FAMILY PORTRAIT 2020

CONNECTING FAMILY

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WELCOME

Welcome to NACEDA's Family Portrait. Like a portrait, this publication shows less about what we do and more about who we are. Our networks and members. Our priorities. Our partners. Our strategic value. And our relationships. Behind every page, example, and statistic is a network of individuals and organizations dedicated to improving life for the people in places the private market and policy makers too often leave behind.

The Family Portrait provides a snapshot of the tools utilized by the NACEDA network. Changing public policy. Advocating to resource holders. Building the capacity of community organizations. Collecting data. Performing research. Partnering to change trends, habits, and priorities of other sectors to emphasize the needs and potential of the communities we serve.

This systems-level work has never been more crucial. As our country emerges from a series of escalating crises, a lot of attention will be directed at the systems that allowed us to arrive at these crises in the first place. Systemic racism. Inequality. Health and economic policies and practices that forcibly ensnare the most vulnerable people and places among us. Hard conversations are ahead. But this network is up to the challenge.
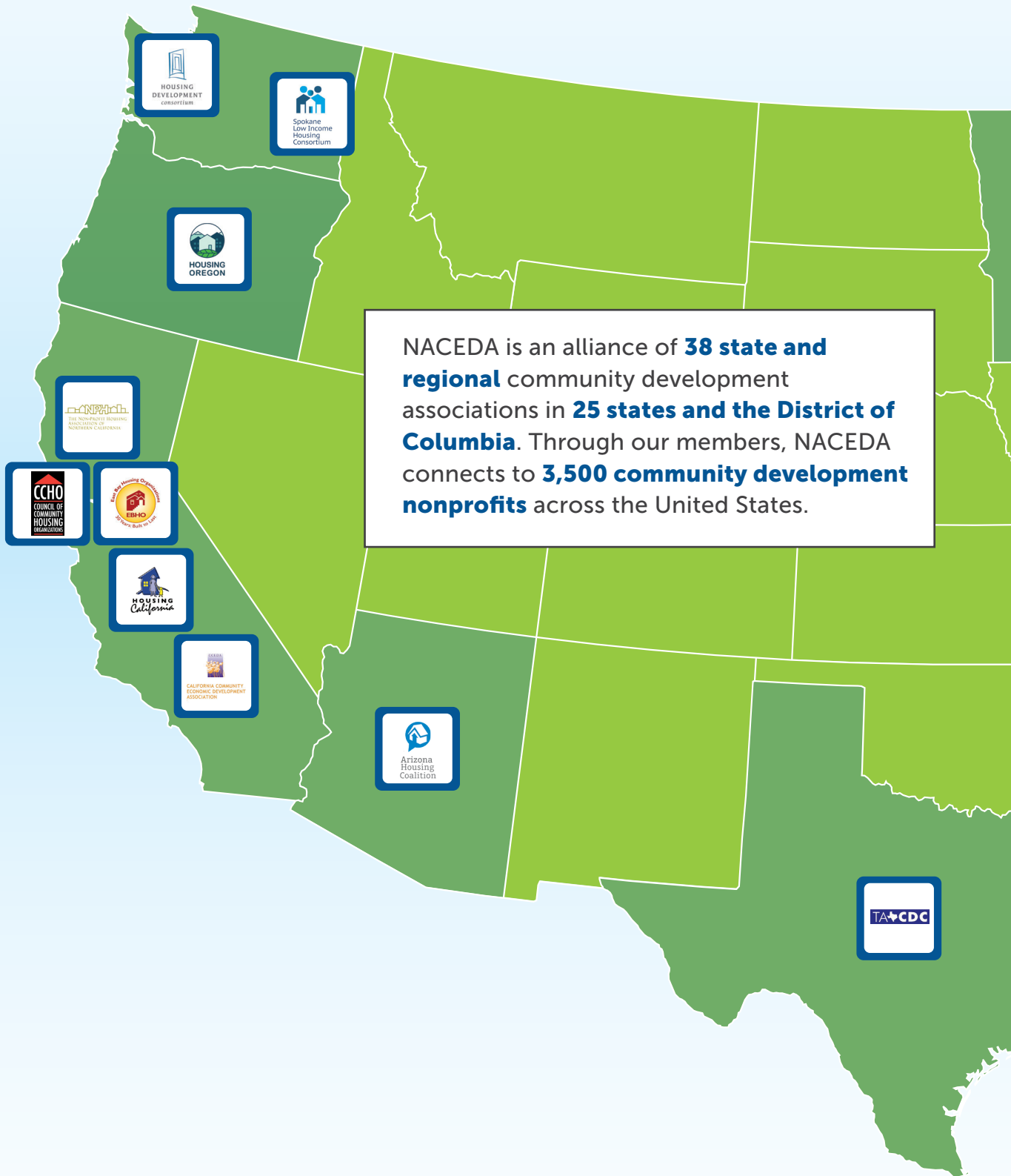
These are the levers of change the NACEDA network was built to address. As these pages show, our network is already hard at work advocating for those changes, building local institutions to advance that change, and inspiring others to join the call of equity and prosperity for all.

So again, welcome to the NACEDA family. If anything in this report draws you to the work of changing places and improving people's lives, join us. Our porch light is always on. We cannot do it alone.

Frank Woodruff
Executive Director, NACEDA

HOUSING DEVELOPMENT consortium

Spokane Low Income Housing Consortium

HOUSING OREGON

NPH
THE NON-PROFIT HOUSING ASSOCIATION OF NORTHERN CALIFORNIA

CCHO
COUNCIL OF COMMUNITY HOUSING ORGANIZATIONS

EBHO
East Bay Housing Organizations
30 Years: Built to Last

HOUSING California

CALIFORNIA COMMUNITY ECONOMIC DEVELOPMENT ASSOCIATION

Arizona Housing Coalition

TA✦CDC

NACEDA is an alliance of **38 state and regional** community development associations in **25 states and the District of Columbia**. Through our members, NACEDA connects to **3,500 community development nonprofits** across the United States.
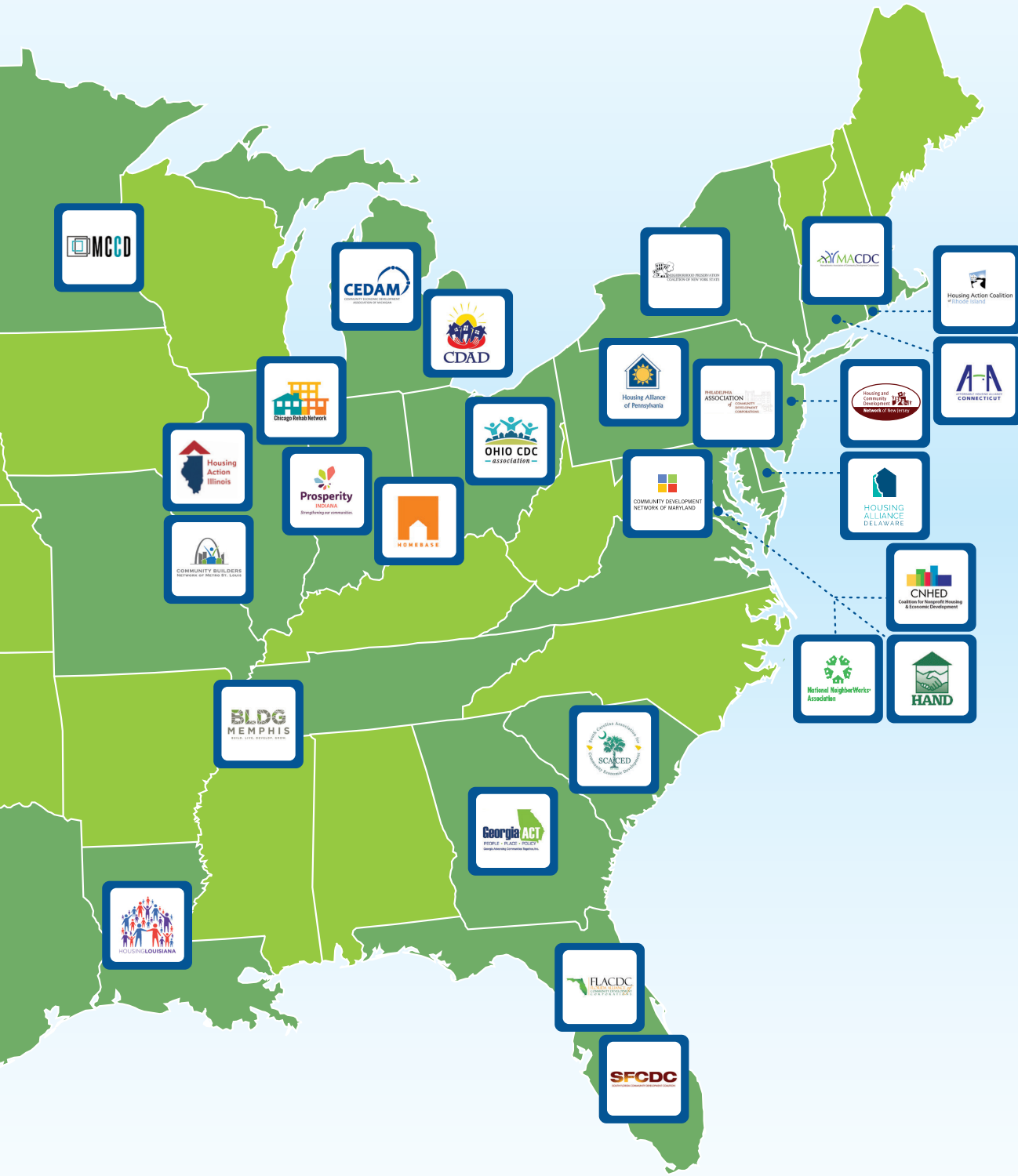
MEMBERSHIP

How many members does NACEDA have?

NACEDA Members *(State, regional, and national community development associations)*	38

## How many organizations are in the NACEDA network?

| Cumulative number of members among all NACEDA member organizations	3,488
Average per organization	152
Largest per single organization	350
Smallest per single organization	24

East Bay Housing Organizations has 350 members, the largest network of our associations.
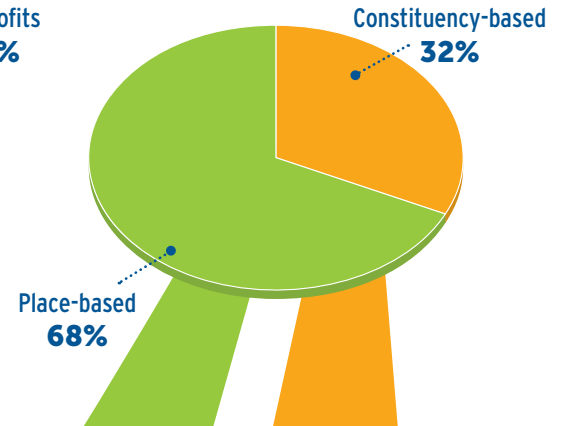
NACEDA Network: Breaking Down the Numbers

Organizations vs. Individuals

Individuals
16%
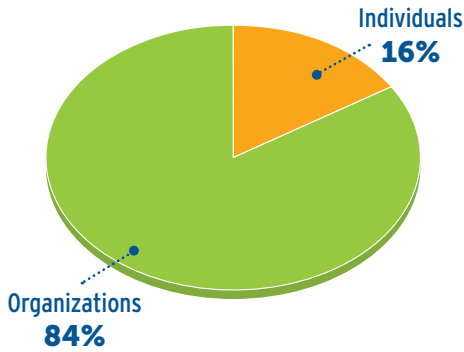
Organizations
84%

Nonprofits vs. For-profits

For profits
18%

Nonprofits
82%
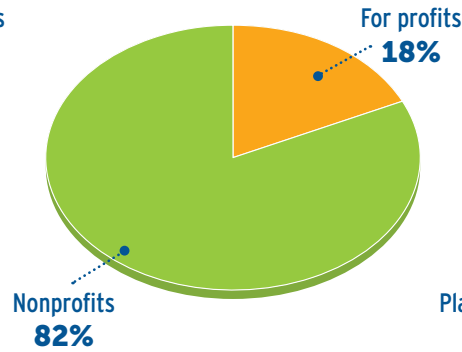
Place-Based vs. Constituency-Based

Constituency-based
32%

Place-based
68%

***PLACE-BASED** means that the organization's primary mission is to serve a specific neighborhood or a community defined by its geographic area.*

MidTown Cleveland is the community development organization charged with leveraging MidTown's diverse assets to connect and complete the city's downtown and innovation districts. MidTown Cleveland provides services to their members, stakeholders, businesses and organizations, residents, and visitors in order to create a dynamic and united community.

***CONSTITUENCY-BASED** means the organization's primary mission is to serve a specific constituency - for example, elderly, disabled, formerly homeless, or low-income families, or a cultural group*

Asian Community Development Corporation works in the greater Boston region to create and preserve affordable, sustainable, and healthy neighborhoods for underserved and immigrant Asian American communities. Through affordable homes, asset building, and leadership programs, they provide tools to empower families and strengthen vibrant communities.

How do NACEDA members serve their networks?

96%
Provide networking opportunities

Build Live Develop Grow Memphis, better known as **BLDG Memphis,** hosts a series of free workshops for neighborhood leaders — pizza included. During these workshops, participants gain a better understanding of how the system works, meet stakeholders and resource providers, and provide a platform to ask questions to better understand how the topics relate to their neighborhoods. This workshop event is open to the general public and there is a strong preference for neighborhood leaders and those interested in becoming actively involved within their community.

South Carolina Association for Community Economic Development's Community Development Institute launched a Broadband Community Champion Training Initiative to address barriers and the lack of broadband access in rural communities. Their goal is to certify Community Broadband Champions to marshal sustainable support from key community stakeholders. Local leaders learn how to attract service providers and capital to expand rural broadband service. They participate in three training sessions—access, adoption and use of broadband; K-12 education; and rural healthcare providers.

84%
Provide professional development trainings

72%
Provide one-on-one technical assistance to their members

Funded by grants from the public and private sector, the **California Community Economic Development Association** provides direct technical assistance to nonprofit community economic development organizations throughout the country. Activities include: organizational and capacity development, project conceptualization and planning, preliminary concept development, assistance in forming pre-development or development teams, business and program plans, identification of resources or additional technical assistance, and any assistance in moving projects along that might be "stuck" somewhere in the development process.

72%
Provide scholarships for members to attend trainings

In partnership with CareSource Foundation, **Prosperity Indiana** conducted the Empower Indiana Grant Challenge in 2019 that awarded nearly $100,000 in grants to 501(c)3 Prosperity Indiana members for innovations around the social determinants of health.

36%
Manage pass-through grants or have a re-granting program

How do NACEDA members serve their networks?

32%
Provide physical space for members' use

32%
Provide access to third party databases

[**Community Builders Network of Metro St. Louis**](#)'s relationship to the University of Missouri-St. Louis and the Community Innovation and Action Center allows their members easy access to research, data, and best practices through University databases.

[**Ohio CDC Association**](#)'s Micro Business Development Grant Program provides funding to member organizations who offer microbusiness training and technical assistance. In 2020, 15 organizations were awarded funds to either start up or expand a microbusiness project in their communities.

32%
Provide member-only funding opportunities

29%
Provide volunteers to their members in a systematic way

Community Economic Development Association of Michigan's AmeriCorps State program was created to combat the fact that 40% of Michigan households struggle to afford the basic necessities of housing, childcare, food, health care and transportation. The program works in partnership with 15 organizations across Michigan to place 24 AmeriCorps members. They also host a ten-member AmeriCorps VISTA program, which increases the capacity building of local organizations across the state to expand their existing programs and create new programs.

24%
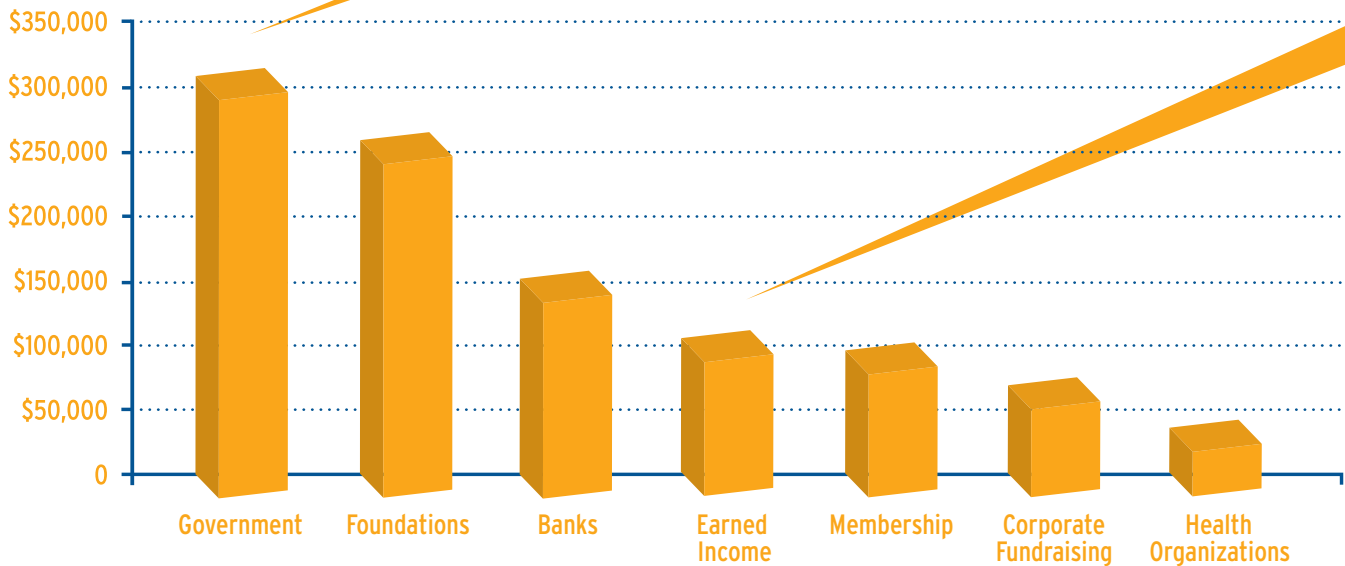## Provide board development opportunities

24%
Provide consulting for best practices

BUDGET

Average Organizational Revenue During Last Completed Fiscal Year	Average	$833,831
	Median	$680,923
	Smallest	$10,604
	Largest	$2,260,956

How do NACEDA members raise revenue?

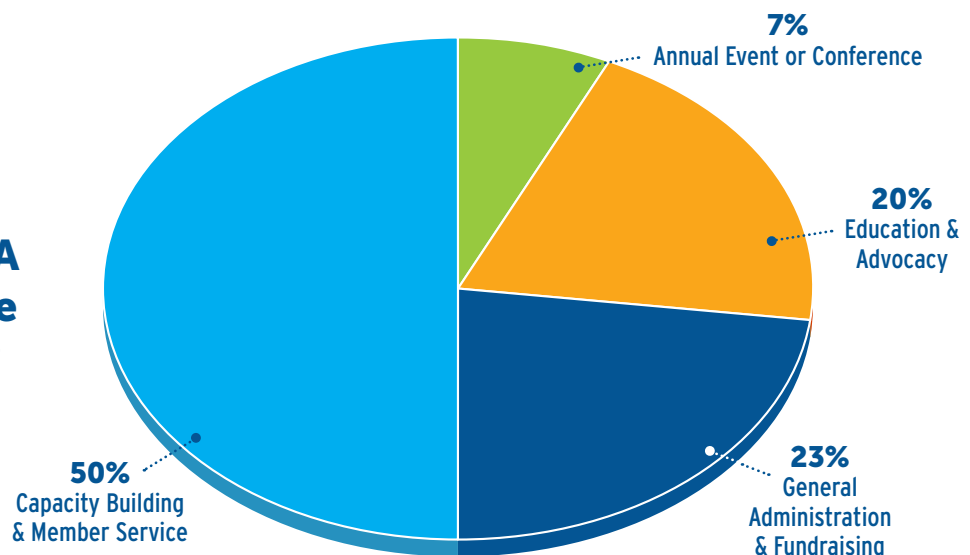### Average Amount Received from Each Source Within One Year

Housing Action Illinois received the most revenue from **government** sources in 2019. As a HUD-Approved Housing Counseling Intermediary, they facilitate the distribution of funds to an affiliate network of HUD-approved housing counseling agencies in Illinois, Indiana, and Missouri. In addition to securing and distributing HUD funds, they help with administrative functions, assisting each housing counseling agency to meet program standards and client needs.

Metropolitan Consortium of Community Developers in Minneapolis, Minnesota **received the most earned** revenue in 2019. Their "Open to Business" program provides free, confidential business counseling to current and prospective entrepreneurs. Experienced consultants work with small business owners to help them access the technical assistance and financing options they need to succeed. Open to Business partners with cities and counties to make free services available to entrepreneurs and small businesses located throughout the region.

Where does the average NACEDA member allocate their resources?

7%
Annual Event or Conference

20%
Education & Advocacy

23%
General Administration & Fundraising

50%
Capacity Building & Member Service

PRIORITIES

What do NACEDA members state are their top areas for improvement?

68% prioritize
MEMBER CAPACITY BUILDING

Investing in the effectiveness and future sustainability of community organizations

Texas Association of Community Development Corporation's Strategic Planning Facilitation program brings together their member organizations' board of directors, staff, and other stakeholders for strategic planning retreats. Participants explore what their organization will look like in the future. Strategic plans help the organizations develop business models and promote community involvement to increase impact.

44% prioritize
MEMBERSHIP

Developing and delivering member benefits and services

44% prioritize
FINANCIAL STABILITY

Raising financial resources for themselves and their members

36% prioritize
POLICY ADVOCACY

Developing and implementing advocacy strategies

In April 2020, the **Massachusetts Association of Community Development Corporations** organized a virtual lobby day for their members via Zoom. The convening allowed them to educate members on policy priorities, advocate while networking with others, and move forward policy recommendations with legislators during the pandemic.

CROSS-SECTOR COLLABORATION

Who do NACEDA members collaborate with?

96%
Work with organizations from other sectors

57%
Health

Housing and Community Development Network of New Jersey's Healthy Homes & Communities Network bridges the gap between health outcomes and housing policy. Many members are directly engaged in providing health care services, as well as homes and community development services to low and moderate income individuals and families. The goal is to improve access to higher quality health care for people who need more affordable homes.

70%
Civic Engagement

In July 2020, **Housing Alliance of Pennsylvania** partnered with Nonprofit VOTE to launch a civic engagement initiative. PA Votes provides financial support and training to more than 30 nonprofits across Pennsylvania to register new voters, update existing voter registrations, and encourage people to make a pledge and plan to vote. Their goal is to make 4,000 voter contacts by the November 2020 election.

39%
Transportation

30%
Environment

30%
Education

30%
Energy

CROSS-SECTOR COLLABORATION

Who do NACEDA members collaborate with?

30%
Arts & Culture

The **Philadelphia Association of Community Development Corporations** (PACDC) provides training, technical assistance, and seed money to facilitate partnerships between artists and community developers via its Community Development Leadership Institute. These partnerships strengthen neighborhood connections while advancing planning and action to address key community issues. With support from the National Endowment for the Arts, PACDC is documenting this work to develop teaching materials to inform best practice approaches to launching, sustaining and documenting the impact of the intersection of art and community work for both the arts and community development sectors.

Of those organizations who work with other sectors to build member capacity, **96%** also partner with these sectors on for advocacy purposes:

67% CIVIC ENGAGEMENT

58% HEALTH

42% TRANSPORTATION

25% ARTS & CULTURE

25% ENVIRONMENTAL

25% ENERGY

NACEDA member also partner with these groups:

CONSERVATION
RURAL
CHILDREN'S RIGHTS
CRIMINAL JUSTICE REFORM
FAITH-BASED
PROGRESSIVE
STATE POLICY GROUP
TENANT AND LEGAL SERVICES
AFFORDABLE HOUSING
HOMELESS
WORKFORCE DEVELOPMENT

San Francisco Council of Community Housing Organizations guides **United for Housing Justice,** a coalition led by community, labor, faith, tenant and affordable housing organizations. Members are those who directly experience the housing market crisis, as well as organizations who have built thousands of affordable homes and who counsel hundreds of tenants each day.

ADVOCACY

Do NACEDA members participate in policy advocacy?

100%
do policy advocacy

28%
pay for an external lobbyist

76% lead advocacy trainings

<u>Housing California</u> and Community Change facilitate **Residents United Network (RUN),** a statewide collaboration to train new leaders, empower healthy communities, and advocate for affordable homes. The program engages residents in the decisions that affect the health and stability of their lives and communities. RUN harnesses people power as a political force to influence policy and budget decisions at the state, regional, and local levels.

What types of trainings do NACEDA members lead?

86%
how to engage with elected officials

73%
how to engage with local government

50%
how to mobilize residents around policy issues

Who do NACEDA members report attends their trainings?

91%
community-based organizations

41%
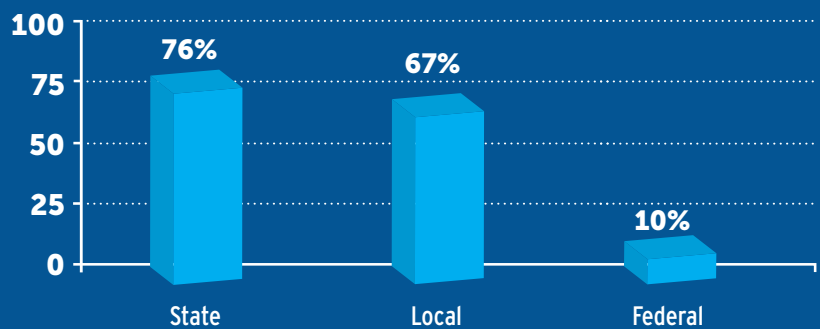**residents**

41%
general public

ADVOCACY

In what other ways did NACEDA members engage with advocacy in the past year?

81%
organized lobbying events for their members

95%
engaged with governmental entities in the following capacities:

Bar chart:
- State: 76%
- Local: 67%
- Federal: 10%

DC COMMUNITY ANCHOR PARTNERSHIP
An Initiative of CNHED

The **Coalition for Nonprofit Housing and Economic Development** (CNHED) facilitates the DC Community Anchor Partnership, a collaborative including Georgetown University, Children's National Health System, Sibley Memorial Hospital (Johns Hopkins Medicine), and BridgePoint Healthcare. The coalition is committed to leveraging their operations to advance equitable economic development in the District of Columbia. CNHED partners with the Office of the DC Deputy Mayor for Planning and Economic Development on this initiative. Anchor institutions members focus on improving their community economic impact by using their procurement power to support the growth of DC minority-owned business enterprises.

Housing Development Consortium of Seattle-King County helped form the Regional Affordable Housing Task Force Recommendations. They work with cities to implement these 86 recommendations to meet the urgent need for 156,000 affordable homes in King County, Washington.

PNC supported the creation of NACEDA's Family Portrait 2020 because it showcases the significant contributions of its community development organizations in a variety of meaningful ways. NACEDA's Family Portrait is an interesting and efficient way to capture the compelling work done by this membership network.

This report not only quantifies NACEDA members' triumphs, aspirations, and goals, but provides a portrait of the ingenuity, vision, and heart embodied by network organizations nationally. It does so through the narrative power of data, emphasizing the challenges faced, connections built, and relationships forged. Together these organizations form a community. The approaches vary but all are working for a stronger, healthier community. These pages contain a story. The story is broadly illustrated by percentages and pie charts, yet brought to life through the individuals and initiatives who have committed themselves to the work of resilience.

In these pages you hear of community pizza parties, pledges of voter engagement, and coalitions composed of leaders across sectors. You see faces from California to Massachusetts gathering in neighborhoods, at conferences, in living rooms, and even Zoom rooms. I encourage you to take note of these snapshots. Use them as a way to reach out to your peers. Ask about their stories and share your own.

I also encourage my fellow community development bankers across the country to become familiar with NACEDA. The acronym stands for the National Alliance of Community and Economic Development Associations. This network provides incredible opportunities for you to get connected to the work happening at the local level. It's a very helpful entrée to learning new, unfamiliar markets.

My colleagues and I at PNC hope you take time to recognize the immense work being done across the country, your own included. We hope you are inspired to have meaningful conversations among your peers and within your own state, regional, and local communities. However, we also ask that you think about the way these numbers represent a point in time. They showcase the work done prior to a global pandemic, sweeping racial justice protests, and rising political polarization. As much accolade as these numbers deserve, much has changed in the time after and much will change in the time to come.

We hope these organizational achievements and aspirations will provide a benchmark from which we can continue to grow.

Cathy Niederberger
Executive Vice President, Community Development Banking, PNC Bank