Habitat
for Humanity®

The power of outcomes

Neighborhood revitalization annual update FY2016

July 1, 2015 – June 30, 2016

About Habitat for Humanity

Driven by the vision that everyone needs a decent place to live, Habitat for Humanity began in 1976 as a grassroots effort on a community farm in southern Georgia. The Christian housing organization has since grown to become a leading global nonprofit working in nearly 1,400 communities throughout the U.S. and in more than 70 countries. Families and individuals in need of a hand up partner with Habitat for Humanity to build or improve a place they can call home. Habitat homeowners help build their own homes alongside volunteers and pay an affordable mortgage. Through financial support, volunteering or adding a voice to support affordable housing, everyone can help families achieve the strength, stability and self-reliance they need to build better lives for themselves. Through shelter, we empower. To learn more, visit **habitat.org**.

neighborhood revitalization

Neighborhood revitalization outcomes include:

Sense of community

Social cohesion

Collective impact

Amenities

Education

Health

Housing

Safety

Transportation

Neighborhood revitatlization volunteers celebrate the power of outcomes.

annual update FY2016

July 1, 2015 – June 30, 2016

Neighborhood revitalization's mission

Habitat affiliates use neighborhood revitalization to 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.

introduction

Born of our desire to have a greater impact on the communities we serve, to broaden our scope, and to transform entire neighborhoods, Habitat for Humanity officially launched neighborhood revitalization in the U.S. six years ago.

This effort focuses on listening to residents' challenges and aspirations and then creating partnerships to make changes that are important to those residents. As one partner of many, Habitat can create a mix of affordable housing products and services to help measurably improve overall quality of life in many communities. Other partners might offer help in reducing crime, building parks, making jobs more available and improving education outcomes. The involvement of a variety of partners and the input of community residents are the keys to neighborhood revitalization's success.

It's not enough to just count our outputs — the number of homes built or repaired, the number of homeowners who take financial literacy training or the number of pieces of playground equipment installed. What really matters are the outcomes — the difference neighborhood revitalization makes in the quality of life for individuals, families and entire communities. Consider these examples: When residents clean up a park and put in some shade structures, the outcome is that neighbors can gather, forge connections and make bigger plans for improving the area. When volunteers build a ramp outside the home of an Army veteran with a disability, the outcome is that he can get out, socialize and share his wisdom with the community. And when neighbors clear an alley of debris and install lighting, the outcome is that the criminal element no longer gathers there.

In this report, you not only will read about outcomes that have been achieved by Habitat across the United States, but you also will learn how many of the positive outcomes can be directly attributed to our partnerships with police departments, schools, neighborhood associations, churches, other nonprofits and government agencies.

Our shared vision remains the same as it has always been: A world where everyone has a decent place to live. The 246

"Neighborhood Revitalization is not only an element of what we do; it's part of our DNA."
— Jonathan Reckford, CEO, Habitat for Humanity International

Habitat affiliates involved in neighborhood revitalization, which together serve more than 60 percent of the total families served by U.S. Habitat affiliates, are building the foundation for a better future as they expand the services they offer. Working together with our partners, we will continue to partner with families and communities to increase their strength and stability and improve their quality of life through neighborhood revitalization.

In partnership,

Jonathan T.M. Reckford

the power of outcomes

The folks who lived along Randall Boulevard in Tucson, Arizona, had a nickname for their road: Randall Raceway. It was a cut-through between major thoroughfares, and for a long stretch there were no stop signs or speed bumps. There were, however, lots of neighborhood children walking to school amid all the speeding cars.

"People would just fly down that road," recalls Tom Hopkins, director of community development at Habitat for Humanity Tucson. After Habitat started neighborhood revitalization in the community, the residents told him about their fears for their children's safety. So a group of 26 residents organized and set up a meeting with City Council Member Richard Fimbres about their concerns. He told them he could find $10,000 in the city budget for speed bumps if they could gather the legally required resident signatures. They gathered them in less than a day.

Now Randall Boulevard has speed bumps. Traffic is slower. Children are safer. Parents are less anxious.

"This was a neighborhood that went from 'Why bother? Nobody cares about us,' to 'Wow, our neighborhood is changing, and we're doing it,'" Tom says.

That's just one of many outcomes that neighborhood revitalization can point to. In the communities across the United States where Habitat is working with community partners on neighborhood revitalization, residents are seeing positive outcomes not just in housing — our traditional focus — but also in health, education, safety, transportation and more. Because the process depends on diverse groups of partners, diverse outcomes can be realized.

Since 2010, we have been increasing our emphasis on neighborhood revitalization. Many neighborhoods face systemic problems; neighborhood revitalization is a holistic community development effort to collaborate with multiple partners to solve those systemic problems.

Improving quality of life

The ultimate goal of neighborhood revitalization is an improved quality of life for the residents of an entire community. To get to this improved quality of life, we begin with the work we and others do — our outputs, such as homes built or repaired, volunteers mobilized or parks cleaned up. Over time, these outputs lead to a desired outcome. A home is repaired (output), and now an aging homeowner can have the peace of mind of staying put in her neighborhood (outcome). A park is cleaned up, and now parents feel less anxious about letting their children play there. A police department increases patrols, and gangs no longer threaten residents' safety.

A dance instructor teaches moves to neighborhood children during a Unity in the Community celebration in Chapel Hill, North Carolina.

More and more, neighborhood revitalization is focusing on the importance and power of outcomes.

"It's very easy to focus on outputs — How many homes did you build? How many houses did you paint? — versus those more intangibles, the longer-term outcomes that neighborhoods and residents are after that improve the quality of life," Tom says. "When we are partnering with neighborhoods, we're more after outcomes, and people seemed to really understand it quickly."

Start with foundational outcomes

Just as new Habitat homes that are built from the ground up always start with a strong foundation, Habitat affiliates working in neighborhood revitalization have learned over the past six years that it's best to start with outcomes that are considered foundational. These include:

- A sense of community, in which residents, community associations and partners identify with the neighborhood, feel connected, and support one another.
- Social cohesion, which is the willingness of residents, community associations and partners to work together.
- Collective action, through which residents, community associations and partners have the capacity and resources to effect change and influence decisions being made about the neighborhood.

In some communities, Habitat and our partners find a solid, supportive group of neighbors who are already working together and connected. In others, that solidarity is lacking, and neighborhood revitalization provides a catalyst to bring people together, build trust and social cohesion, and to start working together for the common good.

Residents of the Copper Vista neighborhood meet with their city councilman in Tucson, Arizona.

The Smoketown neighborhood in Louisville, Kentucky, is a community that was already fostering connections before neighborhood revitalization. Four years ago, the neighborhood started the Smoketown Getdown, an annual festival with live entertainment, food trucks, a beer garden, voter registration and family activities.

"Smoketown is Louisville's oldest historically black neighborhood," explains Randy Webber, president of the neighborhood association. Named after the smokestacks popping up from all the brick factories in the 19th century, "It's always been a working-class neighborhood. We're trying to rebuild the community and strike an appropriate balance between preserving it for the low-income folks and having more market-rate development."

Building on the social cohesion of Smoketown, Habitat Louisville has been holding Love Your Neighborhood events, bringing residents and volunteers together to clean up a park and alleys, refurbish a community garden, and perform critical home repairs on 12 homes (so far). A local Baptist church let the coalition use its space to feed the hundreds of volunteers.

Says Lisa Dettlinger, Habitat Louisville's community development resource coordinator: "It's a good base to grow on." That practically defines these three foundational outcomes.

A spoke in the wheel

Habitat for Humanity of Orange County, North Carolina, which serves Chapel Hill, also joined a community that had already achieved some of its own foundational outcomes. The Northside and Pine Knolls neighborhoods, longtime African-American communities of multiple generations who helped build the University of North Carolina at Chapel Hill, are closely knit, with lots of extended families bunched together. They already had monthly community meetings, a newsletter that is hand-delivered to residents, and a partnership with the police department.

In 2015, the Northside Neighborhood Initiative needed affordable housing and asked Habitat to be "a spoke in the wheel," a metaphor that is frequently invoked to explain how neighborhood revitalization works. With a $3 million land banking loan from the university, Habitat has been able to start buying land and building affordable homes in Northside. At a 2016 wall-raising for one of three new homes, gospel singers, elected officials and community members gathered for a celebration. Seven children will have new lives in those three homes, and research has shown repeatedly that shelter improvements like that lead to increased strength, stability and self-reliance.
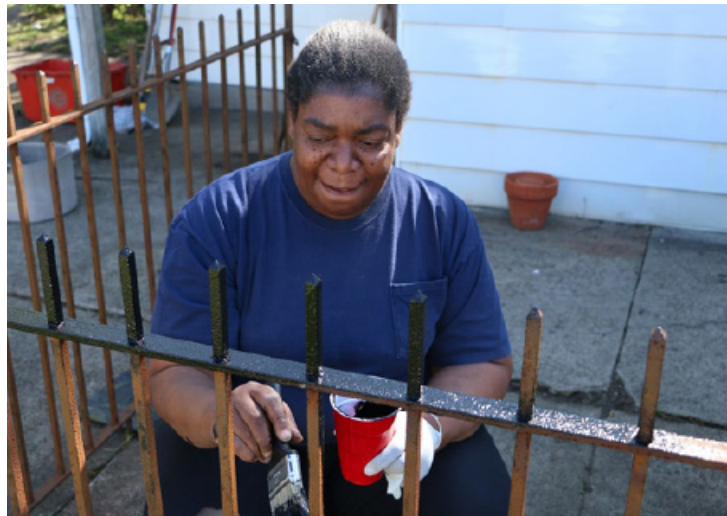
Karen, a homeowner in Louisville, Kentucky's, historic Smoketown neighborhood, paints her fence as part of Habitat's Love Your Neighborhood event.

'What more can we do together?'

In Tucson's Copper Vista community, the opposite was the case. When Habitat started building new homes there, the residents asked, "Why? Why are you building new homes here?" Tom Hopkins says.

The residents told Habitat they had no organization, no cohesion. But once Habitat started work, the neighbors came around and asked, "What more can we do together?" And that led them to a city councilman's office — and speed bumps on Randall Boulevard.

What more can we do together? That could be the rallying cry of many of the communities working with neighborhood revitalization. What they can do is produce outcomes. Perhaps one neighborhood wants to increase safety. Another wants to improve educational opportunities for children or adults, or both. Maybe there are specific amenities the community wants to add.

A neighborhood revitalization project begins with understanding the dreams and aspirations of a neighborhood's residents: What do they believe will transform the neighborhood and enhance their quality of life? Because neighborhood revitalization is always driven by the aspirations of the community, different places will have different desired outcomes.

In this report, we will look at some examples of various outcomes that are already in place because of neighborhood revitalization.

outcome: amenities

Residents have access to local amenities for their consumer, social and recreational needs, and support their continued preservation.

A playground is an output. The joy and well-being of children who have a new place to play and socialize is an outcome. The national nonprofit KaBOOM! knows this well. Children in the United States are playing less than any previous generation. As play has decreased, obesity rates and behavior problems have increased. To counter this, KaBOOM! builds new playgrounds, particularly in low-income communities, and is a frequent partner in Habitat's neighborhood revitalization work.

"A playground can do so much for a community," says Lian Mah, KaBOOM! project manager in Winston-Salem, North Carolina. "It's a great bonding experience for everyone. Some communities use planning the playground as a springboard to other plans, like a Neighborhood Watch."

For now, though, the parents who live in the community of Dreamland Rose of Sharon in Winston-Salem are just glad to see the smiles on their children as they swing, slide and climb on the new playground at the 14th Street Recreation Center.

"It was a wide open field before," Lian says. "We also put in some shade structures and some benches so it's not just a playground, it's a community gathering place."

Before the work started, Lian met with the neighborhood kids, who range in age from about 5 to their teens, to find out what they wanted in a playground. "The main thing they wanted was swings, so there's a lot of swings. There's a new type of slide, a lot of climbing elements. They wanted a lot of things to climb on."

Habitat for Humanity Forsyth County in Winston-Salem provided the volunteers, the trained construction personnel, and the equipment to build the playground.

"This is one of the first things we've done in this neighborhood, so it's an awesome way to start doing neighborhood revitalization," says Kelly Mitter, director of neighborhood revitalization operations for Habitat Forsyth County.

"A playground can do so much for a community," said Lian Mah, KaBOOM! project manager in Winston-Salem, North Carolina. "It's a great bonding experience for everyone. Some communities use planning the playground as a springboard to other plans, like a Neighborhood Watch."

"For Dreamland, it helped organized them as a community."

KaBOOM! believes that children who play are happier, smarter and more social creatures — as are their communities. A thriving community begins with thriving children, and that outcome is happening in Winston-Salem.

outcome:
education

Children are prepared for and succeed in their education, and adults have lifelong learning opportunities.

Like Habitat for Humanity, the city of Des Moines, Iowa, has a neighborhood revitalization program that brings together residents and multiple partners to try to achieve meaningful improvements in quality of life. Three adjacent neighborhoods were selected to participate as one entity, Viva East Bank!, and in 2014 the program was up and running, with Greater Des Moines Habitat for Humanity on board.

"Habitat was a big partner while we were developing the plans," says Amber Lynch, senior city planner for the city of Des Moines. "They did housing work and Rock the Block work to show residents that we had a commitment to listening to them and to build trust. That was important early on."

But housing is just one component being tackled. The coalition is working on multiple outcomes, including improving educational opportunities.

Among the changes:

- "We started a Monday morning breakfast program," Amber says. "One of our neighborhood-based police officers noticed there was an uptick in juvenile arrests on Monday morning, and hypothesized maybe they're hungry because they're not getting fed enough over the weekend." The Salvation Army volunteered its canteen truck to serve breakfast to students, and donations have poured in to fund the program. "The first Monday we had 64 kids, and we're now up to 450 kids. We see it as a relationship-building opportunity to show these kids the community cares about you, and we care about your success in school. We want to make you more successful during the day."
- Parent University offered enrichment classes at local public schools. These sessions helped community parents with financial planning, cooking on a budget and understanding why school attendance matters.
- Students at East High are learning the value of service and leadership through East High Cares, an extracurricular program that offers students volunteer opportunities to earn

The city of Des Moines' neighborhood revitalization work includes a Monday morning breakfast program for local students.

a silver cord at graduation. As one of its signature projects, East High Cares members packaged thousands of meals for those in need.
- In the summer of 2016, students entering ninth grade at East High had the opportunity to attend a one-day session on how to successfully transition into high school, "Ease into East." Nearly 150 students participated in the program, the goal of which is to increase graduation rates.
- "There were concerns around safe and structured places during non-school hours, because a lot of families may be single-parent families where the parent is working full time or even multiple jobs," Amber says. The Boys Clubs and Girls Clubs of Central Iowa stepped up and have expanded their offerings to children in the community, and United Way of Central Iowa has funded a summer program at the neighborhood park the past three years.

outcome:
health

The neighborhood and environment support residents' physical and mental health.

Older residents are the bedrock of their communities and can be an essential component of successful neighborhood revitalization. The growing numbers of older Americans who want to stay in the neighborhoods where they built their lives and raised their children present Habitat with a tremendous opportunity, known as aging in place.

Neighborhood revitalization sometimes means that Habitat affiliates come up with new, innovative approaches to serve their aging in place communities. Few have been more innovative than Florence, Oregon, which became the first area where Habitat became an approved Medicaid home provider in the United States.

"There had never been a Medicaid provider in Florence for home modifications," explains Alan Bourne, neighborhood revitalization project manager. "The closest one is in Eugene, about 60 miles away. Nobody's going to come all the way from Eugene to put in a wheelchair ramp or grab bars in a shower."

And those are exactly the types of home health repairs that the residents of Coast Village needed. The small community was originally an RV park but was converted over the years to a mix of trailers, mobile homes and permanent homes. More than 75 percent of the residents are elderly.

After deciding to work in Coast Village, Florence Habitat partnered with Senior & Disabled Services, Lane Council of Governments, and Peace Harbor Home Health Care to perform modifications for homeowners with disabilities that are covered by Medicaid.

One of the first home repairs completed with Medicaid belongs to Albert and Shelly, who are in their early 80s. Albert uses a wheelchair, and in order for him to leave his home he would wheel to the front door, where aides would physically carry him through the doorway and place him in a wheelchair outside. Habitat volunteers widened the doorway and built and installed a ramp.

"It was life-changing for them," Alan says. "He's able to go to the grocery store with Shelly now. Not only did it change his life, it made her much happier."

Habitat for Humanity of Florence, Oregon, built a wheelchair ramp for Albert and Shelly as part of their aging in place program. "It was life-changing for them," says Alan Bourne, neighborhood revitalization project manager. "Not only did it change his life, it made her much happier."

In FY2016, Florence Habitat's staff and volunteers completed 24 home repairs. Among those repairs, 12 were for seniors over 65, six were for veterans, 10 were for homeowners with disabilities, and two were for Medicaid recipients.

Those are the outputs. The outcomes are the improvements in the quality of life for the residents of Coast Village, even something as simple as a husband and wife in their 80s being able to run errands together.

outcome:
housing

Residents have decent, safe, stable and affordable housing.

East Riverdale, Maryland, just outside Washington, D.C., is home to the Riverdale Heights, Riverdale Hills and Crestwood communities, all of which are jointly involved in neighborhood revitalization with Habitat for Humanity of Metro Maryland.

Residents completed a Success Measures survey, a key component of neighborhood revitalization, which showed that one of the most widespread concerns was the run-down appearance of a number of the homes, along with the need for front yards to be cleaned up.

"People were talking about trash, about beautifying the neighborhood, some safety measures to reduce crime — just trying to increase the property values and the look of the neighborhood," says Sarah Reddinger, director of program services for Habitat of Metro Maryland. The local Habitat applied for a grant from Lowe's through Habitat for Humanity International and received $70,000.

But it was the residents who decided how to spend the money: a neighborhood beautification contest. The community association set the rules. Homeowners who applied with a specific plan would receive a $500 Lowe's gift card for home upgrades. Each household would run its own upgrade project, with help from Lowe's Heroes and Habitat volunteers.

"They put together the guidelines on what folks could and could not spend the money on," Sarah says. "The association ran the contest with help from the affiliate."

The money had to be spent on improving the exterior of the house, and changes had to be permanent. "There were a lot of new storm doors added, a lot of security lighting, new shutters,

Neighborhoods in East Riverdale, Maryland, held a home beautification event and contest, using Lowe's gift cards to buy paint, storm doors, exterior lighting and other upgrades. Each family was responsible for its own home.

a lot of painting," Sarah says. Security has been a concern in the communities, she says, although it has improved in recent years, but stronger new exterior doors and brighter outdoor lighting definitely made homeowners feel safer.

When the work was done, the neighborhoods held a picnic and barbecue to celebrate, and gave out awards for the biggest beautification improvements, with prizes contributed by Lowe's.

outcome:
safety

Residents have a sense of personal and neighborhood safety.

The Woodcrest community of Fullerton, California, had multiple issues that could be grouped under safety, so it has been working toward multiple outcomes. Ultimately, though, there is one overriding outcome: The residents feel less anxious about living in their community.

The coalition consists of police, highly engaged parents and community members, says Leonel Talavera, manager of neighborhood revitalization for Habitat for Humanity of Orange County, California, which includes Fullerton.

One of the first things residents did was "take back" a neighborhood park that had become a hangout for gang members by using it more and scheduling lots of community events there, Leonel explains.

They also began building a relationship with the Fullerton Police Department. The department was creating a resident advisory committee, and a resident leader was invited to participate.

In early 2016, Lieutenant Thomas Oliveras Jr. was assigned to be an outreach officer and build relationships with one apartment complex in Woodcrest. "Through my contacts with Habitat and the neighborhood, that has expanded out into the entire Woodcrest neighborhood," Thomas says.

"It's us being partners and helping our other partners: Habitat, the school district, business owners. We're one component. We don't go in and try to solve everybody's problems. We say, 'These are some of the things you can do to empower your own neighborhood, taking pride in where you guys live.' We give them extra tools."

At one of the first community meetings Thomas attended, residents talked not only about cutting crime but also about their concern over drivers speeding and running stop signs outside the local elementary school. "I directed two of my parking control officers to the school, and we also put our radar trailer out on the main thoroughfare that a lot of the residents were concerned about," he says. He then started an email list of residents, school personnel and Habitat personnel so he

With help from police and volunteers, residents of the Woodcrest community in Fullerton, California, cleaned up an alley that had been a hangout for criminals. A $25,000 grant from Bank of the West allow Habitat for Humanity Orange County to buy and install motion-sensor lights in the alley.

could keep everyone apprised of what was being done around the school.

Finally, Habitat Orange County got a grant from Bank of the West for $25,000 to install motion-sensor lights in several dangerous alleys that residents identified as particular havens for crime, Leonel says. "There was lots of dumping, drug use, tagging, kids hanging out." The community got together, with the help of the police, and cleaned a lot of trash out of the alleys, then installed 22 motion-sensor lights to deter crime.

Thomas says it is difficult to use statistics only to show whether or not a neighborhood is getting safer, because there are so many factors underlying the numbers. "Our goal was to improve the quality of life for everyone in this neighborhood," he says, and they are on the road to doing that.

outcome:
transportation

Safe and affordable transportation options are available and easily accessible for all residents.

"Many people understand the homeownership end of our mission, but we also serve the community through neighborhood revitalization projects," says Matt Flanigan, president and CEO of Flower City Habitat for Humanity, which serves Rochester, New York. "Being able to partner with other area nonprofits is a great way for us to be able to help strengthen our communities beyond homeownership."

One such way, a unique partnership, is Rochester's new bus system cubes. The cubes, invented by the nonprofit Reconnect Rochester and built mainly by Habitat volunteers, are sturdy, brightly painted, 2-by-2-by-2-foot wooden boxes that give transit riders a place to rest at bus stops without seating.

"The community is very excited about the project," says Mike Governale, president of Reconnect Rochester. "It's a very basic need, but it's one that needs to be filled."

The cubes are intended primarily to help senior citizens, people with disabilities, and parents with young children.

Reconnect Rochester built the first 10 cubes, then turned to Habitat for help. Habitat has built 20 more cubes.

"They had difficulty finding enough volunteers, so it was natural for them to reach out to us," says Ken Braley, AmeriCorps volunteer coordinator for Flower City Habitat. Habitat in turn enlisted local high school students to help with the construction.

Some of the cubes were placed in the Josana neighborhood, the community in which Flower City Habitat is doing neighborhood revitalization. Josana, an anagram of local street names, is on the northwest side of Rochester, and was once listed among America's 25 most dangerous neighborhoods. It is not on that list anymore.

Some of the cubes are painted bright colors to resemble children's blocks, and some are painted artistically.


Rochester, New York, residents used to have to stand at this bus stop, but now can have a seat, thanks to an innovative partnership that includes Habitat volunteer labor.

The Rochester Transit Service has embraced the cubes. In a letter to Reconnect Rochester, CEO Bill Carpenter wrote, "The bus stop seating cubes you and your members have designed are truly innovative! We at RTS extend our support as you seek to partner with neighborhood associations and local businesses to obtain approvals and funding to produce and place the cubes in our community."
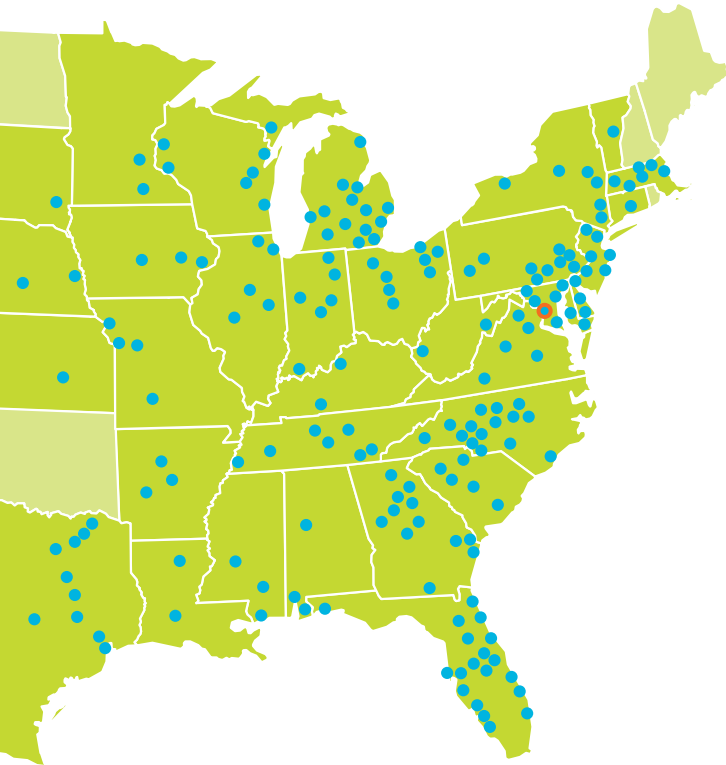
Neighborhood revitalization affiliates

In fiscal year 2016, 246 affiliates were enrolled in Neighborhood Revitalization

Habitat for Humanity of Southwest Alabama	Mobile	Alabama
Habitat for Humanity of Baldwin County	Summerdale	Alabama
Habitat for Humanity of Tuscaloosa	Tuscaloosa	Alabama
Greater Fairbanks Area Habitat for Humanity	Fairbanks	Alaska
Habitat for Humanity of Northern Arizona Inc.	Flagstaff	Arizona
Habitat for Humanity Central Arizona Inc.	Peoria	Arizona
Prescott Area Habitat for Humanity	Prescott	Arizona
Habitat for Humanity Tucson Inc.	Tucson	Arizona
Habitat for Humanity of Faulkner County, Arkansas, Inc.	Conway	Arkansas
Garland County Habitat for Humanity	Hot Springs	Arkansas
Habitat for Humanity of Central Arkansas	Little Rock	Arkansas
Habitat for Humanity of Greater Los Angeles	Bellflower	California
Habitat for Humanity of Butte County	Chico	California
Habitat for Humanity Fresno Inc.	Fresno	California
Habitat for Humanity Westside Merced County	Los Banos	California
Habitat for Humanity Lake County, California Inc.	Lower Lake	California
Habitat for Humanity Stanislaus County	Modesto	California
Habitat for Humanity East Bay/Silicon Valley	Oakland	California
Habitat for Humanity of Ventura County	Oxnard	California
Habitat for Humanity Riverside	Riverside	California
Habitat for Humanity of Greater Sacramento	Sacramento	California
San Diego Habitat for Humanity	San Diego	California
Habitat for Humanity Greater San Francisco Inc.	San Francisco	California
Habitat for Humanity for San Luis Obispo County	San Luis Obispo	California
Habitat for Humanity of Orange County Inc.	Santa Ana	California
Habitat for Humanity Inland Valley Inc.	Temecula	California
Habitat for Humanity of Tulare/Kings Counties	Visalia	California
Habitat for Humanity of San Fernando/Santa Clarita Valleys	Woodland Hills	California
Habitat for Humanity of Metro Denver	Denver	Colorado
Blue Spruce Habitat for Humanity	Evergreen	Colorado
Habitat for Humanity of the St. Vrain Valley	Longmont	Colorado
Habitat for Humanity of Teller County	Woodland Park	Colorado
Middlesex Habitat for Humanity of Connecticut Inc.	Cromwell	Connecticut
Hartford Area Habitat for Humanity Inc.	Hartford	Connecticut
Habitat for Humanity of Washington, D.C., Inc.	Washington	D.C.
Central Delaware Habitat for Humanity	Dover	Delaware
Sussex County Habitat for Humanity	Georgetown	Delaware
Habitat for Humanity of New Castle County	Wilmington	Delaware
Beaches Habitat for Humanity	Atlantic Beach	Florida
Habitat for Humanity of Hardee County	Bowling Green	Florida
Manatee County Habitat for Humanity	Bradenton	Florida
Flagler Habitat for Humanity	Bunnell	Florida
HHF of Seminole County and Greater Apopka, Florida, Inc.	Casselberry	Florida
Habitat for Humanity of Pinellas County Inc.	Clearwater	Florida
Habitat for Humanity of South Palm Beach County Inc.	Delray Beach	Florida
Alachua Habitat for Humanity	Gainesville	Florida
Habitat for Humanity of Jacksonville Inc.	Jacksonville	Florida
Habitat for Humanity of Osceola County Inc.	Kissimmee	Florida
Lakeland Habitat for Humanity	Lakeland	Florida
Habitat for Humanity of Collier County	Naples	Florida
Habitat for Humanity of Lee and Hendry Counties Inc.	North Fort Myers	Florida
Habitat for Humanity of Marion County Inc.	Ocala	Florida
Habitat for Humanity of Greater Orlando Area	Orlando	Florida
Pensacola Habitat for Humanity	Pensacola	Florida
Charlotte County Habitat for Humanity	Punta Gorda	Florida
Habitat for Humanity of Martin County Inc.	Stuart	Florida
Habitat for Humanity of Hillsborough County, Florida, Inc.	Tampa	Florida
Habitat for Humanity of Indian River County	Vero Beach	Florida
Habitat for Humanity of Palm Beach County	West Palm Beach	Florida
Habitat for Humanity of Fannin & Gilmer County Inc.	Cherrylog	Georgia
Jackson County Habitat for Humanity	Jefferson	Georgia
Southern Crescent Habitat for Humanity	Jonesboro	Georgia
Macon Area Habitat for Humanity	Macon	Georgia
Habitat for Humanity of Milledgeville/Baldwin County Georgia	Milledgeville	Georgia
Newnan-Coweta Habitat for Humanity	Newnan	Georgia
Coastal Empire Habitat for Humanity	Savannah	Georgia
Habitat for Humanity of Effingham County	Springfield	Georgia
Habitat for Humanity of Bulloch County	Statesboro	Georgia
Habitat for Humanity DeKalb Inc.	Tucker	Georgia
Valdosta-Lowndes County Habitat for Humanity	Valdosta	Georgia
Barrow County Habitat for Humanity	Winder	Georgia
Habitat for Humanity West Hawaii	Kailua Kona	Hawaii
Habitat for Humanity North Idaho	Hayden	Idaho
Habitat for Humanity Idaho Falls Area	Idaho Falls	Idaho
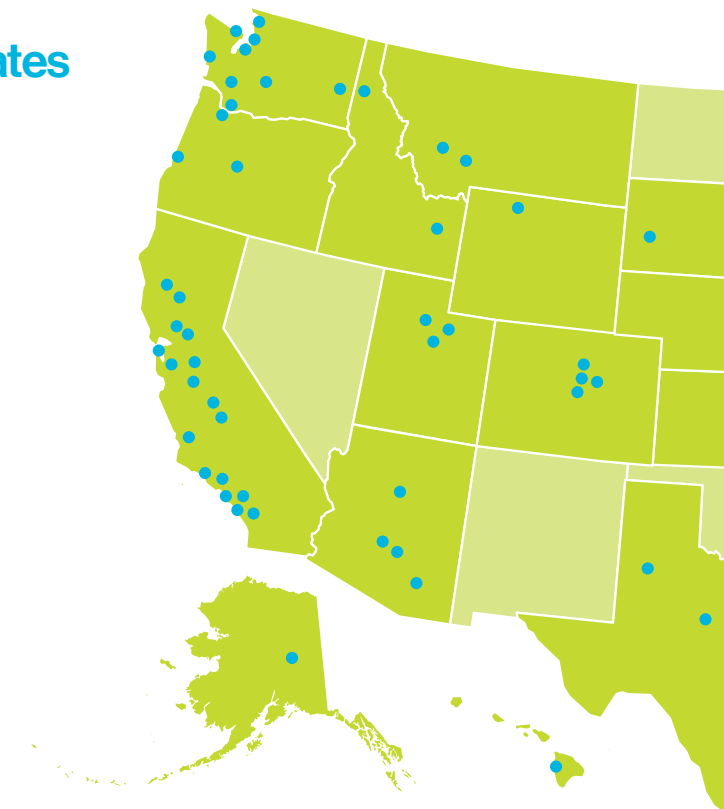
Habitat for Humanity of Champaign County	Champaign	Illinois
Habitat for Humanity Chicago	Chicago	Illinois
Rockford Area Habitat for Humanity	Loves Park	Illinois
Habitat for Humanity of McHenry County	McHenry	Illinois
Habitat for Humanity Sangamon County	Springfield	Illinois
Habitat for Humanity Lake County, Illinois, Inc.	Waukegan	Illinois
DuPage Habitat for Humanity	Wheaton	Illinois
Habitat for Humanity of Evansville	Evansville	Indiana
Habitat for Humanity of Greater Indianapolis	Indianapolis	Indiana
Habitat for Humanity of Lafayette	Lafayette	Indiana
Greater Muncie Indiana Habitat for Humanity Inc.	Muncie	Indiana
Habitat for Humanity of St. Joseph County	South Bend	Indiana
Wabash Valley Habitat for Humanity	Terre Haute	Indiana
Habitat for Humanity Quad Cities	Davenport	Iowa
Greater Des Moines Habitat for Humanity	Des Moines	Iowa
Iowa Valley Habitat for Humanity	Iowa City	Iowa
Wichita Habitat for Humanity Inc.	Wichita	Kansas
Habitat for Humanity of Simpson County	Franklin	Kentucky
Habitat for Humanity of Metro Louisville	Louisville	Kentucky
Lafayette Habitat for Humanity	Lafayette	Louisiana
Habitat for Humanity of Ouachita	Monroe	Louisiana
Habitat for Humanity of the Chesapeake	Baltimore	Maryland
Habitat for Humanity Susquehanna	Bel Air	Maryland
Tuckahoe Habitat for Humanity Inc.	Denton	Maryland
Habitat for Humanity Choptank	Easton	Maryland
Habitat for Humanity of Frederick County, Maryland, Inc.	Frederick	Maryland
Patuxent Habitat for Humanity	Lexington Park	Maryland
Habitat for Humanity of Wicomico County Inc.	Salisbury	Maryland
Habitat for Humanity Metro Maryland Inc.	Silver Spring	Maryland
Habitat for Humanity North Central Massachusetts Inc.	Acton	Massachusetts
Habitat for Humanity Greater Boston Inc.	Boston	Massachusetts
Central Berkshire Habitat for Humanity	Pittsfield	Massachusetts
Greater Springfield Habitat for Humanity	West Springfield	Massachusetts
Habitat for Humanity of Greater Lowell	Westford	Massachusetts
Habitat for Humanity MetroWest-Greater Worcester Inc.	Worcester	Massachusetts
Habitat for Humanity of Lenawee County	Adrian	Michigan
Habitat for Humanity Northeast Michigan Inc.	Alpena	Michigan
Habitat for Humanity Huron Valley	Ann Arbor	Michigan
Bay County Habitat for Humanity	Bay City	Michigan
Habitat for Humanity Detroit	Detroit	Michigan
Genesee County Habitat for Humanity	Flint	Michigan
Habitat for Humanity of Kent County	Grand Rapids	Michigan
Lakeshore Habitat for Humanity	Holland	Michigan
Habitat for Humanity Menominee River Inc.	Iron Mountain	Michigan
Kalamazoo Valley Habitat for Humanity	Kalamazoo	Michigan
Habitat for Humanity Capital Region	Lansing	Michigan
Midland County Habitat for Humanity	Midland	Michigan

Habitat for Humanity of Summit County Inc.	Akron	Ohio
Habitat for Humanity East Central Ohio	Canton	Ohio
Greater Cleveland Habitat for Humanity	Cleveland	Ohio
Habitat for Humanity MidOhio	Columbus	Ohio
Habitat for Humanity of Delaware & Union Counties	Delaware	Ohio
Habitat for Humanity of Findlay/Hancock County	Findlay	Ohio
Buckeye Ridge Habitat for Humanity	Marion	Ohio
Habitat for Humanity of Portage County	Ravenna	Ohio
Habitat for Humanity of Miami and Shelby Counties, Ohio, Inc.	Troy	Ohio
Bend Area Habitat for Humanity	Bend	Oregon
Florence Habitat for Humanity	Florence	Oregon
Habitat for Humanity Portland/Metro East	Portland	Oregon
Habitat for Humanity of the Lehigh Valley	Allentown	Pennsylvania
Habitat for Humanity of Bucks County Inc.	Chalfont	Pennsylvania
Habitat for Humanity of Montgomery County	Eagleville	Pennsylvania
Habitat for Humanity of Greater Harrisburg Area	Harrisburg	Pennsylvania
Armstrong Habitat for Humanity	Kittanning	Pennsylvania
Lancaster Lebanon Habitat for Humanity	Lancaster	Pennsylvania
Habitat for Humanity Philadelphia Inc.	Philadelphia	Pennsylvania
Habitat for Humanity of Greater Pittsburgh	Pittsburgh	Pennsylvania
York Habitat for Humanity	York	Pennsylvania
Central South Carolina Habitat for Humanity	Columbia	South Carolina
Habitat for Humanity of Berkeley County	Goose Creek	South Carolina
Habitat for Humanity of Greenville County	Greenville	South Carolina
Greenwood Area Habitat for Humanity	Greenwood	South Carolina
Darlington County Habitat for Humanity	Hartsville	South Carolina
Habitat for Humanity of York County	Rock Hill	South Carolina
Black Hills Area Habitat for Humanity	Rapid City	South Dakota
Habitat for Humanity of Greater Sioux Falls	Sioux Falls	South Dakota
Habitat for Humanity of Greater Chattanooga Area	Chattanooga	Tennessee
Habitat for Humanity of Cleveland	Cleveland	Tennessee
Putnam County Habitat for Humanity	Cookeville	Tennessee
Habitat for Humanity Jackson, Tennessee, Area Inc.	Jackson	Tennessee
Habitat for Humanity of Greater Memphis	Memphis	Tennessee
Rutherford County Area Habitat for Humanity	Murfreesboro	Tennessee
Habitat for Humanity of Greater Nashville	Nashville	Tennessee
Habitat for Humanity Abilene	Abilene	Texas
Austin Habitat for Humanity	Austin	Texas
Dallas Area Habitat for Humanity	Dallas	Texas
Bay Area Habitat for Humanity-Houston	Dickinson	Texas
Fort Worth Area Habitat for Humanity Inc.	Fort Worth	Texas
Franklin Habitat for Humanity	Franklin	Texas
Houston Habitat for Humanity	Houston	Texas
Lubbock Habitat for Humanity	Lubbock	Texas
North Collin County Habitat for Humanity	McKinney	Texas
Comal County Habitat for Humanity	New Braunfels	Texas
Habitat for Humanity of South Collin County, Texas	Plano	Texas
Waco Habitat for Humanity	Waco	Texas
Habitat for Humanity of Utah County	Orem	Utah
Habitat for Humanity of Summit & Wasatch Counties, Utah	Park City	Utah
Salt Lake Valley Habitat for Humanity	Salt Lake City	Utah
Upper Valley Habitat for Humanity	White River Junction	Vermont
Greater Charlottesville Habitat for Humanity	Charlottesville	Virginia
Habitat for Humanity Prince William County	Manassas	Virginia
Richmond Metropolitan Habitat for Humanity	Richmond	Virginia
Habitat for Humanity in the Roanoke Valley	Roanoke	Virginia
Habitat for Humanity of Winchester-Frederick-Clarke Inc.	Winchester	Virginia
Habitat for Humanity in Whatcom County	Bellingham	Washington
Habitat for Humanity of Grays Harbor	Hoquiam	Washington
Cowlitz County Habitat for Humanity	Longview	Washington
Habitat for Humanity of Clallam County	Port Angeles	Washington
Habitat for Humanity of East Jefferson County	Port Townsend	Washington
Habitat for Humanity Seattle-King County	Renton	Washington
Habitat for Humanity Spokane	Spokane	Washington
Tacoma/Pierce County Habitat for Humanity	Tacoma	Washington
Evergreen Habitat for Humanity	Vancouver	Washington
Yakima Valley Partners Habitat for Humanity	Yakima	Washington
Huntington Area Habitat for Humanity	Huntington	West Virginia
Almost Heaven Habitat for Humanity	Ronceverte	West Virginia
Habitat for Humanity of Fond du Lac County	Fond Du Lac	Wisconsin
Habitat for Humanity La Crosse Area Inc.	La Crosse	Wisconsin
Greater Fox Cities Area Habitat for Humanity	Menasha	Wisconsin
Milwaukee Habitat for Humanity	Milwaukee	Wisconsin
Habitat for Humanity of Oshkosh	Oshkosh	Wisconsin
St. Croix Valley Habitat for Humanity	River Falls	Wisconsin
Wild Rivers Habitat for Humanity Inc.	St. Croix Falls	Wisconsin
Mountain Spirit Habitat for Humanity	Cody	Wyoming

Habitat for Humanity of Monroe County	Monroe	Michigan
Macomb County Habitat for Humanity	Mount Clemens	Michigan
Habitat for Humanity of Oakland County	Pontiac	Michigan
Saginaw-Shiawassee Habitat for Humanity	Saginaw	Michigan
Habitat for Humanity Freeborn/Mower	Austin	Minnesota
Twin Cities Habitat for Humanity	St. Paul	Minnesota
Habitat for Humanity Bay Waveland Area	Bay Saint Louis	Mississippi
Hattiesburg Area Habitat for Humanity	Hattiesburg	Mississippi
Habitat for Humanity Mississippi Capital Area	Jackson	Mississippi
Truman Heritage Habitat for Humanity Inc.	Independence	Missouri
Habitat for Humanity Kansas City Inc.	Kansas City	Missouri
St. Joseph Habitat for Humanity	Saint Joseph	Missouri
Habitat for Humanity of Springfield, Missouri, Inc.	Springfield	Missouri
Habitat for Humanity of Gallatin Valley	Belgrade	Montana
Habitat for Humanity of Southwest Montana	Butte	Montana
Grand Island Area Habitat for Humanity	Grand Island	Nebraska
Habitat for Humanity of Omaha	Omaha	Nebraska
Habitat for Humanity of Salem County, New Jersey, Inc.	Carneys Point	New Jersey
Habitat for Humanity in Monmouth County	Freehold	New Jersey
Habitat for Humanity Newark	Newark	New Jersey
Paterson Habitat for Humanity	Paterson	New Jersey
Metropolitan Camden Habitat for Humanity	Pennsauken	New Jersey
Morris Habitat for Humanity	Randolph	New Jersey
Coastal Habitat for Humanity Inc.	Spring Lake	New Jersey
Northern Ocean Habitat for Humanity	Toms River	New Jersey
Habitat for Humanity Trenton Inc.	Trenton	New Jersey
Habitat for Humanity Capital District	Albany	New York
Habitat for Humanity of Greater Newburgh	Newburgh	New York
Habitat for Humanity of Dutchess County	Poughkeepsie	New York
Flower City Habitat for Humanity	Rochester	New York
Habitat for Humanity of Schenectady County	Schenectady	New York
Oneida County Habitat for Humanity	Utica	New York
Habitat for Humanity of the NC Sandhills	Aberdeen	North Carolina
Habitat for Humanity of Randolph County	Asheboro	North Carolina
Asheville Area Habitat for Humanity	Asheville	North Carolina
Habitat for Humanity Orange County, North Carolina	Chapel Hill	North Carolina
Habitat for Humanity of Charlotte	Charlotte	North Carolina
Habitat for Humanity Cabarrus County	Concord	North Carolina
Our Towns of North Mecklenburg- Iredell Habitat for Humanity	Cornelius	North Carolina
Habitat for Humanity of Durham Inc.	Durham	North Carolina
Fayetteville Area Habitat for Humanity	Fayetteville	North Carolina
Habitat for Humanity of Greater Greensboro	Greensboro	North Carolina
Caldwell County Habitat for Humanity	Lenoir	North Carolina
Habitat for Humanity of Lincoln County, North Carolina, Inc.	Lincolnton	North Carolina
Greater Matthews Habitat for Humanity	Matthews	North Carolina
Habitat for Humanity of Wake County	Raleigh	North Carolina
Cape Fear Habitat for Humanity	Wilmington	North Carolina
Habitat for Humanity of Forsyth County	Winston-Salem	North Carolina

conclusion

Meaningful outcomes are not easy to achieve, and not all neighborhood revitalization efforts lead to lasting changes in a community's quality of life. But it is clear that this holistic approach to community development is the best way to achieve many of these outcomes.

Habitat believes in investing in real change, removing barriers to opportunity, success and health that might have been part of a family's or a neighborhood's life for years, if not generations. Improved quality of life leads to improved health, stronger childhood development and the ability to make forward-looking choices.

That's why Habitat is putting more emphasis on neighborhood revitalization. In FY2016, Habitat affiliates involved in neighborhood revitalization served 61 percent of the total families served in the United States.

Working together and using the proven methods of neighborhood revitalization, residents and partners are building strength, stability and self-reliance.

Thank you!

Habitat for Humanity International wishes to thank the following donors who have contributed to neighborhood revitalization during FY2016. Your support has been transformative in so many neighborhoods.

3M	**Lowe's**
AARP Foundation	**Newell Rubbermaid**
Bank of the West	**Quicken Loans**
Fund for Shared Insight	**Wells Fargo Foundation**
MasterCard	

$2,000 incentive grants

In 2016, Habitat for Humanity International hosted three Affiliate Summits in Milledgeville, Georgia; Milwaukee, Wisconsin; and Portland, Oregon. At each summit, participants were able to experience neighborhood revitalization firsthand through a neighborhood tour and town hall meeting hosted by the local Habitat and its focus neighborhood. As a thank-you for hosting, Habitat for Humanity International provided each neighborhood with a $2,000 incentive grant.

In Milledgeville, the Harrisburg neighborhood residents decided to use the funds to purchase benches to go along the community's walking loop. Many of the residents are elderly and cannot walk the full loop without taking a break, forcing them to only walk portions of the loop. The benches provide residents with a place to rest during their walks and allow them to enjoy the entire walking loop.

In Portland, the funds were given to the Cully neighborhood's Cully Housing Action Team, a group of community residents and allies who are advocating and organizing to solve housing issues facing low-income residents and people of color. The funds encouraged more residents to attend the group's monthly meetings by providing dinner, child care and interpretation for Spanish speakers.

appendix:
by the numbers

Affiliates continue to
sign up

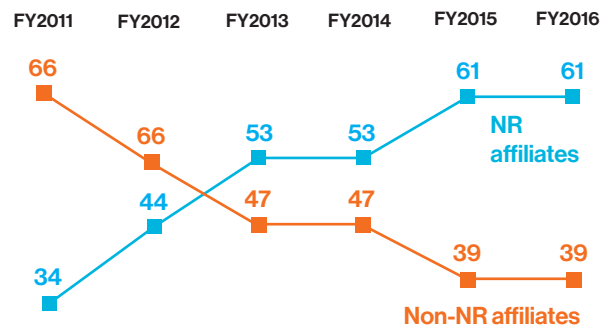|	
FY2011	123
FY2012	192
FY2013	215
FY2014	226
FY2015	241
FY2016	246
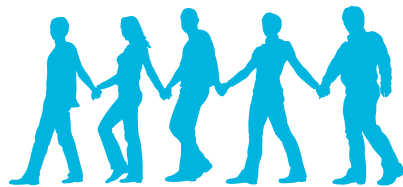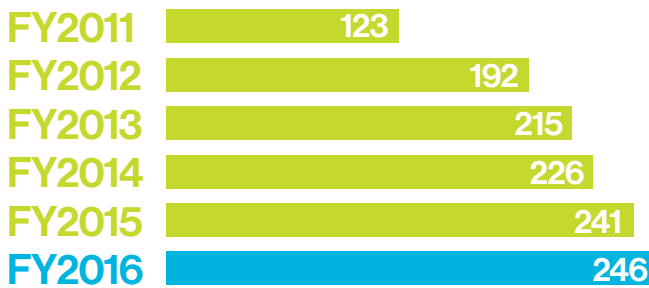
## Neighborhood revitalization affiliates now serve more than 61%

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

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

|	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
NR affiliates	34	44	53	53	61	61
Non-NR affiliates	66	66	47	47	39	39

In FY2016, a total of 174 affiliates provided this information. In FY2015, a total of 184 affiliates provided this information. In FY2014, a total of 197 affiliates provided this information. In FY2013, a total of 142 affiliates provided this information.

Affiliates continue to increase the number of community projects

FY2014	2,685
FY2015	3,034
FY2016	3,510

FY2016
- 38%
- 31%
- 31%
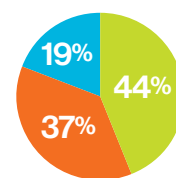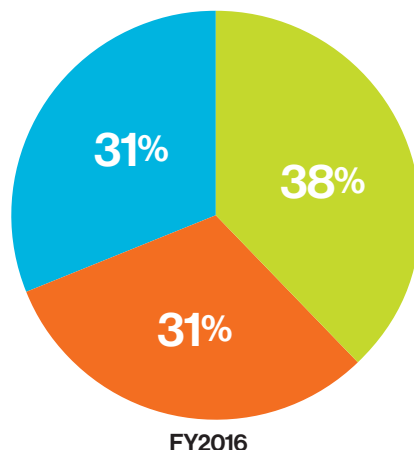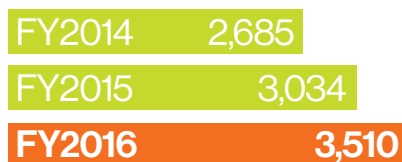
FY2014
- 44%
- 37%
- 19%
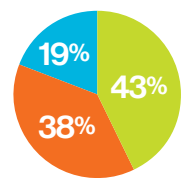
FY2015
- 43%
- 38%
- 19%

Percentage of community projects led by
- Affiliate
- Other agencies and/or nonprofits
- Residents of the focus neighborhood

In FY2016, a total of 175 affiliates provided this information.
In FY2015, a total of 184 affiliates provided this information.
In FY2014, a total of 197 affiliates provided this information.

Habitat affiliates doing neighborhood revitalization are leading and participating in advocacy activities

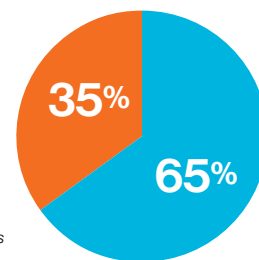**YES** **NO**

Affiliates that have a written advocacy agenda

26%
74%
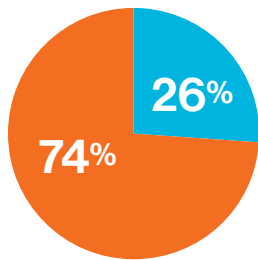
Affiliates that participated in advocacy activity in FY2016

38%
62%

In FY2016, a total of 175 affiliates provided this information.
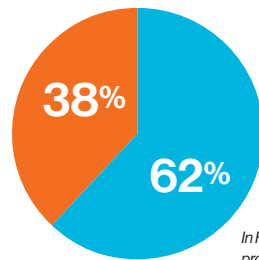
Affiliates that played a leadership role in advocacy activity in FY2016

35%
65%

Do you feel that neighborhood revitalization is in your affiliate's DNA?
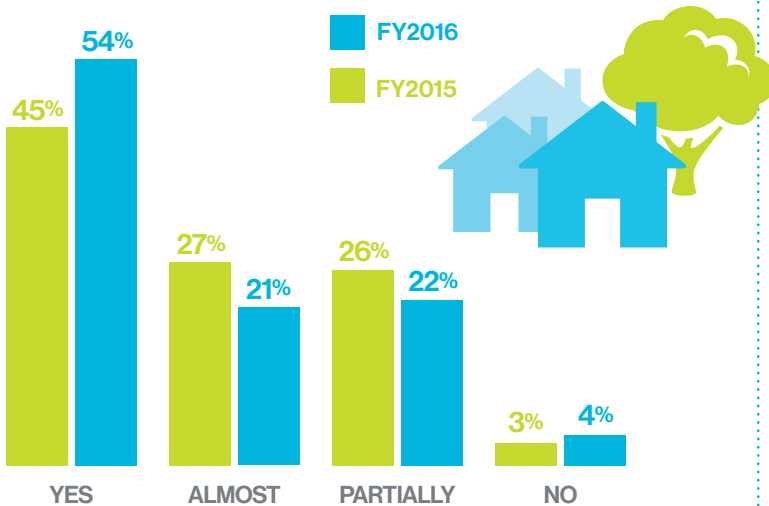
FY2016
FY2015

	YES	ALMOST	PARTIALLY	NO
FY2015	45%	27%	26%	3%
FY2016	54%	21%	22%	4%

In FY2016, a total of 175 affiliates provided this information. In FY2015, a total of 184 affiliates provided this information.

How much money have affiliates raised because they are doing neighborhood revitalization?
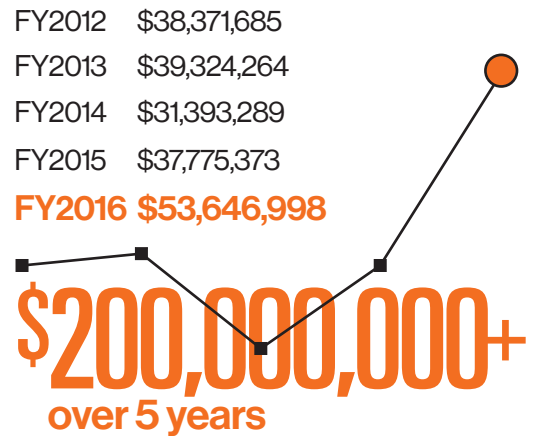
FY2012 $38,371,685
FY2013 $39,324,264
FY2014 $31,393,289
FY2015 $37,775,373
FY2016 $53,646,998

$200,000,000+
over 5 years

In FY2016, a total of 175 affiliates provided this information. In FY2015, a total of 184 affiliates provided this information. In FY2014, a total of 197 affiliates provided this information. In FY2013, a total of 142 affiliates provided this information.

Neighborhood revitalization allows affiliates to be more attractive to donors

How much **stronger** is your affiliate's case for support because of neighborhood revitalization?

In FY2016, a total of 175 affiliates provided this information.
In FY2015, a total of 184 affiliates provided this information.
In FY2014, a total of 197 affiliates provided this information.

36% 33% 50%

FY2014   FY2015   FY2016
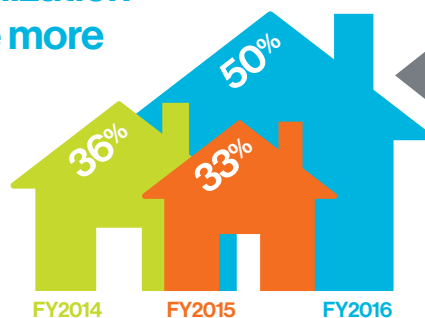
Significantly stronger

	FY2014	FY2015	FY2016
Somewhat stronger	38	39	34
Equally strong	23	27	14
Not as strong	3	2	2

In FY2016, Habitat affiliates doing neighborhood revitalization served a total of

6,245
families
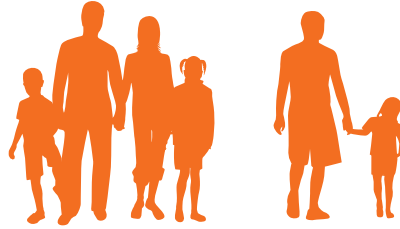
	FY2016	FY2015	FY2014	FY2013	FY2012	FY2011
Total families	6,245	5,427	4,911	5,135	3,789	3,137
Repair	4,129	3,544	2,942	2,936	1,711	1,459
New	1,595	1,355	1,272	1,528	1,501	1,250
Rehab	312	358	517	555	423	299
Recycle	209	170	180	116	154	129

Data from Annual Statistical Report represents a total of 246 neighborhood revitalization affiliates in FY2016, 241 neighborhood revitalization affiliates in FY2015, 226 neighborhood revitalization affiliates in FY2013, 192 neighborhood revitalization affiliates in FY2012 and 123 affiliates in FY2011. Please note repairs include critical home repair, home preservation and weatherization.

Residents led almost one-third of the

3,510
community projects

Number of community projects led by
- Affiliate
- Other agencies and/or nonprofits
- Residents of the focus neighborhood

	Affiliate	Other agencies and/or nonprofits	Residents of the focus neighborhood
Community cleanup day	197	184	197
Community garden	62	121	143
Community center repair and painting	80	71	14
Youth programming	349	245	325
Job training	225	147	245
Community planning process	335	272	141
Other	101	34	22
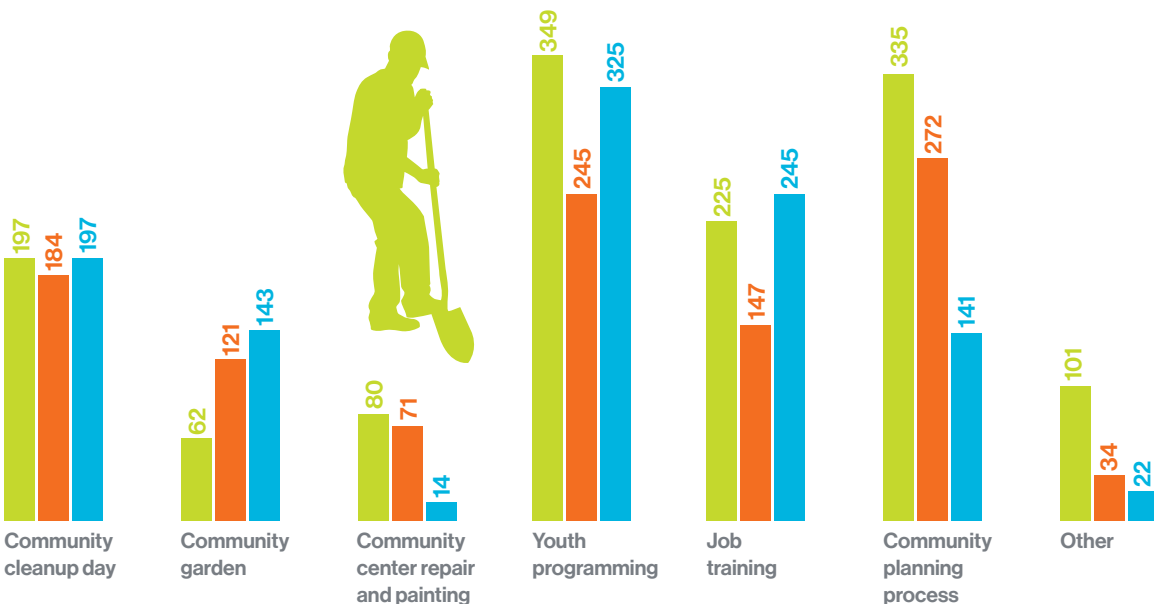
In FY2016, a total of 160 affiliates provided this information for 244 neighborhoods.

The majority of affiliates have made progress across the community development practices

Sustain the affiliate's capability to participate in the process of community development.

| 26% | 48% | 18% | 8% |

Engage with a focus neighborhood or community to participate in its revitalization.

| 43% | 39% | 11% | 7% |

Partner with a neighborhood or community coalition that includes resident leaders.

| 37% | 32% | 21% | 10% |

Participate in a neighborhood or community planning process.

| 30% | 31% | 23% | 16% |

Contribute to meeting neighborhood or community aspirations.

| 33% | 42% | 18% | 7% |

Mobilize resources for revitalization.

| 29% | 39% | 23% | 9% |

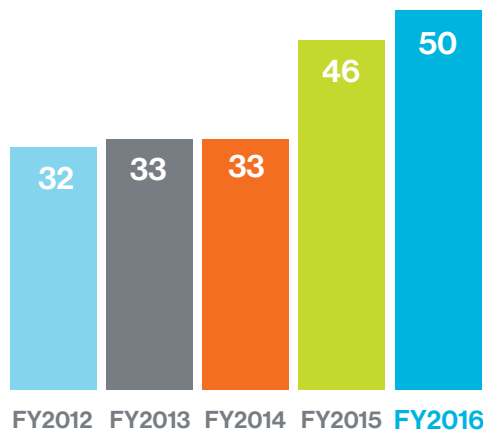Evaluate changes in the neighborhood's quality of life.

| 17% | 35% | 31% | 17% |

- Not at all successful
- Not very successful
- Somewhat successful
- Very successful

160 affiliates are working in 244 neighborhoods

In FY2016, a total of 160 affiliates provided this information for 244 neighborhoods.

Working in two neighborhoods

FY2012	FY2013	FY2014	FY2015	FY2016
32	33	33	46	50

Number of neighborhoods	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
one	90	102	114	88	95
two	32	33	33	46	50
three	10	4	12	21	12
four	2	1	3	3	2
five	2	2	1	2	1

In FY2016, a total of 160 affiliate respondents worked in a total of 244 neighborhoods. In FY2015, a total of 160 affiliate respondents worked in a total of 265 neighborhoods. In FY2014, a total of 163 affiliate respondents worked in a total of 233 neighborhoods. In FY2013, a total of 142 affiliates worked in a total of 194 focus neighborhoods. In FY2012, a total of 171 affiliates worked in a total of 202 neighborhoods.

Does the neighborhood have a coalition?

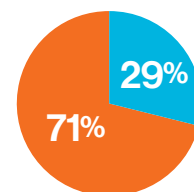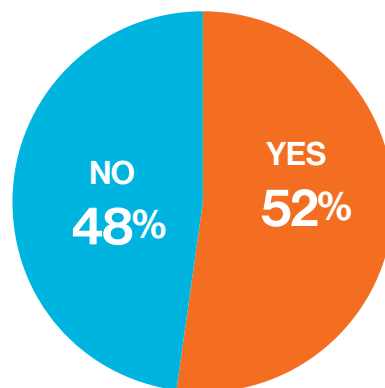*In FY2016, a total of 160 affiliates provided this information for 244 neighborhoods.*

In a coalition
39%

Not in a coalition
61%

45% **25%** **29%**
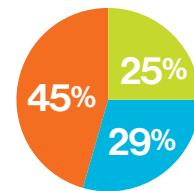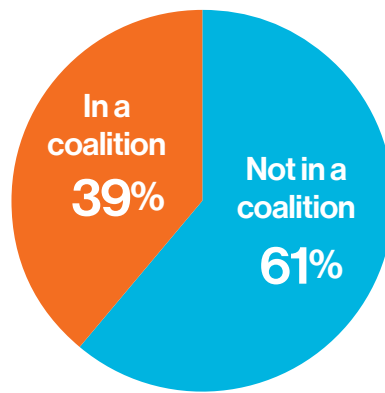
Who is the leading organization in the coalition?

- ■ Your affiliate
- ■ Other agency
- ■ Resident organization

Is the affiliate or coaltion engaged in outcome evaluation?

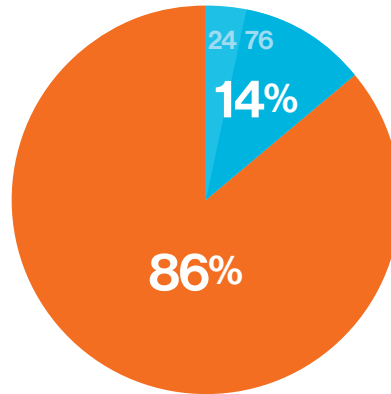Percentage based on number of neighborhoods engaged in outcome evaluation.

In FY2016, a total of 160 affiliates provided this information for 244 neighborhoods.

NO
48%

YES
52%

29%

71%

- ■ Led by affiliate
- ■ Led by coalition partner

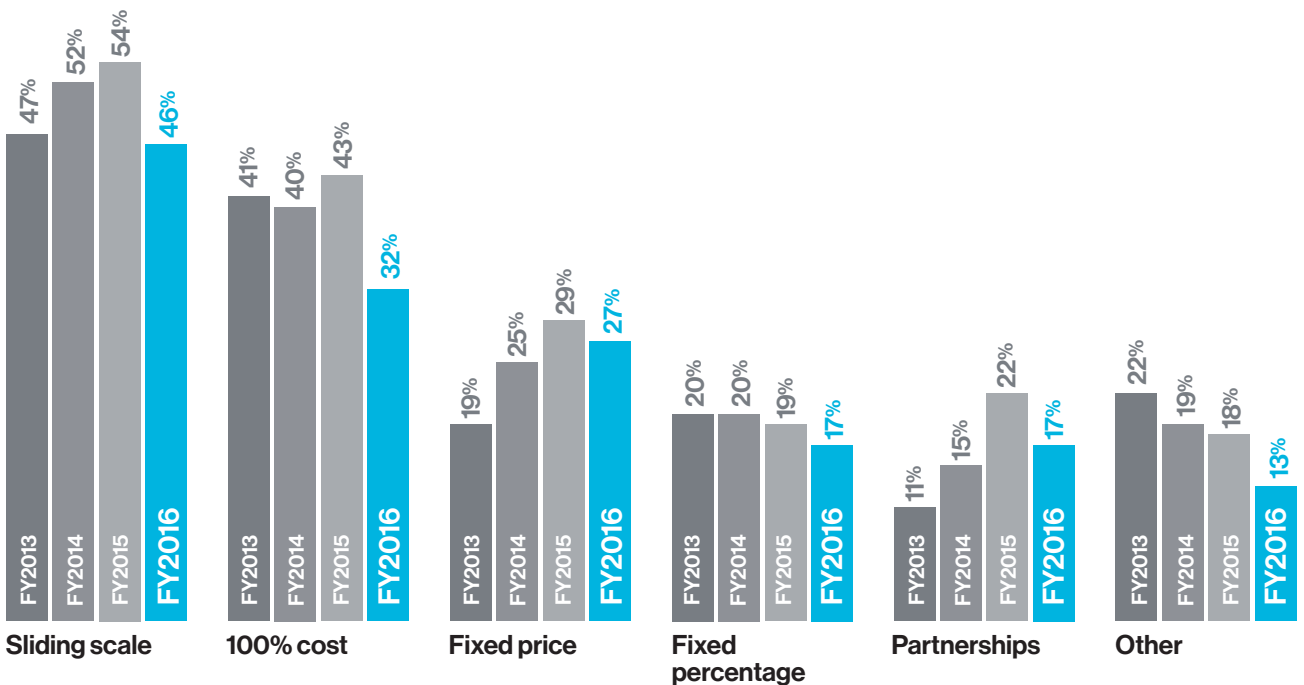# Affiliates with a pricing and payment policy for repairs

In FY2016, a total of 175 affiliates provided this information.

- Policy in place
- No policy in place

24 76

14%

86%

Of the **14%** that don't have a policy in place, **76%** plan to have a policy in place in the next 3 years.

Types of pricing and payment policies

| Sliding scale | 100% cost | Fixed price | Fixed percentage | Partnerships | Other |

Sliding scale
- FY2013: 47%
- FY2014: 52%
- FY2015: 54%
- FY2016: 46%

100% cost
- FY2013: 41%
- FY2014: 40%
- FY2015: 43%
- FY2016: 32%

Fixed price
- FY2013: 19%
- FY2014: 25%
- FY2015: 29%
- FY2016: 27%

Fixed percentage
- FY2013: 20%
- FY2014: 20%
- FY2015: 19%
- FY2016: 17%

Partnerships
- FY2013: 11%
- FY2014: 15%
- FY2015: 22%
- FY2016: 17%

Other
- FY2013: 22%
- FY2014: 19%
- FY2015: 18%
- FY2016: 13%

In FY2016, a total of 153 affiliates provided this information.
Some affiliates have multiple types of policies.
In FY2015, a total of 152 affiliates provided this information.
In FY2014, a total of 162 affiliates provided this information.
In FY2013, a total of 140 affiliates provided this information.

every
hand

makes a difference

Habitat for Humanity®