The power of partnerships

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

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.
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.
These 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 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,

Jonathan T.M. Reckford

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“Neighborhood Revitalization is not only an element of what we do; it’s part of our DNA.”

— Jonathan Reckford, CEO, Habitat for Humanity International
The power of partnerships
Resident partnerships
Donor partnerships
Map of Neighborhood Revitalization affiliates
Organization partnerships
HFHI and Neighborhood Revitalization
Afterword by Rebecca Hix
Appendix: Neighborhood Revitalization by the numbers

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

“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
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.

### Number of affiliates that selected...

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### Nationwide, 160 Neighborhood Revitalization affiliate respondents are working in 265 neighborhoods.
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.

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.
It 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 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.

“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
“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.”

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 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.”
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.”
Neighborhood Revitalization affiliates

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

Greater Fairbanks Area HFH  Fairbanks  AK
HFF of Baldwin County  Summerdale  AL
HFF of Tuscaloosa  Tuscaloosa  AL
HFF of Northwest Alabama  Mobile  AL
Garland County HFH  Hot Springs  AR
HFF of Faulkner County, Arkansas, Inc.  Conway  AR
HFF of Central Arkansas  Little Rock  AR
HFF of Northern Arizona Inc.  Flagstaff  AZ
HFF Central Arizona Inc.  Peoria  AZ
HFF Tucson Inc.  Tucson  AZ
San Diego HFH  San Diego  CA
HFF Westside Merced County  Los Banos  CA
HFF of Greater Los Angeles  Bellflower  CA
HFF San Stanslaus County  Modesto  CA
HFF Lake County, California Inc.  Lower Lake  CA
HFF of San Fernando/Santa Clarita Valleys  Woodland Hills  CA
HFF of Butte County  Chico  CA
HFF Fresno Inc.  Fresno  CA
HFF Greater San Francisco Inc.  San Francisco  CA
HFF of Tulare County  Visalia  CA
HFF Riverside  Riverside  CA
HFF East Bay/Silicon Valley  Oakland  CA
HFF of Greater Sacramento  Sacramento  CA
HFF of Orange County Inc.  Santa Ana  CA
HFF Inland Valley Inc.  Temecula  CA
HFF of Ventura County  Oxnard  CA
HFF for San Luis Obispo County  San Luis Obispo  CA
HFF of the St. Vrain Valley  Longmont  CO
Blue Spruce HFH  Evergreen  CO
HFF of Metro Denver  Denver  CO
Hartford Area HFH Inc.  Hartford  CT
Middlesex HFH of Connecticut Inc.  Cromwell  CT
HFF of Washington, D.C., Inc.  Washington  DC
Central Delaware HFH  Dover  DE
HFF of New Castle County  Wilmington  DE
Sussex County HFH  Georgetown  DE
HFF of Seminole County & Greater Apopka, Florida, Inc.  Casselberry  FL
HFF of Palm Beach County  West Palm Beach  FL
HFF of Pinellas County Inc.  Clearwater  FL
Manatee County HFH  Bradenton  FL
HFF of Lee and Hendry Counties Inc.  North Fort Myers  FL
Southwest Volusia HFH  Orange City  FL
Pensacola HFH  Pensacola  FL
HFF of Collier County  Naples  FL
Flagler HFH  Bunnell  FL
HFF of Greater Orlando Area  Orlando  FL
Alachua HFH  Gainesville  FL
HFF of Osceola County Inc.  Kissimmee  FL
HFF of South Palm Beach County Inc.  Delray Beach  FL
HFF of Hillsborough County Florida Inc.  Tampa  FL
Lakeland HFH  Lakeland  FL
Beaches HFH  Atlantic Beach  FL
HFF of Jacksonville Inc.  Jacksonville  FL
HFF of Indian River County  Vero Beach  FL
HFF of Martin County Inc.  Stuart  FL
Charlotte County HFH  Punta Gorda  FL
HFF of Marion County Inc.  Ocala  FL
Coastal Empire HFH  Savannah  GA
HFF of Effingham County  Springfield  GA
Jackson County HFH  Jefferson  GA
HFF of Milledgeville/Baldwin County, Georgia  Milledgeville  GA
HFF of Fannin & Gilmer County Inc.  Cherrylog  GA
HFF 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
HFF DeKalb Inc.  Tucker  GA
Valdosta-Lowndes County HFH  Valdosta  GA
HFF West Hawaii  Kailua Kona  HI
HFF Quad Cities  Davenport  IA
Iowa Valley HFH  Iowa City  IA
Greater Des Moines HFH  Des Moines  IA
HFF of Idaho Falls Area  Idaho Falls  ID
HFF North Idaho  Hayden  ID
DuPage HFH  Wheaton  IL
HFF of Champaign County  Champaign  IL
HFF Chicago  Chicago  IL
HFF Sangamon County  Springfield  IL
HFF of McHenry County  McHenry  IL
HFF of Lafayette  Lafayette  IN
HFF of Greater Indianapolis  Indianapolis  IN
Greater Muncie Indiana HFH Inc.  Muncie  IN
HFF of Evansville  Evansville  IN
Wichita HFH Inc.  Wichita  KS
Heartland HFH  Kansas City  KS
HFF of Simpson County  Franklin  KY
HFF of Metro Louisville  Louisville  KY
Lafayette HFH  Lafayette  LA
HFF of Ouachita  Monroe  LA
Greater Springfield HFH  West Springfield  MA
HFF of Greater Lowell  Westford  MA
HFF Greater Boston Inc.  Boston  MA
HFF MetroWest-Greater Worcester Inc.  Worcester  MA
HFF North Central Massachusetts Inc.  Acton  MA
Central Berkshire HFH  Pittsfield  MA
HFF of the Chesapeake  Baltimore  MD
HFF Metro Maryland Inc.  Gardsburg  MD
Patuxent HFH  Lexington Park  MD
HFF of Frederick County, Maryland, Inc.  Frederick  MD
HFF of Wicomico County Inc.  Salisbury  MD
HFF Susquehanna  Bel Air  MD
Caroline County HFH  Denton  MD
HFF of Oakland County  Pontiac  MI
HFF of Lenawee County  Adrian  MI
HFF of Monroe County  Monroe  MI
Kalamazoo Valley HFH  Kalamazoo  MI
Midland County HFH  Midland  MI
HFF Lansing  Lansing  MI
HFF Menominee River Inc.  Iron Mountain  MI
HFF Northeast Michigan Inc.  Alpena  MI
HFF Huron Valley  Ann Arbor  MI
HFF Macomb County HFH  Mount Clemens  MI
HFF Lakeshore HFH  Holland  MI
Bay County HFH  Bay City  MI
Greater Genesee County HFH  Flint  MI
HFF of Kent County  Grand Rapids  MI
Saginaw-Shiawassee HFH  Saginaw  MI
HFF Detroit  Detroit  MI
Twin Cities HFH  St. Paul  MN
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.
Indiantown, 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 Indiantown’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 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 southeast 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 Tomney, executive director of Impact Cleveland.

“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

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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.”
More than 80% of affiliates have reported success working with partners and coalitions.

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

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. Louis.

“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)

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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.”

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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.
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
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.
$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

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

<table>
<thead>
<tr>
<th>Percentage of affiliates with a policy</th>
<th>FY2013</th>
<th>FY2014</th>
<th>FY2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sliding scale</td>
<td>47</td>
<td>52</td>
<td>60</td>
</tr>
<tr>
<td>100% cost</td>
<td>41</td>
<td>40</td>
<td>49</td>
</tr>
<tr>
<td>Fixed price</td>
<td>19</td>
<td>25</td>
<td>32</td>
</tr>
<tr>
<td>Fixed percentage</td>
<td>20</td>
<td>20</td>
<td>21</td>
</tr>
<tr>
<td>Partnerships</td>
<td>11</td>
<td>15</td>
<td>24</td>
</tr>
<tr>
<td>Other</td>
<td>22</td>
<td>19</td>
<td>21</td>
</tr>
</tbody>
</table>

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.

Affiliates continue to sign up.

<table>
<thead>
<tr>
<th>Year</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2011</td>
<td>123</td>
</tr>
<tr>
<td>FY2012</td>
<td>192</td>
</tr>
<tr>
<td>FY2013</td>
<td>215</td>
</tr>
<tr>
<td>FY2014</td>
<td>226</td>
</tr>
<tr>
<td>FY2015</td>
<td>241</td>
</tr>
</tbody>
</table>
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.
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.

**Affiliates serve adults 65 and older through a variety of methods**

<table>
<thead>
<tr>
<th>Service Type</th>
<th>NR Focus Neighborhood</th>
<th>Geographic Service Area</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partner family through repairs</td>
<td>1,078</td>
<td>1,756</td>
<td>2,834</td>
</tr>
<tr>
<td>Partner family through new home construction or rehab</td>
<td>223</td>
<td>227</td>
<td>450</td>
</tr>
<tr>
<td>Older adults that have volunteered in the neighborhood or with affiliate</td>
<td>4,647</td>
<td>9,811</td>
<td>14,458</td>
</tr>
<tr>
<td>Referred to another organization that serves adults</td>
<td>1,136</td>
<td>3,521</td>
<td>4,657</td>
</tr>
</tbody>
</table>
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 or my.habitat.org/nr. Or email nr@habitat.org, and someone will be in touch.