

EXPERTS IN HEALTHY COMMUNITIES

	Access to Healthy Food	Access to Medical Care	Aesthetics	Air, Soil and Water Quality	Building Financial Capacity	Built Environment	Early Childhood Development	Education	Employment	Entrepreneurship	Personal/Public Safety	Physical Activity	Public Transportation	Senior Needs	Social Environment; Community Engagement	Social Services
ACCION Texas					✓					✓						
Active Living Research	✓					✓					✓	✓	✓		✓	
American Institute of Architects			✓	✓		✓					✓	✓				
Annie E. Casey Foundation					✓		✓	✓	✓		✓				✓	✓
Atlanta BeltLine			✓	✓		✓			✓		✓	✓	✓		✓	
The Boston Foundation	✓	✓	✓			✓	✓	✓	✓		✓	✓			✓	✓
Boulder, CO						✓					✓	✓			✓	
The California Endowment	✓	✓		✓		✓		✓			✓	✓			✓	
Capital Impact Partners (formerly NCB Capital Impact)	✓	✓				✓			✓					✓	✓	
Capital Link		✓														
Center for Financial Services Innovation					✓											
Centers for Disease Control and Prevention's Healthy Community Design Initiative	✓			✓		✓					✓	✓	✓	✓	✓	
ChangeLab Solutions	✓			✓		✓					✓	✓	✓			
Charleston, SC			✓			✓			✓	✓	✓	✓			✓	
The Cleveland Foundation		✓	✓	✓		✓	✓	✓	✓	✓	✓		✓	✓	✓	✓
Consumer Credit Counseling Service (CCCS) of Greater Dallas					✓											
Corporation for Enterprise Development (CFED)					✓	✓				✓						
Dallas Women's Foundation		✓					✓	✓		✓	✓					✓
Detroit, MI	✓		✓			✓		✓		✓	✓	✓			✓	
Elgin, IL				✓		✓						✓			✓	
Enterprise Community Partners				✓		✓							✓	✓		
Evergreen Cooperative Corp.				✓	✓				✓	✓						
F.B. Heron Foundation									✓	✓						
The Food Trust	✓															
Ford Foundation			✓		✓	✓		✓	✓	✓			✓		✓	✓
Growing Power	✓			✓				✓	✓	✓					✓	
Habitat for Humanity International						✓										

EXPERTS IN HEALTHY COMMUNITIES (CONTINUED)

	Access to Healthy Food	Access to Medical Care	Aesthetics	Air, Soil and Water Quality	Building Financial Capacity	Built Environment	Early Childhood Development	Education	Employment	Entrepreneurship	Personal/Public Safety	Physical Activity	Public Transportation	Senior Needs	Social Environment; Community Engagement	Social Services
Harlem Children's Zone	✓	✓	✓		✓	✓	✓	✓	✓		✓	✓			✓	✓
Housing Partnership Network					✓	✓										
King County, WA	✓	✓	✓	✓		✓					✓	✓			✓	
The Kresge Foundation	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓		✓	
Lakewood, CO			✓	✓		✓				✓	✓	✓	✓		✓	
Living Cities				✓	✓	✓	✓	✓	✓	✓			✓			
Local Initiatives Support Corporation (LISC)	✓	✓			✓	✓	✓	✓	✓	✓	✓	✓				
Low Income Investment Fund	✓	✓		✓		✓	✓	✓					✓			
MacArthur Foundation			✓			✓		✓	✓		✓					
Mercy Housing		✓		✓	✓	✓		✓	✓		✓	✓		✓	✓	✓
Mortgage Resolution Fund					✓	✓										
National Community Stabilization Trust						✓										
National Complete Streets Coalition						✓										
Neighborhood Centers Inc.			✓		✓	✓	✓	✓	✓					✓	✓	✓
NeighborWorks				✓	✓	✓			✓			✓			✓	
Nonprofit Finance Fund	✓		✓			✓	✓	✓	✓		✓	✓		✓	✓	
Opportunity Finance Network	✓	✓		✓	✓	✓	✓	✓	✓	✓						
Prevention Institute	✓					✓					✓	✓	✓		✓	
Primary Care Development Corporation (PCDC)		✓														
Purpose Built Communities	✓	✓			✓	✓	✓	✓	✓		✓	✓			✓	✓
Reconnecting America													✓			
The Reinvestment Fund	✓	✓		✓		✓	✓	✓	✓							
Robert Wood Johnson Foundation	✓	✓				✓	✓	✓			✓	✓		✓		
The Rockefeller Foundation	✓			✓		✓			✓	✓	✓		✓		✓	
StriveTogether							✓	✓							✓	
United Way		✓			✓	✓	✓	✓	✓	✓						
W.K. Kellogg Foundation	✓	✓			✓		✓	✓	✓			✓			✓	✓

HEALTHY COMMUNITIES:

A Framework for Meeting CRA Obligations

APPENDIX: EXPERTS IN HEALTHY COMMUNITIES

This appendix lists experts in healthy communities and provides a synopsis of each entity's activities—in their own words—and a checklist of how they are involved in healthy communities. The appendix information comes only from the entities' websites as of December 2013.

The appendix is not an all-inclusive list but includes those that are well known and well documented. The Federal Reserve Bank of Dallas does not endorse these entities.

ACCION Texas, www.acciontexas.org

(Note: There are ACCION entities throughout the world. Some may be community leaders and others may not be. To learn more about the U.S. ACCION network, go to <http://us.accion.org/>. To learn more about the microenterprise industry, go to the Association for Enterprise Opportunity website: www.microenterpriseworks.org.)

We help small businesses. Since we opened our first office in San Antonio with three employees in 1994, we've made 14,061 loans totaling more than \$152 million. And we've grown to include lending in eight states. We have worked with every kind of business imaginable, from Mom-and-Pop restaurants and corner stores to clothing boutiques and flower shops.

Products

- Microloan Program
- Goldman Sachs Loan—Greater Houston Area Only
- SBA 7a Community Advantage Loan
- SBA 504 Loan
- Small Business Loan

Business Support Services

For nearly 20 years, we've provided support to entrepreneurs during the lending process by sharing tips about financial management, credit repair and budgeting.

In 2010 we formalized our efforts to provide financial management support and strategic planning. We now have a business support team and the Accion Women's Business Center.

Our team provides support in:

- Financial, Management Planning and Budgeting
- Business and Strategic Planning
- Marketing and Sales Planning
- Legal Structure, Start-Up and Growth Planning
- Perfecting Your Pricing and Cost
- Credit Report Review and Planning

HEALTHY COMMUNITIES CHECKLIST

- Building Financial Capacity: Financial Literacy Training; Quality Financial Services and/or Products that Build/Maintain Assets
- Entrepreneurship

Active Living Research, <http://activelivingresearch.org>

Active Living Research is a national program of the Robert Wood Johnson Foundation. Our primary goal is to support and share research on environmental and policy strategies that can promote daily physical activity for children and families across the United States. We place special emphasis on research related to children of color and lower-income children who are at highest risk for obesity.

Active Living Research provides credible and action-oriented research results that address the root causes of childhood obesity and physical inactivity. With a focus on communities, active transportation, schools and parks and recreation, the program informs the work of advocates, practitioners and policymakers. Our resources support strategies that can make the biggest impact on reversing the childhood obesity epidemic and promoting active living.

Tools and Resources

Active Living Research offers a range of tools and resources to help practitioners, policymakers and advocates create more activity-friendly environments. We have measures to assess schools, parks, streets and other neighborhood settings to see how well they support physical activity; research summaries on how policies and environments can influence physical activity in schools, parks and recreation facilities, and other neighborhood settings; inspirational stories of real-life policy and environmental change; and educational webinars, presentations and videos.

HEALTHY COMMUNITIES CHECKLIST

- Access to Healthy Food
- Built Environment (Complete Streets, Housing, Schools and Workplaces, Parks and Playgrounds, Pedestrian Walkways and Bike Trails, Brownfields and Open Spaces)
- Personal/Public Safety
- Physical Activity
- Public Transportation, including Transit-Oriented Development
- Social Networks/Social Environment; Democracy-Building, Community Engagement

American Institute of Architects, www.aia.org, and its Design and Health Initiative

Based in Washington, D.C., the AIA has been the leading professional membership association for licensed architects, emerging professionals and allied partners since 1857.

Our Goal:

With nearly 300 state and local chapters, the AIA serves as the voice of the architecture profession and the resource for our members in service to society. We carry out our goal through advocacy, information and community.

Design and Health Initiative

- **“Designing Communities, Shaping Health”**

“... as an architect, your everyday decisions ... can affect the mental and physical health of everyone that comes into contact with your work. Explore some of these design choices and health consequences through this graphic. ...” www.aia.org/aiaucmp/groups/aia/documents/pdf/aiab100552.pdf

- **FitNation Exhibit on Tour**

Architecture is now part of the national discussion on the obesity and chronic disease epidemic in the United States. Spurred on by AIA New York’s Active Design Guidelines and the recent FitNation exhibit, this realization is adding new layers to how designers think about their role in protecting the health of the public they serve and how they approach the creation of truly sustainable buildings and places.

FitNation brings together 33 projects that range from massive medical research complexes to tiny ad-hoc, open-source urban amenities, all of which encourage physical activity and well-being. The exhibit (also organized by AIA New York) presents projects that exemplify architectural means, policy-driven and grassroots action, conceptual frameworks and simple improvements which contribute to a healthier lifestyle for individuals and communities.

- **Sustainability & Health**

As sustainability has evolved from an emerging trend to a mainstream global movement, architects are uniquely positioned to play a leadership role in influencing and advancing the future through their work. The Sustainability Leadership Opportunity Scan identifies four priority areas where the AIA can most effectively strengthen the sustainable leadership of architects.

- **Decade of Design**

Decade of Design is the AIA’s Clinton Global Initiative Commitment to Action. It encompasses a multifaceted initiative to research and develop architectural design approaches for urban infrastructure. The Global Urban Solutions Challenge will develop replicable best practices for cities to ensure the effective use of natural, economic and human resources as well as promote public health. As part of the Commitment, the AIA is collaborating with schools of architecture and other partners to focus specifically on long-term design solutions for urban health.

The Commitment's 2013 research grants are supporting:

- Texas A&M University's project "Evaluating Health Benefits of Livable Communities"—a toolkit for measuring health impacts, which includes an empirical study of a LEED for Neighborhood Development project in Austin;
- the University of Arkansas' "Fayetteville 2030: Creating Food City Scenario Plan"—a study of pathways to creating a local food infrastructure amid rapid growth; and
- the University of New Mexico's pilot program "Establishing Interdisciplinary Health-Architecture Curriculum."
- In the face of America's emerging public health crisis, design and health is a key initiative at the American Institute of Architects. The report *Local Leaders: Healthier Communities Through Design* is a call to action and a resource for leaders across the country working to create better communities. It is also one step in a series of future projects.
- AIA Knowledge Communities: a place for like-minded professionals to meet, discuss, and share information on their common interests.
- AIA Center for Communities by Design
 - Talking Points and Issue Briefs
 - Publications

HEALTHY COMMUNITIES CHECKLIST

- Aesthetics: Clean and Well-Maintained Environment; Landscaping; Art; Culture
- Air, Soil and Water Quality
- Built Environment (Complete Streets, Housing, Schools and Workplaces, Parks and Playgrounds, Pedestrian Walkways and Bike Trails, Brownfields and Open Spaces)
- Personal/Public Safety
- Physical Activity

Annie E. Casey Foundation, www.aecf.org

The primary mission of the Annie E. Casey Foundation is to foster public policies, human-service reforms and community supports that more effectively meet the needs of today's vulnerable children and families. In pursuit of this goal, the foundation makes grants that help states, cities and neighborhoods fashion more innovative, cost-effective responses to these needs.

Child Welfare/Permanence

By making grants and partnering with public systems on reform efforts, the Casey Foundation is supporting communities in ensuring that all children, regardless of circumstance, achieve the best outcomes possible and have lifelong connections to a caring, nurturing family.

Through its investments, Casey aims to achieve the following results:

- decreasing the number and rate of children entering foster care;
- increasing the number of children in foster care placed in family settings rather than congregate care;
- increasing the rate and number of children connected to stable and permanent families;
- increasing the number of children who have their emotional and physical needs met;
- reducing inappropriate disparities related to race, gender, age and ethnicity in the child welfare system; and
- increasing the number of child welfare systems that adopt next-generation technology and data systems to support more effective services and systems reforms.

Community Change

The Casey Foundation is fully invested in building better futures for millions of disadvantaged children in tough neighborhoods—areas where poverty is concentrated, crime is common, safety is elusive and essential services are unreliable.

Our two-generation approach seeks to change the future for large numbers of at-risk kids by finding ways to help their parents succeed in the present.

We know that kids do well when their families do well, and families do better when they live in supportive neighborhoods and communities. We are committed to changing the environment in these neighborhoods so families can connect to economic opportunity, social networks and trustworthy services and supports.

Economic Security

Casey's overall approach to poverty reduction builds upon almost two decades of innovative demonstrations, initiatives and advocacy. When parents can secure a steady income and build economic assets they are better able to successfully address the physical, emotional, and educational needs of their children. The Foundation's Center for Family Economic Success supports three main efforts aimed at linking economic opportunity and the creation of mixed-income communities in ways to alleviate poverty:

- *Successful working families* incubates and takes to scale models combining workforce training and asset-building for families and communities.
- *Responsible redevelopment* ensures urban development projects benefit low- and moderate-income families.
- *Family-centered community change* ties durable infrastructure change—housing, schools, transportation—to a two-generational poverty alleviation approach.

Education

The Casey Foundation’s education investments have been directed toward supporting high-quality options—such as charters and small public schools—for improving opportunities for children and families, particularly those of color living in tough neighborhoods.

Casey is now making 3rd grade reading achievement an increasingly important element of our place-based work, as well as a national imperative. We support the Grade-Level Reading Campaign.

Juvenile Justice

The Foundation’s juvenile justice reform agenda is designed to improve the odds that delinquent youth can make successful transitions to adulthood, primarily by reforming juvenile justice systems so that they lock up fewer youth, rely more on proven, family-focused interventions and create opportunities for positive youth development.

To achieve our vision, we have focused our investments for over a decade on juvenile detention, a much-neglected but critical part of the system. Through these investments, we set out to achieve the following:

- minimize the likelihood that youth would be locked up unnecessarily or in poor conditions;
- improve the odds that youth would be placed in less confining alternatives within their communities;
- reduce racial disparities among the youth incarcerated;
- improve conditions of confinement for those in secure detention; and
- redirect public money toward improving the system.

In 1992, we launched the Juvenile Detention Alternatives Initiative (JDAI), a multiyear initiative in which sites across the country created and tested new ways to establish smarter, fairer, more effective and efficient juvenile justice systems. These sites have achieved measurable results using strategies such as better screening tools, more reliance on data, collaboration between systems and communities and effective alternatives to incarceration.

HEALTHY COMMUNITIES CHECKLIST

- Building Financial Capacity: Financial Literacy Training; Quality Financial Services and/or Products that Build/Maintain Assets
- Early Childhood Development: Education, Care
- Education
- Employment, Creating and Retaining Jobs, Job Training
- Personal/Public Safety
- Social Networks/Social Environment; Democracy-Building, Community Engagement
- Social Services

Atlanta BeltLine, <http://beltline.org/progress/progress/project-history/>

The Atlanta BeltLine is the most comprehensive revitalization effort ever undertaken in the city of Atlanta and among the largest, most wide-ranging urban redevelopment and mobility projects currently underway in the United States. This sustainable project is providing a network of public parks, multi-use trails and transit by re-using 22-miles of historic railroad corridors circling downtown and connecting 45 neighborhoods directly to each other.

A Catalyst for Economic Growth and Renewal

Significant redevelopment along the Atlanta BeltLine corridor will continue to generate growth and create jobs, particularly in areas that have been historically underdeveloped. Large sections of the Atlanta BeltLine traverse industrial areas and parcels on underutilized land. Since 2005, there has been more than \$1 billion in new private development around the Atlanta BeltLine.

Developing Sustainable Improvements for Our Future

The Atlanta BeltLine is an inherently sustainable project, adaptively re-using an existing rail corridor to fundamentally change land use patterns in the city of Atlanta. The project will create new mobility options, new greenspace and exciting new affordable housing and economic development opportunities along the way. The Atlanta BeltLine's implementation is following a clear set of guiding sustainability principles that are already benefitting Atlantans in many ways. The principles include: brown-field redevelopment, protecting water resources, organic land care, the use of native/naturalized plants, green demolition and energy neutrality.

Affordable Housing

The Atlanta BeltLine affordable housing program seeks to make city living financially attainable for both renters and homeowners. Our goal is to create 5,600 units of affordable housing over 25 years, with 15 percent of net bond proceeds dedicated to an affordable housing trust fund. To date, \$8.8 million has been capitalized in this fund, administered by Invest Atlanta. This provides dollars to homebuyers through down payment assistance and incentives to developers to build affordable housing. To date, this funding has helped create 120 affordable housing units along the Atlanta BeltLine.

Better You: Free Fitness Classes

We all are constantly seeking ways to improve our daily life, whether that involves more exercise, better eating, expanding our social circle, broadening our minds or enriching our spiritual selves. The Atlanta BeltLine offers a unique environment to facilitate many of life's passions, and we are committed to making these opportunities available to all.

Employment

Over its 25-year implementation, the Atlanta BeltLine is expected to generate 30,000 new full-time jobs and 48,000 one-year construction jobs. The majority of these jobs will be created by new businesses located along the Atlanta BeltLine. The Atlanta BeltLine is helping connect residents with jobs in Atlanta through a series of partnerships, classes and other programs. This initiative helps bridge the skill gap for employers, while helping residents around the Atlanta BeltLine prepare for and secure quality jobs close to home. Employment programs include:

- Workforce partnerships
- Jobs training classes
- First source hiring agreement
- Creating live-work communities
- Workforce resources and documents

HEALTHY COMMUNITIES CHECKLIST

- Aesthetics: Clean and Well-Maintained Environment; Landscaping; Art; Culture
- Air, Soil and Water Quality
- Built Environment (Complete Streets, Housing, Schools and Workplaces, Parks and Playgrounds, Pedestrian Walkways and Bike Trails, Brownfields and Open Spaces)
- Employment, Creating and Retaining Jobs, Job Training
- Personal/Public Safety
- Physical Activity
- Public Transportation, including Transit-Oriented Development
- Social Networks/Social Environment; Democracy-Building, Community Engagement

The Boston Foundation, www.tbf.org

The Boston Foundation was founded in 1915 with a simple but profound mission—to receive gifts from generous donors and use those resources to make grants to the nonprofit organizations that serve the Greater Boston community.

Today, we are one of the oldest and largest community foundations in the nation. Our donors meet their own philanthropic goals, while adding to the Foundation’s overall strength. We also play a major civic leadership role for our region through publishing fresh research, convening people to discuss our region’s challenges and creating powerful agendas for change.

Our Approach

Through our Understanding Boston series, we identify challenges facing our city and region, commission fresh research and share information through a series of popular forums that are attended by thousands of people every year. The Foundation also is known for using strategic, proactive grant making to strengthen its civic leadership work and forming powerful task forces and coalitions of experts dedicated to fulfilling powerful agendas for change. Through all of these strategies, including working closely with the media to encourage in-depth coverage of key issues, we engage in bold public policy work in partnership with other civic leaders and policy makers.

The Foundation also sponsors the Boston Indicators Project, which provides a comprehensive, constantly updated body of information about every aspect of life in Greater Boston through groundbreaking reports and an award-winning state-of-the-art website.

Objectives and Strategies

All of our objectives and strategies are designed to encourage and nurture “thriving people and vibrant places” throughout Greater Boston. They are the result of information and insights gained from our highly diverse community—through surveys, focus groups and numerous conversations with Greater Boston’s civic and nonprofit leaders. They are also informed by an enormous body of research conducted by the Foundation and our partners over the last decade, providing us with unique insights into the problems and challenges we face as a community.

Increasing Philanthropic Resources

- Education to Career
- Health and Wellness
- Jobs and Housing
- Community Safety
- Civic and Cultural Vitality

Civic Leadership

Over the last decade, the Boston Foundation has become a major civic leader for Greater Boston and our region—with crucial support from the Civic Leadership Fund. The Foundation and our many partners in the business and nonprofit community—as well as numerous public officials—have had a real impact on a series of issues that are critical to the economic competitiveness of Greater Boston and the Commonwealth. These include smart growth housing, public education reform, cultural facilities funding, CORI reform, municipal finance and, most recently, sweeping reform of the entire Massachusetts community college system.

We conduct this work through a formula that is working:

- Cutting Edge Research
- Major Forums and Convenings
- Strategic, Proactive Grantmaking
- Task Forces and Coalitions
- Communications and Media
- Deep Public Policy Work

Initiatives

- StreetSafe Boston
- Culture for Change
- Healthy People/Healthy Economy
- Success Boston
- Boston Opportunity Agenda
- SkillWorks
- The Giving Common
- The Catalyst Fund

Services and Solutions for Nonprofits

In addition to the Boston Foundation's competitive grant making, the Nonprofit Effectiveness Group at the Boston Foundation supports Massachusetts nonprofit organizations through a range of work focused on enhancing the long-term vitality of the Massachusetts nonprofit sector. Through this work, we focus on:

- Facilitating a deeper understanding of nonprofits throughout Massachusetts and encouraging strategic philanthropy
- Helping to build the effectiveness of nonprofit organizations and leaders
- Promoting and supporting strategic collaboration within the nonprofit sector and with public and private partners

Understanding Boston

Understanding Boston is a series of forums, educational events and research providing information and insight into issues affecting Boston.

HEALTHY COMMUNITIES CHECKLIST

- Access to Healthy Food
- Access to Medical Care (i.e., StreetSafe Boston Provides Mental Health Services)
- Aesthetics: Clean and Well-Maintained Environment; Landscaping; Art; Culture
- Built Environment (Complete Streets, Housing, Schools and Workplaces, Parks and Playgrounds, Pedestrian Walkways and Bike Trails, Brownfields and Open Spaces)
- Early Childhood Development: Education, Care
- Education
- Employment, Creating and Retaining Jobs, Job Training
- Personal/Public Safety
- Physical Activity
- Social Networks/Social Environment; Democracy-Building, Community Engagement
- Social Services

Boulder, Colorado “Ending Car Captivity,” <https://bouldercolorado.gov/goboulder/bike>

(Note: For more information on how Boulder, Colo., is “ending car captivity,” see Chapter 8, “Ending Car Captivity: Boulder, Colorado,” in *Designing Healthy Communities*, by Richard J. Jackson with Stacy Sinclair, Hoboken, N.J.: Jossey-Bass, 2012, pp. 107-118.)

Boulder is a special place for bicyclists. With more than 300 days of sunshine, more than 300 miles of dedicated bikeways and an active culture that nurtures it, biking is one of the best ways to get around Boulder. Of course, our bike-friendly community didn’t happen by chance; it is the result of decades of community efforts and thoughtful planning.

The city of Boulder’s dedicated bikeways include on-street bike lanes, contra-flow bike lanes, designated bike routes, paved shoulders, multi-use paths and soft-surface paths.

HEALTHY COMMUNITIES CHECKLIST

- Built Environment (Complete Streets, Housing, Schools and Workplaces, Parks and Playgrounds, Pedestrian Walkways and Bike Trails, Brownfields and Open Spaces)
- Personal/Public Safety
- Physical Activity
- Social Networks/Social Environment; Democracy-Building, Community Engagement

The California Endowment, www.calendow.org

The California Endowment is a private, statewide health foundation with a mission to expand access to affordable, quality health care for underserved individuals and communities and to promote fundamental improvements in the health status of all Californians.

Health Happens Here is the core of our work. It challenges us to think about people's health beyond the doctor's office and beyond the good vs. bad choices people make. In reality, our health happens where we live, learn, work and play—in neighborhoods, schools and with prevention.

- **Neighborhoods**
 - Junk Drinks and Junk Foods
 - Places to Walk to Play
 - Safe Streets
- **Prevention**
 - Encouraging Enrollment Through the Affordable Care Act (ACA)
 - Helping Small Businesses Implement the Affordable Care Act (ACA)
 - Giving Rise to Healthier Communities
- **Schools**
 - Healthier School Foods and Beverages
 - All Aboard the School Success Express
 - Exercise During the School Day
 - Social-Emotional Health for Students

Making Health Happen by Building Healthy Communities

Building Healthy Communities is a 10-year, comprehensive community initiative that is creating a revolution in the way Californians think about and support health in their communities. In 14 places across California, residents are proving that they have the power to make health happen in their neighborhoods, schools and with prevention—and in doing so, they are creating a brighter future for their children and for our state.

Our Approach and How We're Measuring Progress

The California Endowment is committed to promoting shared learning among our staff, grantees, and partners about how to create healthier communities. We do so through supporting evaluation, research and convenings and through sharing what we learn with our partners and the field. We work to apply data and research in real time to inform strategy and to create greater impact. In addition, we seek feedback on our role as a funder and change-maker in order to become a more effective leader.

We measure progress by assessing the impact of our efforts on health outcomes and by evaluating our contribution to building the strength of communities to create change. We are guided by 4 Big Results: creating healthy homes for all children, reversing the childhood obesity epidemic, increasing school attendance and reducing youth violence.

Our Commitment to Diversity

Diversity matters. It is for this very reason that we report and post key metrics that define this commitment. This special report is divided into three components:

- The publishing of data that reflects our grant making to minority-led organizations
- Once again we will post the findings of our 2013 Diversity Audit

- Finally, we report on our commitment to the work of a coalition of California foundations, who in 2008 pledged to collectively provide up to \$30 million in grant dollars toward organizational capacity-building efforts in grassroots-level, minority-led nonprofits.

Our Equity Action Agenda

- Boys and Men of Color
- Diversity in Philanthropy Project/D-5
- Evaluation of the Capacity Building of Minority-Led Organizations Project
- Healthy Immigrant Integration: California Immigrant Integration Initiative (CIII)

CenterScene

CenterScene is a wide-ranging series of public programs organized by the Center for Healthy Communities. These panel discussions, speaker series, film screenings and related programs take place at the Los Angeles headquarters and allow participants to better understand the crucial health issues facing California communities and to meet and network with others interested in building the dialogue and action around better health.

Health ExChange Academy

The Health ExChange Academy is the Center for Healthy Communities' signature capacity-building program. It is designed to increase knowledge about and skills in primary prevention, communications, and advocacy.

HEALTHY COMMUNITIES CHECKLIST

- Access to Healthy Food
- Access to Medical Care
- Air, Soil and Water Quality
- Built Environment (Complete Streets, Housing, Schools and Workplaces, Parks and Playgrounds, Pedestrian Walkways and Bike Trails, Brownfields and Open Spaces)
- Education
- Personal/Public Safety
- Physical Activity
- Social Networks/Social Environment; Democracy-Building, Community Engagement

Capital Impact Partners (formerly NCB Capital Impact), www.ncbcapitalimpact.org/

As a nonprofit organization and a certified Community Development Financial Institution with a national presence, Capital Impact improves access to high-quality health and elder care, healthy foods, housing and education in low-income communities across the country. Our impact is built on a diverse and extensive network of alliances, our depth of experience and a cooperative approach.

Initiatives

- **Healthy Foods:** We work with our partners to provide innovative, flexible financing to increase access to fresh, healthy foods in underserved urban and rural communities. As of 2012, we have disbursed more than \$100 million to food retailers, producers and distributors to help expand access to healthy foods and create jobs.
- **Health Care:** We finance community-based health care organizations to allow them to improve the quality of care they offer to individuals and families in underserved, low-income communities.
- **Education:** We create access to capital with a focus on innovation and leadership in order to foster the development of accessible, high-quality educational facilities. We will facilitate the development of environmental sustainability within this market.
- **The GREEN HOUSE® Replication Project:** We partner with organizations, advocates and communities to lead the transformation of institutional long-term care by creating viable GREEN HOUSE® homes that provide a home-like, caring atmosphere and foster a sense independence and well-being. We create and maintain tools, trainings, technical assistance service and networks that support organizations to adopt this model.
- **Long-Term Supports Innovations:** We create innovations in community-based approaches to aging that enable older Americans and people with disabilities to conduct their lives with maximum independence, dignity and connection with their communities. We assist in development of best practice community aging plans and grass roots initiatives such as the Village-to-Village Network.
- **Cornerstone Partnership:** The Cornerstone Partnership is a peer network for homeownership programs that preserve long-term affordability and community stability, helping more hard-working people buy homes today, maintain those homes and keep them affordable in the future.

Lending Programs

- **Health Care Financing**
We believe in increasing access to quality primary care for low- and moderate-income populations.
- **Education Financing**
NCB Capital Impact has financed top-performing charter schools in underserved communities nationwide for over 18 years.
- **Healthy Foods Financing**
Capital Impact Partners works with our partners to provide innovative, flexible financing to increase access to fresh, healthy foods in underserved urban and rural communities. As of 2012, we have disbursed more than \$100 million to food retailers, producers and distributors to help expand access to healthy foods and create jobs.
- **New Markets Tax Credit Financing**
\$449 million awarded and \$409 million deployed through 2013. As one of the most experienced NMTC allocatees, we have completed over 46 NMTC transactions totaling \$409 million deployed to urban and rural areas from coast to coast.

HEALTHY COMMUNITIES CHECKLIST

- Access to Healthy Food
- Access to Medical Care
- Built Environment (Complete Streets, Housing, Schools and Workplaces, Parks and Playgrounds, Pedestrian Walkways and Bike Trails, Brownfields and Open Spaces)
- Employment, Creating and Retaining Jobs, Job Training
- Senior Needs: Accommodation, Care, Services
- Social Networks/Social Environment; Democracy-Building, Community Engagement (i.e., Village-to-Village Network)

Capital Link, www.caplink.org/

Capital Link is a national, nonprofit organization that has worked with hundreds of health centers and Primary Care Associations over the past 15 years to plan capital projects, finance growth and identify ways to improve performance.

Capital Link provides an extensive range of services to health centers and Primary Care Associations. We assist nonprofit Federally Qualified Health Centers (FQHCs) and similar organizations by providing:

- Industry vision and leadership in the development of capitalization strategies for facilities and operational expansion.
- Metrics and analytical services for measuring health center impact, evaluating financial and operating trends and promoting performance improvement.
- Direct assistance to health centers and complementary nonprofits in planning for and financing operational growth and capital needs.

Working nationally out of five offices allows us to address individual health center capital project needs more readily. Additionally, Capital Link receives funding support through a National Training and Technical Assistance Cooperative Agreement with the Health Resources and Services Administration (HRSA). Consequently, Capital Link is able to provide some assistance to health centers without charge or at subsidized rates.

Capital Link also works in partnership with the National Association of Community Health Centers and with state-based Primary Care Associations across the country to help identify, plan for and meet the capital needs associated with the growth of the FQHC system at the state and federal levels.

Services for Health Centers

Capital Link provides the following programs and services to guide health centers through the capital development process.

Strategic Readiness

Services to help health centers fully understand their existing market and patient base and plan for potential growth. Tools include preliminary feasibility analyses, debt capacity estimation, market assessment and work plan development.

Performance Analysis and Monitoring

Capital Link developed and maintains the largest database of health center audited financial information nationally, allowing us to provide industry-specific financial benchmarks. We offer financial trends analyses, conduct capital needs assessments of the health center industry and analyze the economic impact, including job creation, of health center operations and capital projects on communities.

Operations and Facilities Planning

Services to help health centers define the right combination of programs, staffing and space prior to building, as well as processes supportive of a patient-centered medical home.

Comprehensive Financing Assistance

Services to help health centers identify and obtain the most appropriate and affordable method of funding a capital project. Tools include business planning, financial projections and feasibility analyses, term sheet comparisons, lender negotiations and assistance through closing.

Services for Primary Care Associations

Capital Link was originally formed in partnership with several Primary Care Associations, and we remain committed to meeting the needs of PCAs nationwide. We provide a wide range of statewide products/analyses and also work one-on-one with PCA leaders to help develop and refine individualized growth and financing strategies for community health centers. We also work closely with Primary Care Associations to offer personalized training and education sessions for PCA members on the latest capital development and financing trends.

Statewide Performance Monitoring and Analysis

Capital Link helps Primary Care Associations evaluate the facility needs of their member health centers; identify financial trends that impact access to capital, and measure the impact of health centers on a state's economy. Tools include state economic impact analyses; capital needs assessments and financial trends analyses, some of which can be provided free as a result of Capital Link's HRSA Cooperative Agreement.

Educational Presentations to Members

Capital Link will deliver presentations tailored to the capital needs of member centers at PCA events and provide customized webinars. In many cases Capital Link can offer educational programs free as a result of our HRSA Cooperative Agreement.

Program Development and Advocacy

Using the results of our Capital Needs Analysis, Financial Trends Analysis and Statewide Economic Impact Analysis, Capital Link collaborates with PCAs to identify and develop statewide strategies for increasing access to capital for member health centers. We also offer communication tools and materials to help PCAs and their members build support for health center growth.

Capital Enhancement Programs

Credit enhancement can improve a health center's ability to obtain a loan, lower the interest rate, and/or improve the loan terms. Capital Link has assisted health centers with the following credit enhancement programs:

- The HRSA Facilities Loan Guarantee Program is a \$60 million loan guarantee program for facilities development and managed care networks and plans. The program provides an 80 percent guarantee on the principal amount of loans made by nonfederal lenders for construction, renovation and modernization of medical facilities that are owned by federally funded Section 330 health centers.
- The USDA Community Facilities Guarantee Program provides guarantees on loans provided by lenders such as banks, savings and loans, mortgage companies that are affiliated with bank holding companies, banks of the Farm Credit System or insurance companies regulated by the National Association of Insurance Commissioners. Loans are guaranteed up to 90 percent of the loan's outstanding principal. Additional information on the USDA's programs can be found at www.rurdev.usda.gov.

HEALTHY COMMUNITIES CHECKLIST

- Access to Medical Care

Center for Financial Services Innovation, www.cfsinnovation.com

CFSI is the nation's leading authority on financially underserved consumers—the more than 68 million consumers who are currently not well served by the U.S. financial services industry, according to a recent FDIC survey. Guided by our Compass Principles, we work to ensure that consumers have access to high-quality financial products and are empowered to achieve financial stability and prosperity.

Delivering a deeply interconnected suite of services to the industry, government, and nonprofit sectors, we:

- **INFORM:** We conduct research and provide timely thought leadership.
- **ADVISE:** We provide ideas, facilitate dialogues and partnerships, and offer guidance.
- **INVEST:** We make grants and investments.
- **ADVOCATE:** We inform and influence policy.

HEALTHY COMMUNITIES CHECKLIST

- Building Financial Capacity: Financial Literacy Training; Quality Financial Services and/or Products that Build/Maintain Assets

Centers for Disease Control and Prevention's Healthy Community Design Initiative, www.cdc.gov/healthyplaces/

(Note: This website is a good resource guide to learn more about healthy communities.)

The initiative works to improve public health by:

- Linking public health surveillance with community design decisions;
- Improving community design decisions through tools, such as Health Impact Assessment;
- Educating decision-makers on the health impact of community design;
- Building partnerships with community design decision-makers and their influencers;
- Conducting research to identify the links between health and community design; and
- Translating research into best practices.

CDC Programs

- Air Pollution & Respiratory Health
- Environmental Justice
- Healthy Aging
- Healthy Communities
- Healthy Homes Initiative
- Healthy Schools, Healthy Youth
- National Center for Injury Prevention and Control
- Nutrition and Physical Activity
- Brownfields and Land Reuse
- Health Literacy

HEALTHY COMMUNITIES CHECKLIST

- Access to Healthy Food
- Air, Soil and Water Quality
- Built Environment (Complete Streets, Housing, Schools and Workplaces, Parks and Playgrounds, Pedestrian Walkways and Bike Trails, Brownfields and Open Spaces)
- Personal/Public Safety
- Physical Activity
- Public Transportation, including Transit-Oriented Development
- Senior Needs: Accommodation, Care, Services
- Social Networks/Social Environment; Democracy-Building, Community Engagement

ChangeLab Solutions, <http://changelabsolutions.org>

ChangeLab Solutions provides community-based solutions for America's most common and preventable diseases like cancer, heart disease, diabetes, obesity and asthma. Our solutions promote the common good by making healthier choices easier for everyone. We can partner with your community at every step of the policy development process. Our team of attorneys, urban planners, and policy analysts are available to assist your community as you develop and implement public health policy strategies.

ChangeLab Solutions has worked with communities of all sizes nationwide—from big cities to rural towns—and knows how to help you make your community healthier for all residents.

Healthy Planning

ChangeLab Solutions is pioneering a new approach to public health advocacy by fostering collaboration between public health officials dedicated to chronic disease prevention and local planning officials.

Tobacco Control

ChangeLab Solutions has worked on tobacco control policy for more than 15 years, and our model tobacco control policies and laws helped change the public acceptance of smoking in California.

Childhood Obesity

The National Policy & Legal Analysis Network to Prevent Childhood Obesity (NPLAN) is a project of ChangeLab Solutions funded by the Robert Wood Johnson Foundation. We help communities become healthier places for children to grow and thrive.

Healthy Housing

ChangeLab Solutions' Healthy Housing project works with communities around the country to make it easier for everyone to live in homes that are healthy. From healthier air inside the home to healthier neighborhoods, our policy programs make living better for everyone.

Our website features model policies, how-to guides, fact sheets and a Workshop & Training Catalog.

HEALTHY COMMUNITIES CHECKLIST

- Access to Healthy Food
- Air, Soil and Water Quality (i.e., Tobacco)
- Built Environment (Complete Streets, Housing, Schools and Workplaces, Parks and Playgrounds, Pedestrian Walkways and Bike Trails, Brownfields and Open Spaces)
- Personal/Public Safety
- Physical Activity
- Public Transportation, including Transit-Oriented Development

Charleston, South Carolina “Saving America’s Downtowns and Local History Through the Political Process, www.charleston-sc.gov/index.aspx?NID=401

(Note: For examples of how Charleston, S.C., invests in healthy communities, see Chapter 6, “Saving America’s Downtowns and Local History Through the Political Process: Charleston, S.C.,” in *Designing Healthy Communities*, by Richard J. Jackson with Stacy Sinclair, Hoboken, N.J.: Jossey-Bass, 2012, pp. 79-89.)

Since 1975, under the leadership of Mayor Joseph P. Riley, Jr., Charleston has:

- Increased its commitment to racial harmony and progress
- Achieved a substantial decrease in crime
- Experienced a remarkable revitalization of its historic downtown business district
- Seen the creation and growth of Spoleto Festival U.S.A.
- Added significantly to the city’s park system (including the highly celebrated Waterfront Park)
- Developed nationally acclaimed affordable housing
- Experienced unprecedented growth in Charleston’s size and population

The city has an impressive record of innovation in public safety, housing, arts and culture, children’s issues, the creation of park and other public spaces and economic revitalization and development. Charleston is recognized as one of the most livable and progressive cities in the United States.

HEALTHY COMMUNITIES CHECKLIST

- Aesthetics: Clean and Well-Maintained Environment; Landscaping; Art; Culture
- Built Environment (Complete Streets, Housing, Schools and Workplaces, Parks and Playgrounds, Pedestrian Walkways and Bike Trails, Brownfields and Open Spaces)
- Employment, Creating and Retaining Jobs, Job Training
- Entrepreneurship
- Personal/Public Safety
- Physical Activity
- Social Networks/Social Environment; Democracy-Building, Community Engagement

The Cleveland Foundation, www.clevelandfoundation.org/

The Cleveland Foundation has helped citizens give back to their community since 1914. Our staff and board of directors have identified six areas to which we now proactively direct a growing percentage of our grant dollars. Today two-thirds of our flexible grant dollars support projects in these priority areas, with the goal of creating significant, widespread impact. The balance of our grant making dollars is awarded in response to direct requests from the community.

Education:

Our education initiative focuses on three high-impact areas: transforming public education in Cleveland, increasing access to post-secondary education and advocating for changes in state policy to improve teaching and learning.

Neighborhoods:

The Cleveland Foundation takes a holistic approach to neighborhood development that aims to provide residents with options in desirable housing, quality schools, viable employers and thoughtful retail. Through a combination of grants and guidance, the foundation is collaborating with businesses, community development groups, nonprofits, academic institutions and others eager to transform Cleveland's struggling neighborhoods. The foundation is strongly committed to neighborhood revitalization and downtown redevelopment.

Human Services:

The Cleveland Foundation recognizes the importance of children in our society, and has created programs focused on early childhood (birth to 5 years) and youth development (kindergarten through graduation).

Arts and Culture:

A vibrant arts and cultural community has long been one of Cleveland's greatest assets, and the Cleveland Foundation is committed to supporting and enriching our vast array of arts and cultural organizations. We have created major initiatives to bolster the arts in our community. In addition, we seek to be responsive to the changing needs of these organizations, and we welcome grant requests.

Economic Development:

The vision that guides the Cleveland Foundation's economic development strategy: Cleveland as a thriving and sustainable economy that is globally connected and known for innovation. To realize this vision, we've targeted five priorities that we see as building blocks of a healthy, sustainable economy. All five are closely linked; success in one breeds opportunities for collective success: globalization, innovation, industry clusters, business growth and healthy core city.

Greater University Circle:

In 2005, the Cleveland Foundation initiated a partnership with Cleveland's leading anchor institutions, local philanthropies, financial institutions, community groups and the city of Cleveland, which joined in launching the Greater University Circle Initiative.

This initiative is stimulating hundreds of millions of dollars of new investment in the neighborhoods of Greater University Circle. The goal: to turn these four square miles of Cleveland into the best place to live, work and visit in all of Northeast Ohio by leveraging the economic strength of the area's large institutions to directly benefit the lives of residents and transform the neighborhoods in which they live.

We seek to remove the “invisible divide” and connect these Cleveland neighborhoods with the city’s cultural epicenter, creating a thriving, competitive urban core teeming with tourists, students, workers and residents. We envision a nationally recognized urban neighborhood; an internationally recognized center for research, education, medical care and culture; and a highly desirable place to live.

Lake-Geauga Fund:

Each year, the Lake-Geauga Fund awards more than \$1 million in grants to nonprofit organizations in Lake County and Geauga County, Ohio. Grant making is driven by an advisory committee in response to the stated needs of the community. The committee also engages in convening and asset-building activities that strengthen the fund and its ability to make an impact on the community. In addition, more than \$350,000 in scholarship support for students from Lake and Geauga counties was awarded through Lake Erie College, Lakeland Community College, the Lake/Geauga Educational Assistance Foundation and eight Ohio medical schools.

HEALTHY COMMUNITIES CHECKLIST

- Access to Medical Care
- Aesthetics: Clean and Well-Maintained Environment; Landscaping; Art; Culture
- Air, Soil and Water Quality (i.e., Advanced Energy Initiatives)
- Built Environment (Complete Streets, Housing, Schools and Workplaces, Parks and Playgrounds, Pedestrian Walkways and Bike Trails, Brownfields and Open Spaces)
- Early Childhood Development: Education, Care
- Education
- Employment, Creating and Retaining Jobs, Job Training
- Entrepreneurship
- Personal/Public Safety
- Public Transportation, including Transit-Oriented Development
- Senior Needs: Accommodation, Care, Services
- Social Networks/Social Environment; Democracy-Building, Community Engagement
- Social Services

Consumer Credit Counseling Service (CCCS) of Greater Dallas, www.cccs.net/

(Note: There are organizations that provide consumer credit counseling services throughout the country. Some may be community leaders and others may not be. CCCS of Greater Dallas is a member of the National Foundation for Credit Counseling (NFCC) and is certified by NFCC, its counselors are trained in credit and financial education, and it has worked with creditors for more than three decades. For information on how to choose a consumer credit counseling organization, see the Federal Trade Commission's webpage: www.consumer.ftc.gov/articles/0153-choosing-credit-counselor.)

The mission of Consumer Credit Counseling Service of Greater Dallas Inc. is to promote sound financial management among individuals and families.

Services

- Financial Counseling
- Bankruptcy Services (*see details below*)

Education

We offer courses on location or online for a variety of topics ranging from basic financial literacy and wellness, homeownership readiness and sustainability, credit, banking, shopping, saving and more. (Some courses available in Spanish)

Pre-Discharge Bankruptcy Education:

Financial wellness and credit education class includes credit costs, rights and responsibilities to troubled debtors pre-discharge.

Live Webinars:

- Credit Webinars
- Family & Life Events Webinars
- Housing Webinars
- Money Webinars
- Radio Show
- Specialty Webinars

HEALTHY COMMUNITIES CHECKLIST

- Building Financial Capacity: Financial Literacy Training; Quality Financial Services and/or Products that Build/Maintain Assets

Corporation for Enterprise Development (CFED), <http://cfed.org>

The Corporation for Enterprise Development (CFED), a national nonprofit 501(c)3 organization, empowers low- and moderate-income households to build and preserve assets by advancing policies and programs that help them achieve the American Dream, including buying a home, pursuing higher education, starting a business and saving for the future. As a leading source for data about household financial security and policy solutions, CFED understands what families need to succeed. We promote programs on the ground and invest in social enterprises that create pathways to financial security and opportunity for millions of people.

Assets & Opportunities Scorecard

Data is available by state and by issue area:

- Financial Assets & Income
- Businesses and Jobs
- Housing & Homeownership
- Health Care
- Education
- Programs

CFED programs test and refine promising ideas in communities to find out what works. All our programs depend on local partners, include a policy component and are designed to scale up if the program is deemed a success. Programs below are currently underway. Each tests an innovative strategy for expanding economic opportunity for low- to moderate-income Americans.

- **The 1:1 Fund**

The 1:1 Fund supports the college dreams of low-income children by ensuring that those dreams are matched with savings in the bank. We make it easy for donors, large and small, to help kids save for college by matching their contributions in special children's savings accounts. These accounts help low-income families save for college while giving them the confidence that post-secondary education is a real and attainable goal.

- **The Assets & Opportunity Network**

The national Assets & Opportunity Network is a movement-oriented group of advocates, practitioners, policymakers and others working to expand the reach and deepen the impact of asset-based strategies. Network members are on the frontlines of advocacy, coalition-building and service delivery.

- **Children's Savings Accounts (CSAs)**

Over 1.3 million American children born each year—and more than half of minority children—are born into families with negligible savings to invest in their futures. Yet research and practice have shown that family ownership of even a few thousand dollars in assets can give children not only a measure of economic security, but also a transformative sense of possibility and hope for the future.

CFED is engaged in a range of strategies to provide children's savings accounts and asset-building opportunities for all children in the United States through large-scale programs, innovative partnerships and effective public policy. Specifically, CFED aims to integrate savings accounts into existing systems serving children and youth, including municipalities, schools, early childhood development programs, college readiness programs, affordable housing and similar networks.

- **Individual Development Accounts (IDAs)**
Individual Development Accounts (IDAs) are matched savings accounts that help people with modest means to save toward the purchase of a lifelong asset, such as a home.
- **Innovations in Manufactured Homes**
Over 17 million people in the United States live in manufactured homes, and more still seek affordable pathways to build assets through homeownership. At CFED we believe that manufactured housing can and has opened the door to homeownership for millions of families, a door that otherwise would have remained shut. In order to realize manufactured housing's asset-building potential, we have implemented interventions through partnerships, practice and advocacy that improve access to quality homes and communities, and support favorable public policies and safe and affordable home financing.
- **Self-Employment Tax Initiative (SETI)**
The Self-Employment Tax Initiative (SETI) is a small business development strategy that takes advantage of the tax code to help low-income, self-employed individuals formalize and grow their businesses, create jobs and access tax-based asset-building opportunities. SETI recognizes the tax season as an incredibly opportune time to introduce self-employed business owners to a host of products and services that support small business development and asset building.

Policy Agenda

CFED's policy agenda focuses on work at the federal, state and local levels and spans five issue areas:

- Financial Assets and Income
- Businesses and Jobs
- Housing and Homeownership
- Education
- Health Care

Resource Directory

CFED's Resource Directory is not only home to all of CFED's publications, but also an extensive library of the latest tools, research and resources on asset building and expanding economic opportunity developed by the field. You can view the resources several different ways; publications published by CFED, resources sorted by topics/issue areas or perform a customized search of the complete library.

HEALTHY COMMUNITIES CHECKLIST

- Building Financial Capacity: Financial Literacy Training; Quality Financial Services and/or Products that Build/Maintain Assets
- Built Environment (Complete Streets, Housing, Schools and Workplaces, Parks and Playgrounds, Pedestrian Walkways and Bike Trails, Brownfields and Open Spaces)
- Entrepreneurship

Dallas Women's Foundation, www.dallaswomensfdn.org/

Programs & Impact

When 19 women in 1985 decided to establish Dallas Women's Foundation, it created a splash that over the past three decades, turned strategic investment in women and girls into a powerful ripple effect that has changed lives, communities and the world.

Although great strides have been made since that time, there are still far too many women and girls who face economic, social and educational challenges that threaten to keep them from reaching their full potential. These women and girls live in our neighborhoods, our city, our region – no different than those women and girls who struggle in other parts of our country and across the world.

Economic Security

The first year of Dallas Women's Foundation's Economic Security initiative has been a solid success, and we are continuing to learn about how to best support women and girls who are economically at-risk or need to learn more to prevent future financial missteps. Based upon our experiences this past year, the grants for future Economic Security initiative cohorts will be by invitation only.

Leadership Initiative

Dallas Women's Foundation seeks to advance and increase the number of women in leadership positions by presenting leadership forums, publishing the voices of women leaders, producing targeted research advocating for women's leadership. We are committed to creating and funding new opportunities for women and girls to lead.

Gender Matters® Research Initiatives

Women of all ages, races, cultures and circumstances face enormous challenges in their journey to success. Dallas Women's Foundation research – Gender Matters® – enables us to understand and target the greatest gaps in services and identify the most effective solutions that can advance positive social and economic change for women and girls.

We engage in landmark original research as well as leverage leading research from organizations around the world to guide our granting, inform our donors and partners, and strengthen our credible voice for women and girls. Research guides our prioritization of issues, our advocacy strategies, and ultimately, the financial and human resources we invest with our community partners.

Philanthropy Education

Dallas Women's Foundation empowers women's philanthropy by providing high-quality programming on best practices and changing trends in philanthropy. Topics range from gender analysis in philanthropic strategy to impact investing. We believe that a collaborative approach, women working together to create a lasting impact, is the only way that we will be able to move the needle on women's issues.

Philanthropy Education Workshop attendees learn how to identify and target areas of personal interest and align giving with their priorities. More workshops will be scheduled for Spring 2014.

Advocacy

Outreach and education of elected officials and the public on policy-related issues that affect women and girls is critical to helping Dallas Women’s Foundation unlock resources for women. We serve as the collective voice for women leaders throughout our region and state. And we work to give voice to women who lack a voice in the public dialogue: women who need critical resources and will use these resources for the betterment of themselves and our region.

As advocates for women and girls we:

- Provide lawmakers, decision-makers and the public with current, factual information on policy issues related to women and girls.
- Commission and share research on issues impacting women and girls
- Engage supporters on priority issues

Driving Change

For almost three decades, Dallas Women’s Foundation has helped advance positive social and economic change for women and girls. Our community granting supports a number of initiatives that support women and girls, including health & safety, education & leadership and economic security. Our donors are our partners in these initiatives and share in the success of our investments in the ripple effect.

Gender Lens Investing

We are expanding our definition of how we invest in women and girls by putting our capital to work in investment instruments that yield a financial and social return to women and girls. We call this Gender Lens Investing. Our goal is to grow our Gender Lens Investments to 8 to 12 percent of our overall portfolio of invested assets over the next five years. Through conscientious stewardship of resources contributed by our donors, and through comprehensive research, due diligence and investment analytics, we are targeting investments that:

- Increase access to capital for women entrepreneurs and businesses that have women in leadership positions
- Promote workplace equity, such as publicly traded companies that have women on boards and in senior leadership positions
- Products and services that benefit women and girls

HEALTHY COMMUNITIES CHECKLIST

- Access to Medical Care
- Early Childhood Development: Education, Care
- Education
- Entrepreneurship
- Personal/Public Safety
- Social Services

Detroit, Michigan “The City That Won’t Give Up”

(Note: For examples of how Detroit, Mich., invests in healthy communities, see Chapter 10, “The City That Won’t Give Up: Detroit, Michigan,” in *Designing Healthy Communities*, by Richard J. Jackson with Stacy Sinclair, Hoboken, N.J.: Jossey-Bass, 2012, pp. 139–56.)

HEALTHY COMMUNITIES CHECKLIST

- Access to Healthy Food
- Aesthetics: Clean and Well-Maintained Environment; Landscaping; Art; Culture
- Built Environment (Complete Streets, Housing, Schools and Workplaces, Parks and Playgrounds, Pedestrian Walkways and Bike Trails, Brownfields and Open Spaces)
- Education
- Entrepreneurship
- Personal/Public Safety
- Physical Activity
- Social Networks/Social Environment; Democracy-Building, Community Engagement

Elgin, Illinois “Reinventing a Healthy City Through Community Leadership for Sustainability”

(Note: For examples of how Elgin, Ill., invests in healthy communities, see Chapter 7, “Reinventing a Healthy City Through Community Leadership for Sustainability: Elgin, Illinois,” in *Designing Healthy Communities*, by Richard J. Jackson with Stacy Sinclair, Hoboken, N.J.: Jossey-Bass, 2012, pp. 91-105.)

HEALTHY COMMUNITIES CHECKLIST

- Air, Soil and Water Quality
- Built Environment (Complete Streets, Housing, Schools and Workplaces, Parks and Playgrounds, Pedestrian Walkways and Bike Trails, Brownfields and Open Spaces)
- Physical Activity
- Social Networks/Social Environment; Democracy-Building, Community Engagement

Enterprise Community Partners, www.enterprisecommunity.com

For more than 30 years, Enterprise has introduced solutions through public-private partnerships with financial institutions, governments, community organizations and other partners that share our vision that one day, every person will have an affordable home in a vibrant community, filled with promise and the opportunity for a good life.

- Our mission is to create opportunity for low- and moderate-income people through affordable housing in diverse, thriving communities.
- For housing to be a springboard to a good life, it must exist in a supportive living environment with jobs, quality schools, child care, transportation, health care and support for seniors, with access to parks, community spaces and food and retail services that support a healthy lifestyle. Enterprise develops and preserves affordable housing in communities linking people to opportunities for success. When these links are absent, Enterprise forms partnerships and bridges gaps toward creating more vibrant places for people to live and pursue their dreams.
- Since 1982, Enterprise has raised and invested nearly \$14 billion in equity, grants and loans to help build or preserve 300,000 affordable rental and for-sale homes to create vital communities and more than half a million jobs nationwide.
- Enterprise is advocating for policy solutions and creating new approaches and partnerships to end the foreclosure crisis, such as the Mortgage Resolution Fund. The fund's goal is to raise \$1 billion to help families remain in their homes and stabilize communities.
- More than 51 percent of all homes financed with Enterprise support meet the Enterprise Green Communities Criteria, the only national framework for building and preserving green affordable housing.
- Headquartered in Columbia, Md., Enterprise has offices and an on-the-ground presence across the United States. We offer a range of financial products and programs to improve and increase the supply of affordable housing as well as revitalize communities.

HEALTHY COMMUNITIES CHECKLIST

- Air, Soil and Water Quality (i.e., Green Communities Criteria)
- Built Environment (Complete Streets, Housing, Schools and Workplaces, Parks and Playgrounds, Pedestrian Walkways and Bike Trails, Brownfields and Open Spaces)
- Public Transportation, including Transit-Oriented Development
- Senior Needs: Accommodation, Care, Services (i.e., Ernestine Anderson Place)

Evergreen Cooperative Corp., <http://evergreencooperatives.com/about/evergreen-story/>

The Evergreen Cooperatives Story

Launched in 2008 by a working group of Cleveland-based institutions (including the Cleveland Foundation, the Cleveland Clinic, University Hospitals, Case Western Reserve University and the municipal government), the Evergreen Cooperative Initiative is working to create living wage jobs in six low-income neighborhoods (43,000 residents with a median household income below \$18,500) in an area known as Greater University Circle (GUC).

Green City Growers Cooperative Inc. will operate a 3.25-acre leafy greens, hydroponic greenhouse in the central neighborhood of Cleveland, Ohio.

The Evergreen Cooperative Initiative has been designed to cause an economic breakthrough in Cleveland. Rather than a trickle-down strategy, it focuses on economic inclusion and building a local economy from the ground up; rather than offering public subsidy to induce corporations to bring what are often low-wage jobs into the city, the Evergreen strategy is catalyzing new businesses that are owned by their employees; rather than concentrate on workforce training for employment opportunities that are largely unavailable to low-skill and low-income workers, the Evergreen Initiative first creates the jobs and then recruits and trains local residents to take them.

The primary purposes of the Initiative:

1. Promote, coordinate and expand economic opportunity and wealth building through a network of green, community-based enterprises;
2. Promote community stabilization and revitalization of the disinvested neighborhoods of Greater University Circle and similar areas of the city;
3. Promote public understanding of cooperative principles and how cooperatives and other community wealth building models function; and
4. Encourage and enable cities and other areas throughout Ohio and the United States to implement their own local programs based on these principles, models and strategies.

Vision:

The Evergreen Cooperative Initiative is based on a vision of “community wealth building.” Community wealth strategies aim at improving the ability of communities and individuals to increase asset ownership, anchor jobs locally, strengthen the municipal tax base, prevent financial resources from “leaking out” of the area and ensure local economic stability.

The strategic pillars on which the Initiative is built are: (1) leveraging a portion of the multi-billion dollar annual business expenditures of anchor institutions into the surrounding neighborhoods; (2) establishing a robust network of Evergreen Cooperative enterprises based on community wealth building and ownership models designed to service these institutional needs; (3) building on the growing momentum to create environmentally sustainable energy and green collar jobs (and, concurrently, support area anchor institutions in achieving their own environmental goals to shrink their carbon footprints); (4) linking the entire effort to expanding sectors of the economy (e.g., health care, our aging population, local food and sustainable energy), many of which are recipients of large-scale public investment; and (5) developing the financing and management capacities that can take this effort to scale (that is, to move beyond a few boutique projects or models to have significant municipal impact).

HEALTHY COMMUNITIES CHECKLIST

- Air, Soil and Water Quality (i.e., Environmentally Sustainable Energy and Green Collar Jobs)
- Building Financial Capacity: Financial Literacy Training; Quality Financial Services and/or Products that Build/Maintain Assets (i.e., Employee Ownership)
- Employment, Creating and Retaining Jobs, Job Training
- Entrepreneurship

F.B. Heron Foundation, <http://fbheron.org>

Our strategy is to invest capital to expand reliable employment and economic opportunity for those on the margins. Without reliable work for a growing number of people, poverty and other ills undermine America’s promise of “life, liberty and the pursuit of happiness.”

In 2012, following a scan of the environment and an examination of our priorities, we shifted our strategy from an emphasis on access to assets (such as homeownership) as the route to “full livelihood” to an emphasis on jobs and economic opportunity. While we continue to believe that access to training, housing and financial services is important, we believe that reliable employment is more fundamental.

We changed our approach because of the outsized, urgent and structural nature of the problems we seek to address. We have seen U.S. poverty become baked into our economy—routine rather than marginal and exceptional. We have seen the limitations of access to jobs or financial services, largely because they are no longer connected to a universally welcoming mainstream economy. We believe that we must accept that the urgency and the large scale of the problem are fundamental challenges to our success. That has prompted us to change our strategy, our tactics and the way we operate.

Investments:

Heron’s investing goal is to align 100 percent of our capital with our mission. We target growth-stage nonprofits and for-profits that will:

- Increase and maintain reliable employment, especially for people who are economically disadvantaged;
- Advance systemic innovations in the economy that will help individuals and communities succeed; and
- Result in net positive contributions to society.

We operate through a single capital deployment office, removing the traditional foundation’s distinction between investing and grantmaking. We understand that Heron’s money alone is not enough for an enterprise to succeed; therefore, we primarily co-invest.

Heron’s Investment Approach:

- 100 percent of our assets for mission
- Tax-status agnostic (for-profits and nonprofits)
- All forms of capital (debt, equity, grants, intellectual, etc.)
- Growth-stage enterprises

Strategy:

The World Has Changed and So Must We: Heron's Strategy for Capital Deployment

"...A particularly hair-raising study, 'An Economy that Works: Job Creation and America's Future,' issued by McKinsey Global Institute in June 2011, intones a litany of daunting statistics: '...7 million decline in the number of US jobs since December 2007 ... 60 months projected length of 'jobless recovery' ... 20 percent of men in the population not working today, up from 7 percent in 1970 ... 23 percent drop in rate of new business creation since 2007, resulting in as many as 1.8 million fewer jobs, and 58 percent of employers say that they will hire more temporary and part-time workers.' The executive summary goes on to say, 'only in the most optimistic scenario will the United States return to full employment (5 percent unemployment) before 2020.' Possibly the most worrisome findings are that we have experienced lengthening 'jobless recoveries' from recessions in the past two decades, coupled with a documented mismatch of predicted opportunities with the available skills and education levels of U.S. workers.

An economy capable of offering a job to every willing worker, or at least to every household—as well as a workforce capable of seizing the available opportunities—is a fundamental prerequisite to achieving most other societal aspirations. Conversely, lack of work invites in a witches' brew of health, educational and social problems that accelerate one's spiral into poverty."

We believe we can realize an economic vision for a more universally prosperous society, one that supports democratic pluralism and civic vibrancy, provides dependable work for adequate pay, protects the most vulnerable and successfully competes in the global market. This approach emphasizes investment in small and midsized enterprises, a strengthening of the direct connection of local and regional economies with global as well as local and regional markets, and the primacy of reliable revenue (as opposed to a default position favoring investment in fixed assets such as real estate) in economic development strategies. In a sense, this pragmatic middle represents nothing more than a revitalization of America's traditional vision of an economy that delivers value and opportunity to a larger rather than a smaller number of workers and stakeholders.

Here are some of the actions we are taking:

- We will invest through a single capital deployment department, removing the traditional foundation's separation of investment from grant making. In our current operations, we have combined them into a single, dedicated activity: to deploy capital for mission. Essentially, the 'foundation as enterprise' will have as its sole purpose the effective deployment of philanthropic capital to achieve our mission.
- As noted above, we will engage with both social and business enterprises as a capital investor dedicated to the viability and mission productivity of organizations and their business engines, regardless of legal form of business or tax status. By taking on the role of capital provider, we will seek to stabilize, make more effective and build sustainability in the sector's key enterprises, whatever their tax status or legal form of business.
- We will routinely look outside our foundation, sector, and industry for opportunities to become a joint investor, working with individuals, banks, government, foundations and businesses.
- Our grants will be concentrated on providing philanthropic equity and building this capacity within Heron and more generally in the sector.
- We will renew our determination to promote the simplified sharing of data, methods, underwriting and research with others to reduce transaction costs, improve efficiency for our investees and generally promote better-functioning, more efficient and more productive enterprise investing relevant to our mission.

Rebalance to a Focus on Work and Income

Our belief, at this stage, is that our financial capital investment will focus first on opportunities that, above all, add jobs to the economy and help combat persistent poverty and unemployment. Other investments would focus on influence through public companies and partnerships and on innovation/effectiveness in work and opportunity for low-income people through nonprofits, cooperatives, hybrids and for-profits with “mission first” orientation.

HEALTHY COMMUNITIES CHECKLIST

- Employment, Creating and Retaining Jobs, Job Training
- Entrepreneurship

The Food Trust, <http://thefoodtrust.org>

What We Do

Ensuring that everyone has access to affordable nutritious food and information to make healthy decisions.

With more than 20 years on-the-ground experience, The Food Trust has developed a comprehensive approach to improving food access which combines nutrition education and increased availability of healthy, affordable foods. This type of comprehensive approach to food access has seen success in Philadelphia, where The Food Trust is a key partner of Get Healthy Philly, a groundbreaking public health initiative led by Mayor Nutter and the Philadelphia Department of Public Health.

The Food Trust works:

- In schools
- In corner stores
- In community centers
- With supermarkets
- At farmers' markets
- At Night Market Philadelphia
- Through policy change
- Through research and evaluation

Where We Work

The Food Trust is a nationally recognized nonprofit, working in dozens of states and at a national level to improve access to healthy, affordable food.

In Philadelphia, where The Food Trust was founded in 1992, the organization is committed to working with partners like the Philadelphia Department of Public Health's Get Healthy Philly initiative to create a comprehensive solution to the issue of food access, improving the health of families and communities through nutrition education, improved school food environments, farmers' markets, healthier food options in corner stores, new and expanded supermarkets and healthy food marketing campaigns and other programs.

Across the country, The Food Trust is working with local partners to spread the success of Philadelphia's initiatives.

And at the national level, The Food Trust is a lead partner organization for Voices for Healthy Kids, a new collaboration between the American Heart Association and the Robert Wood Johnson Foundation working to engage, organize and mobilize people to improve the health of their communities and reverse the childhood obesity epidemic. The Food Trust is also an advocate for the Healthy Food Financing Initiative, a pillar of the First Lady's Let's Move campaign, serves as a regional lead agency for the National Farm to School Initiative, founded and co-convenes the National Healthy Corner Store Network and is a partner in the nationwide Healthy Food Access Portal, a new resource for communities committed to improving food access.

Consulting

We contract directly with federal, state, local, commercial, and nonprofit entities on a wide variety of healthy food access projects, ranging from provision of technical assistance to consulting support for larger programs and federal public health initiatives. We are a certified subcontractor on several major federal contracts with U.S. Department of Agriculture and the Centers for Disease Control and Prevention.

The Food Trust's consulting services include:

- Strategic planning
- Project launch and management
- Economic development
- In-store marketing strategies
- Creating and implementing Healthy Corner Store programs
- Comprehensive community food assessments
- Research and evaluation
- Policy development and analysis
- Customized training, webinars, reports and presentations
- Technical assistance
- Capacity building for supermarket initiatives through:
 - GIS mapping
 - Stakeholder management
 - Site selection and vendor selection
 - Funding strategy
- Developing best-in-class farmers' markets
- Food Hub expertise regarding placement, development and management
- Development and implementation of successful farm-to-school programs
- Support for preschool and school nutrition programs, including:
 - Compliance with federal, state and district standards
 - Curriculum and menu development
 - Strategies for healthy food promotion in cafeterias
 - Food service training

HEALTHY COMMUNITIES CHECKLIST

- Access to Healthy Food

Ford Foundation, www.fordfoundation.org

We believe all people should have the opportunity to reach their full potential, contribute to society and have voice in the decisions that affect them.

We believe the best way to achieve these goals is to encourage initiatives by those living and working closest to where problems are located; to promote collaboration among the nonprofit, government and business sectors; and to ensure participation by men and women from diverse communities and all levels of society. In our experience, such activities help build common understanding, enhance excellence, enable people to improve their lives and reinforce their commitment to society.

We work mainly by making grants or loans that build knowledge and strengthen organizations and networks.

Created with gifts and bequests by Edsel and Henry Ford, the foundation is an independent, nonprofit, nongovernmental organization, with its own board, and is entirely separate from the Ford Motor Company. Program officers in the United States, Africa, the Middle East, Asia and Latin America explore opportunities to pursue the foundation's goals, formulate strategies and recommend proposals for funding.

The foundation works in three program areas. Together, these programs build on the foundation's mission and values. They encompass our eight issue areas and the corresponding initiatives through which we make our grants.

1. Economic Opportunity and Assets:

Reducing poverty and establishing economic security. We focus on helping people build individual and shared assets, including natural resources that sustain livelihoods in rural communities, marketable skills that enable people to improve their earning power and pioneering programs that make it possible for low-income families to save and to access opportunities in broader metropolitan economies.

2. Democracy, Rights and Justice:

Strengthening democracy and advancing human rights for all. We support efforts to build more democratic and accountable governments by strengthening the rule of law, giving people a voice in the institutions that affect their lives and promoting human rights. All of this work is guided by a commitment to human dignity.

3. Creativity and Free Expression:

Promoting more equitable education and greater voice and expression. We support transformative education and scholarship programs, public interest media, religious expression, arts spaces and reproductive health and rights. Central to our work is the belief that knowledge, creativity and understanding enrich people's lives and advance societies.

In addition to grant making through our main program areas, we occasionally undertake major initiatives that reflect elements of all our programs. These Special Initiatives usually require significant funding over a period of years in an effort to make a groundbreaking impact in a particular area.

Many of our Special Initiatives—including GrantCraft and the International Fellowships Program—have evolved into stand-alone organizations.

- GrantCraft: Provides a source of practical wisdom for grant makers, offering tools and techniques for effective grant making.
- Good Neighbor Committee: Supports organizations and activities in the community surrounding our New York City headquarters.

HEALTHY COMMUNITIES CHECKLIST

- ✔ Aesthetics: Clean and Well-Maintained Environment; Landscaping; Art; Culture
- ✔ Building Financial Capacity: Financial Literacy Training; Quality Financial Services and/or Products that Build/Maintain Assets
- ✔ Built Environment (Complete Streets, Housing, Schools and Workplaces, Parks and Playgrounds, Pedestrian Walkways and Bike Trails, Brownfields and Open Spaces)
- ✔ Education
- ✔ Employment, Creating and Retaining Jobs, Job Training
- ✔ Entrepreneurship (e.g., Center for Rural Entrepreneurship)
- ✔ Public Transportation, including Transit-Oriented Development (i.e., Connecting People to Opportunity)
- ✔ Social Networks/Social Environment; Democracy-Building, Community Engagement
- ✔ Social Services (i.e., Good Neighbor Committee)

Growing Power, www.growingpower.org

In 1993, Growing Power was an organization with teens who needed a place to work. Will Allen was a farmer with land. Will designed a program that offered teens an opportunity to work at his store and renovate the greenhouses to grow food for their community. What started as a simple partnership to change the landscape of the north side of Milwaukee has blossomed into a national and global commitment to sustainable food systems.

Since its inception, Growing Power has served as a "living museum" or "idea factory" for the young, the elderly, farmers, producers and other professionals ranging from USDA personnel to urban planners. Training areas include the following: acid-digestion, anaerobic digestion for food waste, bio-phyto remediation and soil health, aquaculture closed-loop systems, vermiculture, small and large scale composting, urban agriculture, permaculture, food distribution, marketing, value-added product development, youth education, community engagement, participatory leadership development and project planning.

Growing Power Inc. is a nonprofit organization and land trust supporting people from diverse backgrounds and the environment in which they live by helping to provide equal access to healthy, high-quality, safe and affordable food. This mission is implemented by providing hands-on training, on-the-ground demonstration, outreach and technical assistance through the development of Community Food Systems that help people grow, process, market and distribute food in a sustainable manner.

Growing Power has multiple farm sites located in Wisconsin and Illinois. Some of our farms are in urban neighborhoods and other farms are in rural settings. In addition to the farms where we raise our produce and livestock, we assist other projects in Milwaukee and Chicago.

HEALTHY COMMUNITIES CHECKLIST

- Access to Healthy Food
- Air, Soil and Water Quality
- Education
- Employment, Creating and Retaining Jobs, Job Training
- Entrepreneurship
- Social Networks/Social Environment; Democracy-Building, Community Engagement

Habitat for Humanity International, www.habitat.org

Habitat for Humanity is a nonprofit, ecumenical Christian ministry founded on the conviction that every man, woman and child should have a decent, safe and affordable place to live.

Local Habitat for Humanity Affiliates:

We have more than 1,500 local affiliates in the United States and more than 80 national organizations around the world. Together, we have helped to build or repair over 600,000 houses and serve more than 3 million people worldwide.

Each affiliate coordinates all aspects of Habitat home building in its local area—fundraising; building site selection; partner family selection and support; house construction; and mortgage servicing.

Affiliates operate within the framework of the Habitat Affiliate Covenant but remain independently run, nonprofit organizations.

(Note: The overall activities of affiliates are not identical; some are involved in neighborhood development and/or revitalization, so in addition to providing affordable housing, they partner with local organizations to help meet residents' needs.)

HEALTHY COMMUNITIES CHECKLIST

- Built Environment (Complete Streets, Housing, Schools and Workplaces, Parks and Playgrounds, Pedestrian Walkways and Bike Trails, Brownfields and Open Spaces)

Harlem Children's Zone, www.hcz.org

Called "one of the most ambitious social-service experiments of our time," by the *New York Times*, the Harlem Children's Zone Project is a unique, holistic approach to rebuilding a community so that its children can stay on track through college and go on to the job market.

The goal is to create a "tipping point" in the neighborhood so that children are surrounded by an enriching environment of college-oriented peers and supportive adults, a counterweight to "the street" and a toxic popular culture that glorifies misogyny and anti-social behavior.

In January 2007, the HCZ Project launched its Phase 3, expanding its comprehensive system of programs to nearly 100 blocks of Central Harlem. President Barack Obama has called for the creation of "Promise Neighborhoods" across the country based on the comprehensive, data-driven approach of the HCZ Project.

The HCZ pipeline begins with The Baby College, a series of workshops for parents of children ages 0-3. The pipeline goes on to include best-practice programs for children of every age through college. The network includes in-school, after-school, social-service, health and community-building programs. The pipeline has, in fact, dual pathways: on one track, the children go through our Promise Academy charter schools; while on the other track, we work to support the public schools in the Zone, both during the school day with in-class assistants and with afterschool programs.

For children to do well, their families have to do well. And for families to do well, their community must do well. That is why HCZ works to strengthen families as well as empowering them to have a positive impact on their children's development.

HCZ also works to reweave the social fabric of Harlem, which has been torn apart by crime, drugs and decades of poverty.

The two fundamental principles of The Zone Project are to help kids in a sustained way, starting as early in their lives as possible, and to create a critical mass of adults around them who understand what it takes to help children succeed.

The HCZ Project began as a one-block pilot in the 1990s, then following a 10-year business plan, it expanded to 24 blocks, then 60 blocks, then ultimately 97 blocks. The budget for the HCZ Project for fiscal year 2010 is over \$48 million, costing an average of \$5,000 per child.

Like all HCZ programs, those of the HCZ Project are provided to children and families absolutely free of charge, which is made possible by the support of people like you

Practitioners Institute:

Though the number of children and adults served by the Children's Zone is ambitious, those numbers are dwarfed by the millions of children, particularly those of color, who are being lost to the chronic poverty of America's inner cities.

HCZ feels our comprehensive approach to educating children and strengthening families can be successful in other communities as well as Harlem, so we have created the Practitioners Institute, which shares information about our work with others.

The goal is to help communities so they can identify their resources and needs, then organize a coordinated, interdisciplinary strategy.

For a reasonable fee, a community delegation can attend either a three-hour or three-day workshop. The Practitioners Institute has worked with more than 70 groups across the United States, from Florida to California, and with delegations from 24 countries, from Indonesia to Romania.

HEALTHY COMMUNITIES CHECKLIST

- Access to Healthy Food
- Access to Medical Care
- Aesthetics: Clean and Well-Maintained Environment; Landscaping; Art; Culture
- Building Financial Capacity: Financial Literacy Training; Quality Financial Services and/or Products that Build/Maintain Assets
- Built Environment (Complete Streets, Housing, Schools and Workplaces, Parks and Playgrounds, Pedestrian Walkways and Bike Trails, Brownfields and Open Spaces)
- Early Childhood Development: Education, Care
- Education
- Employment, Creating and Retaining Jobs, Job Training
- Personal/Public Safety
- Physical Activity
- Social Networks/Social Environment; Democracy-Building, Community Engagement
- Social Services

Housing Partnership Network, www.housingpartnership.net

The mission of the Housing Partnership Network is to build affordable homes, better futures and vibrant communities for low- and moderate-income people through partnerships with our member organizations, the business sector, government, and philanthropic institutions.

Enterprises

Created to support the mission and work of our members, social enterprises provide the Network with a diversified revenue stream to strengthen long-term sustainability. These enterprises enable members to pool their resources, access capital, increase their scale and improve their ability to respond to the needs of their communities. They also generate earned income that helps to fund the Network's research and development, peer exchange and policy initiatives. HPN's social enterprises are organized into the following business areas:

- **Neighborhood Stabilization**

In 2008, the Network played a lead role in creating the National Community Stabilization Trust, formed to help communities acquire vacant, foreclosed homes at below-market prices from the nation's largest mortgage servicing companies. To date, this sector wide collaborative has helped communities and nonprofits take possession of 10,000 foreclosed homes from financial institutions. ... The Network was also a leading player in the nationwide campaign to fund the federal Neighborhood Stabilization Program, which has been the principal capital resource for nonprofit developers and local governments to acquire and rehabilitate foreclosed homes.

- **Best Practices for the Industry**

The Network has built a family of enterprises that address the continuum of challenges related to foreclosure, from foreclosure counseling to the Mortgage Resolution Fund, and homeownership counseling (FRAMEWORK®) to new initiatives related to scattered site rental housing (RETURN).

- **Housing Counseling**

Since 1995, we have supported our members with a cumulative pass-through of more than \$35 million in combined federal HUD Housing Counseling and National Foreclosure Mitigation Counseling Program funds, which have enabled the provision of homeownership, foreclosure prevention, renter, homeless and reverse mortgage counseling to over 750,000 families.

- **Housing Partnership Equity Trust**

The Housing Partnership Equity Trust is a social venture REIT [Real Estate Investment Trust] that owns and operates multifamily buildings in partnership with 12 of the Network's high-performing housing operators/members. It is the latest social venture start-up incubated by HPN, with initial capitalization of \$100 million from the MacArthur Foundation, the Ford Foundation, Prudential Life Insurance and Citibank.

- **Housing Partnership Insurance Exchange**

The Housing Partnership Insurance Exchange is the first "captive" insurance company created, owned and operated by nonprofit housing developers. ... It provides top-performing nonprofits with superior coverage, customized loss control services and stable premiums, which shield subscribers from the volatile pricing in the conventional insurance market.

- **Housing Partnership DIRECT**

Housing Partnership DIRECT is a group buying collaborative of the Housing Partnership Network designed to provide discounts and stabilization of costs in property operations and new construction and rehabs. It was developed for Network members to create greater efficiency and cost savings by using their collective size and strength to secure competitive and stable pricing for products and services used in housing development and ongoing property and business operations.

- **Charter School Financing Partnership**

Housing Partnership Network members are the leading lenders to charter schools and other community facilities that foster economic opportunity and revitalization. Founded by five member CDFIs, the Charter School Financing Partnership (CSFP) is a groundbreaking vehicle that aggregated capital and the strength of member lending to access secondary market financing for charter schools that serve disadvantaged students and communities.

Impact Investing

The Housing Partnership Network, which is a CDFI, aggregates and deploys investment capital that advances the innovation, growth and social impact of the nation's top performing nonprofit entrepreneurs among our organizational membership. The shortage of equity capital and enterprise-level financing is a critical barrier that limits their scale and production. The Network raises capital. ...

These funds are pooled, structured and invested to launch or expand high-impact social enterprises that help them address critical challenges or opportunities. Much of HPN's impact investing is done through our CDFI lending subsidiary the Housing Partnership Venture Fund. There are three primary components of the Network's impact investing strategy:

- Corporate financing to grow our members' real estate business lines for the acquisition, development and preservation of single and multifamily affordable housing.
- Equity investments and loans to capitalize the start-up and operation of collaborative enterprises jointly owned by the members, the Network and other nonprofit intermediaries. More than \$10 million has been invested in the Charter School Financing Partnership, the Housing Partnership Equity Trust, the National Community Stabilization Trust, the Mortgage Resolution Fund and Housing Partnership DIRECT.
- Investments and loans directly to members to start or expand their mission-related businesses.

Peer Exchange

The cornerstone of the Network's approach to social entrepreneurship is peer learning and collaboration among senior executives from our member organizations. ... Our Communities of Practice deepen peer exchange and collaboration at roundtable sessions at our member meetings and throughout the year through conference calls, webinars and our internal networking site, Housing Partnership Online.

Innovation

The Network manages the innovation process and often engages outside consultants with specialized business expertise to work closely with a group of interested members to assess mission impact, determine feasibility and develop an implementation plan. Through this proven approach we have created more than a dozen social enterprises that are helping our members achieve greater scale and impact.

HEALTHY COMMUNITIES CHECKLIST

- ✓ Building Financial Capacity: Financial Literacy Training; Quality Financial Services and/or Products that Build/Maintain Assets
- ✓ Built Environment (Complete Streets, Housing, Schools and Workplaces, Parks and Playgrounds, Pedestrian Walkways and Bike Trails, Brownfields and Open Spaces)

King County, Washington:

“Public Health—Seattle & King County: Healthy Communities” (www.kingcounty.gov/healthservices/health/ehs/community.aspx), “Seattle Partners for Healthy Communities” (www.kingcounty.gov/healthservices/health/partnerships/sphc.aspx), “Achieving Individual Health through Community Investment: A Perspective from King County, Washington” (www.rwjf.org/content/dam/farm/reports/reports/2013/rwjf406409)

Planning for Healthy Communities Guidelines as approved by the King County Board of Health, March 17, 2011

The following nine guidelines are intended to inform land use and transportation planners working at regional, county, and city levels of strategies to improve the health of residents and communities throughout King County. The guidelines are based on actual and leading causes of preventable death and illness in King County. The guidelines apply to all populations of King County; particularly the very young, the very old, those with compromised health, and those living in harmful environments and near environmental hazards. These groups merit special attention because they bear disproportionate rates of disease and disability.

1. Physical Activity
2. Nutrition
3. Harmful Environmental Exposure
4. Transportation-Related Injury
5. Violence-Related Injury
6. Tobacco Use
7. Alcohol Use
8. Mental Health and Well-Being
9. Health Services Access

(Source: “Planning for Healthy Communities,” Guideline & Recommendation G&R11-01, King County Board of Health.)

HEALTHY COMMUNITIES CHECKLIST

- Access to Healthy Food
- Access to Medical Care
- Aesthetics: Clean and Well-Maintained Environment; Landscaping; Art; Culture
- Air, Soil and Water Quality
- Built Environment (Complete Streets, Housing, Schools and Workplaces, Parks and Playgrounds, Pedestrian Walkways and Bike Trails, Brownfields and Open Spaces)
- Personal/Public Safety
- Physical Activity
- Social Networks/Social Environment; Democracy-Building, Community Engagement

Kresge Foundation, <http://kresge.org>

The Kresge Foundation is a \$3 billion private, national foundation headquartered in metropolitan Detroit, in the suburb community of Troy, that works to expand opportunities in America's cities through grantmaking and investing in arts and culture, education, environment, health, human services, community development and our place-based efforts in Detroit.

In 2012, the Board of Trustees approved 410 awards totaling \$130.5 million; \$150.3 million was paid out to grantees over the course of the year.

Programs

We have seven, narrowly defined programs that work to improve the life circumstances of poor and low-income children and adults and those living in underserved communities.

Our energies are focused on:

- Creating access and opportunity in underserved communities.
- Improving the health of low-income people.
- Promoting arts and culture in community revitalization.
- Increasing college achievement.
- Assisting in the revitalization of Detroit.
- Addressing the consequences and causes of climate change.

Arts & Culture: We seek to build strong, healthy cities by promoting the integration of arts and culture in community revitalization.

Community Development: We aim to advance opportunity and improve the quality of life for underserved and marginalized populations by supporting work to strengthen the social and economic fabric in American cities.

Detroit: We aspire to change the city of Detroit's trajectory to one of long-term economic opportunity that advances social equity, promotes cultural expression and re-establishes our hometown as the center of a vibrant region.

Education: Increasing the number of college graduates in the United States can fuel a new, education-led era of prosperity and help low-income and underserved people change the trajectory of their lives. We invest in work that advances these ends.

Environment: We seek to help communities build environmental, economic and social resilience in the face of climate change

Health: Our goal is to reduce health disparities by promoting conditions and environments that lead to positive health outcomes for all Americans

Human Services: Our goal is to reduce health disparities by promoting conditions and environments that lead to positive health outcomes for all Americans.

HEALTHY COMMUNITIES CHECKLIST

- Access to Healthy Food
- Access to Medical Care
- Aesthetics: Clean and Well-Maintained Environment; Landscaping; Art; Culture
- Air, Soil and Water Quality
- Built Environment (Complete Streets, Housing, Schools and Workplaces, Parks and Playgrounds, Pedestrian Walkways and Bike Trails, Brownfields and Open Spaces)
- Early Childhood Development: Education, Care
- Education
- Employment, Creating and Retaining Jobs, Job Training
- Entrepreneurship
- Personal/Public Safety
- Physical Activity
- Public Transportation, including Transit-Oriented Development
- Social Networks/Social Environment; Democracy-Building, Community Engagement

Lakewood, Colorado: “From Monoculture to Human Culture: The Belmar District”

(Note: For examples of how Lakewood, Colo., invests in healthy communities, see Chapter 4, “From Monoculture to Human Culture: the Belmar District of Lakewood, Colorado” in *Designing Healthy Communities*, by Richard J. Jackson with Stacy Sinclair, Hoboken, N.J.: Jossey-Bass, 2012, pp. 53-65.)

HEALTHY COMMUNITIES CHECKLIST

- Aesthetics: Clean and Well-Maintained Environment; Landscaping; Art; Culture
- Air, Soil and Water Quality (i.e., Friendly Materials and Design)
- Built Environment (Complete Streets, Housing, Schools and Workplaces, Parks and Playgrounds, Pedestrian Walkways and Bike Trails, Brownfields and Open Spaces)
- Entrepreneurship
- Personal/Public Safety
- Physical Activity
- Public Transportation, including Transit-Oriented Development
- Social Networks/Social Environment; Democracy-Building, Community Engagement

Living Cities, www.livingcities.org

Founded in 1991, Living Cities is an innovative collaborative of 22 of the world's largest foundations and financial institutions. In nearly 20 years Living Cities members have collectively invested almost \$1 billion, helping shape federal funding programs, redirecting public and private resources and helping communities to build homes, stores, schools, community facilities and more. However, our members are not simply funders. They shape our work and priorities by participating on the Living Cities board of directors, four standing committees and three working groups. In sum, our members contribute the time of 80-plus expert program staff toward improving the lives of low-income people and the cities where they live.

We have spent the last three years working to determine how we can best serve as a trigger to bring philanthropy, investors and the public sector together to help re-imagine underinvested neighborhoods and find new ways to connect low-income people to economic opportunities wherever they exist in a region. Fundamentally, Living Cities works to re-engineer long-broken public systems such as education, workforce development and transportation for the 21st century.

Research & Development:

Living Cities is currently investing in four R&D areas: education, income and asset building, the green economy and transit-oriented development.

Local Integration:

Living Cities' focus on local integration acknowledges both the power and limitations of the neighborhood as levers for change and seeks to drive a broader perspective that recognizes the role systems and regions must play in securing economic opportunity for low-income people.

Leadership & Influence:

Through efforts such as the Project on Municipal Innovation, we bring together public sector leaders to learn about and act on integrative and transformative policy ideas. Our signature boot camps bring all the major stakeholders from a given area together to address a critical issue facing their community and to make wise use of new funding opportunities. Through our capital investments, we support the adoption of practices that work and drive other investments to traditionally underserved communities. The Admiral Center harnesses the power of celebrity to create social change.

Knowledge & Evaluation:

Knowledge is documented through various publications, such as white papers and policy briefs.

Practice:

In October 2010, Living Cities announced the five sites chosen for the Integration Initiative. The sites which will be participating from 2011 to 2013 are: Baltimore, Md.; Cleveland, Ohio; Detroit, Mich.; Newark, N.J. and the Twin Cities of Minneapolis and St. Paul, Minn. In aggregate, the sites receive an investment of \$85 million in grants, flexible debt and commercial debt by Living Cities and its members. They also participate in an array of formal and informal partnership and knowledge exchange opportunities including one-on-one meetings, site visits, online collaboration tools and cross-site convenings known as "Learning Communities."

Catalytic Capital:

- **Catalyst Fund:** Since 2008, the Catalyst Fund has made \$15 million in below-market rate loans to finance innovative efforts in the areas of neighborhood stabilization, energy efficiency retrofits, public education and access to fresh foods and health care. The Catalyst Fund's investments focus on these areas: improving education; providing opportunities to build income and wealth; promoting health and wellness; and enhancing neighborhoods and communities.
- **Capital and the Integration Initiative:** The Catalyst Fund is an \$85 million initiative underway in five cities to support game-changing innovations that address systematic and intractable problems affecting low-income people. Through the Integration Initiative, Living Cities is providing a package of at least \$15 million in grants, commercial loans and debt from the Catalyst Fund to each of the selected cities that are challenging traditional ways of doing business to improve access to education, housing, health care, transit and jobs for their residents.
- **Capital Absorption:** In 2010, Living Cities launched the Integration Initiative, an effort to transform the systems that shape the lives of low income people in five U.S. metropolitan regions: Baltimore, Cleveland, Detroit, Minneapolis–St. Paul and Newark. In the course of developing the Integration Initiative, the Living Cities team was repeatedly struck by gaps in what we have begun to refer to as “capital absorption capacity”—the ability of communities to make effective use of different forms of capital to provide needed goods and services to underserved communities. As a result, Living Cities is developing a research agenda meant to illuminate the elements that create capacity for the effective deployment of investment capital in underserved communities. Our goal is to build a new framework for understanding capital absorption capacity.

Leadership and Influence:

- **Catalytic Convenings:** Living Cities' Catalytic Convenings are events that provide Living Cities' membership with the opportunity to learn more about the emerging ideas and trends in cities as well as craft shared strategies and frameworks that can build on and accelerate these trends. By engaging existing and potential partners from the public, private, nonprofit and philanthropic sectors, these strategic forums facilitate the exchange of information from diverse perspectives and allow members to build relationships with a broader range of actors needed to create transformative change in America's cities.
- **Boot Camps:** The major policy issues that affect communities today are far too complex to be tackled by any one sector or level of government. In order to foster multi-faceted and collaborative approaches to addressing these issues, Living Cities has developed the boot camp model to drive progress and foster new relationships among people who may not currently work together but should. Living Cities boot camps are intensive, two-day gatherings that bring all the major stakeholders from a given area together to address a critical issue or opportunity facing their community. Our goal is to disrupt the status quo, bring unusual bedfellows together as needed to create solutions to today's problems and offer ways for teams to work together differently going forward. To date, Living Cities, has hosted three boot camps. For each, we have had the cooperation of the Obama administration, which has ensured that teams have the opportunity to communicate directly with the federal agencies that have influence over their work.

- **Project on Municipal Innovation:** The Project on Municipal Innovation (PMI) is a unique forum that enables city halls from across the country to learn about and act on integrative and transformative policy ideas. More than 35 cities have designated their chief of staff or policy director to participate in a highly engaged set of activity that includes online policy forums and biannual in-person meetings at Harvard. Taken together, PMI allows Living Cities and federal partners a strategic and ongoing platform to work directly with some of the country's largest and most creative cities.
- **Admiral Center:** The Admiral Center helps athletes and celebrities use their resources and influence to develop sustainable and impactful solutions to our nation's most pressing social problems.

HEALTHY COMMUNITIES CHECKLIST

- Air, Soil and Water Quality (i.e., Green Economy)
- Building Financial Capacity: Financial Literacy Training; Quality Financial Services and/or Products that Build/Maintain Assets
- Built Environment (Complete Streets, Housing, Schools and Workplaces, Parks and Playgrounds, Pedestrian Walkways and Bike Trails, Brownfields and Open Spaces)
- Early Childhood Development: Education, Care
- Education
- Employment, Creating and Retaining Jobs, Job Training
- Entrepreneurship
- Public Transportation, including Transit-Oriented Development

Local Initiatives Support Corporation (LISC), www.lisc.org

The Local Initiatives Support Corporation (LISC) is dedicated to helping community residents transform distressed neighborhoods into healthy and sustainable communities of choice and opportunity—good places to work, do business and raise children. LISC mobilizes corporate, government and philanthropic support to provide local community development organizations with:

- Loans, grants and equity investments
- Local, statewide and national policy support
- Technical and management assistance

LISC is a national organization with a community focus. Our program staff are based in every city and many of the rural areas where LISC-supported community development takes shape. In collaboration with local community development groups, LISC staff help identify priorities and challenges, delivering the most appropriate support to meet local needs.

LISC is building sustainable communities by achieving five goals:

- Expanding Investment in Housing and Other Real Estate
- Increasing Family Income and Wealth
- Stimulating Economic Development
- Improving Access to Quality Education
- Supporting Healthy Environments and Lifestyles

Lending:

LISC is a CDFI that offers financing during all stages of projects—predevelopment, property acquisition, construction and permanent. We seek to strike the right balance between taking risks consistent with our role as a charitable lender and recovering our capital so we can make funds available to future projects.

National Programs:

LISC's unique national-local structure enables us to field national program experts in critical community development issues. These national experts provide technical assistance to our local office staff and practitioners in local community organizations and participate in policy efforts of the community development industry.

Current national programs are:

- AmeriCorps
- Community Investment Collaborative for Kids (CICK)
- Community Safety Initiative (CSI)
- Education Programs
- Family Income & Wealth Building
- LISC Housing
- The Institute for Comprehensive Community Development
- LISC MetroEdge
- Youth Development & Recreation

Special Programs:

LISC operates several special programs that cross geographic and topical areas of community development.

- **Public Policy**
Our policy efforts are designed to expand the resources available to community developers; raise the profile of community development in the context of housing, economic development and other policies; and win greater support from policymakers by familiarizing them with community development activities in their districts.
- **Research and Assessment**
LISC Research and Assessment aims to support revitalization of lower-income communities by conducting or commissioning research on the effectiveness and impacts of community and economic development policies, strategies and programs. We also directly support development and implementation of community revitalization efforts through evaluation of LISC national and local programs

Grants & Other Services:

LISC is America's largest community development support organization. We provide financial and organizational and management support to local organizations dedicated to revitalizing its community and improving the quality of life for its residents.

- **Grants**
Through LISC local program offices, we provide grant funding to assist organizations develop affordable housing, commercial and retail space and community facilities, as well as other community development activities.
- **Equity**
LISC offers equity financing through our affiliate subsidiaries: the National Equity Fund Inc., the New Markets Support Company and the Community Development Trust.
- **Technical assistance**
LISC offers a wide range of technical assistance to assist local community organizations rebuild their neighborhoods. Through a network of 30 local field offices in urban areas, Rural LISC that works in 36 states and a range of national programs, LISC provides these groups with expert technical assistance to undertake revitalization activities: affordable housing, retail, and facility development; organizational capacity building; and increasingly, programs that improve quality-of-life such as community safety, youth recreation and education.
- **Organizational and management support**
In addition to helping community development corporations finance their projects, LISC helps make the groups more efficient and productive through training programs and learning opportunities for their staff and leadership.

Affiliates:

- **National Equity Fund Inc. (NEF)**
As a tax credit syndicator, LISC's National Equity Fund Inc. (NEF) raises money from investors and identifies low incoming housing projects in which to invest that capital.

- **New Markets Support Company**

LISC has focused its efforts on financing the development of commercial and community space and housing that generate jobs, provide needed goods and services and reverse physical deterioration in struggling communities. LISC's New Markets Tax Credit efforts are managed by the National Equity Fund Inc., its tax-credit equity affiliate which has invested more than \$5.5 billion in low-income communities over the last 20 years.

- **Community Development Trust**

CDT is the country's only private real estate investment trust (REIT) with a public purpose. CDT has raised approximately \$130 million in equity capital through private placement offerings with some of the country's premier institutional investors committed to supporting community development. CDT has invested or committed approximately \$720 million in debt and equity capital to properties in 39 states and regions—helping to preserve or add over 27,700 units to the nation's affordable housing stock.

As a private, mission-driven REIT, CDT is unique in its ability to preserve and expand the supply of affordable housing while also earning attractive returns for shareholders. We operate much like a mutual fund, combining the capital of institutional investors to acquire or provide financing for affordable housing. In line with our mission, all CDT investments must satisfy Community Reinvestment Act (CRA) requirements.

Through our Debt and Equity Programs, CDT invests in: long-term debt capital by purchasing smaller, fixed-rate multifamily mortgages from community development lenders; and equity capital either in cash or by providing a tax-advantaged transition for existing properties to a new set of owners committed to long-term affordability.

HEALTHY COMMUNITIES CHECKLIST

- Access to Healthy Food
- Access to Medical Care
- Building Financial Capacity: Financial Literacy Training; Quality Financial Services and/or Products that Build/Maintain Assets
- Built Environment (Complete Streets, Housing, Schools and Workplaces, Parks and Playgrounds, Pedestrian Walkways and Bike Trails, Brownfields and Open Spaces)
- Early Childhood Development: Education, Care
- Education
- Employment, Creating and Retaining Jobs, Job Training
- Entrepreneurship
- Personal/Public Safety
- Physical Activity

Low Income Investment Fund, www.liifund.org

LIIF is a CDFI that provides innovative capital solutions that support healthy families and communities. As a CDFI, LIIF invests in projects that have high social value but may not be able to access the services offered by traditional financial institutions. In this way, LIIF connects low-income communities with the capital markets.

Programs:

- Affordable Housing
- Child Care
- Education
- Green Financing
- Healthy Food
- Transit-Oriented Development

Our Products:

LIIF offers a wide range of products, including community capital loans, new markets tax credits, grants and technical assistance. LIIF's mission-driven approach, combined with its market and industry knowledge, have distinguished it as a CDFI that creates flexible, affordable financing solutions that work for community organizations and investors.

- **Community Capital**

LIIF provides flexible, affordable capital to nonprofit and for-profit borrowers for projects that provide homes, schools and other community services in distressed communities.

Depending on the project, LIIF can provide predevelopment, acquisition, construction financing, mini-permanent and term loans. For larger transactions, LIIF often leverages its relationships with financial institutions, public agencies and other CDFIs to create customized financing solutions for borrowers. LIIF also has extensive experience leading New Markets Tax Credit transactions to develop charter schools and other community facilities in distressed neighborhoods.

- **New Markets Tax Credits**

The New Markets Tax Credit (NMTC) Program promotes economic advancement in distressed communities by encouraging private investment in community development projects. To date, LIIF has received \$265 million in NMTC allocation authority in six consecutive awards. LIIF uses its allocation of NTMCs to support large-scale financing for a range of community facilities that support our mission of poverty alleviation, such as charter schools, nonprofit facilities, health care clinics and transit-oriented developments.

- **Grants**

LIIF provides grant capital to support prefinancing activities and facility development in its child care and green programs, where small initial investments can support large long-term change for grantees and the communities they serve. Depending on the program, LIIF's grants fund a range of activities from child care facility and program improvements to affordable housing energy efficiency audits.

- **Technical Assistance**

LIIF shares its expertise in community development finance with its borrowers, grantees and partners to enhance their skills, knowledge and financial sophistication. Through these efforts, LIIF helps other organizations become more sustainable and enhances their ability to serve more low-income people. LIIF offers one-on-one technical assistance to borrowers and grantees throughout the funding process. In addition, LIIF provides group trainings and workshops as standalone events or at industry conferences.

Projects:

LIIF's true impact comes through the stories about the places and people we support. Read more about LIIF's projects across the country:

- Homes
- Child Care Facilities
- Schools
- Green Buildings
- Healthy Food Markets
- Transit-Oriented Developments
- Other Community Facilities

Policy:

LIIF partners with leading advocacy and community development organizations to strengthen public institutions and policies that support low-income families and communities.

Long-Term Impact:

In 2004, LIIF created a 10-year goal of "A Billion for A Million." This goal challenged LIIF to mobilize \$1 billion to serve one million people by 2014. LIIF aligned its strategies and operations to achieve this ambitious long-term target. Three years ahead of our target date, LIIF has achieved this goal.

In 2011, the Community Assessment Rating Systems (CARS) program completed LIIF's third full assessment and reaffirmed our "AAA+ 1" rating. This score represents the highest Impact Performance Rating of AAA with a Policy Plus, as well as the top CARS Financial Strength and Performance Rating of 1. CARS is a comprehensive, third-party assessment to evaluate the performance of CDFIs across the industry developed by Opportunity Finance Network.

HEALTHY COMMUNITIES CHECKLIST

- Access to Healthy Food
- Access to Medical Care
- Air, Soil and Water Quality (i.e., Green Financing)
- Built Environment (Complete Streets, Housing, Schools and Workplaces, Parks and Playgrounds, Pedestrian Walkways and Bike Trails, Brownfields and Open Spaces)
- Early Childhood Development: Education, Care
- Education
- Public Transportation, including Transit-Oriented Development

MacArthur Foundation, <http://www.macfound.org>

The John D. and Catherine T. MacArthur Foundation supports creative people and effective institutions committed to building a more just, verdant, and peaceful world. In addition to selecting the MacArthur Fellows, the Foundation works to defend human rights, advance global conservation and security, make cities better places, and understand how technology is affecting children and society.

MacArthur is one of the nation's largest independent foundations. Through the support it provides, the Foundation fosters the development of knowledge, nurtures individual creativity, strengthens institutions, helps improve public policy and provides information to the public, primarily through support for public interest media.

The Foundation makes grants and loans through four programs.

1. **International Programs** focus on international issues, including human rights and international justice, peace and security, conservation and sustainable development, girls' secondary education in developing countries, migration, and population and reproductive health.
2. **U.S. Programs** address issues in the United States, including community and economic development; housing, with a focus on the preservation of affordable rental housing; juvenile justice reform; education, with a focus on digital media and learning; and policy research and analysis on issues such as the implications of an aging society, America's fiscal future, and the use of economic analysis in policy making.
3. **Media, Culture, and Special Initiatives** support public interest media, including public radio, documentary programming and work to explore the use of digital technologies to reach and engage the public. Grants are also made to arts and cultural institutions in the Chicago area and for special initiatives.
4. **The MacArthur Fellows Program** awards unrestricted \$625,000 fellowships to talented individuals who have shown extraordinary originality and dedication in their creative pursuits and a marked capacity for self-direction.

More Information on U.S. Programs:

- **Community and Economic Development**

The Community and Economic Development Program works to improve conditions in Chicago neighborhoods, foster greater economic diversity, and increase opportunity for low-income individuals and families. We also aim to develop new knowledge about effective responses to the social and economic challenges that urban areas face. Our central initiative is the New Communities Program, a coordinated effort by LISC/Chicago to mobilize diverse stakeholders and assets in neighborhoods to address a comprehensive range of issues that will improve quality of life—employment, health, housing, violence reduction, and more.

In 2012, we completed the first 10 years of the New Communities Program and moved into a second phase, "Testing the Model." ... Building on the evaluation findings and an intensive planning process led by LISC, the Foundation is now supporting intensive tests of this approach in seven of the original 16 neighborhoods. Each neighborhood will design and implement an initiative with a particular focus—improving health, public safety, housing, or education—that will leverage the power of the platform to develop solutions at a neighborhood scale.

We are developing a portfolio of direct action, research, and evaluation in:

- Gun Violence
- Employment
- Housing Market Stabilization
- Economic Development
- Building Capacity for Civic Technology.

Finally, we are supporting a small number of national efforts to strengthen the field of community development, to amplify the impact of our work in Chicago by sharing lessons with a broader audience, and to ensure that efforts here are informed by the best research and practice available.

- **Housing**

- **Preserving Affordable Rental Housing**

- Our \$150 million Window of Opportunity: Preserving Affordable Rental Housing initiative seeks to preserve and improve affordable rental housing nationwide by showing that housing preservation is a cost-effective way to extend past investment in housing; strengthen families and communities; and encourage a wide mix of partners to invest in and preserve such housing.

- **Housing Policy Research**

- The How Housing Matters to Families and Communities research network will continue for six or seven years, and we will continue to release findings from research grants through 2015. We are establishing a mechanism to aggregate and disseminate the research and will monitor and evaluate how effectively this body of work informs practice and policy.

- **Fostering Pragmatic Policy Solutions to the Nation's Housing Challenges**

- The Foundation recently launched the Bipartisan Policy Center's Housing Commission comprising leaders from a range of political and industry perspectives who share a commitment to putting national housing policy on a sustainable path forward. The group is seeking input from the public and leading thinkers regarding fundamental issues that will help shape the future of housing policy.

- **Juvenile Justice**

- **Our Strategic Approach:**

- The Foundation has taken a distinctive approach to juvenile justice reform—one that is grounded in the growing body of behavioral and neuroscience research on youth development. We believe that decision makers will be able to develop more effective policies and practices and make more informed choices in individual cases if they have a thorough understanding of child and adolescent development.

- The Foundation is implementing its strategy at four levels: developing a knowledge base and tools to inform decisions in policy and practice; developing and promoting model demonstrations of system-wide reform in targeted sites; translating knowledge into action through advocacy and dissemination; and accelerating the pace of state policy reform nationally.

- **Grantmaking Priorities:**

- Through the initiative Models for Change: Systems Reform in Juvenile Justice, the Foundation supports efforts in key states to bring about changes in law, policy and practice and heighten interest in and provide models for juvenile justice reform nationwide. Initiative goals include greater use of evidence-based practices, improving aftercare and mental health services and increasing community-based alternatives to incarceration. All sites are working to improve data collection and analysis for decision making and to eliminate racial and ethnic disparities.

In 2011, the Foundation began a multi-funder collaborative effort to share the lessons of Models for Change and other reform initiatives to help generate and build a wave of juvenile justice policy reform across the country. ...

The Foundation supports research to inform the development of effective juvenile justice policies and practices.

- **Assessment:**

Evidence is growing that the reforms being implemented in Models for Change states are increasing public safety, lowering costs and helping youth. Sixteen states and 35 local jurisdictions are engaged in innovative work that is transforming their practices and policies, while creating a playbook for other jurisdictions that want to accomplish similar successes.

HEALTHY COMMUNITIES CHECKLIST

- Aesthetics: Clean and Well-Maintained Environment; Landscaping; Art; Culture
- Built Environment (Complete Streets, Housing, Schools and Workplaces, Parks and Playgrounds, Pedestrian Walkways and Bike Trails, Brownfields and Open Spaces)
- Education
- Employment, Creating and Retaining Jobs, Job Training
- Personal/Public Safety (i.e., Juvenile Justice Reform)

Mercy Housing, www.mercyhousing.org

Mission:

To create stable, vibrant and healthy communities by developing, financing and operating affordable, program-enriched housing for families, seniors and people with special needs who lack the economic resources to access quality, safe housing opportunities.

Who We Serve:

Mercy Housing serves more than 151,000 people on any given day. We have participated in the development, preservation and/or financing of more than 45,000 affordable homes. We are one of only a few national organizations that provide affordable housing for all low- and moderate-income populations. We serve families, senior and people with special needs with the full spectrum of affordable housing, including supportive housing for the formerly homeless, transitional housing, permanent rental and affordable homeownership opportunities.

Seventy-one percent of our residents are families.

Twenty percent of our residents are seniors.

Nine percent of our residents are people with special needs (people with HIV/AIDS, formerly homeless individuals, veterans and people with physical and mental impairments).

Resident Services:

Mercy Housing begins with housing, but goes far beyond to strengthen the lives of the people who call Mercy Housing home. Whether it's educational support, a financial literacy program or health care education, Mercy Housing is always trying to help our local low-income community.

Mercy Housing provides Resident Services that fall into four program areas: economic development, education, community and health & wellness.

Real Estate Services:

Mercy Housing has the ability to handle every aspect of affordable real estate development including project financing, community outreach and planning, construction management, property management and asset management.

- Affordable Housing Development
- Property Management (Mercy Housing Management Group)
- Financing Affordable Housing—Mercy Loan Fund, a subsidiary of Mercy Housing, is a 501(c)3 nonprofit corporation, certified by the U.S. Treasury Department as a CDFI.
- Portfolio Services—Mercy Portfolio Services is managing development initiatives and creating innovative capital programs and technology platforms with the goal of stabilizing neighborhoods and preserving affordable, low-income housing in cities across the country. Mercy Portfolio Services' work includes:
 - **Neighborhood Stabilization Program.** Through this program, Mercy Portfolio Services acquires, rehabs and reoccupies foreclosed homes through their management of the city of Chicago's \$169 million in funding from the Neighborhood Stabilization Program.

- **Community Central.** Community Central is a state-of-the-art software platform created by Mercy Portfolio Services in partnership with Integratec LLC that is currently utilized by several government and nonprofit developers to manage \$1.1 billion in Neighborhood Stabilization Program funding nationwide.
- **Developer Central.** Developer Central, created in partnership with Community Central LLC, is an integrated data and document management software tool that simplifies the complexity of tracking, monitoring and reporting on multilayered real estate projects and enhances the capacity and efficiency of small and mid-sized developers.
- **Developer Services.** Through Developer Services, Mercy Portfolio Services partners with community minded developers in the greater Chicago region to provide assistance in identifying properties for purchase and rehabilitation.
- **Mortgage Resolution Fund.** In partnership with Enterprise Community Partners, the Housing Partnership Network and the National Community Stabilization Trust, Mercy Portfolio Services has created the Mortgage Resolution Fund to reduce the impact of foreclosures in targeted communities by acquiring and modifying defaulted notes so a majority of existing homeowners can remain in their homes.

HEALTHY COMMUNITIES CHECKLIST

- Access to Medical Care
- Air, Soil and Water Quality (i.e., LEED-Certified Housing)
- Building Financial Capacity: Financial Literacy Training; Quality Financial Services and/or Products that Build/Maintain Assets
- Built Environment (Complete Streets, Housing, Schools and Workplaces, Parks and Playgrounds, Pedestrian Walkways and Bike Trails, Brownfields and Open Spaces)
- Education
- Employment, Creating and Retaining Jobs, Job Training
- Personal/Public Safety
- Physical Activity
- Senior Needs: Accommodation, Care, Services
- Social Networks/Social Environment; Democracy-Building, Community Engagement
- Social Services

Mortgage Resolution Fund, <http://mortgageresolutionfund.org>

The Mortgage Resolution Fund (MRF) is a national nonprofit partnership created to help struggling homeowners avoid foreclosure and stay in their homes, thereby stabilizing neighborhoods and revitalizing communities. The MRF team works with banks, servicers and nonprofit agencies to help families determine the best solution to their individual housing situation.

Currently, MRF is working with select homeowners in Illinois and Ohio who are in danger of losing their home to foreclosures

The Mortgage Resolution Fund (MRF) is a joint partnership between four mission-based national nonprofit organizations: The Housing Partnership Network, Enterprise Community Partners, Mercy Portfolio Services, and the National Community Stabilization Trust. Working in collaboration with state housing finance agencies, MRF combines federal Hardest Hit Funds with conventional debt from regulated financial institutions to:

- Purchase delinquent mortgages prior to foreclosure. MRF will target assets held by servicers based on their proximity to current neighborhood stabilization efforts in order to achieve concentrations of stability. We will also leverage the existing NSP (Neighborhood Stabilization Program) infrastructure at the state and local level.
- Modify the mortgages of qualifying homeowners to an affordable level so that families can remain in their homes, where financially feasible. Locally-based Resolution Specialists will work with at-risk homeowners to maximize their success with re-performing mortgages.
- Use locally based Special Distressed Asset Servicers to execute the principal reduction, refinancing, securitization/liquidation, loss mitigation and/or asset disposition activities.
- Provide support to those who are not eligible for modification to assist with the transition to more affordable housing.
- Assist community nonprofits with the disposition of properties for which loan modifications are not possible, with the goal of ensuring continued occupancy of the home and preventing neighborhood blight.

How It Works:

The Mortgage Resolution Fund was created specifically to help homeowners in danger of losing their homes to foreclosure.

- The federal government has awarded Hardest Hit Funds to states that have been strongly impacted by the national foreclosure crisis. These funds are administered by each state's housing finance agency. Currently, MRF is partnering with the Illinois Housing Development Authority (IHDA) and the Ohio Housing Finance Agency (OHFA).
- Using these Hardest Hit Funds, combined with conventional debt in some states, MRF purchases home mortgages from lenders in situations where a homeowner is struggling to make monthly payments. If your mortgage has been purchased by MRF, our MRF Resolution Specialists will work with you to determine whether it's possible to modify your existing mortgage, reducing the payments to a level you can afford. You'll no longer face debt collection attempts by your previous lender.
- If you meet the program's eligibility requirements, MRF will offer a trial modification of your mortgage loan that will reduce your monthly payments. If you demonstrate an ongoing ability to make your monthly payments, this trial modification may become permanent, reducing the principal balance owed on your mortgage and enabling you to keep your home.

HEALTHY COMMUNITIES CHECKLIST

- Building Financial Capacity: Financial Literacy Training; Quality Financial Services and/or Products that Build/Maintain Assets
- Built Environment (Complete Streets, Housing, Schools and Workplaces, Parks and Playgrounds, Pedestrian Walkways and Bike Trails, Brownfields and Open Spaces)

National Community Stabilization Trust, www.stabilizationtrust.com/

The National Community Stabilization Trust creates a bridge between financial institutions and state and local government agencies implementing neighborhood stabilization programs. By coordinating the transfer of foreclosed and abandoned property from financial institutions nationwide (lenders, loan servicers, investors and GSEs) to local housing organizations, the Stabilization Trust is able to facilitate the productive reuse of property and the stabilization of distressed neighborhoods. The Stabilization Trust ensures that these properties are returned to the stock of ownership and rental housing available primarily for low- and moderate-income families.

Goals:

The Stabilization Trust is focused on helping financial institutions, local government and nonprofits implement strategic, sustainable efforts to stabilize neighborhoods. The Stabilization Trust supports the local work of housing practitioners through four key activities:

- **Transferring foreclosed properties to local housing providers.** The Stabilization Trust's REO Property Acquisition Program creates a systematic, predictable and scalable process for the transfer of foreclosed properties from financial institutions to state and local governments and nonprofit housing organizations.
- **Providing financing to support local efforts.** The Stabilization Trust's REO Capital Fund aggregates capital from governmental, private philanthropic and social investment sources to support financing needs of local community stabilization programs.
- **Increasing capacity and supporting local collaborations.** The Stabilization Trust works with state and local governments, HUD, and local nonprofit and private sector organizations to help build capacity to effectively acquire, manage, rehabilitate and deliver REO properties to new owners and renters.
- **Serving as a national voice.** The Stabilization Trust provides a national "voice," on behalf of its six sponsor organizations and the broader housing community focused on transformative strategies for foreclosed and abandoned housing, to solve program, policy and resource issues related to implementing neighborhood stabilization programs.

Creating the Bridge to Stabilization:

The National Community Stabilization Trust was created to assist government agencies and nonprofits revitalize distressed neighborhoods by providing efficient and streamlined access to vacant and abandoned properties from financial institutions and flexible financing for neighborhood stabilization activities.

By creating programs that enable local housing providers to effectively acquire, manage, rehabilitate and sell foreclosed properties, the Stabilization Trust is working to ensure community-based strategies to stabilize neighborhoods can succeed and more homeownership and rental housing is made available to low- and moderate-income families.

HEALTHY COMMUNITIES CHECKLIST

- Built Environment (Complete Streets, Housing, Schools and Workplaces, Parks and Playgrounds, Pedestrian Walkways and Bike Trails, Brownfields and Open Spaces)

National Complete Streets Coalition, <http://www.completestreets.org>

The streets of our cities and towns are an important part of the livability of our communities. They ought to be for everyone, whether young or old, motorist or bicyclist, walker or wheelchair user, bus rider or shopkeeper. But too many of our streets are designed only for speeding cars, or worse, creeping traffic jams.

Now, in communities across the country, a movement is growing to complete the streets. States, cities and towns are asking their planners and engineers to build road networks that are safer, more livable and welcoming to everyone.

Instituting a Complete Streets policy ensures that transportation planners and engineers consistently design and operate the entire roadway with all users in mind—including bicyclists, public transportation vehicles and riders and pedestrians of all ages and abilities.

HEALTHY COMMUNITIES CHECKLIST

- Built Environment (Complete Streets, Housing, Schools and Workplaces, Parks and Playgrounds, Pedestrian Walkways and Bike Trails, Brownfields and Open Spaces)

Neighborhood Centers Inc., <http://iamforgood.org/home/>

(Note: To learn more about Neighborhood Centers, see “People Transforming Communities. For Good,” by Angela Blanchard, in *Investing in What Works for America’s Communities: Essays on People, Place & Purpose*, Nancy O. Andrews and David J. Erickson, eds., San Francisco: Federal Reserve Bank of San Francisco and Low Income Investment Fund, 2012, pp. 140–49.)

Neighborhood Centers Inc. has a rich history in building communities that work since its early days when it was part of the Settlement House movement in the early 1900s. When Alice Graham Baker founded the agency in 1907, the main intention behind it all was to help every resident of Houston have an opportunity for an education, for health, for work, and to become an informed participant in democracy.

100 years later, the purpose of Neighborhood Centers hasn’t changed one bit.

Neighborhood Centers is the largest charitable organization in Texas and hosts a network of 74 services sites that helps more than 404,010 people each year. We fulfill our mission to bring resources, education, and connection by working with our neighbors side by side.

Community Based Initiatives

Largely supported by private philanthropic investments, our Community Based Initiatives engage individuals in their community and improve their overall quality of life. Our asset-based approach to neighborhood revitalization inspires us to look beyond discouraging statistics and build upon the strengths and everything that is working within a neighborhood. Our programs focus on economic development, leadership opportunities, immigration and citizenship and connections to health and education for families and individuals of all ages. Our seven community centers provide innovative holistic solutions and a continuum of services.

- **Immigration and Citizenship Services**

Our immigration and citizenship program is available to connect communities to the necessary resources that will clear a path to citizenship and create engagement opportunities to achieve full civic participation integration.

- **Tax Centers**

Our program exists to give every day, hardworking Houstonians a boost toward financial stability through tax refunds and savings from tax preparation fees.

- **Promise Credit Union**

Promise Credit Union is designed to help families who do not have a relationship with a traditional financial institution establish credit, grow a business, save for a home and become financially independent.

Choices in Education

Three elementary charter schools, one middle school and a New Neighbor school prepare children and their parents for a world of constant learning in a global community. The entire family prospers because our schools operate at our neighborhood centers so that we can integrate academics, health programs and social services all under one roof.

Our Early Head Start education program begins at infancy for at-risk children and continues with Head Start and preschool programs for children prior to kindergarten.

Public Sector Solutions

Public Sector Solutions improves the effectiveness and delivery of services to individuals and families. The division is made up of 400+ team members and covers a 67 county service delivery area through Texas.

- **Utility Assistance Program**

The Comprehensive Energy Assistance Program is a federally funded program administered by Neighborhood Centers Inc. This program assists low-income households in Harris County with the payment of electricity and gas bills.

- **Weatherization Assistance Program**

The Weatherization Assistance Program helps low-income persons, particularly the elderly and persons with special needs, control their home energy costs. Through this federally funded program, Sheltering Arms Senior Services provides these services free of charge to people who meet certain eligibility requirements. The purpose of the program is to make homes more energy efficient.

Sheltering Arms Senior Services

Sheltering Arms Senior Services is a nonprofit organization committed to the health and well-being of older adults and their family caregivers. Our mission is to promote the dignity and independence of older adults through service, advocacy, and support for caregivers. Annually, we serve more than 19,139 seniors and their caregivers through Home Care Services, Care Management, Adult Day Center Services, Caregiver Support Services, Volunteer Services, and Senior Activity and Education Services.

- **The Sheltering Arms Day Center**

Sheltering Arms established the first dementia-specific day center program in Houston, and it has more than 25 years of experience. The center is state licensed.

HEALTHY COMMUNITIES CHECKLIST

- Aesthetics: Clean and Well-Maintained Environment; Landscaping; Art; Culture
- Building Financial Capacity: Financial Literacy Training; Quality Financial Services and/or Products that Build/Maintain Assets
- Built Environment (Complete Streets, Housing, Schools and Workplaces, Parks and Playgrounds, Pedestrian Walkways and Bike Trails, Brownfields and Open Spaces)
- Early Childhood Development: Education, Care
- Education
- Employment, Creating and Retaining Jobs, Job Training
- Senior Needs: Accommodation, Care, Services
- Social Networks/Social Environment; Democracy-Building, Community Engagement
- Social Services

NeighborWorks, www.nw.org

NeighborWorks America is one of the country's preeminent leaders in affordable housing and community development. We work to create opportunities for lower-income people to live in affordable homes in safe, sustainable neighborhoods that are healthy places for families to grow. Headquartered in Washington, D.C., NeighborWorks America operates through seven regional offices and one national office.

The NeighborWorks Network:

NeighborWorks delivers many of its community-focused programs and services through the national NeighborWorks network—235 independent, community-based nonprofit organizations serving more than 4,500 communities nationwide. More than one-third of these organizations serve rural communities. Together with its national and local partners, NeighborWorks provides grants, programmatic support, training and technical assistance to its national network.

Related Capital Corporations:

NeighborWorks America works with several affiliated capital corporations to build partnerships, develop loan products and support financing vehicles that further expand affordable housing opportunities nationwide.

National Programs:

- **National HomeOwnership Programs**
- **National NeighborWorks Week**
- **National Real Estate Programs**
- **NeighborWorks Awards**
- **NeighborWorks Center for Foreclosure Solutions**
- **NeighborWorks Center for Homeownership Education and Counseling (NCHEC)**
- **NeighborWorks Community Building & Organizing Programs**

Community building and organizing activities are central to effective community development and foundational to the NeighborWorks network. The Community Building & Organizing (CB&O) Program support NeighborWorks organizations and other community-based development organizations to build healthy communities by developing resident leadership, strengthening resident-led associations and sponsoring community building activities. These resident-driven approaches enhance relationships among neighbors and spur organizing efforts leading to positive community change. We define community building and organizing as continuous, self-renewing efforts that are: led by community residents, focused on collective action, aimed at relationship building and problem solving, and directed at building a stronger community.

- **NeighborWorks Financial Capability Program**
- **NeighborWorks HomeOwnership Centers**
- **NeighborWorks in Rural America**

NeighborWorks organizations within the Rural Initiative generate more than \$1 billion in direct investments into rural communities across the United States every year while directly assisting more than 32,000 rural families with financial counseling, new home purchases, repairs to existing homes, economic development and job creation, new and improved units of affordable rental housing and much-needed community facilities.

- **Success Measures at NeighborWorks America**
Success Measures assists local organizations, intermediaries and their philanthropic and public sector partners to plan and conduct evaluations using participatory methods and a growing, well-vetted suite of more than 250 data collection instruments. The Success Measures Data System's (SMDS) library of these tools, a cloud-based platform available by subscription, can be used individually or in combination to measure the results of community development programs.
- **Capital Funding for the Rehabilitation of Affordable Housing**
- **Excellence in Governance**
Excellence in Governance is designed to help responsible community development corporation boards become exceptional. Participating organizations explore characteristics of effective board governance and the board's role in improving organizational health, performance and sustainability. Using a proven, performance-based framework, each participating board will define success and measure its effectiveness in the context of their organization and their community.
- **Green Organization Program**
The NeighborWorks Green Organization program is building a network of sustainable organizations that will lead the affordable housing and community development industry to a more sustainable future. The NeighborWorks Green Organization designation recognizes NeighborWorks network members who incorporate healthy and sustainable principles into every facet of their operations and throughout their lines of business. The principles are: energy efficiency, water conservation, healthy indoor environments, recycling and waste reduction, accessibility and walkability, environmentally friendly landscapes, sustainable materials and products, durability and lifecycle approach.
- **The Stable Communities Initiative**

Training and Certification:

Courses offered in nonprofit leadership, affordable housing and community development.

Foreclosure Resources:

- Foreclosure Help for Homeowners
- Loan Modification Scam Alert Campaign
- National Foreclosure Mitigation Counseling (NFMC) Program
- NeighborWorks Center for Foreclosure Solutions
- Foreclosure Counselor Training: The NeighborWorks Center for Homeownership Education and Counseling delivers time-sensitive training to counselors on the front lines of foreclosure in cities across the country. Course topics target the needs of all counselors, from fundamental classes to advanced certifications.
- Community Stabilization: NeighborWorks America developed an online information hub, www.stablecommunities.org, for nonprofit organizations and their public and private partners working together to stabilize their communities in the wake of the foreclosure crisis. Data is also now available at the zip code level to help states and localities identify the relative need of different neighborhoods for neighborhood stabilization assistance.

HEALTHY COMMUNITIES CHECKLIST

- Air, Soil and Water Quality (i.e., NeighborWorks Green Organization Program)
- Building Financial Capacity: Financial Literacy Training; Quality Financial Services and/or Products that Build/Maintain Assets
- Built Environment (Complete Streets, Housing, Schools and Workplaces, Parks and Playgrounds, Pedestrian Walkways and Bike Trails, Brownfields and Open Spaces)
- Employment, Creating and Retaining Jobs, Job Training
- Physical Activity (i.e., Provides Training on “Walkability and Bikeability for Healthy, Vibrant Neighborhoods”)
- Social Networks/Social Environment; Democracy-Building, Community Engagement

Nonprofit Finance Fund, <http://nonprofitfinancefund.org>

What We Do:

Nonprofit Finance Fund® (NFF®) unlocks the potential of mission-driven organizations through tailored investments, strategic advice and accessible insights. Founded in 1980, NFF helps organizations connect money to mission effectively and supports innovations such as growth capital campaigns, cross-sector economic recovery initiatives and impact investing.

A leading community development financial institution (CDFI) with over \$80 million in assets, NFF has provided over \$287 million in loans and access to additional financing via grants, tax credits and capital in support of over \$1.4 billion in projects for thousands of organizations nationwide. In partnership with others, we've generated \$16 million for nonprofits for building reserves, cash reserves and endowments through our multiyear asset-building service, BFF. We've also provided \$1.2 million in loan guarantees, \$10.3 million in 9/11 recovery grants, about \$13 million in capital grants and \$2 million in planning grants.

Nonprofit Services:

NFF's goal is to help nonprofits financially protect themselves and their programs from economic ups and downs and strategically grow and innovate when they're ready.

- Loans and financing services help nonprofits manage growth, build and renovate facilities, balance government contract payments and cash flow and bridge capital campaigns, so organizations can better serve their clients and communities.
- Consulting, group learning and education services provide nonprofit managers with a variety of tools to help them assess their organization's financial health, communicate needs, and understand the financial impact of decisions on programs and mission.

Funder Services:

NFF partners with funders to connect money to mission. We bring a unique combination of innovation and experience, drawing on a long track record of direct services to social sector organizations. Our loans, New Markets Tax Credits, grants, growth capital campaigns and financial consulting have leveraged more than \$1.3 billion for youth services, education, the arts, health, social services, advocacy and more.

We've partnered with more than 250 funders over the years to connect financial resources with program goals, running loan and grant programs and building grantee capacity. We've also designed and managed multimillion dollar initiatives, as well as short-term programs.

Our three areas of practice in Funder Services—Capital Access, Innovative Practice Groups, and Research & Fact Finding—connect funders' knowledge of program and community with financial tools and knowledge through NFF's Philosophy, including our "whole enterprise" perspective on finance and Build / Buy Funding Method.SM

Areas of Focus:

- **Arts and Culture:** We have worked with more than 1,300 arts organizations across the country, from small neighborhood-based community centers to large performing arts organizations and museums. Our team of arts experts assists organizations facing a range of artistic and business opportunities, from change, to growth, to collaboration, customizing our approach to individual circumstances and organizational sizes. For nonprofits, we provide sector-specific financial consulting services and access to capital, both loans and grants. NFF also provides funder services to support effective grant making in the arts. We advocate for improved funding and financing practices and better dialogue between arts organizations and their supporters.

- **Child Care and Youth Services:** Our Initiatives have pooled funds from foundations, government, and CDFIs while combining a variety of consulting support to help child care providers improve the quality of facilities and programs. NFF developed a \$4.5 million Initiative to help Boys and Girls Clubs in Boston, New York and New Jersey develop reserve funds for facility maintenance. Developed in partnership with the Charles Hayden Foundation, the Citigroup Foundation, and the United States Treasury’s Community Development Financial Institutions Fund, the program’s centerpiece is NFF’s asset-building financial service called Building for the FutureSM. NFF’s extensive track record assisting youth-servers dates back to 1991, when we partnered with the Fund for the City of New York and the DeWitt Wallace-Reader’s Digest Fund to create the “Management Initiative for New York City Organizations that Serve Youth.” This collaborative sought to bolster the managerial capacity and infrastructure of 20 community-based youth serving organizations in New York City.
- **Community Development:** Community development is at the core of NFF’s goal to improve the financial management and capitalization of nonprofits that are vital to our communities. Approximately 70 percent of our clients are located in or provide services to residents of low- and moderate-income communities. NFF’s community development clients include social enterprises, community development corporations, advocates for affordable housing, job training programs and urban redevelopment and revitalization organizations.
- **Domestic Violence:** Domestic violence is not physical violence alone. Domestic violence is any behavior intended to gain power and control over a spouse, partner, girl/boyfriend or intimate family member. Abuse is a learned behavior; it is not caused by anger, mental problems, drugs or alcohol, or other common excuses. Anybody can be a victim, regardless of wealth, race, age, religion or education. The majority of our work has been through a special initiative supported by the Blue Shield of California Foundation’s, Blue Shield Against Violence Program.
- **Schools & Education:** NFF offers a full spectrum of loans and financial and consulting services to charter management organizations, K–12 public charter and private schools and supportive organizations with a mission to improve educational opportunities in communities across the country.

Projects:

- Community Resilience Fund
- Pay for Success/Social Impact Bond Initiative
- Mergers and Collaborations: Catalyst Fund
- Initiatives and Partnerships Listing

Tools & Resources:

We design surveys, articles and studies based on field data; we explore ways to connect nonprofit financial metrics with capacity and program metrics; and we often partner with or connect to other sources of data to deepen our understanding of nonprofit finance.

HEALTHY COMMUNITIES CHECKLIST

- Access to Healthy Food
- Aesthetics: Clean and Well-Maintained Environment; Landscaping; Art; Culture
- Built Environment (Complete Streets, Housing, Schools and Workplaces, Parks and Playgrounds, Pedestrian Walkways and Bike Trails, Brownfields and Open Spaces)
- Early Childhood Development: Education, Care
- Education
- Employment, Creating and Retaining Jobs, Job Training
- Personal/Public Safety
- Physical Activity (i.e., Boys and Girls Clubs)
- Senior Needs: Accommodation, Care, Services
- Social Networks/Social Environment; Democracy-Building, Community Engagement

Opportunity Finance Network, <http://ofn.org>

Opportunity Finance Network (OFN) is a national network of community development financial institutions (CDFIs) investing in opportunities that benefit low-income, low-wealth and other disadvantaged communities across America. Our network has originated more than \$30 billion in financing in urban, rural and native communities through 2011. With cumulative net charge-off rates of less than 1.7 percent, we have demonstrated our ability to lend prudently and productively in unconventional markets often overlooked by conventional financial institutions.

Mission:

OFN's mission through 2025 is to lead CDFIs and their partners to ensure that low-income, low-wealth and other disadvantaged people and communities have access to affordable, responsible financial products and services.

Expertise:

- **Advocacy**
- **Consulting:** OFN's strategic consulting team leverages OFN's deep expertise in research, capacity building, advocacy, financing, development and strategic communications to provide collaborative consulting services, including:
 - Industry Capacity Building for government agencies or CDFI investors seeking help designing and implementing initiatives that advance the CDFI industry.
 - Investor Services for banks, foundations and other socially responsible investors with specific goals related to successfully investing in CDFIs.
 - CDFI Consulting for existing or potential CDFIs interested in entering the CDFI industry or achieving high performance within it.
- **Financing:**
 - **Financial Products:** OFN lends directly to member CDFIs through the OFN Financing Fund, which pools capital from multiple sources to on-lend to its members. Financial products include: unsecured senior loans, unsecured subordinated loans and secured participation loans.
 - We also offer special programs in Energy Efficiency Finance and Healthy Foods Finance to support projects that promote energy efficiency and environmental sustainability and bring healthy foods to underserved communities.
 - **Financial Services:** Banks, foundations, and mission-driven and faith-based organizations engage us for asset management services and structured financing that targets specific markets and/or financing sectors.

CDFI Locator:

CDFIs finance community businesses, including small businesses, microenterprises, nonprofit organizations, commercial real estate and affordable housing. Use the CDFI Locator to find an OFN member CDFI in your state. You can also visit our Member Profile Directory to learn about their important work.

Industry Initiatives:

- **CDFI Bond Guarantee Program**

The inaugural round of the CDFI Bond Guarantee Program was initiated with the Sept. 30, 2013, CDFI Fund announcement of approved guarantees for \$325 million of bond issuance authority. Through this program, participating CDFIs are able to offer their targeted communities access to long-term, affordable financing to fit borrowers' needs for patient, flexible capital. OFN is an approved issuer under the program and is issuing a \$100 million bond on behalf Clearinghouse CDFI as part of the 2013 inaugural round.
- **Citi Leadership Program for Opportunity Finance**

Developed by CDFIs for CDFIs, this program is an industrywide talent development program designed to help new leaders capitalize on the experience of current leaders and build a leadership that reflects the diverse communities that CDFIs serve.
- **Energy Efficiency Financing**

In 2012 OFN launched an Energy Efficiency capacity building initiative to help CDFIs improve and expand their energy efficiency financing programs. The initiative includes a webinar series and the creation of a low-cost financing fund to support OFN Members' energy efficiency lending.
- **Financing Community Health Centers**

Community Health Centers (CHCs) provide the largest network of primary care services in the U.S., reaching more than 20 million patients annually. In 2013, CDFI Fund announced the launch of a new Capacity Building Initiative to support CDFIs financing CHCs. Through this capacity building effort, CDFIs will develop the skills to successfully finance community health centers in medically underserved markets.
- **Goldman Sachs 10,000 Small Businesses CDFI Growth Collaborative**

Goldman Sachs and OFN have partnered to expand the small business lending capacity of CDFIs throughout the United States through the Goldman Sachs 10,000 Small Businesses CDFI Growth Collaborative. The three-year program helps build individual CDFIs' ability to lend to small businesses by providing capacity building programs and diverse peer and information exchanges, such as the Small Business Finance Forum.
- **Nurturing Healthy Food Financing**

OFN offered training for CDFIs to successfully finance food-related businesses—from production to distribution to retail. These materials are available free of charge on the CDFI Fund Resource Bank.
- **OFN Coverage Map**

The Coverage Model is an attempt to articulate and quantify both the supply and the unmet need for specific opportunity finance products and services across the country. This information will be invaluable for multiple purposes:

 - For CDFI industry expansion
 - For policy interventions based on market need and capacity, and
 - For lenders and investors seeking to maximize the use of their resources.
- **Scaling Up Microfinance**

Technical assistance webinars provide microfinance CDFIs with best practices and tools they can use to analyze their own business practices and determine appropriate strategies to scale.
- **Starbucks: Create Jobs For USA**

In 2011, to address the U.S. jobs crisis and help put people back to work, OFN partnered with Starbucks to launch Create Jobs for USA, a unique initiative that combines corporate donations and crowdfunding to create and retain jobs. Donations to Create Jobs for USA are awarded to select high-performing CDFIs, which leverage their awards with additional loans from traditional banks and

other investors. CDFIs then provide loans to community businesses—including small businesses, microenterprises, nonprofit organizations, commercial real estate and affordable housing—that the businesses use to create jobs.

- **Strengthening Small & Emerging CDFIs**

OFN's Strengthening Small and Emerging CDFIs series is designed to build the capacity of small and emerging CDFIs that serve extremely poor areas—including Appalachia, the Colonias along the U.S.–Mexico border, and the Mississippi Delta—and aims to fill coverage gaps in these underserved regions. OFN is partnering with industry experts to develop and deliver trainings and technical assistance for small and emerging CDFIs serving regions of persistent poverty.

- **Wells Fargo NEXT Awards for Opportunity Finance**

Launched in 2007, the Wells Fargo NEXT Awards have celebrated the innovation of the nation's most promising CDFIs by awarding more than \$58 million through a competitive awards process.

HEALTHY COMMUNITIES CHECKLIST

- Access to Healthy Food
- Access to Medical Care
- Air, Soil and Water Quality
- Building Financial Capacity: Financial Literacy Training; Quality Financial Services and/or Products that Build/Maintain Assets
- Built Environment (Complete Streets, Housing, Schools and Workplaces, Parks and Playgrounds, Pedestrian Walkways and Bike Trails, Brownfields and Open Spaces)
- Early Childhood Development: Education, Care
- Education
- Employment, Creating and Retaining Jobs, Job Training
- Entrepreneurship

Prevention Institute www.preventioninstitute.org/

Prevention Institute brings cutting-edge research, practice and analysis to today's pressing health and safety concerns. Determined to achieve health and safety for all, to improve community environments equitably and to serve as a focal point for primary prevention practice, the institute asks what can be done in the first place, before people get sick or injured.

Prevention Institute has inspired a broad, comprehensive approach to systematizing prevention as a distinct discipline—not simply an educational message. It infuses a community and policy orientation into prevention practices, and it emphasizes the importance of quality prevention strategies—ones that are well designed, achieve far-reaching outcomes, and incorporate these six key elements:

1. Advances solutions *Rooted in Community Wisdom*—the combined knowledge, assets and skills of community members, which is the foundation for a stronger, healthier community environment and successful, sustainable prevention efforts.
2. Pursues *Comprehensive Action* to solve complex problems and achieve far-reaching gains in health and safety. Applies a layered framework of mutually supportive community prevention strategies to improve social and physical environments.
3. *Taking Two Steps to Prevention*, tracing a pathway from medical concerns to the community conditions, norms and root factors leading to poor health and inequality in the first place. Finds community solutions supporting prevention and wellness for everyone.
4. Promotes Norms *That Support Equity, Health and Safety*. Norms are “behavior shapers,” levers for effective prevention. Altering policy is a vital tipping factor for changing norms, leading to supportive behavior and improved health and safety.
5. Encourages *Interdisciplinary Partnerships* to help break down silos; synthesize and integrate knowledge, perspectives and tools across disciplines; and construct shared comprehensive solutions.
6. Catalyzes *Innovative Strategies and Analysis* that change communitywide systems and foster a new way of thinking where prevention is primary

Focus Areas:

- Preventing violence and reducing injury
- Reforming our health system
- Improving environments for health and health equity
- Supporting healthy food and activity environments
- Promoting mental health and well-being

We bring knowledge and expertise on how to link efforts to create healthier community environments with efforts to provide quality clinical and preventive services.

Services:

- **Training and Presentations:**
Prevention Institute has trained thousands of professionals and practitioners in cutting-edge prevention research and practice.
- **Policy Research and Analysis:**
Prevention Institute provides research, analysis, synthesis, and writing services that help advance prevention practice. Our approach integrates evidence-based research and promising practices emerging from the field.

- **Strategy Development and Technical Assistance:**

Prevention Institute provides strategy development to groups that are working to create sustainable improvements in health and health equity. We emphasize developing a comprehensive approach, building sustainability into initiatives, forming multisector collaboratives, and using ongoing evaluation to guide implementation and achieve positive outcomes.

Prevention Institute Tools and Frameworks:

Prevention Institute develops tools and materials to support the crafting, implementation, and evaluation of comprehensive prevention initiatives and effective coalitions.

Prevention Institute Training and Technical Assistance Approach:

Prevention Institute provides services to support prevention initiatives throughout the country. We build the capacity of organizations and individuals to plan and implement strong, effective collaborative efforts focused on policy and environmental change.

Initiatives:

- The Strategic Alliance for Healthy Food and Activity Environments is a coalition of nutrition and physical activity advocates in California.
- UNITY builds support for effective, sustainable efforts to prevent violence before it occurs.
- Healthy Places Coalition advances public health involvement in land use and transportation planning to ensure that all neighborhoods in California promote the opportunity to live a healthy life.
- Convergence Partnership is collaborative of funders in the United States that have come together to jointly advance equity-focused efforts to create environments that support healthy eating and active living.
- Joint Use Statewide Taskforce (JUST) includes organizations representing health, civil rights, community collaboratives, planners, local elected and appointed officials, park and recreation officials, school board administrators and academic researchers interested in ensuring that all children have a safe place to play and be active within easy reach.

HEALTHY COMMUNITIES CHECKLIST

- Access to Healthy Food
- Built Environment (Complete Streets, Housing, Schools and Workplaces, Parks and Playgrounds, Pedestrian Walkways and Bike Trails, Brownfields and Open Spaces)
- Personal/Public Safety
- Physical Activity
- Public Transportation, including Transit-Oriented Development
- Social Networks/Social Environment; Democracy-Building, Community Engagement

Primary Care Development Corporation (PCDC), www.pcdc.org

Founded in 1993, Primary Care Development Corporation (PCDC) is a nonprofit organization dedicated to expanding and transforming primary care in underserved communities to improve health outcomes, lower health costs and reduce disparities.

Why Primary Care?

- **A strong foundation of primary care will transform the healthcare system:**
The healthcare landscape is rapidly changing, and primary care, long an afterthought in the world of healthcare, is now seen as a critical piece to improve the patient healthcare experience and the health of populations and to reduce healthcare costs.
- **Primary care is crucial to healthcare reform:**
Primary care must be expanded and transformed into a patient-centered model of care to ensure every patient has access to the right care, at the right time, in the right place. Primary care is a key element for preventing and managing illness; reducing costs related to avoidable hospitalizations, duplication of procedures and medical errors; and has a profound impact on healthcare quality.
- **Primary care is the foundation of health system integration:**
High-performing, integrated health systems are those that include the entire spectrum of services built on a foundation of patient-centered primary care. Improving care and reducing costs requires more than primary care alone; it means integrating primary care with mental and behavioral health, specialty care, hospital and long-term care services, and community resources.
- **Primary care creates stronger, healthier communities:**
By keeping families healthy, primary care promotes workforce productivity and educational attainment, and it fosters positive community developments. The presence of primary care practices, such as community health centers, also produces quality permanent jobs for residents at all levels of skill and educational achievement.

Our Programs

- **Capital Investment:** We provide the capital and know-how to build, renovate and expand community-based health facilities, so that providers can deliver the best care to their patients.
- **Performance Improvement:** We provide consulting, training and coaching services to help practices deliver a patient-centered model of care that maximizes patient access, meaningful use of health IT, care coordination and patient experience.
 - **Medical Home Transformation:** provide support in enhancing current patient-centered medical home (PCMH) capabilities, including “open access,” care coordination, care management, care team development, patient experience and meaningful use of electronic health records (EHRs).
 - **Medical Home Recognition:** support and technical assistance to assess current operations against medical home standards, provide gap analyses, workplans and recommendations, implementation services and support PCMH survey submissions.
 - **Health IT & Meaningful Use:** integrate technology as a means to enhance care quality, such as health information exchange, clinical decision support, data capture and reporting, e-prescribing, patient portals and telehealth.
 - **Emergency Preparedness:** provide support and training for emergency management and business continuity, including planning, training, drills and exercises, and evaluations.
 - **Policy & Advocacy:** We lead and support successful policy initiatives that increase access to quality primary care, improve the health of communities and lower health system costs.

HEALTHY COMMUNITIES CHECKLIST

- Access to Medical Care

Purpose Built Communities, www.purposebuiltcommunities.org

(Note: To learn more about Purpose Built Communities, see “It Takes a Neighborhood: Purpose Built Communities and Neighborhood Transformation,” by Shirley Franklin and David Edwards, in *Investing in What Works for America’s Communities: Essays on People, Place & Purpose*, Nancy O. Andrews and David J. Erickson, eds., San Francisco: Federal Reserve Bank of San Francisco and Low Income Investment Fund, 2012, pp. 170-183.)

Purpose Built Communities is a nonprofit consulting firm dedicated to transforming struggling neighborhoods into vibrant, sustainable communities where everyone has the opportunity to thrive. We work with local leaders—at no charge—to bring together the vital components necessary for holistic neighborhood revitalization: high-quality mixed-income housing, an effective cradle-to-college education pipeline and comprehensive community wellness resources, organized and driven by a newly created, single purpose nonprofit organization. We call this the lead organization, and it is vital to the Purpose Built model.

The Purpose Built Communities model for holistic community revitalization evolved from the successful transformation in the early 1990s of East Lake Meadows, a poverty-stricken, crime-ridden, failed public housing project in Atlanta, Ga. There had been no outside investment in the area around East Lake Meadows for some 40 years. Today, the dynamic growth of East Lake has also attracted more than \$175 million in new residential and commercial investment in the surrounding area and boosted home values 3.8 times relative to those elsewhere in the city of Atlanta.

Network Membership Has Its Benefits

We’re a nonprofit consulting firm that works side-by-side with local leaders to plan and implement a holistic revitalization effort. This is a long-term, hands-on relationship—we’re with you until the revitalization is complete. Network members are local leaders who have made a formal commitment to plan and implement a revitalization using our model.

The Purpose Built Model

We bring a model for holistic community revitalization that we know works and that will get network members from vision to transformation in 10 years. This model includes:

- High-quality mixed-income housing
- Effective cradle-to-college education pipeline
- Enriching community wellness programs
- A committed local nonprofit lead organization that drives the process
- A defined neighborhood with a specific geographic footprint
- The area of impact that surrounds the neighborhood and benefits from the revitalization

Introductions to Best-in-Class Partners and Support Organizations

We help network members assess their partnership needs and connect them to best-in-class partners and support organizations. Our team members have developed and maintained relationships throughout the community development arena with funders, foundations, real estate developers, education providers, community and health providers and federal, state and local government officials.

A Community of Practice

The Purpose Built Membership Network brings together leaders engaged in applying our model of holistic community revitalization at the local level. This network creates a unique community of practice where network members share challenges faced, lessons learned, best practices, resources and more.

Network members have access to exclusive resources including:

- Our annual network member conference
- Participation in our leadership seminars
- The network member intranet on the Purpose Built Communities website

Goal

The goal of Purpose Built Communities is to build a nationwide network of like-minded groups that can assist one another in replicating successful revitalization efforts. These network members must support one another through shared resources, templates, best practices, and lessons learned. Network members develop a collaborative spirit through the annual network member conference, semiannual conference calls and interaction during site tours. Ultimately, Network Members model best practices for one another via this template: see one, do one, share one.

How We Help You Get Started

We help your community identify and assess what strategies and tactics make sense to determine whether the Purpose Built model will work in your neighborhood. If there is a good fit, we help you develop a master plan tailored to your community's unique situation, vision, challenges and needs. That master plan ultimately will address all the elements of the model as a strategic plan, which we will then help you operationalize into time-specific segments to assist you in moving through each phase of the revitalization process.

Key Steps

We work with you through every part of the process, which includes these key steps:

- Assessing the neighborhood
- Identifying and engaging key partners
- Engaging residents
- Developing strategic and operational plans
- Implementing the plans
- Evaluating progress
- Refining the process
- Staying the course

HEALTHY COMMUNITIES CHECKLIST

- Access to Healthy Food
- Access to Medical Care
- Building Financial Capacity: Financial Literacy Training; Quality Financial Services and/or Products that Build/Maintain Assets
- Built Environment (Complete Streets, Housing, Schools and Workplaces, Parks and Playgrounds, Pedestrian Walkways and Bike Trails, Brownfields and Open Spaces)
- Early Childhood Development: Education, Care
- Education
- Employment, Creating and Retaining Jobs, Job Training
- Personal/Public Safety
- Physical Activity
- Social Networks/Social Environment; Democracy-Building, Community Engagement
- Social Services

Reconnecting America, www.reconnectingamerica.org

Reconnecting America is a national nonprofit that integrates transportation and community development.

Reconnecting America is the managing partner of the Center for Transit-Oriented Development, the only national nonprofit effort funded by Congress to promote best practices in transit-oriented development. Reconnecting America is also a founding partner of Transportation for America, a broad coalition of housing, environmental, equal opportunity, public health, urban planning, transportation and other organizations focused on creating a 21st century national transportation program. CTOD is a leader in creating a national marketplace for TOD, working with cities, transit agencies, developers, investors and communities. CTOD focuses on improving practice through technical assistance, research and policy reform and disseminating best practices in regions across the country.

Reconnecting America advises civic and community leaders on how to overcome community development challenges to create better communities for all. Reconnecting America develops research and innovative public policy, while also building on-the-ground partnerships and convening players needed to accelerate decision-making.

At Reconnecting America, we help transform promising ideas into thriving communities, where transportation choices make it easy to get from place to place, where businesses flourish and where people from all walks of life can afford to live, work and visit. At Reconnecting America, we link people to the places that matter.

What We Do

Technical Assistance: Our Technical Assistance Program has two primary components: (1) place-based initiatives and (2) national research and analytic tools. Many of our technical assistance efforts involve our CTOD partners in a collaborative, interdisciplinary approach. For more information on the involvement of our partners, visit CTOD.org.

Policy

Reconnecting America's Policy Program envisions a nation where public policy at the federal, state, and local level facilitates, promotes and supports the development of healthy and vibrant communities and regions. Reconnecting America works closely on issues of federal policy with several national allies including Transportation for America, Smart Growth America and National Housing Conference.

Education

Reconnecting America's Education Program envisions a nation where practitioners, policymakers, professionals and the public have access to inspiring and informative research, can develop the skills they need to create and maintain healthy and vibrant communities and regions and remain connected in peer networks to foster knowledge development and beneficial working relationships. We refer to our educational programming as our LINK initiative based on four key areas of work: leadership, innovation, networks and knowledge.

HEALTHY COMMUNITIES CHECKLIST

- Public Transportation, including Transit-Oriented Development

The Reinvestment Fund, www.trfund.com

TRF is a Community Development Financial Institution (CDFI) that manages over \$706 million in capital and has made over \$1.25 billion in community investments, financing over 2,800 projects since its inception in 1985. TRF finances community businesses using loan, equity and other financing tools. We support our financing with a strong research and policy analysis capacity that has become a highly regarded source of unbiased information for public officials and private investors.

TRF's analytical strength is also reflected in our national online data and mapping tool that is available for all internet users at www.policymap.com. The tool offers thousands of data indicators to help users understand a place, compare places or track investments in a place.

TRF's \$706 million in capital comes from over 850 investors, including individuals, religious and civic groups, financial institutions, the public sector and private foundations.

Financing & Development

- **Real Estate Development**

TRF DP seeks to create wealth and opportunity for the communities it serves by making real estate investments that reinforce community assets, revitalize downward markets and create suitable environments for market growth. Its investment process seeks long-term sustainable change and requires effective partnerships with neighborhood organizations, local governments and private developers.

- **Housing**

TRF's depth of experience in housing finance is grounded in our strong financing skills and our innovative use of data. This unique combination positions us to help our customers understand the dynamics of a neighborhood's real estate market, while providing access to capital and resources that can see their project to fruition.

- **Education**

Loan funds are available to finance facility projects, including acquisition, renovation, construction, leasehold improvements and energy-efficient building enhancements throughout TRF's footprint in Pennsylvania, New Jersey, Maryland, Delaware and Washington, D.C.

TRF has also allocated significant portions of its New Markets Tax Credits for education facility financing, making it possible for TRF to provide larger loans with favorable terms. TRF also offers incentives for energy-efficient building systems.

In addition to financing, TRF's education borrowers benefit from TRF's expertise and experience with additional services such as technical assistance to assess site feasibility, model growth, visualize cash flow, structure negotiations and understand the dynamics of their business plan.

- **Food**

TRF provides financing for supermarkets, grocery stores and other healthy food retail operators that plan to operate in underserved communities where infrastructure costs and credit needs cannot be solely filled by conventional financial institutions. TRF's financing helps them overcome some of the higher start-up costs associated with locating in low-income, underserved neighborhoods. By improving the food landscape of underserved communities, the programs provide families with increased access to healthy fresh foods. Supermarkets and other grocery stores also make valuable contributions to the community by creating jobs and revitalizing neighborhoods.

- **Health**

Community health center operators can access affordable, flexible financing for the construction, renovation or expansion of their facilities through a national partnership between the TRF and Low Income Investment Fund (LIIF). TRF and LIIF are leading nonprofit community development financial institutions that, together, have lent more than \$2 billion to support community businesses. We combine this expertise with a patient, nimble approach to financing, especially when working with organizations that are new to capital projects and debt.

- **Community Assets**

Healthy, vibrant neighborhoods include the presence of viable commercial real estate assets. This includes amenities such as arts centers, retail shops, restaurants and other businesses. By financing community assets, TRF is working to create and improve these amenities in the communities we serve. Community asset projects can also be critical to stimulating market recovery in neighborhoods by creating jobs as well as supporting property values in those same real estate markets.

- **Energy**

TRF's energy financing expertise spans well over two decades and ranges from supporting nonprofits with energy efficiency improvements related to their facilities to supporting early wind farms in Pennsylvania. This breadth of experience has helped us work closely with customers across project to make wiser decisions about the energy efficiency and sustainability of capital improvements and equipment purchases, while offering innovative financial products and services for these elements of their plans.

Policy Expertise

- Public Policy
- Program Assessment
- Capacity Building
- Publications
- Policy Solutions Team
- PolicyMap

PolicyMap is a fully web-based data analysis and mapping platform that captures data through visually powerful maps, tables and reports. Users can also easily incorporate their own data and leverage it against the thousands of indicators already available in PolicyMap.

HEALTHY COMMUNITIES CHECKLIST

- Access to Healthy Food
- Access to Medical Care
- Air, Soil and Water Quality
- Built Environment (Complete Streets, Housing, Schools and Workplaces, Parks and Playgrounds, Pedestrian Walkways and Bike Trails, Brownfields and Open Spaces)
- Early Childhood Development: Education, Care
- Education
- Employment, Creating and Retaining Jobs, Job Training

Robert Wood Johnson Foundation, www.rwjf.org

Our mission: to improve the health and health care of all Americans.

Our Program Areas:

- **Childhood Obesity:** Our goal is to reverse the childhood obesity epidemic by 2015 by improving access to affordable healthy foods and increasing opportunities for physical activity in schools and communities across the nation.
- **Coverage:** We are working to ensure that nearly all Americans have stable, affordable health care coverage by 2020. To reach that goal, we are supporting implementation of the Affordable Care Act at the state level with technical assistance to states, support to consumer groups and resources to monitor the effects of health reform.
- **Human Capital:** We prepare health professionals for leadership, support scholars in their research and promote diversity in order to build a skilled health care workforce ready to address the health, cost and quality challenges facing the nation.
- **Pioneer:** We seek out and support innovation to accelerate progress and create transformative change. We support projects that use original, unconventional approaches and lead to breakthrough ideas that can shape the future of health and health care.
- **Public Health:** We work to improve the nation's public health system, both governmental and non-governmental, through research, community partnerships and actions.
- **Quality/Equality:** We are committed to reducing health care disparities and improving the quality of health care for all Americans. We support groups of stakeholders—those who get care, give care and pay for care—in 16 targeted regions of the country through our Aligning Forces for Quality program.
- **Vulnerable Populations:** We seek and nurture game changing ideas for improving the health of persons whose social circumstances create the greatest challenges for living healthy, successful lives.

Research & Publications

- **Assessing Our Impact:** Our focus is on producing evidence that both policy-makers and practitioners in the field can use. RWJF is committed to evaluating its major investments. Each year we spend approximately \$20 million on program evaluation which are a cornerstone of our efforts to learn from our work.
- **How We Work:** We are committed to ensuring that findings are understandable, effectively communicated, and actionable.
- **Data Center:** The Health and Medical Care Archive (HMCA) at the University of Michigan's Inter-University Consortium for Political and Social Research is the official data archive of the Robert Wood Johnson Foundation. HMCA is devoted to preserving and making available research data to expand knowledge about and contribute to the improvement of the health and health care of all Americans.
- **RWJF DataHub:** The DataHub tracks state-level data and allows users to customize and visualize facts and figures on key health and health care topics—health statistics you can visualize, customize and share.

Building Healthy Places: www.buildinghealthyplaces.org

The Federal Reserve Bank of San Francisco (FRBSF) and the Robert Wood Johnson Foundation (RWJF) created this Building Healthy Places website to inspire collaboration between the leaders who design and create our communities and the innovators who are working to improve people's health.

By working together, the community development and health sectors can transform the places where we live, learn, work and play into healthier places for all Americans.

We invite you to use and share the information you will find here, including:

- **Data & Tools You Can Use:** The website provides background research and key resources on the factors that define healthy, prosperous places—from healthy housing to early childhood programs—along with success stories and helpful data and tools to inform and inspire action in your community.
- **Healthy Communities conferences:** Through a series of Healthy Communities conferences, Federal Reserve regional banks have convened leaders from across the country to explore how the places we live influence our ability to choose healthy behaviors. Conference videos, brochures and key resources for all previous meetings, plus details about upcoming conferences, are included in the Conferences section.
- **Host your own meeting:** Interested in bringing together health and community development professionals in your community? A “conference in a box” makes it easy with sample agendas, suggested speakers, promotion tips and more.

Commission to Build a Healthier America:

Four years after the Robert Wood Johnson Foundation (RWJF) Commission to Build a Healthier America issued a set of influential recommendations for improving the health of all Americans, RWJF announced in 2013 that it is reconvening the Commission to provide new guidance in two key areas: early childhood and healthy communities.

County Health Rankings: www.countyhealthrankings.org

The County Health Rankings & Roadmaps program, a collaboration between the Robert Wood Johnson Foundation and the University of Wisconsin Population Health Institute, shows the rank of the health of nearly every county in the nation and illustrate that much of what affects health occurs outside of the doctor’s office.

The Rankings help counties understand what influences how healthy residents are and how long they will live. The Rankings look at a variety of measures that affect health such as the rate of people dying before age 75, high school graduation rates, unemployment, limited access to healthy foods, air and water quality, income and rates of smoking, obesity and teen births. Based on data available for each county, the Rankings are unique in their ability to measure the overall health of each county in all 50 states on the many factors that influence health, and they have been used to garner support among government agencies, health care providers, community organizations, business leaders, policymakers, and the public for local health improvement initiatives.

Healthy Kids, Healthy Communities: www.healthykidshealthycommunities.org/communities

Starting in 2010, 50 communities from across the country are now funded to implement healthy eating and active living initiatives that can support healthier communities for children and families. Efforts by each leading site focus on reaching children who are at greatest risk of obesity because of their families’ income, race or ethnicity.

HEALTHY COMMUNITIES CHECKLIST

- Access to Healthy Food
- Access to Medical Care
- Built Environment (Complete Streets, Housing, Schools and Workplaces, Parks and Playgrounds, Pedestrian Walkways and Bike Trails, Brownfields and Open Spaces)
- Early Childhood Development: Education, Care
- Education
- Personal/Public Safety
- Physical Activity
- Senior Needs: Accommodation, Care, Services

Rockefeller Foundation, www.rockefellerfoundation.org

We seek to achieve our vision through work aimed at meeting four equally important goals: revalue ecosystems; advance health; secure livelihoods; and transform cities. We maintain a portfolio of interconnected initiatives. Each initiative addresses two, three or more of our focus areas—often in overlapping geographic regions. Each incorporates rigorous monitoring while work progresses.

Resilience and Equitable Growth:

We help to build resilience by helping individuals and communities prepare for, withstand, and emerge stronger from acute shocks and chronic stresses. We seek to achieve equitable growth by expanding opportunity for more people in more places worldwide.

Our Current Work

- **100 Resilient Cities**
\$100 million effort to build urban resilience around the world
- **Climate Change Resilience**
Helping communities cope with imminent consequences of climate change
- **Digital Jobs Africa**
Creating an enabling environment for digital jobs to impact one million lives in Africa
- **Food Security**
Increasing smallholder agricultural productivity with better seeds, soils and markets
- **Gender Equity**
Gender equality and women’s leadership are key to realizing our dual visions of achieving equitable growth and strengthening resilience
- **Impact Investing**
Expanding and increasing the effectiveness of investments that solve social and environmental problems and generate a profit
- **City Dialogues**
A year-long project about informality in six different developing cities, and how we might make those cities more inclusive and resilient as we move into our rapidly urbanizing future
- **Innovation**
Enabling an environment that builds the knowledge and capacity to address social problems more effectively using tools appropriate for the complexity of 21st century challenges
- **Oceans & Fisheries**
Aims to increase the health and productivity of coastal fisheries by replacing unsustainable fishing practices with innovative approaches that recognize the full, long-term value of sustainable marine ecosystems
- **Program-Related Investments**
Provide charitable organizations or commercial ventures with socially minded missions access to needed capital, generally on terms that are more favorable than the market would provide
- **Resilience**
Making people, communities and systems better prepared to withstand catastrophic events and able to bounce back more quickly and emerge stronger
- **Smart Power in India**
Exploring whether the massive and rapidly growing infrastructure of cell phone towers in India could be harnessed to help provide clean energy and electricity access in poor communities

- **Social Impact Bonds**
Social impact bonds (SIBs) are a way for civil, public and private sectors to adapt to the new economic climate and collaborate to provide sustainable solutions with a measurable impact on society
- **Transportation**
Advocating for investment in affordable, environmentally responsible transit
- **Universal Health Coverage**
Universal health coverage is a critical pathway for increasing equitable access to quality care and bolstering the financial resilience of poor and vulnerable populations.

HEALTHY COMMUNITIES CHECKLIST

- Access to Healthy Food
- Air, Soil and Water Quality
- Built Environment (Complete Streets, Housing, Schools and Workplaces, Parks and Playgrounds, Pedestrian Walkways and Bike Trails, Brownfields and Open Spaces)
- Employment, Creating and Retaining Jobs, Job Training
- Entrepreneurship
- Personal/Public Safety
- Public Transportation, including Transit-Oriented Development
- Social Networks/Social Environment; Democracy-Building, Community Engagement

StriveTogether, www.strivetgether.org

(Note: Strive Together is a subsidiary of KnowledgeWorks, <http://knowledgeworks.org/>)

StriveTogether's Student Roadmap to Success plots the course of a student's journey from cradle to career, with plenty of signposts along the way. This map is not just a guide for the student, but for all members of the community with an interest in seeing that students have successful journeys. It highlights specific research-based competencies and experiences, as well as key transition points where we must ensure students are on target developmentally. If they are not at these critical points, we know the potential for long-term success is greatly inhibited.

Framework:

StriveTogether designed a framework that helps communities build on opportunities existing in their communities and lessons learned nationally. StriveTogether's approach is to act not as consultants, but as partners with communities to expand or build cradle to career education partnerships. The process for each community begins with an assessment of the community's assets across the cradle to career framework through the Civic Infrastructure Assessment.

Cradle to Career Civic Infrastructure:

Building upon lessons learned across over 90 network members, StriveTogether has developed the Cradle to Career Civic Infrastructure. This is not a program, but a way in which a community comes together around a Cradle to Career vision and organizes itself to identify what gets results for children; improves and builds upon those efforts over time; and invests the community's resources differently to increase impact. The reason to establish civic infrastructure using this framework is simple. Most importantly, it will result in student outcomes consistently trending in the right direction over the long term. Additionally, there are three core outcomes that signal the system is changing:

1. collaborative action is implemented to ensure existing and new resources are focused on what gets results,
2. time, talent and treasure in a community is repurposed to focus on work that does get results, and
3. a community as a whole begins to take ownership for education results as opposed to assuming it is the role of a few core institutions.

StriveTogether staff is available to provide strategic assistance to communities who feel such support would expedite their progress on meeting quality benchmarks and realizing sustained and consistent improvements in student outcomes. This support is offered on a fee-for-service basis to ensure sites have some "skin in the game" in accessing the support, but it is highly subsidized by investors such as the Annie E. Casey Foundation, Ford Foundation and Living Cities. The revenue from this work ensures the Cradle to Career Network is positioned for long-term sustainability and is not completely dependent on grants.

Cradle to Career Network:

The Cradle to Career Network launched in 2011 as a way to connect communities who are building cradle to career civic infrastructure using the StriveTogether Framework.

The Cradle to Career Network is composed of communities that

1. commit to work toward achieving quality benchmarks for building and sustaining cradle to career civic infrastructure and
2. actively participate in a community of learning and practice with their peers in which knowledge is shared and created.

Together this Network will build shared value to advance the field of cradle to career collective impact.

Building on Momentum:

Since its start in Cincinnati and Northern Kentucky in 2006, StriveTogether’s innovative Cradle to Career sustained-improvement approach has been initiated or fostered in communities in 37 states and the District of Columbia. Interest has also been explored in Canada, New Zealand, Australia, Colombia and the UK. The overwhelming interest in this work from communities across the globe helps drive the Network’s ambitious goal to achieve 15 Proof Point Communities (where communities are seeing 60 percent of student outcomes trending in the right direction) by 2015.

Civic Infrastructure Assessment:

The Assessment serves as a tool to help communities understand unique strengths and obstacles through progression in the Theory of Action. It is meant to assess how communities move through the Theory of Action Gateways in achieving specific quality benchmarks. By crossing through each Gateway, there is a greater likelihood for sustained impact and improvement over time. These quality benchmarks are essential for ensuring a community transforms how they serve children. Most importantly, communities achieve population-level impact when the community-level outcomes set by the Partnership consistently trend in the right direction. To this end, partnerships should complete a Progress Assessment annually to detail progress through the Theory of Action.

HEALTHY COMMUNITIES CHECKLIST

- Early Childhood Development: Education, Care
- Education
- Social Networks/Social Environment; Democracy-Building, Community Engagement

United Way, www.unitedway.org

(Note: Activities vary by United Way. Some may be community leaders and others may not be.)

United Way Worldwide is the leadership and support organization for the network of nearly 1,800 community-based United Ways in 45 countries and territories. We envision a world where all individuals and families achieve their human potential through education, income stability and healthy lives.

Education

Our Goal:

In 2008, United Way launched a 10-year initiative to cut by half the number of young people who drop out of high school by 2018.

Our Strategy:

High school dropouts are 12 years in the making, usually starting early childhood education behind schedule. United Way's model focuses on supportive communities, effective schools and strong families—strategies and approaches rooted in research. Tackling the education challenge requires reframing education on a birth to 21 continuum.

Our Focus Areas:

- Enter school ready to succeed
- Read proficiently by 4th grade
- Make a successful transition to middle school
- Graduate from high school on time
- Be ready for success in college, work and life

Education Research Overview:

The publication Education Research Overview gives communities and United Way partners a more detailed picture of the research grounding United Way's cradle-to-career education continuum. It's organized around United Way's five education focus areas, dedicating one section to each. Each section frames the case for action (rooted in the latest research), offers strategies that experts suggest work, and gives examples of promising practices underway and innovative ideas from United Ways.

Income

Our Goal:

In 2008, United Way initiated an ambitious 10-year plan to cut in half the number of lower-income families who are financially unstable. We believe that by 2018 we can help 1.9 million working families get on the road to economic independence.

Our Strategy:

To address the obstacles that prevent hard-working families from getting ahead financially, we launched the Financial Stability Partnership™, an initiative that promotes community-change strategies to help families meet their basic needs, while gaining the financial capability to plan for, and accomplish, their long-term financial goals.

Over 300 United Ways and their local community partners are engaged in activities and initiatives to help build the financial stability of families in their communities.

Our Focus Areas:

- Family-Sustaining Employment
- Affordable Housing
- Savings and Assets
- Manageable Expenses
- Income Supports

Health

Our Goal:

Since 2008, we've been working to achieve our bold, 10-year goal: to increase by one-third the number of youth and adults who are healthy and avoid risky behaviors by 2018.

Our Strategy:

Achieving our goal requires us all to become more aware of health risks and the potential effects they have on ourselves and others, starting from before birth. Working to change policies and practices, such as extending health care coverage, will enable more people to live healthier lives.

HEALTHY COMMUNITIES CHECKLIST

- Access to Medical Care
- Building Financial Capacity: Financial Literacy Training; Quality Financial Services and/or Products that Build/Maintain Assets
- Built Environment (Complete Streets, Housing, Schools and Workplaces, Parks and Playgrounds, Pedestrian Walkways and Bike Trails, Brownfields and Open Spaces)
- Early Childhood Development: Education, Care
- Education
- Employment, Creating and Retaining Jobs, Job Training
- Entrepreneurship

W.K. Kellogg Foundation, www.wkkf.org

The W.K. Kellogg Foundation (WKKF) places the optimal development of children at the center of all we do and calls for healing the profound racial gaps and inequities that exist in our communities. Concentrating our resources on early childhood (prenatal to age 8), within the context of families and communities, offers the best opportunity to dramatically reduce the vulnerability caused by poverty and racial inequity over time.

We organize our work and investments toward attaining three strategic goals:

- **Educated Kids:** Increase the number of children who are reading- and math-proficient by third grade.
- **Healthy Kids:** Increase the number of children born at a healthy birth weight and who receive the care and healthy food they need for optimal development.
- **Secure Families:** Increase the number of children and families living at least 200 percent above the poverty level.

Within and around each goal are commitments to Community & Civic Engagement and Racial Equity because both are necessary for communities to create the conditions under which all children can thrive.

We take a place-based approach to our work, concentrating as much as two-thirds of our grantmaking in a limited number of specific places where we believe we can have maximum impact.

Focus Areas:

Educated Kids

We support community-based family engagement efforts that empower parents, caregivers and families as leaders in children’s development, recognizing that this is a shared responsibility with schools and communities.

We seek to improve the quality of both teaching and learning through leadership and professional development in which educators receive the support and training they need to deliver high-quality learning opportunities for all students. This includes working with child care providers, schools and teacher preparation programs to create safe, positive environments that are content rich, results-driven and culturally meaningful and relevant.

We support aligning systems to increase collaboration and improve the effectiveness of everyone who works in early child development, including centers, home-based and informal child care, K-12 schools, government systems and business.

Community & Civic Engagement

We partner with those who are committed to inclusion, innovation and results in finding community solutions. The society we champion, in which all children thrive and are equipped to succeed, requires the engagement of all its members. So we work with and across multiple groups—civic, community, business and faith-based—to create lasting, systemic change.

We invest to increase the effectiveness, capacity, collaboration and community responsiveness of philanthropic and nonprofit institutions aligned with our beliefs, goals and mission.

We also invest to help build new pipelines of community and field leaders. And we work with current community leaders to foster collaboration, networking, mentoring, coaching and collective impact.

Healthy Kids

We work alongside communities—especially those facing health inequities—to support community-based approaches in four key areas: maternal and child health, oral health, breastfeeding (breast milk as the optimal first food), and continued access to good food and active living throughout a child’s early development.

In our national grantmaking and investments in priority places, WKCF supports efforts to improve the health of mothers and families; to increase breastfeeding rates; to provide innovative, community-based oral health care and to transform food systems so children and families have healthier foods in child care settings, in schools and in their communities.

Racial Equity

The Kellogg Foundation promotes racial healing while addressing structural racism. We seek to inform and change hearts, minds and the deeply-held, often unconscious biases that are frequently at the core of structural racism. The inequities faced by children of color – for example, harsher juvenile sentences in the court systems, and disproportionately high risk of exposure to environmental toxins – are clear. By elevating awareness and understanding of these inequities among communities, national networks and the media, and by creating tools for working together at the local, state, tribal and national levels, we seek to fundamentally improve outcomes for children confronted by these barriers.

We make nationwide grants to address the interrelated nature of racial healing and racial equity. In 2010, we launched America Healing, an initiative designed to ensure that all children in the U.S. have an equitable and promising future.

In our priority places of Michigan, Mississippi, New Mexico and New Orleans, we make targeted investments focused on the most severe inequities and the highest barriers to success faced by children of color in those communities.

Secure Families

To help prepare families to become secure, we support community-based organizations working to dismantle the racial and income barriers that hold families back from financial self-sufficiency. By advancing practices and policies to mobilize voices, resources and solutions, we work to create an environment favorable to the increased economic stability of families.

We invest in efforts that help increase families’ economic and social mobility. We help families increase their knowledge of proven financial resources and services—banks, savings accounts and tax credits—that help grow family assets and build long-term financial stability. We help connect employers willing to invest in skills-building and training with those seeking quality jobs that will support their families.

HEALTHY COMMUNITIES CHECKLIST

- Access to Healthy Food
- Access to Medical Care
- Building Financial Capacity: Financial Literacy Training; Quality Financial Services and/or Products that Build/Maintain Assets
- Early Childhood Development: Education, Care
- Education
- Employment, Creating and Retaining Jobs, Job Training
- Physical Activity
- Social Networks/Social Environment; Democracy-Building, Community Engagement
- Social Services