle for community revitalization, attracting over \$100 million dollars in local, regional, and national public and private investment and catalyzing collaborative, community-wide revitalization efforts. In the past 20 years, LCW has:

- Grown our membership base from 0 to over 5,000 residents and stakeholders.
- Successfully completed 215 new units of affordable homeownership and rental housing for low-income families on formerly vacant, abandoned, tax-title, historic, and brownfields properties, with 200+ in the pipeline
- Created, with partner Groundwork Lawrence, four new neighborhood parks/ playgrounds on formerly abandoned or contaminated sites.
- Completed Our House, an innovative neighborhood educational and community center in the former St. Laurence O'Toole school building.
- Created Asset Building programs for over 1,000 adults annually, offering matched savings, financial education and coaching, home-ownership education, foreclosure intervention, computer basics, ESOL, workforce training, leadership development, and other workshops. IDA graduates have collectively saved over \$1.6M and AB graduates in total have leveraged over \$100 million in local asset purchases and investments.
- Implemented Movement City, our evolved STEAM and creative expression-focused after-school program serving 150 youth annually. 95% of program graduates continue to college; program staff and instructors draw strongly from alumni ranks.
- Engaged over 1,100 families in NeighborCircles and over 800 families in Community Education Circles, which are national models for resident and parent engagement, and spreading throughout the Lawrence Public Schools.
- Won awards from CHAPA and the Governor's Office for our Reviviendo Gateway Initiative, a smart and equitable growth strategy for revitalizing the City's Mill District, downtown, and adjacent residential areas, driven by a broad coalition of residents, businesses, and public officials. RGI laid the foundation for thriving and emerging adaptive mill re-use projects in the City.
- Launched the Lawrence Financial Stability Center in partnership with the United Way and local nonprofit and public partners to create a one-stop shop for financial coaching, income support, educational advancement, workforce development, and peer support.
- Won first place in the FRBB Working Cities Challenge competition to support the Lawrence Public Schools Turn-Around and the economic advancement of Lawrence families; have since placed over 200 parents in jobs and connected nearly 230 more to training and educational opportunities, while attracting follow-on funding and catalyzing systems-wide changes in local public education and workforce development institutions.

### **LCW CIP Consistency with MA Sustainable Development Principles**

- 1. Concentrate Development and Mix Uses:** LCW focus areas for revitalization include the adaptive re-use of existing historic mill buildings in the City's central mill district, and the infill development of vacant and abandoned properties in the North Common neighborhood immediately adjacent to the downtown and mill district (center of the City), for a mix of housing, commercial, and community uses. This development is by nature compact, putting neighborhood land back into productive use, protecting and adapting historic resources, and promoting a healthy mix of residential and commercial development. We work with the City and open space developer nonprofit partner Groundwork Lawrence to plan and implement this development in a way that integrates parks, and promotes and develops the pedestrian and bike-path Spicket River Greenway encircling this area.
- 2. Advance Equity:** Please see Resident Engagement section above; LCW has a core commitment and track record of involving residents in robust planning processes and redeveloping Lawrence for Lawrence residents. The Our House Community Center and the Lawrence Working Families Initiative are two shining examples of this commitment, as is the affordability mandate in the Reviviendo Gateway Zoning Overlay and our work shaping the strategic priorities of the Lawrence Partnership and the City's Urban Renewal planning process.
- 3. Make Efficient Decisions:** We spearheaded the aforementioned mill district zoning reform that streamlined regulatory and permitting processes for development and included an affordability mandate for housing development, and are currently working to promote smart growth and environmental stewardship through our North Canal Coalition participation and by modeling the development we believe is best.
- 4. Protect Land and Ecosystems:** Our partnership with Groundwork Lawrence and commitment to environmentalism means that every project we develop includes energy efficient – and more recently, renewable energy components (e.g., rooftop solar) – as well as incorporating low-impact development design techniques, upgrades of storm water management systems, green space, and use of natural habitat vegetation.
- 5. Use Natural Resources Wisely:** See above.
- 6. Expand Housing Opportunities:** Our housing provides homes for people at a range of income levels and family sizes in Lawrence, and supports both tenancy and homeownership. We pay special attention to restoration of historic structures and design infill construction to integrate with the existing streetscape, shaped by substantial resident input in design.
- 7. Provide Transportation Choice:** All LCW developments within a 1-15 minute walk from bus lines and transportation centers, and close to downtown.
- 8. Increase Job and Business Opportunities:** Our recent development has been focused on mixed-use TOD real estate projects so that we can support the commercial revitalization of the City and create places for local businesses to start or expand. In addition, our asset building work provides numerous opportunities for residents to gain career skills, access higher education, and – through a Business IDA cohort – develop as entrepreneurs. Our support for the Lawrence Partnership Venture Loan Fund, and recruitment of several financial institutions to the table, has already leveraged over \$600,000 in capital for local businesses. Our growing workforce focus connects residents to training and job opportunities locally.
- 9. Promote Clean Energy:** Recent housing developments have included low-VOC materials and supplies, integration of solar energy systems, highly efficient appliances, and special attention to building insulation.
- 10. Plan Regionally:** While LCW is focused on Lawrence, we recognize its interconnection with the region and participate in regional economic development forums; moreover, given the demands the City currently makes on state and regional resources, an improvement in the quality of life and tax base here will have positive regional effects. We participate in regional economic development forums.



## **Community Investment Plan 2020-2022**

### **Appendices**

- 1. LCW Theory of Change (1 page)**
- 2. LCW Vision for the Future (1 page)**
- 3. LCW FY19 Q2 Strategic Plan Overview (5 pages)**
- 4. NWA 2019 Organizational Health Assessment (1 page)**
- 5. Reviviendo Map (1 page)**
- 6. LCW Board 2019 (1 page)**



## PERFORMANCE DASHBOARD REPORT

2019 Year-to-Date: January 1st – June 30th

Juan P. Bonilla, Deputy Director  
[jbonilla@lawrencecommunityworks.org](mailto:jbonilla@lawrencecommunityworks.org)

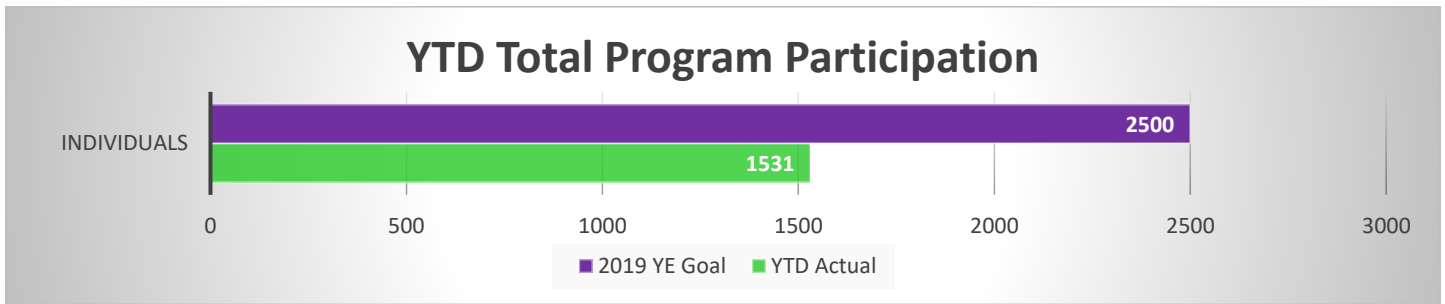
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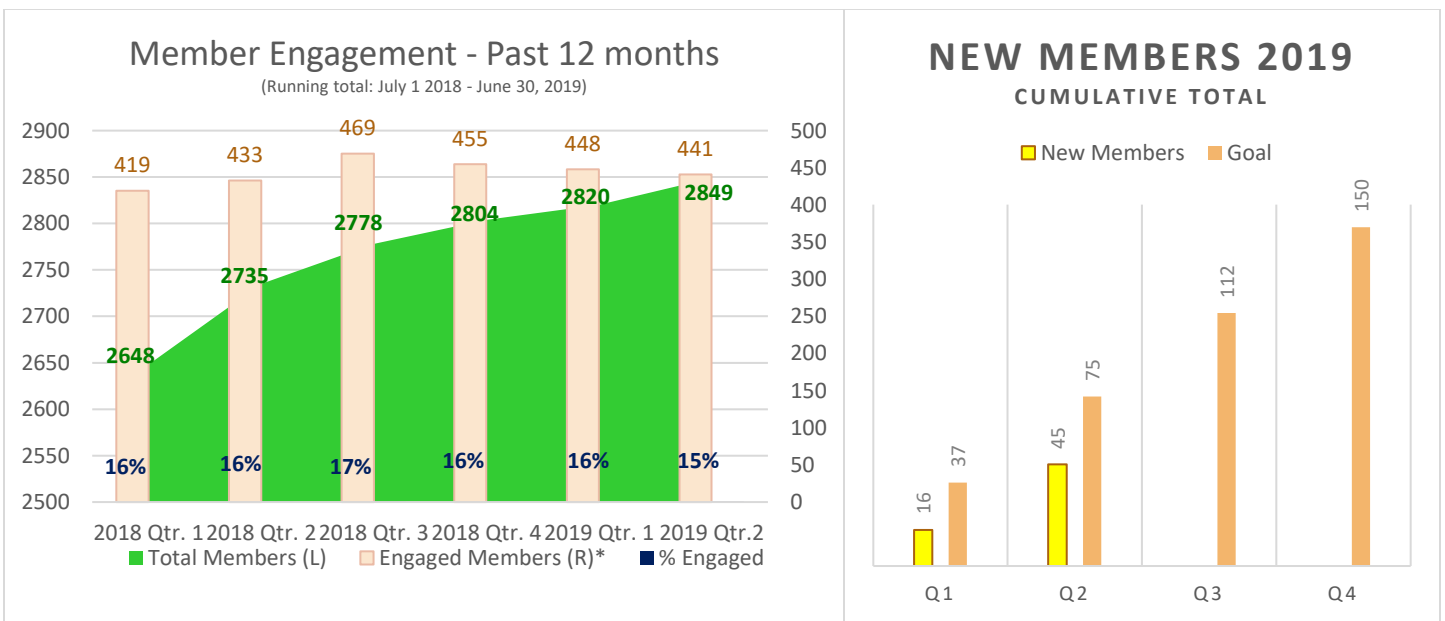


# LCW Network Overview

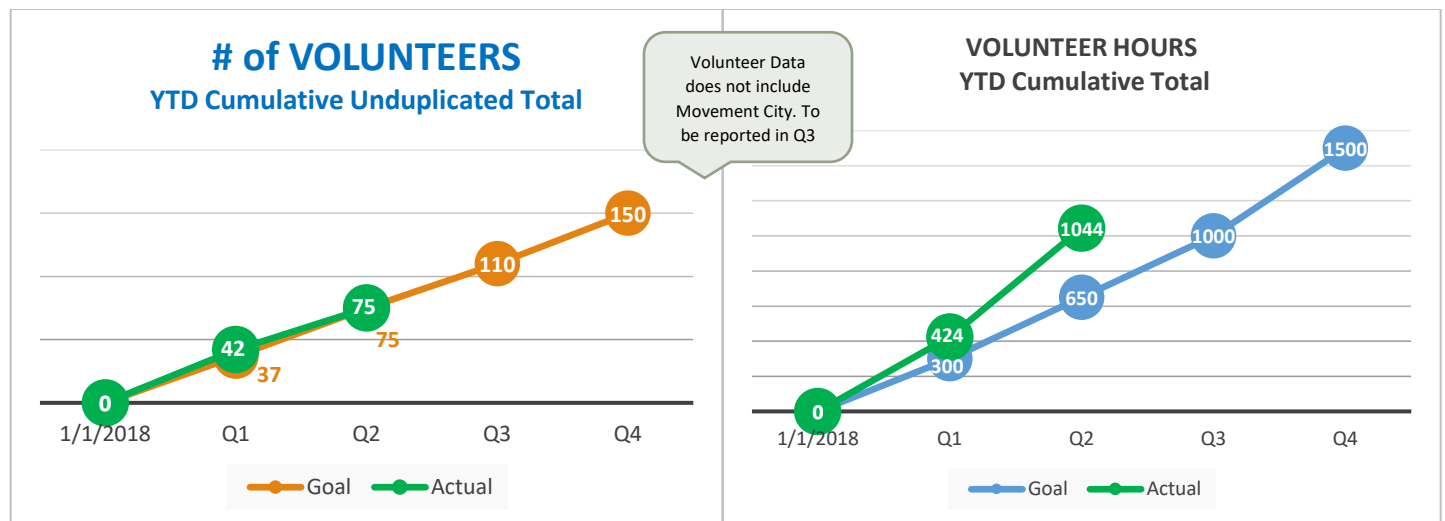
## TOTAL PROGRAM PARTICIPATION (All activities)



## MEMBERSHIP



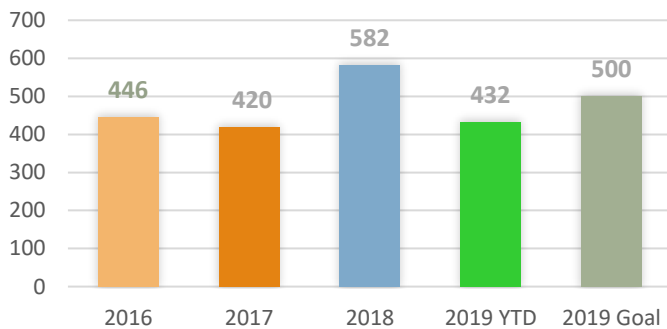
## VOLUNTEERS



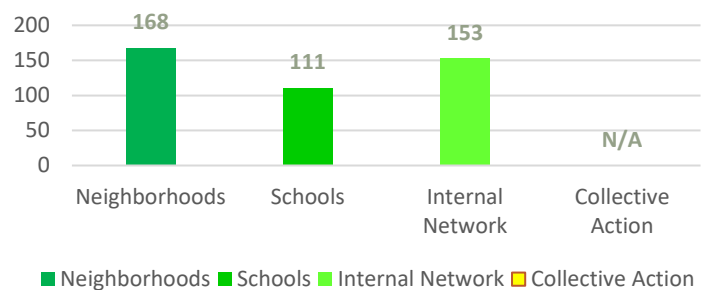
## Key Program Outputs – How much did we do?

Activity	YTD Actual	2019 Goal	% of Goal
# Completed a Financial Ed. Workshop (HOC, Wallet Wise, IDA)	529	680	66%
# who received Coaching (Financial, HOC, Workforce)	520	900	58%
# Youth Participants <i>*(Program Year: Sept. '18 – June '19)</i>	110*	115*	96%*
# NOD Engagement	432	500	86%

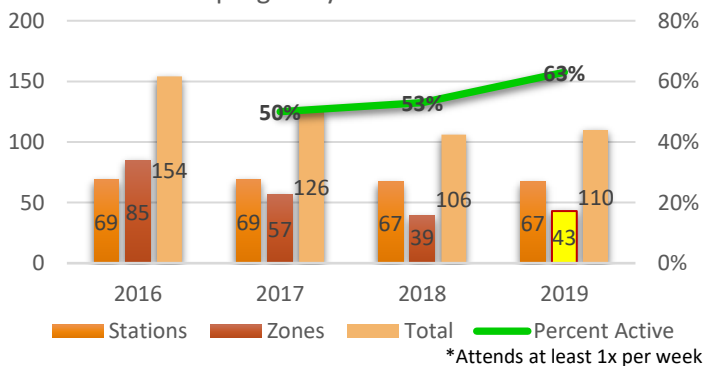
### NOD TOTAL PARTICIPANTS



### NOD Participation by Engagement Type (unduplicated)

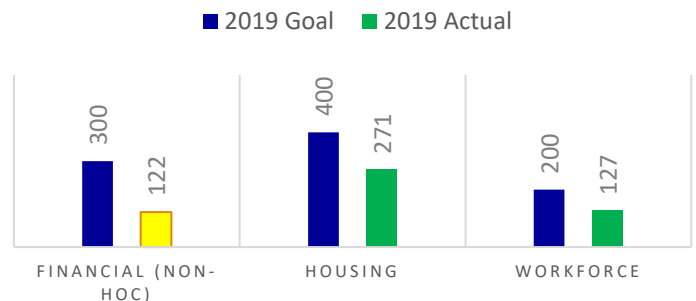


### Movement City Enrollment End of program year 2018-2019

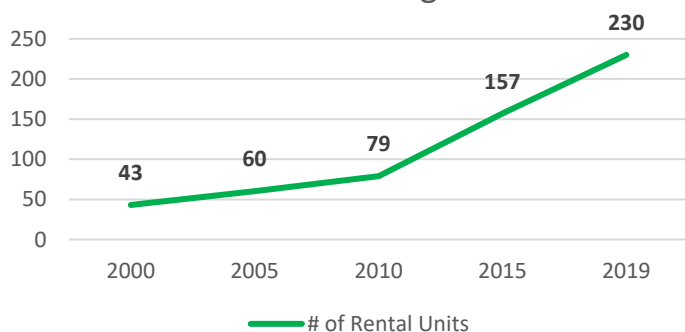


### ASSET BUILDING COACHING PARTICIPANTS

RECEIVED COACHING AT LEAST 1X



### LCW Rental Housing Portfolio



24

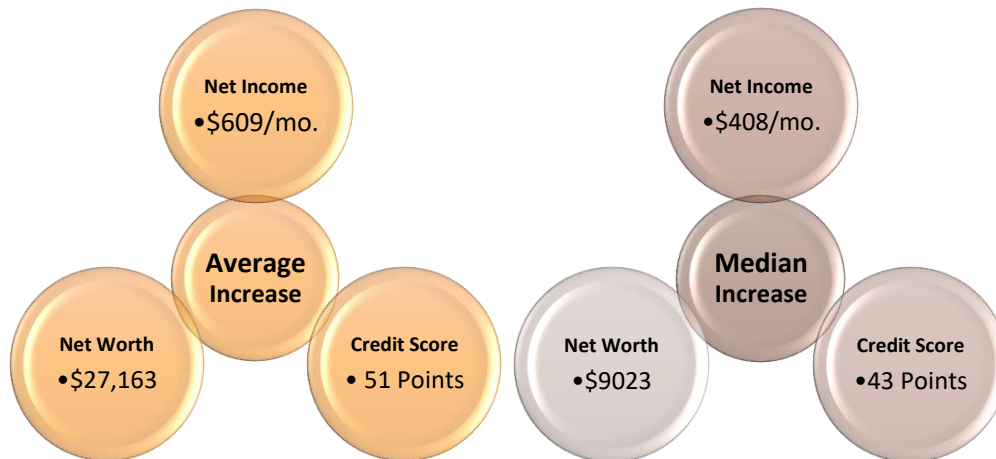
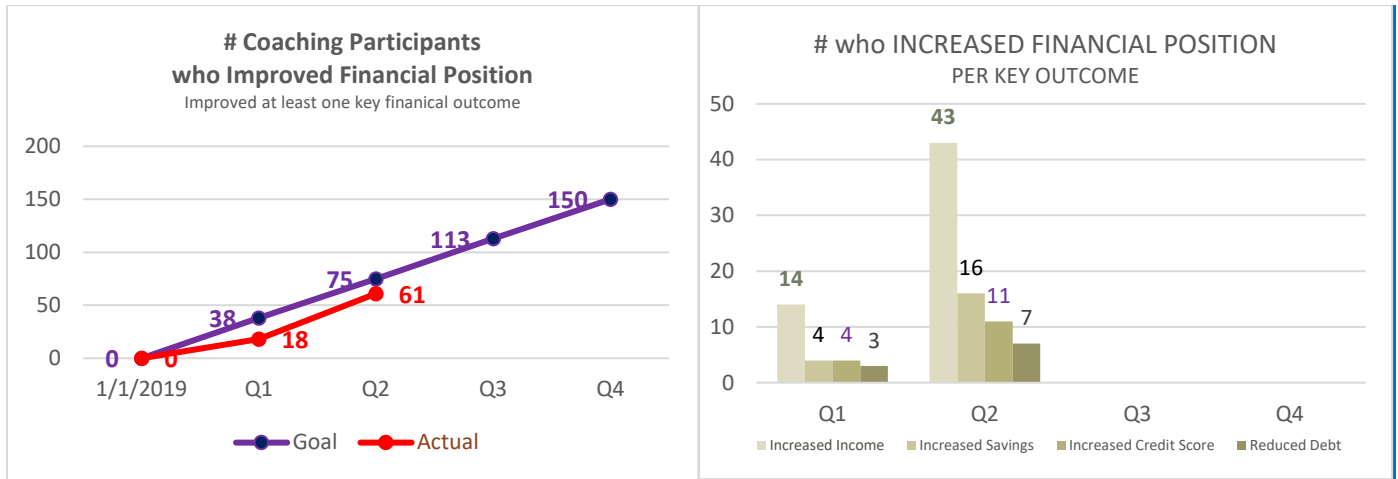
Affordable  
Homeownership Units  
Produced

# External Goals

## Goal #1 – Strong People

Objective #1: Lawrence residents are financially strong, skilled and knowledgeable and have increased upward mobility and choices.

### ASSET BUILDING DEPARTMENT



48	acquired/accumulated at least one tangible asset	<ul style="list-style-type: none"> <li>FY18 Goal: 80</li> <li>% of Goal: 60%</li> <li>39 Purchased a Home</li> <li>9 Invested in Small Business</li> </ul>
52	Obtained stable/better job or career	<ul style="list-style-type: none"> <li>FY18 Goal: 60</li> <li>% of Goal: 87%</li> <li>26 (72%) improved English</li> <li>29 completed job training</li> </ul>
48	Greater access to financial resources	<ul style="list-style-type: none"> <li>FY18 Goal: 75</li> <li>% of Goal: 64%</li> <li>12 Received CreditBuilder Match</li> <li>11 received cash assistance from LCW Family Fund</li> <li>20 Invested Individual Development Account (IDA) Match</li> </ul>



### **External Vision: The way we want Lawrence to be in the future**

By 2030, Lawrence will be widely known as a vibrant and safe city of promise and opportunity – a great place to live, learn, work and play. The Lawrence of the future has a robust physical landscape marked by a healthy mix of housing options, vital commercial development and attractive open spaces. A variety of responsible companies and organizations call Lawrence home and offer good-paying job opportunities for residents. Community members - adults and youth - have the leadership and capacities to build their own assets, educational skills and financial success, and to co-invest in a stronger community.

Lawrence will be recognized for heightened citizen engagement where residents of all ages are engaged in a dynamic and growing network, and share in a sense of ownership and pride. Through collective action and diverse partnerships, public and private institutions will become even more effective and responsive, neighborhoods will be revitalized, and all of Lawrence will benefit from increased economic vitality and civic opportunities.

### **Internal Vision: The way we want LCW to be in the future**

Lawrence CommunityWorks is widely recognized for excellence and cutting-edge programs on a local and national level. We are proud of our role as a catalyst for change and as a collaborator, working across sectors and in partnership with others to bring change to Lawrence. Our focus on co-investment and cultivating the potential in residents, members, and staff has increased our ability to attract and grow leaders for significant roles at the local, statewide, and national levels in public, private and community life.

Our organization is financially stable and sustainable with flexible and reliable sources of funding and substantial reserves. We are welcoming and inclusive, and foster open, honest communication within and outside of our organization. Our approach to work is intentional and focused – we have mastered what we do well, are effective at executing ideas, and take a cross-cutting, holistic approach to solving problems and seizing opportunities for change in the city.

LCW supports a collaborative and aspirational environment that attracts and retains employees who are passionately committed to our mission of community development. We foster an ethic of learning that encourages staff to boldly explore meaningful avenues for fulfilling the mission, and groom capable contributors and leaders from within.

Leading the organization is a diverse Board of Directors, reflective of the city, with a healthy balance of newer and veteran leaders, and a broad and diverse membership who are highly invested in all that we do. Across our work, the Network is growing in size and connectivity, while remaining flexible and responsive to people's lives.

### **GUIDING PRINCIPLES**

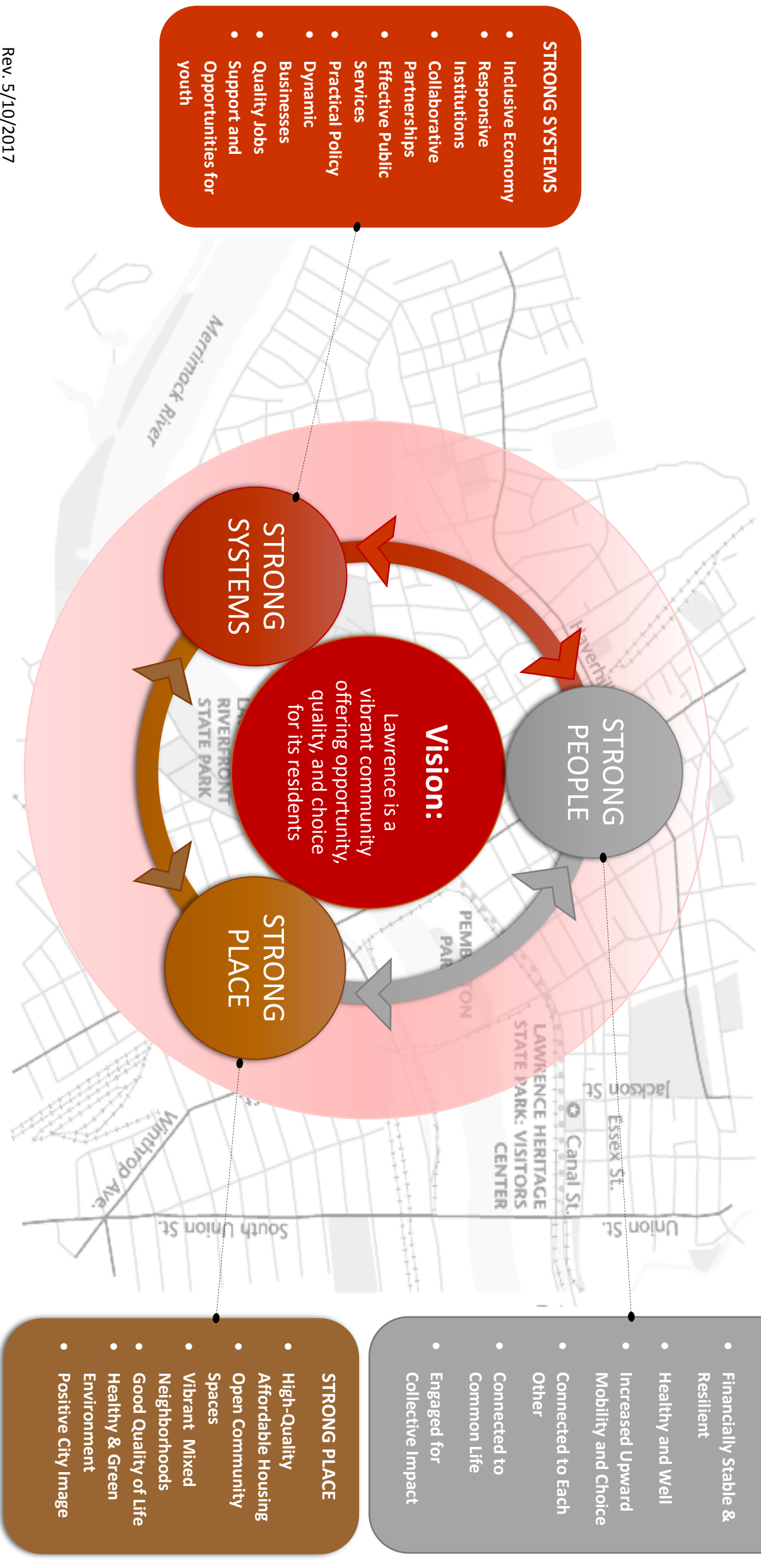
- 1. Member Engagement and Connectivity:** We value members as an essential resource to the community and to our organization, and are dedicated to channeling and releasing our collective potential. We promote a sense of reciprocity and shared destiny, believing that everyone has something to give and to learn, and that individual progress is interwoven with community progress.
- 2. Adaptability and Responsiveness:** We believe in the importance of being responsive to the community, exploring new solutions to meet challenges, seizing opportunities, and adapting to shifts in the environment when it makes the most sense to meet our mission and vision for the future. We place a high value on creating a learning environment where everyone can contribute and effectively using evaluation to ensure that we incorporate the lessons from our experiences in our work going forward.
- 3. Sustainability:** We are committed to sustainability at all levels – for our own organization and its financial health, for leadership in the Network, and for the community as a whole.
- 4. Excellence:** LCW is committed to delivering the highest-quality products and practices possible. We will hold ourselves accountable to high standards of program delivery and neighborhood development, foster innovation, and measure ourselves against the outcomes and impact we achieve.



2019 Board of Directors									
Name	Address	Phone	Email	Occupation	Office / Committees	Year First Elected	Other Affiliations	Position	Term Expires
Rosa Pila	988 Essex Street, Apt. #1, Lawrence, MA 01841	978-305-4823 (cell)	rosap0614@gmail.com	Inspector, Cannabis Control Commission	<b>President</b> Executive * Finance	2012	Greater Lawrence Family Health Center - Board	Elected Resident	2021
Sarah B. Perez	19 McKinley Avenue, Lawrence, MA 01841	(978) 728-1529	perezs@ft.newyorklife.com	Registered Representative, New York Life Insurance Company	<b>Vice President</b> Governance * Executive Real Estate Development	2014		At Large Elected	2020
Patrick Grotton	41 Westwind Drive, Topsham, ME 04086	207-729-3170 (home) 978-420-8615 (cell)	pgrotton@glfhc.org	Chief Information Officer, Greater Lawrence Family Health Center, Inc.	<b>Treasurer</b> Executive * Finance Committee * IT Committee	2009	Maine Masons	Community Institution	appointed
Maria M. Fina	174 Merrimack Street, Methuen, MA 01844	978-852-7787	maria.fina@td.com	Assistant Vice President/Relationship Manager, TD Bank	<b>Assistant Treasurer</b> Executive * Finance Committee * Fundraising	2013	Haverhill Chamber of Commerce-Small business entrepreneurship mentor-Financial literacy sponsorship	Financial Institution	appointed
Armand Hyatt	1 Merrill Street, Amesbury, MA 01903	978-388-3907 (home) 978-688-3521 (work) 978-689-8977 (fax) 978-490-0404 (cell)	ahyatt@lawrencecommunityworks.org	Attorney	<b>General Counsel</b> Real Estate Development Committee * Executive	1986	Family Parish (Amesbury)- Religious Education Committee * Amesbury Youth Basketball- Director * Cedars Home Communities (Methuen)- Legal Counsel * Merrimack Academy (Merrimack, MA)- General Counsel	Local Business Representative	appointed
Marisel Silverio	401 Prospect Street, Lawrence, MA 01841	978.869.4477	mariselsilverio@outlook.com			2019		Resident	2022
Jonathan Machado	6 Harriman St, Lawrence MA, 01841	(978) 852-4911 (cell) I (978) 656-5783 (work)	Jonathan.Machado@ebtc.com	Commercial Lending, Bank Officer, Enterprise Bank	<b>Assistant Clerk</b> Finance Committee	2016	Community InRoads- Board member * Central Catholic High School- Development Committee * Lawrence Rotary- member * Lawrence Partnership- Venture fund	Financial Institution	appointed
Michael P. Driscoll	90 Lowell Street, Lawrence, MA 01840		captrmpdpd@comcast.net	Commanding Officer of the Administrative Division, Lawrence Police Department.	Real Estate Development	2015		City of Lawrence	appointed
Lenin Tejeda	506 Mount Vernon Street, Lawrence, MA 01843	978-994-4371	Lentejeda@gmail.com	EDP System Analyst II, Northern Essex Community College	<b>Clerk</b> Governance Committee	2016	Church of God of Prophecy- Member	Elected Resident	2019
Jacoba Olivero	50 Island Street, Apt. #515, Lawrence, MA 01840	978-398-8066	jacoba.olivero@gmail.com	Retired Educator, LCW Volunteer	Program Governance	2017		Tenant/Resident	2020
Aiorca Abreu	8 Edwards Avenue, Methuen, MA 01844	978-885-5649	aiorcah@hotmail.com	Childcare Provider		2018		At Large Elected	2021
Nicole Villar	143 High St, Lawrence, MA 01841	978-764-4638	nvillarhernandez@gmail.com			2018		Elected Resident	2021
Carlos Manuel Morel Perez	28 Yale St, Lawrence, MA 01841	978-305-0011	cmorel0709@yahoo.com	Department of Public Works, City of Lawrence		2018	SEIU Local 509	Elected Resident	2021
Beyazmin Jimenez	16 Mather St, Dorchester, MA 02124	978-973-4624	beyazmin.j@gmail.com	Madison Park Community Development Corporation, Civic Engagement Manager		2018	YW Boston Advocacy Committee; Mel King Institute Steering Committee	Appointed	2021
Sheila Muller	220 Merrimack St #427, Lawrence, MA 01843	978-902-6486	sheila.muller.us@gmail.com	Assistant Professor, Northern Essex Community College		2019		Elected Resident	2022
Nancy Colon Torres	129 Garden St #2, Lawrence, MA 01841	407-690-7242	nancy1957torres@gmail.com			2019		Elected Resident	2022
Alanadio Polanco	123 Dorchester St, Lawrence, MA 01843	978-361-5713	leo_la_z@hotmail.com	Level 3 Filler, Joseph's Pasta		2019		Elected Resident	2022
Johanna Mala	15 Acton St #3, Lawrence, MA 01841	978-390-3847	johandrestaveras@gmail.com			2019		Elected Resident	2022

\*\* Board elections for this year were held on Saturday, September 28, 2019

2019 Board of Advisors									
Name	Address	Phone	Email	Occupation	Office / Committees	Year First Elected	Other Affiliations		
Bill Traynor	P.O. Box 220, Saxapahaw, NC 27340	617-803-2095 (cell)	billatlow@yahoo.com	Community Development Consultant	Fund Development, Strategic Planning	1999	Boston Rising * The Community Builders * Cleveland Foundation * Senior Fellow, Center for Social Policy		
Francis Hyatt	4 Gilson Road, Nashua, NH 03062	617-574-5650 (work)	francis.hyatt@libertymutual.com	Senior Vice President, Liberty Mutual	Fund Development * Union Crossing	2010			
Linda Ulisse	7 Sumner Avenue, Lawrence, MA 01841	978-946-9288 (home) 978-857-9214 (cell) 978-681-8845 (work)	linu@comcast.net	Administrator, Cedars Home	Property & Asset Management Committee * Union Crossing Committee	2005	St. Monica's Parish * St. Basil's Salvatorian Center * National Affordable Housing Professionals * AHM, CPO		
Charlie Wibiralste	21 Holbrook Street, Jamaica Plain, MA 02130	617-504-8525 (cell)	cw3consulting@comcast.net	Non-Profit Consultant	Fund Development	2011	Mill Cities Community Investments		
Carmen Carrion	38 Inman Street, Lawrence, MA 01840	978-683-9013 (home) 603-695-1489 (work) 617-279-9024 (cell)	angcar@comcast.net	Project Manager of Advanced Services, Comcast	Family Asset Building Committee * Union Crossing Committee	2003	Notre Dame High School Parent Committee * Women in Cable Television		
Kristen Harol	22 Orchard Street, Lawrence, MA 01840	978-303-6604	kristenharol@gmail.com	The Life Initiative	Fund Development	2013			
Ana Rodriguez	12 E. Haverhill Street, 1st Floor, Lawrence, MA 01841	978-974-9894 (home) 978-807-7768 (cell) 978-738-4530 (work)	ana.rodriguez@dmh.state.ma.us	Massachusetts Department of Mental Health	Finance * Real Estate	2001	Lawrence Public Library * Greater Lawrence Family Health Center * St. Mary's/Conception Immaculada * Cambridge College		
James Barnes	239 Ipswich Road, Boxford, MA 01921	978-620-3510	jhbarnes1@mac.com	Retired, Lawrence Community Development		2017	Merrimack Valley Regional Planning Commission- Representative of Boxford * Topsfield Congregational		
Anita Worden	84 Academy Road, North Andover, MA 01845	978-683-9700	anitaworden@gmail.com	Worden Family Foundation		2019			
Rafael Revi	270 Canal Street, Lawrence, MA 01840	978-771-3105	rafael.revi@icloud.com	Oracle Corporation		2019	Movement City Alum		
Belinda Juran	109 Mansur Street, Lowell, MA 01852	617-526-6987	bmjuran@gmail.com	Wilmer & Hale		2019			
Joseph Chavez	330 MLK Blvd, Roxbury, MA 02119	305-610-9000	joseph.chavez@santander.us	Santander Bank		2019			
Maggie Super-Church	90 Nesmith Street, Lawrence, MA 01841		mpschurch@gmail.com	Conservation Law Foundation		2019			
Mike Rubalcaba	30 Nolan Ct, Tewksbury, MA 01876	727-543-5588	g.m.rubalcaba@computer.org	Retired, Raytheon		2019			





March 20, 2019

Jessica Andors  
Executive Director  
Lawrence CommunityWorks, Inc.  
Our House Campus  
168 Newbury Street  
Lawrence, MA 01841

Dear Jessica,

NeighborWorks® America is committed to developing and supporting a network of excellence to strengthen communities and transform lives. To ensure that NeighborWorks America is accountable to Congress, OMB, funders and taxpayers for the allocation of grant funds, NeighborWorks America developed a system to rate the health and risk of network organizations. This system was updated in October 2017 to include the following six ratings: Exemplary, Strong, Good, Satisfactory, Serious or Vulnerable and receive annual offsite review and triennial onsite reviews.

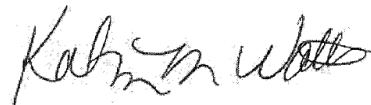
**At its March 2019 Organizational Health Tracking System (OHTS) Committee meeting, NeighborWorks America affirmed the health rating for your organization as Exemplary based on On-Site review results.**

We encourage you to share this correspondence with your board and appropriate staff members. The Northeast Region's staff has also reviewed this notification. As always, they stand available to discuss strategies and potential assistance with you concerning the review findings and next steps.

NeighborWorks America shares rating information with the related capital corporations, NeighborWorks Capital and Community Housing Capital, but does not share your rating with other outside funders. Your organization should be aware that if it shares its rating with other funders, which it is allowed to do, those funders could provide NeighborWorks America with a Freedom of Information Act request to get additional information on how the rating was developed.

We hope you find NeighborWorks America's assessment processes helpful to advancing your organization's performance and impact. For more details on the onsite assessment process, we have attached a link with more information: [About the Review Process](#). Your comments, suggestions or concerns about the process or report findings are most welcomed. If you have any questions about the rating, please contact your NeighborWorks America Regional Director.

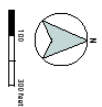
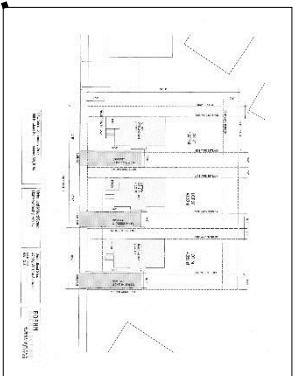
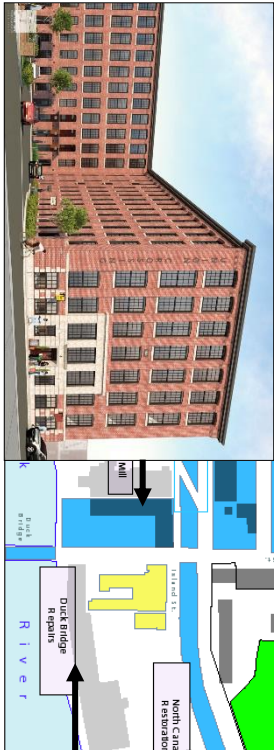
Sincerely,



Kathryn Watts  
Senior Vice President, Field Operations

cc: Rosa Piña,  
Michael Williams, Relationship Manager

# REVIVIENDO!



## NORTH COMMON NEIGHBORHOOD COMMUNITY PLANNING INITIATIVES