



Neighborhood  
Revitalization

# The power of partnerships



Neighborhood  
Revitalization  
Annual Update  
FY2015  
7/1/14 - 6/30/15



## Neighborhood Revitalization GOALS

- ▶ To serve more families through an expanded array of housing products.
- ▶ To demonstrate an improved quality of life in the communities we serve.
- ▶ To broaden the base of Habitat's financial support.
- ▶ To increase volunteer participation.

### On the cover

On the cover: Julia Rowe (left), volunteer engagement director at Habitat for Humanity of South Palm Beach County (Florida) a Neighborhood Revitalization affiliate, helps Erica Lubin paint flower boxes as part of a Girls Build event.

Girls Build teaches girls the importance of getting involved with their local communities and how Habitat for Humanity encourages the power of partnerships to enhance people's quality of life.





# The power of partnerships



A Muncie, Indiana, police officer gets into the action at the Urban Unity Block Party hosted by local churches in the city's South Central community.

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## Habitat's mission

Seeking to put God's love into action, Habitat for Humanity brings people together to build homes, communities and hope.

## Neighborhood Revitalization's mission

Neighborhood Revitalization affiliates serve more families by responding to community aspirations with an expanded array of products, services and partnerships, empowering residents to revive their neighborhoods and enhance their quality of life.

# Listen. Collaborate. Partner. Repeat.

**T**hese four verbs are the very basis for understanding what Habitat for Humanity's Neighborhood Revitalization work is all about. Our efforts began as a formal initiative five years ago, but now Neighborhood Revitalization affiliates account for over 60 percent of all families served by Habitat in the U.S. That's astounding, and we are encouraged to do more.

**Listen.** At Habitat, we are escalating our ability to act as a catalyst to better serve families where they live, and that starts with listening. Residents are the driving force, partners and advisers, rather than the receivers of services. The Neighborhood Revitalization process begins with finding out what the residents want to improve and what assets they have to build upon. Housing remains a critical component, and it's our focus at Habitat, but it's not the only aspect of community development. That means Habitat can't do it all.

**Collaborate.** Neighborhood Revitalization efforts are collaborations with local NGOs, government agencies, for-profit businesses and others to create healthy, thriving, inviting places for people to live, because when we think about a decent place to live, we are thinking about more than a roof, walls, a floor and a door. We are thinking in the context of a neighborhood with good schools and parks, grocery stores, and access to public transportation. So we look to others.

**Partner.** Over half the community projects Habitat was involved in during this fiscal year were led not by Habitat, but by others. "The Power of Partnerships" is the theme of this year's report and recognizes what we all know to be true: Together we accomplish more. In these pages, you'll learn about some of the partnerships we've created with residents, agencies, organizations and people like you. And you'll learn about the stakeholders who contribute to making each project a transformational success.

**Repeat.** This year, Habitat affiliates participated in more than 3,000 community projects, an increase of over 60 percent



**"Neighborhood Revitalization is not only an element of what we do; it's part of our DNA."**

*— Jonathan Reckford, CEO,  
Habitat for Humanity International*

in two years. I'm delighted to have this opportunity to share what we've accomplished together. I hope you'll be inspired and touched by stories of struggling neighborhoods turned into springboards of opportunity, of connected communities and of better outcomes.

I like how Habitat homeowner Lindsey Ravina put it: "The things that are being revitalized in this neighborhood are the hearts of the people." A holistic approach to community development makes so much sense and lines up with our mission to bring people together to build homes, communities and hope. It's a strategy that donors, governments and the larger housing community applaud, because we are all stronger when our communities are stronger. Indeed, there is power in partnership.

In partnership,

A handwritten signature in black ink that reads "Jonathan Reckford".

Jonathan T.M. Reckford



# inside

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In September 2014, Boots for Building brought together volunteers from the Home Depot Foundation, Team Rubicon, Student Veterans of America and Habitat for Humanity of Philadelphia (Pennsylvania), in the Germantown neighborhood. They performed critical home repairs for several veterans, one of whom was a Vietnam-era Marine living in one room because of severe water damage in the rest of his house.

# The power of partnerships

Volunteers join together to remove invasive brush and plants to prepare for an upcoming playground and skate park at Hilltop Park, which is in the Neighborhood Revitalization community of Bayview in San Francisco, California.



HABITAT FOR HUMANITY OF GREATER SAN FRANCISCO



A few years ago, Webster Street in Valdosta, Georgia, was a danger zone. “Back then, I wouldn’t walk down Webster Street with my gun and my dog,” said Vanassa Flucas, a resident of the Leila Harris neighborhood, which included the run-down corridor.

Then Valdosta/Lowndes County Habitat for Humanity started Neighborhood Revitalization in Leila Harris, which included buying abandoned properties along Webster and building new Habitat homes in their place. A street where people were once afraid to walk now has children playing in the yards. It has undergone a 180-degree transformation.

But like all Neighborhood Revitalization projects, it didn’t involve just Habitat. Groups ranging from the Valdosta Fire Department to Alpha Sigma Alpha sorority stepped up to work with the community. Flucas, who lives with her husband and six children in a home that once belonged to her husband’s grandparents, has been

engaged throughout the process, and has learned along the way what makes Neighborhood Revitalization tick.

“It’s partnerships, partnerships, partnerships,” she said. “No one is an island. No one can sit out there by themselves and get this work done on the level we have to do it.”

Flucas provided the theme of this FY2015 Neighborhood Revitalization Annual Update: The Power of Partnerships.

In fiscal year 2014, Neighborhood Revitalization affiliates served more than 6,000 families, an increase of almost 20 percent from the previous year. Neighborhood Revitalization affiliates also served more than 60 percent of all the families served by Habitat in the United States. And partnerships are what made so much of that work successful:

- **Resident partnerships.** Neighborhood Revitalization begins with listening to what the residents of a community want, and what assets they have to build on. Residents are

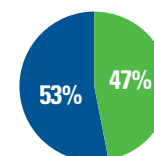
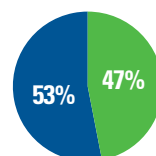
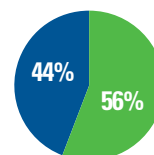
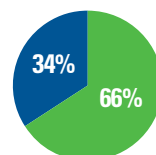
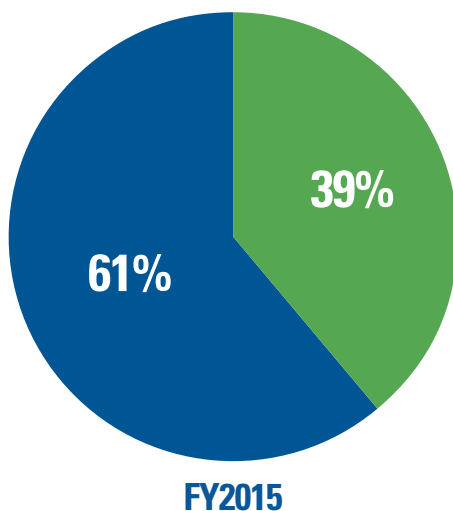
**“I have found this is rewarding work. When they finally trust you enough to reach out to you, it’s amazing what you hear: their life story, their vulnerability, their gratitude. These ladies and gentlemen are grateful that someone is taking the time. It’s a different paradigm.”**

— Julia Ogden, CEO, Habitat for Humanity San Luis Obispo County (California) whose focus neighborhood is all seniors

Neighborhood Revitalization affiliates now serve more than

**60%**

of all families served by Habitat in the U.S.



■ Neighborhood Revitalization affiliates ■ Others

Source: FY2014 Annual Statistical Report, FY2015 Annual Statistical Report

(Percentages represent all families served by Neighborhood Revitalization affiliates, not just families served in Neighborhood Revitalization focus neighborhoods.) Based on 123 affiliates in FY2011, 192 affiliates in FY2012, 215 affiliates in FY2013, 226 affiliates in FY2014, and 241 affiliates in FY2015.

**Number of affiliates  
that selected...**

	FY2012	FY2013	FY2014	FY2015
1 neighborhood	90	102	114	88
2 neighborhoods	32	33	33	46
3 neighborhoods	10	4	12	21
4 neighborhoods	2	1	3	3
5 neighborhoods	2	2	1	2

**Nationwide,  
160 Neighborhood  
Revitalization  
affiliate  
respondents  
are working in  
NEIGHBORHOODS**

**265**

not recipients of services; they are advisers, co-workers and frequently leaders in a dynamic process.

- **Donor partnerships.** Whether they are large corporate donors, local civic groups, churches or individuals, Neighborhood Revitalization donors frequently do more than just open their wallets; they open their hearts and their lives, and connect with the community they are supporting.

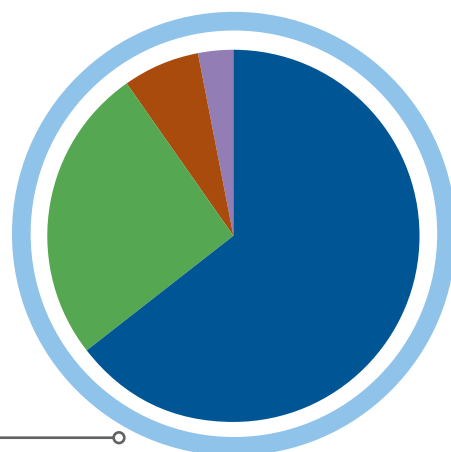
- **Organization partnerships.** The wide variety of local partners who are making Neighborhood Revitalization a reality is stunning: nongovernmental agencies such as Goodwill, the Salvation Army, the United Way and AARP; governmental agencies such as police forces, public schools and city governments; and volunteer groups who not only build new homes but also paint the homes of senior citizens, make repairs, clean up trash from lots,

Sheridan Hollow (below) was one of Albany, New York's most neglected neighborhoods. Habitat for Humanity Capital District partnered with the Touhey Homeownership Foundation, Albany city planners, local colleges, nonprofits and an architectural firm, among others, to launch Neighborhood Revitalization there. They conducted a charrette — an open, collaborative planning meeting — for all neighbors and stakeholders. Nearly 400 people participated and generated a master plan. Stage One of the plan has begun, with Habitat building 10 new homes and the Touhey Foundation building four more in one part of the Hollow, for a range of income levels.



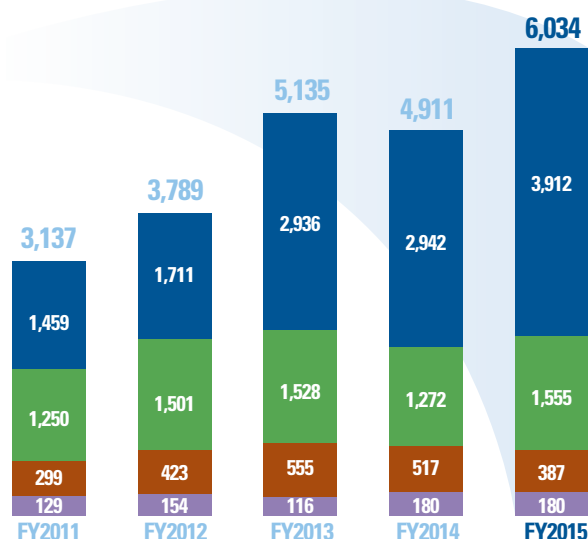


**Neighborhood Revitalization affiliates served**  
**6,034**  
**FAMILIES**  
**in FY2015 through a variety of housing products**



**FY2015**

<span style="color: blue;">■</span> Repair	<b>3,912</b>
<span style="color: green;">■</span> New	<b>1,555</b>
<span style="color: orange;">■</span> Rehab	<b>387</b>
<span style="color: purple;">■</span> Recycle	<b>180</b>
	<b>6,034</b>



*Data from FY2015 Annual Statistical Report, representing 241 Neighborhood Revitalization affiliates. Please note: "Repair" includes Critical Home Repair, Home Preservation and Weatherization. Neighborhood Revitalization affiliates served 5,135 families in FY2013 and 4,911 families in FY2014.*

and build playgrounds and gardens with communities.

Habitat also partners internally, with 241 affiliates working closely with Habitat for Humanity International to share best practices and expertise, and to support one another as Habitat embraces holistic community development.

With the help of so many partners, Neighborhood Revitalization contributes to the quality of life for entire communities and everyone who lives in them, creating places where residents feel safe and satisfied. Independent studies have found that the components that help lead to an improved quality of life include neighborhood satisfaction, a sense of safety, civic engagement and social capital — the value of multiple social networks and the benefits they generate, including trust, information flow and cooperation.

HFHI and Neighborhood Revitalization affiliates have seen demonstrable improvements in residents' quality of life through the survey and observation tools developed by Success Measures at NeighborWorks America. Habitat also has contracted with independent academic evaluators to analyze the data. A research summary of these studies is available at [my.habitat.org/4150f](http://my.habitat.org/4150f).

Neighborhood Revitalization is still relatively young, but already the partners who participate are demonstrating positive outcomes in cities all over the United States. We hope these stories of the power of partnerships inspire new and existing partners to transform neighborhoods.

# Resident partnerships



Lindsey Ravina, of Tacoma, Washington, has two young sons, Miguel and Caleb, both of whom have dealt with serious medical challenges. Growing up, “I had many dreams but not a lot of confidence,” she said. Now she is one of the resident leaders in Neighborhood Revitalization in her community.

COURTESY OF SAMANTHA ORTIZ



**I**t always starts with the residents. And eventually each revitalized neighborhood will end with the residents as well. After the initial years of work are completed and Habitat and other organizations move on to another neighborhood, the residents are the ones who will maintain and continue to develop their healthy, vibrant communities.

Neighborhood Revitalization keys on a Habitat affiliate and its partners listening to the people they serve. What are their aspirations? What do they want and need? What assets are already in place that can serve as building blocks?

When Habitat for Humanity for San Luis Obispo County (California) started Neighborhood Revitalization in Sierra Bonita, a senior community of 479 homes, it encountered elderly residents who were fearful because of years of crime and being preyed on by con artists.

“They did not want people to come into their homes to take a survey,” said Julia K. Ogden, the affiliate’s CEO. “And they didn’t want to do it electronically. So we went to the door and handed them a survey in a stamped envelope. We got a 25 percent response rate, which is pretty darn good.” Using the data gathered, the affiliate formed an action plan and shared it with the residents.

When the work begins, residents step up, in an extension of Habitat’s approach of sweat equity and Habitat founder Millard Fuller’s philosophy of “A hand up, not a handout.”

In FY2015, nearly 23,000 resident partners worked on neighborhood revitalization. That’s an average of almost 100 resident volunteers per Neighborhood Revitalization affiliate. Affiliates have set a goal to raise that total to almost 40,000 resident volunteers by FY2018.

“The things that are being revitalized in this neighborhood are the hearts of the people,” said Lindsey Ravina, a Habitat homeowner and resident partner in her neighborhood in Tacoma, Washington. “Without the hearts of the people being revitalized, Habitat can give and give and give, but it falls apart.”

A divorced mom of two young sons who both have significant medical challenges, Ravina serves on the Resident Advisory Board and the Preservation Committee for her Tacoma neighborhood, the Woods at Golden Given. She joined her neighbors to help the national nonprofit KaBOOM! build a playground, and is well-known in her community for mobilizing volunteers for various projects.

“Lindsey is vital in providing organization and creative ingenuity for the

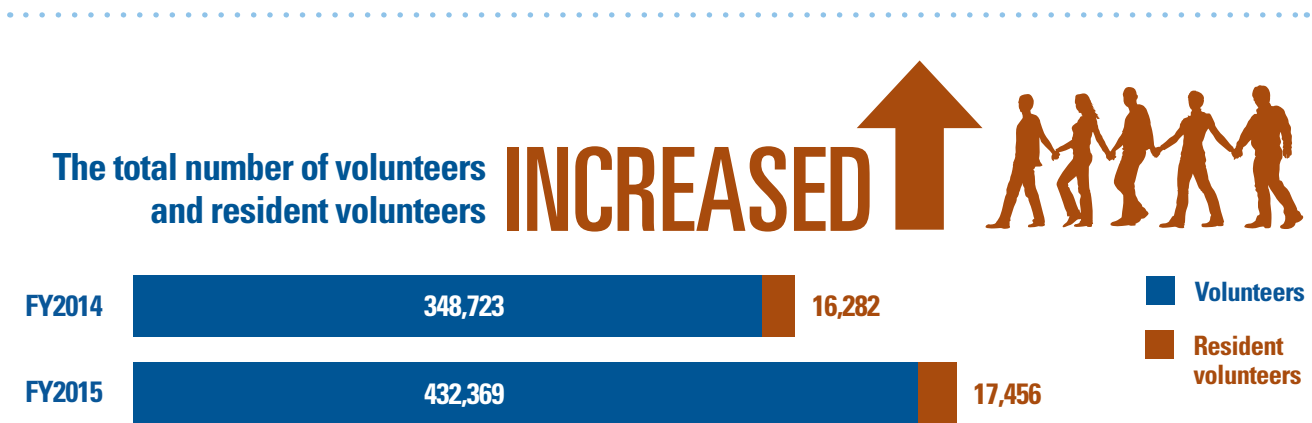
**“It’s contagious. As you fix up your house and do a little bit more, people drive by and say, ‘Wow that’s really nice.’ When somebody goes out and paints in the summertime, everybody wants to paint their house.”**

— *Vanassa Flucas, resident of the Leila Ellis neighborhood in Valdosta, Georgia*

advancement of the advisory board,” said Maureen Fife, CEO of Tacoma/Pierce County Habitat for Humanity.

“There are so many things that Habitat has been doing for us,” Ravina said, but the residents “are growing in our capacity to do more, initiate on our own and to take over needs in our community. Ultimately, the people’s lives are the front lines of Neighborhood Revitalization.”

Three thousand miles from Tacoma, Carla Lewis can sometimes be found in her neighborhood in Gainesville, Florida, knocking on her friends’ doors to organize a community cleanup.



154 affiliates provided this information in both FY2014 and FY2015.



“She is just committed to making a difference in the neighborhood,” said Casey Smith, development director for Alachua Habitat for Humanity. “She is the secretary of the neighborhood association, and one of the instigators to make things better. We have found it difficult to communicate with the residents, many of whom don’t go online. So it’s really boots on the ground. She’s been a ringleader in getting word out in the community.”

Lewis grew up in Greater Duval, a historically underserved community that is now a focus for Alachua Habitat and its partners, including the Gainesville Police Department, the

Gainesville Housing Authority and several churches.

Lewis is candid about having been a drug addict and prostitute on the streets of Greater Duval years ago. Now she works with young women who are trapped in the life she once led and want to get out like she did. She’s also going to college to become a medical assistant.

“I’ve been here forever,” Lewis said. “There’s a lot of desperation going on here. There’s not a lot of businesses. They’ve had people come and say they’re going to make a difference — usually a corporation that wants to make money — but it’s empty promises.”

**Carla Lewis, with her granddaughter Hayden, is one of the Neighborhood Revitalization resident leaders in Gainesville, Florida’s Greater Duval neighborhood.**

Neighborhood Revitalization is different. It’s “us-centered,” she said. “We’re going in the right direction. We’re full steam ahead.”

“I have faith this is going to work. I’m telling people about it as if it’s already happened. And it actually is. So I don’t want to be a liar.”



# Donor partnerships



LaTasha Williams and her children Zavion and Zaria are Habitat partners in Lafayette, Indiana. Lowe's Heroes set up a workday in the Wabash Avenue community and helped some of the neighborhood children build handmade cars during lunch.

In Lafayette, Indiana, Lowe's Heroes helped renovate, paint and landscape the "Bean Bag," the nickname for a community center in the Wabash Avenue neighborhood (there's a soybean processing plant nearby), and helped build a shelter for children waiting for the school bus. The materials came from a \$70,000 Lowe's grant to the community.

Now one neighborhood resident wants to start a weekly lunch program at the Bean Bag that would bring seniors and schoolkids together. There's talk of a bingo night and a family movie night.

"It's great to see two community-minded organizations — Lowe's and Habitat for Humanity — working together to help develop the Wabash Avenue community alongside the neighbors," said Brad Hanje, a Habitat Lafayette partner.

In Cookeville, Tennessee, 12 Lowe's Heroes partnered with Habitat Putnam County and West Cookeville residents to revitalize the West End Park. Lowe's grant of \$35,000 made it possible to revitalize a part of the community that has long been a gathering place, and now West End Park is a safer, friendlier place for families to gather.

Since 2013, Lowe's has contributed \$3.8 million to Neighborhood Revitalization projects like these. Neighborhood Revitalization affiliates apply for specific grants, and HFHI and Lowe's award the grants.

In FY2015, affiliates raised almost \$38 million because they were doing Neighborhood Revitalization. Potential donors are drawn to the holistic approach and verifiable positive outcomes of Neighborhood Revitalization: Almost three-quarters of Neighborhood Revitalization affiliates say the work strengthens their overall case with potential donors.

When Habitat for Humanity in the Roanoke Valley (Virginia) applied for

a \$24,500 grant from the local Junior League chapter for a Women Build house in the West End community, it didn't just pitch the Women Build angle. It used Neighborhood Revitalization data it had gathered with the Success Measures measurement tool.

The survey responses from West End residents showed a marked increase over three years in how well lawns and home exteriors were maintained, along with decreases in litter and properties in need of repair.

"We showed them it's not just one family benefiting from this house. It's the whole street, the whole community," said Jenny Lee, development director for Roanoke Valley Habitat. "You could see their reaction as this 'aha!' moment, like, 'Wow! We had no idea. We thought they just built houses.'"

"We are convinced that the Success Measures data made all the difference in the Junior League's decision to sponsor with us," said Karen Mason, the affiliate's executive director.

Sometimes, rather than the project seeking the donor, the donor seeks the project. In 2014, the Vectren Foundation, the philanthropic arm of a Midwestern utility company, approached Greater Muncie Habitat for Humanity (Indiana) to see if they could team up.

"We want to engage with communities in our service territory and to see if we can make an impact in these communities that have been hard hit by economic downturn, the housing crisis and the loss of manufacturing jobs," explained Tom Moore, the foundation's manager of community engagement. "We developed a stress index to find out what communities are hurting the most and came up with heat maps so we can see the areas that are the most stressed."

Moore met with Lindsey Arthur, executive director of the Muncie affiliate. "To me, as a nonprofit who just added a Neighborhood Revitalization

**"It takes a collaboration. It can't be a Lone Ranger effort. It's got to be one plus one equals three."**

*— Tom Moore, manager of community engagement for the Vectren Foundation, a Neighborhood Revitalization donor*

## AFFILIATES RAISED OVER

# \$146 MILLION

over the past four years because they were doing Neighborhood Revitalization

FY2012 \$38,371,685

FY2013 \$39,324,264


FY2014 \$31,393,289

**FY2015 \$37,775,373**

component to our strategic plan, this was a godsend," Moore said. "We had talked about NR, but we did not have the capacity to start a community conversation about this type of strategy. It was astonishing for me to meet a funder speaking the language I was speaking, having an understanding about long-term approach and being honest that money was going to only provide a Band-Aid if we didn't have the residents to sustain and champion the programs.

"We try to be a catalyst. We try to start conversations, find out who has a passion and a heart for this in these communities, and then help them understand we have resources we can offer."





Spring in Muncie, Indiana, brings out bike riders, smiles and new energy in the South Central neighborhood, where the Vectren Foundation, Greater Muncie Habitat for Humanity and other stakeholders are working to transform the community.

SARARENEE PHOTOGRAPHY

With partners they recruited, Habitat Muncie and Vectren selected South Central, which has a vacant property rate of almost 25 percent, as a focus neighborhood. A \$10,000 grant from Vectren helped with the planning process and coalition building and enabled the affiliate to fund the implementation and use of Success Measures.

“Some people may have thought, ‘OK, you’re gonna come in, paint a few houses, plant some trees, say “OK, we did our work.” But we don’t see it that way,” Moore said. “We understand it’s a long-term effort.

“It takes a collaboration. It can’t be a Lone Ranger effort. It’s got to be one plus one equals three.”

## *Thank you!*

Habitat for Humanity International wishes to thank the following donors who have contributed to Neighborhood Revitalization during FY2015. Your support has been catalytic in so many neighborhoods. Thank you so much!

**AARP Foundation**

**Andersen Corporate Foundation**

**The AMES Companies, Inc.**

**Fund for Shared Insight**

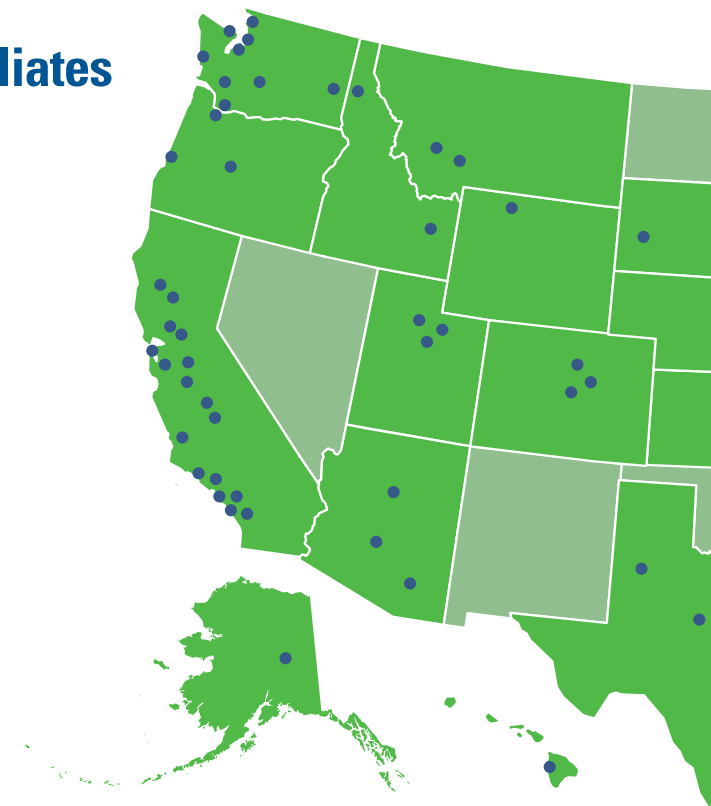
**Lowe’s**

**Wells Fargo Housing Foundation**

# Neighborhood Revitalization affiliates

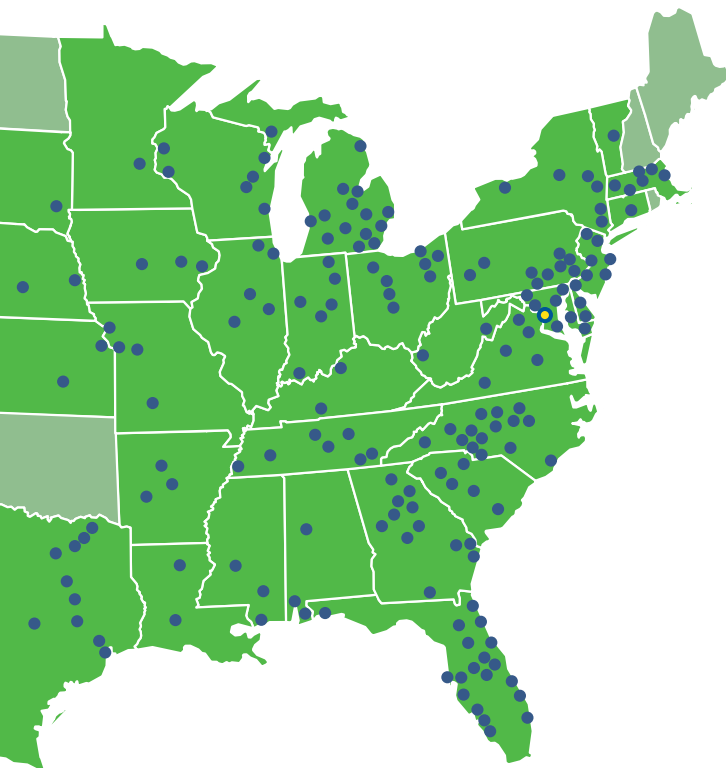
In fiscal year 2015, 240 affiliates were enrolled in Neighborhood Revitalization

Greater Fairbanks Area HFH	Fairbanks ..... AK
HFH of Baldwin County	Summerdale ..... AL
HFH of Tuscaloosa	Tuscaloosa ..... AL
HFH of Southwest Alabama	Mobile ..... AL
Garland County HFH	Hot Springs ..... AR
HFH of Faulkner County, Arkansas, Inc.	Conway ..... AR
HFH of Central Arkansas	Little Rock ..... AR
HFH of Northern Arizona Inc.	Flagstaff ..... AZ
HFH Central Arizona Inc.	Peoria ..... AZ
HFH Tucson Inc.	Tucson ..... AZ
San Diego HFH	San Diego ..... CA
HFH Westside Merced County	Los Banos ..... CA
HFH of Greater Los Angeles	Bellflower ..... CA
HFH Stanislaus County	Modesto ..... CA
HFH Lake County, California, Inc.	Lower Lake ..... CA
HFH of San Fernando/Santa Clarita Valleys	Woodland Hills ..... CA
HFH of Butte County	Chico ..... CA
HFH Fresno Inc.	Fresno ..... CA
HFH Greater San Francisco Inc.	San Francisco ..... CA
HFH of Tulare County	Visalia ..... CA
HFH Riverside	Riverside ..... CA
HFH East Bay/Silicon Valley	Oakland ..... CA
HFH of Greater Sacramento	Sacramento ..... CA
HFH of Orange County Inc.	Santa Ana ..... CA
HFH Inland Valley Inc.	Temecula ..... CA
HFH of Ventura County	Oxnard ..... CA
HFH for San Luis Obispo County	San Luis Obispo ..... CA
HFH of the St. Vrain Valley	Longmont ..... CO
Blue Spruce HFH	Evergreen ..... CO
HFH of Metro Denver	Denver ..... CO
Hartford Area HFH Inc.	Hartford ..... CT
Middlesex HFH of Connecticut Inc.	Cromwell ..... CT
HFH of Washington, D.C., Inc.	Washington ..... DC
Central Delaware HFH	Dover ..... DE
HFH of New Castle County	Wilmington ..... DE
Sussex County HFH	Georgetown ..... DE
HFH of Seminole County & Greater Apopka, Florida, Inc.	Casselberry ..... FL
HFH of Palm Beach County	West Palm Beach ..... FL
HFH of Pinellas County Inc.	Clearwater ..... FL
Manatee County HFH	Bradenton ..... FL
HFH of Lee and Hendry Counties Inc.	North Fort Myers ..... FL
Southwest Volusia HFH	Orange City ..... FL
Pensacola HFH	Pensacola ..... FL
HFH of Collier County	Naples ..... FL
Flagler HFH	Bunnell ..... FL
HFH of Greater Orlando Area	Orlando ..... FL
Alachua HFH	Gainesville ..... FL
HFH of Osceola County Inc.	Kissimmee ..... FL
HFH of South Palm Beach County Inc.	Delray Beach ..... FL
HFH of Hillsborough County Florida Inc.	Tampa ..... FL
Lakeland HFH	Lakeland ..... FL
Beaches HFH	Atlantic Beach ..... FL
HFH of Jacksonville Inc.	Jacksonville ..... FL
HFH of Indian River County	Vero Beach ..... FL
HFH of Martin County Inc.	Stuart ..... FL
Charlotte County HFH	Punta Gorda ..... FL
HFH of Marion County Inc.	Ocala ..... FL
Coastal Empire HFH	Savannah ..... GA
HFH of Effingham County	Springfield ..... GA
Jackson County HFH	Jefferson ..... GA
HFH of Milledgeville/Baldwin County, Georgia	Milledgeville ..... GA
HFH of Fannin & Gilmer County Inc.	Cherrylog ..... GA
HFH of Bulloch County	Statesboro ..... GA
Barrow County HFH	Winder ..... GA
Southern Crescent HFH	Jonesboro ..... GA
Newnan-Coweta HFH	Newnan ..... GA
Macon Area HFH	Macon ..... GA
HFH DeKalb Inc.	Tucker ..... GA
Valdosta-Lowndes County HFH	Valdosta ..... GA
HFH West Hawaii	Kailua Kona ..... HI
HFH Quad Cities	Davenport ..... IA
Iowa Valley HFH	Iowa City ..... IA
Greater Des Moines HFH	Des Moines ..... IA



HFH Idaho Falls Area	Idaho Falls ..... ID
HFH North Idaho	Hayden ..... ID
DuPage HFH	Wheaton ..... IL
HFH of Champaign County	Champaign ..... IL
HFH Chicago	Chicago ..... IL
HFH Sangamon County	Springfield ..... IL
HFH of McHenry County	McHenry ..... IL
HFH of Lafayette	Lafayette ..... IN
HFH of Greater Indianapolis	Indianapolis ..... IN
Greater Muncie Indiana HFH Inc.	Muncie ..... IN
HFH of Evansville	Evansville ..... IN
Wichita HFH Inc.	Wichita ..... KS
Heartland HFH	Kansas City ..... KS
HFH of Simpson County	Franklin ..... KY
HFH of Metro Louisville	Louisville ..... KY
Lafayette HFH	Lafayette ..... LA
HFH of Ouachita	Monroe ..... LA
Greater Springfield HFH	West Springfield ..... MA
HFH of Greater Lowell	Westford ..... MA
HFH Greater Boston Inc.	Boston ..... MA
HFH MetroWest-Greater Worcester Inc.	Worcester ..... MA
HFH North Central Massachusetts Inc.	Acton ..... MA
Central Berkshire HFH	Pittsfield ..... MA
HFH of the Chesapeake	Baltimore ..... MD
HFH Metro Maryland Inc.	Gaithersburg ..... MD
Patuxent HFH	Lexington Park ..... MD
HFH of Frederick County, Maryland, Inc.	Frederick ..... MD
HFH of Wicomico County Inc.	Salisbury ..... MD
HFH Susquehanna	Bel Air ..... MD
Caroline County HFH	Denton ..... MD
HFH of Oakland County	Pontiac ..... MI
HFH of Lenawee County	Adrian ..... MI
HFH of Monroe County	Monroe ..... MI
Kalamazoo Valley HFH	Kalamazoo ..... MI
Midland County HFH	Midland ..... MI
HFH Lansing	Lansing ..... MI
HFH Menominee River Inc.	Iron Mountain ..... MI
HFH Northeast Michigan Inc.	Alpena ..... MI
HFH Huron Valley	Ann Arbor ..... MI
Macomb County HFH	Mount Clemens ..... MI
Lakeshore HFH	Holland ..... MI
Bay County HFH	Bay City ..... MI
Genesee County HFH	Flint ..... MI
HFH of Kent County	Grand Rapids ..... MI
Saginaw-Shiawassee HFH	Saginaw ..... MI
HFH Detroit	Detroit ..... MI
Twin Cities HFH	St. Paul ..... MN





Truman Heritage HFH Inc.	Independence ....MO
St. Joseph HFH	Saint Joseph ....MO
HFH Kansas City Inc.	Kansas City ....MO
HFH of Springfield, Missouri, Inc.	Springfield ....MO

Hattiesburg Area HFH	Hattiesburg ....MS
HFH Bay Waveland Area	Bay Saint Louis ....MS
HFH Mississippi Capital Area	Jackson ....MS

HFH of Southwest Montana	Butte ....MT
HFH of Gallatin Valley	Belgrade ....MT

Fayetteville Area HFH	Fayetteville ....NC
HFH of Randolph County	Asheboro ....NC
HFH of Lincoln County, North Carolina, Inc.	Lincolnton ....NC
HFH Cabarrus County	Concord ....NC
HFH Orange County, North Carolina	Chapel Hill ....NC
HFH of Charlotte	Charlotte ....NC
Cape Fear HFH	Wilmington ....NC
Greater Matthews HFH	Matthews ....NC
Caldwell County HFH	Lenoir ....NC
HFH of Forsyth County	Winston-Salem ....NC
HFH of Wake County	Raleigh ....NC
HFH of Durham Inc.	Durham ....NC
Asheville Area HFH	Asheville ....NC
Our Towns of North Mecklenburg-Iredell HFH	Cornelius ....NC
HFH of Greater Greensboro	Greensboro ....NC
HFH of the NC Sandhills	Aberdeen ....NC

HFH of Omaha	Omaha ....NE
Grand Island Area HFH	Grand Island ....NE

HFH in Monmouth County	Long Branch ....NJ
HFH Newark	Newark ....NJ
HFH of Salem County, New Jersey, Inc.	Carneys Point ....NJ
HFH Trenton Inc.	Trenton ....NJ
Metropolitan Camden HFH	Camden ....NJ
Coastal HFH Inc.	Spring Lake ....NJ
Northern Ocean HFH	Toms River ....NJ
Paterson HFH	Paterson ....NJ
Morris HFH	Randolph ....NJ

HFH of Schenectady County	Schenectady ....NY
HFH of Dutchess County	Poughkeepsie ....NY
Oneida County HFH	Utica ....NY
HFH Capital District	Albany ....NY
HFH of Greater Newburgh	Newburgh ....NY
Flower City HFH	Rochester ....NY

HFH of Miami and Shelby Counties, Ohio, Inc.	Troy ....OH
HFH of Findlay/Hancock County	Findlay ....OH
HFH East Central Ohio	Canton ....OH
Greater Cleveland HFH	Cleveland ....OH
HFH of Marion County, Ohio, Inc.	Marion ....OH
HFH of Portage County	Ravenna ....OH

Delaware County HFH	Delaware ....OH
HFH MidOhio	Columbus ....OH
HFH of Summit County Inc.	Akron ....OH

HFH Portland/Metro East	Portland ....OR
Florence HFH	Florence ....OR
Bend Area HFH	Bend ....OR

HFH of Bucks County Inc.	Chalfont ....PA
HFH of Montgomery County	West Norristown ....PA
Armstrong HFH	Kittanning ....PA
HFH of the Lehigh Valley	Allentown ....PA
York HFH	York ....PA
HFH Philadelphia Inc.	Philadelphia ....PA
Lancaster Area HFH	Lancaster ....PA
HFH of Greater Pittsburgh	Pittsburgh ....PA
HFH of Greater Harrisburg Area	Harrisburg ....PA

Darlington County HFH	Hartsville ....SC
HFH of Berkeley County	Goose Creek ....SC
Central South Carolina HFH	Columbia ....SC
HFH of York County	Rock Hill ....SC
Greenwood Area HFH	Greenwood ....SC
HFH of Greenville County	Greenville ....SC

HFH of Greater Sioux Falls	Sioux Falls ....SD
Black Hills Area HFH	Rapid City ....SD

HFH Jackson, Tennessee, Area Inc.	Jackson ....TN
HFH of Greater Chattanooga Area	Chattanooga ....TN
HFH of Greater Nashville	Nashville ....TN
Rutherford County Area HFH	Murfreesboro ....TN
HFH of Cleveland	Cleveland ....TN
Putnam County HFH	Cookeville ....TN
HFH of Greater Memphis	Memphis ....TN

Comal County HFH	New Braunfels ....TX
Franklin HFH	Franklin ....TX
HFH Abilene	Abilene ....TX
Lubbock HFH	Lubbock ....TX
Bay Area HFH-Houston	Dickinson ....TX
North Collin County HFH	McKinney ....TX
Dallas Area HFH	Dallas ....TX
Fort Worth Area HFH Inc.	Fort Worth ....TX
Waco HFH	Waco ....TX
HFH of South Collin County, Texas	Plano ....TX
Houston HFH	Houston ....TX
Austin HFH	Austin ....TX

HFH of Summit & Wasatch Counties, Utah	Park City ....UT
Salt Lake Valley HFH	Salt Lake City ....UT
HFH of Utah County	Orem ....UT

HFH of Winchester-Frederick County Inc.	Winchester ....VA
Richmond Metropolitan HFH	Richmond ....VA
Greater Charlottesville HFH	Charlottesville ....VA
HFH Prince William County	Manassas ....VA
HFH in the Roanoke Valley	Roanoke ....VA

Upper Valley HFH	White River Junction ....VT
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HFH of Grays Harbor	Aberdeen ....WA
Evergreen HFH	Vancouver ....WA
Cowlitz County HFH	Longview ....WA
HFH in Whatcom County	Bellingham ....WA
HFH of Clallam County	Port Angeles ....WA
Yakima Valley Partners HFH	Yakima ....WA
HFH of East Jefferson County	Port Townsend ....WA
Tacoma/Pierce County HFH	Tacoma ....WA
HFH Spokane	Spokane ....WA
HFH Seattle-King County	Renton ....WA

HFH La Crosse Area Inc.	La Crosse ....WI
Wild Rivers HFH Inc.	Saint Croix Falls ....WI
River Cities HFH	Marinette ....WI
HFH of Fond du Lac County	Fond du Lac ....WI
HFH of Oshkosh	Oshkosh ....WI
Milwaukee HFH	Milwaukee ....WI
Greater Fox Cities Area HFH	Menasha ....WI
St. Croix Valley HFH	River Falls ....WI

Almost Heaven HFH	Franklin ....WV
Huntington, West Virginia, Area HFH	Huntington ....WV

Mountain Spirit HFH	Cody ....WY
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# Organization partnerships



Volunteers pitch in to do yard work at a home in Sierra Bonita, a community of mostly senior citizens who are working to improve the neighborhood with Habitat for Humanity of San Luis Obispo (California) and other partners, including the Paso Robles Police Department.



Indianatown, Florida, on the Atlantic coast near Lake Okeechobee, is home to about 6,000 residents, many of whom are migrant workers employed in orange groves and nearby orange juice factories. As of June 2015, it also has a state of the art Boys and Girls Club that exists because of the partnership between Habitat for Humanity of Martin County and Boys and Girls Clubs of Martin County.

Several years ago, the Habitat affiliate found itself with several acres of land that had no road access. The Boys and Girls Club had raised money for a new facility, but had nowhere to build it, and the residents of Indian-town’s Booker Park hoped it would be nearby. Margot Graff, the affiliate’s executive director, called Ann McCormick, then CEO of the B&G Clubs chapter, and suggested they talk.

“I said, ‘I’ll be in your office at 9 tomorrow morning,’” McCormick recalled. It still took four years of planning and a lot of involvement from the county to set up the public-private partnership that enabled the new center in the Booker Park/Carter Park area, which has been part of a virtuous spiral of neighborhood revitalization in the area.

An average of about 100 children a day come to the 22,000-square-foot club, which offers programs for free or at very low cost in a full-sized gym, a computer lab, a science lab, and music and dance studios. Next to the club is a new retention lake where neighborhood kids like to fish for bass, bream and bluegill, catch-and-release style.

When organizations come together under the Neighborhood Revitalization banner, transformative things happen. And one of them is that people understand that a community’s aspirations often require more than just Habitat. That’s why Goodwill Industries’ job training programs find a good fit with Habitat in some Neighborhood Revitalization communities, as does KaBOOM!, a national nonprofit that builds playgrounds. Police and sheriff’s departments come on board to foster trust and civic engagement with residents; youth centers add afterschool programs to the mix; and senior centers help those who want to stay in their homes with Aging in Place.

In FY2015, Neighborhood Revitalization affiliates participated in more than 3,000 community projects, up from 1,880 just two years ago. Organization

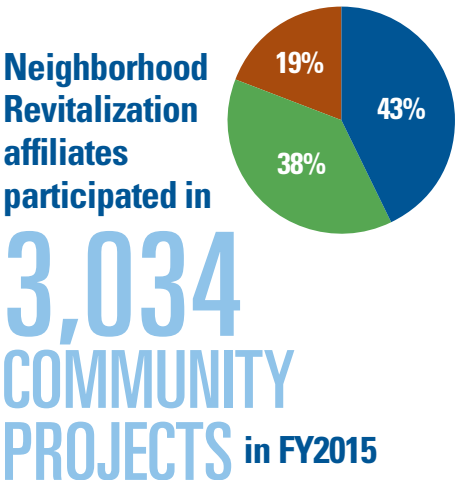
**“The whole remains greater than the sum of its parts. We call that the power of partnership.”**

— Larry Gluth, senior vice president, U.S. and Canada, Habitat for Humanity International

partners other than Habitat took the leadership role in 38 percent of those projects, demonstrating how broad the umbrella truly is. Affiliates took the lead in 43 percent of the projects, and residents led an amazing 19 percent.

One partner taking the lead in a major way is Impact Cleveland, which was formed in the town in the south-east corner of Tennessee by the local Habitat affiliate and local United Way. Impact focuses on the Blythe-Oldfield neighborhood, which was built in 1919, borders a recently abandoned factory, and is among the lowest-income census tracts in the region.

“We use a collective impact model with dozens of partners,” said Dustin Tommey, executive director of Impact Cleveland.



	NUMBER OF PROJECTS		
	LED BY AFFILIATE	LED BY OTHER AGENCIES	LED BY RESIDENTS
Community/neighborhood	308	219	138
Community garden	94	129	62
Community center repair	58	41	22
Youth programming	162	189	80
Job training	224	196	23
Community planning process	422	329	227
Other	33	58	20

In FY2015, Impact Cleveland scored its first victory: a \$3.75 million grant from the Tennessee Valley Authority to retrofit many of the old homes with energy-saving improvements. Tommey said in some cases they anticipate being able to cut \$400-a-month utility bills in half for residents living on fixed incomes.

Habitat for Humanity of San Luis Obispo County (California) has been working in Sierra Bonita, a seniors-only community of almost 500 homes. Surveys showed many residents were fearful because of the amount of fraud, identity theft, break-ins and assaults.

The affiliate took the data to the Paso Robles Police Department, which had recently launched an outreach program called PACT: Police and Community Together.

“They were putting together the coalition board and wanted us to be a part of it and advise them on public safety,” said the department’s Lt. Ty Lewis. “I have been going to the community meetings, and it’s been great. We try to educate the community about safety and protecting your property. And we address issues that come up on an individual basis and help solve those problems.”

The department is also helping the community with its NextDoor program, an online neighborhood watch platform in which residents can communicate with one another and with the police.

The residents were slow to trust Neighborhood Revitalization, but have come around. “When they finally trust you enough to reach out to you, it’s amazing what you hear: their life story, their vulnerability, their gratitude,” said Habitat of San Luis Obispo County CEO Julia Ogden.

“These ladies and gentlemen are grateful that someone is taking the time. It’s a different paradigm.”

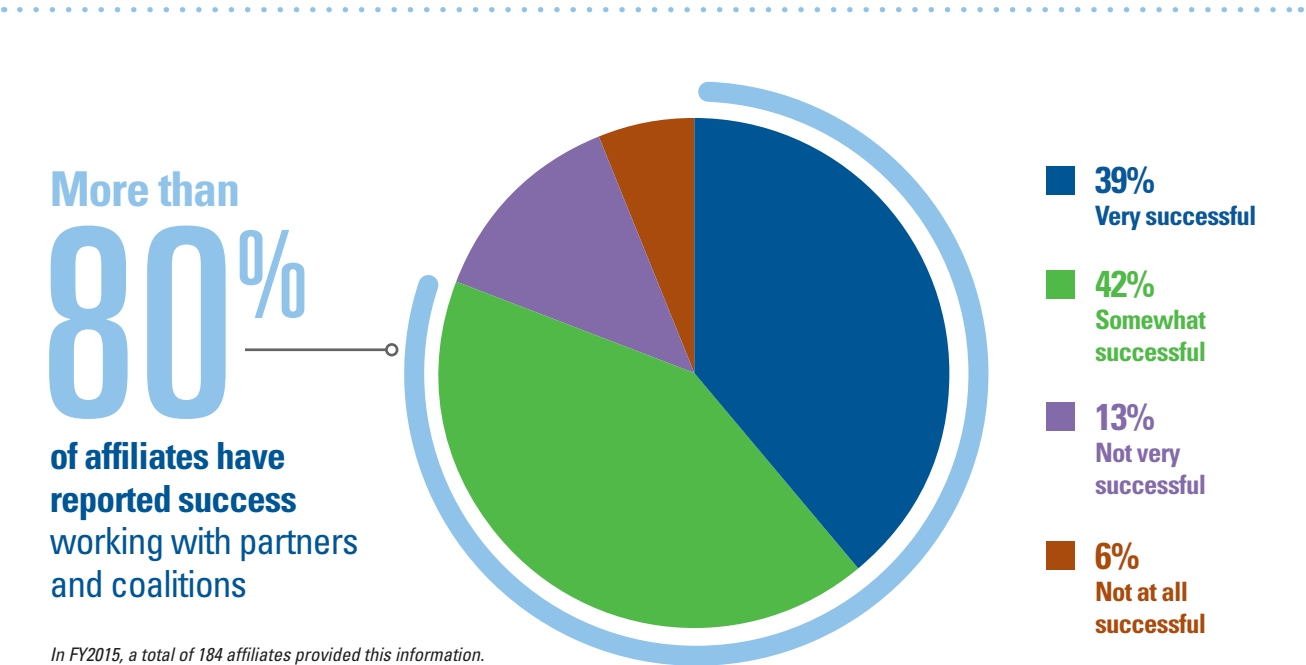


Children in the neighborhoods of Booker Park and Carter Park fish for bream and bluegills in a new retention lake in Indiantown, Florida, part of a Neighborhood Revitalization project in the communities.





Aerial view of the new Boys and Girls Club in Indiantown, Florida, with the adjacent lake.



# HFHI and Neighborhood Revitalization



Michael Stewart installs new flooring at a community center at the East Palo Alto Seventh-day Adventist Church in California. Habitat for Humanity Greater San Francisco, a Neighborhood Revitalization affiliate, is working with residents and community partners to revitalize East Palo Alto.



Every Neighborhood Revitalization project is inherently, intensely local. But Habitat for Humanity International frequently plays a vital role in coaching affiliates on the various components of revitalizing a neighborhood – from developing relationships with residents and community partners to preparing the affiliate to adapt to a new way of doing business. HFHI provides consultants and subject matter experts who support affiliates on a variety of topics, including owner-occupied repairs, strategic planning, coalition building, resident engagement, resource development and outcome evaluation.

In FY2015, HFHI Neighborhood Revitalization consultants worked intensively with 95 affiliates, which

in turn made significant progress on almost 400 community development indicators.

For example, in Idaho Falls, Idaho, executive director Karen Lansing had an unusual situation. The affiliate had been bequeathed \$1.4 million by a local farmer with the provision that the bequest benefit the small town of Ashton, about an hour away from Idaho Falls, where the affiliate had never worked.

The affiliate started meeting with local groups, trying to get traction for Neighborhood Revitalization, but there was some resistance and little acceptance of the Habitat model, Lansing said. Tad Monroe, an organizational development consultant for HFHI, met with a lot of the stakeholders.

**“Our neighborhood is going through a time of incredible revitalization, and a lot of partners are involved. The city of Allentown has seen a decrease in crime, as well as an increase in property values.”**

— Jessica Elliott, director of community engagement, Habitat for Humanity of the Lehigh Valley (Pennsylvania)

“Tad did an excellent job explaining how to make the philosophical change to NR,” Lansing said.

“We had meetings with what turned into a steering committee that will steward the work, and also a broader meeting with community partners to just talk about the Habitat model,” Monroe said. “We made some good progress. There’s now three board members who live in Ashton, and we helped them create a Memorandum of Understanding with their community partners. They partnered with a group called Main Street Matters and did kind of a facelift on some buildings.”

Lansing and her board president later attended orientation training at HFHI headquarters in Atlanta with others new to Neighborhood Revitalization. “We heard from other affiliates that were having difficulties as well, so it was a supportive environment,” she said. “I came to understand how long it takes to create these relationships and to nurture them.”

Greater Memphis Habitat for Humanity’s Neighborhood Revitalization is a completely different story from Idaho Falls. Uptown is the focus neighborhood in Memphis, Tennessee, a community in the shadow of St.

## Affiliates are making great progress with community development practices

Percentage of reporting affiliates

### Preparing your affiliate



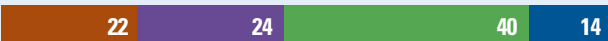
### Partnering with or building a neighborhood coalition



### Participating in or leading a neighborhood planning process



### Implementing a neighborhood plan



### Mobilizing resources to implement a neighborhood plan



### Monitoring and evaluating the neighborhood plan



■ Not at all successful    ■ Somewhat successful  
■ Not very successful    ■ Very successful

Jude Children's Research Hospital. "A lot of the folks there are elderly African American women living on Social Security of only about \$11,000 to \$15,000 a year," said executive director Dwayne Spencer.

HFHI organizational development consultant Carol Gregory "encouraged us to identify one neighborhood in which to do our work," Spencer said. "That was the first time we understood the importance of concentrating on one neighborhood. We were working all across the city.

"We put together a five-year strategic plan that encompassed the beginning of revitalization, and we built a \$12 million fundraising campaign on the backbone of the strategic plan."

The affiliate also eagerly embraced the Success Measures Data System, the

survey and observation tools developed by NeighborWorks America. "I didn't have one doubt about the benefit of investing in it," Spencer said.

Memphis Habitat used data compiled using Success Measures to apply for a grant from the Plough Foundation, and in 2015 it was awarded a two-year, \$4 million grant for a repair and rehab program with partners Service Over Self and Memphis Light, Gas and Water Division. The program will serve 500 low-income homeowners, both in the Uptown neighborhood and Shelby County in general.

HFHI's staff also encouraged Spencer to apply to host the 2016 Jimmy & Rosalynn Carter Work Project in Uptown. "I wrote to President Carter, and I told him that we had embraced Neighborhood Revitaliza-

**FY2015**  
**\$37,775,373**  
 was raised because  
 affiliates were doing  
 Neighborhood Revitalization

tion several years ago and that we had made a commitment to the Uptown community to build 50 homes and do 100 critical repairs."

Memphis and Uptown will be the site of the 2016 Carter Work Project.

For questions about Neighborhood Revitalization consultancies, contact Barb Daugherty at [bdaugherty@habitat.org](mailto:bdaugherty@habitat.org) or 800-HABITAT, ext. 4101.

**Mary Angelo's** donation to help the Roosevelt Park neighborhood in Grand Rapids, Michigan, started over cocktails with friends. Her husband, Andy, who had been a well-known editor at the Grand Rapids Press, had died a few months previously, and during one happy hour, her friends suggested they do something to honor him.

"I'm very much a bricks-and-mortar person," she recalled, "so they suggested a Habitat house." They formed a group called "Andy's Girls," which included Angelo's daughter and even his first wife ("Hey, that was Andy," Angelo laughed), and raised the necessary \$125,000 by themselves. The house they donated now is home to a family in Roosevelt Park, the community where Habitat for Humanity of Kent

County is doing Neighborhood Revitalization.

"She's a tiny powerhouse," said Mary Buikema, executive director of the affiliate.

Donor partners like Mary Angelo and "Andy's Girls" play a key role in Neighborhood Revitalization and the entire Habitat for Humanity story.

In FY2015, affiliates raised almost \$38 million because they were doing Neighborhood Revitalization.

**Mary Angelo paints a portion of the front porch on "Andy's House," named for her late husband, in the Grand Rapids, Michigan, Neighborhood Revitalization community of Roosevelt Park.**



COURTESY HABITAT FOR HUMANITY KENT COUNTY



# Afterword: Build the Kingdom



Jonathan Reckford introduced this annual update with four action verbs. Let me close with one more action: Build the Kingdom!

Habitat founder Millard Fuller was fond of including the Lord's Prayer in many of his sermons. After he prayed, "Thy Kingdom come, thy will be done, on earth as it is in Heaven," he would rush on to say, "God has built the Kingdom in Heaven — we don't need to worry about that. Our responsibility is to build the Kingdom here on earth!"

That's what Neighborhood Revitalization has been doing all over the United States. The success stories have been due to the power of partnerships, not just Habitat's work alone. Residents' aspirations are leading the vision for the Kingdom building in their neighborhoods. Affiliates are responding with the appropriate building products and services, while leveraging partnerships. Donors are stepping up in crucial leadership roles. Organizations and municipalities are bringing their expertise to build parks, better schools and new businesses, while renovating community centers, developing safety initiatives and building trust among neighbors.

Kingdom building is not for the faint of heart; it is a God-sized goal. And we live in the confidence that God promises, in the very last chapter and the very last verse of the book of St. Matthew, "And I will be with you always, even to the end of the age." With God and residents and other partners, these revitalization efforts to build the Kingdom here on earth are not just possible, but guaranteed.

This movement is gaining speed because of the hard work of thousands of committed individuals, organizations, municipalities and agencies, each bringing their distinctive gifts and talents. We look forward to hearing more stories about how God and God's people are making it happen; keep those inspirational stories coming!

Thanks be to God for each of you committed to this work.

Rebecca S. Hix  
Neighborhood Revitalization Director

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# Appendix: By the numbers

As part of the 2015 Martin Luther King Jr. Day of Service, volunteer Michael Jones helps build a new Habitat home in East Durham, North Carolina. Durham Habitat for Humanity, a Neighborhood Revitalization affiliate, is working with residents and community partners to revitalize East Durham.



EZRA MILLSTEIN



# FY2015

# \$37,775,373

was raised because affiliates were doing Neighborhood Revitalization

**“Ultimately the people’s lives are the front lines of Neighborhood Revitalization.”**

— Lindsey Ravina, Habitat homeowner and neighborhood planning committee member in Tacoma, Washington

## Neighborhood Revitalization affiliates are increasingly involved in community projects

	FY2014	FY2015
Community cleanup day	19%	22%
Community garden	10%	9%
Community center repair	6%	4%
Youth programming	19%	14%
Job training	14%	15%
Community planning process	26%	32%
Other	6%	4%

**83%** of Neighborhood Revitalization affiliates have a pricing and payment policy for repairs that aligns with HFHI recommendations

## Percentage of affiliates with a policy

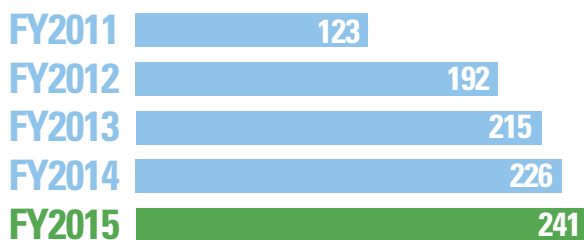
	FY2013	FY2014	FY2015
Sliding scale	47	52	60
100% cost	41	40	49
Fixed price	19	25	32
Fixed percentage	20	20	21
Partnerships	11	15	24
Other	22	19	21



Residents of the Washington neighborhood in Long Beach, California, learn about Habitat for Humanity of Greater Los Angeles’ programs and services during a community barbecue. Washington is a Neighborhood Revitalization focus community for Habitat of Greater Los Angeles.

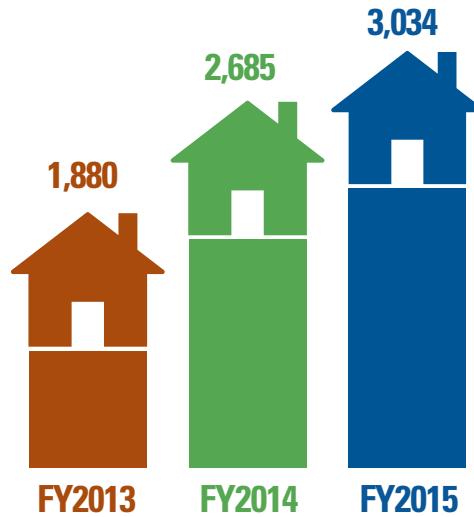
JOSH BLANCHARD PHOTOGRAPHY

## Affiliates continue to SIGN UP



Neighborhood Revitalization affiliates have increased their involvement with community projects by over

60%



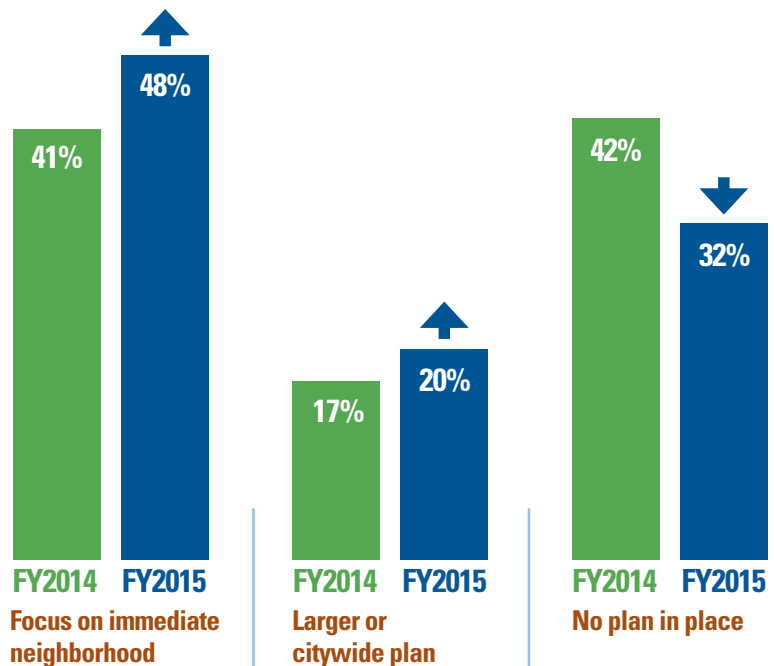
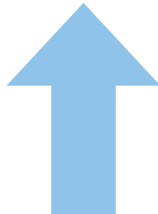
In FY2014, a total of 197 affiliates provided this information.

In FY2013, a total of 163 affiliates provided this information.



Creation of neighborhood plans has

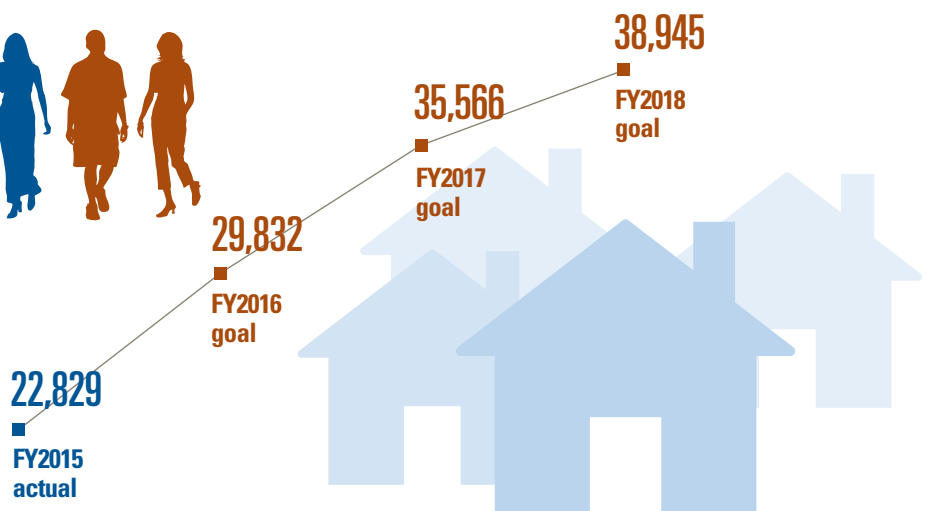
INCREASED



Affiliates set a goal to almost **DOUBLE** resident volunteer involvement in the next three years



In FY2015, a total of 184 affiliates provided this information.







Affiliates serve adults 65 and older through a variety of methods

	NR FOCUS NEIGHBORHOOD	GEOGRAPHIC SERVICE AREA	TOTAL
Partner family through repairs	1,078	1,756	2,834
Partner family through new home construction or rehab	223	227	450
Older adults that have volunteered in the neighborhood or with affiliate	4,647	9,811	14,458
Referred to another organization that serves adults	1,136	3,521	4,657

Habitat for Humanity of Tucson (Arizona) calls its work Neighborhood Partnership instead of Neighborhood Revitalization, because the term “revitalization” had a negative connotation. “Local government went into some historic downtown neighborhoods in the ‘60s and ‘70s and just rode roughshod over those neighborhoods while using the term ‘revitalization,’” said Tom Hopkins, director of community engagement and organizational development for the affiliate. But the work is the same. One project involved clearing out an overgrown vacant lot that provided cover to criminal activity. About 30 volunteers transformed the lot into a more pleasant part of the community. “That really turned the tide of trust in the neighborhood,” Hopkins said.

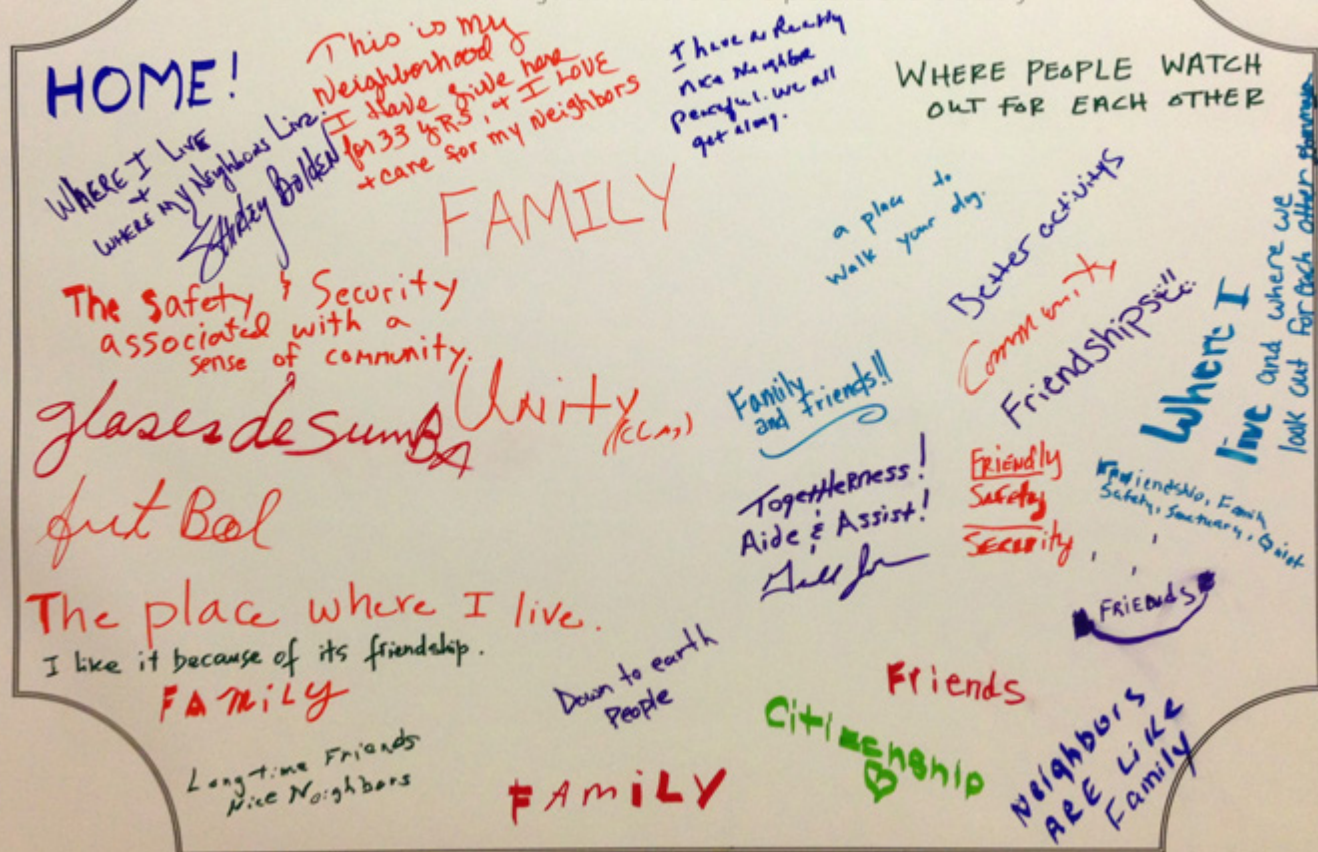






# What does neighborhood mean to you?

Write a sentence or just a word. Draw a picture. Share a story.



Thanks to all Habitat for Humanity affiliates that are pursuing the way forward through Neighborhood Revitalization. We are excited about working with you in the years ahead to make neighborhoods all that God intended.

We also welcome those who want to join us on this path.

For more information on Neighborhood Revitalization, visit [habitat.org/neighborhood](http://habitat.org/neighborhood) or [my.habitat.org/nr](http://my.habitat.org/nr). Or email [nr@habitat.org](mailto:nr@habitat.org), and someone will be in touch.



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