



BUILDING NEIGHBORHOODS OF OPPORTUNITY

White House
Neighborhood Revitalization Initiative
Report

JULY 2011



“If poverty is a disease that infects an entire community in the form of unemployment and violence, failing schools and broken homes, then we can’t just treat those symptoms in isolation. We have to heal that entire community. And we have to focus on what actually works.”

– Barack Obama, July 18, 2007

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I) Executive Summary

The Obama Administration recognizes that the interconnected challenges in high-poverty neighborhoods require interconnected solutions. Struggling schools, little access to capital, high unemployment, poor housing, persistent crime, and other challenges feed into and perpetuate each other, intensifying challenges for residents. One piece of the Administration's strategy for catalyzing change in these communities is the **White House Neighborhood Revitalization Initiative Report**—a bold new approach to helping neighborhoods in distress transform themselves into neighborhoods of opportunity through integrated, comprehensive support. The Neighborhood Revitalization Initiative is a strategy to improve alignment among Federal departments that direct resources to neighborhoods in distress and support a variety of programs and policies that address poverty.

The purpose of the White House Neighborhood Revitalization Initiative Report is to highlight key lessons from organizations that are revitalizing neighborhoods across the country. The report is specifically designed as a practical support for neighborhood revitalization practitioners and policymakers (including philanthropists) who are designing and managing programs at Federal, state, and local levels. We hope that policymakers and practitioners will use this report as a reference to help their organizations develop, execute, sustain, and support effective neighborhood revitalization strategies. This report suggests key elements that can be integrated into a strategy; examples of how to “braid” Federal, state, local, and private funding; ideas on how Federal funds can be better aligned and leveraged; and profiles of organizations that have blended these lessons for to build promising collaborations.

This report describes five key elements of neighborhood revitalization, shared by organizations across the nation:

1. Resident engagement and community leadership catalyzes and sustains comprehensive change efforts;
2. Developing strategic and accountable partnerships leads to lasting change;
3. Maintaining a results focus supported by data presents a strategy for achieving specific objectives, helps to focus multiple stakeholders on a common goal, and can lead to a common dataset to measure progress;
4. Investing in and building organizational capacity helps organizations meet their objectives; and
5. Aligning resources to a unified and target impact strategy builds a critical mass of efforts in a neighborhood to reduce neighborhood distress.

Maximizing complementary Federal funds for a cohesive neighborhood revitalization strategy, or “braiding,” is an important component of neighborhood revitalization efforts. The examples in the report illustrate how communities can think creatively about integrating funding streams within a comprehensive plan and sustaining flexible funding from diverse sources to catalyze and drive a core set of results for revitalizing neighborhoods.

Communities highlighted have leveraged various Federal funding sources in their comprehensive neighborhood revitalization efforts, but the design of those Federal funds can be more integrated. The Neighborhood Revitalization Initiative will work to align program requirements, clarify rules and regulations, and target Federal funding to capacity building, data management, and infrastructure development to enhance the Federal government's role in improving our nation's distressed neighborhoods.

The strategies described in this report can empower individuals and community organizations to make lasting community change. The report also shows ways that the Federal government can better align its programs to act as a catalyst for change in communities.

II) Neighborhood Revitalization Initiative

The **Neighborhood Revitalization Initiative**, a White House-led interagency collaborative, is developing and executing the Obama Administration's place-based strategy¹ to empower local communities to develop and obtain the tools they need to transform neighborhoods of concentrated poverty into neighborhoods of opportunity. In order to properly support local collaborative efforts, agencies are collaborating at the Federal level. Agencies engaged in this initiative include the White House Domestic Policy Council (DPC), White House Office of Urban Affairs (WHOUA), and the Departments of Housing and Urban Development (HUD), Education (ED), Justice (DOJ), Health and Human Services (HHS), and Treasury.

The initiative operates under a shared theory of change—that an integrated, coordinated effort to improve the quality of five neighborhood assets: (1) educational and developmental, (2) commercial, (3) recreational, (4) physical, and (5) social assets, sustained by local leadership over an extended period, will improve resident well-being and community quality of life.²

The Neighborhood Revitalization Initiative is not a program, it is a strategy, a new way for the Federal government to engage and support communities. White House and agency leaders are working to improve alignment among the above Federal departments, which support a variety of programs and policies that address poverty and direct significant resources to these neighborhoods. The Neighborhood Revitalization Initiative has also developed new tools to support local leaders who leverage valuable neighborhood assets, providing a basis for economic growth and improvement in resident wellbeing.

The Neighborhood Revitalization Initiative strategy is designed to catalyze and empower local action while prioritizing public-private partnerships. In a speech to the nation's mayors on June 21, 2008, President Obama affirmed this approach, recognizing “in this country, change comes not from the top down, but from the bottom up,” and that “the change we seek...will not come from the government alone.”

Unfortunately, the flexibility of Federal funds is often limited, and even for programs targeting distressed neighborhoods, insufficient alignment can make it challenging for local leaders to use Federal funds for truly comprehensive neighborhood revitalization. The White House Neighborhood Revitalization Initiative Report acknowledges these barriers, and outlines a new approach for the Federal government to effectively support the comprehensive work required to revitalize neighborhoods of concentrated poverty.

In keeping with characteristics of promising neighborhood revitalization efforts across the country, the White House Neighborhood Revitalization Initiative Report's approach to Federal engagement is designed to be interdisciplinary, place-based, locally-led, data- and results-driven, and flexible. The Neighborhood Revitalization Initiative is focusing on four key opportunities for action:

¹ See also *Memorandum from the Office of Management and Budget (OMB). Developing Effective Place-Based Policies for the FY 2011 Budget. August 11, 2009. Available online at http://www.whitehouse.gov/omb/assets/memoranda_fy2009/m09-28.pdf.*

² *Neighborhood assets means—(1) Developmental assets that allow residents to attain the skills needed to be successful in all aspects of daily life (e.g., educational institutions, early learning centers, and health resources); (2) Commercial assets that are associated with production, employment, transactions, and sales (e.g., labor force and retail establishments); (3) Recreational assets that create value in a neighborhood beyond work and education (e.g., parks, open space, community gardens, and arts organizations); (4) Physical assets that are associated with the built environment and physical infrastructure (e.g., housing, commercial buildings, and roads); and (5) Social assets that establish well-functioning social interactions (e.g., public safety and community engagement).*

1. Integrating Promise Neighborhoods, Choice Neighborhoods, and other centerpiece place-based programs in distressed neighborhoods;
2. Providing flexible **Neighborhood Revitalization Grants**;
3. Building neighborhood strengths and assets through hands-on technical assistance as demonstrated by the **Building Neighborhood Capacity program**; and,
4. Sharing promising practices through the White House Neighborhood Revitalization Initiative Report, including through opportunities to “braid” Federal and other funds to pursue comprehensive neighborhood revitalization (see **Appendix 1** for a summary of Federal funds used by organizations referenced in the report).

Progress has been made in each area since the White House **launched the Neighborhood Revitalization Initiative** in September 2010, and collaboration has begun with several of the Neighborhood Revitalization Initiative agencies’ centerpiece place-based programs (see **Appendix 2** for a summary of action to date). For more on the development of this Report, see **Appendix 3**.

III) Key Elements of an Effective Neighborhood Revitalization Strategy

The Neighborhood Revitalization Initiative has observed five key elements common among promising neighborhood revitalization efforts, and critical to an effective revitalization strategy: 1) resident engagement and community leadership; 2) developing strategic and accountable partnerships; 3) maintaining a results-focus supported by data; 4) investing in and building organizational capacity; and 5) alignment of resources to a unified and targeted impact strategy. Like the challenges in high-poverty neighborhoods, the elements are interconnected and mutually reinforcing. In this section, each element is described and illustrated by examples from organizations pursuing neighborhood revitalization. The profiles at the end of this report illustrate how neighborhoods have combined multiple lessons in their work.

1. Resident engagement and community leadership

To catalyze and sustain comprehensive change efforts in neighborhoods of concentrated poverty, it is important to have both an authentic desire for change within the community and active involvement of neighborhood residents throughout the revitalization process. It is critical for leaders to understand residents' views of the neighborhood, particularly the neighborhood's needs and assets, and how residents want their neighborhood to change. Revitalization efforts involving, and in some cases led by, community members create a sense of ownership of the challenges, and help ensure the path forward is relevant, accountable, and sustainable.

Neighborhood Centers Inc. (NCI), a FY10 Promise Neighborhood planning grantee in Houston, TX, developed its plans for a community center through a

community-led visioning process. NCI started its work by interviewing more than 120 residents, school personnel, service providers, faith leaders, businesses, and elected officials. Using the Appreciative Inquiry³ style, its staff asked questions designed to draw out strengths and aspirations. Staff then led larger group forums to help develop a community vision. Together, the participants mapped the assets that would assist in achieving this shared vision, which included opportunities for community involvement, strong educational programs, employment services, parks, the community center, and youth programs. This process built community among residents and facilitated NCI's engagement with local strategic partners—businesses, faith-based organizations, schools, and health care and social service providers.

The **Jacobs Center for Neighborhood Innovation (JCNI)** leads a place-based, cross-disciplinary effort to transform blight and put land back into productive use in a southeastern San Diego neighborhood. Through the nation's first Community Development Initial Public Offering (IPO), JCNI empowered residents to move from isolation to stakeholder to stockholder. The neighborhood residents now own 40 percent of a new shopping center—The Village at Market Creek. JCNI began their work with door-to-door outreach and organizing, meetings in living rooms, and resident-to-resident surveying and focus groups. Resident engagement has continued in efforts to complement the shopping center with other comprehensive initiatives. These projects include a prisoner re-entry support network, a Safe Routes to School program, and a graffiti art collective, all of which have emerged through their resident team design process.

³ *Appreciative Inquiry is an organizational development method that seeks to engage all levels of an organization (and often its customers and suppliers) in its renewal, change, and improved performance. It may be particularly applicable to organizations facing rapid change or growth.*

2. Developing strategic and accountable partnerships

Communities engaged in comprehensive change efforts must address a number of interrelated challenges in the areas of education, health and human services, affordable housing, job training and creation, and other sectors. To create deep and lasting change in a community, high-quality interventions must be linked to address interrelated problems. This requires the development of strategic partnerships to achieve identified goals, as well as shared accountability for the intended outcomes. Some key elements for effective partnerships are clearly defined roles and agreement upon a common vision, theory of the change, and theory of action⁴.

Beyond Housing works to alleviate the consequences of poverty and strengthen the neighborhoods of the municipalities that make up the inner ring suburbs of St. Louis County, Missouri. The mayors of these municipalities, which together form the Normandy School District, were faced with a rising foreclosure crisis and a loss of the District's accreditation. The twenty four municipalities that faced this crisis became the core of the 24:1 Initiative, which shares the vision of strong communities, engaged families, successful children. The partners—which include the municipalities, Beyond Housing, the Normandy School District, local nonprofits, University of Missouri-St. Louis, Washington University in St. Louis, and many others—executed a memorandum of understanding with specific expectations to be met. 24:1 has decided to move toward the collective impact model of **STRIVE Cincinnati** where a full network of organizations agrees on common goals as their theory of change. The community-led plan highlights eleven impact areas where work is either already in place or

strategies being reviewed. Several early projects jointly undertaken by the partnership include

- construction of a new grocery store,
- providing technical assistance and resources to eleven pre-k facilities,
- 80 matched savings accounts for college at Normandy High School, and 4) creating a municipal governance committee to create great efficiency and effectiveness to the 24 communities in the footprint.
- The partnership was facilitated by Beyond Housing, which secured a five-year, \$3 million funding commitment that allows them to staff and manage the development of a shared community plan and the delivery of services.

The **Allentown Promise Neighborhood (APN)** is an initiative led by United Way of the Greater Lehigh Valley that has become the face of community-led, asset based revitalization efforts in Old Allentown, Pennsylvania. APN is in the early stages of development, and it has connected to five existing independent working groups. These working groups—comprised of local funders, local government, schools, social service agencies, community members, congregations, and health care providers—are focused on braiding health, education, human services, and housing funding streams and services in Old Allentown. APN is the agent that brings these groups together for collaborative and comprehensive neighborhood revitalization planning. These partners are bringing their respective strengths together to develop broad-based neighborhood goals and to identify, measure, and evaluate indicators of success and outcomes. Many of the members of these working groups are also on the United Way Founders Team of the Allentown Promise Neighborhood, which recently completed work on a strategic plan for the APN. It is expected that the strategic plan will articulate a common vision, clearly define roles, and lay out a theory of action for the APN partnership.

⁴ *Theory of change means an organization's beliefs about how its inputs, and early and intermediate outcomes, relate to accomplishing its long-term desired results. Theory of action means an organization's strategy regarding how, considering its capacity and resources, it will take the necessary steps and measures to accomplish its desired results.*

3. Maintaining a results focus supported by data

Another common element among comprehensive neighborhood revitalization efforts is the establishment of a clear and measurable focus on results. A results framework presents a strategy for achieving specific objectives, helping to focus multiple stakeholders on a common goal and creates a dataset for the community, policymakers, and other supporters to use to measure progress over time. Data should not only measure population-level outcomes, but should also drive the development of the other elements identified in this report—engaging neighborhood residents, establishing strategic and accountable partnerships, securing and sustaining diversified partnerships, and investing in capacity building. While there are challenges to managing complex data sets, including securing data sharing agreements and complying with privacy protections, data is a critical tool for building cross-agency accountability systems and tracking progress against desired results. Finally, this element creates a foundation to evaluate the impact of revitalization efforts.

Urban Strategies uses data to inform the comprehensive services they provide to a community. Before rolling out any programs, data about the community is collected to understand their needs and specific barriers faced by residents. Urban Strategies handles case management for a number of public housing authorities throughout the country, including Memphis, Tennessee. In Memphis, data revealed that dental health was a large barrier to employment for residents. Because of dental issues, many people avoided interviews, often a precursor to obtaining work. Before beginning any job placement programs for residents, Urban Strategies arranged dental services from the University of Tennessee's College of Dentistry. In St. Louis, Missouri, access to childcare was the largest barrier to working for residents of the St. Louis Public Housing Authority. Urban Strategies provided 24-hour childcare on the housing premises. In addition to being used to decide which interventions are

appropriate, data is used to track success and measure the outcomes of programs. The HUD-approved TAG (tracking at-a-glance) system is used to track monthly outcomes based on almost 100 unique indicators ranging from family income to student academic achievement; Urban Strategies uses this data to compare resident indicators before and after programs, and to improve program success. Subjective data is obtained through TAG system's door-to-door visits where the questions are asked of each family, and then compared to the current income and housing statistics obtained by the local management entity (McCormack Baron Ragan Management Services in the case of the Memphis Housing Authority), which ensures that interventions and data are aligned.

In Rhode Island, the **Providence Public School District** (PPSD) worked with the Mayor's Children and Youth Cabinet to develop a common Results Framework for Strategic Community Partnerships. The framework is intended to help the entire city of Providence structure community partnerships in which multiple organizations and public agencies work collaboratively toward specific results, including: 1) children enter school prepared to succeed, 2) students make successful transitions at critical development stages, 3) students are ready to engage as learners, 4) students are on track to graduate, and 5) young people are ready to enroll in and succeed in post-secondary education—a set of results they believe cannot be achieved by individual sectors alone. The development of the framework was informed by the district's experience working with community partners in the past to improve students' academic success and other indicators of child and youth well-being. In addition to using the Results Framework to guide the development of community partnerships, PPSD is aligning its internal capacity, management structures, and policies to target resources more effectively toward strategies that evidence suggests will help achieve the five results.

4. Investing in and building organizational capacity

Building and managing data systems, recruiting and retaining staff, and developing resources are examples of organizational capacity that take money, time, and energy. Developing these capabilities should be a key strategy of organizations pursuing comprehensive neighborhood revitalization, rather than an afterthought. In light of the limits and constraints on resources to support comprehensive efforts, it is all the more challenging for organizations to identify funding to invest in their own capacity. Nevertheless, organizations that have achieved success pursuing neighborhood revitalization efforts have met the resource challenge head on; indeed it has been one of their main strengths. In many cases, this has been achieved through the strategic investment in and support of intermediary organizations.

The **Local Initiatives Support Corporation's (LISC)** Building Sustainable Communities initiative develops community capacity to deliver effective and accountable comprehensive programs. For example, LISC Rhode Island assembled \$950,000 over five years from HUD, the Corporation for National and Community Service, DOJ, the State of Rhode Island, and corporate sources to support the staffing and organizational systems of the Olneyville Housing Corporation (OHC). The hub of a cohesive network of community-based organizations, OHC is engaged in community safety, affordable housing, quality parks and recreational opportunities, employment and training supports, and early childhood education services. Because of OHC's strategic position in the community, investments in its capacity contribute to the effectiveness of the entire partnership, members of which also receive LISC program funding. With LISC's support, OHC hired new staff to engage with leaders and residents in the community, eventually leading to a Community Contract which guides the work of community organizations in the neighborhood today. Technical assistance to develop OHC staff's capacity in community organizing and community

engagement has enabled residents and CBOs to take on a greater advocacy role and enabled new initiatives in the community, which has since received a Choice Neighborhoods planning grant and attracted other projects eager to build on the neighborhood changes in Olneyville. As managing intermediary, LISC Rhode Island provides institutional credibility and technical assistance to OHC, and is now expanding Building Sustainable Communities to another neighborhood.

The Center for Neighborhood Enterprise's (CNE) Hands Across Network (HAN) works with more than 70 community and faith-based groups based in Wards 5, 7, and 8 in Washington DC that provide a wide array of services to the community, including youth violence prevention and intervention, unemployment, prisoner reentry, education, and training. Based on assessments of each individual organization's needs, CNE provides customized, learner-driven technical assistance in one of its core areas: Board Development, Financial Management, Human Resources, Information Technology, Organizational Development, Program Development, Evaluation and Data Management, and Resource Development. The Center also serves as a forum for organizations to share resources, exchange knowledge, address common issues and identify best practices, linking the organizations to work proactively to develop strategies to safeguard against problems. The groups also develop a "Group Resume," which not only identifies collective assets and organizational expertise, but also helps the group build relationships and examine existing programs.

5. Alignment of resources to a unified and targeted impact strategy

Communities with comprehensive revitalization efforts strategically align their resources in targeted geographic areas to move the needle to reduce poverty and neighborhood distress. These communities often coordinate interventions in multiple domains (e.g., public

safety, housing revitalization, and school investments) so that they happen at the same time and target the same geographic areas. For many cities and counties, targeting limited resources rather than spreading them thinly across an entire city offers greater returns, especially in high-poverty neighborhoods. A critical mass of efforts in a neighborhood helps increase confidence in the strategy, attract private capital, and tip the scales to compound positive results.

Richmond, Virginia's **Neighborhoods in Bloom** strategy directed public and nonprofit investments to specifically-designated blocks within neighborhoods. Beginning in 1999, the initiative channeled about 80 percent of the city's Federal housing money (HUD HOME and Community Development Block Grants, primarily), plus other resources, into 6-to-12 block areas in seven neighborhoods suffering from crime and economic disinvestment. At the same time, LISC, the nation's leading community development support organization, aligned its grants and loans with the city's investments. In each designated neighborhood, increased police patrols were followed by aggressive code enforcement, setting the stage for block-by-block rebuilding, mixed-income housing development, and revitalization. The impact was extraordinary: home values in targeted areas appreciated 10 percent more per year than the citywide average; blocks that had investments beyond \$20,100 experienced even higher home value increases and continued gains each year; and even non-targeted blocks near the target areas experienced gains, albeit smaller ones.

San Antonio, Texas, is seeking to lift educational outcomes and spur revitalization in its East Side neighborhood through the integration of governmental funding streams and mobilization of focused resources. Specifically, the city is targeting 60 percent of its HUD CDBG funding to the East Side and increasing the allocation of policing resources to the neighborhood. A collaborative team, led by the United Way, and including partners such as the City of San Antonio, the San

Antonio Independent School District, the San Antonio Housing Authority, Trinity University, and the Urban Land Institute, are addressing the interconnected challenges of failing schools and a decaying neighborhood. The city has developed a strategy specific to the East Side neighborhood and is collecting data on a wide variety of indicators specific to the neighborhood to measure its progress. San Antonio's targeted efforts helped the city secure planning grants from both the Promise Neighborhoods and Choice Neighborhoods programs.

IV) Braiding and Sustaining Flexible Funding from Diverse Sources

Comprehensive neighborhood revitalization efforts can encounter challenges related to the allowable use of particular funds. Specifically, funds from Federal agencies may have limited flexibility and contrasting requirements that can make it difficult to braid distinct funding sources together for comprehensive projects. A key goal of this report is to highlight efforts with innovative funding strategies.

Two key elements stand out as critical to comprehensive and sustainable neighborhood revitalization funding:

1. Many initiatives make an effort to integrate Federal, state, and local public funding streams to support each project within a comprehensive plan. For example, a housing redevelopment project might combine funding from HUD, state departments of housing and transportation, and city departments of housing. A project to improve neighborhood schools might merge funding from ED, state departments of education and city agencies.
2. Given the complex nature and unpredictability of public funding, the sustainability of an effort often depends on securing diverse resources, particularly from the private sector. While foundations and nonprofit organizations are very common funders of neighborhood redevelopment, many successful initiatives also integrate funding from local universities, banks, and businesses.

The examples that follow highlight innovative ways to braid multiple public and private funding streams to support projects within comprehensive neighborhood development initiatives. Additional information and links to pertinent resources may be found in the examples and

appendices and at www.ccitoolsforfeds.org under tools and resources for communities.

The **Harlem Children's Zone** (HCZ) provides a pipeline of programs, services, and facilities for families in central Harlem. Included in the HCZ Project are two public housing developments owned and operated by the New York City Housing Authority: St. Nicholas Houses and Lincoln Houses. These housing developments are located on a block that is disconnected from the larger street grid, making the area highly prone to crime. In order to revitalize the area, HCZ, NYC government agencies, and private partners are building a new school and community center facility, developing a through street to reintegrate the development into the street grid, and beautifying the landscape. This project requires significant collaboration and negotiation among multiple public and private entities. Leveraging Federal resources, HCZ is buying the public housing from HUD, receiving Title I and Title II funds from ED to support the schools, and has submitted an application for the construction of a School-Based Health Center funded by HHS. At the state level, HCZ is receiving contributions from the New York Departments of Education and Transportation. At the city level, HCZ is working with the New York City Departments of Planning, Environmental Protection, Fire and others to lease the property for the community school and construct a through street in the housing development where a cul-de-sac currently exists. Finally, HCZ is campaigning extensively for a \$40M private match.

East Baltimore Development, Inc. (EBDI), a comprehensive redevelopment effort that seeks to reverse historic trends and transform a disinvested neighborhood into a thriving mixed-income community, uses a variety of public and private funding sources. The first phase of property acquisition, relocation, demolition, and service provision to relocate families was funded by a combination of a \$22.3M HUD Section 108 loan to the City of Baltimore and contributions from the Annie E. Casey Foundation and Johns Hopkins University. Funding for activities associated with the subsequent

phase of development (which is ongoing) has been provided through sale of Tax Increment Financing bonds issued by the City of Baltimore, State of Maryland capital funds, New Markets Tax Credits, and contributions and investments from more than a dozen other private and philanthropic investors—including Bank of America, Citigroup, and Empower Baltimore, a nonprofit. Cumulative investment in the Initiative through the end of 2010 totaled \$340M.

V) Opportunities for Maximum Impact of Federal Funds

The organizations profiled in this report are pursuing comprehensive neighborhood revitalization despite multiple barriers. The Federal government is working in three main areas to catalyze neighborhood change and better support local communities in developing and obtaining the tools they need to revitalize neighborhoods of concentrated poverty. The [Center for the Study of Social Policy](#) hosted a [listening session](#) focused on the education component of the Neighborhood Revitalization Initiative and identified several opportunities to maximize Federal funds, which Federal agencies are treating as next steps for the Neighborhood Revitalization Initiative.

1. Better align Federal program requirements and timing, geographic targeting, and results frameworks for neighborhood revitalization activities.

The Neighborhood Revitalization Initiative is working to better align eligibility and reporting provisions across Federal programs—including affordable housing, economic and community development, education, and workforce development—so that local leaders can more effectively braid these funds to advance neighborhood revitalization in distressed communities. The Neighborhood Revitalization Initiative and similar Federal interagency initiatives have achieved progress (see [Appendix 2](#) for a summary of the Neighborhood Revitalization Initiative action to date) in this regard, especially in aligning eligibility and reporting provisions for Promise Neighborhoods and Choice Neighborhoods, and is actively pursuing additional opportunities to align and streamline funding sources to close the

gaps between programs that affect struggling neighborhoods.

2. Clarify Federal rules and regulations and dispel myths that often hinder redevelopment efforts.

Some Federal Departments have worked together on the development of publications to clarify the allowable uses of funding sources in a particular subject area. For example, the [Federal Interagency Reentry Council](#), which includes DOJ, HHS, ED, HUD, and the Department of Labor, recently released a series of [“Reentry Myth Busters”](#) intended to clarify existing Federal policies that affect formerly incarcerated individuals and their families. The Neighborhood Revitalization Initiative plans to release Myth Busters on neighborhood revitalization that address conflicting perspectives about the allowable uses of funds to support strategic braiding of Federal funds for comprehensive revitalization efforts.

3. Target flexible Federal funding to support community capacity building, data management, and infrastructure development essential for neighborhood revitalization to succeed.

Local leaders have indicated a need for increased Federal funding to support (1) data capacity and data systems work that are necessary to integrate information across agencies, build systems that foster accountability, and that help a range of stakeholders to track their progress against desired results; and (2) integrated planning and implementation, including time-intensive work bringing multiple partners together, forging consensus, and developing strategic financing plans

that braid multiple funding streams. Understanding and support for this type of infrastructure has been demonstrated across the Neighborhood Revitalization Initiative partner agencies. Both the recently-announced [Building Neighborhood Capacity program](#) and the [Neighborhood Revitalization Grants](#) proposed in the President's FY12 Budget support capacity building for organizations at varying stages of readiness to pursue comprehensive neighborhood revitalization (see [Appendix 2](#) - Summary of the Neighborhood Revitalization Initiative Activities To Date).

The Neighborhood Revitalization Initiative will pursue these steps and continue working toward tighter cohesion at the Federal level. This will include better integration of the programs, expanding the initiative's membership to include additional Federal agencies, proposing to jointly award portions of agencies' funding, participating in a national convening on neighborhood revitalization, and continuing to actively find and create opportunities for the Federal government to play a role in improving our nation's distressed communities.

VI) Promising Practice Profiles

Building on the elements and examples described above, the following profiles dive deeper into five neighborhood revitalization efforts. These profiles illustrate how the key elements above facilitate effective revitalization efforts. Of particular interest are the ways in which Federal funds are braided with and leveraged by other funds to pursue comprehensive neighborhood revitalization. More information on specific Federal funds and programs mentioned in these profiles can be found in [Appendix 1](#).

Evansville Vanderburgh School Corporation (EVSC):

Beginning with five after-school programs funded by a US Department of Education's 21st Century Community Learning Centers grant, the Evansville-Vanderburgh School Corporation (EVSC) in Indiana developed and worked with its school leadership and community partners to implement a district-wide, comprehensive, and integrated community schools approach. Profiled by [Education Week](#) and cited as a model in the [Coalition for Community Schools' Financing Report](#), EVSC has "spent more than a decade fostering relationships with representatives of local organizations, which provide a range of in-kind support." The district has fostered family, school, and community partnerships to engage community residents; created efficiencies through shared resources (including a shared data warehouse and shared purchasing); and built neighborhoods of opportunity in underserved communities.

There are three major components of the district's community school infrastructure: 1) site coordinators and site councils in the schools which ensure school-based programs meet the needs of students and leverage community assets; 2) the district's School-Community Council ("Big Table") where over 65 district and community members make decisions on issues that span multiple

school sites, including communication and evaluation; and 3) the organization of programs and leaders within the district itself. There are three Assistant Superintendent-level positions, which focus on Federal projects and community schools, curriculum and professional development, and district business and finance.

Communication and community partnership are cornerstones to EVSC's success. The district works to educate other local government agencies, the community, families and school staff on their comprehensive strategy to get buy-in and gain further support. Since 2000, the district has secured more than \$30M in Federal competitive grant funding to support the community-schools strategy from Federal Department of Education sources such as Federal Full-Service Community Schools Program, Title I, School Improvement Grants, McKinney-Vento provisions for homeless students, Safe and Drug-Free Schools and Communities Act, 21st Century Community Learning Centers. Some community partners have drawn on Federal funds to support their involvement in the school district's efforts. The school and community partners have also benefited from unusual arrangements with other local government agencies, such as a joint-purchasing agreement between the City and EVSC. The agreement streamlined the purchase of such disparate but essential products as toilet paper, gasoline, rock salt, and copy paper, saving both parties hundreds of thousands of dollars a year.

These and other strategies have helped dramatically improve school performance in Evansville. In 2007, only one of the district's schools was "exemplary," the highest ranking in Indiana's accountability system. Last school year, 17 district schools were deemed "exemplary." In addition, the EVSC made adequate yearly progress as a district for the first time last school year. A targeted neighborhood revitalization effort led by EVSC is the [Glenwood Community Development Initiative](#), an intense collaboration among a wide range of community partners to develop and implement a comprehensive

neighborhood stabilization and improvement plan that includes the physical environment, businesses, education, health, housing, and safety. In light of these results from taking a comprehensive approach, EVSC's community schools leadership has identified two key lessons learned from its work:

The importance of building and nurturing capacity at all three organization levels—Site Coordinators and Councils, the Big Table, and senior district leaders.

The value of reorganizing the district to create an Assistant Superintendent-level position to facilitate multiple partnerships and focus on community needs and asset has been a significant level.

These two lessons, as well as the ability of staff to operate at a high level in a dynamic environment, have been critical to the district's success in taking a comprehensive approach to addressing the needs of high-risk students.

Annie E. Casey Foundation Atlanta Civic Site:

In 2001, the Annie E. Casey Foundation established the Atlanta Civic Site (ACS) in Atlanta, Georgia and targeted its investments to a group of five neighborhoods just south of downtown Atlanta called Neighborhood Planning Unit V (NPU-V). The overall goals of this effort are to increase opportunities for vulnerable children and to strengthen their families through evidence-informed strategies that can be replicated and expanded to scale. Funded and staffed by the Annie E. Casey Foundation and other public and private funds, ACS has acted as a catalyst and convener for the NPU-V revitalization effort, developing a set of interconnected strategies focused on educational achievement, family economic success, and neighborhood transformation. The education achievement and family economic success strategies are reaching all five neighborhoods in NPU-V. At this time,

the neighborhood transformation strategy is specifically targeted to the Pittsburgh neighborhood in NPU-V.

ACS has demonstrated a commitment to community leadership, capacity building for community-based organizations, and resident engagement. Through strategic partnerships with the University of Georgia and the Georgia Institute of Technology, a Community Economic Development Institute curriculum was developed. Classes were provided for NPU-V residents to help them learn about and be engaged partners in the development of their neighborhoods. This effort laid an important foundation for the near-term master planning process that will emphasize resident engagement in determining the long-term vision for the Pittsburgh neighborhood. In addition, a Consumer Advocacy Group (CAG) has been created by neighborhood residents to ensure that services and supports meet the highest quality standards. Partnering with The Center for the Study of Social Policy and Consumers Union, the CAG has embarked on a "Quality is a Human Right" campaign to improve education, early learning, food choices, and housing.

In order to increase education achievement for children in NPU-V, diverse and complementary private and public funding sources were used to open the Early Learning and Literacy Resource Center (ELLRC) in 2010. The ELLRC serves 196 children ages 0-5 years and the Dunbar Elementary School, which is co-located at the Dunbar Learning Complex with the ELLRC, serves 343 students in grades K-5. The ELLRC was created by combining \$3.5M from the Joseph B. Whitehead Foundation and \$1.3M from Atlanta Public Schools with \$1.3M from the Atlanta Housing Authority, United Way of Metropolitan Atlanta, the Georgia Department of Human Services, and other local foundations. Ongoing operating support is funded in part by HHS, including \$678,102 from Head Start, \$472,737 from Early Head Start, and \$680,000 from the Child Care and Development Block Grant. Other sources of operating support include the Georgia Department of Human Services, the Georgia Department of Early Care and Learning, and United Way of Metropolitan Atlanta.

In 2011 the ELLRC added a new component that focuses on the health outcomes of the children it serves. The purpose of this new health program is to ensure that children at the ELLRC are enrolled in a health insurance program, are actively engaged with a medical home, and have received development screenings to detect any untreated health conditions. The ELLRC has hired a health navigator who works closely with parents to help them access health insurance programs, understand any health issues that their children have and need treatment for, and their child's pediatricians on untreated health related problems. These new health-related services are funded by \$219,630 in TANF funds and \$54,907 in state funds for a new Systems of Care grant.

ACS promotes a strategic partnership between the ELLRC and The Center for Working Families, Inc. (TCWFI). The TCWFI, launched in 2005, provides NPU-V residents with workforce development, work supports, and asset-building programs to help build family economic success. The TCWFI receives both private support and Federal funding including \$316,997 in Job Opportunities for Low-Income Individuals funds from HHS and an \$800,000 grant from the HUD to support Atlanta's Green and Healthy Homes Initiative. In partnership with TCWFI, the City of Atlanta also received \$2.1M from HUD for a citywide lead hazard control program. TCWFI participants receive priority for subsidized child care at the ELLRC and as of February 2011, 181 of the 196 children enrolled at the ELLRC are the children of TCWFI participants. TCWFI has also received a 21st Century Community Learning Centers grant from the ED to support a high quality afterschool program at Parks Middle School in the Pittsburgh neighborhood.

As stated above, the neighborhood transformation strategy is currently being implemented in the Pittsburgh neighborhood of NPU-V. In support of this effort, ACS, the Pittsburgh Community Improvement Association (PCIA) and Sustainable Neighborhood Development Strategies, Inc. (SNDSI) joined to form the Partnership for the Preservation of Pittsburgh (PPOP). PPOP

seeks to demonstrate that outcomes for children and families can be improved by combining affordable housing, employment, and education opportunities. The TCWFI refers participants for employment and housing opportunities associated with the development in the Pittsburgh neighborhood. To date, ten TCWFI participants have secured employment with the maintenance, securing, and rehabilitation of PPOP properties while four TCWFI participant families have moved into the homes. Two of those families have children enrolled at the ELLRC. These efforts are supported by private and public funders — on the private side, PPOP has received \$3 million in a Program Related Investment by the Annie E. Casey Foundation, \$2.3 million in cumulative operating grants from the Casey Foundation, and \$350,000 in grants from Living Cities and JP Morgan Chase. On the public side, PPOP has received grant awards from the City of Atlanta and HUD including a \$2 million Neighborhood Stabilization Program award and \$761,538 in Home Mortgage Foreclosure and Land Acquisition Pool Loan Funds. In the future, ACS plans to expand the neighborhood transformation strategy to the remaining four neighborhoods in NPU-V.

Finally, ACS, the Dunbar Learning Complex, TCWFI, and SNDSI have developed their in-house data collection and analysis capacity and used their partnerships with area colleges to support research, data collection and analysis, and community engagement. ACS tracks data quarterly and updates progress toward a set of key performance indicators annually. Desired results and indicators were originally chosen by consensus by the Neighborhood Data Advisory Group comprised of representatives of non-profits, community-based organizations and foundations, as well as neighborhood residents and other community leaders. In summer 2011, the latest data compiled by ACS will be housed in a publicly available web-based database called Neighborhood Nexus (www.neighborhoodnexus.org). This database is one of the accountability mechanisms for ACS partners and stakeholders, providing data in a

publically available format on progress toward the desired results and indicators.

Harmony Oaks Development: A joint project by McCormack Baron Salazar (MBS) and Urban Strategies, Inc.:

Harmony Oaks is a new mixed-income, mixed-use community in the Central City neighborhood of New Orleans, built upon the former C.J. Peete Public Housing site. MBS, a leader in the development and management of mixed-income and affordable housing, partnered with Urban Strategies to execute a comprehensive revitalization strategy that included a focus both on place and on people.

The most innovative piece of the Harmony Oaks project is the strong, working partnership between the management company McCormack Baron Salazar, the New Orleans Neighborhood Development Collaborative (NONDC), KAI Design, the housing developer for Harmony Oaks, and Urban Strategies. Each organization has specialized tasks according to its key elements: MBS brought to the table its expertise in physical redevelopment and mixed finance projects, and Urban Strategies helped to ensure resident participation, human capital development, and social service delivery. In addition, within MBS are internal architects, financial team members, construction managers, and project managers who are able to manage external consultants and experts and bring greater efficiencies to project development.

To apply focus on people and ensure a comprehensive system for human service delivery, Urban Strategies conducted an in-depth assessment to strategically align human service funding streams, determining the gaps between the types and level of existing services versus those needed for community transformation. With this information, Urban Strategies was able to serve as an intermediary, brokering resource commitments in support of identified community needs.

Urban Strategies' most unique characteristic was its early implementation of a place-based case management model. Urban Strategies employed an on-site team that ensured that human capital building activities were (a) closely coordinated with physical revitalization goals, activities and timeline, and (b) designed to leverage existing resources, avoid duplication of services, and contain costs. Simultaneously, Urban Strategies worked closely with stakeholders and resident leaders to evaluate the impact of services using real-time case management data, and where necessary, to reshape the service delivery models to respond to emerging needs.

Also of key importance was making sure all the right people were on board with the project from the beginning. Starting with the initial master planning process, MBS ensured that, in addition to residents and local stakeholders, the City and its officials, the Housing Authority, the local historic district, the Louisiana Historic Preservation Office, the Louisiana Office of Community Development, the Louisiana Department of Natural Resources, the Louisiana Housing Finance Agency, HUD, local and national foundations, service organizations and others felt invested in the project. Because it was made "their" project, shared between the agencies and organizations, everyone worked hard to make it as successful as possible.

This partnership had a direct impact on the development: Urban Strategies and MBS were able to work with the State Department of Education and the Recovery School District in supporting the reconstruction of Carter G. Woodson Middle School located adjacent to Harmony Oaks, and its eventual reopening as an Elementary School in the fall of 2012. With the support of this partnership, the new school applied for and received approval to be operated as a KIPP Charter School.

The new community includes 460 rental units: 193 public housing units, 144 Low-Income Housing Tax Credit units, and 123 market-rate rental units. An additional 22 affordable homeownership units are being constructed

off-site in the immediate vicinity of the site to spur neighborhood revitalization; at least 12 of these will be affordable to families earning 60 percent of the area median income and above. Two on-site historic buildings have been rehabilitated and the original community center has been renovated and modernized. A second, commercial phase of the development is planned on the north side of the site, including a fresh grocer and neighborhood retail.

The roughly \$173M first phase of the project (including housing, infrastructure, parks, the community center, amenities, and CSS Activities) included \$16M of a \$20M HOPE VI grant from HUD, \$27M in CDBG Piggyback Funds from the Louisiana Office of Community Development, \$66.9M from the Housing Authority of New Orleans, \$56.3M in Low-Income Housing Tax Credit Equity (equity provided by Goldman Sachs), \$1.97M in bonds from the New Orleans Industrial Development Board, and \$4.3M from private foundations. The Phase II commercial phase of the project will include New Market Tax Credit equity, in addition to a traditional first mortgage. The school has been funded by FEMA and the Recovery School District.

Urban Strategies also benefitted from a diverse set of funding streams: HOPE VI and ROSS funds from HUD, HHS non-profit capacity building funds, state permanent supportive housing funds, local and national philanthropic dollars, and private capital. They also partnered with other mainstream Federal programs, connecting residents to TANF, job training, and other non-profit providers.

Spokane County Sheriffs' Office - Sheriff Community Oriented Policing Effort (S.C.O.P.E.) Program and Edgecliff Weed & Seed:

The Sheriff Community Oriented Policing Effort (S.C.O.P.E.) Stations, which are staffed primarily by trained citizen volunteers from the local community,

provide policing services and programs that benefit the community while increasing citizen involvement in public safety in Spokane, Washington. Resident engagement and community partnerships are the key to this program's success. Working closely with officers and deputies, volunteers at these stations assist with neighborhood watch groups, documenting graffiti, disabled parking enforcement, court monitoring, business relations, and much more. Through the leveraging of multiple funding streams such as Weed & Seed (W&S) and Byrne from DOJ, HUD funding, and donations from the community, local businesses and local fundraisers, the Spokane County Sheriff's Office was able to establish 18 S.C.O.P.E. Stations throughout the county. S.C.O.P.E. now has more than 600 active volunteers who strive to keep the community safer. The volunteers provided more 84,000 hours of service in 2010 in the 20 programs available in S.C.O.P.E.

One neighborhood with an established S.C.O.P.E. substation that implemented a W&S strategy provides an especially notable example of accomplishment. The Edgecliff community in 2001 was characterized by poor socio-economic conditions, neighborhood deterioration, the highest poverty level pocket in Spokane County, historically high crime rates including serious drug problems, a high sex offender population, and a concentration of vulnerable populations such as elderly and female headed households. However, Edgecliff also had residents willing to mobilize and businesses ready to offer support for revitalization.

The initial W&S implementation strategy was overseen by a strong, committed Steering Committee comprised of a diverse cross-section of the community: residents, local businesses, faith-based communities, United States Attorney's Office (USAO) for the Eastern District of Washington, DEA, Washington State Department of Corrections, Spokane County Commissioners, the Spokane County Sheriff's Office, the Spokane School District, the Greater Spokane Substance Abuse Council Prevention Center and the S.C.O.P.E. substation.

An Edgecliff S.C.O.P.E. Board member and the USAO representative serve as co-chairs of the Steering Committee, which met at least once a month. For the Steering Committee, collaborating and partnering with local organizations and businesses was essential.

Through funding from a Comcast grant and support from diverse agencies and businesses, several community projects were implemented: community-wide clean-up days; the placement of dumpsters throughout the community so that residents could clean up their properties at no cost to them, demolition of unsafe structures; painting of areas below underpasses; painting and repair of homes; park restoration (including the addition of lighting and benches—sponsored by Safeco Insurance and a City of Spokane Valley grant); affordable housing projects and HUD support; and Parks and Recreation summer programs for youth, among others. Comcast Cable also provided over 150 employees and their family members to assist in painting, repair, planting and much more.

The benefits of this work are most evident in the crime statistics. Burglary rates decreased by 50 percent after the first year of implementation, and continued to decrease in the years that followed. Theft and vehicle prowls also decreased by approximately 50 percent in the first year. Recently, there has been a bit of an upward trend in burglaries, thefts and vehicle prowls due to the downturned economy, but overall, occurrences of these crimes are still well-below pre-project levels.

The W&S strategy was instrumental in helping Edgecliff get back on its feet. Many organizations contributed their services to help community members with safety, personal concerns and problems in the community. Law Enforcement and S.C.O.P.E. volunteers helped empower the citizens to “take back their neighborhood” from the criminals who had created a “locked in” area.

With all W&S efforts, including S.C.O.P.E., the neighborhood demonstrates how a once run-down

community with some of the highest crime rates could make a positive change. Edgecliff is now one of the cleaner, affordable, and safer neighborhoods in Spokane County.

LISC/Chicago’s New Communities Program: Quad Communities:

The Quad Communities, four south-side lakefront neighborhoods in Chicago, are implementing a comprehensive strategy to shape a community that is a great place to live, work, and shop for both long-time residents and newcomers alike. North Kenwood, Oakland, Douglas, and Grand Boulevard comprise one of 16 target areas of LISC/Chicago’s New Communities Program—the prototype for LISC’s national Building Sustainable Communities strategy. The City of Chicago, led by former Mayor Richard Daley, and the MacArthur Foundation have provided leadership and support for the citywide effort.

In Quad Communities, community leaders have been working with the Chicago Housing Authority, Chicago Public Schools, private and non-profit developers, and city planners to redesign public housing, improve neighborhood schools, create more mixed-income housing, and address blight along commercial corridors. Extensive changes include revitalizing major streets and public spaces.

Work began in August of 2003 with a convening of residents and community leaders to discuss the state of the community and how it might be improved. Two more visioning sessions followed in subsequent months—one for institutional and religious leaders and the other for business owners and leaders. There was also a special visioning session for teenagers between 12 and 17 years-old. In total, 215 people participated in the initial conversations and 88 residents and civic leaders comprised the Planning Task Force, which worked to create a **quality-of-life plan**. The plan focuses on the vision for the community with nine strategies that address

all aspects of a vibrant neighborhood, while building a sense of community. The area's proximity to downtown gives it a great head start in becoming an ideal place to live and work.

Quad Communities Development Corporation manages implementation of the strategies:

1. Ensure a high quality of all local schools, and ensure they are open to all residents.
2. Provide employment and financial education services through new programs and better coordination.
3. Create recreational, social, and employment opportunities for youth.
4. Support a mix of low-income, affordable at-market rate housing, and foster interaction among diverse residents.
5. Improve safety through partnerships with residents, the Chicago Police Department and the University of Chicago Police Department.
6. Promote and coordinate health care and social services, and help residents develop healthy lifestyles.
7. Develop retail and commercial districts, and foster locally owned businesses.
8. Improve community infrastructure, including transportation and information systems.
9. Integrate arts, culture, and history into the everyday life of the community.

The New Communities Program helped Quad Communities' stakeholders create a comprehensive vision to support the neighborhood's transformation. After years of disinvestment, the housing market was finally making a comeback in 2003 when the program launched, with new market rate development and public housing being redeveloped into new mixed-income communities. The community needed a new identity that embraced existing and newer residents. It also needed to attract new commercial development, establish an employment support network and improve

the local schools. With the leadership of QCDC and LISC support, Quad Communities has advanced this vision. Since July 2003, LISC/Chicago has invested more than \$4.6M in grants and \$6.8M in loans to support comprehensive community development in Chicago's Quad Communities. LISC affiliate NEF has invested \$40.8 million. These core investments have leveraged more than \$144 million in additional public and private investment in a range of projects from housing development to education improvements, family support services to small business development.

Even with the challenge of the housing downturn, Quad Communities is creatively advancing new mixed-use projects, retaining new businesses and attracting new public and private investment. More than 1,200 units of new housing have been developed, more than 200 residents have been placed in jobs, a new health clinic has been built as part of an integrated middle school program, and dozens of new businesses have been attracted and/or retained in the community.

VII) Conclusion

This report has highlighted key lessons from organizations that are revitalizing neighborhoods across the country. Five key elements for comprehensive neighborhood revitalization have been identified from submissions from the field: 1) resident engagement and community leadership; 2) developing strategic and accountable partnerships; 3) maintaining a results focus supported by data; 4) investing in and building organizational capacity; and 5) aligning resources to a unified and target impact strategy. In order to illustrate these elements, both individually and as a set, this report has provided illustrative examples of neighborhood revitalization efforts across our nation. In this way, this report has been designed as a practical support for neighborhood revitalization practitioners and policy makers, including philanthropists.

As President Obama declared in his Inaugural Address, the time has come to reaffirm the promise that in the United States of America “all are equal, all are free, and all deserve a chance to pursue their full measure of happiness.” By providing support to comprehensive locally-driven neighborhood revitalization efforts, the Neighborhood Revitalization Initiative hopes to help fulfill that promise for the residents of disadvantaged and impoverished neighborhoods across the country.

VIII) Appendices

Appendix 1: Summary of Federal Funds Used by Organizations Referenced in the Report

Grant Name: 21st Century Community Learning Centers

Agency: ED

Summary Description:

This program supports the creation of community learning centers that provide enrichment opportunities during non-school hours, particularly for students who attend high-poverty and low-performing schools.

Eligibility and Distribution:

Awards are made to State Education Agencies (SEAs). Local education agencies (LEAs) and nonprofit organizations may apply to SEAs for subgrants.

Recipient(s) and Usage:

- EVSC uses 21st Century funding to support community school site coordinators, after-school and summer programming, and community partners that provide services in schools such as Boys and Girls Clubs, and Big Brother, Big Sisters.
- HCZ has agreements with the NYC Department of Education to use 21st Century funds to support staff that provide academic and youth development services, as well as leadership training in both the traditional and public charter schools in the zone.
- The Center for Working Families, Inc., a partner with the Atlanta Civic Site (ACS), received an approximately \$500,000 21st Century Community Learning Center grant to support a high quality afterschool program at Parks Middle School in the Pittsburgh, Georgia neighborhood.

Grant Name: AmeriCorps

Agency: CNCS

Summary Description:

The AmeriCorps network of local, state, and national service programs engages more than 70,000 Americans in intensive service each year. AmeriCorps members serve through more than 3,000 nonprofits, public agencies, and faith-based and other community organizations, helping meet critical needs in education, public safety, health and the environment. The variety of service opportunities is almost unlimited. Members may tutor and mentor youth, build affordable housing, teach computer skills, clean parks and streams, run after-school programs, or help communities respond to disasters.

Eligibility and Distribution:

AmeriCorps*State and National: AmeriCorps*State and National offers grants that support a broad range of local service programs that engage thousands of Americans in intensive service to meet critical community needs. AmeriCorps*State and National also administers grants for Indian tribes and U.S. territories, who are eligible for funding that is set aside to address critical needs within their communities.

AmeriCorps*VISTA: AmeriCorps* VISTA provides full-time members to community organizations and public agencies to create and expand programs that build capacity and ultimately bring low-income individuals and communities out of poverty.

AmeriCorps*NCCC: The AmeriCorps*National Civilian Community Corps is a full-time residential program for men and women aged 18-24 that strengthens communities while developing leaders through direct, team-based national and community service.

Recipient(s) and Usage:

HCZ uses AmeriCorps funding to support more than 100 peacemakers, who work predominantly in the zone's traditional public schools to support teachers, as well as improve school culture and management, and run after-school and summer programs.

Grant Name: CDBG

Agency: HUD

Summary Description:

The Community Development Block Grant (CDBG) program is a flexible program that provides communities with resources to address a wide range of unique community development needs.

Eligibility and Distribution:

The CDBG program provides annual grants on a formula basis to over 1,000 general units of local government and states. Entitlement communities develop their own programs and funding priorities and consult with local residents before making final decisions. All CDBG activities must meet one of the following national objectives: benefit low- and moderate-income persons; aid in the prevention or elimination of slums and blight; or meet certain community development needs having a particular urgency. Some of the activities that can be carried out with CDBG funds include the acquisition of real property; rehabilitation of residential and nonresidential properties; provision of public facilities and improvements, such as water and sewer, streets, and neighborhood centers; public services; homeownership assistance; and assistance to for-profit businesses for economic development activities.

Recipient(s) and Usage:

Richmond and San Antonio targeted their CDBG investments to specific neighborhoods in support of a comprehensive redevelopment strategy.

Summary Description:

The purpose of the Community Development Financial Institution (CDFI) Program is to use Federal resources to invest in CDFIs and to build their capacity to serve low-income people and communities that lack access to affordable financial products and services. Through the CDFI Program, the CDFI Fund provides two types of monetary awards to CDFIs' Financial Assistance (FA) awards and Technical Assistance (TA) awards. CDFIs may use the funds to pursue a variety of goals, including:

To promote economic development, to develop businesses, to create jobs, and to develop commercial real estate; To develop affordable housing and to promote homeownership; and To provide community development financial services, such as basic banking services, financial literacy programs, and alternatives to predatory lending.

Eligibility and Distribution:

To be eligible for an FA award, a CDFI must be certified by the CDFI Fund before it applies for the award. Prospective applicants that are not yet certified must submit a separate certification application to be considered for FA during a funding round.

Both certified and non-certified CDFIs are eligible to apply for TA awards. However, non-certified organizations must be able to become certified within two years after receiving a TA award.

Notice of Funding Availabilities (NOFAs) are published annually by the Treasury Department .

Recipient(s) and Usage:

Local Initiatives Support Corporation (LISC) is a certified CDFI established in 1979 that provides technical and financial assistance to support resident-led efforts of community development corporations in 27 cities and more than 30 rural areas throughout the US. LISC's most recent award was through the fiscal year 2010 round of the CDFI Program through which it received a \$750,000 Financial Assistance award to increase their lending in its target market. Cumulatively, LISC has received 10 awards through the CDFI Program since 1996 totaling almost \$9.8 million.

Summary Description:

The Child Care and Development Block Grant (CCDBG) provides discretionary funding to States to assist low-income families and families receiving Temporary Assistance for Needy Families (TANF) in obtaining child care so they can work or attend training/education. Subsidized child care services are available to eligible families through certificates (vouchers) or grants and contracts with providers. CCDBG also provides funding to States to improve the quality of child care and promotes coordination among early childhood development and afterschool programs.

Eligibility and Distribution:

CCDBG provides block grant funds to States and Territories, a portion of which must be matched with State funds.

Funds are awarded to the Lead Agency identified by the State or Territory which is most often within human services or social services although a few States have chosen alternative agencies (e.g. workforce development, education).

Recipient(s) and Usage:

The Atlanta Civic Site (ACS) received \$680,000 from Georgia's Child Care and Development Block Grant. They use these funds as operating support for the Early Learning Resource Center (ELLRC) to increase education achievement for children in NPU-V.

Grant Name: Early Head Start, Head Start

Agency: HHS

Summary Description:

The Head Start program provides comprehensive child development services to economically disadvantaged children, ages three to five, and their families. In 1995, the Early Head Start program was established to serve children from birth to three years and pregnant women. Head Start and Early Head Start programs promote school readiness by enhancing the social and cognitive development of children through the provision of educational, health, nutritional, social and other services to enrolled children and families. They engage parents in their children's learning and help them in making progress toward their educational, literacy and employment goals.

Eligibility and Distribution:

Funds for the Head Start and Early Head Start programs are provided through discretionary grants from the Federal government directly to local public and private non-profit and for-profit agencies.

Recipient(s) and Usage:

- EVSC is partnering with Head Start and allocates 15 percent of its Title 1 Education funding allocation to the district's early childhood initiative in order to increase their capacity to serve more children.
- HCZ is a direct grantee for both Early Head Start and Head Start. The organization uses additional private funds to extend the hours and year, supplement food services, lower the adult-to-child ratio, perform evaluations, and improve special education services in the Harlem Gems early learning programs .
- The Atlanta Civic Site (ACS) received \$472,737 from Early Head Start and \$678,102 from Head Start. They use these funds as operating support for the Early Learning Resource Center (ELLRC) to increase education achievement for children in NPU-V.

Grant Name: Home Investment Partnership Program (HOME) Agency: HUD

Summary Description:

Grants to states and units of general local government to implement local housing strategies designed to increase homeownership and affordable housing opportunities for low- and very low-income Americans.

Eligibility and Distribution:

Eligible uses of funds include tenant-based rental assistance; housing rehabilitation; assistance to homebuyers; and new construction of housing. HOME funding may also be used for site acquisition, site improvements, demolition, relocation, and other necessary and reasonable activities related to the development of non-luxury housing.

Recipient(s) and Usage:

Richmond and San Antonio targeted their HOME investments to specific neighborhoods in support of a comprehensive redevelopment strategy.

Grant Name: Job Opportunities for Low Income Individuals (JOLI)

Agency: HHS

Summary Description:

The purpose of JOLI is to foster economic self-sufficiency by creating new jobs for low-income individuals. The eligible uses for JOLI are startup or expansion of businesses; self employment/micro-enterprise projects; capital expenditures such as the purchase of equipment, however, funds may not be used for construction and purchase of real property; allowable operating expenses; and loans or equity investments.

Eligibility and Distribution:

Eligible applicants are nonprofits having a 501(c)(3) or a 501(c)(4) status with the IRS, other than institutions of higher education. Faith-based organizations are eligible to apply for this program.

Recipient(s) and Usage:

The Center for Working Families (TCWFI), a partner with the Atlanta Civic Site (ACS), received \$316,997 from the Job Opportunities for Low-Income Individuals to provide workforce development, work supports, and asset-building programs to help build family economic success.

Grant Name: Justice Assistance Grants (JAG)

Agency: DOJ

Summary Description:

The JAG Program, administered by the Bureau of Justice Assistance (BJA), is the leading source of federal justice funding to state and local jurisdictions. The JAG Program provides states, tribes, and local governments with critical funding necessary to support a range of program areas including law enforcement, prosecution and court, prevention and education, corrections and community corrections, drug treatment and enforcement, planning, evaluation, and technology improvement, and crime victim and witness initiatives.

Eligibility and Distribution:

The Bureau of Justice Statistics (BJS) calculates, for each state and territory, a minimum base allocation which, based on the congressionally mandated JAG formula, can be enhanced by (1) the state's share of the national

population and (2) the state's share of the country's Part 1 violent crime statistics. Once the state funding is calculated, 60 percent of the allocation is awarded to the state and 40 percent to eligible units of local government. The State Administering Agencies who oversee JAG funding also issue competitive solicitations at the state level for which local government and non-profit organizations can apply.

Recipient(s) and Usage:

Though Justice Assistance Grants are not highlighted in the profiles above, they may be very useful to the work of some neighborhood revitalization initiatives. See <http://www.bja.gov/grant/10jagallocations.html> for a list of FY 2010 allocations.

Grant Name: New Markets Tax Credit Program

Agency: Treasury

Summary Description:

The NMTC Program permits taxpayers to receive a credit against Federal income taxes for making qualified equity investments in designated Community Development Entities (CDEs). Substantially all of the qualified equity investment must in turn be used by the CDE to provide investments in low-income communities.

Eligibility and Distribution:

An organization wishing to receive awards under the NMTC program must be certified as a CDE by the Community Development Financial Institutions Fund at the US Treasury.

Recipient(s) and Usage:

The Harmony Oaks Development project in New Orleans will use equity from New Market Tax Credits to finance a second, commercial phase of development, which is planned to include a fresh grocer and neighborhood retail.

Grant Name: McKinney-Vento Homeless Assistance Act

Agency: ED

Summary Description:

This program aims to ensure that all homeless children and youth have equal access to the same free, appropriate public education available to other children.

Eligibility and Distribution:

Departments of Education in the 50 States, the District of Columbia, Puerto Rico, the Outlying Areas, and schools serving Indian students that are funded by the Secretary of the Interior may apply. Only Local Education Agencies (LEAs) are eligible for State subgrants.

Recipient(s) and Usage:

EVSC partners with the Evansville Mayor's Homeless Commission to use McKinney-Vento funding for case management and tutoring services. The funds also support play spaces in homeless shelters to model strong parenting skills with homeless parents.

Summary Description:

The Section 108 Loan Guarantee Program is a source of financing allotted for the economic development, housing rehabilitation, public facilities rehab, construction or installation for the benefit of low- to moderate-income persons or to aid in the prevention of slums.

Eligibility and Distribution:

Eligible activities are (1) real property acquisition, (2) rehabilitation of property owned by the applicant public entity or its designated public agency, (3) housing rehabilitation eligible under the CDBG program, (4) special economic development activities under the CDBG program, (5) interest payments on the guaranteed loan and issuance costs of public offering, (6) acquisition, construction, reconstruction, rehabilitation, or installation of public facilities, (7) assistance for public facilities in colonias, (8) debt service reserves for repayment of the Section 108 loan, (9) other related activities, including demolition and clearance, relocation, payment of interest, and insurance costs.

Recipient(s) and Usage:

The East Baltimore Development, Inc. (EBDI) used Section 108 Loans to transform a disinvested neighborhood into a thriving mixed-income community, uses a variety of public and private funding sources. Section 108 supported the first phase of property acquisition, relocation, demolition, and service provision to relocated families.

Summary Description:

SIGs are used to improve student achievement in Title I schools identified for improvement, corrective action, or restructuring so as to enable those schools to make adequate yearly progress (AYP) and exit to improvement status.

Eligibility and Distribution:

Each State Educational Agency (SEA), Outlying Area, and the Bureau of Indian Education is eligible to receive FY 2010 School Improvement Funds in proportion to the FY 2010 funds it receives under Parts A, C, and D, Subpart 1 of Title I of the ESEA.

Recipient(s) and Usage:

EVSC uses SIG funds to support priorities by school site councils, including school-based health services, libraries, neighborhood gardens, and evaluation activities.

Grant Name: Title I**Agency: ED****Summary Description:**

A number of programs and grants all aimed at ensuring that all children have a fair, equal, and significant opportunity to obtain a high-quality education and reach, at a minimum, proficiency on challenging State academic achievement standards and state academic assessments.

Eligibility and Distribution:

State Education Agencies (SEAs) and Local Education Agencies (LEAs) are eligible to receive Title I funds under the 9 parts of Title I of the ESEA, which is designed to support the academic achievement of disadvantaged students.

Recipient(s) and Usage:

In addition to early learning services and a number of other activities, EVSC uses Title I to support after school and summer programs, family engagement coordinators, and school-based social workers.

Grant Name: TANF**Agency: HHS****Summary Description:**

Temporary Assistance for Needy Families (TANF) programs provide time-limited assistance to needy families with children to promote work, responsibility and self-sufficiency. TANF grants provide benefits and services to address the following goals: to assist needy families with children so that children can be cared for in their own homes or in the homes of relatives; to end the dependence of needy parents on government benefits by promoting job preparation, work and marriage; to prevent and reduce out-of-wedlock pregnancies, and to encourage the formation and maintenance of two-parent families. All families with children who are experiencing homelessness are able to apply for TANF benefits.

Eligibility and Distribution:

States, Territories, the District of Columbia, and, at their option, Federally- recognized Indian Tribes are eligible to receive a block grant to design and operate their TANF programs to accomplish the purposes of TANF.

Recipient(s) and Usage:

HCZ works with NY state agencies to provide funds for after-school programs, which includes pregnancy prevention activities through positive youth development for elementary and early middle school.

The Atlanta Civic Site (ACS) applied for and received a Systems of Care grant from the Georgia Governor's Office of Children and Families. A portion of the state's TANF funds were braided with state funding to provide these innovative grants. The ACS applied for funds for the category of children ages 0-5 and focused on improving health outcomes. They are using the grant to launch a health component of their Early Learning and Literacy Resource Center (ELLRC).

Appendix 2: Summary of the White House Neighborhood Revitalization Initiative Activities to Date

Integrating place-based programs in distressed neighborhoods.

The Neighborhood Revitalization Initiative aligns place-based programs beginning with Choice Neighborhoods (HUD), Promise Neighborhoods (ED), and Community Health Centers (HHS). The Choice Neighborhoods planning grant application included a set aside for organizations receiving a Promise Neighborhoods planning grant, and the Promise Neighborhoods implementation application includes a competitive preference for neighborhoods that were the subject of an affordable housing transformation pursuant to a Choice Neighborhoods or HOPE VI grant during FY 2009 or later years. Applications for HHS' FY11 Affordable Care Act Health Center Planning Grants and New Access Points Funding Opportunity Announcements included a rating on Collaboration with neighborhood revitalization initiatives supported through HUD's Choice Neighborhoods and/or ED's Promise Neighborhoods. Additionally, these place-based programs are working to use consistent eligibility and reporting requirements and shared outcome metrics. An example of the place-based programs integration is described in an editorial by HUD Secretary Shaun Donovan and ED Secretary Arne Duncan: [Partnership aims to revitalize decaying U.S. neighborhoods.](#)

Providing flexible Neighborhood Revitalization Grants.

In his [FY12 budget request](#), President Obama proposed a Neighborhood Revitalization Grants initiative to complement existing Federal investments in distressed neighborhoods and strengthen interagency coordination. New Neighborhood Revitalization Grants will: (1) fill key gaps that would otherwise hamper revitalization; (2) build organizational capacity for collaborative planning and data use; and (3) braid, leverage, and target large and flexible funding sources from Federal agencies, as well as State, local and private dollars.

Building neighborhood capacity through hands-on technical assistance.

In the summer of 2011, The Neighborhood Revitalization Initiative launched a [Building Neighborhood Capacity program](#) (BNCP) that will provide technical assistance to help distressed communities—which may lack the capacity to qualify for federal funding—identify, access, and leverage existing public and private funding and assistance towards neighborhood revitalization.

Specifically, BNCP will provide training and technical assistance to help neighborhoods begin to undertake revitalization, guided by comprehensive neighborhood revitalization plans, in concert with relevant local and state plans and planning processes. The program complements traditional, program-based public and private investment, especially federally funded programs such as Promise, Choice. An interagency federal team will provide guidance and oversee BNCP activities. On June 9, the Department of Justice's Bureau of Justice Assistance (BJA), on behalf of the Neighborhood Revitalization Initiative, released a solicitation for a BNCP Training and Technical Assistance Coordinator to help an initial group of five neighborhoods build capacity for revitalization. An initial cooperative agreement between participating White House Neighborhood Revitalization Initiative agencies will fund this TTA Coordinator. The solicitation is available [here](#).

Appendix 3: Development of the White House Neighborhood Revitalization Initiative Report

In March 2011, the White House Neighborhood Revitalization Initiative solicited descriptions of comprehensive neighborhood revitalization efforts from approximately 125 organizations across the country, ranging from community-based organizations to national associations. Federal staff reviewed the submitted responses, synthesized themes and key elements, and selected examples of promising practices for comprehensive neighborhood revitalization. The development process for this report also included informal listening sessions with experts and practitioners to discuss promising practices and challenges with using Federal funding to maximum impact. As this process was not exhaustive or empirical, the examples in this report are intended to be illustrative.

Acknowledgements

Federal staff representatives of the White House Neighborhood Revitalization Initiative are grateful to the almost 70 organizations that responded to the solicitation, and to the several organizations that provided more detailed information to support the examples and profiles in the report. Twenty-three organizations attended a listening session to help the White House Neighborhood Revitalization Initiative agency representatives expand upon both the successes and challenges of their efforts, with a particular emphasis on the use of Federal funds to support comprehensive, neighborhood revitalization work. We recognize the following Federal staff members who made instrumental contributions to this report: Larkin Tackett from ED; Kelsey McCoy and Gretchen Lehman from HHS; Kyleen Hashim and Sarah Ray from HUD; Maureen McGough from Justice; and Buzz Roberts and Tricia Kerney-Willis from Treasury. Emma Ogiemwanye and Lauren Koehler, both from ED's Promise Neighborhoods team, did much of the writing and heavy lifting to compile and edit the report.

Finally, the writing of this report would not have been possible without the support and dedication of community-based organizations and their supporters working to revitalize high-poverty neighborhoods across the country. We are inspired by their success in breaking down silos at the local level and their tremendous work to realize the vision that all Americans have safe, healthy neighborhoods with affordable housing and access to good jobs, quality schools, and essential services.

We recognize the contributions of the following organizations:

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Beyond Housing	Great Indy Neighborhoods Initiative	Opportunity Finance Network
Business Civic Leadership Center, U.S. Chamber of Commerce	Greater Cedar Rapids Community Foundation	Paso Del Norte Health Foundation
Center for Neighborhood Enterprise	Greater Worcester Community Foundation	Police Executive Research Forum
Center for the Study of Social Policy	Harlem Children's Zone	PolicyLink
Central City- JP Morgan Chase	Holly Area Redevelopment Project	Purpose Built Communities
Chelsea Neighborhood Developers (CND)	Housing Partnership Network	Robert Wood Johnson Foundation
Children's Services Council of Palm Beach County	Incarinate Word Foundation	Saint Luke's Foundation
Children's Village	Indianapolis Neighborhood Resources Center (INRC)	Skillman Foundation
Cleveland Foundation	Inkster Partnership for a Healthier Community (IPHC)	The Bounce Network of Educare Schools
Coalition for Community Schools	Institute for Educational Leadership, Coalition for Community Schools	The Columbus Foundation
Communities in Schools	Institute for Youth, Education, and Families, National League of Cities	The Community Builders, Inc.
Community Action Agency of Someville	International Association of Chiefs of Police (IACP)	The Council on Foundations
Community Foundation for Greater Buffalo	Jacobs Family Foundation and Center for Neighborhood Innovation	The Democracy Collaborative
Corbin Hill Road Farm Share	Lincoln Community Foundation	The Good Food Truck
Council on Foundations	Local Initiatives Support Corporation (LISC)	The San Francisco Foundation
Dorothy Rider Pool Health Care Trust	McCormack Baron Salazar Development, Inc.	The Unity Council
Dyson Foundation	Meadows Foundation	The Urban Institute
Early Childhood Initiative Foundation	National Sheriffs Association (NSA)	University Cultural Center Association
East Baltimore Development, Inc.	Neighborhood Centers, Inc.	University of Illinois at Chicago Neighborhoods Initiative
East Bay Asian Youth Center		Urban League of Greater Miami
East Bay Community Foundation		Urban Strategies
Enterprise Community Partners		Vera Institute of Justice
Evansville Vanderburgh School Corporation		Youth Policy Institute
		Zilber Family Foundation