

North Carolina Association of Community Development Corporations

ORGANIZATION OVERVIEW AND IMPACT

1. MISSION& PROGRAMS

The mission of the North Carolina Association of Community Development Corporations (NCACDC) is to strengthen the NC economy and create a better tomorrow for all North Carolinians by enhancing community development corporations (CDCs) in their role of building prosperous communities for the long term.

Advocacy/Public Policy: Sharing insights, expertise and knowledge with policy-makers to influence key issues and resource allocation considerations, producing well-informed decisions and effective implementation of policies important to building healthy and vibrant communities

Capacity Building: Process of enhancing organizations, institutions or governments' abilities to perform core functions, solve problems, and define and achieve their goals; and to understand and deal with their development needs in a broad context, enabling them to achieve measurable and sustainable results

Research and Development: Collection, analysis and dissemination of rigorous, objective, relevant, reliable and useable knowledge to inform decision-makers with the goal of increasing the efficiency and productivity of NC's economy; and seeding innovative research and development to foster new organizational models and programs among affiliates to optimize economies of scale and produce outcomes

Transition/Succession Planning: Spearheading strategic leader development planning associated with sector-wide changes in leadership to help minimize risk during transitions and support for organizational stability

2. CUSTOMER/ TARGET POPULATION

NCACDC's core customers are: urban and rural affiliate organizations and the customers and residents of their local service areas; federal, state, local and regional levels of government; businesses, including financial institutions; faith-based institutions; philanthropic entities; academic institutions; and other non-profits and community-based organizations. NCACDC places special emphasis on serving populations residing in NC's most economically distressed communities.

3. ORGANIZATION INCEPTION

NCACDC was founded in 1989 and began delivery of services then.

4. FOOTPRINT

NCACDC, through its affiliates, partners and allies has a statewide reach. However, the organization more directly serves 85 of the state's 100 counties.

North Carolina Association of Community Development Corporations

5. BUDGET

Organizational Budget Reporting Years 2008-2012 FY January - December

Support and Revenues	2008	2009	2010	2011	2012	5 Year Total
Department of Commerce	1,212,959	872,435	946,361	784,548	794,154	4,610,457
Private Foundations	112,953	180,736	27,996	62,015	58,989	442,689
Federal Awards				1,581	84,487	86,068
Membership Dues	18,765	18,366	20,088	17,830	15,809	90,858
Fundraising: Contributions/Donations	5,000	66,022	47,138	15,239	8,500	141,899
Other: registrations fees, interest income,etc.	23,651	26,521	22,754	9,189	11,021	93,136
Total	1,373,328	1,164,080	1,064,337	890,402	972,960	5,465,107

6. SALARY COMPLIANCE

Annual Salaries over \$120,000 - **NONE**

Benefits

Group Health (medical, dental, vision)

- employee coverage 100% medical
- employee pays dental

Life & LTD - employee coverage 100%

Retirement Plan - employer contribution
6% of bi-monthly employee salary

7. LOBBYING SERVICES

2012 Payments

(1) L. A. Harris & Associates, Inc. **\$15,902**

(2) The Longmire Group **\$16,200**

Registered Lobbyist – NCACDC Staff

Susan Perry Cole

Brigitte Rasberry

Note: Compensation package the same as
listed in question #6.

8. KEY PERFORMANCE INDICATORS

North Carolina Association of Community Development Corporations

NORTH CAROLINA ASSOCIATION OF COMMUNITY DEVELOPMENT CORPORATIONS (NCACDC) KEY PERFORMANCE INDICATORS 2008-2012

Mission	Program	Outcome	Indicator	Causal Impact	ROI
<p>The mission of the North Carolina Association of Community Development Corporations is to strengthen the North Carolina economy and create a better tomorrow for all North Carolinians by enhancing community development corporations in their role of creating prosperous communities for the long term.</p>	<p>Advocacy/Public Policy</p> <p>1. Foreclosure</p>	<p>1. <u>Improved Condition:</u> Recommendations adopted or enacted to dedicate non-state resources for service delivery</p>	<ul style="list-style-type: none"> ▪ Increase non-state financial support for foreclosure counseling 	<ul style="list-style-type: none"> ▪ < \$30MM dedicated for foreclosure counseling (NCCOB; Foreclosure Filing Fees; TARP Funds; AG Settlement) 	<ul style="list-style-type: none"> ▪ > 65:1
	<p>Capacity Building</p> <p>1. Foreclosure</p>	<p>1. <u>Altered Status:</u> Enhanced and strengthened foreclosure counseling practices and service delivery</p>	<ul style="list-style-type: none"> ▪ Reduce negative economic impact of foreclosures on families, neighborhoods, and businesses 	<ul style="list-style-type: none"> ▪ \$10.7MM in preserved equity for homeowners ▪ >\$57MM in tax revenue protected ▪ >\$46MM in neighborhood-level economic impact (avoid spillover loss in tax revenues) ▪ \$ 94MM in avoided investor losses 	<ul style="list-style-type: none"> ▪ > 45:1
	<p>2. GETT Energy Initiative</p>	<p>2. <u>Altered Status:</u> Developed system for energy efficiency retrofit/rehab (to include: community education & outreach; energy efficiency retrofit/rehab of homes; financial packaging of energy efficiency retrofit/rehab products; contractor training)</p>	<ul style="list-style-type: none"> ▪ Reduce annual utility cost for low/mod homeowners ▪ Increase employment opportunities for small contractors in area of energy efficiency retrofit/rehab 	<p>Projected Causal Impacts over next 3 yrs:</p> <ul style="list-style-type: none"> ▪ Achieve up to 30% savings for 5% of low/mod homeowners in target region (estimated household savings of \$225,000 in increased disposal income) ▪ 50 small contractors employed in area of energy efficiency retrofit/rehab (estimated \$1.8MM/yr increase in income generated) 	<ul style="list-style-type: none"> ▪ > 0.4:1
	<p>3. Twin County Visioning and Strategic Planning Process</p>	<p>3. <u>Altered Status/Improve Condition:</u> Expand governing capacity of 3 units of local government by providing technical support for economic re-invention efforts</p>	<ul style="list-style-type: none"> ▪ Reduce professional consulting cost for local units of government 	<ul style="list-style-type: none"> ▪ > \$250,000 saved in professional consultation services 	<ul style="list-style-type: none"> ▪ 0.05:1
	<p>4. Just Health and Food Initiative</p>	<p>4. <u>Increase Knowledge/Modify Behavior:</u> Increase awareness and demand for healthier lifestyle choices</p>	<ul style="list-style-type: none"> ▪ Reduce diet related disease and obesity ▪ Increase local access to fresh fruits and vegetables 	<p>Projected Causal Impact over next 3 yrs.</p> <ul style="list-style-type: none"> ▪ Decrease NC's \$17.6BB annual medical/lost productivity cost in 1 high health priority population region (actual value to be determined) 	<ul style="list-style-type: none"> ▪ TBD

North Carolina Association of Community Development Corporations

NORTH CAROLINA ASSOCIATION OF COMMUNITY DEVELOPMENT CORPORATIONS (NCACDC) KEY PERFORMANCE INDICATORS 2008-2012

Mission	Program	Outcome	Indicator	Causal Impact	ROI
The mission of the North Carolina Association of Community Development Corporations is to strengthen the North Carolina economy and create a better tomorrow for all North Carolinians by enhancing community development corporations in their role of creating prosperous communities for the long term.	<u>Capacity Building cont'd</u> 5. Measurement	5. <u>Increase Knowledge/Enhance skills: Pilot outcome measurement model</u>	<ul style="list-style-type: none"> ▪ Increase knowledge; enhance skills and develop tools for CDC sector leaders in area of outcome evaluation 	<ul style="list-style-type: none"> ▪ 20% of NCACDC's affiliates gained enhanced capabilities in area of outcome evaluation (valued at \$600,000) ▪ 300% increase in credentialed SMDS outcome measurement consultants 	<ul style="list-style-type: none"> ▪ 0.13:1
	<u>Research and Development</u> 1. Academic Housing Studies <ul style="list-style-type: none"> ▪ Brunswick (Eastern NC) ▪ Asheville (Western NC) 	1. <u>Changed Attitudes/Modify Behaviors: Influence local decision-making</u>	<ul style="list-style-type: none"> ▪ Increase political/governmental response to identified issues 	<ul style="list-style-type: none"> ▪ 4 units of local government moved to prioritize and/or enact ordinances to enhance workforce housing ▪ \$11M secured for high density, mixed used development project by local affiliates; w/projected increase in housing tax base of \$68,445/yr 	<ul style="list-style-type: none"> ▪ <2.4:1
	2. Shared Services Pilot	2. <u>Altered Status: Pilot new efficiency/shared services financial management model</u>	<ul style="list-style-type: none"> ▪ Reduce overhead cost for affiliates and admin. redundancy in sector ▪ Increase efficiency and proficiency of fiscal management within the CDC sector 	<ul style="list-style-type: none"> ▪ 50% savings in financial management costs for up to 5 pilot organizations (value estimated at >\$10,000/yr) 	<ul style="list-style-type: none"> ▪ 0.002:1
	<u>Transition/Succession Planning</u> 1. VISTA Program	1. <u>Increase Knowledge/Altered Status: Sustain human capacity and institutional knowledge within CED sector</u> 2. <u>Altered Status: Sponsor human capacity volunteers</u>	<ul style="list-style-type: none"> ▪ Increase new industry recruits ▪ Increase volunteer hours served within sector 	<ul style="list-style-type: none"> ▪ \$223,874 non-state resources added to support human capacity ▪ 5 experienced recruits to enter sector (I) ▪ 17,000 volunteer hours (estimated value of \$246,500) 	<ul style="list-style-type: none"> ▪ 0.1:1

North Carolina Association of Community Development Corporations

9. SIMILAR ORGANIZATIONS

NCACDC serves as NC's only CED trade association with an on-the-ground statewide organizational infrastructure. As such, our unique value centers on the organization's role as an umbrella body; focused on promoting the full utilization of the industry's assets; while also addressing the varied needs of all segments of the sector. NCACDC is a trusted voice that is central to the industry.

Another aspect of NCACDC's unique value added is its proven track record of bringing disparate people together in ever expanding networks, assisting them in reconciling contrasting interests, raising expectations, keeping an eye on the big picture and enabling such groups to act upon shared concerns to attain realistic and measurable successes. NCACDC also uniquely works to support inclusion of the all voices especially that of low wealth residents in community dialogue. Because we have learned that when community residents articulate their own agendas, they are more likely to achieve the change in attitudes and behaviors necessary to access opportunities and address their own needs.

Other entities do exist that pursue some objectives similar to NCACDC. While these allied organizations engage in grants management, we are free to maintain a laser focus on leading and directing the well-prepared, on-the-ground statewide infrastructure to employ CED strategies, practices, tools and innovations to enhance the state's economy through adapting to emerging trends, and effectively responding to economic challenges in a rapid and scalable manner.

10. BUDGETARY IMPACT

To mitigate recent state funding cuts, NCACDC has balanced our focus on such traditional internal activities such as fundraising, staff and program modifications with an increased emphasis on an external focus involving network building. Serving as a central hub organization, we have learned how to coordinate the work of multiple stakeholder partner organizations to aggregate adequate capital, share expertise, coordinate programs and create a unified agenda. Use of this network approach allows NCACDC to furnish the critical components of technical expertise, knowledge, resources and capacity—otherwise missing during a period of severe shrinkage of resources earmarked for non-profits.

NCACDC has been successful at generating some resources from non-state sources. Regarding future self-supporting initiatives, and given the lingering recessionary conditions in NC, NCACDC would recommend that any such proposals be phased in over a minimum period of 5 to 7 years to enable non-profits to re-structure their business plans and acquire adequate replacement revenue. Further, at this time, we cannot state total opposition to any state funding strategies where reimbursement would be tied to achieving specific goals. We prefer to respond to a specific recommendation.