

**Neighborhood Development Corporations
Association of Cincinnati**

**One Stop Community Development
Online Electronic Clearinghouse**

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Location: Online**

B. ABSTRACT

100 WORD ABSTRACT THAT SUMMARIZES KEY CHARACTERISTICS OF THE PROJECT AND ITS OUTCOMES

The Neighborhood Development Corporations Association (NDC Association/NDCA) is a 501(c)(3) nonprofit Association in Cincinnati, Ohio. It serves 59 member organizations. Nineteen of these members are located in the nine Empowerment Zones (EZ) “with a poverty rate of 46.8% that is nearly twice the rate of the City of Cincinnati (24.3%).”¹

The NDC Association proposes a One-stop Online Community Development Clearinghouse. It will facilitate improved communications, increase consultation and peer to peer problem solving, increase specialized training, provide a minimum of six templates each for social and economic impact measurements, and feature the first area online economies of scale and comprehensive development models. Although centrally located and maintained at the NDC Association's office, it can be accessed anywhere at anytime with a touch of a fingertip.

The community development virtual reference library presents interactive opportunities for forums and training. The Clearinghouse is a tool that promotes partnerships. The flexibility and convenience of the Clearinghouse supports efficiency of operations and collaborative efforts.

C. SUMMARY (Questions 1-11/a-d)

1. Identify/define the target community that your project will primarily benefit.

This is a specialized information service for a niche market. The customers/clients include financial institutions, other funders, and investors. The target community also includes neighborhood development corporations (NDCs), housing service providers (HSPs) and the people who receive services from our affiliated members, who are the beneficiaries of their community economic development services.

2. Problem statement (as stated in your project contract)

If members of the Neighborhood Development Corporations Association do not improve their technological access they will impede their ability to measure results, exchange information, problem solve, create, solidify and leverage their political base.

3. Goal statement (from project contract)

The NDC Association Electronic Clearinghouse will create new opportunities for efficient communications, generate options for members to conveniently participate, promote and market NDC Association and accelerate the participation of the local community development industry to respond to individual needs, opportunities, action alerts and problem solving.

4. Describe the current condition(s) of the target community

Members of NDC Association do not have sufficient technological access to maximize their ability to exchange information, problem solve, create, solidify, collaborate, and leverage their affordable housing and economic development and political base. During Phase One of the proposed Clearinghouse a computer needs assessment has been included. Email communications primarily originating from the office of NDC Association has been the extent of our online involvement

According to the article Tech Valley Faces its Digital Divide in the Capital District Business Review, in which Paul Crotty, Verizon Public Policy and External Affairs Group President for New York and Connecticut states, “He understood the Digital Divide issue and cited a report published last fall that said, access to the Internet...mirrors the socioeconomic divisions in society.” Although the quote refers to “socioeconomic divisions in society,” there are parallels to nonprofit organizations serving low-income areas.²

Limited exposure to technological advances was due to high costs associated with its early development. Most NDC Executive Directors were denied the chance to learn how to use computers because of inefficient operating funding, limited staff, time, and training. Therefore, they have undervalued and underutilized them. This puts NDC Association at a significant disadvantage.

The study conducted by NDC Association in collaboration with the Development Corporation for Cincinnati on behalf of the Greater Cincinnati Foundation states, “Efforts to expand the supply of housing for low and moderate income people are currently made by community-based non-profit development corporations and a limited number of for profit developers. The net result, however is that not enough housing is being produced on an annual basis to meet the need.”

The shortcomings of Cincinnati’s housing delivery system particularly in terms of the Neighborhood Development Corporations (NDCs) can be described as follows:

- Operating support is difficult to secure
- Predevelopment funds are scarce
- Training and technical assistance is limited
- Project financing is available from a number of sources
- Policy formation is reactionary³

The study published in 1989 supports the contention that nonprofit members of NDC Association are under-capitalized and their needs for technical and training support are great.

5. Describe the desired condition(s) for the target community

A computer needs assessment of the 41 non-profit members of the NDC Association will increase affiliated members access to the Clearinghouse and improve computer usage, equipment, and skills.

One hundred percent (100%) support and utilization by the thirteen (13) NDC Association member banks/financial institutions will use the proposed performance indicators. These indicators will measure the value of the approved loans and grants by banks and other funders that are awarded to developers for housing and economic development projects. The desired result of the performance indicators will be accountability, which will strengthen community development support and it has the potential to increase financing that supports economy of scale housing development. Participating financial institutions will work with the NDC Association around voluntary agreements and incentives with developers on reporting and providing the data.

Participation by residents will include their results from housing services received from NDC Association with various levels of outcomes that lead to longer term results such as substantial increase in neighborhood improvements, financial stability, political influence, civic and community participation.

Clearinghouse instruction programs and other training programs will result in greater knowledge, skill development and increased computer access by NDC Association members and beneficiaries of their services.

Improved member use of online social and economic performance indicators, problem solving, action alerts, and policy recommendations will create new online options for NDC Association members to participate resulting in changed behavior i.e. quantified and qualified measurements, leveraging of resources, the exchange of information and new partnerships.

Approved Clearinghouse grant proposal, business plan, marketing and fundraising plan will increase political clout, computer literacy, online access, enhanced public relations and community development research and problem solving.

6. Project purpose statement (see project contract)

The Electronic Clearinghouse introduces the use of technology as a tool to assist nonprofit organizations to work smarter and efficiently. Beneficiaries who receive services by member organizations would contribute online in the Clearinghouse by indicating their benefit from services received. Funders would have measurable performance outcomes related to social and economic indicators. At a minimum three years of data from the indicators will assist us to analyze the benefits of funding invested in community economic development programs. Specialized CED training and user-friendly instructions are incorporated in the training programs.

7. Outputs that would exist if successful

- Increase in online member participation in peer to peer problem solving
- Increase in members response to action alerts, policy recommendations and the exchange of information
- Increase in NDC Association members computer literacy and skills
- Increase in use of online social and economic performance indicators
- Perceived and quantified benefit to financial institutions, other funders and the community
- Increase in members use of Clearinghouse training programs
- Increase in resident response to housing benefits
- Letters of support with written confirmation to use the Clearinghouse
- Active online project committee participation
- Changes in behaviors
 1. reporting documentation
 2. collaborations and new partnerships
 3. financial management and accountability
 4. inclusive process - resident and institutional participation
 5. maintaining and expanding resources for neighborhood revitalization, resident, civic and political involvement

- 6. streamline funding applications and/or one source application by multi-project funders and the evaluation criteria and results
- Expanded use of computer technology by the NDC Association, increased knowledge and information services about the community economic development process, financing, strategies and opportunities
- Standardized performance indicators that will assist the NDC Association to document measurable results that will be provided to investors in CED. The information will assist the NDCA to create a economic and social values database
- Resident and non profit organization's training programs on how to use the One Stop CD Clearinghouse and other online community economic development training programs with links to the Development Leadership Network (DLN), Local Initiatives Support Collaborative (LISC), National Congress of Community Economic Development (NCCED), sponsors, and others
- Improved public relations and marketing about community development including the online libraries, forums, and conferencing

Year/Phase I

- Devise 6 Indicator templates that track social outcomes
- Devise 6 indicators templates that track economic development outcomes
- Approved grants in the amount of \$50,000 - \$250,000 and/or obtain sponsors/investors for the start up, and implementation of the Clearinghouse with approval for the business plan, marketing and fundraising strategy
- Complete online specifications and redesign NDC Association website and contract with National Electronic Clearinghouse Center (NECC) and Web designer
- Contract with NECC and Project Coordinator, purchase equipment, coordinate and schedule media kick-off
- Hire student intern to conduct NDC Association member computer needs assessment

Year 2/Phase 2

- Expand activities, develop libraries and to affiliated links
- Enroll 30 non NDCA new subscribers to the Clearinghouse in order to increase computer literacy and resident access to the Clearinghouse which would include churches, the Empowerment Zones Corporation, Cincinnati Public Schools, the 06 Alliance, Children's Defense Fund and others

Year 3/Phase 3

- Launch libraries, provide online conferences, training, Town Hall Meetings and design evaluation plan that includes an amount of the budget to perform analysis on user reaction to clearinghouse, performance measurement and analysis of indicators and one hundred percent (100%) participation by the NDC Association

8. Identify those major outputs which have been fully achieved

1. Boilerplate grant proposal written
2. Clearinghouse business plan
3. Marketing and fundraising strategy

4. Letters of support from NDC Association and other institutions
5. Technical support from the National Electronic Clearinghouse Center (NECC)
6. Success Measurement CD Workshop, with the Executive Director of the Development Leadership Network (DLN) sponsored by the City of Cincinnati
7. Online committee conference on Caucus by NECC
8. Established a Project Development Committee 3-5 members (three recruited, one relocated in June, online conference established for committee which includes the project proposal
9. Submitted application to NCCED Student Intern Program and to Xavier University (December 2000)

9. Identify those major outputs, which have been partially achieved. Describe the remaining tasks that are required to fully achieve these specific outputs (additional information (G)(3)

Grant proposal written and submitted to the Ohio Community Technology Fund (OCTF) although not funded. This proposal can be used as a boilerplate proposal that can be modified to meet eligibility criteria of other funders. The next OCTF grant deadline is in November and in 2002. Another request will be submitted that will be a condensed version of the first proposal. The next grant request will indicate that this project has three phases.

July 16, 2001 - met with representative from United Way and Community Chest (UW/CC). UW/CC is a major funder and their support of the Clearinghouse would provide another level of credibility.

TASKS:

1. Continue to follow up with UW/CC and request written letter of support
2. Determine the potential of funding the project through the UW/CC Vision Councils Community Development Support Collaborative

July 11 met with Ms. Esther Erkins Director of Community Projects for the University of Cincinnati. She has agreed to work with me on the evaluation component of the proposal.

TASK:

1. Request that she serve on the project committee

Project Committee and Chair Ms. J.J. Jio-Duci Johnson, KeyBank and Ms. Renee Mahaffey Harris

TASKS:

1. Clarify roles, responsibilities, timelines, commitment and next steps
2. Obtain comments about the Online Committee Conference, schedule other meetings, agenda and action steps online

Recommend Social and Economic Indicators

TASKS:

1. Contact UW/CC and the Success Measurements Project for assistance
2. Obtain committee response and next steps
3. Convene NDC Association member financial institutions and obtain their recommendations, identify next steps
4. Obtain NECC response and establish framework for collection of data and feedback
5. Establish resident response to NDC Association member services "Shout It Out Conference/Library
6. Devise instructional Clearinghouse and performance indicator training programs

Identify funding sources

1. Submit grant proposal
2. Update letters of support and obtain other endorsements if needed

10. Identify those major outputs for which no tasks have been initiated

- Clearinghouse Contracts - Web Designer, NECC, Project Coordinator
- Clearinghouse Online Agreements
- Online Facilitation, Housekeeping and Ground Rules for Clearinghouse
- User Interactive Design
- Project Specifications and logistics
- Identification of six each, social and economic indicators

11. Conclusion/recommendations

a. Has your project purpose and/or goal changed since you began this project? If so, how and why has the project purpose and/or goal changed?

The purpose and goal have expanded from the original concept. The result of the annual face to face member survey in 2001 included a question related to the clearinghouse which was, would members pay a fee for information services? The majority of the responses indicated a reluctance to commit affirmatively to pay a fee because of budget constraints and internal capacity of members. This response led to a new expanded definition of the "customer," and the identification of a three-year/phased clearinghouse project. Additional elaboration on this question is addressed in H1.

b. Identify two factors if they had been different would have increased your ability to complete your project.

1. Lack of internal staff support to build relationships and the "buy-in for the project," including fundraising. Limited internal capacity contributed to an ongoing balancing act between the project and the NDC Association 2000 -2001 City Scope of Work contract and other daily operational requirements.
2. Non-approval of the February 23, 2001 grant application to the Ohio Community Technology Fund which would have supported contract support for the project and its implementation.

c. Identify one unexpected thing that affected your ability to complete the project and goal.

1. Non-approval of the February grant application to the Ohio Technology Fund impeded our efforts to implement the project, refine the concept, expand the buy-in for the project and to contract with professionals to support implementation of objectives.

d. What two things would you suggest to someone doing a similar project?

1. Scale the project down or a phased in approach is suggested. By separating, the activities of the Clearinghouse for non-profit organizations, residents, and financial and funding institutions this is one way to approach a phased in strategy.
2. Staff support and internal capacity for fundraising, defining the concept, obtaining “buy in” for the project, and organizing a working project committee with defined roles, timelines and action steps is highly recommended.

D. DEFINITION OF THE PROBLEM

1. Problem statement (as stated in your project contract)

If members of the Neighborhood Development Corporations (NDCs) Association do not improve their technological access they will impede their ability to measure results, exchange information, problem solve, create, solidify and leverage their political base.

2. Identify/define the target community that your project will primarily benefit

The target community is members of the NDC Association and beneficiaries of their community economic development services. Members of NDC Association are engaged in strategic neighborhood revitalization and they are increasingly required to provide performance-based measurements.

The customers/clients includes financial institutions, other funders, and investors who support NDCs to revitalize neighborhoods and develop affordable housing. Financial institutions lack the necessary information to assess neighborhood development corporations overall financial performance and their ability to deliver high quality products and services.

3. Identify any major assumptions that you are making about: the target community, the source of the target community's problems, etc.

The lack of performance-based data deprives investors, public, private and philanthropic of an inexpensive source of information upon which to calculate the institution's risk. In addition, this impedes the needed investment to support the total amount of funding needed for complete revitalization of low-income neighborhoods, comprehensive and economy of scale community development.

Example of the source of the problem assumption: Limited exposure to technological advances was due to high costs associated with its early development. Most NDC Executive Directors were denied the chance to learn how to use computers because of inefficient operating funding, limited staff, time, and training therefore, they have undervalued and underutilized them. This puts NDC Association at a significant disadvantage.

Jed Emerson, Bloomberg Senior Research Fellow in Philanthropy, Harvard Business School states, "millions of Americans benefit in a host of ways from the existence and activities of the non-profit sector. In other ways, this market is highly ineffective and it does not maximize its potential social value that players active within it seek to create, at a minimum this market reflects."⁴

- Absence Of Market Standards
- Lack Of Proven "Return On Investment"
- Market Fragmentation
- Grantmaking And Investment Isolation
- Insufficient Resources And Capital Market Imbalance
- Various Investors, Various Instruments
- Development Of An Emerging Knowledge Base
- Need For Additional Nonprofit Capital Market Research
- The Need To Teach Funders To Learn
- The Tension Between Market Cost Capital And Community Based Need
- Market "Insiders" Versus Market "Outsiders"
- Market Hype Versus Vision Grounded In Practice
- Atrophied Investor Relations
- Undeveloped Concepts Regarding The Meaning Of "Going To Scale"

The implementation of the Clearinghouse will provide quantified community development data analysis, support accountability and social and economic returns on community development investment.

There is no One Stop CD Online Clearinghouse in our area. Research on the website of major national community development intermediaries including the Enterprise Foundation, Local Initiative Support Collaborative resulted in no one site as providing performance measurement indicator templates online and other activities as described in the project proposal. Research on the National Congress of Community Economic Development, which has a membership 2,200 CDCs and the American Bankers Association and others indicate that the proposed Clearinghouse, does not yet have a competitor.

E. PROJECT GOALS

1. Goal statement (as stated in the project contract)

The NDC Association Electronic Clearinghouse will create new opportunities for efficient communications, generate options for members to conveniently participate, promote and market NDC Association and accelerate the participation of the local community development industry to respond to individual needs, opportunities, action alerts and problem solving.

2. Describe the current condition (s) of the target community (for example, if your goal is to reduce the level of unemployment for city residents, tell me the current level of unemployment . . . if your goal is to increase the number of jobs in an area, tell me the current number of jobs in the area)

Members of NDC Association do not have sufficient technological access to maximize their ability to exchange information, problem solve, create, solidify, collaborate, and leverage their low-

income housing construction development and political base. The Clearinghouse presents opportunities for efficient communications that helps organizations to know who is doing what in order to promote collaboration, and create new partnerships. It will assist NDC Association to measure social and economic impact which expresses the value of community development activities.

3. Described the desired condition(s) for the target community (for example, if your goal is to reduce the level of unemployment for city residents, tell me the desired future level of unemployment for years in the future... if your goal is to increase the number of jobs in the area, tell me approximately how many jobs your project will create over a given period in the area).

The computer needs assessment of the 41 non-profit members of the NDC Association will increase all affiliated members access to the Clearinghouse and improve computer operations.

One hundred percent (100%) support by the 13 NDC Association member banks/financial institutions to use the proposed performance indicators. These indicators will measure the value of the approved loans and grants by banks and other funders that are awarded to developers and housing services organizations. The desired result of the performance indicators will be accountability, which will strengthen operating support and increase financing that supports block by block and economy of scale housing development. Participating financial institutions will work with the NDC Association around voluntary agreements and incentives with developers on reporting and providing the data.⁵

Participation by residents who will indicate results from housing services received from NDC Association will represent various levels of outcomes that lead to longer term results such as substantial increase in neighborhood improvements, financial stability, political influence, civic and community participation.

Clearinghouse instruction programs and other training programs will result in greater knowledge, skill development and increased computer access by NDC Association members and beneficiaries of their services.

Improved member use of online social and economic performance indicators, problem solving, action alerts, and policy recommendations will create new online options for NDC Association members to participate resulting in changed behavior i.e. quantified and qualified measurements, leveraging of resources, the exchange of information and new partnerships.

Approved Clearinghouse grant proposal, business plan, marketing and fundraising plan will increase political clout, computer literacy, online access, enhanced public relations and community development research and problem solving.

F. PROJECT PURPOSE - METHOD

1. Project purpose statement (see project contract)

The Clearinghouse introduces the use of technology as a tool to assist nonprofit organizations with information, skill development and research. Beneficiaries who receive services by NDC Association member organizations would contribute online in the Clearinghouse. These beneficiaries would be asked about the benefit from services received from NDC Association affiliated member organizations. Funders would have measurable performance outcomes related to social and economic indicators. At a minimum three years of data from the indicators will assist us to analyze the benefits of funding invested in community economic development programs by financial institutions. Training and user-friendly instructions are incorporated in the Clearinghouse instructional programs.

2. List and describe the major outputs that would exist if your project is successfully completed.

- Increase in online member participation in peer to peer problem solving
- Increase in members response to action alerts, policy recommendations and the exchange of information
- Increase in NDC Association members computer literacy and skills
- Increase in use of online social and economic performance indicators
- perceived and quantified benefit to financial institutions, other funders and the community
- Increase in members use of Clearinghouse training programs
- Increase in resident response to housing benefits
- Letters of support with written confirmation to use the Clearinghouse
- Active online project committee participation
- Changes in behaviors
 1. reporting documentation
 2. collaborations and new partnerships
 3. financial management and accountability
 4. inclusive process - resident and institutional participation
 5. maintaining and expanding resources for neighborhood revitalization, resident, civic, and political involvement
 6. streamline funding applications and/or one source application by multi-project funders and the evaluation criteria and results
- Expanded use of computer technology by the NDC Association, increased knowledge and information services about the community economic development process, financing, strategies and opportunities
- Standardized performance indicators that will assist the NDC Association to document measurable results that will be provided to investors in CED. The information will assist the NDCA to create a economic and social values database
- Resident and non profit organization's training programs on how to use the One Stop CD Clearinghouse and other online community economic development training programs with links to the Development Leadership Network (DLN), Local Initiatives Support Collaborative (LISC), National Congress of Community Economic Development (NCCED), sponsors, and others

- Improved public relations and marketing about community development including the online libraries, forums, and conferencing

Year1/Phase I

- Devise 6 Indicator templates that track social outcomes
- Devise 6 indicators template that track economic development outcomes
- Approved grants in the amount of \$50,000 - \$250,000 and/or obtain sponsors/investors for the start up, and implementation of the Clearinghouse with approval for the business plan, marketing and fundraising strategy
- Complete online specifications and redesign NDC Association website and contract with National Electronic Clearinghouse Center (NECC) and Web designer
- Contract with NECC and Project Coordinator, purchase equipment, coordinate and schedule media kick-off
- Hire student intern to conduct NDC Association member computer needs assessment

Year 2/Phase 2

- Expand activities, develop libraries and to affiliated links
- Enroll thirty (30) non NDCA new subscribers to the Clearinghouse in order to increase computer literacy and resident access to the Clearinghouse which would include churches, the Empowerment Zones Corporation, Cincinnati Public Schools, the 06 Alliance, Children's Defense Fund and others

Year 3/Phase 3

- Launch libraries, provide online conferences, training, Town Hall Meetings and design evaluation plan that includes an amount of the budget to perform analysis on user reaction to clearinghouse, performance measurement and analysis of Indicators and one hundred percent (100%) participation by the NDC Association

3. Background

A. How did you and or your organization get involved with this project.

The Clearinghouse was recommended by the National Electronic Clearinghouse Center (NECC). The mission of the NDC Association includes providing training and technical assistance. The proposed Clearinghouse was a good match conceptually for the NDC Association and it directly relates to the NDC Association's mission.

Before Graduate School and pre-Clearinghouse project there were activities initiated at NDC Association, which made creating an online Clearinghouse a good idea. In addition, the Success Measurement Workshop conducted by Susan Naimark, co-author of the Success Measurement Handbook, is a workshop on community development indicators. The Clearinghouse suggestion made a lot of sense in terms of my graduate studies because it related to my employment. My assumptions at the time were that I could spend work hours on the project and include it in my scope of work and contract with the City of Cincinnati. The project is in our 2001 contract with the City.

The reality is, not nearly enough work hours have been available on this project because of other day to day responsibilities and the lack of internal staff support. More work time and assistance on the project would have enabled me to address some of the project weaknesses including getting the project funded and to galvanize the support for the project

B. Identify the other major players, groups, institutions, or individuals associated with this project. Briefly, describe the roles, concerns and expectations of these other players, groups, institutions or individuals.

Project Committee Chair KeyBank - JJ JioDuci Johnson - fundraising and project concept
Local Initiative Support Collaborative - Rene Mahaffey Harris - fundraising and project concept
United Way and Community Chest - Charles Wright - project concept and indicators

The Project Chair who is an Executive at KeyBank is a member of the NDC Association along with other member banks. The Committee Chair's role is to officiate at meetings, to work with me to obtain the necessary support, and buy in for the project along with LISC.

Charles Wright at the Community Chest and United Way (UW/CC) just completed devising indicators for their affiliated funded organizations. The UW/CC Vibrant Neighborhood's Vision Council has made a commitment to invest \$500,000 in a new initiative, the CD Collaborative along with other partners who are also expected to support the collaborative. This means a new resource to support community development is underway.

The Vision Council's initiative is post Clearinghouse project and it may have some funding potential for the proposed project. The planning committee for the CD Collaborative is working on guidelines and criteria along with LISC, City of Cincinnati, suburban representatives including Northern Kentucky, Greater Cincinnati Foundation and Fifth Third Bank. I am also participating on the committee. It will be a competitive process and it is not known at this time if training and technical assistance will be one of the categories considered for funding.

C. Other interesting information.

Locally LISC has opened a new office in our area. In addition, major funders in Greater Cincinnati including the Greater Cincinnati Foundation, Fifth Third Bank Foundation, and United Way and Community Chest are working on a Community Development Support Collaborative (CDSC). The CDSC expands operating, training and technical assistance support to CDCs/NDCs. LISC will be the managing entity of the collaborative. It is not known at this time how this new program will affect the proposed Clearinghouse. CDCs/NDCs selected to participate in the CDSC will have to provide organizational assessments, which include benchmarks, outcomes and evaluations. It is hoped that the proposed Clearinghouse will be able to obtain funding support.

G. RESULTS

1. List and describe the major outputs that would exist if your project is successfully completed. (same as section F2)

- Increase in online member participation in peer to peer problem solving

- Increase in members response to action alerts, policy recommendations and the exchange of information
- Increase in NDC Association members computer literacy and skills
- Increase in use of online social and economic performance indicators
- Perceived and quantified benefit to financial institutions, other funders and the community
- Increase in members use of Clearinghouse training programs
- Increase in resident response to housing benefits
- Letters of support with written commitment to use the Clearinghouse
- Active online project committee participation
- Changes in behaviors
 1. reporting documentation
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 3. financial management and accountability
 4. inclusive process - resident and institutional participation
 5. maintaining and expanding resources for neighborhood revitalization
 6. streamline funding applications and/or one source application by multi-project funders and the evaluation criteria and results
- Expanded use of computer technology by the NDC Association, increased knowledge and information services about the community economic development process, financing, strategies and opportunities
- Standardized performance indicators that will assist the NDC Association to document measurable results that will be provided to investors in CED. The information will assist the NDCA to create a economic and social values database
- Resident and non profit organization's training programs on how to use the One Stop CD Clearinghouse and other online community economic development training programs with links to the Development Leadership Network (DLN), Local Initiatives Support Collaborative, National Congress of Community Economic Development (NCCED), sponsors, and others
- Improved public relations and marketing about community development including the online libraries and conferencing

Year/Phase I

- Devise 6 Indicator templates that track social outcomes
- Devise 6 indicators template that track economic development outcomes
- Approved grant proposal (s) in the amount of \$50,000 - \$250,000 and/or obtain sponsors/investors for the start up, and implementation of the Clearinghouse
- That includes approval for the business plan, marketing and fundraising strategy
- Complete online specifications and redesign NDC Association website and contract with National Electronic Clearinghouse Center (NECC) and Web designer
- Contract with NECC and Project Coordinator, purchase equipment, coordinate and schedule media kick-off
- Hire student intern to conduct member computer needs assessment

Year 2/Phase 2

- Expand activities, develop libraries and to affiliated links
- Enroll 30 non NDCA new subscribers to the Clearinghouse in order to increase computer literacy and resident access to the Clearinghouse which would include churches, the Empowerment Zones Corporation, Cincinnati Public Schools, the 06 Alliance, Children's Defense Fund and others

Year 3/Phase 3

- Launch libraries, provide online conferences, training, Town Hall Meetings and design evaluation plan that includes an amount of the budget to perform analysis on user reaction to clearinghouse, performance measurement and analysis of Indicators and 100% participation by the NDC Association.

2. Identify those major outputs which have fully been achieved.

1. Written grant proposal that can be used as a boilerplate proposal
2. Clearinghouse business plan
3. Marketing and fundraising strategy
4. Letters of support from NDC Association and other institutions
5. Technical support from the National Electronic Clearinghouse
6. Online committee conference on Caucus by the National Electronic Clearinghouse
7. Success Measurement CD Workshop, with the Executive Director of the Development Leadership Network sponsored by the City of Cincinnati held in 2000
8. Established a Project Development Committee 3-5 members (two recruited, one relocated in June, online conference established for committee which includes the project proposal
9. Submitted application to NCCED Student Intern Program and to Xavier University (December 2000 - not selected)

3. Identify those major outputs, which have been partially achieved. Describe the remaining tasks that are required to fully achieve these specific outputs.

Grant proposal written and submitted to the Ohio Community Technology Fund although not funded. Their next grant deadline is November 2. Another request will be submitted that will be a condensed version of the first proposal. This grant request will focus on the purchase of the computer hardware and software. The proposal will indicate that this project has three phases. A meeting with the representative from UW/CC will be held to identify indicators for the measurement of social and economic values of community economic development.

Additional grant requests will be submitted. Galvanize the NDC Association and project committee to support knowledge and buy in of the project is planned.

4. Identify those major outputs for which no tasks have been initiated.

- Clearinghouse Contracts - Web Designer, NECC, and Project Coordinator
- Clearinghouse Online Agreements
- Online Facilitation, Housekeeping and Ground Rules for Clearinghouse
- User Interactive Design
- Project specifications and logistics

- Identification of six each, social and economic indicators

H. CONCLUSIONS/RECOMMENDATIONS

1. Has your project purpose and/or goals changed since you began this project? If so, how and why has the project purpose and/or goals changed?

The purpose and goal have expanded from the original concept. This expansion did change the goal of the project by expanding the stakeholders to address the concerns of funding sources. The result of the annual face to face member survey in 2001 included a question related to the clearinghouse which was, would members pay a fee for information services? The majority of the responses indicated a reluctance to commit affirmatively to pay a fee because of budget constraints and other funding priorities. At this point the Clearinghouse was defined primarily as a training and information resource.

The question then became how could the Clearinghouse be redefined to attract potential investors? Because non profits are increasingly required to institute performance based measurements the customer/client definition was expanded to include funding and financial institutions. The three-year/phased project includes the creation of social and economic indicator templates.

Increasingly non-profits organizations are working in an environment of accountability and scrutiny. In Cincinnati, several African American non profit organizations were charged with mismanaging funding. Most of these organizations were later found to be in compliance with financial and organizational requirements. On a recent 60 Minutes Program aired on 12/2/01 there was a segment regarding the King Center in Atlanta, Georgia. Questions were raised regarding their expenditure of funds and performance. Public and donated funding to non profit organizations require answers to such inquiries. This paper however, is not an examination on the merits of such questioning and the facts of these organizations.

The incorporation of performance indicators helps Community Development Corporations/Neighborhood Development Corporations (CDCs/NDCs) and other organizations to report on social and economic outcomes and their performance. This is a new way for non-profits to manage programs and reporting. Training and technical assistance is essential. If you do not measure what you value you may lose it.

Community development is an emerging knowledge base. The lack of operating and performance standards for CDCs/NDCs and other non-profit organizations places these organizations in a vulnerable position. By creating templates that measure social and economic returns, it standardizes reporting information and explains the outcome of the investment. This is an efficient method to assist NDC Association members that are increasingly in an environment of accountability.

FOOTNOTES

- ¹."Partners Building Pathways to Prosperity, Leaving No One Behind," pages 1-1, and 1-2 (Empowerment Zone Study)
- ²."Tech Valley faces its Digital Divide - Minorities Remain Underrepresented in high technology," Capital District Business Review, May 14, 2001.
- ³."The Development of Low Income Housing in Cincinnati: An Analysis of the Current Delivery System," By the NDC Association and The Development Corporation for Cincinnati, January 1989, pages one and three.
- ⁴.Emerson, Jed (2000) Social Enterprise Series No. 17 "The Nature of Returns: A Social Capital Markets Inquiry into Elements of Investment and the Blended Value Proposition," Harvard Business School
- ⁵.Membership numbers only refer to institutional and organizational affiliates.