



**BUILDING COMMUNITY  
CAPACITY:  
AN INITIAL INVENTORY OF  
LOCAL INTERMEDIARY  
ORGANIZATIONS**

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## **PREFACE**

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This report was prepared by the Association for the Study and Development of Community (ASDC) on behalf of the W.K. Kellogg Foundation (WKKF) in order to examine the role of intermediaries as support systems for community development organizations. David Chavis served as the Project Director. Several other members of ASDC contributed to this monograph: Theresa Singleton (Research Associate), and Jessica Berry (Research Assistant), Melodye Watson (Research Assistant), and Ayshia Reed (Project Assistant). The ASDC would also like to recognize the leadership provided by Winnie Hernandez-Gallegos of WKKF and extend our appreciation for her support.

<b>1. INTRODUCTION</b> .....	<b>1</b>
1.1 What are intermediaries? .....	1
1.2 What are the functions of an intermediary? .....	3
<i>Linking Community Sectors and Levels</i> .....	3
<i>Providing Services</i> .....	4
<i>Empowerment</i> .....	4
1.3 Why Intermediaries? .....	4
1.4 Potential Conflicts and Challenges .....	5
<i>Dependence, Not Empowerment</i> .....	5
<i>Fostering Competition</i> .....	5
<i>Lack of a Formal Knowledge Base</i> .....	6
1.5 Lessons to be learned .....	7
<b>2. INVENTORY PURPOSE</b> .....	<b>7</b>
<b>3. METHOD</b> .....	<b>8</b>
3.1 Inventory Questionnaire.....	8
3.2 Defining and Identifying Survey Participants.....	9
3.3 Data Collection .....	9
<b>4. RESULTS</b> .....	<b>10</b>
4.1 Origin and Structure of Intermediaries .....	10
<i>Origins of Intermediaries</i> .....	10
4.2 Intermediary Structure and Resources .....	11
<i>Leadership</i> .....	11
<i>Source of Community Direction and Advice</i> .....	12
<i>Staff</i> .....	12
<i>Funding</i> .....	12
4.3 Content or Focus Areas.....	13
4.4 Services Provided.....	14
<i>Population served</i> .....	14
<i>Types of services provided</i> .....	15
4.5 Capacity of Intermediaries.....	15
<i>Evaluation and Use of Knowledge</i> .....	16
<i>Staff</i> .....	16
<i>Relationships</i> .....	16
<i>Supportive Policies</i> .....	17
4.6 National Intermediaries.....	18
<i>Cooperative State Research, Education, and Extension Service (CSREES)</i> .....	18
<i>Enterprise Foundation</i> .....	19
<i>Local Initiatives Support Corporation</i> .....	19
<b>5. CONCLUSIONS</b> .....	<b>20</b>
5.1 Challenges Facing Local Intermediaries.....	21
5.2 Recommended Next Steps .....	22

## **FIGURES**

Figure 1. Intermediary Linkage.....	1
Figure 2. Examples of National Community Development Intermediaries.....	2
Figure 3 Types of Organizations on Intermediary Boards of Directors.....	12
Figure 4 Funding Sources of Local Intermediaries.....	13
Figure 5 Content Areas of Local Intermediaries.....	14
Figure 6 Intermediary Collaboration.....	17

## **TABLES**

Table 1. Origins of Intermediaries.....	11
Table 2. Intermediary Funding Sources.....	13
Table 3. Populations Served by Local Intermediaries.....	14
Table 4. Services Provided by Local Intermediaries.....	15
Table 5. Intermediary Use of Systemic Learning.....	16
Table 6. Intermediary Internal Policies.....	18

## **APPENDICES**

Appendix A: Inventory of Community Development Intermediary Organizations
Appendix B: List of Intermediary Organization

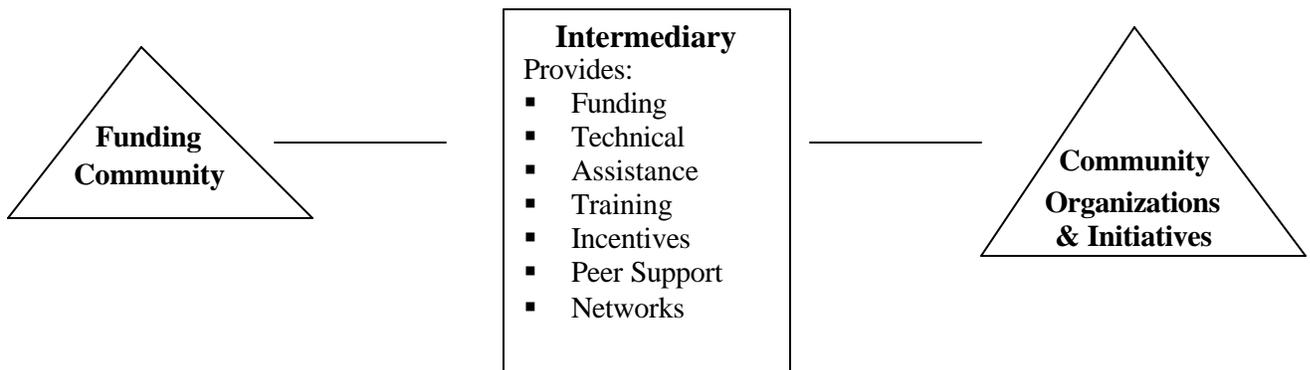
# 1. INTRODUCTION

Community development research has focused largely on examining the organizations that produce services and products (e.g., community development corporations, social service agencies), assessing the outputs of these entities (e.g., number of housing units produced, child care slots created, persons trained for jobs) (Vidal 1992; Walker 1993). Additionally, there has been some research on the programs (e.g., technical assistance, and loan funds) that support community development work (Pinsky 2001). Kingsley, McNeely, and Gibson (1999) recognized the importance of non-governmental, locally based intermediaries for community building. They recommend that "high priority should be given to establishing or strengthening non-governmental locally based intermediaries to support community building and community interests in all metropolitan areas" (p.54). Very little research has been done to examine the intermediary organizations that provide support and resources to community development organizations. This report is intended to take an initial view of these organizations and provide a preliminary view of their pervasiveness, services, and challenges. The following is a review of the available literature examining the structure and operation of community development intermediaries.<sup>1</sup>

## 1.1 What are intermediaries?

As Figure 1 shows, intermediaries are, at a minimum, a substantive link between two segments of society: organizations with resources (funders) and those organizations that are seeking resources (community organizations and initiatives). Intermediaries are those organizations that assemble resources from one segment of society (e.g., foundations, corporations, government, research organizations, etc.) and distribute these resources to community organizations for projects designed to build community capacity (Chavis, Florin, & Felix 1992; NCCED 1991).

**Figure 1.**  
**Intermediary Linkage**



<sup>1</sup> Much of the literature presented in this review is from the international development field. Very little work has been done to evaluate the operation and structure of domestic intermediary organizations, specifically local intermediaries.

Intermediaries are an important component of the enabling systems that support and promote the work of community organizations (Chavis et al. 1992). Enabling systems support sustained community problem solving and development (48) and intermediaries contribute to this goal by brokering services and resources for community organizations. Chavis (1990) identified over 600 intermediary support organizations and other technical assistance organizations in the United States. Figure 2 presents several examples of national intermediaries that operate to provide services and programs to local organizations.

**Figure 2.**  
**Examples of National Community Development Intermediaries**

- Enterprise Foundation
- Institute for Community Economics (ICE)
- Housing Assistance Council (HAC)
- Local Initiatives Support Corporation
- National Revitalization Council
- National Federation of Community Development Credit Unions (NFCDCU)
- National Association of Community Development Loan Funds (NACDLF)
- Structured Employment Economic Development Corporation (SEEDCO)

Intermediary organizations typically function within specific programmatic areas. For example, there are education intermediaries (e.g., The Education Foundation) and workforce development intermediaries (e.g., New Ways to Work) that provide service to local organizations and agencies working in those specific issue areas. CDIOs are those intermediaries that “act for, between, and among entities that have a stake and interest in the future well being of communities and individuals trapped in poverty” (Liou & Stroh 1998). There are several types of CDIOs, including:

- Development and support of neighborhood and other collective self help organizations as well as collaborations (Chavis et al 1992)
- Community Development Partnerships (CDPs): CDPs are intermediaries that bring together foundations, corporations and the public sector to build the capacity of community development corporations (CDCs) (e.g., Community Development Support Collaborative) (Nye & Glickman 2000); and
- Community Development Financial Institutions/Intermediaries (CDFIs): CDFIs are private financial institutions that provide loans and investments to meet the development needs of low-income communities (e.g., Neighborhood Housing Services, Inc.)

## 1.2 What are the functions of an intermediary?

Chaskin et al. (2001) stated that intermediary organizations can play one or more of the following roles in a community:

- Produce needed goods and services;
- Provide access to resources and opportunities;
- Leverage and broker external resources;
- Foster development of human capital;
- Create or reinforce community identity and commitment; and
- Support community advocacy and exertion of power.

To varying extents, intermediary organizations play each of these roles as they function to build community capacity. As they operate to bring resources to community organizations, CDIOs fulfill several needs, including:

- Linking community sectors and levels;
- Providing services; and
- Increasing community empowerment.

### *Linking Community Sectors and Levels*

As noted above, intermediaries operate between funders, knowledge generators, and community groups. Working in this capacity, intermediaries are an important link in community development work. Intermediaries provide a service to resource-seeking and grantmaking organizations by bringing these two sectors together. Intermediaries aid funders by identifying community groups to fund and providing the technical assistance that may be needed to create positive community changes intended by the funders. Conversely, intermediaries broker those resources for grassroots organizations engaged in community building. In bringing together these two sectors, intermediaries create and sustain a central component of the community development system (Chavis et al. 1992). Intermediaries also play a key role in technology transfer processes. They take the knowledge generated by universities and other research organizations as well as the experiential knowledge generated by community level practitioners and turn them into useful and accessible services and products.

In addition to linking segments of the community, intermediaries also link levels of the community development support infrastructure. As noted by the Charles Stewart Mott Foundation (1998), intermediary non-governmental organizations (INGOs) act as a link between the local, regional, and national levels. Intermediaries provide community groups with relationships to external to their communities that can be used to leverage additional resources. The connection to the larger intermediary organization often provides the local grassroots organization with legitimacy in the larger community, particularly in their work with government and private funders (Charles Stewart Mott Foundation 1998). In addition to the networks they help to create, intermediary organizations also provide community groups with tangible benefits and have a potential impact on community empowerment.

## ***Providing Services***

The primary function of intermediary organizations is to distribute resources to community groups to improve their capacity to build communities. Most intermediaries provide some combination of the following types of resources (Chavis et al. 1992):

- ***Funding***: Intermediaries provide the community with access to capital through grants, loan funds, or other sources. These funds can be used to pursue specific programmatic goals or to support the operation of the organization.
- ***Technical Assistance***:(TA). Intermediaries provide groups with access to consultants, information (e.g., best practices), and other types of technical assistance to build organizational capacity and improve program operations.
- ***Training***: In addition to technical assistance, intermediaries provide workshops and other types of training (e.g., workbooks and tutorials) to improve the operation of community development organizations and programs.
- ***Information and Research***: Universities, consulting firms and information clearinghouses provide grassroots organizations with information in the form of research and evaluation to inform their programs and future activities.

## ***Empowerment***

In addition to the services they provide, intermediaries are also viewed by many in the field of international development as a way to empower low-income communities and community organization movements. Intermediaries can empower low-income communities and organizations in that they can:

- Build and enhance viability;
- Encourage cohesiveness and effectiveness through participatory methods;
- Improve access to financial resources;
- Provide technical skills;
- Build coalitions between communities and the political system to access greater public resources (Lee, 1998).<sup>2</sup>

### **1.3 Why Intermediaries?**

Intermediaries have gained favor, particularly in the international arena, as a solution for the problems facing low-income communities (Carroll 1992). The intermediary model has been viewed as an improvement over one-dimensional strategies that have sought to address comprehensive community development issues. Self-help and community-based development strategies have been limited in their ability to address the multi-layered needs of low-income communities. Intermediary organizations provide society with a mechanism to “grow” grassroots organizations and build the capacity of these groups to affect change.<sup>3</sup> Intermediary

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<sup>2</sup> There have been criticisms of intermediaries as mechanisms of empowerment. These issues are reviewed below in the potential conflicts and challenges section.

<sup>3</sup> Carroll (1992) uses the terms grassroots support organizations (GSO) and membership support organizations (MSO) to describe the work of intermediary support organizations. Intermediary has negative connotations in Latin America and in other parts of the world. A GSO is an organization that creates links between beneficiaries, government agencies, donors, and financial institutions to support the work of local groups in disadvantaged

institutions, which can work on multiple levels, have been viewed as a more comprehensive way to support community capacity building (Lee 1998).

Domestically, foundations and other grantmaking institutions have found intermediaries to be a useful and effective method of reaching local organizations and effecting grassroots change. The Mott Foundation (1998) had determined through its programs and grantmaking that intermediaries can help build connections between national foundations and local community groups, and also increase the power of these connections. Mott began to work closely with intermediaries to address community problems in the area of community education in the mid-1970s; this strategy has since been extended to all of the foundation's program areas. The foundation created a program where funding is provided to community foundations and intermediaries, who then re-grant these funds and provide technical assistance to local community groups. Chaskin et al. (2001) in their recent work on community capacity, also find local intermediaries to be an appropriate venue for identifying opportunities for targeting resources and providing technical assistance (e.g. consultation).

#### **1.4 Potential Conflicts and Challenges**

Several conflicts that could stress the intermediary model have been identified:

- ***Differences in power:*** Intermediary organizations, community groups, and grantmakers have varying levels of power that will impact the working dynamics among each level.
- ***Differences in roles:*** As noted by Pinsky (2001) CDFIs “operate both in the worlds of wealth and poverty.” In working with funders and with grantees, intermediaries must balance their actions with these often-competing environments.
- ***Differences in interests:*** Given the differences in power and roles, there are often differences in interests between funders and grantees that intermediary organizations must address (Nye & Glickman 2000).

#### ***Dependence, Not Empowerment***

The international literature reflects additional concerns. Carroll (1992) suggests that the relationship between intermediaries and grant-seeking organizations can be one of dependence and control rather than empowerment. Some intermediaries can see themselves as advisers and teachers rather than as facilitators of community needs. Further, given the imbalance in power that exists between intermediaries and grassroots organizations, there is a potential for co-optation. An intermediary may come to dominate the interests of grassroots organizations as the intermediary represents a significant source of funding and support. Thus, an intermediary can potentially hamper and obstruct community empowerment (Story 1998).

#### ***Fostering Competition***

Edwards and Hulme (1992) suggested that intermediaries may foster competition among grassroots organizations rather than cooperation and collaboration. Competition frustrates the relationship building that is needed to address the comprehensive needs of low-

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communities. MSO do similar work; however, these groups are accountable to its base membership (e.g., labor union). One primary distinction between the two being that GSO are outsiders” and MSO are more typically “insiders.”

income communities and is counterproductive to the comprehensive needs of community development. Thus, intermediaries can play a role in weakening community movements if they do not properly address this challenge

### ***Lack of a Formal Knowledge Base***

Several issues related to the evaluation of intermediary organizations and activities have been identified. Overall, evaluations of intermediary organizations have tended to focus on the funded projects rather than the organizations themselves (Nye & Glickman 2000). For example, the Mott Foundation has evaluated its Intermediary Support Organization (ISO) program to determine its success. The foundation acknowledges that intermediary success is larger than the outputs of the grantee organizations; however, much of the program assessment is a profile of the achievements of grantees, rather than a review of the capacity of the intermediary organizations. Efforts to assess the impact of CDPs have relied on subjective assessments, as well as benchmarking of individual CDC performance (Nye and Glickman 2000). Thus, evaluations of intermediary organizations have often been a summation of the output of their grantees. However, this may not capture the full impact of intermediaries on community development systems.

Carroll's 1992 study evaluated 20 intermediary organizations operating in Latin America using three sets of criteria:

- Development services;
- Participation and empowerment; and
- Wider impact.

A twenty-element rating system was developed to assess the work of international intermediaries and using data collected through field visits, Carroll found that these organizations rated highest in service delivery and they rated relatively lower for policy impact (wider impact) and group capacity building (participation and empowerment).

While Carroll's work makes significant contributions to our understanding of intermediary organizations, the author acknowledges that the rating system employed to assess the work of intermediaries was incomplete and did not take into consideration the complexity of contextual issues.

Similar to evaluations of comprehensive community initiatives (CCIs), the work of intermediary organizations is often complex as intermediaries operate through other organizations. Evaluations of intermediary organizations are hindered by many of the issues that impede the evaluation of other community development activities. For example, contextual issues are difficult to separate from the organizations and their impacts. As noted by Nye and Glickman (2000) assessing the impact of CDPs is difficult because measuring a CDC's capacity, and consequently, the impact of the intermediary, is really an assessment of the community development system. Despite these concerns and limitations comprehensive evaluation of intermediary activities is important on at least two levels; evaluations of intermediary activities would:

- Determine the success of intermediary activities; and
- Provide important lessons that can improve practice.

### **1.5 Lessons to be learned**

Intermediary organizations act as a link between organizations with resources (e.g. knowledge, funds, relations, etc.), and those seeking resources. In connecting these two sectors, intermediary organizations provide community groups with needed networks and resources to advance community building. For many working in social and economic community development, intermediaries provide a new, more comprehensive capacity building approach that addresses the multi-level needs of community development organizations.

While intermediary organizations provide funders and community organizations with needed resources and services, there are conflicts internal to the intermediary model that may limit this strategy of community development. Intermediary organizations operate between those with resources and those seeking resources. Consequently, there are tensions that exist relating to power, roles, and interests that intermediary organizations must address. The international development literature has also questioned the extent to which intermediary organizations breed dependence among grassroots organizations and frustrates the development of a community movement.

Evaluation of intermediary organizations has progressed beyond summaries of the outcomes of grantee organizations. While domestic research has focused on these outputs, international literature has made strides to understand the dynamics and broader implications of the work done by intermediaries. There are, however, several questions that remain.

1. How are intermediaries themselves structured to strengthen capacity?
2. Can or do intermediaries function similar to the organizations they serve?
3. What is the capacity of local intermediaries to support grassroots organizations?
4. Is intermediary success merely a summary of the outcomes of its grantees?
5. Do intermediaries contribute to empowerment?

The following studies sought to begin to answer these questions.

## **2. INVENTORY PURPOSE**

The inventory of local intermediaries was undertaken as a part of a larger effort to identify strategies to support the work of social and economic community development organizations. The purpose of the inventory was to:

- Identify local intermediaries that operate to support the work of organizations engaged in social and economic community development;
- Understand the activities pursued by local intermediaries;
- Illustrate the capacity of local intermediaries.

The following report summarizes the findings of the intermediary survey and presents data and information regarding local intermediaries and the resources made available to local organizations.

### 3. METHOD

#### 3.1 Inventory Questionnaire

A questionnaire (see Appendix A) was developed in order to identify local intermediaries and understand their capacity for supporting change in local communities. Questions were developed to reflect current lessons about organizational and community capacity. ASDC developed an organizational and community capacity “lens,” or way to look at capacity, that has six components.<sup>4</sup> The lens was developed based on reports of research and practice to provide users with a practical way to think about community capacity. The six components of community capacity, as outlined by the lens are as follows:

- **Systemic learning:** The ability of a network of organizations to generate and use information for planning, decision making and capacity building.
- **Adequate human capital:** Access to and engagement of individuals with the expertise and skills to provide leadership, implement practices, increase resources, promote learning, enhance policies, and promote collaborative relations.
- **Effective practices:** Use of strategies, programs, and procedures that appropriately and effectively address the aspirations and needs of communities.
- **Supportive policies:** Existence of public and institutional rules, regulations, and laws that can support social, economic, and community development.
- **Collaborative relations:** Use of networks among community organizations and between the community and external systems toward the increases in systemic learning, adequate human capital, effective practices, supportive policies and sustainable resources (e.g. social capital).
- **Sustainable resources:** Access and use of financial, technological, and training opportunities in order to support sustainable and successful community change.

ASDC used the capacity components to develop and refine questions for the questionnaire. In addition to identifying local intermediaries, the purpose of the survey was to illustrate their capacity to support the work of local social and economic community development organizations. The survey was designed to elicit information and feedback that would contribute to this knowledge. Questionnaire items addressed the following areas:

- Origins of the intermediary;
- Content/focus areas addressed by the intermediary;
- Services provided by the intermediary;
- Population served by the intermediary;
- Intermediary structure, governance, and staffing;
- Primary sources of funding and annual budgets;
- Capacity (e.g., collection and use of knowledge, staff training, etc.) of the intermediary; and

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<sup>4</sup> The W.K Kellogg Foundation funded this work.

- Contact information on the intermediary.

### **3.2 Defining and Identifying Survey Participants**

For the purposes of this research, the following definition of local intermediary was used:

1. Service a city, county or region within a state, but not larger than a state.
2. Provide multiple service delivery methods (e.g., training, publications, grants, consultation, evaluation, etc.).
3. Broadly address economic development, community building, or community organization and development rather than a single strategy (e.g., job training or housing management).
4. Independent (of any local government, a single funding source, or a national organization).
5. Provide assistance to multiple non-profit and other community organizations at a time.
6. Supports local initiatives as its primary mission.

Potential respondents were identified using a number of methods. ASDC invited nominations for inclusion into the inventory through multiple listserves and from noted experts in the field of community development. Recommendations were also solicited from national and local intermediaries. A number of potential organizations were also identified through an Internet search.

ASDC identified a total of 122 organizations as potential inventory participants.<sup>5</sup> ASDC used the information available via the Internet to complete as much information as possible for the organizations identified for the survey. Respondents were asked to review this information and when necessary provide corrections or additional information. The questionnaire was distributed via fax and email in three separate rounds beginning in September 2001. Inventory questionnaires were faxed or emailed to contact persons and after several days a reminder phone call was placed asking the contact person to fill out and return the questionnaire. In several cases, the questionnaire was re-faxed to the organization after two weeks and additional calls were made to encourage a better response rate.

### **3.3 Data Collection**

The questionnaire was created and data was analyzed using database software. A total of 121 questionnaire were faxed or e-mailed to key contact persons in each intermediary throughout September and October 2001. Telephone calls were placed to remind participants to respond three to five days after the faxed or e-mailed questionnaire. At least two reminder calls were made and additional questionnaires faxed to each organization during October 2001.

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<sup>5</sup> ASDC distributed the survey to several intermediaries that had connections to other organizations. In several cases, the larger organization distributed the questionnaire to its member or affiliate organizations. Consequently, the questionnaire may have been distributed to more than 122 organizations.

Questionnaires were completed by participants and faxed to ASDC. In addition, participants were given the option to have the questionnaire completed by telephone. Some questionnaires were completed by telephone when ASDC staff called to remind participants.

## **4. RESULTS**

A total of 67 surveys were completed and returned to ASDC, an additional three organizations responded by indicating that their organization did not fit the intermediary description provided. This resulted in a response rate of 57% and a total of 51 organizations that did not respond to the faxes or reminder telephone calls. ASDC has no information about whether these organizations are still in existence, and their reasons for not responding are unknown. Several additional organizations may have considered themselves to be ineligible given the definition that was provided.

Appendix B provides a list of the intermediaries that responded to the survey. The appendix also includes names of contact people for each intermediary, addresses, telephone numbers, web sites, and email addresses (if available). The following sections summarize the characteristics and capacities of the intermediaries that responded to the survey.

### **4.1 Origin and Structure of Intermediaries**

#### *Origins of Intermediaries*

On average, the intermediaries participating in the survey have been in operation for 20.4 years. The oldest was established in 1882. The majority (67%) of the respondents report that their intermediaries are independent organizations; 33% of the participants are subsidiaries of other organizations. Of those that are subsidiaries:

- 18% are subsidiaries of a university;
- 8% are subsidiaries of a nonprofit organization; and
- 2% are of a government or public agency.

Four intermediaries are subsidiaries of other types of organization.

The majority (68%) of respondents reported that the local intermediary was created through local activities, including community activism, community organizing, or the efforts of local organizations. Table 1 presents the activities and organizations that led to the creation of the intermediaries that responded to the survey.

**Table 1.**  
**Origins of Intermediaries (N=66)**

<b>Source of origination</b>	<b>Percent</b>
Community activism	27
Collaborative community organizing effort	23
Local organization/institution	18
Foundation planning grant	15
Universities	14
Government action	6
Local residents	6
National organization/institution	6
Other	22

Twenty-two percent reported that the intermediary originated from other sources, including :

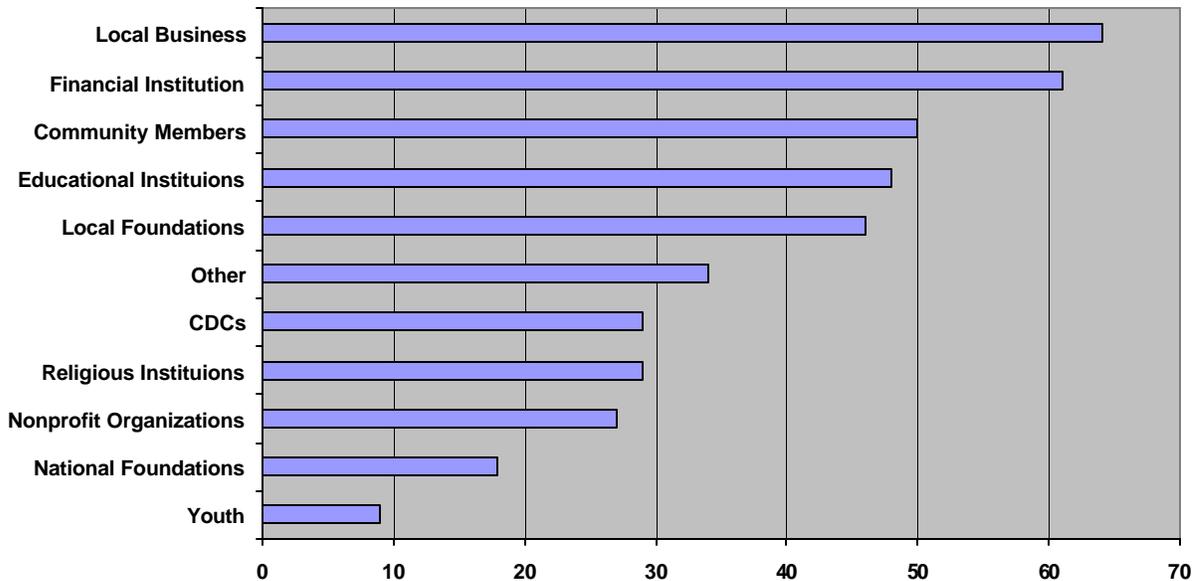
- City government;
- Community Development Corporations;
- Part of nationwide establishment of social service planning councils;
- Started by a business and civic leader;
- University - initiated, community-supported initiative; and
- University research project.

## **4.2 Intermediary Structure and Resources**

### ***Leadership***

A Board of Directors or Advisory Committee led the majority (85%) of intermediaries that responded to the survey. As Figure 3 shows, local businesses, financial institutions, community members, and educational institutions were highly represented on the Boards of local intermediaries. The large number of financial and business representatives may be due to the inventory's emphasis on intermediaries that provide assistance in social and economic community development. Only half reported that community members were on their Boards or other advisory groups. Youth, national foundations and representatives of other nonprofit organizations tended to be the least represented groups on intermediary Boards of Directors. The average number of Board members was 19.

**Figure 3.**  
**Types of Organizations Represented on Intermediary Boards of Directors:**  
 Percent of intermediaries with following representation on their Boards (N=65)



***Source of Community Direction and Advice***

Intermediaries reported that 62% of their direction and advice stems from focus groups and community advisory committees. Thirty five percent (35%) of intermediary direction comes from information gathered through meetings and community outreach efforts. The intermediaries reported that twenty-eight percent of their community feedback comes from surveys, interviews, and other evaluation methods.

***Staff***

The average number of staff members employed by intermediaries was 12 full time employees and five part-time employees. On average the intermediaries surveyed had more than one office to serve multiple communities (average was 1.5 offices).

***Funding***

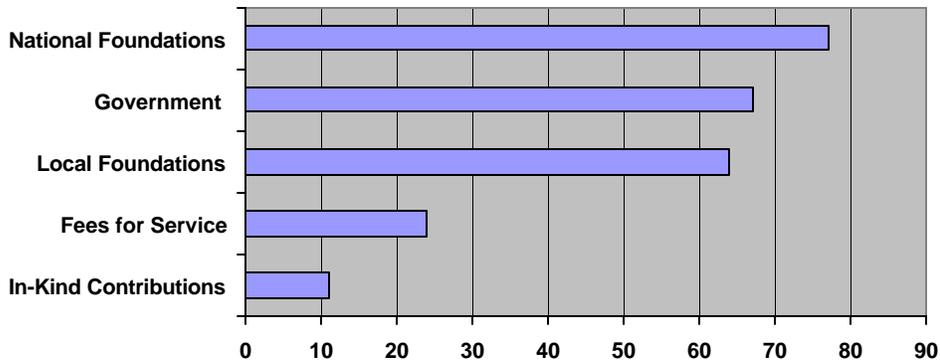
While national foundations were not well represented on their Boards of Directors, local intermediaries identified national foundations as a major source of funding. Followed by government and public agencies, and local foundations. As Figure 4 shows:

- 77% identified national foundations as a major source of funding;
- 67% identified government or public agencies as a major source; and
- 64% receive a major part of their funding from local foundations.

Intermediaries rely to a lesser extent on fees for service and in-kind contributions to support their operation, 24% and 11% respectively.

**Figure 4.**  
**Funding Sources of Local Intermediaries:**

Percent of Intermediaries with the following major sources of funding (N=65)



The average current annual budget for the respondents of the survey is \$1,209,417.97 (range 0 to \$8,400,000) in operating funds and \$3,056,457.14 (range 0 to \$45,000,000) in grant or loan funds.

Local intermediaries were somewhat cautious in their responses to questions posed about their funding. Table 2 presents data indicating that half of the respondents (50%) agree or strongly agree that the organization had established long-term sources of external funding; 46% agree or strongly agree that the intermediary has established self-funding strategies (e.g., fees for service).

**Table 2.**  
**Intermediary Funding Sources:**

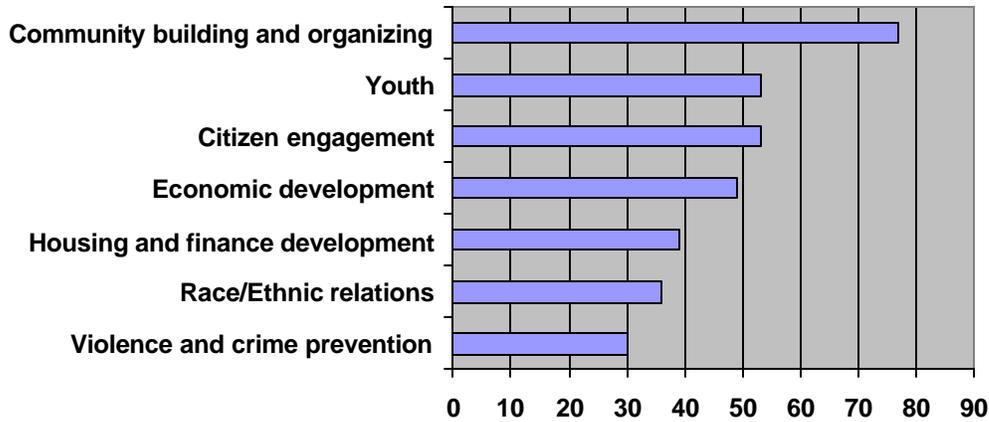
Percentage of respondents that agree or strongly agree (N=66)

Funding sources	Percent
Long-term sources of external funding	50
Self-funding strategies (fees for service)	46

### 4.3 Content or Focus Areas

The intermediaries that responded to the inventory worked in a wide range of social and economic community development areas. Over three-quarters of the respondents (77%) reported that the primary focus of the intermediary is community building and organizing. Intermediaries identified other, more specific, programmatic areas as well. Figure 5 presents the content areas of the local intermediaries included in the inventory.

**Figure 5.**  
**Content Areas of Local Intermediaries:**  
 Percent of intermediaries working content areas (N=65)



#### 4.4 Services Provided

##### *Population served*

The majority (64%) of intermediaries responding to the survey provided services to local/city agencies. Forty-two percent of the intermediary respondents provided services to organizations in the county or region, 36% provided service statewide, and 20% also provided service nationally.<sup>6</sup>

The local intermediaries responding to the survey provided services to a range of types of organizations. Table 3 presents the percentage of intermediaries that reported specific organizations as their target populations.

**Table 3.**  
**Population Served by Local Intermediaries:**  
 Percentage of intermediaries that provide service to specific organizations (N=66)

<b>Types of organizations served</b>	<b>Percent</b>
Community-based service organizations	77
Civic organizations	61
Faith-based organizations/institutions	59
Community development corporations	53
Immigrant/ethnic organizations	41

<sup>6</sup> The intermediary survey was specifically targeted to intermediaries providing service to local communities. The definition used to identify intermediaries specifically stated that the intermediary had to provide services to local communities.

### *Types of services provided*

The local intermediaries that responded to the survey provided a range of services to local organizations. The services provided by local intermediaries to support the work of local organizations are presented in Table 4.

**Table 4.**  
**Services Provided by Local Intermediaries:**  
Percentage of local intermediaries providing services (N=66)

<b>Services provided</b>	<b>Percent</b>
Technical assistance/consultation	89
Training	76
Organizational development	68
Research and evaluation	67
Publications and communications	55
Establishing support networks	44
Legislative advocacy	39
Community organizing	35
Funding	30
Technology capacity building	30
Fundraising	23

Most of the intermediaries responding to the survey provided technical assistance (89%) and training (76%) to local social and economic community development organizations. Many of the respondents also provided organizational development support (68%), research and evaluation (67%), and publications (55%) for local organizations. However, fewer intermediaries reported providing fundraising (23%), technology capacity building (30%), or community organizing (35%) support to local organizations, even though community building and organizations was considered a content area by seventy-seven percent (77%). Further, only 30% of the respondents provide funding support to local organizations.

#### **4.5 Capacity of Intermediaries**

As noted above, ASDC developed the intermediary questionnaire based on the capacity lens. Intermediaries were asked specific questions about their organizations regarding the following:

- Collection and use of knowledge;
- Staffing;
- Creation and support of collaborative relations;
- Policies and practices; and
- Resources.

Respondents were asked to rate their organizations' activities and behaviors in these areas. The following sections summarize intermediary capacity as reported in the survey.

### ***Evaluation and Use of Knowledge***

Survey respondents reported that their intermediaries engage in systemic learning; the organizations collected and used data to inform decision-making. Eighty-seven percent of the intermediaries reported that their organizations frequently or often engaged in evaluation of its efforts and other community initiatives and 87% reported that their organizations implement lessons learned from these evaluations. More than three-quarters (78%) of the intermediaries responding to the survey that they frequently or often collect data on the community and 80% use community data to make programmatic decisions (see Table 5).

**Table 5.**  
**Intermediary Use of Systemic Learning:**  
Percentage of intermediaries that use evaluation methods (N=66)

<b>Systemic Learning Methods</b>	<b>Percent</b>
Evaluation of efforts/community initiatives	87
Implementation of lessons learned from evaluations	87
Used and recommend proven community strategies	85
Use collected data for programmatic decisions	80
Used and recommend reliable research and evaluation methods	77
Collect data on the community	78

The majority of intermediaries identified in the inventory base their programs and decisions on information derived from research or best practices from other communities. Seventy-seven percent of the intermediaries included in the inventory used and recommend strategies that have been used successfully in other communities; 85% used and recommend strategies that have been reviewed or tested in previous research and evaluation.

### ***Staff***

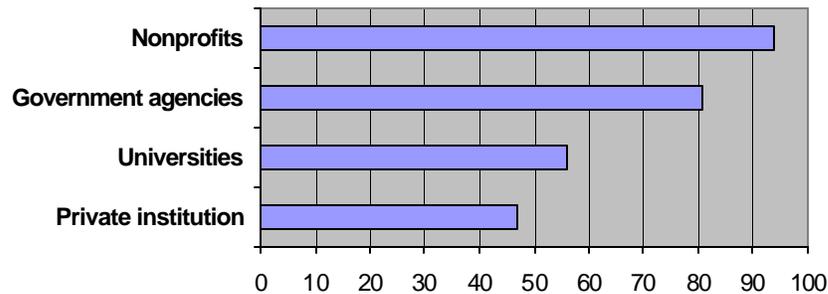
The majority (72%) of intermediaries responding to the survey have staff members that are representative of the population served. While these staff members have participated in skill building workshops, many do not have access to needed resources. More than three-quarters (78%) of the intermediaries report that staff members participate in professional development and training opportunities. However, only 53% of the respondents felt that their staff has sufficient access to training, technical assistance, or consultants to meet needs. Additionally, 44% of the respondents disagree or strongly disagree that the intermediary has sufficient staff to meet organizational needs. Respondents report that their organizations successfully recruit and retain staff members; 82 percent agree or strongly agree that their intermediary successfully recruits and retains staff.

### ***Relationships***

Local intermediaries frequently collaborated with a number of other organizations to support social and economic community development organizations. Figure 6 shows almost all (94%) respondents frequently or often collaborate with nonprofits, 81% frequently or often

collaborate with government agencies, 56% frequently or often collaborate with universities, and 47% frequently or often collaborate with private institutions.

**Figure 6.**  
**Intermediary Collaboration**  
Percentage of intermediaries collaborating with other groups (N=66)



Twenty-six percent identified other organizations that they frequently or often collaborate with other types of organizations, including:

- Foundations (n=4);
- Schools (n=4);
- Faith-based organizations (n=3); and
- Youth (n=1).

### ***Supportive Policies***

Survey respondents were asked to comment on the internal and external policies that affect their work. The majority (52%) of organizations that responded to the survey found that public policies are only sometimes supportive of their organizations' work; 45% find that policies are frequently or often supportive of the intermediaries' work.

Most of the intermediaries have internal policies and procedures that allowed them to address issues of economic and social justice, equality and nondiscrimination. As noted in Table 6, eighty-four percent of the respondents agree or strongly agree that their organization's policies and procedures allow the intermediary to address nondiscrimination, 79% agree or strongly that the organization can address economic or social justice issues, and 71% agree or strongly agree that policies and procedures support addressing issues of equality.

**Table 6.**  
**Intermediary Internal Policies:**  
 Percentage of respondents that agree or strongly disagree (N=66)

Policies and procedures	Percent
Address nondiscrimination	84
Address economic or social justice issues	79
Address issues of equality	71

#### 4.6 National Intermediaries

By design, this study provides an understanding of the contributions and needs of local social and economic community development intermediaries. Given that many of the local intermediaries included in the inventory receive support from national intermediaries. National intermediaries are part of the infrastructure (or enabling system)<sup>7</sup> for supporting community initiatives and provide significant resources. It is important to provide more understanding of their activities in order to understand how to support local intermediaries and their initiatives. The following section provides information regarding the resources and capacities of three national intermediaries:

- Cooperative Extension Services;
- Enterprise Foundation; and
- Local Initiatives Support Corporation.<sup>8</sup>

#### *Cooperative State Research, Education, and Extension Service (CSREES)*

The Cooperative State Research, Education, and Extension Service (CSREES) is a program of the United States Department of Agriculture (USDA). CSREES operates to:

- Provide access to scientific knowledge;
- Strengthen capabilities of institutions in research, extension, and higher education;
- Increase access to and use of improved communication and networking; and
- Promote informed decision making.

Working with local partners, which included land-grant institutions, colleges of agriculture, schools of forestry, colleges of veterinary medicine, and colleges of human sciences, CRSEES provides a range of services to producers, families, communities, and customers. Through CSREES, local communities have access to:

- Funding (e.g., grants);
- Interactive distance education;

<sup>7</sup> Chavis, D.M., Florin, P., & Felix, M.R.J (1992).

<sup>8</sup> Several of the intermediaries included in the inventory are housed in local LISC offices. However, they are separate entities.

- Electronic access to information;
- Extension agents;
- Volunteers; and
- Education programs.

### ***Enterprise Foundation<sup>9</sup>***

The Enterprise Foundation was founded in 1982 to provide support to local organizations engaged in the development of affordable housing; Enterprise has since expanded its focus to include economic and social development. Enterprise uses its resources to work in the following areas:

- Housing;
- Employment;
- Child care; and
- Safety.

The founding principle of the Enterprise Foundation is to “bring capital to places that had never had access to capital before.” Enterprise’s primary strategy has been to create partnerships among local development organizations, community groups, local government, and other entities to build community capacity. In addition to facilitating these partnerships, Enterprise provides direct funding in the form of loan funds and equity financing and sustained technical assistance. Focusing on “concentration cities” (e.g., Miami, Columbus, Cleveland, Los Angeles), Enterprise provides capacity building and business planning through local offices. The Enterprise Foundation has a total of 18 concentration cities in which a significant amount of the foundation's financial and human resources are allocated to; seven of those cities are home to program offices. There is a network of 1,900 community-based organizations working with Enterprise to build local communities.

Since its inception in 1982, Enterprise has raised and invested \$3.5 billion in loans, equity and grants to build 120,000 homes for low-income people. The organization has worked with local partners to place 35,000 people in jobs and helped support the creation of 2,000 child care slots. Enterprise had a total of \$216 million in assets in 2000 and the organization had a loan portfolio of more than \$29 million.

### ***Local Initiatives Support Corporation***

Founded by the Ford Foundation in 1979, the Local Initiatives Support Corporation was created to provide community development corporations with needed support to revitalize communities. LISC is the nation’s largest nonprofit community development intermediary and it supports 43 local programs in cities and counties across the country. LISC raises funds to support the work of CDCs through three programs:

---

<sup>9</sup> Information regarding the Enterprise Foundation was gathered through a review of the organization’s web site and from the publication *Doing Social Change for a Living: Impressions of Community and Family Strengthening Strategies from Career Activists with Lessons for the Next Generation of Change Agents*.

- National Equity Fund;
- Community Development Trust Fund; and
- Retail Initiative.

LISC operates a number of specialized programs to provide CDCs with financial and technical assistance support, including:

- Rural LISC;
- Community Investment Collaborative for Kids;
- Housing Authority Resource Center;
- The Organizational Development Initiative;
- LISC AmeriCorps;
- Community Safety Initiative; and
- Youth Development Programs.

Since 1982, LISC has raised over \$3 billion and has leveraged an additional \$3.5 billion in public and private sector funds to support the work of local CDCs. LISC has helped 1,700 CDCs build or rehabilitate 100,000 affordable housing units and has supported the creation of commercial space. For Year 2000, LISC had \$352 million in total assets, approximately \$75 million in loans to CDCs, and over \$7 million in recoverable grants.

## **5. CONCLUSIONS**

Overall, the intermediaries included in the inventory have significant capacity to engage in supportive efforts to expand the work of local social and economic community development organizations. This inventory, while being a pilot study and admittedly limited in scope, has identified a vast resource for developing sustainable community capacity for social and economic community development as well as other goals. Some nationally recognized intermediaries chose not to participate. These intermediaries have been around for some time with an average age of over 20 years. While the major national intermediaries of LISC and Enterprise Foundation operate in 61 offices nationally, this inventory has determined that there are at least 122 of these independent local organizations across the country. Local intermediaries receive funding most often from national foundations. Yet, there is very little written or understood about their role, effectiveness, and potential.

Combined with national intermediaries, local intermediaries play a critical role in the infrastructure to support local community initiatives. They provide several advantages to national intermediaries because in general they are geographically closer, have more local accountability, and address a greater variety of content areas. There is little evidence to show that national and local intermediaries work together except for the small number in this inventory that are subsidiaries of LISC.

For national foundations, local intermediaries provide a great opportunity to advance and sustain the goals of their initiatives. From the few intermediaries that this issue was discussed with, we found that their national foundation funding was independent of any local initiatives supported by the local foundations. The degree to which national foundations do and

could use local intermediaries for supporting their grantees and initiatives is worthy of further investigation. This can be a tremendous advance over the current practice of using national intermediaries and consultants or using local consultants, often as supplements to national providers. While the use of local consultants is an improvement, such capacity building practices does not establish a sustainable infrastructure that can continue to enhance community capacity. As foundation and other funders continue to address complex social issues such as social and economic community development capacity building infrastructure (or enabling system) must be embedded for the a long time within a community.

## 5.1 Challenges Facing Local Intermediaries

The local intermediaries in this inventory reported having a broad and established capacity to enhance the capacity of their communities to address social and economic community development. They to appear to have some need for:

**Community organizing capacity.** While 77 % focus on community building and organizing issues, only 35 percent provide that service. This reflects a frequently mentioned problem that we have found in our work- the lack of intensive community organizing training in many cities for those not affiliated with the major organizing networks (e.g. ACORN, IAF, PICO, etc).

**Greater guidance and accountability from community leaders.** As noted earlier 50% of the intermediaries have community members on their Boards and other advisory groups. Over half provided assistance regarding youth, but less than 10% have youth in advisory roles. It is unknown what impact this really has on the quality of the intermediary services, but these are basic ways to achieve such guidance. Other methods of inputs (e.g., meetings, surveys, etc. ) have not been used extensively.

**Policy Advocacy.** Only about two out of five intermediaries (39%) address policy issues in their communities, while more than half (55%) believed that local policies are not often supportive of their work.

**Enhancing overall capacity building strategies.** One of the strengths of local intermediaries are their multi-faceted approaches to capacity building. Almost one quarter provided fundraising services, less that half (44%) provide support networks, only about half (55%) provided publications, and about two-thirds provided organizational development, and evaluation and research services. Assistance is needed in helping them develop a larger “toolbox” for building community capacity.

**Staff training and development.** Almost half (47%) of the intermediaries participating in this inventory believed that their staff do not have sufficient access to training, technical assistance, or consultants to meet their needs. Intermediary staff not only need content areas knowledge (e.g. economic development, community organizing) but also the knowledge and skills on how to best transfer their content knowledge (e.g. adult education, facilitation, consultation skills)

**Insufficient staffing.** At least 44 % of the respondents believed that they had insufficient staff to meet their organizational needs. This may be due to financial limits or the inability to find

people with sufficient expertise. This inventory was no able to determine he cause of this challenge.

## 5.2 Recommended Next Steps

This study is among the first domestically to examine local intermediaries as a critical component for building and enhancing community capacity for social and economic community development. While it is an initial and clearly incomplete inventory of local intermediaries nationally, this study suggests a great deal of potential. Local intermediaries have reported their longevity and ability to implement sustained efforts for social and economic community development efforts locally for a far longer time and possibility more comprehensively than typical national initiatives.

Local intermediaries can support and help sustain national initiatives implemented at the local level as well as generating local initiatives. A good deal of attention has been given to intermediaries that help local organization assess and use information on local conditions, such as the National Neighborhood Indicators Project. There does not seem to be an equivalent effort to develop the infrastructure to help community organizations use the information and take action to promote social and economic community development. In recognition of this potential, we make the following recommendations for the consideration by the philanthropic community:

**Develop a database of local intermediaries.** This inventory should be completed and a national scan should be undertaken.. Foundations and other funders considering local initiatives could use this database. The database could assist funders to engage these local intermediaries. It can also serve as the basis for implementing other recommendations presented here.

**Identify and evaluate promising strategies.** The more effective methods for building community capacity are not well established. Studies of local intermediary practices can help improve our understanding of how strategic combinations of services (e.g., consultation, training, incentive grants, peer networks, etc.) can be used to best support community initiatives.

**Create a national network of intermediaries.** Currently there is not a national network or clearinghouse specifically to address the needs of local intermediaries that are not affiliated with the Cooperative Extension Service or any of the other national intermediaries. The only exception is the 12 member Community Development Partnership Network ([www.cdpn.org](http://www.cdpn.org)). Most of CDPN's members focus on supporting community development corporations. This network or one that could be established can foster learning, research, peer support, dissemination of innovation, and advancement of local intermediaries.

**Provide training and consultation skills to support the development and enhancement of local intermediaries.** Consultation and training for the development of local intermediaries can be conducted through new or existing networks such as CDPN , the National Community Building Network, or a national intermediary, Assistance is needed in establishing local

intermediaries where there aren't any and there is local support. Staff training and other support can be provide to help enhance skills needed for community capacity building.

**Link local and national intermediaries.** A national conference is recommended to help develop a strategy to facilitate the improved strategic relationship for national and local intermediaries. Local and national intermediaries have can play complementary roles and assets. The focus should be how to more effectively work together in order to support community capacity building.

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**APPENDIX A**  
**QUESTIONNAIRE OF COMMUNITY DEVELOPMENT INTERMEDIARY**  
**ORGANIZATIONS**

**INVENTORY OF COMMUNITY DEVELOPMENT INTERMEDIARY ORGANIZATIONS**

Please respond to the following questions and fax the completed survey back by October 30, 2001.

**ORGANIZATION NAME:** \_\_\_\_\_

**1. ORIGINS:**

**In what year did your organization originate?** \_\_\_\_\_

**How did your organization originate?**

- Government action (e.g., initiated out of public policy/program)
  - Community activism (e.g., result of community visioning process)
  - Collaborative effort among community organizations (e.g., coalition of service providers)
  - Initiated by a local institution/organization
  - Initiated by a national institution/organization
  - Developed from a foundation planning grant
  - Other:
- \_\_\_\_\_

**2. PURPOSE:**

**What is the purpose of your organization?**

**3. CONTENT AREAS:**

**Your organization provides assistance to groups PRIMARILY working in which of the following content areas?** (check all that apply)

- Community building and organization  
For example: conducting or facilitating resident-driven planning processes, comprehensive planning processes, community needs assessments, and community forums; linking social and economic development, citizen empowerment, faith-based organizing
- Housing and finance development  
For example: housing construction and revitalization, lending, project management
- Economic development  
For example: access to capital and workforce development
- Youth development and leadership  
For example: fostering positive skills in youth, community service, service learning, leadership skills and partnerships with adults and community institutions
- Citizen engagement and civic participation

For example: voter registration, citizenship, increasing civic representation on governance structures, developing a civil society, facilitating civic responsibility, mobilizing civic actions

Violence and crime prevention/intervention and peace promotion

For example: advocacy and use of conflict/dispute resolution programs or conflict transformation programs; promotion of positive values such as tolerance, peace, nonviolence; reframe violence prevention into promotion of safe and peaceful communities

Race/ethnic relations

For example: promoting diversity, cultural sensitivity, multiculturalism, dialogues on race, diversity training, improving intergroup relations, increasing diversity

Other:

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Other:

---

#### 4. SERVICES:

**What services are provided by your organization?** (check all that apply)

Technical Assistance and/or Consultation

(e.g., organizational development , technological capacity building)

Organizational development (e.g. strategic planning, management assistance, board/ organizational leadership development)

Technology capacity building (e.g. computer applications, internet systems)

Training (e.g., for community leaders, staff and/or board members)

Other \_\_\_\_\_

Other: \_\_\_\_\_

Community organizing

Establishing Support Networks (e.g., listserves, peer technical assistance)

Research and Evaluation (e.g., best practices, community indicators)

Fundraising

Funding

Legislative Advocacy

Publications/Communications (e.g., newsletters)

**Are these services provided free of charge?**    Yes    No

#### 5. POPULATION SERVED:

**For whom do you provide the above services?** (check all that apply)

Community development corporations (CDCs)

Community-based service organizations

Civic organizations (e.g. block organizations)

Other: \_\_\_\_\_

Other: \_\_\_\_\_

Faith-based institutions/organizations

Immigrant and ethnic organizations

**What is the geographic scope of your organization's work?** (check all that apply and please specify the area)

Local/city: \_\_\_\_\_ (e.g., metro Baltimore, Harris County)

County/regional: \_\_\_\_\_ (e.g., Western Michigan)

State: \_\_\_\_\_ (e.g., Colorado)

National

6. GOVERNANCE/STRUCTURE:

**Is your organization an independent organization?**

- Yes. We are an independent organization.
- No, we are a subsidiary of...

*(check all that apply and please specify the organization's name, e.g., U.S. Department of Agriculture, United Way)*

- University: \_\_\_\_\_
- Government/public agency: \_\_\_\_\_
- Nonprofit organization: \_\_\_\_\_
- Faith-based organization: \_\_\_\_\_
- Other: \_\_\_\_\_

**Does your organization have an independent Board of Directors or Advisory Committee?**

- Yes. If yes, How many Board/Steering Committee members does your organization have? \_\_\_\_\_
- No.

**Which of the following are represented on your board/committee?**

- |   |   |
|---|---|
| <input type="checkbox"/> Local foundations          | <input type="checkbox"/> CDCs                     |
| <input type="checkbox"/> National foundations       | <input type="checkbox"/> Religious institutions   |
| <input type="checkbox"/> Financial institutions     | <input type="checkbox"/> Educational institutions |
| <input type="checkbox"/> Government/public agencies | <input type="checkbox"/> Community members        |
| <input type="checkbox"/> Local businesses           | <input type="checkbox"/> Youth                    |
| <input type="checkbox"/> Nonprofit organizations    |   |
| <input type="checkbox"/> Other: _____               |   |

**Aside from board/committee representation, how else do (or how do you) you receive direction or advise from the community?**

**How many staff members are employed by your organization?** \_\_\_\_\_ **Full-time** \_\_\_\_\_ **Part-time**

**Does your organization have local offices within the community?**  Yes  No

*If yes, how many?* \_\_\_\_\_

7. FUNDING:

**What is your organization's current annual budget?** operating funds: \$ \_\_\_\_\_  
grant/loan funds: \$ \_\_\_\_\_

**Which of the following provide a major percentage (greater than 10%) of your organization's funding?**  
(Check all that apply)

- |  |  |
|--|--|
| <input type="checkbox"/> Local foundation(s)           | <input type="checkbox"/> In-kind Contribution(s) |
| <input type="checkbox"/> National foundation(s)        | <input type="checkbox"/> Fees for service(s)     |
| <input type="checkbox"/> Government/public agency(ies) |  |
| <input type="checkbox"/> Other: _____                  | <input type="checkbox"/> Other: _____            |

8. CONTACT INFORMATION:

What is the contact information for the Executive Director or other chief executive officer?

Name \_\_\_\_\_ Title \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Telephone \_\_\_\_\_ Fax \_\_\_\_\_

E-mail \_\_\_\_\_ General \_\_\_\_\_

Website \_\_\_\_\_ Email \_\_\_\_\_

*We would like to learn more about your organization's capacities.*  
(please circle the appropriate number to the right)

<u>Your organization</u>	Never	Sometimes	Often	Don't Know		
9. Routinely engages in evaluation of its efforts and/or other community initiatives.	○1	○2	○3	○4	○5	<input type="checkbox"/>
10. Implements lessons learned from these evaluations.	○1	○2	○3	○4	○5	<input type="checkbox"/>
11. Routinely collects information/data on the community.	○1	○2	○3	○4	○5	<input type="checkbox"/>
12. Uses this data to make programmatic decisions.	○1	○2	○3	○4	○5	<input type="checkbox"/>
13. Has staff members participate in professional development and training opportunities.	○1	○2	○3	○4	○5	<input type="checkbox"/>
14. Has services available for all groups that request assistance.	○1	○2	○3	○4	○5	<input type="checkbox"/>
15. Uses and recommends strategies based on their success in other communities.	○1	○2	○3	○4	○5	<input type="checkbox"/>
16. Uses and recommends strategies that are selected based on prior research and evaluation.	○1	○2	○3	○4	○5	<input type="checkbox"/>
17. Finds that public policies are supportive of your organization's work.	○1	○2	○3	○4	○5	<input type="checkbox"/>
18. Assists the community in collaboration with other organizations. With what types of organizations does the organization collaborate? (check all that apply)						
<input type="checkbox"/> Other nonprofit organizations	○1	○2	○3	○4	○5	<input type="checkbox"/>
<input type="checkbox"/> Government agencies	○1	○2	○3	○4	○5	<input type="checkbox"/>
<input type="checkbox"/> Private institutions (e.g. lending institutions)	○1	○2	○3	○4	○5	<input type="checkbox"/>
<input type="checkbox"/> Universities	○1	○2	○3	○4	○5	<input type="checkbox"/>
<input type="checkbox"/> Other: _____	○1	○2	○3	○4	○5	<input type="checkbox"/>
19. Has sufficient access to training, technical assistance, and/or consultants to meet staff and organizational needs.	○1	○2	○3	○4	○5	<input type="checkbox"/>

(please circle the appropriate answer)

Association for the Study and Development of Community

Strongly Disagree    No Opinion    Strongly Agree    Don't Know

Your organization...

---

- |  |                       |                       |                       |                       |                       |                          |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|--------------------------|
| 20. Has sufficient staff to meet organizational needs.   | <input type="radio"/> | <input type="checkbox"/> |
| 21. Successfully recruits and retains staff members.   | <input type="radio"/> | <input type="checkbox"/> |
| 22. Has staff members that are representative of the population served.  | <input type="radio"/> | <input type="checkbox"/> |
| 23. Has policies and procedures that allow it to address...  |                       |                       |                       |                       |                       |                          |
| <input type="checkbox"/> Economic/social justice issues  | <input type="radio"/> | <input type="checkbox"/> |
| <input type="checkbox"/> Equality  | <input type="radio"/> | <input type="checkbox"/> |
| <input type="checkbox"/> Nondiscrimination   | <input type="radio"/> | <input type="checkbox"/> |
| 24. Has established long-term sources of external funding.   | <input type="radio"/> | <input type="checkbox"/> |
| 25. Has developed self funding strategies (e.g. fee for services, fees for joint ventures, sponsorships, products) | <input type="radio"/> | <input type="checkbox"/> |

**THANK YOU FOR YOUR PARTICIPATION !**

*Please fax your completed survey to ASDC at 301/519-0724 If you have any questions or have trouble transmitting your fax, please call Theresa Singleton at (301) 519-0722 ext. 105. Supplemental materials may be mailed to: Theresa Singleton / ASDC / 312 S. Frederick Avenue / Gaithersburg, MD 20877*

**APPENDIX B**  
**LIST OF INTERMEDIARY ORGANIZATIONS**

<b>Name of Organization</b>	<b>Contact</b>	<b>Mission of Organization</b>
Alabama		
Economic Development Institute - Auburn University 3354 Haley Center Auburn University, AL 36849	Dr. Joe Sumners Associate Director (334) 844-4704 (334) 844-4709	Promote continuous improvement of economic and community development policy and practice through communication, education, research and community assistance.
CALIFORNIA		
Center for Civic Partnerships 1851 Heritage Lane, Suite 250 Sacramento, CA 95815 www.civicpartnerships.org	Joan Twiss Director jtwiss@civicpartnerships.org 916-646-8680 916-646-8660	To assist communities in creating the physical, social and economic conditions in which people can be healthy through technical assistance, educational programs, publications, funding resources and opportunity, peer exchange and consultation.
Community Partners 606 South Olive Street, Suite 2400 Los Angeles, CA 90014 www.communitypartners.org	Paul Vandeventer President 213-439-9640 ext. 12 213-439-9650	Community Partners is a nonprofit organization dedicated to facilitating the development of community building/community based ideas and leaders. Community Partners provides technical assistance and training, financial oversight, and administrative services to emerging and established nonprofit projects, organizations and collaboratives. Community Partners provides incubator services to individuals wishing to begin a nonprofit venture, and also manages programs in areas such as youth development, community technology and violence prevention.
SF Works 235 Montgomery Street 12th Floor San Francisco, CA 94104	Theresa Feeley Vice President/Interim Director tfeeley@sfworks.org 415-217-5183 415-576-9256	
Youth Leadership Institute 1115 Third Street Suite 5 San Rafael, CA 94901 MSedonaen@yli.org www.yli.org	Ms. Maureen A Sedonaen Executive Director MSedonaen@yli.org 415-455-1676 415-455-1683	The Youth Leadership Institute (YLI) is a community-based institute that works with young people, youth practitioners and the systems that impact them in order to build communities that respect, honor, and support youth. The Institute is a national and statewide leader in the field of youth leadership and development.

<b>Name of Organization</b>	<b>Contact</b>	<b>Mission of Organization</b>
<b>COLORADO</b>		
Neighborhood Resources Center of Colorado 2727 Bryant Street Suite 550 Denver, CO 80211 www.nrc-neighbor.org	Doug Linkhart Executive Director linkhart@nrc-neighbor.org 303-477-0023 303-477-4906	The purpose of NRC is to help residents and their associations build stronger, safer communities.
<b>CONNECTICUT</b>		
Connecticut Policy and Economic Council 179 Allyn Street Suite 308 Hartford, CT 06103-1421 www.cpec.org	Michael P Meotti President mike.meotti@cpec.org 860-722-2490 860-548-7363	Encourage/empower citizens to promote excellence in local government.
Human Services Council One Park Street Norwalk, CT 06851 www.communityplanning.org/hsc	Elaine Anderson Executive Director eanderson@snet.net 203-849-1111 203-849-1151	To help the community recognize and understand its human service needs; to catalyze interest in meeting those needs, to plan and promote the orderly development of well-balance human service programs; and to systematically implement and coordinate effective programs free from duplication, and as one means of furthering these goals to develop affordable housing.
<b>DISTRICT OF COLUMBIA</b>		
Alliance for Nonprofit Management 1899 L Street, NW 6th Floor Washington, DC 20036 www.alliancesonline.org	Roni D. Posner Executive Director roni@alliancesonline.org 202-955-8406 202-955-8419	To increase the effectiveness of individuals and organizations that help nonprofits to build their power and impact.
Community Development Support Collaborative 1825 K Street, Suite 1100 Washington, DC 20006 www.cdsc.org	Marty Mellett Executive Director 202-296-4582 202-785-4331	The purpose of CDSC is to revitalize and stabilize low-income, distressed neighborhoods in the District of Columbia. The primary vehicle to achieve this purpose is locally based community development corporations.

<b>Name of Organization</b>	<b>Contact</b>	<b>Mission of Organization</b>
DC Agenda 1155 15th Street, NW, Suite 900 Washington, DC 20005-2706 www.dcagenda.org	John H. McKoy President jmckoy@dcagenda.org 202-223-2598	The purpose of DC Agenda is to mobilize and support community leadership to address the challenges and opportunities facing the District of Columbia.
<b>DELAWARE</b>		
Center for Community Development and Family Policy CCDFP-University of Delaware 297 Graham Hall Newark, DE 19716 www.udel.edu/ccdfp	Ms. Pamela Leland Interim Director, CCDFP pleland@udel.edu (302) 831-1682 (302) 831-4225	The Center for Community Development and Family Policy's education, research, and public service programs focus on issues of social and economic justice. The Center: generates and disseminates knowledge about the nature, causes, and remedies to poverty, inequality, and injustice. Prepares student, volunteers, and practicing professionals to become effective agents of positive social and economic change; and builds the public, nonprofit, and private sector capacity to design, implement, and evaluate policies and programs that address the social and economic needs of families and communities.
<b>FLORIDA</b>		
Center for Urban Redevelopment and Empowerment Florida Atlantic University #610 220 SE 2nd Avenue Ft Lauderdale, FL 33301 www.cure.fau.edu	Venesia Thompson Program Director vthompson@fau.edu (954) 762-5655 (954) 762-5670	To empower residents of low-income communities through capacity building, non-credit training, and research.
Community Vision of Osceola County 3163 North Orange Blossom Trail Kissimmee, FL 34744 www.communityvision.org	Donna Sines Executive Director Dsines@communityvision.org 407-933-0870 ext. 23 407-933-0942	To bring people and resources together to achieve the community's vision.
Healthy Community Initiative of Greater Orlando 507 East Michigan Street Orlando, FL 32806 www.hciflorida.org	Raymond Larson Executive Director ray.larson@hciflorida.org 407-649-6891 407-426-8802	To create a new sense of community where all individuals and families flourish.
Jacksonville Community Council, Inc. 2434 Atlantic Boulevard Jacksonville, FL 32207-3564 www.jcci.org	Lois Chepenik Executive Director 904-396-3052 904-398-1469	JCCI is a nonprofit, nonpartisan, broadbased civic organization which seeks to improve the quality of life in Northeast Florida by positive change resulting from the informed participation of citizens in community life, through open dialogue, impartial research, and consensus building.

<b>Name of Organization</b>	<b>Contact</b>	<b>Mission of Organization</b>
<b>GEORGIA</b>		
Atlanta Neighborhood Development Partnership 100 Peachtree Street NW, Suite 700 Atlanta, GA 30303 www.andpi.org	Hattie Dorsey President hbdorsey@yahoo.com 404-522-2637 404-523-4357	The purpose of ANDP is to develop and rehabilitate very low and low-to-moderate income housing, develop other neighborhood services, and empower CDCs.
<b>ILLINOIS</b>		
Chicago Association of Neighborhood Development Organizations 123 W. Madison, Suite 1100 Chicago, IL 60602-4589 www.candochicago.org	Ted Wysocki President ted.wysocki@candochicago.org 312-372-2636 312-372-2637	CANDO is a coalition of members who are working to promote economic revitalization in Chicago's neighborhoods. The purpose of CANDO is to promote commercial and industrial revitalization.  To advance the effectiveness of our members by providing opportunities for exchange, education and relationship building between public, private, and non-profit organizations that are dedicated to promoting economic growth in Chicago neighborhoods.
Chicago Jobs Council 29 E. Madison, Suite 1700 Chicago, IL 60602	Robert Wordlaw bob@cj.net 312-252-0460 ext. 330 312-252-0099	Founded in 1981, Chicago Jobs Council (CJC) is a membership organization that works to increase job opportunities for all city residents, with an emphasis on those in poverty, racial minorities, the long-term unemployed, women, and others who experience systemic exclusion from employment and career mobility. With 18 original members, CJC has grown to include 100 community-based organizations, civic groups, businesses and individuals committed to helping disadvantaged Chicagoans gain access to the jobs and training they need to enter the labor market, secure stable employment at a living wage, and pursue sustainable careers.
Chicago Mutual Housing Network 2418 W. Bloomingdale Chicago, IL 60647 www.links.cnt.org/~cmhn/index.html	Charles Daas Executive Director cmhn@cnt.org 773-278-9210 773-278-9209	To support and develop resident-controlled and managed housing for low-moderate income families in Chicago.
Community Renewal Society 322 South Michigan Avenue, Suite 500 Chicago, IL 60604	Rev. Calvin Morris Executive Director 312-427-4830 312-427-6130	The purpose of CRS is to empower people to dismantle racism and poverty in order to build just communities. CRS calls itself a metropolitan social justice organization, empowering people, community-based organizations, congregations, etc., to advocate for social and economic justice.

<b>Name of Organization</b>	<b>Contact</b>	<b>Mission of Organization</b>
Northwestern University - The Asset-based Community Development Institute 2040 Sheridan Road Evanston, IL 60208-4100 www.northwestern.edu/IPR/abcd.html	John Kretzmann & John McKnight Executive Co-Directors 847-491-8711 847-467-4140	To proliferate the findings for two decades of research in asset-based community development, and develop tools and resources for community builders
Policy Research Action Group 820 North Michigan Avenue Suite 1000 Chicago, IL 60611 www.luc.edu/depts/curl/prag	Maureen Hellwig Mhellwig@wpo.it.luc.edu 312-915-8622 312-915-7770	To promote university/community collaboration in areas of research and public policy affecting urban communities.
Regional Manufacturing Training Collaborative 820 N. Michigan, 10th Floor Chicago, IL 60611 www.chicagolandrmtc.com	Frank Fama Executive Director ffama@luc.edu 312-915-7778 312-915-7775	The purpose of RMTTC is to address the training and development needs of the Chicago region's manufacturing industry, Chicagoland residents, and communities.
Work, Welfare & Families 14 E. Jackson, Suite 1600 Chicago, IL 60604 www.workwelfareandfamilies.org	Phyllis Russell Executive Director prussell@workwelfareandfamilies.org 312-986-4220 312-986-4166	To act as a coalition to bring about policy change that benefits low income families in Illinois, with the ultimate goal of eliminating poverty.
<b>INDIANA</b>		
Indianapolis Neighborhood Resource Center 1802 North Illinois Street Indianapolis, IN 46202-1318 www.inrc.org	Lamont Hulse Executive Director director@inrc.org 317-920-0330 317-920-0556	The mission of INRC is to strengthen the capacity of neighborhood based organizations and empower residents to become advocates for and instruments of positive change in their neighborhoods and our community.
Office of Neighborhood Resources IUPUI 815 W Michigan Street UC 006A Indianapolis, IN 46202	Ms. Meg Easter-Dawson Coordinator measter@iupui.edu (317) 278-3474	To strengthen the relationship between IUPUI and its surrounding neighborhoods by promoting the sharing of knowledge and resources in the development of mutually beneficial partnerships.
<b>KANSAS</b>		
United Community Services of Johnson County 12351 W. 96 Terrace, Suite 200 Lenexa, KS 66215 www.ucsjoco.org	Karen Wulfkuhle Executive Director karenW@ucsjoco.org (913) 438-4764 (913) 492-0197	To identify human needs in Johnson County, KS and marshal public and private resources to address those needs.

<b>Name of Organization</b>	<b>Contact</b>	<b>Mission of Organization</b>
<b>LOUISIANA</b>		
New Orleans Neighborhood Development Collaborative 1055 St. Charles Avenue, Suite 120 New Orleans, LA 70130	Una Anderson Executive Director uanderson@nondc.org 504-524-3919 504-524-8955	The purpose of NONDC is to reinvigorate the physical, economic, and social fabric of New Orleans' neighborhoods by supporting the professional development of community-based development corporations (CDCs) and to expand and stabilize the community development industry in the New Orleans area.
<b>MAINE</b>		
Center For Family, Work & the Community 600 Suffolk St 1st Floor South Lowell, MA 01854	Dr. Linda Silka Co-Director Linda_Silka@uml.edu (978) 934-4247 (978) 934-3026	To bring together the University (UML) and the community to develop long-term sustainable partnerships that draw on the strengths and needs of both groups.
Jobs for the Future 88 Broad Street 8th Floor Boston, MA 02110 www.jff.org	Richard Kazis Sr Vice President rkazis@jff.org 617-728-4446 617-728-4857	National research and policy organization that works to create educational and economic opportunity particularly for lower income youth and adults.
Organization Development Support Committee of Boston 120 Boylston Street, 6th Floor Boston, MA 02116	Mathew Thall Senior Program Director 617-338-0411 617-338-2209	Support neighborhood revitalization through community development corporations.
<b>MARYLAND</b>		
Association of Baltimore Area Grantmakers/ Baltimore Neighborhood Collaborative 2 East Read Street, 8th Floor Baltimore, MD 21202 www.abagmd.org	Ann Sherrill Director bnc@abagmd.org 410-727-0169 410-727-7177	Provide funding and technical support to neighborhood based community development organization focused on stabilizing Baltimore neighborhoods; promote public policies that impact neighborhoods/create healthy communities; increase effectiveness & capacity of funders to understand, respond to and support community development efforts.
Community Law Center 2500 Maryland Avenue Baltimore, MD 21218 www.communitylaw.org	Anne Blumenburg Executive Director anneb@communitylaw.org 410-366-0922 410-366-7763	To provide legal and other technical assistance to CBOs serving low income communities.

<b>Name of Organization</b>	<b>Contact</b>	<b>Mission of Organization</b>
Maryland Association of Nonprofit Organizations 190 W Ostend Street, Suite 201 Baltimore, MD 21230 www.mdnonprofit.org	Mr. Peter V Berns Executive Director pberns@mdnonprofit.org (410) 727-6367 (410) 727-1914	To strengthen and support the ability of nonprofits to serve the community, and increase public understanding of, and confidence in; and support for the nonprofit sector.
Maryland Center for Community Development 1118 Light Street Baltimore, MD 21230 www.mccd.org	Becky Sherblom Executive Director beckys@mccd.org 410-752-6223 ext. 102 410-752-1158	The purpose of M CCD is to promote housing and community development, fair housing opportunities, and community investment in Maryland through technical assistance, training, information, education, and advocacy.
<b>MICHIGAN</b>		
Detroit Funders Collaborative c/o LISC 1249 Washington Boulevard Suite 3000 Detroit, MI 48226-1822	Karen Brown Program Manager Kbrown@liscnet.org 313-596-8222 x16 313-596-8237	To provide capacity building, grants and technical support to community development organizations, in order to help them create positive physical and other changes in their communities.
<b>MINNESOTA</b>		
Fund for Neighborhood Development Hamline Park Plaza 570 Ashbury Street, Suite 207 St. Paul, MN 55104 www.liscnet.org	Barb Jeanetta Senior Program Officer bjeanetta@liscnet.org 651-265-2293 651-649-1112	Build the capacity and advocate for more effective systems and support for community based development directed at revitalizing distressed neighborhoods.
<b>MONTANA</b>		
Community Council of St. Charles County 4601 Mid Rivers Mall Drive St. Peters, MO 63376	James Phillips Executive Director ccouncil@mail.win.org 636-922-8610 636-922-8433	To improve the quality of life in our community through the enhancement of the human service system and its agencies. This will be achieved through broadbased participation by interested persons and organizations to provide a human service information clearinghouse, assess unmet human service needs, and develop action plans.
Kansas City Neighborhood Alliance 3822 Summit, Suite 200 Kansas City, MO 64111 www.kc-na.org	Colleen Hernandez Executive Director colleen@kc-na.org 816-753-8600 816-753-6397	To build capacity in neighborhoods to become safe, strong, stable and attractive places where people are proud to live.

<b>Name of Organization</b>	<b>Contact</b>	<b>Mission of Organization</b>
<b>NEW YORK</b>		
Citizens Committee For New York City, Inc. 305 7th Avenue, 15th Floor New York, NY 10001 www.citizensnyc.org	Michael Clark President mclark@citizensnyc.org 212-989-0909 212-989-0983	The Citizens Committee's mission is to stimulate and support self-help and civic action that improves the quality of life in New York City and its neighborhoods. The committee taps the volunteer resources of New York City residents, helping them to become active partners in solving some of the city's toughest problems - relieving poverty, connecting youth with opportunities, combating drugs and crime, promoting diversity and understanding, protecting the environment and beautifying public spaces.
County of Community Services of New York State Council of Community Services of New York State, Inc. Albany, NY 12210 www.ccsnys.org	Doug Sauer Executive Director dsauer@ccsnys.org 800-515-5012 ext. 103 518-434-0392	To build healthy, caring communities and effective human care delivery systems across the state through a strong charitable nonprofit sector, informed philanthropic giving, and quality community-based planning.
Peconic Community Council 209 East Avenue Riverhead, NY 11946 www.pccouncil.org	Louise Stalzer Executive Director pcc@hamptons.com 631-727-7972 631-727-7973	To enhance the quality of life for East Enders through a health and human services planning process.
Pratt Institute, Center for Community and Environmental Development 379 DeKalb Avenue, 2nd Floor Brooklyn, NY 11205	Ron Shiffman AICP Director 718-636-3486 718-636-3709	The purpose of PICCED is to enhance the capacity of low- and moderate-income communities to develop innovative solutions to the physical, social, and economic challenges facing them.
The Robinhood Foundation 111 Broadway, 19th Floor New York, NY 10006 www.robinhood.org	David Saltzman Executive Director 212-227-6601 212-227-6698	The purpose of the Robinhood Foundation is to end poverty in New York City.
<b>OHIO</b>		
Center for Urban Studies One University Plaza Youngstown State University Youngstown, OH 44555-3113	Ronald K. Chordas Interim Executive Director rkchorda@cc.yzu.edu 330-742-3113 330-742-1525	The Center is a research & technical assistance unit that focuses on challenges to urban and regional development. Seven programmatic areas include reduction in poverty, local government technical assistance, economic development, urban and environmental planning, urban data services, human services development, and crime reduction.

<b>Name of Organization</b>	<b>Contact</b>	<b>Mission of Organization</b>
Federation for Community Planning 1226 Huron Road, Suite 300 Cleveland, OH 44115 www.fcp.org	John Begala Executive Director jbegala@fcp.org 216-781-2944	FCP provides strategic leadership to improve targeted health and social conditions in Greater Cleveland through research, analysis, communication, and organization of community resources for action.
Invest In Neighborhoods 927 McPherson Avenue Cincinnati, OH 45205-1814 www.investinneighborhoods.com	Gerald J. Tenbosch Executive Director 513-921-5502 513-921-5620	The purpose of Invest in Neighborhoods is to assist the 51 community councils of Cincinnati, OH with financial resources and to promote self-sufficiency and leadership skills of the councils and their residents.
<b>OKLAHOMA</b>		
Community Service Council of Greater Tulsa 1430 S. Boulder Tulsa, OK 74119 www.csctulsa.org	Phil Dessauer, Jr. Executive Director pdessauer@csctulsa.org 918-585-5551 918-585-3285	Provide leadership for community based planning and mobilization of resources to best meet the human service needs of the greater Tulsa area.
<b>OREGON</b>		
Neighborhood Partnership Fund 1020 SW Taylor Street, Suite 680 Portland, OR 97205	Don Neureuther Director donneu@tnpf.org 503-226-3001 503-226-3027	The Neighborhood Partnership Fund is a non profit intermediary that provides ideas, resources and training to CDCs and partners that create economic opportunities and affordable housing for low-income people.
<b>PENNSYLVANIA</b>		
Center for Community Partnerships University of Pennsylvania 133 s 36th Street, Suite 519 Philadelphia, PA 19104	Dr. Ira Harkavy Director harkavy@pobox.upenn.edu (215) 898-5351 (215) 573-2799	

<b>Name of Organization</b>	<b>Contact</b>	<b>Mission of Organization</b>
Philadelphia Neighborhood Development Collaborative 7 Benjamin Franklin Parkway, 5th Floor c/o United Way of Southeastern PA Philadelphia, PA 19103	Beverly Coleman Director jtaylor@pndc.org 215-665-2644 215-665-2531	PNDC seeks to build the organizational capacity of select community development organizations by providing financial and technical resources to assist in stabilizing and reviatlizing their neighborhoods. Please know that PNDC provides core operating support funding and technical assistance alsomst exclusively to the Philadelphia community development organizations that are selected for participatation. Eleven CDOs have been selected for the 2001-2004 program cycle.
<b>PUERTO RICO</b>		
The Consortium for Community Economic Development in Puerto Rico PO Box 70362 San Juan, PR 00936-8362	Ms. Tamara Gonzalez Program Officer Tgg@fcpro.org (787) 721-1037 (787) 721-1673	To promote the social and economic development of low and moderate-income communities through capacity building and financial support of community development organizations.
<b>RHODE ISLAND</b>		
The Providence Plan 56 Pine Street, Suite 3B Providence, RI 02903 www.provplan.org	Patrick McGuigan Executive Director pmcguigan@providenceplan.org 401-455-8880 401-331-6840	The mission of the Providence Plan is to promote the economic and social well being of the City of Providence, its people and its neighborhoods.
<b>TENNESSEE</b>		
Center for Child and Family Policy, Vanderbilt Institute for Public Policy Studies 1207 18th Avenue South Nashville, TN 37212 www.vanderbilt.edu/VIPPS/C&FPC/c&fpcho me.html	Debbie Miller Director debbie.miller@vanderbilt.edu 615-343-9905 615-322-8081	To bridge research, policy and best practice to benefit families and children through a steering committee.

<b>Name of Organization</b>	<b>Contact</b>	<b>Mission of Organization</b>
Neighborhoods Resource Center P.O. Box 100941 Nashville, TN 37224-0941 www.tnrc.net	John Stern Executive Director jstern@tnrc.net 615-782-8212 615-782-8213	To assist residents in the formation and/or development of on-going neighborhood organizations that identify and take action on their own self-interests.
<b>TEXAS</b>		
Community Council of Greater Dallas 400 N. Street Paul #200 Dallas, TX 75201 www.ccgd.org	Martha T. Blaine Executive Director mblaine@ccgd.org 214-871-5065 214-871-7442	CCGD brings together health and human service providers and individuals to address quality of life issues in the Dallas region. It helps to create a shared vision and measure continued progress. The council links efforts among existing public and private organizations to create synergy and cost effectiveness in their shared efforts.
El Paso Collaborative for Community and Economic development 616 Virginia, Suite D El Paso, TX 79901 www.elpasocollab.org	Angie Briones-Sosa Executive Director angie@epcollab.org 915-532-7788 915-532-7340	The El Paso Collaborative for Community and Economic Development (The Collaborative) is a federally certified, tax-exempt 501(c) 3 private, nonprofit organization established in late 1996 under the auspices of the El Paso Community Foundation. It is one of 13 organizations nationwide (the only one in Texas) established with funding from the Ford Foundation to build the capacity of local, nonprofit community development corporations (CDCs). Its mission is to facilitate affordable housing, homeownership and economic development in the Paso del Norte Region. It is committed to building the capacity of local community development corporations (CDCs) to develop and manage a variety of housing programs and services.
<b>VIRGINIA</b>		
Virginia Organizing Project 703 Concord Avenue Charlottesville, VA 22903-5208 www.virginia-organizing.org	Joe Szakos Executive Director szakos@virginia-organizing.org 804-984-4655 804-984-2803	VOP is a statewide grassroots organization dedicated to challenging injustice by empowering people in local communities to address issues that affect the quality of their lives. VOP especially encourages the participation of those who have traditionally had little or no voice in our society. By building relationships with diverse individuals and groups throughout the state. VOP strives to get them to work together, democratically and non-violently for change.

<b>Name of Organization</b>	<b>Contact</b>	<b>Mission of Organization</b>
<b>WASHINGTON</b>		
Impact Capital 401 2nd Avenue S, Suite 301 Seattle, WA 98101 www.impactcapital.org	Thomas Lattimore Executive Director tom@impactcapital.org 206-587-3200 206-587-3230	The purpose of Impact Capital is to provide a comprehensive system of predevelopment financing and small organizational capacity grants for housing and community development projects throughout Washington State. Impact Capital also provides bridge loans.
<b>WISCONSIN</b>		
Center for Urban Initiatives and Research PO Box 413 Milwaukee, WI 53201 www.uwm.edu/Dept/Cuir	Dr. Stephen Percy percy@uwm.edu (414) 229-5916 (414) 229-3884	Promote policy-focused urban research, building research and knowledge-building collaboration between the university and community.
Nonprofit Center of Milwaukee, Inc. 2819 West Highland Boulevard Milwaukee, WI 53208-3217	Leigh Kunde Executive Director 414-344-3933 414-344-7071	As a membership organization, the center builds organizational capacity by providing training, technical assistance managerial support to nonprofits. The Center facilitates collaboration among non-profit organizations and promotes the interests of the non-profit sector.
Sustainable Development Institute College of Menominee Nation PO Box 1179 Keshena, WI 54135 www.menominee.edu	Dr. Holly Youngbear-Tibbetts Dean hyoungbear@menominee.edu (715) 799-5600 (715) 799-1336	1) To reflect upon & disseminate Menominee expertise in sustainable development. 2) To advance the tenets of sustainability to new sectors of community activity.
Sustainable Racine 413 Main Street Racine, WI 53403 www.sustainable-racine-com	Bonnie B. Prochaska Interim Executive Director bonnie@sustainable-racine.org 262-632-6440 262-632-6408	To assist the Greater Racine area to address issues of economic development, environmental stewardship, and social equity.
<b>WEST VIRGINIA</b>		
Life Bridge--Community Council of West Virginia One Unite Way Square Charleston, WV 25301 www.cckv.org	Paul J. Gilmer, Jr. Executive Director Paulg@cckv.org 304-340-3520 304-340-3621	Conduct community planning and problem solving, mobilize resources and develop solutions to meet the Human Service needs of our area.