"Reaching the Dream" Initiative

In many communities, lack of knowledge, resources, and motivation often serve as barriers to effecting positive change. To conquer the barriers and help people purchase homes, HUD's Center for Faith-Based and Community Initiatives (CFBCI) will provide technical assistance to more than 110 faith-based and community organizations (FBCOs) in five cities in order to help them establish homebuyer awareness programs. Each FBCO will be asked to reach out to 10 first-time homebuyers in the next 6 months and begin helping them achieve homeownership. Atlanta, Georgia hosted a two-day workshop in April 2004.

Teresa Chappell of HUD's Atlanta Regional office coordinated the "Reaching the Dream" initiative in Georgia. The initiative's objective is to encourage and equip U.S. faith-based and community organizations

The Reaching the Dream Initiative promotes positive changes for families by providing technical assistance that helps them through the process of purchasing their own homes.

to provide homebuyer education, and to help first-time homebuyers in their communities find attractive homeownership opportunities.

HUD's CFBCI invited 15–20 interested FBCOs to participate. It has partnership commitments from local lenders, local housing development agencies, and local governments.

On April 13–14, 2004, HUD's Atlanta Field Office hosted a two-day workshop for 35 representatives of FBCOs and housing counseling agencies from throughout Metropolitan Atlanta. Notable among the participants was Rev. Elmira Smith-Vincent, Executive Director of Mission of Peace, located in Flint, Michigan, who shared her experiences of starting and enhancing a housing counseling program.

Mission of Peace Housing Counseling Agency (MOPHCA) is a HUD-approved housing counseling agency. MOPHCA counseling programs are for individuals and families at all income levels who are buying

contents

Do Good Neighbors Make Good Neighborhoods?

In the late 1990s, HUD created the Officer Next Door (OND) and Teacher Next Door (TND) programs in an effort to encourage police officers and schoolteachers to move into low- and moderate-income neighborhoods designated as "Revitalization Zones." Still in place today, the OND/TND program offers qualifying individuals a 50 percent discount on the purchase of HUD-owned properties in these designated areas, in the hope that the presence of police officers will improve neighborhood safety, and that teachers, serving as role models, will help strengthen communities.

For a first assessment of this program's effectiveness, HUD's Office of Policy Development and Research contracted with Pacific Western Technologies, Ltd. (PWT), to conduct an evaluation. The recently released publication, *The Officer Next Door and Teacher Next Door Program Evaluation*, discusses their methodology, results, and conclusions.

PWT's evaluation focused on two sites with different concentrations of OND/TND program participants: Rialto, California, and Spokane, Washington. Of the OND/TND program's several broad goals, this evaluation focused on the most central and concrete among them: reducing crime.

Within each selected city's Revitalization Zone, PWT delineated neighborhood "clusters" with several resident police officers and teachers and compared their crime levels before the sale of the OND/TND homes (1998) and *after* the sales (2002). As "control" areas, they also identified and examined neighborhoods in the same Revitalization Zone, but without OND/TND residents.

Using Geographic Information Systems (GIS) technology to map exact crime locations, PWT collected 1998 and 2002 counts of Part I crimes (homicide, forcible rape, robbery, aggravated assault, burglary, larceny/ theft, motor vehicle theft, and arson) and drug crimes for each cluster area. They then calculated the change in crime counts from 1998 to 2002. To isolate program effects from city- or zone-wide trends, the authors compared the clusters' changes to the simultaneous changes in crime levels of the control areas, the Revitalization Zone as a whole, and the city at large.

In Rialto, California, where the clusters had about 90 OND/TND participants, there was a dramatic difference in crime count changes. While Part I crime counts increased 35.9 percent in the City of Rialto, 34.0 percent in the Rialto Revitalization Zone, and 68.0 percent in

Officer Next Door / Teacher Next Door (OND/TND)
PROGRAM EVALUATION
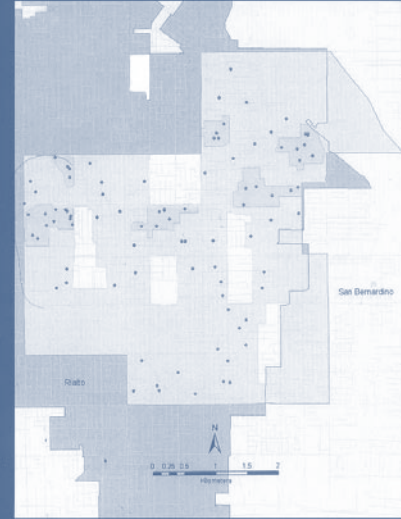
U.S. Department of Housing and Urban Development
Office of Policy Development and Research

PD&R

the control areas, there was no increase at all in the OND/TND clusters. This supports the hypothesis that neighborhoods where several police officers or teachers bought homes will demonstrate lower crime rates, or lower crime rate increases, than similar neighborhoods where no police officers or teachers moved in. The study assumed that changes in the control areas were representative of trends that might have been pervasive across the revitalization zone if officers and teachers had not moved into some of the neighborhoods.

In Spokane, Washington, where there were only 28 program homes, the results were less conclusive. For Part I Crimes, the OND/TND clusters saw a crime count increase of 11.5 percent from 1999 to 2002, exceeding the increases of 10.3 percent in the Revitalization Zone as a whole, and in comparison to a decrease of 1.5 percent in the control areas. In terms of drug crimes, the OND/TND clusters performed better than the Revitalization Zone and the city as a whole, but were not significantly different from the control areas.

The evaluation finds that the density of OND/TND program homes is a crucial factor in the program's impact. Its results in Rialto seem to suggest that

Compelling Questions for Capacity Growth in Faith-Based and Community Development Corporations
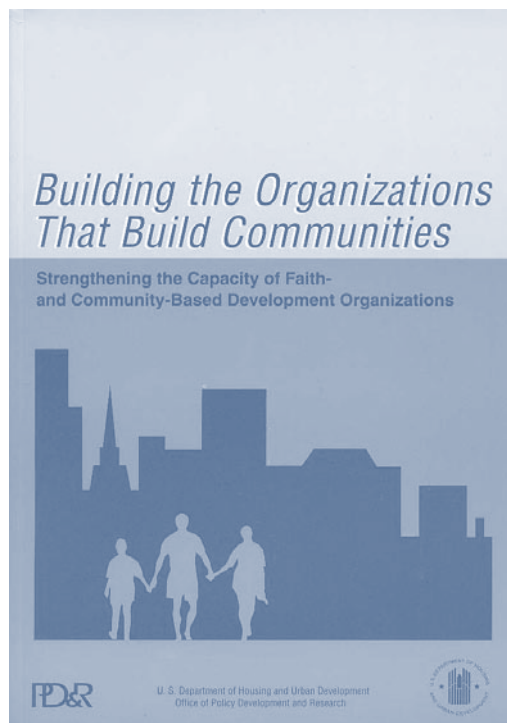
Faith-based and community organizations have accomplished a great deal in building affordable housing, expanding economic opportunity, and revitalizing their communities. We know remarkably little, however, about how these organizations grow, become more effective, and achieve long-term viability. These gaps became evident as HUD's Center for Faith-Based and Community Initiatives sought to identify strategies for capacity-building in faith-based and community development organizations.

HUD's Center for Faith-Based and Community Initiatives and Office of Policy Development and Research published *Building the Organizations that Build Communities: Strengthening the Capacity of Faith-Based and Community-Based Development Organizations* to collect and publicize the papers commissioned for and presented at a landmark symposium. Convened in June 2003, this symposium brought together practitioners and academics in the community development sector. The objective was to share experiences, exchange knowledge, and shed light on the complex issues involved in building the capacity of community development organizations. An unusual feature of the report is that its purpose is not to set prescriptive guidelines for building and evaluating capacity in community development organizations. Instead, it seeks to identify areas where community development corporations' (CDCs) and faith-based community development organizations' efforts converge or diverge, and in either event, potentially inhibit one another's ability to improve housing in poor communities. Other important areas for discussion include: what *capacity* means to CDC and faith-based development organizations; the leadership, recruitment, training, and institutional resources available to help community-based development organizations achieve their goals; and the possibility of establishing performance and productivity measures for the community-based development sector as a whole.

The report is organized into four sections. Each section begins with a note from editor Roland V. Anglin to describe the section's purpose. Section I, "Defining the Issues," presents five papers that discuss issues relevant to the role faith-based organizations and CDCs have sought to fulfill, with the objective of identifying the most meaningful strategic questions. These papers report that a significant amount of basic research remains to be done in order to understand the organizational dynamics of community-based development organizations. Without such research, improvements to the work and impact of community-based development organizations would likely remain episodic. In addition, while faith-based organizations have advantages over other types of CDOs (strong volunteer networks, for example), a standardized process is more important to successful participation in community development. Faith-based organizations typically must maintain consistency with the operation of their faith institutions.

Section II, "Current Research on Building the Capacity of Community Development Organizations," presents six papers that discuss potential solutions to the issues presented in Section I, including recruiting new leadership to support and replace those who are leaving the sector, defining capacity, testing the theoretical elements of capacity, and assessing the role that benefits play in attracting and retaining personnel. A community development infrastructure with strong intermediary

Building the Organizations That Build Communities

Strengthening the Capacity of Faith- and Community-Based Development Organizations

PD&R   U. S. Department of Housing and Urban Development
Office of Policy Development and Research

HUD Publications about Faith-Based and Community Development Organizations

PD&R has published several reports on faith-based and community-based development organizations. Reports are shown in reverse chronological order, with the most recent shown first. Unless otherwise noted, the publications listed below are all available as free downloads on **www.huduser.org** or for a nominal fee by calling 1.800.245.2691. Keep the faith!

Faith-Based Organizations in Community Development (August 2001, 35 p.). Faith-based organizations (FBOs) have historically provided food, clothing, and shelter to people in need. FBOs have also assumed a role in helping promote housing and community development. The extent to which these organizations have undertaken social service, community development, and housing programs is not well understood. This report provides rudimentary information about the community development activities FBOs administer. Various types of FBOs are defined, and some advantages and disadvantages of FBOs doing community development and housing work are described. This report looks at what these programs do, and how they can be made more effective. The PDF file (1375 KB) is available at **http://www.huduser.org/publications/commdevl/faithbased.html**.

Evaluation of the Youthbuild Program (January 2004, 116p.). Youthbuild, a youth and community development program, was originally based on a privately funded project in New York in which youth who had dropped out of school participated in a program of personal and community development

that taught leadership and public-speaking skills. The program helped these young people earn their General Educational Development (GED) certificate, and provided both formal and informal counseling. While in this program, participants also developed job skills by participating in projects to renovate abandoned buildings in their neighborhoods. A demonstration program in the early 1990s encouraged the implementation of a national program. Since then, a national network of Youthbuild programs has evolved, incorporating the same elements as the New York model. HUD administers this program and provides funding (through an annual competitive grant application process) to local organizations that implement the Youthbuild program. View and download the publication at **http://www.huduser.org/publications/commdevl/Youthbuild.html** (1.40 MB).

Cityscape: A Journal of Policy Development and Research strives to share HUD-funded and other research on housing and urban policy issues with scholars, government officials, housing practitioners, and others involved in setting policy and determining the direction of future research. Current and back issues are available in HTML format at **http://www.huduser.org/periodicals/cityscpe/prev_iss/cspast.html**.

Lessons Learned From the Community Outreach Partnership Centers Program (March 2002, 144 p.). In 1994, HUD launched the Community Outreach Partnership Center (COPC) program to foster and support collaborations between institutions of higher education and their communities. COPC is HUD's primary vehicle for engaging colleges and universities in community development. HUD commissioned *Lessons Learned from the Community Outreach Partnership Centers Program* to review the experience of a sample of early COPC grantees in order to distill lessons about the challenges and contributions of campus-community partnerships, and to determine how community outreach efforts like those supported by COPC are being institutionalized by colleges and universities across the country. This report, based on the experiences of 25 COPC grantees and their partners,

World Changers repair home in Casper, Wyoming.

"Reaching the Dream" Initiative

or have bought a home. MOPHCA training topics include pre- and post-purchase preparedness, fore-closure prevention, reverse mortgages, rental, budget, credit, and life skills. MOPHCA housing programs provide affordable homes, both through the design and development of new homes, as well as through acquisition and rehabilitation of existing homes. MOPHCA housing counselors trained participants during the two-day session, and HUD staff provided technical assistance and training manuals. The FBCOs' response to this training opportunity was overwhelming. Several of the participating organizations scheduled their initial homebuyer education workshops immediately thereafter.

To measure the success of the initiative, participating groups were to choose individuals and families to take part in the home buying process. Project Real Life (PRL) is a faith-based organization that has served Metropolitan Atlanta since 1999. PRL is committed to helping moderate-income people become homeowners in the City of Atlanta, and the organization is now an affiliate of Mission of Peace. PRL is currently working on a project in the southwestern

section of Atlanta. The initial house is a ranch style home with three bedrooms, two-and-a-half baths, and a garage. The home, listed at $150,000, was the only unit completed at press time. The City of Atlanta donated the land, and has indicated that additional properties will be made available to the group for future construction. PRL has received financial commitments from Bank of America, Citizens Trust Bank, and BB&T to develop additional units of moderate-income housing in Metropolitan Atlanta.

The IMPACT! Group participated in the "Reaching the Dream" initiative and provided peer-to-peer technical assistance for the emerging FBCOs at the training. The IMPACT! Group has continued to offer comprehensive housing counseling services, homebuyer education, fair housing assistance, and downpayment assistance programs. The IMPACT! Homeownership Center offers monthly homebuyer education courses in both English and Spanish.

The D&E Group, a HUD-approved housing counseling agency in Atlanta, attended the two-day training. It has since counseled representatives of two emerging organizations on coaching potential homebuyers under the Section 8 Homeownership Voucher Assistance Program. Vaughn Meador, a representative from D&E, felt that the training provided a good opportunity for emerging groups that are trying to get into the area of affordable housing and homeownership.

On the second day of training, Dr. Ryan Streeter, Director of HUD's CFBCI, gave an overview of the President's Faith-Based and Community Initiative and the "Reaching the Dream" pilot. Streeter believes that "Homeownership is a top priority of President Bush and Secretary Jackson, and sometimes the most important step a family can make toward homeownership is gaining the knowledge they need through housing counseling. The Atlanta 'Reaching the Dream' seminar provided an invaluable service to local faith-based and community organizations that want to see more families in their communities move toward homeownership." Dr. Robert Woodson, Sr., of the National Center for Neighborhood Enterprise in Washington, DC, discussed civil rights issues as they relate to fair housing, as well as strengthening the community through economic growth.

During 2004, "Reaching the Dream" training also occurred in Albuquerque, New Mexico; Nashville, Tennessee; Portland, Oregon; and Chicago, Illinois.

For more information regarding HUD's "Reaching the Dream" initiative, please visit **www.hud.gov/offices/fbci/dream/overview.cfm.** Frequently asked questions are answered at **http://www.hud.gov/local/shared/working/faithbased/r4/faq.cfm?state=ms#18.** ■

financial, technical assistance and training organizations is necessary for continued growth and impact of community-based development. It is also essential for the leadership of CDOs to move beyond short-term interests and to focus on the long-term health of the organization.

Section III, "Training and Capacity," presents four papers that discuss issues relevant to training: training needs in the sector, training providers, quality of training, and curriculum. Evidence indicates that generational changes in the CDC field will increase the demand for new leaders. Benefits, such as pensions and training opportunities, would greatly strengthen human resource availability. New and existing practitioners also want much greater access to deeper training opportunities. Additional types of educational institutions, such as community colleges, are encouraged to play larger roles in supplying the personnel needs of community-based development. Capacity as an operational term can be defined and used to help assess the effectiveness of community-based development organizations.

Section IV, "The Role of Performance Measures in Expanding Capacity," presents two papers that discuss performance measurement. While metrics do add a burden to the work that CDCs perform, they can also provide a means of identifying trends and best practices in the field. Community-based development stakeholders must develop more case analyses of organizational success and failure. Current analyses indicate that rapid growth without sufficient organizational infrastructure leads to a number of failures. Additional work must be done to document the organizational practices that lead to success. Practitioner input into the design of performance measures is essential to the success of those metrics.

A compendium summary at the end presents the conclusions drawn from reading the papers presented in the report.

Building the Organizations that Build Communities: Strengthening the Capacity of Faith-Based and Community-Based Development Organizations is available as a free download at **http://www.huduser.org/publications/commdevl/buildOrgComms_PDFs.html**. Printed copies are available for a nominal charge by calling the HUD USER Clearinghouse at 1.800.245.2691. ■

Papers that appear in the report are:

Section I. Defining the Issues

Limitations to Organizational and Leadership Progress in Community Development: An Overview by Roland V. Anglin and Rolando D. Herts

Religion's Investment and Involvement in Community-Based Economic Development: An Overview by Elliot Wright

Faith and Mortar: Religious Organizations and Affordable Housing Strategy in Urban America by Xavier de Souza Briggs

Supporting the Community Development Movement: The Achievements and Challenges of Intermediary Organizations by Roland V. Anglin and Susanna C. Montezemolo

Strengthening the Street Saints: Intermediaries Providing Capacity-Building Assistance to Faith-Based Organizations by Amy L. Sherman

Section II. Current Research on Building the Capacity of Community Development Organizations

Replacing Passionate Leaders: The Current Challenge for Community Development by Aida Rodriguez and Nina Herzog

Building the Capacity of Community-Based Development Organizations: The Case of Community Development Partnerships by Norman J. Glickman

Capacity Building: The Case of Faith-Based Organizations by Michael Leo Owens

Expanding Organizational Capacity: The Human Capital Development Initiative by Norman J. Glickman, Donita Devance-Manzini, and Sean DiGiovanna

The Role of Employee Benefits in Building a High-Impact, High-Performance Community-Based Development Organization by Roland V. Anglin and Joseph McNeely

Learning From Adversity: The CDC School of Hard Knocks by William M. Rohe, Rachel Bratt, and Protip Biswas

Section III. Training and Capacity

The Leadership Challenge: Creating an Enduring Organization by Robert O. Zdenek and Carol Steinbach

The History and Future of Training and Education for Faith-Based and Community Development by Joseph McNeely

Urban Ministry Training and Capacity-Building Programs of Faith-Based Organizations by David J. Frenchak

Education and Training for Community Development by Neil S. Mayer

Section IV. The Role of Performance Measures in Expanding Capacity

Organizational Capacity: Issues and Concerns Regarding Performance Standards by Rikki Abzug and Mary R. Watson

Participatory Outcomes-Based Evaluation: The Success Measures Process and Data System by Virginia Seitz and Margaret Grieve

Compendium Summary

HUD Publications

presents the results of that review and analysis. View and download the PDF file (1375 KB) at **http://www.huduser.org/publications/commdevl/lessons_complete.html**.

Faith-based groups meet in Nashville, Tennessee to promote affordable housing and minority homeownership.

A Guide to Deconstruction: An Overview of Deconstruction with a Focus on Community Development Opportunities (December 2000, 19 p.). Deconstruction is a new term used to describe an old process—the selective dismantling or removal of materials from buildings before, or instead of, some elements of demolition. What is innovative and exciting is how communities can use the deconstruction process to support and complement other community objectives. Deconstruction can be a link to job training and economic development efforts. It can also

create job training and job opportunities for unskilled and unemployed workers, and small businesses could be created to handle the salvaged material from deconstruction projects. Deconstruction also benefits the environment by diverting valuable resources from crowded landfills into profitable uses. In so doing, deconstruction helps pay for itself by generating revenue and reducing landfill and disposal costs. Your "appetite for deconstruction" can be whetted at **http://www.huduser.org/publications/destech/decon.html** (1211 KB).

Building Higher Education—Community Development Corporation Partnerships (January 1999, 76 p.) reviews two model processes for developing successful partnerships. Under the first model, the university's goal is to enhance or strengthen existing Community Development Corporations (CDC) by providing board and staff training, leadership development, administrative support, and financial resources. However, CDCs do not exist in all communities; particularly those located near Historically Black Colleges and Universities and Hispanic-Serving Institutions. The second model shows colleges and universities in these areas how to develop their own CDCs as separate 501(c) (3) nonprofit organizations. The appendix of the handbook provides detailed information on forming and incorporating a CDC, as well as the responsibilities of the CDC's Board of Directors. This publication can be found at **http://www.huduser.org/publications/commdevl/higher.html** (351 KB). To obtain a printed copy, call the University Partnerships Clearinghouse at 1.800.245.2691, option 3. ■

Do Good Neighbors Make Good Neighborhoods?

when there are high numbers of participating teachers and officers in a neighborhood, crime levels will decrease. However, these results also raise an interesting question: are the clusters of police officers and teachers merely shifting crime from one neighborhood to another? Though the authors do not address this alternative interpretation, their evidence may suggest it. In Rialto, Part I crime totals and Part I property crime totals grew at almost the same rate within the revital-

ization zone as within the city as a whole. However, the rate of increase in control areas was almost twice that of the city as a whole, whereas in OND/TND clusters, it was significantly lower.

The *Officer Next Door and Teacher Next Door Program Evaluation* is available as a free download at **http://www.huduser.org/publications/ COMMDEVL/OND_TNDProgEval.html**, or for a nominal fee by calling 1.800.245.2691. ■

In the Next Issue of... research*works*

- The PD&R report *Housing Discrimination Study 2000* represents the most ambitious effort to date to measure the extent of housing discrimination in the U.S. against persons because of their race or color. Recently, the 2000 report was augmented by three group-specific editions of *Discrimination in Metropolitan Housing Markets*. This article will introduce Phases 1, 2, & 3, and will examine the findings on discrimination among the Hispanic and Black populations, Asian and Pacific Islanders, and Native Americans.

- April is National Fair Housing Month, and Research*Works* recognizes the importance of fair housing with a summary of the March 2004 Fair Housing Research and Policy Forum held last year on March 12 and 13, 2004 in Washington, DC. The Forum, co-sponsored by HUD and the City University of New York (CUNY), presented a variety of insights on the current status of—and future trends in—fair housing research and evaluation.

- HUD released its FY 2005 Income Limits data on February 11, 2005. The data is of particular interest to housing and community development professionals because it's used as the basis for income limits for several HUD programs, including the Section 8 Housing Choice Voucher. This article will look at what data stayed the same, what changed, and what this means for states and local jurisdictions.

- On the third Saturday of each month, the Housing Department of the Urban League of Metropolitan Seattle (ULMS), a HUD-certified non-profit organization, hosts "Why Rent When You Can Buy?", a homebuyers and ready-to-rent seminar in conjunction with the Washington State Housing Finance Commission. The seminars address topics such as how to make easy downpayments, how to gain control over credit problems, and other first-time homebuyer issues. This article will highlight ULMS's teachings, rate of success, and ability to reach out to their target populations.

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