

North Carolina Association of Community Development Corporations Annual Report

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The Fiscal Research Division

Submitting Entity:

The North Carolina Association of Community Development Corporations administered by the
Department of Commerce

FY2011-2012 YEAR-END REPORT
NORTH CAROLINA ASSOCIATION OF
COMMUNITY DEVELOPMENT CORPORATIONS
July 1, 2011 – June 30, 2012

The mission of the North Carolina Association of Community Development Corporations (NCACDC) is to strengthen the North Carolina economy and create a better tomorrow for all North Carolinians by enhancing community development corporations (CDCs) in their role of creating prosperous communities for the long term. We provide customized strategies that put the economic well-being of the state's people and neighborhoods first. (*Brand Promise*)

Recognizing that when we allow one part of the community to weaken and struggle, it weighs us all down, resulting in a lower standard of living for our citizens. Therefore, NCACDC is an advocate for and enabler of economic justice, fairness and opportunity. We have rejected the short term, quick fix approach as a detriment to the common good.

Instead, NCACDC works serving as a catalyst for local community based partnerships that bring together interested community residents, business leaders and government to provide solutions to problems impacting the quality of life in their communities. These partnerships have strengthened and revitalized hundreds of communities across our state and attracted millions of dollars in leveraged investment. Our long track record of success demonstrates the power of CDCs and other local organizations to revitalize communities, and the important role residents play in executing change necessary to make a difference. Our work is particularly important in rural, inner-city, and distressed areas where the for-profit sector is not providing adequate employment opportunities and local governments lack the tax base to invest in activities beyond meeting basic needs.

Toward these goals, NCACDC provides leadership in advocating for the resources and structural support needed to properly under gird and strengthen the CDC profession. We also research dimensions of issues related to community improvement, with the aim of proposing policy solutions and/or creating new innovative and more efficient methods of carrying out planned CED objectives. NCACDC also offers to its statewide CDC affiliates training and technical assistance essential to ensure consistency of professionalism and high quality service delivery throughout the industry. We work collaboratively with a broad network of allies to furnish our members with the basic tools and services necessary to recruit, retain and foster a qualified and proficient workforce. In addition, NCACDC provides leadership through example as it effectively manages the operations and resources entrusted to it to carry out its mission.

FY 2011-12 Appropriation

In FY2011-12 NCACDC was appropriated by the NC General Assembly an award of \$784,548. In addition, the organization carried over an amount of \$45,518 from its FY2010-11 appropriation. This amount was unexpended at the end of the fiscal year; however, obligated. These funds were administered by the NC Department of Commerce.

FY2011-12 Program Activities and Accomplishments

NCACDC, an innovative, proactive, engaged and professional (*Key Attributes*) statewide intermediary designs its program activities, objectives and accomplishments to provide direct benefit to the state through: 1) Applying CED Innovation to reduce threats to the state's economy; 2) Leading, preparing and coordinating one of the state's most flexible and effective service delivery networks to achieve greater economic outcomes for its people and neighborhoods; 3) Developing and implementing replicable local/regional and statewide economic recovery models and 4) Protecting public and private investments in the state's local communities. The following Narrative Report summarizes the major program activities, objectives and accomplishments realized by the above named non-governmental entity during FY2011-12.

The summary is organized and reported according to the organization's seven strategic plan goals: 1) Financial Stability; 2) Membership; 3) Capacity Building; 4) Partnership; 5) Marketing/Branding; 6) Communications; and 7) Transition/Succession Planning.

Financial Stability		
<u>Objectives</u>	<u>Activities</u>	<u>Accomplishments</u>
Become financially stable by diversifying funding base and lessen financial vulnerability	<ul style="list-style-type: none"> ▪ Systematize resource development effort ▪ Explore business opportunities (GETT Energy – Transactional Fees) ▪ Advocate (Foreclosure Counseling Resources) ▪ Submit funding proposals ▪ Solicit Corporate/Business Contributions ▪ Participate in workplace giving campaigns 	<ul style="list-style-type: none"> ▪ <u>Modified behavior</u>: established resource development files and work plan ▪ <u>Alter status</u>: secure fee arrangement w/2 affiliates, resulting in collection of \$1,604 to date ▪ <u>Improved condition</u>: \$30.6M allocated to housing counselors and legal advocates in National AG Settlement ▪ Awarded 3 of 5 proposals submitted, totaling \$187,000, plus regrant of \$10,000 from NeighborWorks America ▪ Collected in-kind gifts totaling \$3,250

Membership		
<u>Objectives</u>	<u>Activities</u>	<u>Accomplishments</u>
Become a highly valued and effective CED Statewide Trade Association	<ul style="list-style-type: none"> ▪ Develop Project S.H.I.N.E. Toolkit and launch community awareness campaign ▪ Conduct Membership Drive ▪ Establish VISTA Program ▪ Promote volunteerism 	<ul style="list-style-type: none"> ▪ <u>Altered Status:</u> 1 affiliate held Town Hall Meeting and Tour; while another affiliate adopted and completed an Outcomes Fact Sheet ▪ 49 organizations renewed membership (100%), and added 5 new members ▪ Awarded and placed 8 fulltime VISTA Volunteers in service within Raleigh and 6 distinct eastern, NC communities. ▪ Awarded and placed 8 fulltime summer VISTAs within Raleigh office and 6 other distinct locations. ▪ VISTAs helped attract 63 volunteers, serving 466 hours; \$20.3K in non-cash resources and \$22K in monetary resources
Capacity Building		
<u>Objectives</u>	<u>Activities</u>	<u>Accomplishments</u>
Become a recognized provider and catalyst for enhancement of professional skills and the improvement of core competencies within the CED sector	<ul style="list-style-type: none"> ▪ Applying CED strategies innovatively – developing systems approach to new lines of business <ul style="list-style-type: none"> ○ GETT Energy (energy efficiency retrofits) ○ Just Health and Food (local food production and distribution) 	<u>Altered Status:</u> <ul style="list-style-type: none"> ▪ 65% of GETT Energy Program design completed <ul style="list-style-type: none"> ○ Transactional process tested; key partnerships established, funding flow chart and measurement process drafted

Capacity Building <i>cont'd</i>		
Objectives	Activities	Accomplishments
Become a recognized provider and catalyst for enhancement of professional skills and the improvement of core competencies within the CED sector	<ul style="list-style-type: none"> ▪ Leading the CDC industry through a structured change process (re-engineer sector) while protecting public and private investments <ul style="list-style-type: none"> ○ LI-NC (Organizational Asset Mapping) ○ LI-NC (Shared Services Pilot) ○ Foreclosure Counseling Pilot ▪ Developing new replicable model (Regional visioning and planning to establish new niche market opportunities) ▪ Training – <ul style="list-style-type: none"> ○ Loan packaging USDA 502 and 504 products ▪ Provided technical assistance 	<ul style="list-style-type: none"> ▪ Just Health and Food Summit convened; approximately 200 participants discussed relationship between physical well being, healthy foods and economic outcomes for communities ▪ Local Work Group formed to explore economic opportunities in eastern, NC in health and food sectors. ▪ New organizational asset mapping and self-assessment tools created as means of strengthening management capacity of nonprofit leaders ▪ Facilitated new fee for service opportunities to industry <p>Enhance programmatic efforts and improved financial reporting, resulting in increased revenue and/or investors for TA recipients</p>
Partnership		
Objectives	Activities	Accomplishments
Be recognized as a valued ally among traditional CED partners, historic allies, strategic partners and new constituencies	<ul style="list-style-type: none"> ▪ Lead Collaborative Partnerships ▪ Participate in Informal Coalitions ▪ Forge New Partner Relationships ▪ Serve on Board/Committee/Etc. ▪ Host Key Meetings 	<ul style="list-style-type: none"> ▪ <u>Altered Status:</u> Recognized leader of more than 4 major collaborative efforts: GETT-Energy; Just Health and Food Initiative ; Foreclosure Work Group;

Partnership <i>cont'd</i>		
<u>Objectives</u>	<u>Activities</u>	<u>Accomplishments</u>
Be recognized as a valued ally among traditional CED partners, historic allies, strategic partners and new constituencies	<ul style="list-style-type: none"> ▪ Lead Collaborative Partnerships ▪ Participate in Informal Coalitions ▪ Forge New Partner Relationships ▪ Serve on Board/Committee/Etc. ▪ Host Key Meetings 	<p>Leadership Institute – NC (3 intermediaries) and Regional Planning (3 municipal governments)</p> <ul style="list-style-type: none"> ▪ Forged partnerships w/3 bank entities to access energy efficient resources for NC homeowners; facilitated similar partners between said banks and 4 NCACDC affiliates ▪ Sought out to participate in informal coalitions w/HKonJ; Partners; Blueprints Partners; LANC, NC Center for Nonprofits ; NeighborWorks America – Southern Region ▪ Asked to join new coalition of southern regional CDC associations ▪ Staff still sought to serve on various boards, committees, advisory groups, etc. ▪ Convened two special meetings (FHLB Atlanta – Member Roundtable and YouthBuild)
Marketing/Branding		
<u>Objectives</u>	<u>Activities</u>	<u>Accomplishments</u>
Become recognized voice of CED industry	<ul style="list-style-type: none"> ▪ Represent industry ▪ Publish Opinion/Editorials ▪ Comment in media ▪ Provide Keynote Address 	<p><u>Altered Status:</u> Staff asked to represent the CED industry at various philanthropic, strategy and/or planning meetings (Nat'l Rural Wealth Creation; PNC Bank Reps;</p>

Marketing/Branding <i>cont'd</i>		
<u>Objectives</u>	<u>Activities</u>	<u>Accomplishments</u>
Become recognized voice of CED industry	<ul style="list-style-type: none"> ▪ Represent industry ▪ Publish Opinion/Editorials ▪ Comment in media ▪ Provide Keynote Address 	<ul style="list-style-type: none"> ▪ and Center for American Progress/PolicyLink FHLB Atlantic – Member Roundtable; etc. ▪ NCACDC staff and board chair named as principle leaders of Twin Counties Regional Planning Process ▪ NCACDC staff wrote opinion which was published on Foreclosure related matter ▪ NCACDC staff quoted numerous times on foreclosure, regional planning and visioning process <p>Staff 1 of 3 keynote speakers at Sustainability Conference sponsored by Duke Endowment; along w/numerous other community speaking engagements</p>
Communications		
<u>Objectives</u>	<u>Activities</u>	<u>Accomplishments</u>
Become an effective and timely source of CED information	<ul style="list-style-type: none"> ▪ Reformat webpage ▪ Transition and upgrade customer relations technology ▪ Author news alerts, information briefs ▪ Initiate social media outreach 	<p><u>Altered Status/Improved Condition:</u></p> <ul style="list-style-type: none"> ▪ Newly designed website, easier to navigate ▪ Increase communication/customer relationship capacity ▪ Established new Yahoo Portal for document sharing among constituents

Communications <i>cont'd</i>		
<u>Objectives</u>	<u>Activities</u>	<u>Accomplishments</u>
Become an effective and timely source of CED information	<ul style="list-style-type: none"> ▪ Reformat webpage ▪ Transition and upgrade customer relations technology ▪ Author news alerts, information briefs ▪ Initiate social media outreach 	<ul style="list-style-type: none"> ▪ Expand constituents understanding of key issues ▪ Updated Facebook Page w/206 Likes ▪ Launched new Twitter, U-Tube and Skype accounts. <p>NCACDC completed 29 tweets; have 18 followers and are currently following 15 others.</p>
Transition/Succession Planning		
<u>Objectives</u>	<u>Activities</u>	<u>Accomplishments</u>
Be a model, strong, healthy, stable and enduring organization	<ul style="list-style-type: none"> ▪ Mentor young leaders, through VISTA and Intern Programs ▪ Develop and implement Internal Management Systems, to include: Retrenchment Planning, Outcome Measurement Planning, Executive Succession Plan, Staff Compensation Plan ▪ Refine BOD and Advisory Transition 	<ul style="list-style-type: none"> ▪ 2 VISTAs hired by host sites ▪ VISTA Leader obtained fulltime employment in desired field ▪ 16 VISTAs and 1 Summer Intern developed professional skills and gained appreciation of CED ▪ New protocols, procedures and reporting formats were developed and approved by BOD ▪ New formats and systems incorporated and shared via technical assistance and support to broader CED industry

N.C. ASSOCIATION OF CDC, INC.

Profit & Loss by Fund

July 2011 through June 2012

	VISTA	USDA	NACEDA	DOC	FCC	ZSR	G. Fund	W/Summ	Lobbying	R L F	TOTAL
Income											
4010 · Other Income	0.00	0.00	0.00	0.00	0.00	0.00	6,525.77	0.00	0.00	0.00	6,525.77
4090 · Membership Dues	0.00	0.00	0.00	0.00	0.00	0.00	16,787.00	0.00	0.00	0.00	16,787.00
4110 · Grants	9,001.80	45,197.70	9,230.50	830,065.65	15,184.03	50,000.00	20,000.00	0.00	0.00	0.00	978,679.68
4140 · Interest Income	0.00	0.00	0.00	0.00	0.00	0.00	2,478.65	0.00	0.00	2,353.11	4,831.76
4160 · Financial TA	0.00	0.00	0.00	0.00	0.00	0.00	1,800.00	0.00	0.00	0.00	1,800.00
4170 · Conf. Registration	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8,500.00	0.00	0.00	8,500.00
4191 · Sponsorship	0.00	0.00	0.00	0.00	0.00	0.00	13,000.00	0.00	0.00	0.00	13,000.00
Total Income	9,001.80	45,197.70	9,230.50	830,065.65	15,184.03	50,000.00	60,591.42	8,500.00	0.00	2,353.11	1,030,124.21
Gross Profit	9,001.80	45,197.70	9,230.50	830,065.65	15,184.03	50,000.00	60,591.42	8,500.00	0.00	2,353.11	1,030,124.21
Expense											
6010 · Employee Salaries	6,000.00	31,842.48	0.00	451,614.18	9,516.00	20,450.00	0.00	0.00	0.00	0.00	519,422.66
6020 · Payroll Tax	0.00	3,183.73	0.00	35,126.81	0.00	1,622.90	0.00	0.00	0.00	0.00	39,933.44
6025 · Health Insurance	0.00	8,604.19	0.00	78,414.60	0.00	0.00	0.00	0.00	0.00	0.00	87,018.79
6027 · Employee Retirement	0.00	0.00	0.00	30,461.76	0.00	0.00	0.00	0.00	0.00	0.00	30,461.76
6130 · Board Member Exp.	0.00	0.00	0.00	13,773.40	0.00	115.92	803.68	0.00	0.00	0.00	14,693.00
6135 · CDC Member Trainings	0.00	1,232.97	1,240.86	9,361.64	3,516.18	1,526.27	886.46	3,224.86	0.00	0.00	20,989.24
6140 · Contributions	0.00	0.00	0.00	0.00	0.00	0.00	3,200.00	0.00	0.00	0.00	3,200.00
6145 · Temporary Services	0.00	0.00	0.00	928.80	0.00	0.00	0.00	0.00	0.00	0.00	928.80
6150 · Depreciation Expense	0.00	0.00	0.00	0.00	0.00	0.00	1,550.47	0.00	0.00	0.00	1,550.47
6160 · Dues and Subscriptions	0.00	0.00	0.00	3,003.00	0.00	0.00	306.00	0.00	0.00	0.00	3,309.00
6175 · Equipment Purchase	0.00	0.00	0.00	2,059.85	0.00	0.00	0.00	0.00	0.00	0.00	2,059.85
6180 · Insurance	0.00	0.00	0.00	5,362.00	0.00	0.00	0.00	0.00	0.00	0.00	5,362.00
6200 · Finance Charge	0.00	0.00	0.00	718.70	0.00	0.00	25.00	0.00	0.00	0.00	743.70
6235 · Staff Trainings & Meetin	0.00	0.00	1,727.13	5,082.63	491.96	85.00	265.00	0.00	0.00	0.00	7,651.72
6240 · Miscellaneous	0.00	0.00	0.00	0.00	0.00	0.00	268.40	0.00	0.00	0.00	268.40
6250 · Postage and Delivery	0.00	0.00	0.00	2,970.77	0.00	0.00	0.00	0.00	0.00	0.00	2,970.77
6260 · Printing	0.00	0.00	0.00	321.78	0.00	36.40	0.00	0.00	0.00	0.00	358.18
6270 · Consulting Fees	0.00	0.00	4,500.00	18,651.99	0.00	24,448.19	0.00	0.00	0.00	0.00	47,600.18
6275 · Legal Fees	0.00	0.00	0.00	0.00	0.00	0.00	4,250.45	0.00	0.00	0.00	4,250.45

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Profit & Loss by Fund

July 2011 through June 2012

	VISTA	USDA	NACEDA	DOC	FCC	ZSR	G. Fund	W/Summ	Lobbying	R L F	TOTAL
6280 · Accounting Fee	0.00	0.00	0.00	29,045.30	0.00	0.00	0.00	0.00	0.00	0.00	29,045.30
6283 · Audit Services	0.00	0.00	0.00	7,800.00	0.00	0.00	0.00	0.00	0.00	0.00	7,800.00
6289 · Facility Lease	0.00	0.00	0.00	59,059.79	0.00	0.00	0.00	0.00	375.00	0.00	59,434.79
6290 · Equipment Rental	0.00	0.00	0.00	6,927.58	0.00	0.00	275.00	0.00	0.00	0.00	7,202.58
6300 · Maintenance	0.00	0.00	0.00	5,809.22	0.00	0.00	0.00	0.00	0.00	0.00	5,809.22
6340 · Telecommunications	0.00	0.00	0.00	14,244.00	1,500.00	0.00	0.00	0.00	0.00	0.00	15,744.00
6350 · Travel & Mileage Exp.	3,001.80	316.40	1,522.29	25,262.52	159.89	1,306.07	959.74	0.00	0.00	0.00	32,528.71
6370 · Meals & Entertainment	0.00	17.93	0.00	100.00	0.00	0.00	2,197.71	0.00	0.00	0.00	2,315.64
6452 · Contractual Labor	0.00	0.00	0.00	2,168.25	0.00	0.00	0.00	0.00	0.00	0.00	2,168.25
6550 · Office Supplies	0.00	0.00	240.22	7,965.08	0.00	409.25	186.26	521.81	0.00	0.00	9,322.62
6680 · TA for CDC Members	0.00	0.00	0.00	8,832.00	0.00	0.00	550.00	0.00	0.00	0.00	9,382.00
6681 · Public Policy Advocacy	0.00	0.00	0.00	0.00	0.00	0.00	13,013.56	0.00	0.00	0.00	13,013.56
6682 · Measurement/Standard	0.00	0.00	0.00	5,000.00	0.00	0.00	0.00	0.00	0.00	0.00	5,000.00
6790 · Contracted Lobbyist	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	18,325.00	0.00	18,325.00
Total Expense	<u>9,001.80</u>	<u>45,197.70</u>	<u>9,230.50</u>	<u>830,065.65</u>	<u>15,184.03</u>	<u>50,000.00</u>	<u>28,737.73</u>	<u>3,746.67</u>	<u>18,700.00</u>	<u>0.00</u>	<u>1,009,864.08</u>
Net Ordinary Income	0.00	0.00	0.00	0.00	0.00	0.00	31,853.69	4,753.33	-18,700.00	2,353.11	20,260.13