



Community Building and Organizing Initiative

ANNUAL REPORT 2007 ~ 2008



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A Message from Ken Wade, CEO

On January 20, 2009, the nation of President Barack Obama. in housing and community occasion has special meaning. understand the immeasurable



celebrated the inauguration For those of us working development, this historic As practitioners who potential of community

organizing, it was encouraging to hear the new president signal a community organizing approach to solving the dire challenges ahead. ■ President Obama drew on his community organizing background to propel his campaign to victory, bringing individuals, groups and communities together around a common purpose. In his first address as president, he also made clear that in reviving a country in crisis, we are all in this together. ■ “What is required of us now is a new era of responsibility — a recognition, on the part of every American, that we have duties to ourselves, our nation, and the world, duties that we do not grudgingly accept but rather seize gladly, firm in the knowledge that there is nothing so satisfying to the spirit, so defining of our character, than giving our all to a difficult task. This is the price and the promise of citizenship,” President Obama said. ■ NeighborWorks® America’s Community Building and Organizing Initiative embodies many of the essential ingredients to accomplishing the inspirational, community-based vision President Obama has cast for the country. The organizations with whom we work have demonstrated how organizing not only builds community, but is pivotal to creating lasting change. We are exceptionally proud of all our participating groups: together they have secured millions of dollars and hundreds of thousands of hours of resident and volunteer involvement in hundreds of communities across the country. They have demonstrated that people from all walks of life can make a difference in the life of their community.

Kenneth D. Wade

*Kenneth D. Wade
Chief Executive Officer
NeighborWorks® America*

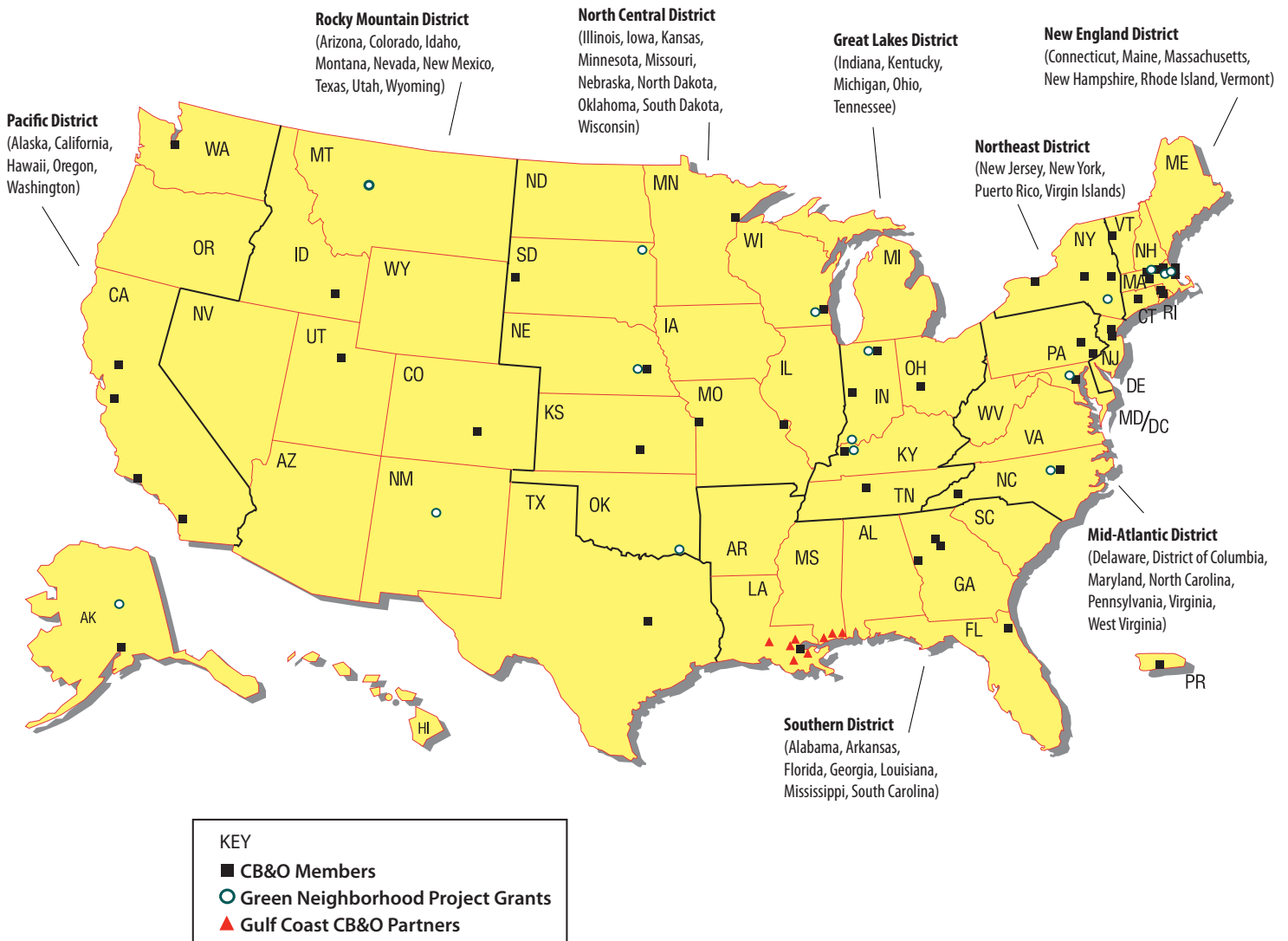
Community Building and Organizing Initiative:

Realizing NeighborWorks® Vision of Sustainable Communities

The tremendous changes that occurred through 2007 and 2008 have left many people reeling. As millions of people across the United States struggle with home foreclosures, loss of jobs, and cutbacks in basic services, other changes have also been at work. People across the country are re-evaluating what's most important to them. And, in the process, many are discovering – or rediscovering – the value of community.

The field of community development grew up around the idea that ordinary people, working together in communities, can bring about positive change. While the core activity of many community development organizations is affordable housing development, their mission of most tends to be much broader. It's about revitalizing neighborhoods, making them healthy and sustainable places for people to live. The Community Building and Organizing (CB&O) Initiative first and

Participating Organizations



foremost supports NeighborWorks® organizations to build those healthy communities by developing resident leadership, strengthening resident-led associations, and sponsoring community building activities that enhance relationships among neighbors and spur organizing efforts. We do this primarily through a **membership program** that provides grants, technical assistance, peer sharing opportunities, and other resources to close to 50 NeighborWorks® organizations.

The CB&O Initiative is also much more than the membership program alone. During 2007-2008, we supported grassroots groups in the **Gulf Coast** in their efforts to rebuild after Hurricanes Katrina and Rita. We took part in promoting **green activities** at the

neighborhood level through peer sharing and offering our first-ever green neighborhood project grants. We worked with the NeighborWorks® Training Division to **train resident leaders** through Community Leadership Institutes (CLIs), a Community Organizing Symposium, and a new “train-the-trainer” resident leadership training curriculum.

Throughout these efforts, we have documented the pivotal role community building and organizing work plays in securing the human and financial investment needed to revitalize communities.

Read on to see just what the CB&O Initiative has delivered in tangible outcomes and impact in hundreds of communities nationwide.

Community Building and Organizing Delivers Remarkable Results Summary of 2007-2008 Outcomes

| | |
|---|--|
| Critical Leadership Roles for Local Residents | More than 150,000 incidents of resident engagement reported |
| CB&O Groups Maximize Community Volunteers | More than 350,000 hours of volunteer engagement tallied \$6.7 million generated in value of volunteer hours |
| Millions Invested in Communities as a Result of Local Organizing Efforts | \$119 million documented in new community development investments \$37,000/organization or \$3.3 million total invested by members in CB&O Every \$1 invested in CB&O yielded more than \$36 in economic returns |
| Gulf Coast Rebuilding Enhanced | 10 community-based organizations supported in Louisiana and Mississippi 4,300 residents and 6,600 out-of-town volunteers engaged in rebuilding 122,622 volunteer hours contributed in 2008 alone |
| New Tools for Training Resident Leaders | Community Leadership Curriculum redesigned for use by local communities Train-the-trainer package to be released in 2009 |
| Green Community Initiatives Across the Country | Green Neighborhood project grants made to 15 NeighborWorks® organizations |

I. Membership Program Aggregate Results: 46 Organizations

Community Building and Organizing Generates Millions in Direct Investment

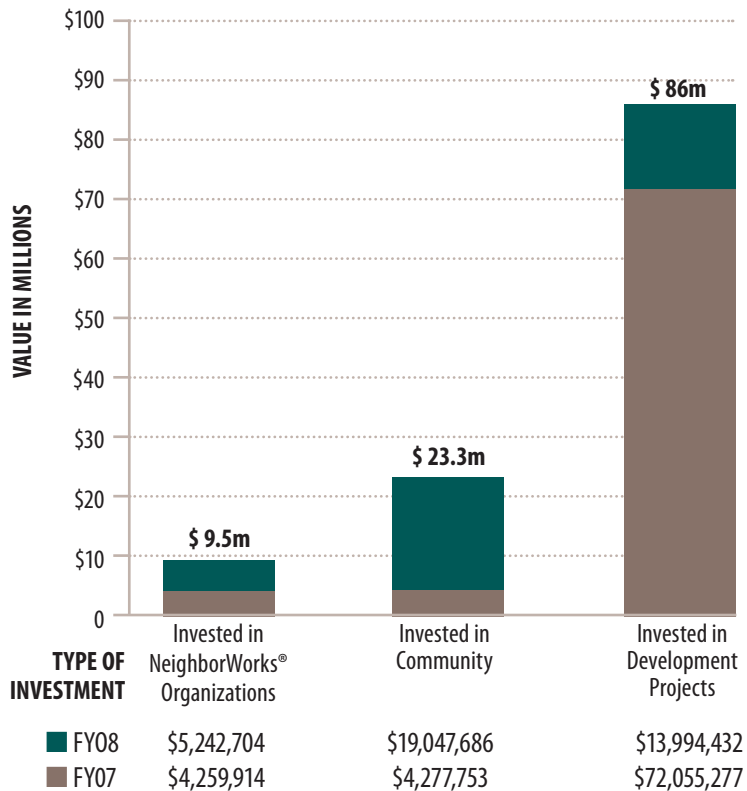


A total of almost **\$119 million in direct investment** (\$80.6 million in FY07 and \$38.3 million in FY08) was made in organizations, community improvements and development projects as a **direct result of our member groups' community building and organizing** activities (42 reporting in FY07 and 46 in FY08). These investments included:

- major real estate development projects;
- new community programs and services;
- improved local infrastructure; and
- grants received by CB&O member groups to carry out their community development work.

Homes in Swillburg, the first neighborhood engaged in **NeighborWorks® Rochester's** (Rochester, N.Y.) Healthy Blocks Neighborhood Initiative, appear to be defying the city's market trends, with home prices rising and days on the market declining. The evidence that Healthy Blocks made a difference persuaded the Realtors Charitable Foundation to make a two-year, \$30,000 annual commitment to expand the effort into a third neighborhood.

**ECONOMIC IMPACT OF CB&O: NEW COMMUNITY INVESTMENTS
RESULTING FROM COMMUNITY BUILDING AND ORGANIZING ACTIVITIES**



Total \$119 million due to CB&O efforts

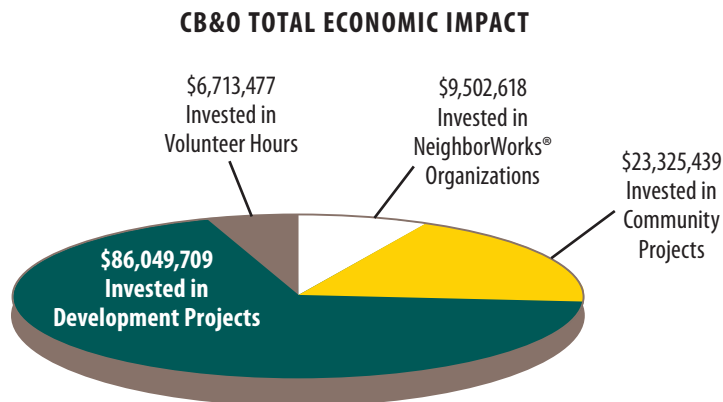
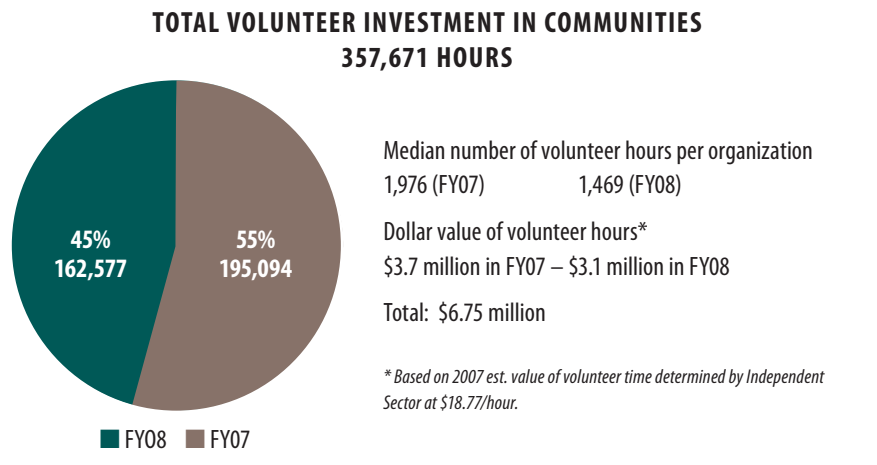
\$9.5 million invested in CB&O member organizations
 \$23.3 million invested in local communities
 \$86 million invested in local development projects

Median economic impact per organization*
 \$ 83,000 in FY07 - \$224,000 in FY08
 * Based on organizations that reported for full year only.

Organizing Plus Volunteers Yields Substantial Value

An additional **\$6.7 million** in economic value was created through **hundreds of thousands of volunteer hours** contributed during 2007 and 2008¹ (more than 195,000 hours in FY07 and 163,000 in FY08 for a total of more than 358,000). Volunteers painted homes, cleaned up vacant lots, scrubbed off graffiti, tutored youth, visited the elderly, ran art programs and much more, building community pride and satisfaction along with their distinct program results. If these volunteer hours were translated into full-time staff, they would have **augmented organizational capacity** across these organizations by the equivalent of more than **170 full time staff** – an average of 3 to 4 staff per each participating organization.

All this was accomplished via an **annual investment of approximately \$37,000 per organization per year**², a total over the two years of approximately \$3.23 million across our membership. This relatively small investment in CB&O work was multiplied by a factor of **39**: nearly **\$126 million in total economic impact** was generated by community building and organizing for communities in **29 states and Puerto Rico**.



NeighborWorks® Waco (Waco, Texas) operates a free, highly successful tax preparation program which in 2008 broke all previous years' records. Student volunteers from AJ Moore Academy prepared more than 1,900 free returns and refunded more than \$2 million to taxpayers who used the service.



362 volunteers working with **Neighborhood Housing Services of Reading** (Reading, Pa.) Operation Facelift made repairs to more than 60 residences in 2008, generating an estimated \$135,000 dollars in volunteer labor hours and incalculable value to elderly and disabled resident homeowners.



Volunteers at NeighborWorks® Waco's Revivalation 2007 community painting event.

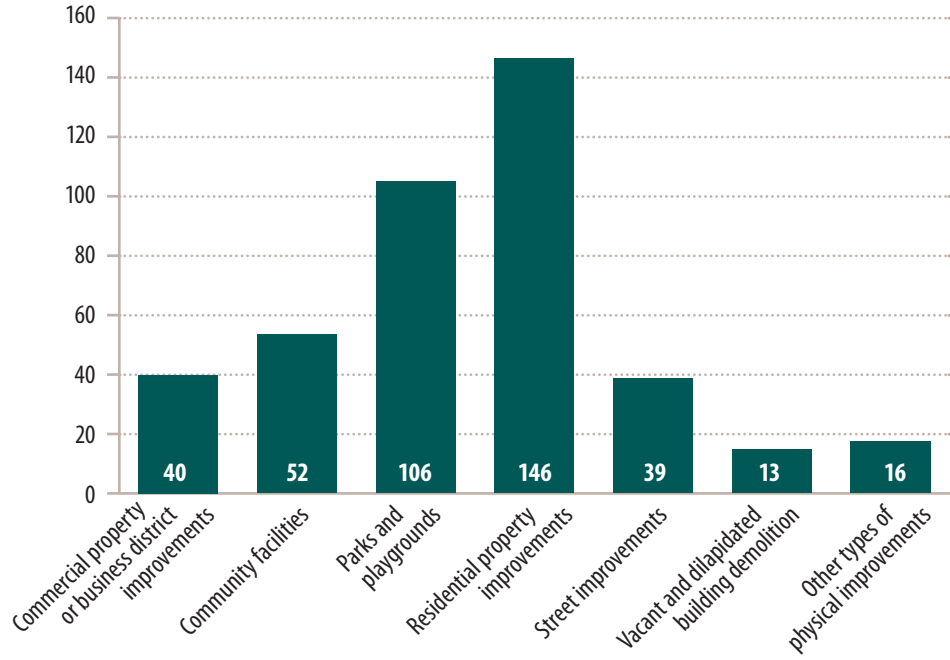
¹ The economic contribution of volunteer hours is calculated at \$18.77/hour (standard developed by Independent Sector, 2007)

² The median salary (excluding benefits) for a community organizer across the NeighborWorks® network was calculated as \$36,720 in 2007 (source: NeighborWorks® America Annual Survey 2007)

The Housing Partnership of Northeast Florida (Jacksonville, Fla.)

succeeded in a major organizing effort that brought city attention to severe infrastructure needs in the Grand Park neighborhood. Before the city stepped in, heavy rains would cause such serious flooding that residents were obliged to use small boats to get around their neighborhood. The city allocated \$15 million in the last phase of a bond project for drainage repairs, in no small measure due to HPNF's work to help local residents organize and tell their story.

PHYSICAL COMMUNITY IMPROVEMENTS 2007-2008



The Boston Globe

NEWSFLASH: It's definitive: changing the physical nature of a place has a stronger effect on reducing crime than other standard policing strategies. Harvard and Suffolk University researchers in Lowell, Mass. tested the "broken windows theory" and found a 20% drop in crime in neighborhoods where physical conditions were improved. (Boston Globe, Feb. 9, 2009)



The Baylor University Football Team paints the home of an elderly couple with NeighborWorks® Waco for NeighborWorks® Week 2008.

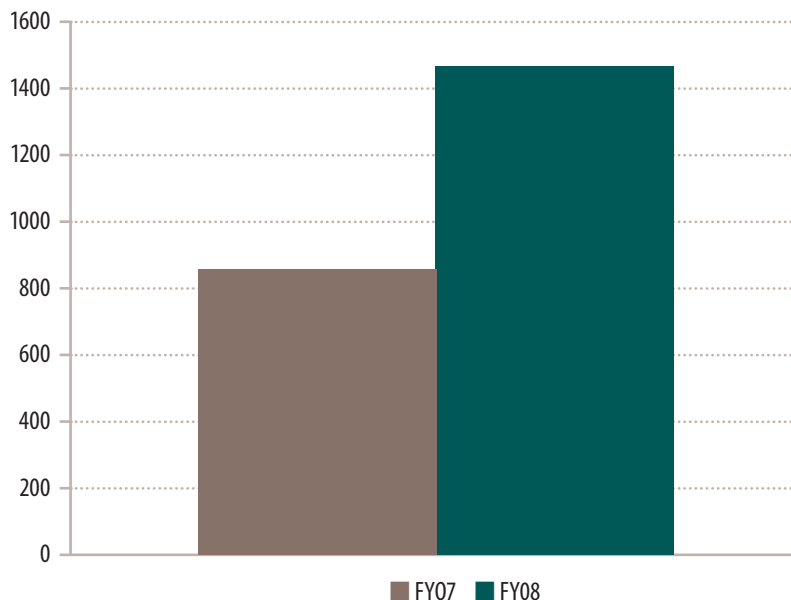


Volunteers for Housing Partnership of Northeast Florida celebrate completion of the new Forest Apartments Playground. (July 2008)

Resident Participation on the Rise

A dramatic increase occurred over the two years in the number of distinct events of resident participation in community organizations. In FY07, 46,000 individual incidents of resident engagement took place throughout the CB&O member network, while in FY08 that number **more than doubled**, to 103,000. These numbers are not simply a reflection of a higher number of CB&O members. In FY07, with 42 member organizations, the **median number** of distinct incidents of **resident engagement was 875 per organization**, while in FY08, with 46 member organizations, the median number of incidents of **resident engagement per organization had risen to 1,489 – a 70% increase!**³

MEDIAN ANNUAL RESIDENT PARTICIPATION



³ Based on member organizations reporting resident engagement for all four quarters.

“It was amazing to see Ana Aguilar, Josefina Aguilar and other monolingual Spanish-speaking residents overcome their fears of speaking in public to address an audience of more than 100 individuals at the 5th Annual Community Leadership Institute in San Marcos, Calif.,” wrote our colleagues at **Community HousingWorks** (Escondido, Calif.). “Both of them had previously declined to facilitate any type of meeting due to their fear of public speaking, but attending the [NeighborWorks®] Houston CLI and meeting with other CHW residents gave them the tools to strengthen their confidence. Sandra Ramos and her 11-year-old daughter, Monserath, both facilitated during the event. Monserath shared her story of how her mother had and continues to inspire her to be involved in her community and to serve as a young leader!” The entire San Diego-area CLI was coordinated and facilitated by 14 resident leaders and 12 youth leaders.

Chelsea Neighborhood Developers' (Chelsea, Mass.) Community Enhancement Team (CET) built city-wide partnerships to reduce neighborhood graffiti. When the CET started its anti-graffiti campaign, many different city services and non-profit groups were addressing the issue, but lacked coordination. The CET rallied local non-profit organizations, businesses and city government to create one unified front. Due in part to the CET's work, the City Council's subcommittee meetings on graffiti drew a great turnout from community organizations and residents and ultimately resulted in much stricter city ordinances on graffiti. Graffiti incidences have declined to below 20 from a high of over 100 properties cited, and residents have proudly reclaimed their neighborhood.



Westside Housing Organization volunteers join with Timberland to build a playground at WHO's Jefferson Place affordable housing development in 2007.

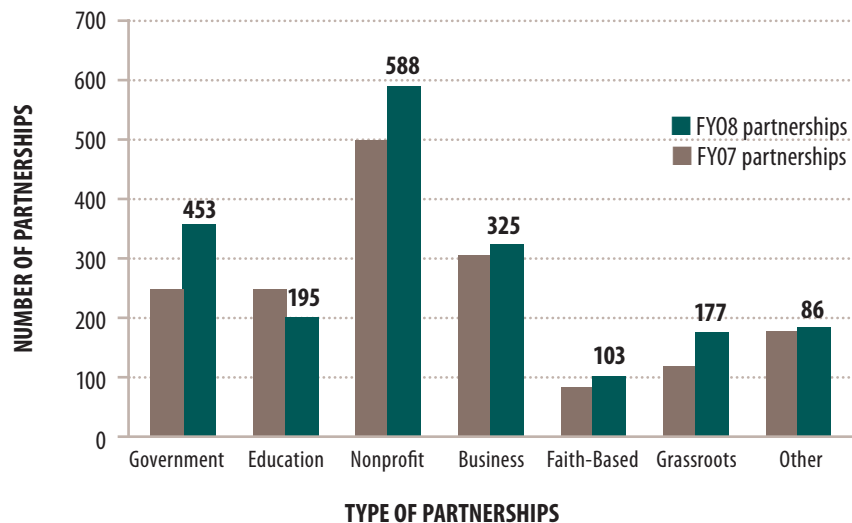
Partnerships Extend Our Reach and Impact

Community organizers understand that **change takes place through relationships** – of neighbors to each other, individuals to organizations, and organizations to other institutions. Partnerships are one way we leverage community building and organizing efforts for **greater community level impact**. CB&O member organizations documented a diversity of partnerships that increased in all categories from 2007 to 2008 for a total of 1,927 overall. The median number of partnerships per organization was 25.



The assistant city manager lends a hand at Chelsea Neighborhood Developers' Get Out, Paint Out event.

PARTNERSHIPS INCREASING ACROSS THE BOARD



II: Other Community Building and Organizing Programs

300 Organizations Reached in FY07 and FY08

Green Neighborhoods

Impact

Information gathered at the first national green discussion among CB&O members informed the launch of a new two-day course, “Taking Green Action in Your Community,” now being offered at two NeighborWorks® Training Institutes. NeighborWorks® America also awarded Green Neighborhood Project Grants to 15 organizations, funded by the Home Depot Foundation. These grants include: **Chelsea Neighborhood Developers** (Chelsea, Mass.) to link volunteer trash cleanup with increased recycling; **NHS of Southeast Wisconsin** (Racine, Wisc.) to build an outdoor classroom at a local elementary school; **Durham Community Land Trustees** (Durham, N.C.) and **Homewise** (Santa Fe, N.M.) to work with resident associations to distribute home energy conservation kits to their neighbors, to name just a few of the green neighborhood projects supported by NeighborWorks® America and The Home Depot Foundation.

Activities

The CB&O Initiative began to explore green opportunities in 2008 by hosting a sharing session among organizing staff of our member organizations. Across our membership, groups were organizing for improved public transportation and clean-up of toxic waste sites; building community gardens; starting recycling programs; and training low-income residents to educate their neighbors about how to reduce energy usage in their homes. The “Fairmount Fellows” at **Codman Square Neighborhood Development Corporation** (Boston, Mass.) engaged resident volunteers in documenting traffic counts as one step in addressing air quality issues. **LaCasa of Goshen** (Goshen, Ind.) participated in a community sustainability project that sponsored farmers markets. **NeighborWorks® Salt Lake** (Salt Lake City, Utah) organized more than 400 residents to participate in a successful campaign to ensure that a new light-rail train best served their Westside neighborhood.

Many of our CB&O members have engaged in “green” activities for many years, and are excited that these efforts are now being recognized as making a significant contribution to healthy, livable communities.



DASH for La Grange (LaGrange, Ga.) partnered with the Juvenile Court to develop a community garden in close proximity to the senior cottages in the Hillside neighborhood. Adjudicated youth work in the garden twice a week, under the supervision of a Hillside resident, to make restitution, and sell the vegetables to neighborhood residents every Monday and Thursday morning. In its second season, the garden produced more than a hundred pounds of beans as well as squash, tomatoes, cucumbers, eggplant, and peppers. Almost every day, in the late afternoon or early evening, residents of the senior cottages gather to socialize and check on the garden.



Volunteers work on an access ramp as part of New Directions' Repair Affair 2008.

Our Gulf Coast CB&O partners include **Broadmoor Improvement Association** (New Orleans, La.) which made it a priority after Hurricane Katrina to track down every resident who lived in the Broadmoor neighborhood and ensure their right to return. The organization has since launched a community development corporation, opened a charter school, built a library, and activated hundreds of residents to rebuild their neighborhood.



Gulf Coast Boat People SOS Seniors 2008

Another Gulf Coast partner is **United Houma Nation** (Terrebonne Parish, La.), a Native American tribe of 15,000 individuals spread throughout the bayou country of southeast Louisiana. When Hurricane Gustav hit in the fall of 2008, it created as much damage and dislocation as Hurricanes Katrina and Rita three years earlier. NeighborWorks® America provided an emergency grant to ensure that the Houma people's immediate needs were met. Houma staff and volunteers' new skills in fundraising and strategic planning, learned through NeighborWorks® America trainings, have enabled them to successfully secure new funding and bring new understanding and tools to the questions of long-term sustainability.

Gulf Coast Houma Youth Media Team Interviewing Elders



Gulf Coast United Houma Nation youth 2008

Community Building and Organizing in the Gulf Coast

Impact

Together, our **10 Gulf Coast partners** have provided **leadership training to 687 residents**. They have engaged more than **4,300 residents and an additional 6,600 out-of-town volunteers** in rebuilding efforts, pouring over **122,600 volunteer hours** into fixing damaged homes, holding community fairs, and other forms of community building and service.

Activities

In 2007 and 2008, the CB&O Initiative provided grant support to ten community-based organizations in Mississippi and Louisiana. Our objective was to support organizations that would **ensure resident voice in the rebuilding process**. The NeighborWorks® CB&O Initiative brought together staff and residents of these groups five times over this two-year period to learn new skills, share with their peers, and take time to re-energize in face of the sometimes-overwhelming challenge of rebuilding.

Other Gulf Coast partner organizations work with low-income Latino, Vietnamese, African-American and other communities, providing leadership training, asset-building programs, advocacy and other support. Together, these organizations are ensuring that historically disenfranchised residents throughout the Gulf are integral to regional efforts to build more inclusive, equitable communities.



Training Resident Leaders

Impact

Four Community Leadership Institutes held in 2007 and 2008 **trained more than 2,200 residents** from **275 organizations** across the United States. Each organization's team had access to a small action grant, awarded to projects that applied new skills to address a priority community issue. Action grants supported small projects, but it is not unusual for these projects to lead to greater impact. In fact, the ripple effect can build for years after the CLI.

Chautauqua Home Rehabilitation and Improvement Corporation (CHRIC) in upstate New York (Mayville, N.Y.) had this to say about the ripple effect of its participation in a NeighborWorks® Community Leadership Institute:

“We are still building on the NYC CLI when we brought folks from rural Sherman, NY. We will go to construction this spring on the end result of that CLI...It has been a long and difficult road to get where we are today, but it started with that CLI action plan those residents put together, wanting to change people’s negative attitudes in their small village that nothing could be done to change their deteriorating downtown....Their plan involved getting all the residents together at a ‘dessert social’ sponsored by their churches to decide what was important to residents. 85 people turned out, they filled out a survey, and we used those results to bring a \$163,200 NY Main St. grant, a \$238,000 Restore NY grant, and a \$300,000 HUD Rural Housing and Economic Development grant, \$15,000 of NeighborWorks® America investment in a condemned building CHRIC acquired in the middle of their historic downtown, a \$60,000 legislative member grant, and now the \$40,000 Federal Home Loan Bank [Affordable Housing Program] award. If we get the [Rural Area Revitalization Program grant], it will be over a million dollars that resulted from that CLI, so.....keep up the good work. CLIs can work!”

John Murphy, CHRIC

Residents develop a vision for their mural.
(Chelsea Neighborhood Developers Fall 2008)

Activities

The Initiative also ensured the success of the NeighborWorks® bi-annual **community organizing symposium**, which drew **260 people** to a day of sessions on **“Organizing in the Face of Foreclosure: What Can Communities Do?”** in August 2008. During the symposium, participants took part in creating a video highlighting the impact community organizers are having on the foreclosure issue at the local level, available on the NeighborWorks® America YouTube channel at: <http://www.youtube.com/neighborworksamerica>

The Community Building and Organizing Initiative works closely with the Training Division to host CLIs. These three-and-a-half-day events bring teams of six to eight resident volunteers and staff from communities across the country together for skill building, team building, and action planning. The CLI is many residents' first exposure to community development beyond their own neighborhood. They compare notes with volunteers from other states, visit local projects, and practice newly learned leadership skills.

Over the 2007-2008 period, the CB&O Initiative further advanced resident leadership with the development of a comprehensive **resident leadership training curriculum** to be used by local groups. This package, available in 2009, will enable local groups to replicate for themselves the high-quality training they received at CLIs.



III. More Snapshots from the Field:

Community Building and Organizing in Action

Here are just a few stories that illustrate the breadth of work, and the many successes, Community Building and Organizing efforts by NeighborWorks® organizations are delivering across the country.

Youth Programming – Opportunity and Voice for Tomorrow's Leaders

Oak Hill Community Development Corporation (Worcester, Mass.) Teen Inspirators and Worcester Academy collaborated to create a 10-week “Our Voice, Our Community” project. Participating young people received photo training at the Worcester Art Museum, photographed different parts of the neighborhood and wrote artist statements describing how they felt about what they photographed. People from the neighborhood attended the photo exhibition at Worcester Academy. This project not only gave an opportunity for students at the campus and young people who live in the neighborhood to get to know each other, but it showed the variety of views they had about their neighborhood.

The work of **Sacramento Mutual Housing Association** (Sacramento, Calif.) with South Sacramento youth resulted in a significant federal investment which is supporting a new community organizer and partnerships with health care providers, law enforcement, and substance abuse treatment organizations to open a new substance abuse prevention program. An initial multi-year grant for this work came from Sierra Health Foundation, enabling SMHA to launch an alternative conflict mediation center at a local school to de-escalate bullying incidents and other coalition-building work. SMHA also brought in a digital storytelling training program in which teens learned to research a topic and create their own short PSA-style video. Youth involved in the South Sacramento Coalition for Future Leaders developed new healthy activities for teens, including the first ever art and talent show for South Sacramento youth. At this event, the young people created a visual art and photography exhibit gallery, and demonstrated their talents in dance, song, and poetry for an audience of nearly 200 people.



A proud muralist displays his art during Chelsea Neighborhood Developers' summer 2008 Get Out, Paint Out event.

Community Building Events Create Desirable Places to Live

In June 2007, **Neighborhood Housing Services of New Orleans** opened the Freret Neighborhood Center to be a gathering place for residents of a badly flooded neighborhood to reconnect with each other. The activities and programs at the Center were designed by the Resident Advisory Council to address the issues and challenges residents face. One resident entrepreneur worked with staff to develop the Entrepreneur Art Club—an after-school program for children in Freret to design and create products to sell at the monthly neighborhood market, while learning financial and business literacy. Another resident took the lead on creating the Freret Art Gallery, to provide neighborhood artists with a venue for their work. Over 250 neighbors stopped by the Freret Neighborhood Center and toured the Art Gallery during the 2008 Freret Street festival. Through the help of resident volunteers, the Center runs the Community Computer Lab. And two residents helped organize the first Seniors Connecting Seniors event, a luncheon attended by more than 40 senior citizens that was one of the first opportunities for community seniors to reconnect with one another since the 2005 floods. This has now become a regular occurrence. Several hundred people every month now come to the Freret Neighborhood Center for these resident-driven programs, as well as for neighborhood meetings, advocacy campaigns, and wellness activities.



Residents of Lowell, Mass. turn out in large numbers to show their support for the development of affordable apartments.

An Innovative Neighbor-to-Neighbor Outreach Campaign Reaches Across a City

“NeighborCircles” is the principle organizing strategy used by **Lawrence CommunityWorks** (Lawrence, Mass.) to re-energize neighbor-to-neighbor conversation and communication. LCW believes that the costs of neighbor-to-neighbor disconnection are enormous, and their experience with NeighborCircles is proof that setting the right conditions for building trust and connection can lead to real change. Under the leadership of a resident “host” and trained facilitator, 8-10 families come together three times over the course of a month for dinner and conversation. They get to know each other, talk about the neighborhood or the city, and decide as group if there is something that they can do together to help build community in Lawrence. Some Circles have worked together on alley and playground cleanups, improving street lighting, safety and parking, and organizing block parties. The strategy has led to neighbors meeting neighbors and taking on local improvement projects on more than 40 streets and blocks in the City of Lawrence.

Changing the Rules that Affect our Environment: Policy and Advocacy Work

In October 2008, **Neighborhood of Affordable Housing** (Boston, Mass.) learned it had won its battle to keep a diesel power plant from being built in its community. The proposed power plant was to be placed across the street from an elementary school and adjacent to Chelsea Creek, the second most polluted body of water in the state. NOAH worked with community partners at the Chelsea Green Space and Recreation Committee to fend off further pollution to their adjacent communities, which were already among the top five polluted communities in Massachusetts. After several hundred people wrote letters, protested, attended hearings, and took other actions, the EMI Corporation withdrew its application to the state to build the plant, representing a huge victory for NOAH and its resident leaders participating in the campaign.

In the spring of 2008, the Real Estate Department at **Coalition for a Better Acre** (Lowell, Mass.) successfully closed on the purchase of a former high school for redevelopment into affordable apartments. This purchase would not have been feasible without a favorable outcome for the development plans at the City of Lowell’s Planning and Zoning Board hearings. CBA’s organizing encouraged residents to turn out in large numbers at both hearings to show their support of the project, a victory that brought a direct economic impact of new real estate investment in the community.



The IMPACT! Group (Duluth, Ga.) has made significant strides in better reaching Latino homeowners and residents through its HomeOwnership Center’s Hispanic Inclusion Initiative. In the first quarter of 2008 alone, some 292 Hispanic clients were served, up from 131 Latino clients for all of 2007.



Celebrating the rehab of Ms. Mable Dooley’s home in East Waco, Texas (NeighborWorks® Waco, October, 2008)

IV. About the Community Building and Organizing Initiative

The NeighborWorks® Community Building and Organizing Initiative launched its membership program in June 2005. Member organizations demonstrate commitment to NeighborWorks® core value of resident-led community development. The Initiative supports local community building and organizing strategies, strengthens resident leadership development, and builds the capacity of resident leaders and associations in local communities. This work is done through grants, technical assistance, and training for network members. By the end of FY2008, the initiative had grown to include 49 member organizations, and was reaching dozens of additional organizations through its work on resident leadership development, Gulf Coast rebuilding, and green initiatives.

Members of the CB&O Initiative engage in resident leadership development, and support or create resident-led groups that work toward creating positive community change. They have dedicated staff or volunteers, a work plan, and strategies to excel in this work and other community building events and activities. Many member organizations also carry out advocacy, community organizing campaigns, youth development and organizing, community planning and other activities that bring residents together to revitalize their communities.

Each member organization receives three years of operating grants, specialized technical assistance geared toward strengthening their CB&O work, opportunities for peer sharing with other CB&O members, and other timely information and resources. In exchange, they report quarterly on CB&O activities and outcomes, enabling the Initiative to aggregate data at the national level.



New Directions honors volunteers at their 2008 Breakfast of Champions event.

Guiding Principles

The Initiative also provides training to more than 1,000 resident leaders every year through **Community Leadership Institutes and on-site technical assistance and coaching**.

The Initiative believes that community building and organizing are continuous, self-renewing efforts led by community residents engaged in **collective action** aimed at relationship-building, problem solving and building a stronger community. Community building and organizing are processes that bring the talents, resources and skills of people in a community together to **increase their collective power** to transform themselves and their community, and **work for social change**.

Appendix A.

FY07 and FY08 Members of the NeighborWorks® Community Building and Organizing Initiative

| | Organization | Address | Website | Phone |
|----|---|---|--|------------------|
| 1 | Affordable Housing Resources, Inc. | 1011 Cherry Ave. Nashville, TN 37203 | www.ahrhousing.org | 615-251-0025 |
| 2 | Beyond Housing | 4156 Manchester Ave. St. Louis, MO 63110 | www.beyondhousing.org | 314-533-0600 |
| 3 | Brand New Day, Inc. | PO Box 6803 Elizabeth, NJ 07206 | www.brandnewdaycdc.org | 908-282-0781 |
| 4 | Cabrillo Economic Development Corp. | 702 County Square Dr. Ventura, CA 93003 | www.cabrilloedc.org | 805-659-3791 |
| 5 | Central Area Development Association | 2301 South Jackson St., Suite 101-D Seattle, WA 98144 | www.cada.org | 206-328-2240 |
| 6 | Champlain Housing Trust | 88 King St. Burlington, VT 05401 | www.champlainhousingtrust.org | 802-862-6244 |
| 7 | Chelsea Neighborhood Developers, Inc. | 4 Gerrish Ave. Chelsea, MA 02150 | www.chelseand.org | 617-889-1375 |
| 8 | Coalition for a Better Acre | 517 Moody St., 3rd Fl. Lowell, MA 01854 | www.coalitionforabetteracre.org | 978-452-7523 |
| 9 | Codman Square Neighborhood Development Corp. | 587 Washington Street Dorchester, MA 02124 | www.csndc.com | 617-825-4224 |
| 10 | Community Housing Services of Wichita/ Sedgwick County | 4620 E 13th St. N, Suite B Wichita, KS 67208-2202 | www.chswichita.org | 316-685-2656 |
| 11 | Community HousingWorks | 1820 S. Escondido Blvd. #101 Escondido, CA 92025 | www.chworks.org | 760-432-6878 |
| 12 | CommunityWorks Rhode Island | 693 Broad Street Providence, RI 02907 | www.communityworksri.org | 401-273-2330 |
| 13 | DASH for LaGrange, Inc. | 1200 Fourth Ave. LaGrange, GA 30240 | www.dashlagrange.org | 706-298-0221x125 |
| 14 | Durham Community Land Trustees | 1208 W. Chapel Hill St. Durham, NC 27713 | www.dclt.org | 919-490-0063 |
| 15 | Housing and Neighborhood Development Services | 15 South Essex Ave., Rear Orange, NJ 07050 | www.handsinc.org | 973-678-3110 |
| 16 | Housing Partnership of Northeast Florida, Inc. | 4401 Emerson St., Ste. 1 Jacksonville, FL 32207 | www.thehousingpartnership.com | 904-398-4424 |
| 17 | LaCasa, Inc. | 202 N. Cottage Ave. Goshen, IN 46528-4399 | www.lacasagoshen.org | 574-533-4450 |
| 18 | Lawrence CommunityWorks, Inc. | Our House Campus 168 Newbury St. Lawrence, MA 01841 | www.lcworks.org | 978-685-3115 |
| 19 | Manna, Inc. | 828 Everts St., NE Washington, DC 20018 | www.mannadc.org | 202-832-1845 |
| 20 | Neighborhood Housing Partnership of Greater Springfield, Inc. | 20 South Limestone St., Suite 110 Springfield, OH 45502 | www.springfieldnhp.org | 937-322-4623 |
| 21 | Neighborhood Housing Services of Asheville, Inc. | 135 Cherry St. Asheville, NC 28801 | www.nhsasheville.org | 828-251-5054 |
| 22 | Neighborhood Housing Services of Duluth, Inc. | 224 East 4th St. Duluth, MN 55805 | www.nhsduluth.org | 218-727-8604 |

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| 23 | Neighborhood Housing Services of New Haven | 333 Sherman Ave. New Haven, CT 06511 | www.nhsfnewhaven.org | 203-562-0598 |
| 24 | Neighborhood Housing Services of New Orleans | 4700 Freret St. New Orleans, LA 70115 | www.nhsnola.org | 504-899-5900x105 |
| 25 | Neighborhood Housing Services of Southeast Wisconsin, Inc. | 1700 Mead St. Racine, WI 53403 | www.nhswi.org | 262-633-3330 |
| 26 | Neighborhood Housing Services Silicon Valley | 1156 North Fourth St. San Jose, CA 95112 | www.nhssv.org | 408-279-2600 |
| 27 | Neighborhood of Affordable Housing, Inc. | 143 Border St. East Boston, MA 02128 | www.noahcdc.org | 617-567-5882 |
| 28 | NeighborWorks® Anchorage | 480 West Tudor Rd. Anchorage, AK 99503-6690 | www.akanhs.org | 907-677-8490 |
| 29 | NeighborWorks® Dakota Home Resources | 795 Main St. Deadwood, SD 57732 | www.nhsblackhills.org | 605-578-1401 |
| 30 | NeighborWorks® Lincoln | 2121 N. 27th St. Lincoln, NE 68503 | www.nwlincoln.org | 402-477-7181 |
| 31 | NeighborWorks® of Pueblo | 1241 E. Routt Ave. Pueblo, CO 81004 | www.nwpueblo.org | 719-544-8078 |
| 32 | NeighborWorks® Rochester | 570 South Ave. Rochester, NY 14620 | www.nwrochester.org | 585-325-4170 |
| 33 | NeighborWorks® Salt Lake | 622 West 500 North Salt Lake City, UT 84116 | www.nwsaltlake.org | 801-539-1590 |
| 34 | NeighborWorks® Waco | PO Box 610 Waco, TX 76703 | www.nw-waco.org | 254-752-1647 |
| 35 | New Directions Housing Corporation | 1000 East Liberty St. Louisville, KY 40204 | www.ndhc.org | 502-589-2272 |
| 36 | New Kensington Community Development Corporation | 2515 Frankford Ave. Philadelphia, PA 19125 | www.nkcdc.org | 215-427-0350 |
| 37 | Neighborhood Housing Services of Greater Berks, Inc. | 213 North 5th St., Suite 1030 Reading, PA 19601 | www.nhsreading.org | 610-372-8433 |
| 38 | Oak Hill Community Development Corp. | 74 Providence St. Worcester, MA 01604 | www.hocw.net | 508-754-2858 |
| 39 | Pocatello Neighborhood Housing Services, Inc. | PO Box 1146 Pocatello, ID 83204-1146 | www.pnhs.org | 208-232-9468 |
| 40 | Ponce Neighborhood Housing Services, Inc. | PO Box 330223 Ponce, PR 00733-0223 | | 787-841-5055 |
| 41 | Reynoldstown Revitalization Corp. | PO Box 89092 Atlanta, GA 30312 | http://rrc.reynoldstown.org | 404-525-4130 |
| 42 | Sacramento Mutual Housing Association, Inc. | 3451 5th Ave. Sacramento, CA 95817 | www.mutualhousing.com | 916-453-8400 |
| 43 | The IMPACT! Group | 1845 Satellite Blvd., Suite 100 Duluth, GA 30097 | www.theimpactgroup.org | 678-808-4477 |
| 44 | Troy Rehabilitation & Improvement Program | 415 River St. Troy, NY 12180 | www.triponline.org | 518-272-8289 |
| 45 | Twin Cities Community Development Corp. | 195 Kimball St. Fitchburg, MA 01420 | www.twincitiescdc.org | 978-342-9561 |
| 46 | UNHS NeighborWorks® HomeOwnership Center | 1611 Genesee St. Utica, NY 13501 | www.thehomeownershipcenter.org | 315-724-4197 |
| 47 | West Elmwood Housing Development Corp. | 392 Cranston St. Providence, RI 02907 | www.westelmwood.org | 401-453-3220 |
| 48 | Westside Housing Organization, Inc. | 919 West 24th St. Old Firestation #9 Kansas City, MO 64108 | www.westsidehousing.org | 816-421-8048 |

Appendix B.

Data Collected From CB&O Member Organizations

(All Data Collected Quarterly Except Where Otherwise Noted)

1. RESIDENT PARTICIPATION

- a. # residents participating on committees, block clubs, neighborhood associations
- b. # residents serving as officers, committee chairs or in other leadership roles in community meetings, organizationally sponsored meetings, or in other community organizations
- c. # and % of residents participating on organization's board of directors, committees, task groups
- d. # residents involved in public advocacy or organizing campaigns, or interacting with decision-making bodies (e.g. elected officials, etc.)

2. PARTNERSHIPS

- a. Government
- b. Educational institutions
- c. Local business
- d. Nonprofit
- e. Faith-based institutions
- f. Grassroots groups
- g. Other

3. ECONOMIC IMPACT resulting from community building and organizing efforts

- a. New funds secured/invested in: Organization Community Development projects \$ ____
- b. In-kind, valued at \$ _____ Sources: _____
- c. Volunteers, in person-hours: _____ How used: _____

4. PHYSICAL COMMUNITY IMPROVEMENTS resulting from CB&O efforts

- a. Residential property Clean-up Improvement New
- b. Commercial property/Business district Clean-up Improvement New
- c. Community facilities Clean-up Improvement New
- d. Streets Clean-up Improvement
- e. Parks/Playgrounds/Community gardens/Vacant lots Clean-up Improvement New
- f. Vacant/Dilapidated building demolition
- g. Other

5. SHIFTS IN POWER DYNAMICS

- a. # new registered voters
- b. Positive media attention/coverage of community

6. INSTITUTIONAL CHANGE

(Collected once/year ONLY for those data points that relate to the organization's CB&O work)

- a. Improved public service delivery or public resource distribution to community
- b. Crime rates
- c. Homeownership rates
- d. Resident stability/mobility
- e. Property values
- f. Voting rates
- g. Unemployment/employment rates
- h. School attendance, dropout or graduation rates
- i. Legislative action initiated
- j. Other

7. MOST SIGNIFICANT OUTCOME(S) to organization and/or community

Appendix C.

NeighborWorks®' Gulf Coast Community Building and Organizing Partners

| | |
|---|-----------------|
| Boat People SOS • www.bpsos.org | Biloxi, MS |
| Broadmoor Improvement Association • www.broadmoorimprovement.com | New Orleans, LA |
| Dillard University CDC www.dillard.edu/index.php?option=com_content&view=article&id=295&Itemid=237 | New Orleans, LA |
| Gulf Coast Latin American Association • www.gclaa.com | Biloxi, MS |
| Housing 2010 • www.stepscoalition.org/coalition/article/housing_2010 | Moss Point, MS |
| IRD/Gulf Coast Community Service Center • www.ird-us.org | N. Gulfport, MS |
| Lafayette Restoration Center • www.ms.foundation.org/wmspage.cfm?parm1=382 | Lafayette, LA |
| Mary Queen of Viet Nam CDC • www.mqvncdc.org | New Orleans, LA |
| United Houma Nation • www.unitedhoumanation.org | Matthews, LA |
| Visions of Hope • www.visionsofhopeblx.org | Biloxi, MS |

Appendix D.

Green Community Project Grants

| | |
|---|--|
| *Champlain Housing Trust, Burlington, VT | Little Dixie Community Action Agency, Hugo, OK |
| *Chelsea Neighborhood Developers, Chelsea, MA | Montgomery Housing Partnership, Montgomery, AL |
| *Codman Square Neighborhood Development Corporation Boston, MA | *Neighborhood Housing Services of Southeast Wisconsin Racine, WI |
| Community Neighborhood Housing Services, St. Paul, MN | NeighborWorks® Great Falls, Great Falls, MT |
| *Durham Community Land Trustees, Durham, NC | NeighborWorks® Lincoln, Lincoln, NE |
| Fairbanks Neighborhood Housing Services, Fairbanks, AK | *New Directions Housing Corporation, Louisville, KY |
| Foundation Communities, Austin, TX | Northeast South Dakota Community Action Program Sisseton, SD |
| Homewise, Inc., Santa Fe, NM | Rural Ulster Preservation Company, Kingston, NY |
| *La Casa, Inc., Goshen, IN | <i>* This symbol indicates membership in the CB&O Initiative</i> |
| *Lawrence CommunityWorks, Inc., Lawrence, MA | |

For More Information About The NeighborWorks® Community Building and Organizing Initiative:

Visit <http://www.nw.org/network/neighborworksprogs/leadership/default.asp>

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