COMMUNITY DEVELOPMENT TOOL KIT

New Jersey Public Policy Research Institute
NJPPRI

PSE&G

Produced by Public Service Electric and Gas Company and the New Jersey Public Policy Institute at Rutgers University.

THE FIRST STEPS TO COMMUNITY DEVELOPMENT

"Community Development" is, first and foremost, neighbors helping neighbors. It is an endeavor that relies on groundswells; a process to be initiated by individuals or groups who are facing issues in their community and are seeking to address those issues. Community development focuses on asset building to improve the quality of life among residents of low-to-moderate income communities. In 1966, Robert F. Kennedy referred to "three critical threads" in the fabric of community development programs: cooperation with private business in self-sustaining, economically viable enterprises; integration of education, employment, and development programs under a coordinated overall plan; and momentum and direction from the community, in partnership with private foundations, labor unions, and universities. Today, these critical threads remain unchanged. There are several steps and paths that individuals or groups can take to solve the problems facing their community; however, for an effective, sustainable, and equitable solution, the situation must be understood comprehensively and the plan created and carried out strategically.

This tool kit seeks to point individuals or groups in the right direction and showcase the resources that may be available. In partnership with residents, PSE&G undertook to transform the South Ward of Newark through community development. Successful implementation of that model convinced PSE&G of the importance of sharing with the communities it services the opportunities of community development. This tool kit provides a roadmap to such a model, and the starting point on the journey is facing the issues and discovering the assets of the community.

FACING ISSUES

To address the issues challenging a community, the individual or group must first define the particular issues as clearly as possible. Community development models can be used to solve a broad range of problems affecting particular neighborhoods or regions, including:

- Unemployment
- Crime
- Blight and distressed housing
- Vacant offices, houses, or lots
- Lack of resources for children

When facing the issues that affect a community, important details to consider about each particular issue are: What populations it affects; how long it has existed; whether there was some event or underlying problem that led to its existence; and what, if anything, has already been done or attempted in order to address it.

Tools exist that can be used to gain these answers:

1. Government offices, universities, and private corporations are valuable sources of data already collected around certain issues, including statistics on the affected populations and duration of the problem, policy papers on possible solutions, and existing projects. Government offices and universities are possible sources of assistance to collect, organize, and understand the data through interested professors and students.

2. Surveys and interviews or focus groups conducted around such surveys work well as tools to aid in understanding community sentiment and priorities. A local neighborhood organization, faith institution, or school can serve as a place to host focus groups, although, especially where there is contention around an issue, it is important to select a forum that is viewed as neutral to differing perspectives so that in this initial stage all community voices are given the opportunity to share their concerns regarding the issue(s).

3. Another valuable tool for accessing information is the Internet. Many government agencies and public interest groups maintain Web sites with statistical and other reported information on particular topics and links to publications and other sources for educating yourself on various topics. The Internet can be used as a tool both to research data regarding the issue and any attempts to address it and to communicate with interested parties in the community through surveys, flyers, and comment sections.

4. In order to define the problems, it is also necessary to define the "community" geographically. Setting the geographic definition of the community allows for the creation of a comprehensive map of the issues and problem spots. Simultaneously, it sets the stage for the second part of this first step–discovering the community's assets.

DISCOVERING ASSETS

The term "community assets" refers to the internal strengths of a particular area and should be viewed broadly in this first stage. There are five basic asset types: physical; intellectual and human; financial; social; and political. Through the process of asset mapping, an individual or group can use a map to lay out the visible assets of a community, including:

- Historical sites
- Infrastructure systems
- Sewage
- Transportation hubs
  - Mass transit
  - Other
- Utilities
  - Electric and gas
  - Water
  - Telephone
  - Cable
- Highways
- Seaports and waterways
- Airports
- Business centers
  - Corporate headquarters
  - Large and small retail
  - Commercial
  - Industrial
- Schools
  - Higher education
  - Public system
  - Private schools
- Parks and open space
- Areas with unique housing styles

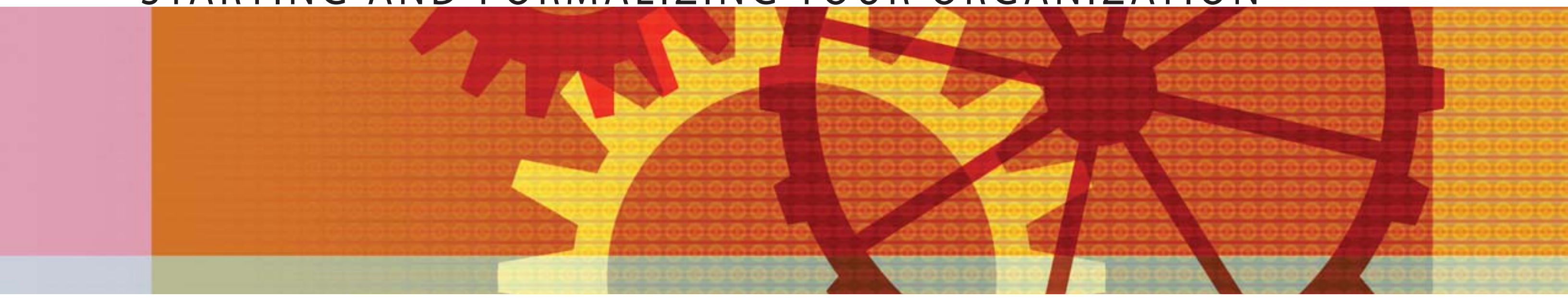
Non-physical assets should be recorded on the map and in a separate document that includes essential information such as name, key contact persons, location, interest in the community, resources that the asset might offer to the community, and any information regarding past or current community development involvement. This document is essentially an internal resource guide, specific to the neighborhood and the issue of concern.

The physical map and this internal resource guide can be further enhanced by incorporating information obtained from focus groups that include neighborhood residents and other stakeholders. Using the physical map as a discussion point, focus groups are also valuable to identifying and recording the less visible assets, including:

- Anchor institutions, such as universities, utilities, and hospitals
- Faith-based institutions
- Government agencies
- Nonprofit social/quality-of-life agencies
- Skilled individuals
- Political offices/elected officials
- Health system

After the focus group, further research can be done on these non-physical assets at the library, on the Internet, and through direct informational interviews arranged with key contact persons or the non-physical asset's public relations office. Prior research on both the issue and the entity or individual being approached can make an initial interview more productive and set the stage for an effective relationship. The process of issue definition and asset mapping is essential to laying the foundation for a strategic community development plan.

STARTING AND FORMALIZING YOUR ORGANIZATION



CREATING MISSION, GOALS, AND OBJECTIVES

Creating a nonprofit corporation is complicated, so before embarking on this path it is essential that individuals or groups focus specifically on the issue or issues they wish to address and determine whether an appropriate agency already exists as a means for addressing such issue(s). This question may have been answered during the process of Facing Issues and Discovering Assets (found in the previous chapter); if not, then the best places to look for already existing organizations that are concerned with your issue(s) are the Internet, local neighborhood housing or community groups, local universities, and government agencies. Many communities have organized citizen groups that may already be involved in activities similar to the ones you wish to undertake. If you conclude that you must start a new organization, begin by defining your mission, goals, and objectives.

Setting your mission, goals, and objectives is the process of organizing required to accomplish things. Many groups are organized informally and operate successfully. Leaders rise to the occasion to propose ideas and carry out tasks. However, as the workload expands, many groups choose a more formal structure for their organization. A group may incorporate as a separate nonprofit in order to pursue funding opportunities not always available to government agencies, to limit personal liability, or to obtain an exemption from paying certain taxes. It is important to understand that while creating and operating a nonprofit corporation may have many advantages, acquiring these benefits requires a great deal of work. A structured program is simply a means to an end. With effort, a system can be created where each person can participate fully and the group can perform effectively, with leadership being responsive to the members. A solid structure will help make an organization sustainable; by promoting accountability, it will help your group grow and create new opportunities for leaders to develop. To find the appropriate structure for an organization, groups and individuals must first understand what they hope to accomplish.

Drafting a mission statement and bylaws will set forth the purpose and principles that will govern your organization. The first step is to define your goals and objectives, which can be done through a series of planning meetings to discuss your program and organization. It is important to identify the issue you are focused on and to clearly define the variables that contribute to the issue. The following general organizational considerations should be addressed:

- What is your purpose? What are your short- and long-term objectives?
- How are decisions to be made? Who chooses leaders and how?
- How will work be shared? Who does what?
- How will you raise money? Membership dues, fundraising, grants, sponsors?
- Are you open to change? Flexibility is important when goals and members change.
- Do you want to be incorporated or to act as a club?

DRAFTING BYLAWS

The preceding considerations will lead to more specific questions for group discussion, such as: Are you organizing to tackle a single project (such as an abandoned commercial center) or do you intend to generate ongoing activities in the community? Do you simply want to limit your personal liability should an accident occur at an event, or are you primarily interested in obtaining tax-exempt status in order to attract funding from the many private foundations that fund only tax-exempt, nonprofit organizations? Do you know who will serve on your board of directors (you must have at least three directors), and do you know who will have the right to control and direct the activities of your nonprofit corporation? How will you raise funds to support your activities? The answers to these and similar questions will determine the form and structure of your organization. Suggestions raised at these meetings can be discussed or put into practice on a trial basis, and after a few months of informal operation, the group will be in a better position to finalize a mission statement and bylaws.

Bylaws are the rules governing the internal affairs of an organization. For nonprofit incorporations they are required, but they are useful even if the group is a club or a group of neighbors. If the group intends to incorporate, it is helpful to review the bylaws of other similar organizations. Bylaws set forth an organization's mission, goals, and objectives and will be the first place an organization turns to inform or make future decisions.

Formal bylaws set forth the following items:

- The full official name of the organization and the organization's legal address
- The purpose, goals, and philosophy of the organization
- Membership categories and eligibility requirements
- Membership dues (if any, how much, and when paid)
- When and how often regular or special meetings of the membership, as well as regular and annual meetings of the board of directors, are to be held

- What officers are necessary, how they are chosen, length of term, their duties, and how vacancies are filled
- Special committees, their purpose, and how they operate
- A system so that bylaws can be rescinded or amended, maybe by a simple majority
- Any official policies or practices

CREATING A NONPROFIT

Nonprofits are creatures of federal and state law, based in large part on what they do not do or cannot do. On the state level, "nonprofit" describes corporations organized to advance a public or community interest rather than for individual, personal or financial gain. Nonprofits may not distribute earnings or pay dividends and any surplus must be used to further the corporation's organizational purpose. Nonprofits are permitted to hire paid staff to conduct their organization's activities. In New Jersey, nonprofit status exempts a corporation from state corporate income taxes. Many nonprofits, depending upon their purposes, can qualify for exemption from federal corporate income taxes. The U.S. Internal Revenue Code includes more than 25 classifications of tax-exempt groups. These groups are entitled to certain privileges and are subject to certain reporting and disclosure requirements and limitations on their activities, depending on the category of their exemption. In certain instances, contributions to nonprofit organizations are deductible from federal income taxes.

Due to the complexity of the statutes governing nonprofit and tax-exempt status, any organization that decides to incorporate as a nonprofit should seek the professional advice of a lawyer and an accountant at that stage. The organization, if possible, should seek the advice of persons who are either experienced with such actions or are willing to spend a considerable amount of time learning how to compile and file the necessary state and federal forms.

To incorporate as a nonprofit in New Jersey, you must file a Certificate of Incorporation with the New Jersey Department of the Treasury, Division of Revenue. The typical cost is $115, which includes the filing fee ($75), expedited service (to speed up the turnaround time for your filing), and the return of a certified, stamped copy of your certificate for your files. The forms can be obtained from the New Jersey Department of the Treasury, Division of Revenue. Before it approves tax-exempt status, the IRS will want more information in your organizational documents than is required by the State of New Jersey for state-level nonprofit status. Therefore, the state forms alone are not sufficient if you want to pursue federal tax-exemption from the IRS.

If federal tax-exempt status is essential to the operation of your nonprofit, plan accordingly. The filing fee alone for applying for tax-exempt status can be as much as $500 (if your organization's gross receipts have been or are likely to be more than $10,000 per year). The Application for Recognition of Exemption requires you to provide detailed information, such as:

- A detailed narrative description of your organization's activities—past, present, and planned
- The name, address, and title of each officer and director
- The Federal Employer Tax Identification Number of the organization
- A copy of your organization's Articles of Incorporation and Bylaws and
- Financial statements (including a detailed breakdown of revenue and expenses) for the current year and for each of the prior three years, or if organized less than one year, proposed budgets for the next two years

Also, keep in mind that once you have filed your application, it is not uncommon for the IRS to contact you to request more specific or additional information.

If you are interested in pursuing federal tax-exempt status under Section 501(c)(3), you should call the IRS at 1-800-829-3676 or go to the IRS Web site and request the following documents (all are free):

- SS-4 - Employer Identification Number
- Form 1023 - Application for Recognition of Exemption
- Form 8718 - User Fee for Exempt Organization Ruling Request
- Publication 557 - Tax-exempt Status for Your Organization

Form 1023 is the application that an entity would file to request recognition from the IRS as a tax-exempt organization. The filing fee depends on the organization's gross receipts for the next four years and will either be $150 (if the average will not be more than $10,000) or $500 (if the average gross receipts will exceed $10,000). Typically, the IRS will take at least three to four months to process an application once the form is submitted.

Still, even if an organization's planned activities would meet the requirements for tax exemption under Section 501(c)(3), it is not always necessary or appropriate to form an independent organization. Although nonprofits enjoy certain privileges, there are also numerous responsibilities, laws, and regulations that must be adhered to, including a number of reporting requirements that must be adhered to after the organization has begun to operate. Your goals may be achievable without creating a new organization.

BUILDING ORGANIZATIONAL LEADERSHIP

Leadership is critical to building a strong community development organization. It increases the chance that the structure of the organization can improve the socioeconomic conditions of the community. Good leadership builds organizations that maintain and achieve their mission while surviving the inevitable changes in the environment, the board, and executive and staff leadership.

EFFECTIVE ORGANIZATIONAL LEADERSHIP

Leadership is more of an art than a science. Good leadership skills and style can be learned and developed. Leadership styles vary both in number, character and effectiveness. Some common leadership styles are:

- Autocratic—leader is totally in control and makes all decisions alone
- Managerial—leader is concerned with operation rather than goals and effectiveness
- Democratic—leader consults others but makes final decisions alone
- Collaborative—leadership is shared, and several leaders are involved in all major decisions

Different styles may be appropriate for different contexts. Most leaders employ several styles even while anchoring their behavior in a clearly defined style. To become an effective leader, you should consciously choose and develop leadership styles and skills by assessing your own talents, understanding the needs of the organization or initiative, observing other leaders, and finding good mentors.

Vision

While leadership skills can be learned, it is difficult to learn how to chart a vision. Good leaders start with a vision of what could be, but they also communicate the vision to others for the purpose of improving their initial conception and persuading others to follow. The important thing to remember is that the vision by itself is not enough: Communicating your vision to stakeholders is often the key component in seeing a vision realized.

Best Practices: A starting point for a new or developing organization is to consider the leadership styles and habits of other organizations for good examples. The following are four best practices of such organizations:

1. Plan for a Leadership Team

Community development is a complex proposition requiring several individuals who are willing and able to use their professional and people skills to bring about constructive change. Whether job creation, housing, or transportation is your community development goal, leaders will have to work together. The traditional model of one leader and many followers does not work as well as creating a team of leaders with a variety of skills and real input.

Creating a simple leadership plan by adding a timeline to a list of leadership development goals will give you an indication of the ideal makeup of your leadership team and what you will need to do to achieve it. To further understand who to seek out and how these potential leaders will function together, it is useful to take some time with the existing group to answer these questions:

- How many leaders do you want on your team?
- What kinds of professional skills does tackling your issue(s) require?
- Is it important that your leadership team reflect the community that your organization serves or works in?
- Is it important that at least some or all of the leadership team be from the community?
- How will your leadership team support each other and you?
- How will your leaders be committed to the goals of your organization?

With the answers to these questions in mind, consider the group you have right now and compare it to what you envision your ideal leadership team to be. What are the strengths and weaknesses of your group, and how do they fit in with your vision? Are there areas for which your group needs leadership development? For example: Do people communicate well? Are there any diversity issues? People should be matched to the needed skills (e.g., fundraising, administration, or outreach) as best as possible, but you will probably find that there are gaps. A comparison of the ideal to the reality will allow you to set specific goals to address those areas, whether you wish to seek additional persons for the positions or to train existing members who would be interested in the challenge. Determine which goals are the priority and plan for hiring or schedule training or other workshops to help you achieve those goals.

SAMPLE LEADERSHIP PLAN		
Goal	**Leadership Development Activities**	**Timeline**
1. All staff will learn e-mail and Internet skills (communication skills)	Internal training by operations manager	This month
2. Community outreach staff will learn how to lead effective meetings (motivation skills)	Internal training given by director	Next month
3. Increase communication between program leaders and their support staff (communication skills)	Schedule monthly workshop lunches by program to discuss status and other issues	Monthly, begin immediately
4. Increase diversity awareness of all (interaction skills)	Training by outside facilitator	In three months

With a plan and an understanding of the present leadership reality of your group, you are ready to seek out the additional leaders or sources of training, whether internal or external, necessary to move your group forward to its goal of building a solid foundation.

2. Develop Your Leaders

Many tools that can be employed to develop leaders, including:

- Teaching as you lead—One of the easiest ways to develop leaders is by bringing someone who is ready to learn along with you to critical negotiation sessions or public speaking opportunities and then taking a moment after the event to discuss with them what occurred and why.
- Mentoring—Similar to teaching as you lead, but requiring a greater time investment; mentoring involves making a commitment to encouraging and teaching someone on an ongoing basis.
- Orientations—An orientation is an opportunity to help new volunteers, staff people, or board members understand the organization and their expected role by laying out the organization's mission and history, giving them the training necessary to begin their job, explaining the policies, what assistance is available and from whom, and introducing them to the rest of the organization.
- Workshops and training—Workshops or group trainings give individuals within the group a focused opportunity to work on key skills or issues facing the group.
- Retreats—As the organization develops, retreats are a chance to revitalize commitment to the group's mission or determine new strategies. At retreats, different people can take responsibility for different areas, encouraging broad leadership growth.
- Investing in each person—Another tool to develop leaders is simply to pay attention to whether people in the organization are well matched to their roles and how well they are adjusting to the group personally. Each person needs encouragement and support to feel enthusiastic about the organization and his or her role within it.

3. Focus on Group Dynamics

By focusing on group dynamics, successful community development organizations are able to institute and maintain the group characteristics generally necessary to be successful. Generally, effective organizations are ones in which all participants share a vision and that vision is revisited over time to ensure continued commitment. They are also organizations where everyone shares a sense of responsibility and the leaders ensure that the staff is able to see the relationship between their work and outcomes that the group achieves. These characteristics will rarely be the state of the initial group dynamics and must be worked on continuously by the leadership. Factors important to such group dynamics include open communication; listening skills; cultural sensitivity and tolerance; systems for evaluation; dealing with conflicts and hiring; and collaboration. Developing organizations should not hesitate to have trainings around these concepts where outside facilitators or leaders from other groups are engaged to lead the events. To build good organizational leadership, leaders must focus on the group dynamics that exist and strive to institute the ideal characteristics.

4. Effective Boards

To develop an effective board of trustees (often referred to as the board of directors), it is important to understand the significance of the board and what makeup and structure would best fit your purpose. The ideal makeup and structure may change later as your organization evolves, but in order to establish a solid foundation for organizational leadership of a nonprofit, the group should make these initial decisions consciously.

<u>The Importance of the Board:</u> The board of a nonprofit is legally responsible for governing the corporation. This includes ensuring that the organization remains true to its mission, safeguards its assets, and operates in the public interest. While a for-profit's board of directors is responsible to the stockholders, a nonprofit's board of trustees/directors reports to the community stakeholders. Establishing an uninterested board or one that is beholden to a top leader will create an organization that has little chance of survival in the event of the departure of key staff or the top leader. Community development organizations by their nature should be focused on particular community issues, and it is in the community's best interest that the survival of such organizations not be dependent on any one person. The board is the key body that can guide the organization as a whole to fulfill its mission.

RESPONSIBILITIES OF THE BOARD OF TRUSTEES

- **Legal and fiduciary.** The board is responsible for ensuring that the organization meets legal requirements and operates in accordance with its mission and for the purpose for which it was granted tax exemption. Individual board members must exercise the duty of care by attending meetings, being prepared to make informed decisions by reading the information provided and requesting additional information if necessary, and carrying out their duties in a reasonable manner. As safeguards of a public trust, board members are responsible for protecting the organization's assets and, as such, must be involved in developing the annual budget and ensuring that proper financial controls are in place.

- **Oversight.** The board is responsible for ensuring that the organization is well run. This includes supporting and evaluating the chief executive and the programs of the organization. The board of trustees moderates the power of management and has the power to hire and remove the chief executive, usually called the executive director or president.

- **Resources.** Board members are responsible for ensuring that the organization has adequate resources to meet its goals. Board members are often actively involved in making sure that the organization has the money it needs through personal contributions; serving as advocates with a foundation, corporation, or government entity; organizing fundraising events; or face-to-face solicitation of other individuals.

- **Community representation.** Board members are often chosen so that they can bring to the board the experience or perspective of a particular group or segment of the organization's constituency. Although it is not an inherently democratic institution, the board does provide an opportunity for the groups and communities that a nonprofit serves to have a voice in its governance. However, representing a constituency or viewpoint takes a back seat when voting—all board members are expected to vote with the nonprofit's best interest in mind.

In addition to the board, some organizations have found it beneficial to convene "advisory groups" of skilled individuals whose particular knowledge might complement and inform the board of trustees and the organization. Advisory groups can be sources of valuable information and possible partnerships, and their participants should be selected with this in mind.

The board of trustees is distinguished by the real legal responsibilities of its members. In New Jersey, the members of a nonprofit's board of trustees must meet certain standards of conduct and attention in carrying out their responsibilities to the organization, usually described as the "duty of care" and the "duty of loyalty." The duty of care refers to the level of competence that is expected of a board member, and can be described as the "care that an ordinarily prudent person would exercise in a comparable position and under similar circumstances." The duty of loyalty is a standard of faithfulness; no trustee can undertake an act or omission that the trustee knows or believes to be against the best interests of the organization.

The board of trustees is charged with great responsibilities in connection with the external control and accountability of a nonprofit. Therefore, the selection of the people to carry out this function and the setting of the structure of how they will do so is a process that should be undertaken with utmost care, as it can be the difference between organizational success and failure.

Tips for Board Selection and Structure: Although the board is responsible for self-management that supports good governance, there are many steps that the group organizers or leaders can take to encourage an effective board.

1. Plan for Board and Committees

- Prepare a written job description for individual board members.
- Develop an annual schedule of meetings, determined a year in advance.
- Circulate clear and thorough information materials, including an agenda, to all members two to three weeks before each meeting.
- Maintain complete and accurate minutes of all meetings.
- Keep meetings brief and well focused. Stimulate the broadest possible participation by members.
- Ask each board member to serve on at least one board committee or task force.
- Acknowledge members' accomplishments and contributions in a variety of ways in the organization's newsletter, at meetings or in minutes.

2. Encourage Efficient Committee Work

- Prepare written statements of committee and task force responsibilities, guidelines, and goals. Review these organizational documents every one to two years and revise if necessary.
- Make work assignments according to the background, expertise, and schedule of each member.
- Distribute tasks among members to encourage full participation without anyone being overloaded.
- Create a system of checks and balances to monitor committee members' work and assure that tasks are completed on schedule.
- Assign an appropriate staff member to work with each committee.

3. Establish a Board of Appropriate Size

The organization's structure and needs will ultimately determine board size, as every board needs a sufficient range of expertise to accomplish the organization's mission. However, it is important to keep in mind that if a board is too small, its members may be overworked and unproductive, while if a board is too large, every member may not have the opportunity to participate actively.

4. Limit Length of Board Member Terms

Although it is not required that there be term limits, many organizations limit members to two consecutive terms and require a hiatus of one year before a board member may be reappointed. To avoid a situation where every two years the entire board makeup changes, an organization can stagger terms of service so that one half or one third of the board is elected every one or two years for terms of two to four years. Such policies encourage a continuous inflow of fresh perspectives that can help an organization maintain and, when necessary, adjust its mission, while still allowing the board to profit from the experience of veteran board members.

5. Establish Committees and Task Forces

Boards generally accomplish a great portion of their work through committees and task forces. With the exception of an executive committee, which acts on the board's behalf, committees recommend action to the full board for discussion and action. Most boards need only a few standing committees as the rest of the work can be accomplished by task forces created for a specific purpose. Typical standing committees are governance, audit, finance, and executive committees. Each board member should serve on at least one but preferably no more than two committees or task forces. Members are appointed by the chairperson (in consultation with the governance committee, if any). The size of a committee depends on the needs of the board and the organization and a common sense assessment of how many people are needed to carry out the committee's work. The chairperson should make committee assignments based on the experience, skills, interests, and available time of the various board members. Each member must make a serious commitment to participate actively in the work of the committee. As they are only recommending actions, board committees may include staff people who are not board members.

6. Decide Whether the Chief Executive Should be a Board Member

Some nonprofits decide to make the chief staff executive a member of the board, sometimes voting and sometimes non-voting. This decision should be made carefully. Board membership may be a good idea if it enhances the executive's position of authority within the organization and strengthens the working partnership between the board and the executive. On the other hand, board membership may blur the distinction between the board's responsibilities and the executive's responsibilities and make it difficult for the board to assess the executive's performance objectively. Whatever the executive's official status, his or her insights into the daily operations of the organization are essential to decision making by the board.

7. Clarify Individual Responsibilities

<u>The following are examples of what board members are typically required to do:</u>

- Attend all board and committee meetings and functions, such as special events.
- Be informed about the organization's mission, services, policies, and programs.
- Review agenda and supporting materials prior to board and committee meetings.
- Serve on committees or task forces and offer to take on special assignments.
- Make a personal financial contribution to the organization.

- Inform others about the organization.
- Suggest possible nominees to the board who can make significant contributions to the work of the board and the organization.
- Keep up-to-date on developments in the organization's field.
- Follow conflict of interest and confidentiality policies.
- Refrain from making special requests of the staff.
- Assist the board in carrying out its fiduciary responsibilities, such as reviewing the organization's annual financial statements.

8. Consider Professional and Personal Backgrounds

Board members should be selected based on professional skills, personal strengths and experiences. Depending on the issue that your organization seeks to address, it will be helpful to have board members with a variety of expertise (e.g., planners and bankers for an organization focusing on community redevelopment or doctors and educators for an organization focusing on child healthcare programs). Another important consideration for community development organizations is the location and background of potential board members. Will people be available for in-person meetings? Are they familiar with the characteristics and stakeholders of the community? Some formal designations that organizations can seek such as HUD's Community Development Housing Organizations require that a certain percentage of the board of directors be from the community.

Finally, strong interpersonal skills are important. Organizations should seek board members with the ability to think clearly and creatively and work well with people individually and in a group. Good board members are willing to prepare for and attend meetings, participate actively, take responsibility, and follow through on a given assignment. Depending on their circumstances, they are willing to contribute personal and financial resources and open doors in the community, and they are willing to develop knowledge or skills that they are lacking (e.g., knowledge about a substantive program area of the organization or fundraising skills). The preceding contributions translate into skills that may seem "fuzzy" (honesty, sensitivity to differing views, community-building skills, personal integrity, concern for your nonprofit's development, a sense of humor) but are important, considering that this group of people will have the ability to set the tone and control the direction of the organization.

Before accepting a commitment from someone to become a board member, be sure that the person knows what his or her responsibilities will be. A board manual is an indispensable tool to orient new members and to provide an ongoing resource guide for veteran members. An easy-to-use but comprehensive manual should be developed by the staff in consultation with board members to ensure that it is both informative and useful; it should be updated frequently.

SUGGESTED OUTLINE FOR BOARD MANUAL

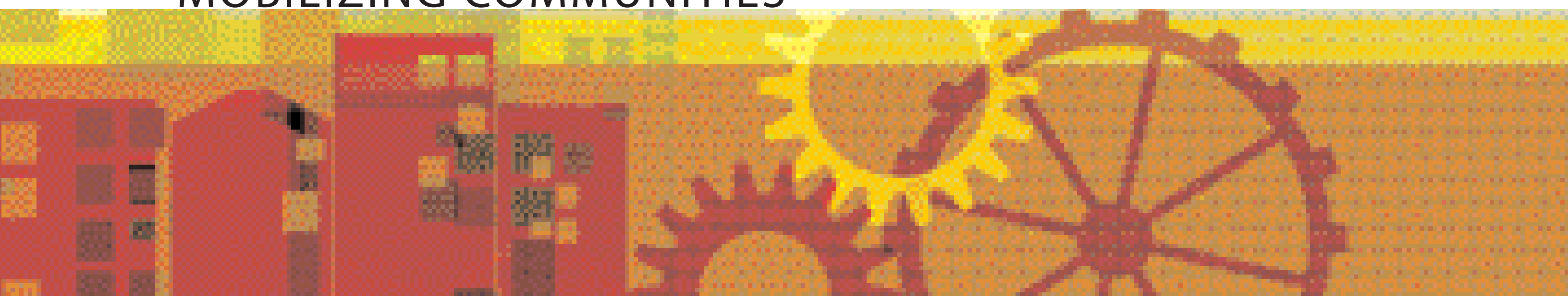
Tips:

- Don't overwhelm new board members with too much information.
- Keep each item brief.
- Use the manual as a "textbook" during board orientation.
- Ask board members to evaluate the usefulness of the manual each year.

Contents:

- Board information
    1. Board members' biographies and terms
    2. Statement of responsibilities
    3. Committee and task force descriptions
- Historical references of the organization
    1. Brief written history and/or fact sheet
    2. Articles of Incorporation and bylaws
    3. IRS determination letter.
    4. Listing of past board members
- Strategic framework
    1. Mission and vision statement
    2. Strategic framework or plan
    3. Current annual operating plan
    4. Minutes from some recent board meetings
- Board policies
    1. Policies pertaining to the board
    2. Policy on potential conflicts of interest
    3. Insurance policy coverage
    4. Travel/meeting expense reimbursements
- Finance and fundraising
    1. Prior-year annual report
    2. Most recent audit report
    3. Current annual budget
    4. Form 990
    5. Banking resolutions
    6. Investment policy
    7. Current funder list
- Staff
    1. Staff listing
    2. Organization/team chart
- Other information
    1. Annual calendar
    2. Web site information
    3. Promotional material (membership brochure, advertisements, etc.)

MOBILIZING COMMUNITIES



PLAN INTO ACTION

Mobilizing your community to action requires a sustained effort at building on the lessons learned in the first stage of facing your communities' issues. After reaching agreement on the best way to resolve those issues, you can begin to form those organizational goals into an action plan, garner the necessary resources to implement the plan, and begin implementation. Since people often want to take action toward solving their problem immediately, it can be difficult to convince them of the necessity of discussion, planning, and reaching consensus; however, it is only after consensus on goals has been reached that it makes sense to identify the actions necessary to achieve those goals. And creating an agenda for those actions, an "action agenda" or "action plan," is critical to moving forward, because it functions as a schedule, a reminder of past decisions, and an identifier of roles all at once. Reaching consensus and putting that consensus into an action plan for moving forward is no small task – the more attention that your group has paid to the details of the first three stages, already covered in this tool kit, the easier this fourth stage will be.

REACHING CONSENSUS

During the process of facing issues and identifying community assets, you will probably discover that different stakeholders, whether individuals or groups, have differing views on the threat posed by the problems and how those problems might be best resolved. Part of community development is understanding the various views that exist on issues that a community is facing, and using an open process in which all community stakeholders can voice their perspective to develop a response that reflects these complexities as much as possible. This takes time, but the outcome will be one where people feel ownership of the process and are committed to seeing a successful completion of the work that has been planned. Consensus building is a decision-making process that is vital to such an effort. Reaching consensus requires a longer time frame than many other forms of decision making and is therefore not the method of choice if one is facing an emergency situation. It requires constructive participation and research on issues and perspectives. Reaching consensus does not mean that the goals decided upon will be everyone's ideal, but it does mean that the resulting goals will be ones that everyone can live with. In an arena such as community development, where the community is ultimately responsible for implementation and ongoing management decisions, reaching consensus can mean that stakeholders will be less likely to block implementation, as they will understand that the plan reflects their input.

Types of Gatherings for Consensus Building

With the assistance of an unbiased facilitator or mediator, groups can use various gathering tools to bring people together to express their ideas, clarify areas of agreement and disagreement, and develop shared solutions. If the expected turnout is large enough, groups should consider breaking into smaller groups with enough facilitators present so that each smaller group has one.

- Workshops—Workshops are a combination of presentations and interactive sessions. Whether they last for a few hours or several days, workshops imply real work. They should begin with instruction or training on what is to be accomplished and how information will be generated and recorded. Research and background information on the topic should be shared at this point, along with the rationale behind the workshop. Breakout groups should have no more than fifteen members, and each group should have a facilitator. A successful workshop requires preparation. It is an excellent tool for developing consensus at the beginning of a project or for disseminating information and determining next steps during the course of a project.

- Meetings—Meetings are structured gatherings where a defined group of people comes together with a specific agenda. The participants should understand from the beginning whether a final decision is to be made and if so how (by consensus, vote, or otherwise). Meetings should not last longer than 90 minutes without breaks and should always have a facilitator and a wrap-up.

- Open space—A participant-driven technique without agendas, scheduled speakers, or limitations on discussion, this tool for gatherings can stimulate energy around an issue and is useful for getting participants to drop pretenses and express what matters to them most. It is not suggested if you face a critical deadline or if the participants would be made up mostly of two opposing groups.

- Charrettes—A charrette is an intensive brainstorming session during which participants sketch and illustrate their ideas for planning and design solutions, and present them for repeated review and comment to the community. Generally, a charrette occurs over several days and takes place at the locale of the issue. It is an opportunity to bring together experts in a particular field to develop a consensus on how to address a particular natural or cultural resource. Because of the tremendous planning and program design a charrette entails, the participation of committed volunteers and skilled professionals is critical. This is a great tool for energizing the community and building commitment to a resource and can be used to launch your project.

When planning a gathering to generate consensus, it is important to reach out to the different community stakeholders and interest groups to convince them to participate. The various local sectors should be considered, including:

- Business
- Health
- Education
- Faith-based institutions
- Residents
- Existing nonprofit social/quality-of-life agencies
- Recreational block associations
- Police department
- Fire department
- City administration
- City council

In some cases, particularly with key stakeholders and anchor institutions, such participation may require a one-on-one meeting. In others, you may wish to request an opportunity to speak on your issues at a particular forum, such as a church. Use this as an opportunity to research and set an agenda that will allow for all concerns around the issue to be discussed and that makes it clear that the objective is to come to a group decision on common goals in resolving the issue. If the issue involves technical details, do not hesitate to reach out to people who are experts, and include time in the agenda for them to share their particular knowledge.

Since the actual gathering can be of any size, the expected size will be a major factor in selecting the meeting place. However, it is also important to hold the gathering at a neutral space (i.e., not in the space of an agency that represents one strong view) and at convenient times, such as non-holiday weekends. Be sure to give adequate notice of the meeting, whether by phone, e-mail invitations, or simply public notices.

Decision-Making Tools for Consensus Building

- Defining issues—Systematically gather information regarding opportunities, threats and challenges that currently face a resource. Bring together a group of people with diverse interests for brainstorming and focus groups, use key informant interviews, send out surveys, and collect articles. Try to capture the issues into statements and do further research to thoroughly understand the possibilities. Then prioritize the issues based on potential impact and feasibility of resolution.

- Goal setting—With a set group of people and a facilitator, brainstorm and document participants' needs, desires, and concerns. Work on turning the negative statements into positive ones and on refining themes. For each theme, generate statements that express realistic hopes for achievement, in other words, short-term and long-term goals. Review the goals with the group as a whole until everyone is comfortable with what is being stated and how.

- Vision-creating—When there are many issues to be addressed in a particular area of concern, a vision-creating process can be used to articulate and define a desired future for the area. Ask a group of key stakeholders to develop a common statement of what they value most and what they would like to see improved in their community, based on actual knowledge of resources. To improve the likelihood of broad support among the community at large, the group of stakeholders should represent diverse interests.

Once the meeting is underway, follow the agreed-upon agenda. It can be helpful to post the agenda and the meeting's objectives on a wall so that the facilitator can refer back to these when people appear to move off track. Since a key to consensus building is that everyone be heard, it is important to keep track of key statements. Using flip charts or overhead projectors that all can see is a great way to do this and will assist you in preparing and distributing the notes from the meeting to all participants. At the end of the meeting and in these notes, it is important to summarize what happened and to agree upon next steps. Reaching consensus can often require more than one meeting and additional research on particular issues in between, so to keep the process moving to that end it is important to clearly and firmly state when the next meeting will be, what is to be accomplished before then, and what will be its objectives.

MOVING FORWARD

Once you have a consensus about the goals that the community wishes to achieve and you have people in place who are ready to act as part of the structure of your organization, it is time for the action plan and moving forward. An action plan is a summary document that breaks down into steps what will be accomplished, by whom, how, and when. If you are still engaged in a comprehensive planning process or in establishing your organization, and activity cannot realistically be accomplished for several months, then it is not time for action planning. An action plan should be thorough, concise, and targeted to generate understanding and enthusiasm in the people who will be taking the actions.

Action Planning

The purpose of an action plan is to provide a comprehensive view of scheduled, proposed actions that reminds participants of past decisions and agreed-upon goals. Usually presented in a table or chart format, the plan should give just enough information and guidance to start people working. Although you can organize an action plan in different ways (e.g., around dates, geography, priorities, personnel, or topics), each step of the plan should clearly define the following:

- What—name or short description of the action to be taken
- Who—names of individuals responsible for action and anyone else involved
- When—deadline or projected completion date for action to be taken by
- How—identification of incremental tasks and resources necessary for completing the action

The "how" of the action plan is the launchpad for actual mobilization. This is where the people of your organization and/or volunteers will find the direction they need to begin working. It requires identifying the needs of the action, whether additional funds, additional volunteers, and/or expert assistance. For example, the action may require application for grants or other assistance from foundations, government agencies, or other anchor institutions. Once the action plan has been generated, the "who's" can break into a smaller group to begin implementation, using the plan as their guide. These smaller groups should report back to the larger group at future meetings, at which times they can review their accomplishments in light of the overall goals and deadlines.

When motivating people, it is important to provide continuous reminders of the goals that were decided upon by consensus and of the actions necessary to achieve those goals. To that end, it can be inspiring to include a short background of the organization, its mission or vision, and the goal statements in the actual written action plan. Going back to these at future meetings and giving people the opportunity to reflect periodically upon the starting point will help them see the progress that their actions have contributed to.

KEEPING THE MOMENTUM

ORGANIZATIONAL SUSTAINABILITY

One common problem in community development is maintaining momentum through the completion of the organization's objectives. This is the problem of organizational sustainability. Whether because of the departure of an initial leader or a falling apart of key partnerships, many groups lose traction and find themselves dissolving before successfully reaching their goals. There are several actions or processes that a group can implement to help avoid or confront this problem. These actions can be broken into two general categories: nurturing relationships and employing administrative systems.

NURTURING RELATIONSHIPS WITH AND LEVERAGING RESOURCES

If you have successfully started your organization and the organization is already working toward its objectives, chances are you already know how to nurture relationships with potential resources. An important key to keeping the momentum of your organization and its work going is building on those existing relationships and continuing to develop new ones.

Where you have existing relationships with resource providers, whether they are financial, advisory, technical assistance, or in-kind service providers, it is critical to keep these "partners" informed and up to date on your activities, your accomplishments, and your needs. Continuing the organizational relationships with the government agencies, foundations, and anchor institutions that helped the organization come into being will go a long way to keeping the organization on track toward its objectives. One way to continue these relationships is to invite participation through your board of trustees. This is the most direct form of involvement and is ideal if the partner has employees who have the time and the focus to participate actively on your board. Whether or not this is possible, you should also seek to have periodic one-on-one meetings with these resource providers, to be sure that they continue to understand that they are important to the organization. These one-on-one meetings are a great opportunity to voice newly identified needs that your organization may have. Even if existing partners cannot meet such a need, they may be able to point you in the direction of other potential resources. Another method is to send out a newsletter, whether by e-mail or regular mail, that gives the highlights of current accomplishments and planned activities. This newsletter should provide an up-to-date list of your board of trustees and times and locations of any future public speaking that your organization will be participating in. It should be sent to all partners and potential partners, including all the anchor institutions in your community; interested government agencies, individuals and businesses; and targeted foundations, technical assistance providers, and community development intermediaries.

With respect to leveraging the existing resources and developing relationships with new ones, it is important to manage the organization's external image in a way that builds on its credibility, advertises its strengths (particularly key staff, partners, and political support), reflects a continued focus on its goals, and shares its successes. While a targeted newsletter can do some of these things, newsworthy announcements that indicate the participation of strong partners or the support of particular politicians are also good tools. These should be tied to significant milestones. In addition, maintaining a Web site that is informative, easily navigable, and highlights the organization's work can bring your organization to the attention of potential partners.

Resources and important partners are not only anchor institutions, foundations, and so forth; networking with similar organizations will continue to develop the staff's and volunteers' knowledge of the issue(s) they face and the current work of others facing similar issues. Connecting with a national network will give you insight into how your issue is handled in other regions. Many networks are developed around topic areas. Access and exposure to topical networks can be gained by attendance at conferences that are often organized by foundations, nonprofits or higher education institutions. Other networks are arranged around locales, where a government agency or nonprofit may formally or informally track and provide information about interested groups. There are also networks organized by community development intermediaries, technical assistance providers, or a particular financial resource. Involvement in these last networks, where the intermediary, technical assistance provider, and/or foundation actually provides your organization with services or funds, generally requires a more formal relationship and possibly reporting requirements.

Identifying Neighborhood Resources

In community development, the community resources are obviously of special significance, whether they are local businesses, skilled individuals, philanthropists, institutions of higher education, or other anchor institutions. The following are some tips for identifying neighborhood resources that will enrich and sustain the organization:

- Know local events—Even if they do not seem significant to your issue(s), it is important to keep up to date on significant area events, as these may provide opportunities for new partnerships or other synergies.
- Contact local leaders—Make sure local leaders are invited to and involved in the organization's critical planning processes and significant milestone events.
- Reach out to key stakeholders—Regardless of whether they are current partners, the organization should continue to periodically approach the key stakeholders and community assets identified in the first steps of the community development process.
- Diversify input—To the extent possible, whether through participation on the board of trustees, other volunteer activities, or in the organization itself, the organization should be informed by diverse (economic, social, and/or political) viewpoints.
- Publicize activities and achievements—After the initial fanfare around the organization's beginning, the community should continue to be informed about the organization's activities and achievements (for example, through articles in local newspapers).

ADMINISTRATIVE SYSTEMS

The implementation of administrative systems is key. It can mean the difference between a loose affiliation of like-minded individuals held together for a moment by a particular leader or event, but ultimately unable to achieve its objectives, and a sustainable organization that is able to reach its objectives through several leaders and events. Community development projects take time, generally more time than projects in the private sector, and it must be expected that people will come and go for various reasons during the course of the organization's lifespan. Similarly, it should be expected that the support of any one external partner will not continue indefinitely. Many organizations do not have succession plans and are devastated when a particular person, often the executive director, leaves his or her post. They are sometimes even more surprised when a particular foundation ceases to fund. Although they may seem boring, administrative systems should be implemented and honored. The use of various administrative systems can give an organization the internal structure necessary to survive these transitions.

Administrative systems in any organization should include systems for (1) management of human resources; (2) business and finance; and (3) information. Implementation of systems in these three areas can produce an organizational structure with reduced costs, increased productivity, and enhanced internal and external accountability. While the sophistication of the systems used for each organization should depend on the organization's needs and capacity, the actual use of such systems should be considered critical. Depending on the size of the organization, such systems can be managed by teams or be the responsibility of one individual; it is important, however, that there be one staff person responsible for reporting on the functioning of each system and a corresponding board committee to report to. As your organization strengthens this policy and process, it should be documented in a personnel procedures and office policy manual.

An administrative system for human resources management should include a formal process for hiring employees, an explanation of the hierarchy of the flow of decision-making power, and a detailed policy of the process in the event of a leadership change. Utilizing such a system from the start decreases the amount of organizational energy that must be expended each time a staff person or leader departs while increasing transparency and accountability with respect to roles and decision making.

Changing Leaders

Although losing a leader can be disruptive to a group, it does not have to be destructive. The organization's board and key staff must work together to smooth this transition. These are some considerations that can ease the transition from one executive director to the next:

- Assess interim executive management needs and priorities.
- Select an interim executive director who has a good working knowledge of and existing relationship with the organization.
- Provide a support system for both the interim executive director and the board throughout the interim period.
- Work with the board to plan and develop an executive job description, search strategies, hiring processes, and selection criteria.
- Develop and implement staff and board strategies to support the transition to new permanent leadership.
- Hold a staff retreat to reiterate the mission and to communicate any future changes.

A system for organizing and managing the business and finance activities of the organization is important for reporting purposes, with regard to both taxes and supporters. Foundations, banks, and other sources of financial (or other) support will all require some degree of financial reporting. Further, accounting for funds received and expended is necessary both for maintaining nonprofit status and for good project management. Projects can easily fail as a result of mismanaged funds, whether the mismanagement is intentional or unintentional. A business and finance administrative system will allow the organization to keep track of its financial state. This will help to ensure that its funding stream is adequate and diverse or, if it is not, that the organization's leaders have a chance to try to correct the situation. Finally, with respect to information management, investment in an information technology–based administrative system may seem expensive, but it will increase efficiency and reduce costs in the long run. A well-researched information management system will reduce staff time considerably in a number of areas, including the creation and management of mailing and other distribution lists; the maintenance of databases of partners, potential partners, key stakeholders, local leaders, and staff contacts; and, the production of a newsletter or other informational material. Further, this system can be tied into the development of an external Web site and an intranet for internal communication. Often, in the informal stage of a group, such a system is not necessary, and many of these tasks are carried out by volunteers. As an organization develops and looks to developing organizational sustainability independent of any one individual's knowledge, it becomes important to develop the organization's own information warehouse. This way, even as staff members or leaders move on, the knowledge related to their role remains.

Even where existing resources are so limited that implementing such systems is not feasible, an organization should strive to work as if preparing for their eventual implementation. There are simple things that can be done manually to help. Staff should be organized, keep copies of correspondence and documents in labeled files, and maintain an office calendar of key deadlines, meetings, speaking events, and staff availability.

RESOURCES

1. THE FIRST STEPS TO COMMUNITY DEVELOPMENT

Resource Focus: Getting Started

If you know of a community development issue in your neighborhood, there are a number of resources that you can go to for assistance in understanding the issue and assessing the existing strengths of your community that can be marshaled to address it. The following are places to start:

The Brookings Institution
1775 Massachusetts Avenue, NW
Washington, DC 20036
Phone 202-797-6000
Fax 202-797-6004
http://www.brookings.edu
This information resource is an independent, nonpartisan organization devoted to research, analysis, education, and publication focused on public policy issues in the areas of economics, foreign policy, and governance.

Community Agencies Corporation of NJ (CAC)
25 James Street
Newark, NJ 07102
Phone 973-621-2273
Fax 973-621-8120
http://www.cacofnj.com
This network of nonprofit agencies works collaboratively to deliver programs and services that enhance and strengthen the lives of children and families of the Greater Newark metropolitan area.

Housing and Community Development Network of New Jersey
145 W. Hanover Street
Trenton, NJ 08618
Phone 609-393-3752
Fax 609-393-9016
http://www.hcdnnj.org
This is a statewide association of over 250 nonprofit affordable housing and community development corporations, individuals, and other organizations that support the creation of housing and economic opportunities for low- and moderate-income community residents.

KnowledgePlex®
http://www.knowledgeplex.org
This Web site is a great source of information about best practices, online discussions, research results, and more on affordable housing and community development topics.

Greater Newark & Jersey City LISC
60 Park Place, Suite 501
Newark, NJ 07102
Phone 973-624-6676
Fax 973-624-0990
http://www.lisc.org/greaternewark-jersey city
LISC provides grants, loans, and equity investments to CDCs for neighborhood redevelopment.

New Jersey State Library/New Jersey Information
http://www.njstatelib.org/cyberdesk
The New Jersey State Library online is a great source of New Jersey government data and contacts, as well as other New Jersey-specific news and information.

New Jersey Public Policy Research Institute (NJPPRI)
Edward J. Bloustein School of Public Planning and Public Policy
33 Livingston Ave, Suite 400
New Brunswick, NJ 08901-1982
Phone 732-932-3133 ext. 599
Fax 732-932-2363
www.njppri.org
NJPPRI identifies, analyzes, and disseminates information critical to public policy development in New Jersey and the region.

State of New Jersey, Department of Community Affairs (DCA)
101 South Broad Street
P.O. Box 800
Trenton, NJ 08625-0800
Phone 609-292-6420
Fax 609-984-6696
http://www.state.nj.us/dca
DCA offers a plethora of resources, programs, and support for New Jersey's communities, including support for projects that involve building affordable housing units throughout the state, redeveloping brownfields, revitalizing downtowns, preserving open spaces, and advocating for women's rights.

United Way of Central Jersey
32 Ford Avenue
Milltown, NJ 08850
Phone 732-247-3727
Fax 732-247-9855
http://www.uwcj.org
The United Way seeks to invest resources to help solve community problems and meet community needs. It is a voluntary agency that raises and disburses funds and plans and coordinates human service activities.

United Way of Essex and West Hudson
303-9 Washington Street
Newark, NJ 07102
Phone 973-624-8300
Fax 973-624-8300
www.uwewh.org
The United Way seeks to invest resources to help solve community problems and meet community needs. It is a voluntary agency that raises and disburses funds and plans and coordinates human service activities.

For other United Ways in New Jersey,
See United Way of Tri-State
http://www.uwtristate.org/nj.asp

2. STARTING AND FORMALIZING AN ORGANIZATION

Resource Focus: Structure and Documentation

When structuring and documenting your organization, it is important to have informed assistance. The following resources can provide forms, information and other assistance:

Center for Non-Profit Corporations
1501 Livingston Avenue
North Brunswick, NJ 08902
Phone 732-227-0800
Fax 732-227-0087
www.njnonprofits.org
This organization works with entities in New Jersey that wish to become 501(c)(3) nonprofits; it provides low-cost legal and structuring assistance.

The Internal Revenue Service
www.irs.gov
This federal agency Web site provides information and forms on filing for nonprofit status and required reporting.

New Jersey Division of Revenue
Corporate Filing Unit
PO Box 308
Trenton NJ 08625
Phone 609-292-9292
http://www.state.nj.us/treasury/revenue
This is the state agency with which to register your business, change your registration and formation records, and file commercial and legal documents.

Rutgers School of Law – Newark
Center for Law and Justice
Community Law Clinic
123 Washington Street
Newark, NJ 07102
Phone 973-353-5059
Fax 973-353-3397
http://law.newark.rutgers.edu//clinics_community.html
This program provides corporate, transactional, and intellectual property attorney services to New Jersey nonprofit corporations, start-up for-profit businesses, and charter schools.

3. BUILDING ORGANIZATIONAL LEADERSHIP

Resource Focus: Leadership and Board Development

In addition to the technical assistance and capacity building resources listed in the other sections, this is a resource focused solely on board development:

Board Source
1828 L Street NW, Suite 900
Washington DC 20036-5114
Phone 202-452-6262 or 800-883-6262
Fax 202-452-6299
http://www.boardsource.org
This resource for nonprofit boards offers leadership training through workshops, training, and an extensive Web-based database; governance consultants who work directly with nonprofit leaders to design specialized solutions to meet an organization's needs; and a comprehensive selection of material on nonprofit governance, including a large selection of booklets, books, videotapes, and audiotapes.

4. MOBILIZING COMMUNITIES

Resource Focus: Facilitators and Technical Assistance

If you have reached this stage in addressing your community development issue, it can be helpful to speak with experienced community development practitioners to discuss your plan for building momentum and/or possibly to gain technical assistance in actually mobilizing your community. In addition to the resources listed under section one, the following are some organizations that may help:

U.S. Department of Housing and Urban Development (HUD)
http://www.hud.gov
This federal agency offers technical assistance, networking, information, grants, and other resources.

HUD Newark Field Office
One Newark Center, 13th Floor
Newark, NJ 07102-5260
Phone 973-622-7900
Fax 973-645-2323

HUD Camden Field Office
Hudson Building, 2nd Floor
800 Hudson Square
Camden, NJ 08102-1156
Phone 856-757-5081
Fax 856-757-5373

Institute for Community Economics, Inc.
57 School Street
Springfield, MA 01105-1331
Phone 413-746-8660
Fax 413-746-8862
http://www.iceclt.org/about.html
This is a national community development organization promoting economic justice through community land trusts and community investment. It offers financing, technical assistance, and networking resources.

Center for Community Change
1000 Wisconsin Ave. NW
Washington DC 20007
(202) 342-0519
http://www.communitychange.org/publications/housingcommdev.htm
Through capacity building and technical assistance, this organization seeks to help grassroots leaders develop the skills and resources they need to improve their communities as well as change policies and institutions that adversely affect their lives.

PolicyLink
Equitable Development ToolKit Team
101 Broadway
Oakland, CA 94607
Phone 510-663-2333
Fax 510-663-9684
http://policylink.org/EquitableDevelopment
This is a tool kit developed to help community builders achieve equitable development—diverse, mixed income/mixed wealth neighborhoods—strong, stable, and welcoming to all.

5. KEEPING THE MOMENTUM

Resource Focus: Partnership and Resource Development

Throughout the life span of a community development project or organization, it is important to always be focused on partnership and resource (financial and otherwise) development. The following are some contacts and informational resources that may help that process:

Elected Officials Directory and Legislative Information
http://www.montclair.edu/newsinfo/findofficial.html
http://congress.org/congressorg/officials/state
These online resources provide information about state and local elected officials and current legislative issues.

New Jersey Economic Development Authority (EDA)
PO Box 990
Trenton, NJ 08625-0990
Phone (609) 292-1800
http://www.njeda.com/notforprofits.asp
This state entity provides low-interest loans and other resources to help businesses and nonprofit agencies get the capital they need to invest and expand in New Jersey.

New Jersey Economic Development Directory
http://www.ecodevdirectory.com/new_jersey.htm
If your issues are focused on or related to urban or economic revitalization, this site can help you find existing economic development agencies.

State of New Jersey Grant Resources
http://www.state.nj.us/grants.html
This Web page provides information on types of grant programs offered by the State of New Jersey.

Council of New Jersey Grantmakers
315 West State Street (Office)
101 West State Street (Mailing)
Trenton, NJ 08608
Phone 609-341-2022
Fax 609-777-1096
www.cnjg.org
E-mail: brambo@tesc.edu
This is a regional association of grantmakers in New Jersey. Additional information about the forum can be found at http://givingforum.org/about/profile_newjersey.html

Fannie Mae Foundation
Phone 202-274-8057
grants@fanniemaefoundation.org
http://www.fanniemaefoundation.org/grants/grants.shtml
The Fannie Mae Foundation awards grants to nonprofit organizations that create affordable homeownership and housing opportunities in cities, towns, and rural areas across the United States.

Ford Foundation
Attention: Secretary
320 East 43 Street
New York, NY 10017
http://www.fordfound.org/about/guideline.cfm
One of the areas of interest for this national grantmaker is its Asset Building and Community Development Program.

Victoria Foundation
946 Bloomfield Avenue
Glen Ridge, NJ 07028
Phone 973-748-5300
Fax 973-748-0016
http://www.victoriafoundation.org/index.htm
This private grantmaking institution focuses on improving opportunities for poor and disadvantaged families within the City of Newark, and urgent environmental problems within New Jersey.

Miscellaneous grant resources:
http://www.fundsnetservices.com/newjerse.htm
This is another Web page that provides links and information about grantmakers focused on New Jersey.

http://www.urban.org
For those doing research on possible grants, this Web page provides information on charities and grantmaking in New Jersey (search by keyword).

Produced by Public Service Electric and Gas Company and the New Jersey Public Policy Institute at Rutgers University.