



Community Building and Organizing Programs

ANNUAL REPORT 2009

Working Together for Strong Communities





TABLE OF CONTENTS

A Message from Ken Wade, CEO	3
Recipe for Sustainable Communities: Engaged and Active Residents Working Together for Positive Change	4
Participating Organizations (map)	5
I. Membership Program Aggregate Results	6
a. Cash Investment	6
b. Power of Volunteers	8
c. Resident Participation	10
d. Neighborhood Improvements	11
e. Partnerships	13
II. Other Community Building and Organizing Programs	14
a. Innovation Grants	14
b. CB&O in the Gulf Coast	15
III. Stories and Highlights from the Field	16
IV. About NeighborWorks® America's Community Building & Organizing Programs	18
Appendix A	19
Innovation Grants Awarded	
Appendix B	21
Data Collected From Participating Organizations	
Appendix C	22
Program Members Contact List	
Appendix D	24
NeighborWorks®' Gulf Coast Community Building and Organizing Partners	
Community Building and Organizing Programs Staff Contacts	24

Above: Children's art project, Neighborhood Housing Services of New Orleans (New Orleans, LA)

Opposite page: Neighborhood cleanup, NeighborWorks® Greater Manchester (Manchester, NH)

Cover photos: KaBOOM! playground build, Housing Partnership of Northeast Florida, Inc. (Jacksonville, FL)

Volunteers at work, Neighborhood Housing Services Silicon Valley (San Jose, CA)

A MESSAGE FROM KEN WADE, CEO

In 2001, NeighborWorks® America launched a pilot program to document and assess the impact member organizations were achieving through the application of community building and organizing strategies. It was our belief, quite simply, that community organizing was an important component of success, enriching the quality of programs and strengthening the bottom line. We subsequently reaffirmed our commitment to community building and organizing in 2005, converting the pilot efforts to a permanent program that is an ongoing feature of NeighborWorks®' engagement with our network members.

Today, nearly five years later, we are proud to be able to document exactly how vital community building and organizing is to organizational impact, and to improved local quality of life. This report provides details of stories, large and small, of local residents working together to improve their communities, and of how member organizations are supporting those efforts. The results documented in 2009 are all the more powerful given that most member organizations have very few staff devoted to community building and organizing on a full time basis. Yet these few staff are able to mobilize volunteers and residents, build strong partnerships, and leverage in-kind contributions in myriad ways that create a profound multiplier effect. In fact, in 2009, we estimate that for every \$1 invested by our member organizations in their community building and organizing work¹, \$35 was generated in actual economic impact.



Kenneth D. Wade
Chief Executive Officer
NeighborWorks® America



Community building and organizing strengthens the bottom line – it's that simple. In an era of belt-tightening across all functions, high-quality community building and organizing work stands out as one of the smartest investments any organization can make.

¹ Return on investment for community building and organizing was calculated based on dividing total economic impact by total investment in salaries for organizers and neighborhood directors (\$3,176,677 in FY09).

RECIPE FOR SUSTAINABLE COMMUNITIES:

ENGAGED AND ACTIVE RESIDENTS WORKING TOGETHER FOR POSITIVE CHANGE

No matter where one turned in 2009, the major story was the national economic crisis and the strain that foreclosure and unemployment put on communities across the country. At the same time, though often with much less visibility, NeighborWorks® America's community building and organizing members related a different, and equally compelling, story. Despite the economic distress – or perhaps even in response to it – resident participation in member groups surged to an all-time high. Our 50 member groups reported close to 126,000 incidents of resident engagement in their organizations and communities in FY09, a 20%

increase over FY08. Residents are taking the lead in ensuring their neighborhoods and communities not only survive, but thrive, even as funding cuts impact everything from community services to family income to organizational budgets. As one 25-year resident told member group Community Works Rhode Island after participating in a successful local project, "I feel like we finally have a neighborhood, not just a collection of streets." Member groups across the U.S. can point to similar responses from residents whose voice and engagement has been enhanced this past year.

COMMUNITY BUILDING AND ORGANIZING DELIVERS HIGH QUALITY RESULTS

<p>Residents in Leadership Roles</p>	<p>Resident participation continues to grow across our network – a remarkably positive outcome in the midst of the challenges of a very difficult economy. Close to 126,000 incidents of resident engagement were documented in FY09 by 50 CB&O member organizations, an increase of more than 20% over FY08 totals. Resident participation appears to be rising across all member organizations, with the median number of incidents per organization rising to 2,289 from the 2008 figure of 1,693.</p>
<p>Community Volunteers – Now More Than Ever</p>	<p>In FY09, \$4.6 million worth of volunteer labor – over 227,000 hours – was donated as a result of the efforts of CB&O member groups. The value of volunteer hours for CB&O Programs members now totals more than \$16.6 million since the program began in mid-2005.</p>
<p>New Tools for Training Resident Leaders</p>	<p>The "Building Leaders, Building Communities" curriculum for training residents was launched in late 2009, along with a new train-the-trainer course on how to deliver the curriculum. To date, more than 75 copies of the curriculum have been distributed, and the train-the-trainer course is in high demand at NeighborWorks® Training Institutes.</p>
<p>Millions Invested in Communities As a Result of Local Organizing Efforts</p>	<p>\$112 million was invested in communities across the country during FY09 as a result of CB&O activities. These new investments included physical improvements from park and playground construction to major infrastructure investments, and program funding for a wide range of innovative partnerships. With a total of \$3.2 million invested by member organizations in CB&O staff salaries, the return on investment has been 35 to 1.</p>
<p>Gulf Coast Rebuilding Enhanced</p>	<p>NeighborWorks® America provided training, grants, technical support, and peer learning opportunities to 10 Gulf Coast community-based organizations, working to enhance their long-term sustainability and capacity to meaningfully engage residents. By the end of 2009, these and other NeighborWorks® America Gulf Coast partners had contributed 1 million volunteer hours towards rebuilding since Hurricane Katrina hit in August, 2005.</p>

"I feel like we finally have a neighborhood, not just a collection of streets." 2009 was also a time of significant expansion and change for the Community Building and Organizing Program at NeighborWorks® America. Key elements of the redesigned program, determined through a participatory strategic review process, are:

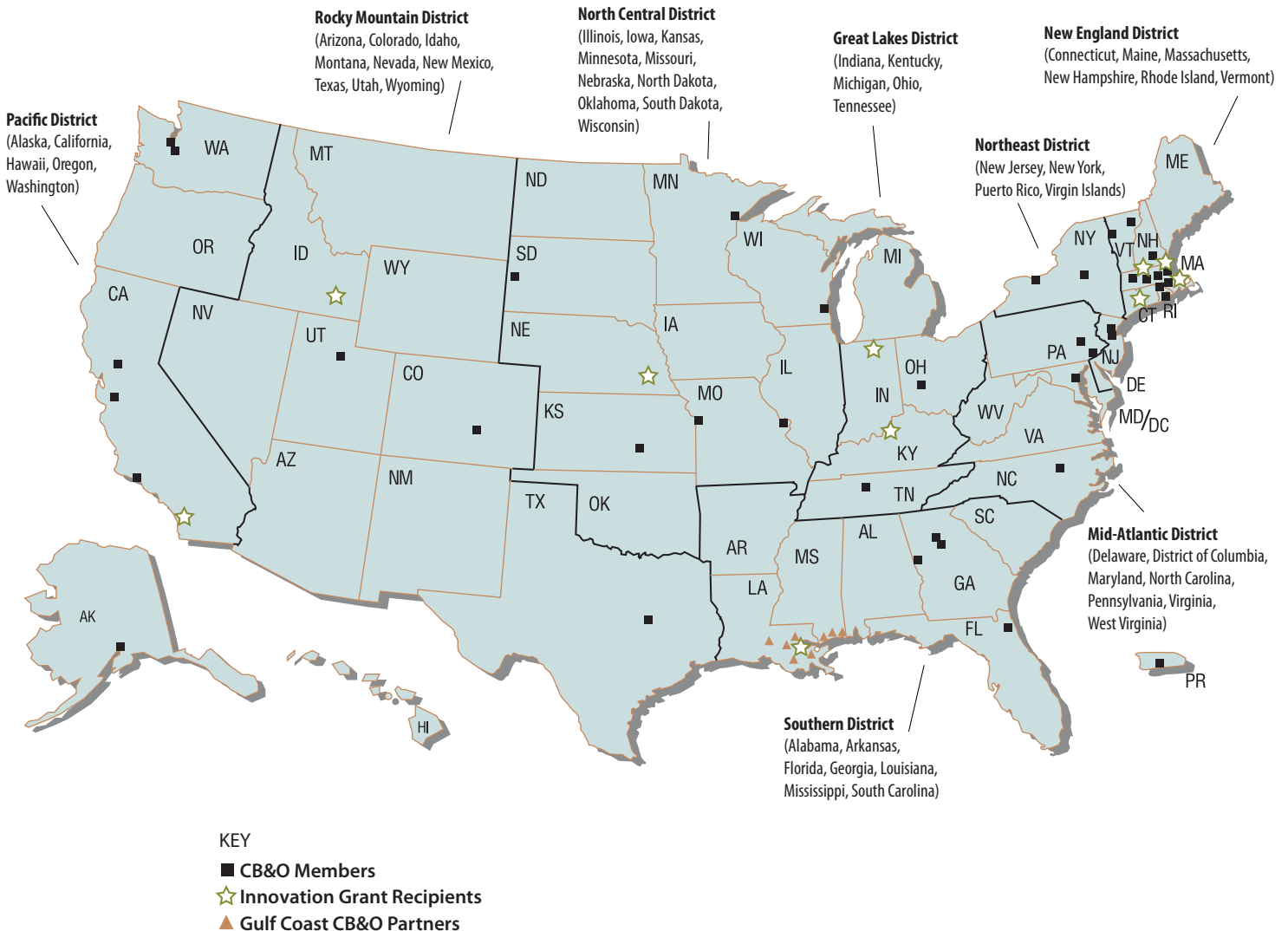
Expanded Membership: The program now includes all NeighborWorks® organizations whose most recent organizational assessment verifies their commitment to community building and organizing as a line of business. Beginning in FY10, 33 additional organizations are joining the program, bringing total membership to 83, approximately one-quarter of the entire NeighborWorks® America network.

More Focused Grant Awards: A new grant program was developed in 2009 to support community stabilization and foreclosure intervention efforts that integrate innovative community building and organizing practices. Ten member organizations received grants to implement, document and disseminate new and innovative practices; another ten innovation grants will be awarded in FY10.

Enhanced Peer Learning: The strategic review affirmed the high value member groups place on peer to peer learning. In response, program staff developed a new grant opportunity for face to face sharing of best practices by members, for members. The program, launching in early FY10, will support member organizations to learn firsthand through structured site visits at more than a dozen locations around the country.

We continue to gather quantitative and qualitative data that helps “tell the story” of the tangible outcomes and improvements achieved through community building and organizing efforts. From street corners and vacant lots beautified with murals and gardens, to homes repaired by local volunteers; from youth using art and music to develop leadership, to neighbors working with one another to engage city government; community building and organizing work is making a significant contribution to improved quality of life. In a year of severe economic disruption and distress, community building and organizing efforts have generated hope and laid a strong foundation for resilient and engaged neighborhoods and residents.

COMMUNITY BUILDING AND ORGANIZING MEMBER GROUPS



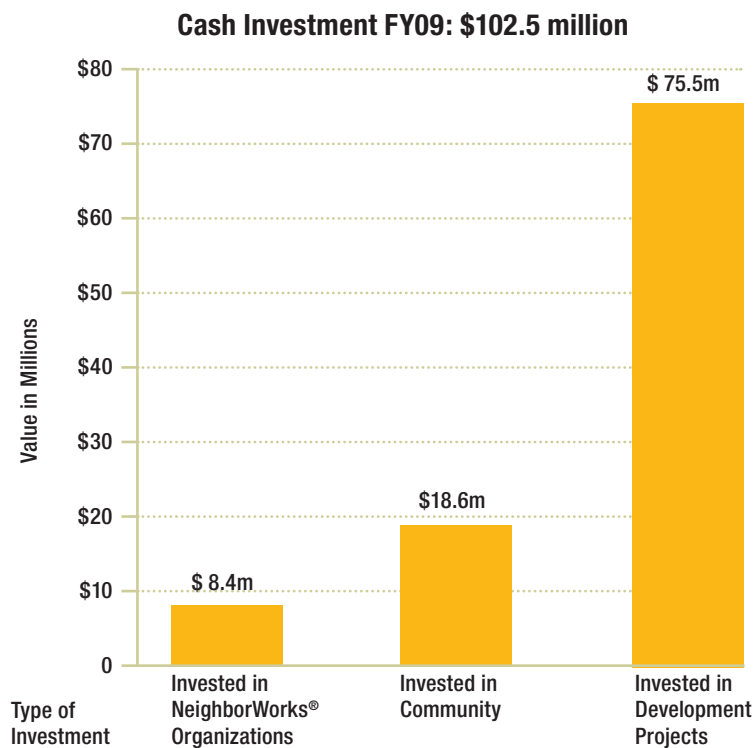
I. MEMBERSHIP PROGRAM AGGREGATE RESULTS

OCTOBER 1, 2008 – SEPTEMBER 30, 2009: 50 MEMBER ORGANIZATIONS

COMMUNITY BUILDING & ORGANIZING PROGRAMS GENERATES MILLIONS IN DIRECT INVESTMENT

A total cash investment of \$102.5 million in member organizations, community improvements and development projects was recorded in FY09 as a direct result of our 50 member groups' community building and organizing activities. These investments included major real estate development projects, new community

programs and services, improved local infrastructure, and grants received by our member groups to carry out their community development work. Cash investments in 2009 included \$8.4 million into member organizations' work, \$18.6 into other community efforts, and \$75.5 million into development projects.



Over the past three years, more than \$221 million has been reported in cash investments as a result of member groups' community building and organizing work:

**Total
\$221.3
million in cash
due to CB&O
efforts since
2007**

- \$ 17.9 million invested in member organizations
- \$ 41.9 million invested in local communities
- \$ 161.5 million invested in local development projects



New homeowners Tuia and Fuihuikueli Tu'aefe, NeighborWorks® Salt Lake (Salt Lake City, UT)



ORGANIZING REDIRECTS PLANNED DEVELOPMENT INTO A \$50 MILLION INVESTMENT:

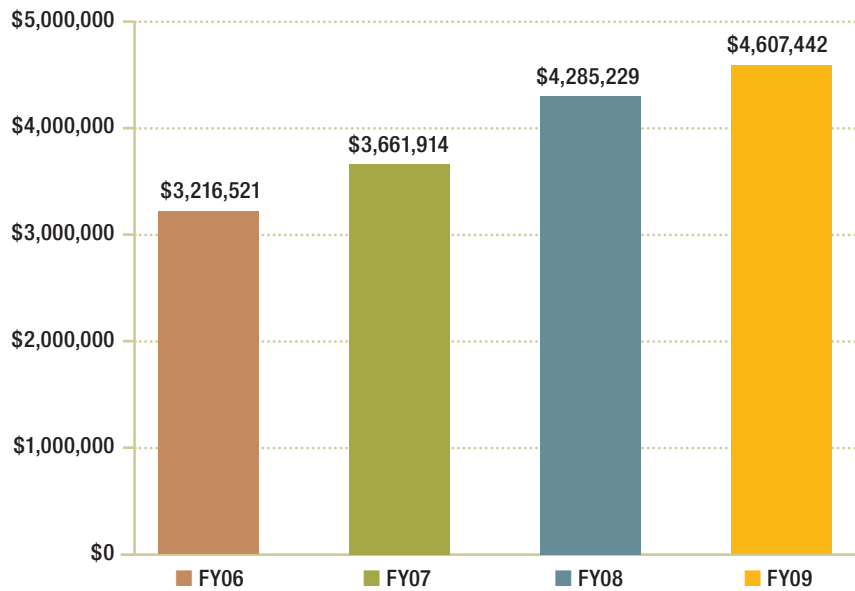
NeighborWorks® Salt Lake played a key role in organizing residents to prevent the building of a light-rail track and bridge in the middle of their Westside neighborhood. The proposed project would have adversely impacted the community by creating a physical barrier dividing homes and businesses from one another and from their neighbors. More than 400 residents got involved in the Trax Light Rail realignment issue by participating in meetings, writing letters or postcards, and making presentations at public hearings of the Transportation Advisory Board, Planning Commission and City Council. The organizing effort not only changed the route, but also brought about the rebuild of an existing bridge and the redevelopment of a major thoroughfare, Grand Boulevard. At least 15 local residents actively participated in planning the education efforts and organizing; their efforts included creation of a website, making posters, identifying and attending meetings of local schools, council meetings, and state transportation agencies. The ultimate investment, completed in FY09, was valued at more than \$50 million.

THE POWER OF VOLUNTEERS

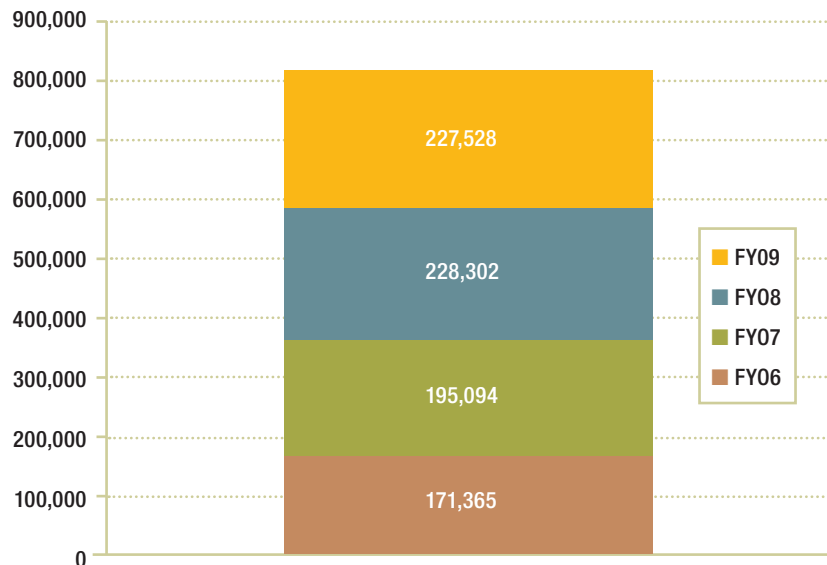
A total of 227,528 hours was donated by volunteers in FY09, generating an estimated \$4.6 million in economic value to member organizations.² Volunteers repaired and painted homes, planted trees and gardens, cleaned up vacant lots, scrubbed off graffiti, tutored youth, visited the elderly, ran art programs, and much more, building community pride and satisfaction along with their separate program results.

The total number of hours is equivalent to over 110 full time staff – an average of more than 2 staff for each of the 50 participating organizations. Since the CB&O Program’s first full year (FY2006), over 822,000 hours have been donated, with an estimated total value of \$15.8 million. Volunteers also brought with them important **in-kind contributions** of materials and services, estimated at another \$4 million in FY09.

Total Value of Volunteer Hours Since 2006: \$15,771,106

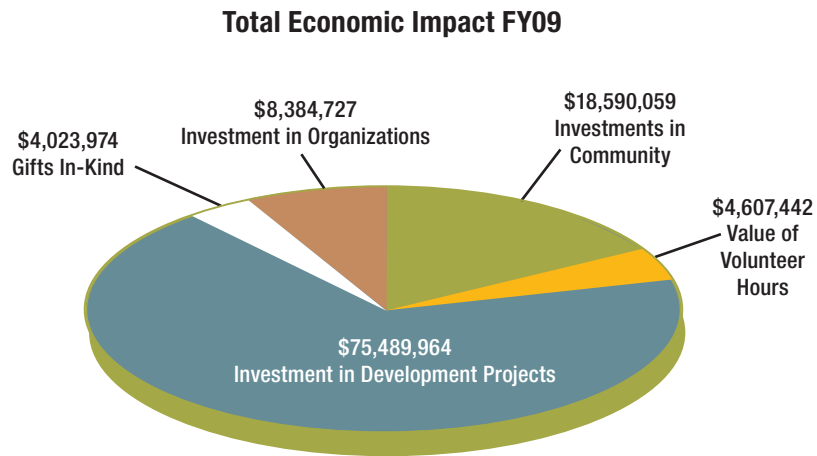


Total Number of Volunteer Hours Since 2006: 822,289



² Based on member organizations reporting resident engagement for all four quarters.

Including the value of volunteer hours, in 2009 community building and organizing delivered \$112 million in total economic impact for communities in 29 states and Puerto Rico. With a total investment of approximately \$3.2 million in the cost of CB&O staff salaries, the total investment of our member groups in their CB&O work yielded an economic return on investment of 35 to 1.



REVIVING A PARK, REBUILDING COMMUNITY: CommunityWorks Rhode Island reports its new Peace and Plenty Community Park generated incredibly positive feedback. *“Throughout the fall, it was fantastic to see neighbors getting to know each other as parents and grandparents talked about their families, teenagers did their homework at the picnic tables, and neighbors stopped by to chat about the great improvement in the area. The greatest testament to the neighborhood’s investment in the park is how impeccably it is kept - in a neighborhood often plagued by graffiti and litter, the park is kept spotless by neighbors who stop by every day to collect stray trash and make sure that the park is a real sign of community pride. At our first annual fall cleanup, volunteers joked that the park was already so clean there was nothing to do.”*

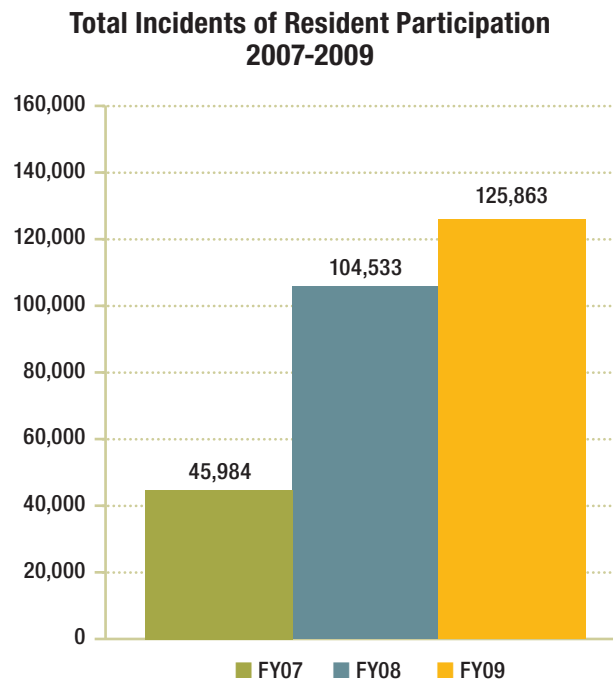


KaBOOM! playground build, Oak Hill Community Development Corporation (Worcester, MA)

RESIDENT PARTICIPATION SHOWS DRAMATIC GROWTH

One of the most important stories of Community Building and Organizing in 2009 is that of resident engagement and participation. Residents are more engaged than ever before in our member organizations, and the number of distinct events of resident participation in community organizations continues to rise. **After more than doubling in the FY07-08 period (from**

46,000 in FY07 to 103,000 in FY08), the number of individual incidents of resident engagement rose by another 20% in FY09, to just under 126,000. The median number of incidents per organization has also climbed steadily, increasing to **a median of 2,289 in FY09 from the FY08 rate of 1,693.**



Community picnic, Coalition for a Better Acre (Lowell, MA)



COMMUNITY LEADERSHIP INSTITUTE OFFERED IN VIETNAMESE: The first-ever, two-day Vietnamese Community Leadership Institute (VCLI) took place in September 2009 at the Rainier Valley Cultural Center in Southeast Seattle. The Institute, organized by **HomeSight**, was attended by a diverse group of individuals from around the Puget Sound, including experienced and emerging leaders, college students and teachers, recent immigrants and third generation Vietnamese-Americans. The attendees tackled topics such as conflict resolution, developing powerful community partnerships, and working together to create a common vision. In addition to HomeSight, VCLI was organized by Seattle Neighborhood Group and Vovinam, with financial and technical support from NeighborWorks® America. This was Seattle's first in-language, ethnic based Community Leadership Institute! Thu-Van Nguyen, who works at Asian Counseling and Referral Services and was one of the VCLI participants, told a local Vietnamese News Paper, **"I've been to a lot of leadership trainings in my line of work, but the VCLI gave me tools to reinforce my knowledge and it also renewed my passion to work with the community."**

FROM CITY-WIDE TO LOCAL, NEIGHBORHOODS KEEP CHANGING FOR THE BETTER

281 individual community improvement projects took place in 2009 as a result of members' community building and organizing efforts, including:

Residential property improvements	99
Parks and playgrounds	73
Street improvements	64
Commercial property or business district improvements	20
Community facilities	19
Vacant and dilapidated building demolition	6



Affordable Housing Resources' Mural Team shows off their work in Nashville, TN.

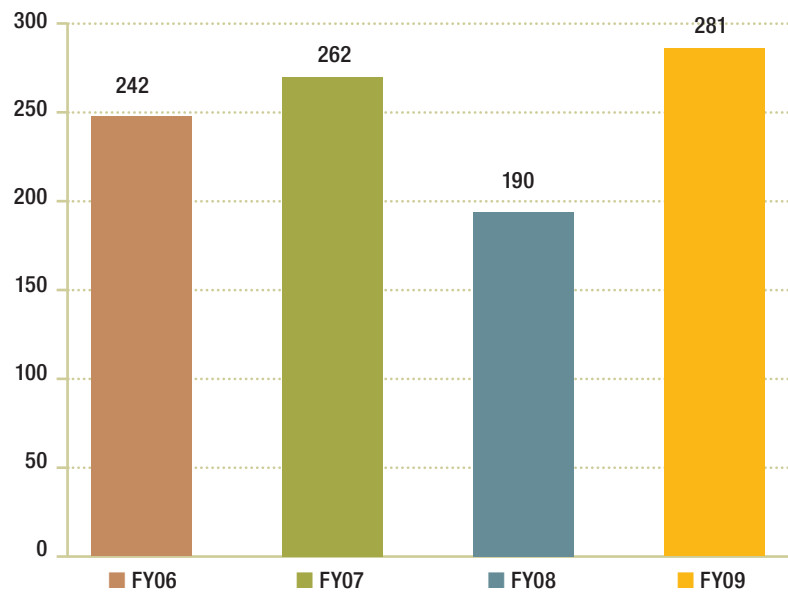


Community planning and creation of Affordable Housing Resources' mural. Check out the finished product above!



RESIDENTS TAKE CHARGE OF REVITALIZATION PROCESS: Residents in Fitchburg, Massachusetts helped map and document foreclosed and abandoned properties in their neighborhood, using a Success Measures observation tool. **Twin Cities Community Development Corporation** is now looking at which properties, if acquired and revitalized, will have the most impact on the neighborhood, done in conjunction with its current plan to build three new single family homes and rehab a two-unit foreclosed property in the neighborhood. The next focus will be on developing community gardens in the area, an interest of many residents – hopefully on the two vacant lots which were identified during the survey work. **Said Pam Lawrence, Twin Cities CDC Board Member, “The biggest thing we learned is it takes the community to do amazing things.”**

Physical Community Improvements 2006-2009



YOUTH + RESIDENTS + PARTNERSHIPS = TRANSFORMED NEIGHBORHOODS: Beyond Housing,

the School of Architecture at Washington University in St. Louis, city officials, and local residents in the City of Pagedale, Missouri, hosted “STREETSCAPE”, a youth-driven beautification project, in May of 2009. Students from the School of Architecture engaged the homeowners and their family members for ideas; developed a customized site plan to enhance the “curb appeal” of the front yard; and provided oversight for the implementation of the site plan. Beyond Housing provided tools, materials and equipment as well as administrative and logistical support for over 118 volunteers and sponsors. This opportunity brought together a wide talent and variety of community resources that truly resulted in a transformation.



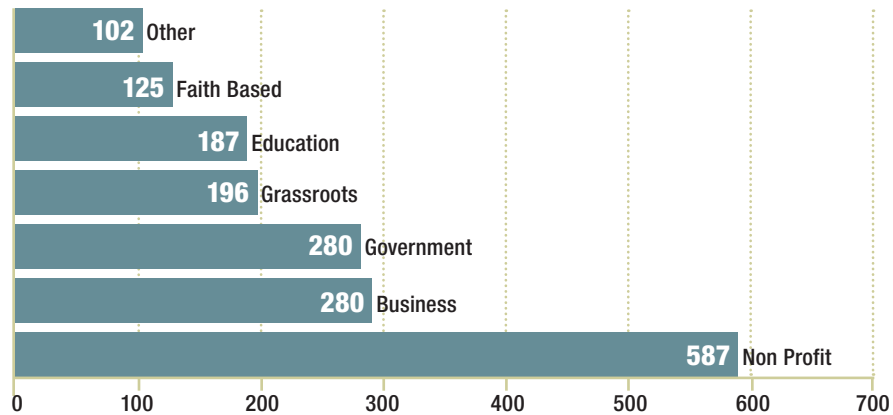
Mural art, Cabrillo Economic Development Corporation (Ventura, CA)

PARTNERSHIPS EXTEND OUR REACH AND IMPACT

Members reported **close to 1,600 partnerships** in FY09, or approximately **32 partner relationships per organization**. As in previous years, the largest single

category of partnership was with other non-profits, followed by all forms of government (local, state, Federal) and business. Partnerships were distributed as follows:

Types of Partnerships FY09



GREEN INITIATIVE BRINGS RESULTS IN PHILADELPHIA: In February, 2009, over 50 neighbors and city-wide organizations joined **New Kensington Community Development Corporation** to launch Sustainable 19125, a collaborative, creative exchange forum which seeks to make the 19125 zip code (the Fishtown, Port Richmond, and East Kensington neighborhoods of Philadelphia) the “greenest neighborhood in Philadelphia.” The initiative picks up on the efforts of innovative local residents, businesses, organizations, and city agencies that for years have taken steps to plant trees, recycle, reduce their consumption of non-renewable energy, protect water resources, and contribute to greening the regional economy. The Partnership for a Green Community has also launched local campaigns, such as one which led to brightening the 2100 block of Norris Street. On one Saturday afternoon in June, neighbors from the Norris Street block and the surrounding community came out to install 18 solar-powered motion sensor security lights on their homes and utility poles. The project, made possible through an action grant from NeighborWorks® America, came out of a team of neighbors’ participation in a Community Leadership Institute held in San Jose, CA the previous October.



Spanish Immersion Program, Westside Housing Organization (Kansas City, MO)

II: OTHER COMMUNITY BUILDING & ORGANIZING PROGRAMS SUPPORT FOR LEARNING, CAPACITY BUILDING, INNOVATIONS AND RECOVERY

INNOVATION GRANTS SUPPORT RESIDENT ACTION TO STABILIZE COMMUNITIES

In 2009 a total of **\$100,000 in Innovation Grants** was provided to support community building practices that increase the effectiveness and impact of **foreclosure intervention and community stabilization**. Organizations receiving these grants successfully demonstrated that their projects:

- address a high priority community issue;
- identify specific outcomes of measurable benefit to target communities;

- foster both individual leadership and collective action; and
- have the potential for replication in other settings.

The work being funded through these grants is creative and timely, and early results are already coming in (see some short examples in the stories on pages 11, 14, 15 and 16). Full reports are anticipated by fall of 2010.



RESIDENTS DEVELOP COMPREHENSIVE REVITALIZATION PLAN: Fall 2009 saw the culmination of a community planning process that engaged over 110 residents in the North Bellingham Hill neighborhood of Chelsea, Massachusetts. Beginning in November 2008, **Chelsea Neighborhood Developers (CND)** formed a partnership with city government to tackle issues on three parallel streets that faced significant problems with crime, trash, property conditions and civic engagement. The Transitional Corridor Planning Team included CND staff from the



A resident takes part in Chelsea Neighborhood Developers' Planning Charette in Chelsea, MA.

Real Estate, Community Engagement and Resident Asset Development Departments; city representatives; and urban planning experts from the Community Design Resource Center, who donated design consulting services valued at more than \$40,000. The team held a series of community charrettes to hear from community stakeholders, assess the needs of the neighborhood and formulate visions for change. Significantly, although the neighborhood had always been noted for its lack of civic engagement, between 40 and 50 stakeholders attended each charrette. The final master plan has specific elements to address a wide variety of residents' concerns, including security, speeding and parking, trash, and green space. Plan signers also committed to building social connections and addressing economic concerns in the community. Residents will participate in City Task Forces which will focus on trash and traffic calming, and attend NeighborCircles that will bring together neighbors to talk about community concerns.

Real Estate, Community Engagement and Resident Asset Development Departments; city representatives; and urban planning experts from the Community Design Resource Center, who donated design consulting services valued at more than \$40,000. The team held a series of community charrettes to hear from community stakeholders, assess the needs of the neighborhood and formulate visions for change. Significantly, although the neighborhood had always been noted for its lack of civic engagement, between 40 and 50 stakeholders attended each charrette. The final master plan has specific elements to

COMMUNITY BUILDING & ORGANIZING PROGRAMS IN THE GULF COAST

CB&O Programs continued to support **ten community-based organizations in Mississippi and Louisiana**, with a focus on ensuring meaningful resident engagement and long-term organizational sustainability. Staff and residents of these groups came together twice in 2009 to meet new funders, create sustainability plans, share effective practices, and recharge as the rebuilding efforts continue. NeighborWorks® America also provided these partners with **youth financial literacy grants and individualized technical assistance**, which included board training – one training series in Vietnamese – staff development and volunteer engagement.

Impact

NeighborWorks® America's 10 Gulf Coast CB&O partners, along with our housing production partners, have cumulatively **assisted one-quarter of a million families and contributed one million volunteer hours** to Gulf rebuilding efforts since 2006. In addition, NeighborWorks® America has **provided training to 6,500 residents**, thus contributing to individual and organizational capacity to sustain the ongoing work in the region.

Boat People SOS (BPSOS), in Biloxi, Mississippi, used NeighborWorks® technical support to train staff on how to utilize volunteers. According to Grace Scire, BPSOS Gulf Coast Development Director,

“This training gave each of our three branch offices new ways and means of engaging commu-

nity members as volunteers. It strengthened our representation in the community and increased our ability to be more effective. It taught our staff members how to utilize an existing resource (volunteers) to increase our presence in the community as well as to assist with events and programs where additional manpower is needed...This grant was extremely well utilized and has made a big difference in all three of our Gulf Coast offices. Thank you!”

Boat People SOS also hosted an evening reception of all 10 CB&O partners at the Biloxi Buddhist Temple, where they heard from one Vietnamese elder about his life in Viet Nam and immigration to the United States. This was the first time most had been inside a Buddhist Temple, and the life story sharing led to profound discussions about the rich history and experience that each ethnic group carries into their work in communities.

Other NeighborWorks® Gulf Coast partner organizations work with low-income Latino, Vietnamese, African-American, Native American and other communities, organizing and training residents, providing housing counseling, engaging the community in long-term planning, advocating for and delivering needed services. These organizations are part of a growing regional network that provides opportunities for historically disenfranchised residents throughout the Gulf to participate in building more inclusive, equitable communities.



NEW ORLEANS PROPERTY CAMPAIGN HELPS JUMP START NEIGHBORHOOD REVITALIZATION:

The Central City area of New Orleans comprises many smaller disinvested neighborhoods, including a public housing site undergoing redevelopment. **Neighborhood Housing Services of New Orleans** used a survey and photography to record conditions at approximately 6,000 properties in Central City, working in partnership with Limitless Vistas, a



NHS of New Orleans catalogs Central City properties in New Orleans, LA.

job training organization for at-risk youth, and Central City Renaissance Alliance, a neighborhood association. NHS of New Orleans then mapped and analyzed the conditions, and shared the data with resident groups and other nonprofit community development organizations working to improve Central City. This sharing of information created a new basis for partnership and dialogue between the participating organizations, especially around issues of blighted and abandoned property and housing redevelopment.

III. STORIES AND HIGHLIGHTS FROM THE FIELD: COMMUNITY BUILDING & ORGANIZING PROGRAMS IN ACTION

Here are just a few stories that illustrate the breadth of work, and the many successes, Community Building and Organizing efforts are delivering across the country:



The Sack Race at NHS of New Orleans' Freret Family Field Day in New Orleans, LA.

Residents Plan Communities They Proudly Call Home
Sacramento Mutual Housing Association achieved a victory for affordable housing and social justice via its campaign to build the New Harmony development, a 69-unit mutual housing community located in an upper-income neighborhood in Davis, California. The New Harmony development was strongly opposed by well-organized and influential neighbors, and was initially blocked by the city Planning Commission, until SMHA engaged mutual housing board members and residents in the review process. Residents were involved with strategic planning, met with City Council members, and attended the final public hearing on the project. SMHA also brought together a broad coalition of groups and individuals concerned with affordable housing, the environment, public health and social justice that continues to stay in contact on housing and community development issues. New Harmony won approval by the full City Council in March 2009.

Countering Economic Distress

The Asset Building Coalition of Waco, coordinated by **NeighborWorks® Waco**, had its best year ever. Volunteer tax preparers successfully helped 3,904 taxpayers file their returns, for a cumulative total of \$4,918,942 in refund dollars - an increase of more than \$1 million over last year's results. Volunteers were mobilized as well to help residents in Biloxi, Mississippi file for the Earned Income Tax Credit. **Visions of Hope**, a Gulf Coast

community building and organizing partner, reported that \$680,000 was brought back into the community through these efforts. Visions of Hope also brought its financial literacy education to the local youth detention center, helping prepare the young people there to take up constructive roles in the community.

LaCasa of Goshen serves a county with one of the country's highest unemployment rates. In response, LaCasa has become the umbrella organization for a grassroots initiative called "Elkhart County Works Together" (ECWT), formed to share resources and strengthen bonds of community among Elkhart County residents. ECWT's hands-on response to high local unemployment connects people without full time jobs with people who have work that needs to be done. More local money is circulated in the County, while neighbors build connections with one another. **Resident Jose Luis Marquez said, "In these tough times it's a good time for people to get together, an opportunity for convivencia [cooperative coexistence] – motivating people to do something and be involved."** More information on the initiative is available at www.ecwt.org

Youth Programming – Positive Opportunities for Tomorrow's Leaders

Cabrillo Economic Development Corporation (CEDC) partnered with Arts for Action in a new project, "Paint Not Prison," that gives juvenile graffiti offenders the opportunity to rehabilitate rather than face heavy fines and prison sentences. The first module took 7 CEDC youth and 6 youth on probation through a 16-week course on the arts, the prison system, community organizing, and public speaking. CEDC staff assisted in development of the curriculum and prepared youth for presentations to decision makers including the Graffiti Task Force, the Mayor, and the Probation Department. The youth involved in the program also helped to facilitate a community design process to create the program's first mural in a blighted area of Oxnard. Throughout the process youth learned critical thinking skills as they explored ideas about environmental and social injustice in low income communities. They also learned outreach skills to invite residents door-to-door, facilitation, presentation, public speaking, and mural art techniques. One youth leader stepped up to

be coached through city meetings with policy makers to influence decisions regarding graffiti fines. Another young leader found the courage to go before an audience of over 100 people to thank the program facilitators. Ten youth led learning circles to gather community stories and ideas to include in the mural. A beautiful mural now stands as a tribute to the youth and will inspire the community for years to come.

Housing and Neighborhood Development Services (HANDS) launched its [murmur] installation in September, after an extensive project involving area high school students. Orange is only the second city in the US to have a [murmur] installation and the first on the East Coast, as well as the first produced by youth. [murmur] Orange features over 30 recorded stories and memories, gathered by the students, about various places in Orange. [murmur] locations are identified by an ear-shaped sign with a phone number posted on particular telephone poles; when dialed, the number accesses a recording of the story that is associated with that specific location. Stories are also available at www.murmurorange.com. The stories run the gamut, from memories of boxing legend and Orange native Tony Galento, to recollections of Martin Luther King Jr.'s visit shortly before his death, to local resident Cynthia Bianchi recounting her experience growing up in a haunted house. The [murmur] project, first established in Toronto's Kensington Market in 2003, has spread around the world and includes installations in Montreal, Dublin, and Sao Paulo.

Civic Engagement for Positive Change: Policy and Advocacy Work

During FY09, **Lawrence Community Works (LCW)** engaged almost 300 people in voter registration and mobilization efforts and also led the most important civic engagement and non-partisan campaign ever to take place in the city of Lawrence, Massachusetts. The "Yes We Will" campaign goals included: 1) ensure residents have access to important and relevant information that they can use to make decisions about who to vote for or what issues to support; 2) create an environment of positive respectful discourse between and among candidates and citizens; 3) increase voter registration and turnout; and 4) ensure everyone's participation in the political process. The planning stage alone involved almost 300 persons, whose first public effort was to organize a campaign kick off/press event. The kick off, which attracted about 200 members of the community, many representatives from the media, and many candidates for public office, was considered a huge success and helped to continue to build the momentum for the campaign. Nine out of ten mayoral candidates attended and showed their support for the campaign. The entire event program was organized and run by LCW members, making it a great leadership building activity.



Candidates forum, Lawrence CommunityWorks (Lawrence, MA)

IV. ABOUT NEIGHBORWORKS® AMERICA'S COMMUNITY BUILDING AND ORGANIZING PROGRAM



NeighborWorks® week, Pocatello Neighborhood Housing Services (Pocatello, ID)

Membership in NeighborWorks® Community Building and Organizing Programs was first launched in June 2005 and grew to 50 participating organizations in 2009, each of which had demonstrated a strong commitment to community building and organizing as a significant line of business. Members of the CB&O Programs engage in resident leadership development and either support or create resident groups that work towards creating positive community change. They have dedicated staff or volunteers, a work plan and strategies for carrying out this work and for organizing other community building events and activities. Many member organizations also engage in advocacy, community organizing campaigns, youth development and organizing, community planning and other activities that bring residents together to revitalize their communities.

Through the NeighborWorks® America Community Building and Organizing Programs, participating organizations demonstrate their belief that people have the ability to name their problems and identify the additional information and resources they need to solve them. The result is improved lives and greater equity; new or strengthened institutions, organizations, relationships and partnerships; and new standards and expectations for life in community.

Guiding Principles

The NeighborWorks® Community Building and Organizing Programs embodies the NeighborWorks® core value of **resident-led community development**. Through these programs, member organizations develop and coordinate strategies that enhance the role of residents in strengthening and revitalizing their communities. Each member organization assesses local strengths and needs, and creates its own **community building and organizing work plan** to address local conditions.

The CB&O Programs 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.

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

The CB&O Programs 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**.



Neighborhood improvements, Durham Community Land Trust (Durham, NC)

APPENDIX A.

INNOVATION GRANTS AWARDED FY09



Santa Paula Unity Vigil, Cabrillo Economic Development Corporation (Ventura, CA)

Chelsea Neighborhood Developers is partnering in a comprehensive planning effort with city officials to address one of the city's most challenged neighborhoods, the Transition Corridor (full story page 14.). The neighborhood is marked by significant overcrowding, a 14% foreclosure rate, and a population of mostly immigrant residents, the majority of whom have less than a high school education and have been in the neighborhood for under 5 years.

Community HousingWorks is expanding a successful and innovative pilot program that brought young people together to work on behalf of a community-wide green initiative that they themselves identified and pursued. CHW will expand this program to three additional housing clusters, targeting 75 youth aged 13 to 18 whose families earn less than 80% of the A.M.I. Through participation in the "We Care" program, young people will choose a collective, community-wide action that contributes to community stabilization. The goal is for the young people to become recognized leaders contributing to their community's goals of healthy, sustainable neighborhoods.

LaCasa, Inc. works in a highly distressed area of Indiana, Elkhart County, where unemployment is close to 20% and 11.5% of homes with a mortgage are judged to be in danger of foreclosure. LaCasa is working with local neighborhood associations to identify vacant, abandoned or foreclosed properties, which LaCasa is acquiring, rehabbing and bringing back to the market.

LaCasa is also leveraging multiple sources of private and public funds to implement its own Neighborhood Stimulus Plan, a key element of which involves both LaCasa and residents employing unemployed local residents to clean up properties as well as engage in simple construction efforts (full story page 16).

Lawrence CommunityWorks focuses its efforts in the zip code with the highest rate of foreclosure and the most housing units affected by foreclosure in the state of Massachusetts. Using a tested and effective tool, NeighborCircles, LCW is establishing three new sites that will focus specifically on community stabilization and foreclosure prevention. The target group will be first-time homebuyers solicited from the close to 200 new owners already trained by and connected to LCW.

Neighborhood Housing Services of New Haven is building off the success of a Revitalization Demonstration Project in one blighted neighborhood of inner-city New Haven to try to reverse the rapid decline of another. The project involves partnering with city officials, lenders, landlords and residents to encourage "neighborhood management" and the building of self-sustaining resident leadership. The project will use social media, including use of a flip camera and video posting on YouTube and other platforms, to capture residents' stories and enhance residents' engagement in revitalizing their neighborhood.



Garden clean-up, Neighborhood Housing Services of New Haven (New Haven, CT)

APPENDIX A. CONTINUED



Neighborhood farm stand, New Directions (Louisville, KY)

Neighborhood Housing Services of New Orleans

is developing a resident-driven property campaign in its two target neighborhoods. Still recovering from the devastation of the 2005 hurricanes, the neighborhoods are marked with vacant and neglected property. Residents in the neighborhoods are using donated licenses of Salesforce.com, a sophisticated on-line customer relations management system, to track vacant properties in the neighborhood, manage the contact NHS staff and residents have with property owners, and refer owners in need of help to other NHS departments so that they can renovate, sell, or mitigate the problems. See story page 15.

NeighborWorks® Lincoln is working in partnership with the University of Nebraska-Lincoln, city government, and local residents of four core neighborhoods to launch a resident-led Neighborhood Scan program. The goal is to pro-actively identify and address vacant properties and code violations while simultaneously developing leadership and determining neighborhood improvement projects. NeighborWorks® Lincoln is relying on pocket PCs and digital cameras in the hands of residents to create a property data base that will also help direct the agency's home improvement resources.

New Directions has been working across the river from its base in Louisville, KY to address two decaying neighborhoods in New Albany, Indiana. New Directions' comprehensive strategy to rehabilitate New Albany incorporates reinvestment, branding, and the building of social capital, and includes partnering with city officials, renters, local homeowners, landlords, lenders, Indiana University and other non-profit agencies. The approach builds on New Directions' successful engagement with 100 local residents, several of whom have achieved NeighborWorks® certification in Community & Neighborhood Revitalization.

Pocatello Neighborhood Housing Services is developing classes on financial planning and home repair/improvement for residents who live in its target neighborhoods, have received PNHS loans or are involved with Pocatello's Interfaith Coalition. As an incentive to complete the classes, PNHS is offering residents a \$50 rebate on loan fees for each class of four attended. PNHS is also establishing a "rescue fund" for low-income residents with mortgage delinquencies. Both efforts are designed to proactively address risk factors that could lead to an increase in foreclosures in a city that, up to now, has avoided the worst of the crisis.

Twin Cities Community Development Corporation is working in one of Massachusetts' poorest neighborhoods, which suffers from dozens of vacant and abandoned properties and steadily worsening conditions despite years of community building and organizing work with local residents. Twin Cities CDC plans to enlist local landlords on behalf of community stabilization, building upon the recent launch of a neighborhood association and approval of a neighborhood improvement plan. Residents will create a landlord directory and landlord referral service, while Twin Cities CDC will design a landlord training class to improve property management practices. Landlords rated by the community as good neighbors will have first access to rehabilitation funds, while those not willing to improve their properties will be identified to city officials for code enforcement. See story page 11.

APPENDIX B.

DATA COLLECTED FROM PARTICIPATING ORGANIZATIONS, FY09

(All Data Collected Quarterly Except Where Otherwise Noted)

Data Points	Instructions and Definitions
1. Number of residents attending meetings or events held by your organization, or by committees, block clubs or neighborhood associations directly supported by your organization.	This number represents the cumulative total for attendance at all meetings or events during each reporting period. Multiple counting of individuals is permitted since each instance of attendance is counted separately. The type of group supported is noted via a drop-down menu.
2. Number of residents taking an active leadership role in your organization and/or community.	The type(s) of leadership activities these residents provide is noted via a drop-down menu.
3. Number of residents participating in leadership training sponsored or supported by your organization.	The type of leadership training offered is identified via a drop-down menu.
4. Identify the types of organizations with which you have an active partnership for your CB&O activities.	This data is gathered once a year only. Partnerships are identified as: Government, Educational Institutions, Local Business, Nonprofit, Faith-based Institutions, Grassroots Groups or Other.
5. Identify new investment in your target community that is directly attributable to your CB&O activities, including new grants to your organization, new investment in real estate development projects, and other investments in the community.	Each entry includes funding source and dollar value of cash and in-kind investments, and identifies whether the investment is for new construction, improvements, or clean up. Investments are selected from the following categories: Residential Property; Parks/Playgrounds/Community Gardens; Community Facilities; Streets; Commercial Property; Vacant or Dilapidated Buildings; or Other.
6a. Volunteer person hours this quarter, residents. 6b. Volunteer person hours this quarter, non-residents.	Resident volunteers are individuals who reside in your organization's targeted service area. Non-resident volunteers are individuals who do not reside in your organization's targeted service area OR are participating as part of a corporate or group team that is not specifically resident-based. This entry does not include hours of long-term paid volunteers such as VISTA or AmeriCorps or similar programs.
7. How did you use your volunteers?	A drop-down menu provides a list of detailed choices for volunteer engagement in the community.
8. Identify outcome(s) achieved during this quarter that have been most significant to your organization and/or the community your organization serves. Optional: Include a short anecdote or resident profile that captures the story qualitatively. Optional: Attach relevant photos or media coverage.	Narrative response.

APPENDIX C.

FY09 NEIGHBORWORKS® COMMUNITY BUILDING AND ORGANIZING PROGRAMS MEMBERS

	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	320 17th Avenue South 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	Gilman Housing Trust, Inc.	P.O. Box 259 Lyndonville, VT 05851	www.myvthome.org	802-535-3555 x1000
16	HomeSight	5117 Rainier Avenue South Seattle, WA 98118	www.homesightwa.org	206-723-4355
17	Housing and Neighborhood Development Services	15 South Essex Ave. Rear Orange, NJ 07050	www.handsinc.org	973-678-3110
18	Housing Partnership of Northeast Florida, Inc.	4401 Emerson St., Ste. 1 Jacksonville, FL 32207	www.thehousingpartnership.com	904-398-4424
19	LaCasa, Inc.	202 N. Cottage Ave. Goshen, IN 46528-4399	www.lacasagoshen.org	574-533-4450
20	Lawrence CommunityWorks, Inc.	Our House Campus 168 Newbury St. Lawrence, MA 01841	www.lcworks.org	978-685-3115
21	Neighborhood Housing Partnership of Greater Springfield, Inc.	20 South Limestone St. Suite 110 Springfield, OH 45502	www.springfieldnhp.org	937-322-4623
22	Neighborhood Housing Services of Duluth, Inc.	224 East 4th St. Duluth, MN 55805	www.nhsduluth.org	218-727-8604
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

	Organization	Address	Website	Phone
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® Greater Manchester	20 Merrimack St. Manchester, NH 03101	www.nwgm.org	603-626-4663
31	NeighborWorks® Lincoln	2121 N. 27th St. Lincoln, NE 68503	www.nwlincoln.org	402-477-7181
32	NeighborWorks® of Pueblo	1241 E. Routt Ave. Pueblo, CO 81004	www.nwpueblo.org	719-544-8078
33	NeighborWorks® Rochester	570 South Ave. Rochester, NY 14620	www.nwrochester.org	585-325-4170
34	NeighborWorks® Salt Lake	622 West 500 North Salt Lake City, UT 84116	www.nwsaltlake.org	801-539-1590
35	NeighborWorks® Waco	PO Box 610 Waco, TX 76703	www.nw-waco.org	254-752-1647
36	New Directions Housing Corporation	1000 East Liberty St. Louisville, KY 40204	www.ndhc.org	502-589-2272
37	New Kensington Community Development Corporation	2515 Frankford Ave. Philadelphia, PA 19125	www.nkcdc.org	215-427-0350
38	Neighborhood Housing Services of Greater Berks, Inc.	213 North 5th St., Suite 1030 Reading, PA 19601	www.nhsreading.org	610-372-8433
39	Oak Hill Community Development Corp.	74 Providence St. Worcester, MA 01604	www.hocw.net	508-754-2858
40	Pocatello Neighborhood Housing Services, Inc.	PO Box 1146 Pocatello, ID 83204-1146	www.pnhs.org	208-232-9468
41	Ponce Neighborhood Housing Services, Inc.	PO Box 330223 Ponce, PR 00733-0223		787-841-5055
42	Reynoldstown Revitalization Corp.	PO Box 89092 Atlanta, GA 30312	http://rrc.reynoldstown.org	404-525-4130
43	Sacramento Mutual Housing Association, Inc.	3451 5th Ave. Sacramento, CA 95817	www.mutualhousing.com	916-453-8400
44	The IMPACT! Group	1845 Satellite Blvd., Suite 100 Duluth, GA 30097	www.theimpactgroup.org	678-808-4477
45	Troy Rehabilitation & Improvement Program	415 River St. Troy, NY 12180	www.triponline.org	518-272-8289
46	Twin Cities Community Development Corp.	195 Kimball St. Fitchburg, MA 01420	www.twincitiescdc.org	978-342-9561
47	UNHS NeighborWorks® HomeOwnership Center	1611 Genesee St. Utica, NY 13501	www.thehomeownershipcenter.org	315-724-4197
48	Urban Edge Housing Corporation	1542 Columbus Ave., Suite 2 Roxbury, MA 02119	www.urbanedge.org	617-989-9300
49	West Elmwood Housing Development Corp.	392 Cranston St. Providence, RI 02907	www.westelmwood.org	401-453-3220
50	Westside Housing Organization, Inc.	919 West 24th St. Old Firestation #9 Kansas City, MO 64108	www.westsidehousing.org	816-421-8048

APPENDIX D.

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	New Orleans, LA
Gulf Coast Latin American Association • www.gclaa.com	Biloxi, MS
Housing 2010 • www.stepscoalition.org	Moss Point, MS
IRD/Gulf Coast Community Service Center • www.ird-us.org	N. Gulfport, MS
Lafayette Restoration Center	Lafayette, LA
Mary Queen of Viet Nam CDC • www.mqvncdc.org	New Orleans, LA
Neighborhood Housing Services of New Orleans • www.nhsnola.org	New Orleans, LA
United Houma Nation • www.unitedhoumanation.org	Matthews, LA
Visions of Hope • www.visionsofhopeblx.org	Biloxi, MS



Operation Paintbrush, NeighborWorks® Pueblo (Pueblo, CO)

FOR MORE INFORMATION ABOUT THE NEIGHBORWORKS® COMMUNITY BUILDING AND ORGANIZING PROGRAMS:

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

Susan Naimark
Director
snaimark@nw.org
617-585-5046

Bernadette Orr
Senior Program Associate
borr@nw.org
617-585-5072

Lindsay Wells
Program Assistant
lwells@nw.org
617-585-5030

Community Building
& Organizing Programs
NeighborWorks® America
855 Boylston St., 6th Floor
Boston, MA 02116