How we work together to create opportunities

For NeighborWorks America, the year 2016 was framed by the theme, “Creating Economic Opportunity.” Without opportunities that are available to people of all ages, incomes and races – whether to establish a home, build up savings, get an education or obtain a job – nothing else is possible. Families will not prosper, and neither will communities.

This theme, already a focus of our network organizations, became a rallying point for us – a thread that ran throughout all of our work, from the grants we awarded, to our event topics, to our offerings in professional development, training and education.

At the Wednesday symposia that anchored our NeighborWorks Training Institutes in 2016, we learned from the work of our network members and other experts how to create opportunities through cross-sector collaborations, examine our work through the lens of race and culture, and build strong communities through place-based strategies.

We plan to continue our focus on creating opportunities throughout 2017, with a particular emphasis on pathways out of poverty.

Furthering the theme of creating economic opportunity, we convened in Phoenix to discuss mortgage lending in Indian Country – a continuation of our work to expand access to credit in underserved and low-wealth communities. We also met in St. Louis, where the community of Ferguson continues to heal. This series of expert convenings continues in April, when we co-host “Hope in the Delta,” a focused look at solutions for one of the country’s most concentrated areas of persistent poverty.

In this report, we share some insights from our symposia speakers, along with examples of how NeighborWorks and its network strive to create opportunities for all, every single day. You can read more in our book, "NeighborWorks Works: Practical Solutions from America’s Community Development Network."

Paul Weech
Chief Executive Officer
NeighborWorks America
“We can’t afford to have entire communities of people who are not participating in and benefitting from the recovery. We need to be very intentional about this.”

Resilient Communities

Across the United States, there are 384 counties where the poverty rate has exceeded 20 percent for three consecutive decades. In many of these counties, residents must drive many miles to access basic financial services or, more likely, go unbanked.

In 2015, Regions Bank needed to consolidate its operations in the Mississippi Delta and close its branches in several communities facing persistent poverty. Building on their longstanding relationship, Hope Enterprise Corp./Hope Credit Union (HOPE) and Regions Bank worked together to develop a solution: re-open the former Regions locations as HOPE branches. Regions donated its facilities, provided information about HOPE to its customers and offered grant funding to support start-up costs. This partnership enabled continual financial services for several towns serving more than 2,000 residents, 9 of 10 of whom are African-American.

The branches’ loan officers now review applications through a community-development lens. If a member of the credit union is not ready for a loan, someone from the HOPE team helps him or her develop a plan to get there. Likewise, ATMs were installed to ensure members and residents could quickly access cash, even when the credit union was closed.

In the first eight months of operation, more than 1,100 people opened accounts with HOPE in the new locations – proving good financial habits can be cultivated in areas of persistent poverty.

“Relationships matter, and meaningful partnerships facilitate the deepest impact.”

Ed Sivak, chief policy and communications officer for HOPE Enterprise, a member of the NeighborWorks network

In FY 2016...

NeighborWorks organizations created and maintained greater than 53,600 jobs.
“We can’t just ask for more, we have to do better, together, with what we’ve got.”

Jeff Edmondson, managing director of Strive Together and speaker at the Atlanta symposium, “Creating Opportunity Through Collaboration”
Creative Collaboration

BCL of Texas works to build strong communities by infusing much-needed capital into the largely rural central area of the state, generating economic opportunities as a result. But it often takes a larger view, and exercises truly creative thinking, to take on social challenges at the same time.

One of those social challenges is the high prevalence of diabetes among the state’s large Latino population. The solution developed by BCL of Texas: establish an olive-oil bottling facility, a companion restaurant and a network of farmers markets that promote healthy eating as well as create jobs. Partners include the National Association of Latino Community Asset Builders, the U.S. Department of Health and Human Services, the Texas Department of Agriculture and two local entrepreneurs. The results were a network of five farmers markets and two unique businesses: Salud de Paloma Extra Virgin Olive Oil and the O’liva Healthy Local Cuisine & Tasting Room. The former is the first company in the United States approved to distribute packets of olive oil at health fairs, doctors’ offices, charter schools and similar places. The latter is a seasonal farm-to-table eatery where patrons can purchase the olive oil.

The partners’ combined efforts have generated approximately $2 million in investment in healthy eating in San Antonio and the surrounding area. Social enterprise helps nonprofits both serve their communities and stay sustainable themselves by harnessing the creative power of business.

“Partnerships with entrepreneurs can result in economic development and solutions to social problems.”

Rosa Rios Valdez, CEO of BCL of Texas, a member of the NeighborWorks network

For every $1 of federal appropriation, NeighborWorks organizations leverage another $91 from their partners to amplify impact.
“A good home can serve as the sturdiest of footholds. When people have a place to live, they become better parents, workers and citizens.”

Sustainable Homes: Homeownership

Georgia is one of the poorest states in the country; many of its residents are senior citizens forced to spend much of their limited income on housing. In Columbus, older homeowners often live in substandard housing with leaky roofs, rotting floors and inadequate or no plumbing or appliances.

To fill these residents’ critical needs, NeighborWorks Columbus launched the Columbus Cottage Program in partnership with the city manager’s Community Reinvestment Division. The program temporarily relocates elderly homeowners living in substandard housing while a new cottage is constructed on their property, resourced through a modest and affordable mortgage.

Qualified residents are counseled on the financing process and they move into temporary housing while a two-bedroom, energy-efficient cottage is built to provide a safe, healthy and dignified environment – allowing them to age in their own place. When residents move in, they take on an affordable first mortgage costing no more than 30 percent of their income.

The cottage program started as a charitable one-off and the homes were established as life estates that terminated upon the death of the recipients. However, it has evolved into a sustainable, mortgage-based program that provides safe, affordable housing to many of the city’s most vulnerable residents.

“A number of residents are falling between the cracks. To fill their critical needs, we created a public-private partnership.”

Cathy Williams, president/CEO of NeighborWorks Columbus, a member of the NeighborWorks network

In FY 2016...

NeighborWorks organizations created 21,000 new homeowners.
NeighborWorks organizations repaired 55,600 homes.
“How we create opportunities for people of lower incomes to realize the American Dream is a defining question for our country.”

Paul Weech, NeighborWorks America president and CEO, at the Los Angeles symposium, “Race, Culture and Opportunity”
Sustainable Homes:
Rentals

An estimated 100,000 veterans are homeless in the United States. Still others live in dilapidated dwellings to avoid becoming homeless. Most are in need of mental and physical health care, job training and financial assistance.

NeighborWorks Southern Mass has developed/assisted in creating 44 homes that cater to veterans and their families, and six more veterans’ homes now are under development. Through partnerships with veterans’ service agencies, residents also are provided emergency and permanent housing, job-skills training and other services.

One of the residents is a former Navy service member named Dave, who didn’t want to ask for help. His personal struggles led him to sleep on his brother’s couch. Realizing he no longer had a home, a car or any of the other defining aspects of independence, he reached out to NeighborWorks Southern Mass for help. Dave now lives in one of its Weymouth properties and works as a case manager for Volunteers of America.

Dave says, “Most people think of a veteran as someone who is missing a limb or has PTSD, but many of us are not that; we just need a little push to get back on our feet.”

“Without allies throughout our community, we would be unable to help our veterans gain the momentum they need to thrive.”

Robert Corley, executive director of NeighborWorks Southern Mass, a member of the NeighborWorks network

In FY 2016...

NeighborWorks organizations owned and/or managed 154,100 rental homes.

NeighborWorks organizations assisted 360,100 families with affordable housing.
“The children most in need may not be in the neighborhoods we’re investing in. We can’t get to inclusion if we only focus on the strongest neighborhoods.”

Engaged Neighbors

The area served by Little Dixie Community Action Agency in Hugo, Oklahoma, ranked among the highest in the state for drug and alcohol abuse by young people. Little Dixie set out to help turn that situation around with intensive youth outreach, and soon founded YouCo!, the first youth-led coalition in Choctaw County.

The program engages young people by directing their energies into civic engagement, including visits to city council meetings and community groups. The first big project YouCo! chose was "Take Back Ansley Park." In its heyday, Ansley Park offered recreation for residents and visitors and was frequently used for community events. Unfortunately, over time, the park fell into disrepair. A visit to the park revealed a tableau of empty containers, drug paraphernalia, bottles and trash.

Members of YouCo! put together a plan of action to reclaim the park and presented it to the city council. It was unanimously approved.

With funds raised from a marketing campaign and with the help of 75 volunteers, the coalition and its supporters transformed the park back into a community asset; crime is down and it remains clean, maintained and used by children and families daily. The park has been chosen as the future site for the Choctaw Veterans Monument.

“There is much to be offered and learned from the younger generation.”

Rebecca Reynolds, executive director of Little Dixie Community Action Agency, a member of the NeighborWorks network
“Scarcity, that subjective sense of having more needs than resources, makes us less insightful, less forward-looking, less controlled.”

Financial Stability

Asian-Americans are the fastest-growing ethnic group in the United States, but many face barriers even after living here for many years. Asian seniors, in particular, struggle to understand and access services. Little Tokyo Service Center in Los Angeles was formed to fill this gap, and has since evolved into a multilingual community-development agency.

Among the most common requests is for help with financial situations. In response, the nonprofit reached out to local banks and financial planners; together, they’ve developed a culturally appropriate counseling program.

Little Tokyo invites expert speakers to its financial workshops and provides simultaneous interpretation as well as translated materials, so those with limited English proficiency can learn and ask questions. Its staff now offers presentations in several Asian languages to residents of senior housing and social groups. The organization also cultivates relationships with ethnic media to reach an even broader audience.

“We encourage our staff to think about prevention, in addition to problem-solving, after something has occurred.”

Dean Matsubayashi, executive director of Little Tokyo Service Center, a member of the NeighborWorks network
Looking ahead

Strategic Plan: 2017-2021

We are on the threshold of an exciting time for NeighborWorks America, our network, our partners and our supporters. In response to the many challenges and opportunities before us, we are embarking on a new, five-year strategic plan.

We are guided by our "north star": Every community in America is a place of opportunity.

A few highlights from our blueprint for getting there:

• We reaffirm our commitment to the core mission established nearly 40 years ago: creating opportunities for people to live in affordable homes, improve their lives and strengthen their communities.

• We will increase emphasis on comprehensive community-development strategies designed to create places of opportunity. Housing cannot provide the refuge it should without a safe environment and a strong, interconnecting local network of health, education, employment and other services, developed with active resident engagement.

• Strong nonprofits can be community catalysts by partnering across sectors, both public and private; attracting and deploying capital; and generating their own sources of revenue.

• There is a natural symbiosis between a strong network and a strong field of professionals, and we are dedicated to both. We will continue to invest in the capacity and leadership of our network and the field while building our reputation as thought leader, evaluator and trainer.
The support of foundations and private-sector corporations is essential to the ability of NeighborWorks America to achieve our mission. Their investment ensures that we are able to fully leverage our federal appropriation funds, thus most effectively enhancing current programs and developing new ones in response to emerging needs. Most of all, these partnerships help more people find the stability and security of an affordable home in a vibrant community.
Alabama
Community Action Partnership of North Alabama, Inc. Decatur
Community Service Programs of West Alabama, Inc. Tuscaloosa
Neighborhood Housing Services of Birmingham, Inc. Birmingham

Alaska
Fairbanks Neighborhood Housing Services, Inc. Fairbanks
NeighborWorks Alaska Anchorage

Arizona
Chicanos Por La Causa, Inc. Phoenix
Comite de Bien Estar, Inc. San Luis
The Primavera Foundation, Inc. Tucson
Trellis Phoenix

Arkansas
Crawford–Sebastian Community Development Council, Inc. Fort Smith
Universal Housing Development Corporation Russellville

California
A Community of Friends Los Angeles
Cabrallo Economic Development Corp. Ventura
Chinatown Community Development Center San Francisco
Coachella Valley Housing Coalition Indio
Community Housing Development Corporation of North Richmond Richmond
Community Housing Improvement Program, Incorporated (CHIP) Chico
Community HousingWorks San Diego
East Bay Asian Local Development Corporation (EBALDC) Oakland
Eden Housing Hayward

Colorado
Community Resources and Housing Development Corporation Westminster
Housing Resources of Western Colorado Grand Junction
Neighbor to Neighbor, Inc. Fort Collins
NeighborWorks of Pueblo Pueblo
Rocky Mountain Communities Denver
Thistle Communities Boulder
Tri-County Housing & Community Development Corporation Fowler

Connecticut
Housing Development Fund, Inc. Stamford
Mutual Housing Association of Greater Hartford, Inc. Hartford

Delaware
Interfaith Community Housing of Delaware, Inc. Wilmington
National Council on Agricultural Life and Labor Research Fund, Inc. Dover

District of Columbia
Manna, Inc. Washington

Florida
Centro Campesino Farmworker Center, Inc. Florida City
Clearwater Neighborhood Housing Services, Inc. Clearwater
Corporation to Develop Communities of Tampa Tampa
Housing Partnership, Inc. Riviera Beach
Neighbor Housing & Development Corporation Gainesville
Neighbor Housing Services of South Florida, Inc. Miami
Orlando Neighborhood Improvement Corp. Orlando
Pensacola Habitat for Humanity, Inc. Pensacola
Rural Neighborhoods, Incorporated Florida City
Tallahassee Lenders’ Consortium Tallahassee

NeighborWorks Organizations (as of January 2017)

LTSC CDC Los Angeles
Mutual Housing California Sacramento
Neighborhood Housing Services of Los Angeles County Los Angeles
Neighborhood Housing Services of the Inland Empire, Inc. San Bernardino
Neighborhood Partnership Housing Services Rancho Cucamonga
NeighborWorks HomeOwnership Center Sacramento Region Sacramento
NeighborWorks Orange County Anaheim
Peoples’ Self-Help Housing Corporation San Luis Obispo
Rural Communities Housing Development Corporation Ukiah
Self-Help Enterprises Visalia
Tenderloin Neighborhood Development Corporation San Francisco
The Unity Council Oakland

Mutual Housing Association of Southwestern Connecticut, Inc. Stamford
Neighborhood Housing Services of New Britain, Inc. New Britain
Neighborhood Housing Services of New Haven, Inc. New Haven
Neighborhood Housing Services of Waterbury, Inc. Waterbury
NeighborWorks New Horizons New Haven

 NeighborWorks Organizations (as of January 2017)
Tampa Bay Community Development Corporation
Clearwater

Wealth Watchers, Inc. Jacksonville

**Georgia**
Atlanta Neighborhood Development Partnership, Inc. Atlanta
NeighborWorks Columbus Columbus

**Hawaii**
Hawaii HomeOwnership Center Honolulu
Mutual Housing Association of Hawaii, Inc. Honolulu

**Idaho**
NeighborWorks Boise Boise
NeighborWorks Pocatello Pocatello

**Illinois**
Hispanic Housing Development Corporation Chicago
Joseph Corporation of Illinois, Inc. Aurora
Mid Central Community Action Bloomington
Neighborhood Housing Services of Chicago, Inc. Chicago
NW HomeStart, Inc. Freeport

**Indiana**
LaCasa, Inc. Goshen
Pathfinder Services, Inc. Huntington
South Bend Heritage Foundation South Bend

**Iowa**
Community Housing Initiatives Spencer
Neighborhood Finance Corporation Des Moines

**Kansas**
CHWC, Inc. Kansas City
Mennonite Housing Rehabilitation Services, Inc. Wichita

**Kentucky**
Community Ventures Corporation Lexington
Federation of Appalachian Housing Enterprises, Inc. Berea
Frontier Housing, Inc. Morehead
New Directions Housing Corporation Louisville
The Housing Partnership, Inc. Louisville

**Louisiana**
Mid City Redevelopment Alliance, Inc. Baton Rouge
Neighborhood Housing Services of New Orleans, Inc. New Orleans
Providence Community Housing New Orleans
Southern Mutual Help Association New Iberia

**Maine**
Avesta Housing Development Corporation Portland
Coastal Enterprises, Inc. Brunswick
Community Concepts, Inc. Lewiston
Kennebec Valley Community Action Program Housing Services Waterville
Penquis Community Action Program, Inc. Bangor

**Maryland**
Community Preservation and Development Corporation Silver Spring
Montgomery Housing Partnership, Inc. Silver Spring
Neighborhood Housing Services of Baltimore, Inc. Baltimore
Salisbury Neighborhood Housing Services, Inc. Salisbury
St. Ambrose Housing Aid Center Baltimore

**Massachusetts**
Cambridge Neighborhood Apartment & Housing Services, Inc. Cambridge
Coalition for a Better Acre Lowell
Codman Square Neighborhood Development Corp. Dorchester
HAP, Inc. Springfield
Lawrence CommunityWorks, Inc. Lawrence
Madison Park Development Corporation Roxbury
Neighborhood of Affordable Housing, Inc. East Boston
NeighborWorks Southern Mass North Quincy
NewVue Communities, Inc. Fitchburg
Nuestra Comunidad Development Corp. Roxbury
Oak Hill Community Development Corp. Worcester
The Neighborhood Developers, Inc. Chelsea
Urban Edge Housing Corporation Roxbury

**Michigan**
Dwelling Place of Grand Rapids Nonprofit Housing Corporation Grand Rapids
Habitat for Humanity of Michigan Lansing
Kalamazoo Neighborhood Housing Services, Inc. Kalamazoo
Lighthouse of Oakland County Pontiac
Metro Community Development, Inc. Flint
Northwest Michigan Community Action Agency, Inc. Traverse City
Southwest Michigan Community Development Corp. Battle Creek
Southwest Solutions Detroit
**Minnesota**
Aeon Minneapolis
CommonBond Communities St. Paul
Dayton’s Bluff Neighborhood Housing Services, Inc. St. Paul
Midwest Minnesota Community Development Corporation Detroit Lakes
NeighborWorks Home Partners St. Paul
One Roof Community Housing Duluth
Southwest Minnesota Housing Partnership Slayton

**Mississippi**
Hope Enterprise Corporation Jackson

**Missouri**
Better Family Life, Inc. St. Louis
Beyond Housing St. Louis
Neighborhood Housing Services of Kansas City, Inc. Kansas City
North East Community Action Corporation Bowling Green
Westside Housing Organization, Inc. Kansas City

**Montana**
NeighborWorks Great Falls Great Falls
NeighborWorks Montana Great Falls

**Nebraska**
NeighborWorks Home Solutions Omaha
NeighborWorks Lincoln Lincoln
NeighborWorks Northeast Nebraska Norfolk

**Nevada**
Neighborhood Housing Services of Southern Nevada, Inc. North Las Vegas
Nevada H.A.N.D., Inc. Las Vegas

**New Hampshire**
Affordable Housing Education and Development, Inc. Littleton
CATCH Neighborhood Housing Concord
Laconia Area Community Land Trust, Inc. Laconia
NeighborWorks Southern New Hampshire Manchester

**New Jersey**
Affordable Housing Alliance, Inc. Eatontown
Housing and Neighborhood Development Services, Inc. Orange
Housing Partnership for Morris County Dover
La Casa de Don Pedro, Inc. Newark
New Jersey Community Capital New Brunswick
St. Joseph’s Carpenter Society Camden

**New Mexico**
Homewise, Inc. Santa Fe
Native Partnership for Housing, Inc. Gallup
Tierra del Sol Housing Corporation Las Cruces

**New York**
Arbor Housing and Development Bath
Asian Americans for Equality, Inc. New York
Chautauqua Home Rehabilitation and Improvement Corporation Mayville
Community Development Corporation of Long Island, Inc. Centereach
Home HeadQuarters, Inc. Syracuse
Housing Assistance Program of Essex County, Inc. Elizabethtown
Hudson River Housing, Inc. Poughkeepsie
Ithaca Neighborhood Housing Services, Inc. Ithaca
Neighborhood Housing Services of New York City, Inc. New York
NeighborWorks Rochester Rochester
Niagara Falls Neighborhood Housing Services, Inc. Niagara Falls
North Country Housing Council Canton
Opportunities for Chenango, Inc. Norwich
PathStone Rochester
Rural Ulster Preservation Company, Inc. Kingston
Troy Rehabilitation & Improvement Program, Inc. Troy
UNHS NeighborWorks HomeOwnership Center Utica
West Side Neighborhood Housing Services, Inc. Buffalo

**North Carolina**
Charlotte-Mecklenburg Housing Partnership, Inc. Charlotte
DHIC, Inc. Raleigh
Durham Community Land Trustees Durham
Mountain Housing Opportunities, Inc. Asheville

**North Dakota**
CommunityWorks North Dakota Mandan

**Ohio**
East Akron Neighborhood Development Corporation Inc. Akron
Famicos Foundation Cleveland
The Home Ownership Center of Greater Cincinnati, Inc. Cincinnati
Homeport Columbus
Neighborhood Development Services Ravenna
Neighborhood Housing Partnership of Greater Springfield, Inc. Springfield
Neighborhood Housing Services of Greater Cleveland, Inc.  Cleveland
Neighborhood Housing Services of Hamilton, Inc.  Hamilton
NeighborWorks Toledo Region  Toledo
St. Mary Development Corporation  Dayton

**Oklahoma**
Community Action Project of Tulsa County  Tulsa
Little Dixie Community Action Agency  Hugo
Neighborhood Housing Services of Oklahoma City, Inc.  Oklahoma City

**Oregon**
NeighborImpact  Bend
NeighborWorks Umpqua  Roseburg
Portland Housing Center  Portland
REACH Community Development, Inc.  Portland
Willamette Neighborhood Housing Services  Corvallis

**Pennsylvania**
Housing Development Corporation MidAtlantic  Lancaster
Neighborhood Housing Services of Greater Berks, Inc.  Reading
Neighborhood Housing Services of the Lehigh Valley, Inc.  Allentown
NeighborWorks Northeastern Pennsylvania  Scranton
NeighborWorks Western Pennsylvania  Pittsburgh
New Kensington Community Development Corporation  Philadelphia

**Puerto Rico**
Ponce Neighborhood Housing Services, Inc.  Ponce
Puerto Rico NHS, Corp.  San Juan

**Rhode Island**
NeighborWorks Blackstone River Valley  Woonsocket
ONE Neighborhood Builders  Providence
West Elmwood Housing Development Corp.  Providence

**South Carolina**
Origin SC  North Charleston

**South Dakota**
GROW South Dakota  Sisseton
NeighborWorks Dakota  Home Resources  Deadwood

**Tennessee**
Affordable Housing Resources, Inc.  Nashville
Chattanooga Neighborhood Enterprise, Inc.  Chattanooga
Eastern Eight CDC  Johnson City
Knox Housing Partnership, Inc.  Knoxville
United Housing, Inc.  Memphis

**Texas**
Affordable Homes of South Texas, Inc.  McAllen
Alamo Area Mutual Housing Association, Inc.  San Antonio
Avenue Community Development Corporation  Houston
BCL of Texas  Austin/Dallas
Community Development Corporation of Brownsville  Brownsville
Fifth Ward Community Redevelopment Corporation  Houston
Foundation Communities  Austin
NeighborWorks Laredo  Laredo
NeighborWorks Waco  Waco
Nueces County Community Action Agency  Corpus Christi
Tejano Center for Community Concerns  Houston

**Utah**
NeighborWorks Provo  Provo
NeighborWorks Salt Lake  Salt Lake City

**Vermont**
Champlain Housing Trust  Burlington
Downstreet Housing and Community Development  Barre
NeighborWorks of Western Vermont  West Rutland
RuralEdge  Newport
Windham & Windsor Housing Trust  Brattleboro

**Virginia**
AHC Inc.  Arlington
Better Housing Coalition  Richmond
Community Housing Partners Corporation  Christiansburg

**Washington**
Community Frameworks  Spokane
HomeSight  Seattle
Low Income Housing Institute  Seattle
NeighborWorks of Grays Harbor County  Aberdeen

**West Virginia**
CommunityWorks In  West Virginia, Inc.  Charleston
HomeOwnership Center, Inc.  Elkins

**Wisconsin**
Housing Resources, Inc.  Milwaukee
Impact Seven, Inc.  Almena
NeighborWorks Badgerland  Kenosha
NeighborWorks Blackhawk Region  Beloit
NeighborWorks Green Bay  Green Bay
NHS of Southwest Wisconsin, Inc.  Richland Center

**Wyoming**
Wyoming Housing Network  Casper
As a congressionally chartered, nonpartisan nonprofit, NeighborWorks America has created places of opportunity in communities across the country for nearly 40 years. We build the skills, supplement the funding and amplify the reach of grassroots organizations so they can leverage additional resources to achieve their missions.

Our network of more than 245 independent, nonprofit organizations helps individuals, families and communities thrive through comprehensive approaches to affordable housing and community development.

We support our network and the broader field through:

• **Grants.** In fiscal year 2016, NeighborWorks network members reported more than $7 billion of investment in their communities. This level of investment is possible because for every $1 of federal appropriation we award, NeighborWorks organizations are able to attract another $91 to expand local impact.

• **Technical assistance.** We offer multiple grant, capacity-building and peer-exchange opportunities to help our members expand their work, pilot and replicate new approaches, build new partnerships, and improve their performance and governance.

• **Training and leadership development.** NeighborWorks America is the nation’s leading trainer of community-development and affordable-housing professionals, awarding nearly 19,000 certificates in fiscal year 2016. Our offerings serve residents, network organizations and the field generally. All courses are regularly updated to meet industry standards and reflect current trends.

• **Organizational assessment.** To ensure that our network organizations are strong and healthy in their operations – and remain that way – we conduct rigorous assessments before their acceptance into NeighborWorks and every year thereafter. We also help our members incorporate evaluation into their own “ethos” through Success Measures, a NeighborWorks social enterprise that helps nonprofits and their funders measure the impact of their community-development efforts and investments.

“We use the organizational-assessment process and the results to become more efficient in our current business lines, prepare us for new business lines and reaffirm those practices that keep us a part of the NeighborWorks network of excellence.”

*Sharlene Wilde, executive director of NeighborWorks Provo, a member of the NeighborWorks network*
A collaborative book showcasing our network's innovative solutions in affordable housing and community development.

Network organizations are doing work that not only get results but can serve as a model for other organizations facing similar issues across the country.

This book helps policymakers, funders, media, potential partners and industry professionals examine trends, challenges and potential solutions in creating economic opportunity for all American communities.

Visit NeighborWorks.org/Book for more