



Habitat
for Humanity®

Neighborhood
Revitalization



Coalition guide

Acknowledgement

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Coalition guide

Habitat has long fostered partnerships. Affiliates are well accustomed to partnering with other organizations to further their work, whether it is working with a church to recruit volunteers, receiving referrals of families from local organizations, or working with a local government to improve infrastructure.

In the context of neighborhood revitalization, a more formal approach to partnerships is needed to foster change in a focus neighborhood. As one of the seven practices of community development, partnering with or building a neighborhood coalition allows Habitat to focus on its core skill sets of housing and related services while coordinating with other organizations to have greater impact on a broader range of quality-of-life issues, from financial sustainability to neighborhood stability.

Coalitions are fundamental to neighborhood revitalization because they:

- Allow Habitat to work in partnership with other organizations to improve a neighborhood.
- Prevent mission drift by focusing Habitat on the work it does best and coordinating with other organizations to work on other important issues such as job development, education, human services, and parks and open space.
- Leverage resources and “grow the pie” of investment.
- Involve local residents in our work and empower the community to lead a path toward neighborhood improvement.

Levels of coalition building

Coalitions build on the work of Arthur Himmelman, a key proponent of developing genuine, meaningful ways to work in partnership with the community to build trust and community capacity. For Habitat, this means striving toward higher levels of community engagement that can lead to a virtuous cycle of mutually beneficial outcomes, building the capacity of others to lead.

1. Networking: *Exchanging information for mutual benefit is the most basic level of relationship-building, but remains an important part of the work of coalitions through all stages of development. Networking is a skill that can be refined and honed to build relationships over time.*

2. Coordination: *Exchanging information and altering activities for mutual benefit to achieve a common purpose. For Habitat, it is particularly important to develop relationships with organizations and individuals who provide*



skill sets in subject areas beyond housing.

3. Cooperation: *Exchanging information, altering activities, and sharing resources for mutual benefit to achieve a common purpose.* Cooperation involves aligning programs, activities and even fundraising and volunteer efforts.

4. Collaboration: *This highest level includes exchanging information, altering activities, sharing resources and enhancing the capacity of another organization for mutual benefit to achieve a common purpose.* A collaborative effort puts the community first, and builds the capacity of neighborhood residents to take leadership roles over time.

Neighborhood revitalization coalitions provide elements of all four of these elements, but at a minimum need to provide coordination and set a tone of cooperation. To reach the full potential of neighborhood improvement, a collaborative model can provide an aspirational goal, by building the capacity of the community to achieve results over time that exceeds brick-and-mortar solutions. ■

This guide to coalitions presents best practices regarding three major paths toward coalition-building and implementation.

1) Joining an existing coalition led by a core team:

- When to know if a coalition is a good fit for neighborhood revitalization.
- Ways to work with a coalition to improve its effectiveness.

2) Joining a coalition with a lead agency model:

- What to look for in a lead agency.
- How to stay focused on the core mission of Habitat.

3) Convening a new coalition:

- What resources are needed; what the costs and benefits are.
- How to keep the coalition (and the affiliate) focused on results.

What makes coalitions effective?

- Focused geography and mission.
- Consistent membership.
- Clear leadership and governance roles.
- Clarity of the role of each sector member.
- Expectations for participation: sharing information and coordinating efforts, listening to others, committing to raising resources in a collaborative manner, accountability.
- Well-run, efficient meetings that have clear agendas and outcomes.
- Tools to measure impact: using Success Measures and other tools to track the impact on families, housing, economic opportunities, etc., over time.

Defining collective impact

In the past few years, a great deal of attention has been paid to the concept of “collective impact,” which refers to “long-term commitments by a group of important actors from different sectors to a common agenda for solving a specific social problem. Their actions are supported by a shared measurement system, mutually reinforcing activities and ongoing communication.”¹ Collective impact initiatives have gained traction among funders who have become disillusioned with program prescriptions that have not achieved widespread impact. In “Collective Impact,” their seminal piece in the Stanford Social Innovation Review, social impact consultants John Kania and Mark Kramer laid out five factors of success:

- 1. Common agenda:** There must be a shared vision of change that all members of the coalition agreed on, even if their individual skill sets differ.
- 2. Shared measurement system:** There needs to be a shared measurement system that all partners use in order to measure the impact of multiple programs. Habitat’s use of Success Measures can provide this common framework across several organizations.
- 3. Mutually reinforcing activities:** Each organization maximizes its individual abilities toward the greater good. Attention is needed to ensure that the various programs achieve greater goals through close coordination and collaboration, meaning that outreach efforts from one organization can provide a screening mechanism for Habitat, which in turn can provide families who need workforce training and education to a third organization.
- 4. Backbone support organizations:** A centralized staff and administration is needed to coordinate the various activities across organizations. This may be housed at one of the members or be a separate, stand-alone organization or lead agency.



Tennessee Tech University football players work on a Habitat for Humanity critical home repair project. A collaboration between the university and Putnam County Habitat has resulted in the purchase of land for new Habitat homes in the affiliate's focus neighborhood.

Who should serve on a coalition?

The membership of the coalition will vary, but issues to consider include:

- What are the expectations of organizations serving on the convening group? Have these organizations each committed to at least one project of common interest?
- Are the skill sets that are needed to implement the goals of the coalition represented around the table? If not, can organizations be identified that have the experience and capacity that is needed to make an impact?
- How will residents be represented in the coalition? Ideally, resident representatives should serve on the convening group or steering committee of the coalition. If residents are represented, those chosen should have broad networks and keep other residents informed of progress.

- Should the city or local government be represented in the coalition? How can this be achieved? The answer depends on the local culture and relationships between the nonprofit sector and public agencies.

Governance models

There is no one governance model that works everywhere, but effective coalitions need to consider the following elements of success:

1) Governing body: A coalition, by definition, requires a coordinating body that involves and respects the talents of multiple organizations that are devoting their time and resources to the effort. The governing body may or may not be a separate legal entity, but it does require the participation and trust of the leading members of the coalition. The members of the governing body should be identified by name or organization. Coalitions led by a loose, changing group of individuals will be challenged to provide consistent results over time.

2) A written agreement or memorandum of understanding: An MOU is recommended as a tool to lay out the roles and responsibilities of each member of the governing body. Although it might take time to draft a document and come to agreement on terms, it will be well worth it in the long term, ensure that Habitat's role in the coalition is clear, and reduce expectations that cannot reasonably be met by the individual parties. The agreement need not be a long, complex document. MOUs should include:

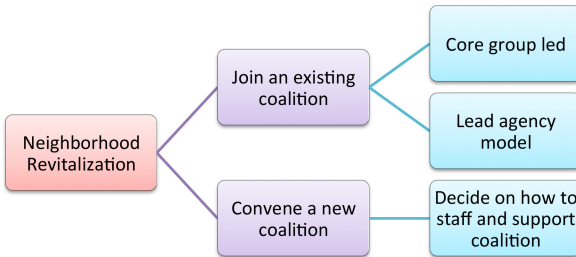
- The vision and mission of the coalition.
- The role of the governing body.
- The role of key members of the governing body, such as chair and secretary.
- A definition of how decisions will be made.
- The identity of the fiscal agent for the coalition.

3) Staffing and infrastructure: Coalitions require significant time and resources, but these investments can pay off if managed successfully. Although many coalitions will not have dedicated full-time staffing at first, it should be clear who will be in charge of the following tasks:

- Setting the dates and agendas for meetings of the governing body.
- Facilitating and taking minutes of the meetings to ensure all members are actively participating and that meetings are efficient and smoothly run.
- Coordinating outreach efforts across multiple organizations and programs.
- Managing communication and messaging.
- Maintaining a centralized calendar of events.
- Pursuing fundraising opportunities that may involve multiple members.
- Implementing an evaluation tool such as Success Measures.
- Recruiting, training and retaining competent, skilled and enthusiastic staff.

There are two key paths for affiliates, but many variations within each option. The first is whether there is an existing coalition in your community that shares the vision of neighborhood revitalization and is open to having Habitat play an important role in advancing that vision. The existing coalition may be led by a core group that divides up the governance tasks, or by a single lead organization.

If there is no existing coalition, the second option is to convene a new coalition. In this case, the affiliate will need to reach out to potentially interested parties that share a similar vision and have the potential capacity to make an impact.



1) Join an existing coalition

A. Coalitions led by a core group

The decision to join an existing coalition often goes hand in hand with choosing a focus neighborhood. As laid out in Habitat's "[Focus Community Selection Guide](#)," an assessment of existing organizations, coalitions and resident leadership should take place before selecting your focus neighborhood. An affiliate should assess how well the goals of neighborhood revitalization align with the vision and goals of the coalition.

Joining an existing coalition allows Habitat to stay focused on its mission and expand its array of partners and potential impact by collaborating with other organizations in a strategic manner. The affiliate may still have a role in helping the coalition develop and be more effective over time. The skills of affiliates in the areas of volunteer recruitment and development may also be transferable or complementary to other organizations in the coalition.

Coalitions are often led by a small group of organizations that form a core governing team, whether it is called a steering committee, a board or another name.

Case Study 1

Habitat for Humanity Portland Metro East (Oregon) underwent a very deliberate process in selecting its focus neighborhood. It initially looked into five neighborhoods in which it had built homes and had relationships. The Cully neighborhood rose to the top because of a number of factors, including the presence of a strong coalition called Living Cully, which originally comprised three neighborhood-based organizations: Verde; the Native American Youth & Family Center, or NAYA; and Hacienda Community Development Corp. Once Habitat Portland expressed interest in joining, it spent over a year contributing to the effort and working to build trust. Although Habitat had worked with the partners for several years, it needed to show that it bought into the full mission of Living Cully, including commitments to coordinate around the purchase of materials, local hiring, and the use of housing products within Cully. Habitat's commitment to the coalition became embodied in the coalition's first memorandum of understanding, which lays out the vision, purpose and scope of the coalition, the roles and responsibilities of each member, and specific collaborative and programmatic projects.

Governance

Four organizations, including Habitat, serve as partners of Living Cully. The executive directors and staff meet every two weeks to coordinate activities. Partners also keep an up-to-date strategic plan, have a memorandum of understanding, and have pursued and received several large joint fundraising grants. One of the partners, Verde, serves as fiscal agent, and there are no immediate plans to incorporate the coalition.

Staff

A dedicated, full-time executive director is housed at Verde. Funding was secured for a joint communications person, who will be housed at Habitat to serve the coalition. A full-time policy and program staff also are housed at Habitat.

Habitat's role

Habitat is one of the four partners of the coalition. Its role includes constructing 21 new homes in partnership with Cully families, and performing at least 50 critical home repairs and 75 home preservations by 2017. Habitat also has completed the first round of Success Measures in Cully on behalf of the coalition. While Habitat is focusing on homeownership, two other partners are focusing on rental housing opportunities.

In many cases, the affiliate will already have relationships and partnerships in the focus neighborhood or with organizations that work citywide. Neighborhood revitalization is a strong model that may attract interest from another organization better equipped to handle the administrative elements of leading a coalition.



SCOTT GOLDSTEIN

Left: Living Cully partners discuss the formation of a housing agenda.

Below: Verde's community garden lies at the edge of a new \$11.5 million, 25-acre park in the Cully neighborhood.



B. Coalitions led by a lead agent

In a lead agent model, a single organization provides staffing and infrastructure on behalf of the coalition. The advantage is that there is a single point of contact for convening the coalition and keeping the effort on track. Several examples around the U.S. use the lead agency model, such as the Local Initiatives Support Corp., or LISC, which has a decade of experience in working with lead agencies to convene a coalition, coordinate projects and, in some cases, distribute funding among partners.

Questions to ask

- Does the lead agency enjoy mutual respect among community members and organizations?
- Does the lead agency demonstrate strong listening skills?
- Does it have adequate staff and resources to get started? What other resources will be needed?
- How can the affiliate help the lead agency? Can it convene a subgroup around housing issues? Can it help with volunteer recruitment? Can it offer to undertake Success Measures?
- How are partners involved in key decisions?
- Is there a strategic work plan?

Effective lead agents demonstrate objectivity and build trust with coalition members. While they are providing a vital service in convening and staffing meetings, they need to work extra hard to involve all members in key decisions. The lead agent should not try to do everything. Just as Habitat should stay true to its mission and core competencies, so should the lead agent. Experienced lead agents will be able to mobilize partners to take on key tasks over time and should not be a bottleneck in decisions or workflow.

Case Study 2

Habitat for Humanity Jacksonville (Florida)

“All the stars aligned,” according to Angela Leatherbury, vice president of organizational planning and operations at HabiJax. Just as HabiJax was looking to get involved in neighborhood revitalization, a coalition was forming around the New Town area of Jacksonville. The New Town Success Zone is modeled on the well-researched Harlem Children’s Zone initiative in New York. Local leaders visited Harlem and took back best practices to Jacksonville. The coalition partners, led by Edward Waters College, were looking for a housing partner, and Habitat was looking for a focus neighborhood and coalition partners.

New Town Success Zone is an example of a lead agency approach. Edward Waters College, Florida’s first historically black college, has built a coalition around a comprehensive approach to education, encompassing prenatal through post-secondary education and training. The model depends on a strong set of partners to provide a variety of social supports. Without stable housing, children may move from one school to another, creating high student mobility. Thus, housing and education go hand in hand in stabilizing local families and providing long-term successful outcomes.

Governance

As the lead agency, the president of Edward Waters College co-chairs the coalition with a philanthropist and convenes the coalition. Monthly meetings provide an opportunity to report on the progress of various initiatives and are open to all residents of the community. A wide range of partners, including schools, the Boys and Girls Club of Northeast Florida, and a strong neighborhood association, all work on various components of the Success Zone.

Staff

A full-time executive director staffs the coalition and is housed at the college. The executive director facilitates coordination among multiple project partners. Specific

projects are staffed by individual organizations. A concerted effort is made to reach all children through the combined efforts of staff at coalition partners.

Habitat's role

Habitat serves as the “catalyst for housing,” Leatherbury said, and has been focused on its mission, which complements the education and social service roles of many of the partners. HabiJax has launched the New Town Transformational Campaign to raise \$16 million to build, rehab and repair 435 homes in this historic area. The theme of the campaign is to provide secure housing to encourage educational success, eliminate housing conditions that harm health, and build local community stability through homeownership.



HabiJax launched a \$16 million fundraising campaign focused on its investments in Jacksonville, Florida's New Town neighborhood.



2) Convene a new coalition

When you set out on a revitalization effort in a focus neighborhood, there should be strong interest among residents and other organizations to work together on a coordinated set of initiatives. Yet there often is no existing coalition that has done the work to organize interests and “set the table” for cooperation and collaboration. In these cases, Habitat might need to convene a new coalition, but it should be aware of the needs for staffing and support, and may develop a transition plan from the beginning.

Questions to ask

- Who should be invited to participate?
- What will be the roles and responsibilities of the convener? Can other organizations be recruited to take on some of the facilitation and administration roles?
- What organizations can take leadership on key issues?
- Does your affiliate have the staffing needed to convene the coalition and keep the work on track?
- How can you develop a strategy to transfer the convener role to local residents or other organizations over time?

The advantage of convening a coalition is that the affiliate can recruit a very focused group of committed organizations and individuals. For small affiliates, convening a meeting of partners once per month may be sufficient for organizing a coalition and keeping it on track. Through the coalition’s work, the affiliate will be able to provide a broader spectrum of approaches to neighborhood revitalization without having to expand into issue areas such as workforce development or education, which require very different skill sets from housing.

For larger, more complex neighborhoods, a part-time or full-time dedicated staff person is likely necessary to keep communication flowing among partners, troubleshoot problems, and keep track of results. Although it might take greater investment up front than going it alone, the results can be greater, yielding greater avenues for resource development.

Case Study 3

Habitat for Humanity of Cleveland (Tennessee)

In 2010, Habitat Cleveland began having conversations regarding a neighborhood revitalization effort. Rather than choosing a focus neighborhood first and building a coalition around the geographic area, the affiliate decided to build relationships with leading organizations with a shared commitment to revitalization first, and then select a focus neighborhood based on where neighbors were most interested in partnering to implement a shared agenda. The affiliate reached out to United Way, which had established itself as a leader of service and collaboration. The spirit of cooperation sprang into action quickly when tornados hit in April 2011, striking 1,000 homes and destroying 200 of them. The need for a concerted effort in a focus neighborhood became a priority in 2012, when additional organizations came to the table and a coalition called Impact Cleveland was formed. Because of the cooperative effort in responding to the tornados, Habitat, United Way and their partners had “instant credibility,” according to Habitat Cleveland’s executive director, Matt Carlson. An interview process with three potential neighborhoods led to the selection of the Blythe neighborhood, which demonstrated the most commitment and energized neighbors.

Governance

Impact Cleveland is being incorporated as an independent nonprofit organization. Its advisory council currently includes Habitat, United Way, the Chamber of Commerce, the City Development and Planning Office and the retired city manager, among others. The council will form the basis for a new board of directors once Impact Cleveland is incorporated. An MOU has been drafted with United Way to form Impact Cleveland.

Subcommittees have been formed around the specific areas of community employment, social revitalization, physical revitalization, workforce development and community safety. Residents are being recruited from the Blythe



neighborhood to serve on these subcommittees. MOUs have also been drafted for each of the subcommittees, laying out their charge and the responsibilities of their members.

Staff

A full-time executive director was hired by United Way but housed in the Family Support Center in the neighborhood, which also houses many of the partners of the coalition so that there is an immediate support structure. Over time, the director will become an employee of Impact Cleveland.

Habitat's role

Habitat is focusing its efforts on physical revitalization. The work includes a broad analysis of the housing stock, from foreclosed properties to those needing minor or critical home repairs, to opportunities for new home construction.

Impact Cleveland, the Refuge Community Centre and the New Blythe Community Association collaborate to clean up a playground and the Blythe Family Support Center in Cleveland, Tennessee.

Getting started

Tips for the first year of a newly forming coalition

1) Develop a common vision and mission statement

Within the first couple of meetings, it should be possible to draft vision and mission statements for the coalition. A vision statement describes why the coalition is working together and typically describes what the neighborhood would be like once the initiative is successful. The mission statement describes how the coalition will operate.

For example, Putnam County Habitat developed the following vision statement based on a number of exercises with its partners in the focus neighborhood:

The West End is a friendly, convenient location in Cookeville, close to jobs, services and education. In five years, our neighborhood will be a flourishing, neighborly community that offers opportunity for residents and businesses, attracts reinvestment and redevelopment, and is home to a proud set of families.

In developing a mission statement, elements to address include:

- Why the coalition is being formed.
- How the coalition will operate.
- How you will know if the coalition is successful.

2) Inventory the gifts and talents of each member

One of the first tasks is to understand what resources are around the table. Each individual brings relationships, experiences and abilities. The trick is to understand each individual and organization and be able to tap into their skill set, whether it is marketing, grant writing, carpentry, historical knowledge or other talents. Habitat's experience in mobilizing volunteers can be redeployed and transferred to coalition

building. Positive motivation, strong support networks and good organization all will be important elements for spreading the load of work beyond one individual or organization.

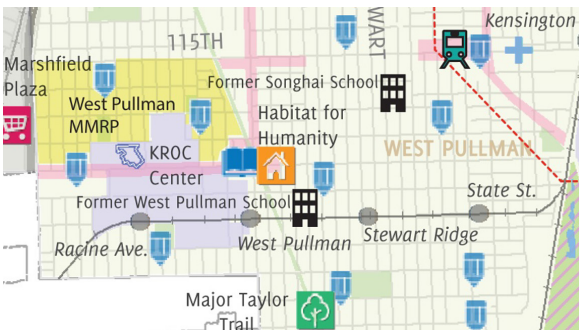
Many individuals and organizations may have resources that you are not aware of. In order to develop an inventory, one-on-one interviews can be very helpful. Coalition members can interview each other to learn more about what skill sets, contacts and talents each has. Over time, this information can be expanded to include additional residents, organizations and businesses.

One of the most powerful tools a coalition can have is a database of its members with whom it can communicate over time for a variety of purposes, whether it is recruiting volunteers for a cleanup day or mobilizing residents to support a zoning change.

3) Develop an asset map

The asset map should include all local institutions, such as schools and churches, significant stores and businesses, open spaces, historical landmarks, homes that have recently been built or repaired, and other key locations in the community. A half-day asset map exercise, for example, can be deployed as a way to get partners and residents involved in communicating what they feel is important about their neighborhood. A poster-size base map of the area, adhesive notes, and colored markers may be all that it takes to get a

Asset maps are used to show local institutions such as schools and libraries, transportation nodes such as train stations, major roads and trails, and commercial districts. This asset map (left) shows a block of 16 new Habitat homes being built in the West Pullman neighborhood of Chicago by Windy City Habitat (Illinois). The area is surrounded by a \$60 million Salvation Army Joan Kroc Center, a commuter train station, a library, commercial corridors, and a Micro Market Recovery Program area for housing investment by the city.



variety of local stakeholders engaged and working together to create an asset map of the neighborhood.

See the [ABCD Institute Tool Kit](#) for more information on how to develop an asset map.

4) Develop an outreach plan

At the beginning of the coalition, an outreach plan should be developed that provides a very broad relationship-building effort. It is vitally important to get out of one's comfort zone and start speaking with residents, particularly if the coalition leaders are staff members. This can begin with partner families and expand to block clubs, neighborhood associations and individual residents. Success Measures can be a great tool to provide structure to this outreach process. One simple technique is for each person involved in the coalition to commit to meet with five to 10 community members they didn't already know and share what they learned at the next meeting. Tied to this outreach effort should be the development of a common database to collect names, addresses, phone numbers, emails and affiliations.

5) Launch (or plan to launch) Success Measures or another evaluation tool

Check if a local university or research institution can assist with an evaluative process.

Success Measures not only is a great evaluation tool, but also provides the potential for community building by creating an outreach mechanism to neighborhood residents. Affiliates should consider ways to involve partners in implementing Success Measures, from developing additional questions to recruiting volunteers and staff members or sharing results and analysis.

6) Develop a neighborhood plan, or at least a unified work plan

One of the most important tasks of a coalition is to create a unified work plan across the coalition's partners. Even if a coalition does not have the resources to develop a full neighborhood plan, it is critical to agree on a strategic direction, a few goals, and specific projects that will be led by coalition members. A work plan can be as simple as a set of goals, projects, who is leading each project, a timeline, and the desired outcome. Although not all resources to implement the plan might be available initially, the work plan sets out a path in which to meet with potential funders, volunteers and residents to help implement your goal over time.

For more mature coalitions, developing a neighborhood plan should be considered. A neighborhood plan typically includes an assessment of existing conditions, vision and mission statements, detailed work plans, and outcome targets. Assistance in developing a neighborhood plan may be provided by local or state governments, foundations, universities and other partners. Written plans often enhance the fundraising potential of individual projects by demonstrating how investing in a program like A Brush with Kindness fits in with a larger campaign for neighborhood revitalization that might include transportation improvements, economic development and human services.

Improving an existing coalition checklist

Making change from the inside out

Many coalitions are well intended but have not reached their full potential. Once trust is built, you might find that you can add value by helping the organization develop. Here are some tips to help the development of existing coalitions:

- ☐ Is the coalition dominated by one organization? Consider spreading the roles of facilitation, fundraising, and leadership of committees or working groups.
- ☐ Do meetings lack focus and results? Consider helping to prepare agendas and regular pre-meeting phone calls or email chains to create a set of decisions and actions coming out of each meeting.
- ☐ Is the coalition striving for insurmountable goals on the one hand, or only focused on very near-term actions on the other? Consider working on a joint work plan of a handful of projects that can be achieved each year while building toward bigger goals.
- ☐ Can you overcome past “turf” battles through better communication? Go the extra mile to create transparency in strategic planning and fundraising, setting the tone for building trust. Suggest small projects that can be jointly pursued, leveraging one another’s strengths.
- ☐ Bring data into the conversation. Through Success Measures and other evaluative tools, stay focused on results.
- ☐ Foster different approaches and creative solutions. If the end goal is the same, allow experimentation in tactics to see the best way to achieve results. Since different people are motivated for different reasons, a variety of ways to get involved is important.
- ☐ Create a succession plan, just as you would in your own affiliate. A number of individuals will be needed to step up over time. Make sure to foster opportunities to attract new talent, while appreciating the hard work of current staff members and volunteers.

Appendix

Excerpts from Living Cully Memorandum of Understanding (Habitat for Humanity Portland/Metro East)

Living Cully is a collective impact initiative, the commitment of a group of important actors from different sectors — affordable housing, cultural identity, environmental wealth, homeownership — to a common agenda — sustainability — for solving a specific social problem — poverty — through collaborative, programmatic and signature project activities.

1. Collaborative. Through collaborative activities, the organizations develop communication practices and long-term resources to sustain and replicate Living Cully, including a cross-organizational Living Cully Budget, coordinated financial management practices to track sources and uses, a Living Cully Fundraising Strategy, and the Living Cully Performance Indicators.

2. Programmatic. Through programmatic activities, Cully residents gain economic security and build capacity to design, build and access new sustainable assets in the Cully neighborhood. Complementary policy work drives anti-poverty investments into the neighborhood, mitigates gentrification effects through a cohesive anti-displacement agenda, and reforms public agency practices toward explicit equity outcomes and partnerships.

3. Signature projects. Living Cully signature projects are a growing series of leveraged investments in Cully that combine economic, social and environmental justice goals, including new parkland, green affordable housing, culturally based habitat restoration, alternative energy facilities, and critical home repairs.

Organization responsibilities

1. Habitat agrees to the following responsibilities:

a. Programmatic.

(1) Neighborhood Revitalization Initiative (NRI), Cully Focus Area (NE Simpson south to NE Going Street, and NE 60th Avenue east to NE 72nd Avenue). Habitat's NRI is a holistic approach to creating change in our neighborhoods through joining residents, nonprofits, businesses and local government to discover what is needed most in a neighborhood, and helping to implement a shared vision of revitalization. NRI's door-to-door outreach targets low-income Cully Focus Area homeowners (20-80 percent MFI) through an expanded array of products, services and partnerships in response to community priorities.

(2) Success Measures. Habitat measures community engagement and impact in the NRI through Success Measures, a specialized, participatory outcome evaluation resource that engages stakeholders in the evaluation process and equips them with the tools they need to document outcomes, measure impact and inform change.

b. Signature projects.

(1) Helensview. Habitat's \$2.5 million Helensview project develops 21 new Energy Star/Earth Advantage certified, family-sized homes targeting low-income (30-60 percent MFI) Cully families with school-aged children to become homeowners to deter displacement and decrease classroom mobility.

(2) Targeted home repair. Habitat will launch a \$200,000 home repair program targeting low-income Cully homeowners (20-80 percent MFI) within the Cully Focus Area, completing at least 50 critical home repairs and 75 home preservations by 2017.

(3) Targeted acquisition. Habitat will target Cully for additional land acquisition and acquisition/rehab opportunities for future development.

A copy of the full MOU can be found at verdenw.org/images/stories/documents/livingcullymouexecuted.pdf.

¹ "Collective Impact," by John Kania and Mark Kramer, in Stanford Social Innovation Review, Winter, 2011.





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