

North Carolina Association of Community Development Corporations Annual Report

Citation of Law or Resolution: S.L.2011-145

Section Number: Section 14.10.(a) – 14.10.(c)

Due Date: September 1, 2013

Submission Date: September 1, 2013

Receiving Entities:

The House of Representatives Appropriation Subcommittee on Natural and Economic Resources

The Senate Appropriations Subcommittee on Natural and Economic Resources

The Joint Legislative Commission on Governmental Operations

The Fiscal Research Division

Submitting Entity:

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

FY2012-2013 YEAR-END REPORT
NORTH CAROLINA ASSOCIATION OF
COMMUNITY DEVELOPMENT CORPORATIONS
July 1, 2012 – June 30, 2013

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 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 2012-13 Appropriation

In FY2012-13 NCACDC was appropriated by the NC General Assembly an award of \$798,022. The organization was later notified of a slight reduction for administrative oversight and an adjusted award amount of \$797,102 was indicated. At the end of the fiscal year, NCACDC had expended \$754,326.99. The appropriated balance of 42,775.01 had been obligated, but not yet expended. The balance has now been fully expended. These funds were administered by the NC Department of Commerce.

FY2012-13 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 seize and enhance economic opportunities, while also reducing 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 FY2012-2013.

*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 ▪ Cultivate new investment relationships ▪ 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>Altered Status/Improved Condition</u>: awarded approximately \$227,000 in grant funds to continue the work of the organization. ▪ Developed relationships with 4 new Foundation and corporate partners, resulting in 1 grant and 2 new corporate participants on active workgroup. ▪ Received 5 out of 9 of all grants submitted. ▪ Collect more than \$4000 in corporate and/or in-kind contributions; and \$15,890 in Membership Dues.

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> Several NCACDC affiliates utilized information obtained within our toolkit in preparation for meetings and/or communication w/lawmakers. ▪ 35 organizations renewed their membership (71%) in the midst of severe economic challenge, and 1 new member was added. ▪ Awarded and placed 6 fulltime VISTA Volunteers in service within Raleigh and 5 eastern, NC communities. VISTAs provided more than 6,240 volunteer hours. ▪ VISTAs helped attract another 395 volunteers, serving 7016 hours; \$480 in non-cash resources and \$15,075 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 ○ Just Health and Food 	<ul style="list-style-type: none"> ▪ <u>Altered Status:</u> Advanced funding talks w/major utility company to establish a lending pool for energy efficient retrofits for low to moderate income homeowners.

Capacity Building <i>cont'd</i>		
<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"> ▪ Leading the CDC industry through a structured change process (re-engineer sector) while protecting public and private investments ▪ Developing new replicable model (Regional visioning and planning to establish new niche market opportunities) ▪ Training – <ul style="list-style-type: none"> ○ Downsizing and Retrenchment ▪ Provided technical assistance 	<ul style="list-style-type: none"> ▪ Completed asset maps of 4 affiliate organizations. ▪ Provide VISTA Volunteers to 4 of 10 USDA-RCDI Technical Assistance recipients. ▪ Conducted numerous Community Academies in which local residents engaged in action planning associated with Twin Counties Visioning Process, resulting in the adoption of three NCACDC led Action Plans by three local municipalities.
Partnership		
<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><u>Altered Status:</u></p> <ul style="list-style-type: none"> ▪ Recognized leader of 4 major collaborative efforts: GETT-Energy; Just Health & Food Initiative; Foreclosure Work Group; CED Collaborative. ▪ Maintained 2 active collaborations: Leadership Institute – NC (3 statewide CED intermediaries) and Regional Planning (3 municipal governments); ▪ Staff still sought to serve on various boards, committees, advisory groups, etc.

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><u>Altered Status:</u></p> <ul style="list-style-type: none"> ▪ Established a broad CED Collaborative consisting of 7 statewide minority economic development organizations. Garnered foundation support from two in-state entities willing to aid it in restructuring of the CED statewide infrastructure, resulting in \$110,000 in grants and a promise to bring in aid from national foundations. ▪ Solidified partnership w/NCHFA, Legal Aid of NC and Foreclosure Counseling Workgroup in pursuing service delivery efficiencies. ▪ NCACDC through partnerships w/NC NAACP and NC WARN advanced negotiations w/major utility company to establish funding pool for energy efficient retrofits. ▪ NCACDC has strengthened its relationship w/AMEXCAN by partnering to: 1) include Latino voices in Twin Counties Visioning process, and 2) to enhance Latino civic engagement.

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 ▪ Represent industry ▪ Publish Opinion/Editorials ▪ Comment in media ▪ Provide Keynote Address 	<u>Altered Status/Improved Conditions:</u> <ul style="list-style-type: none"> ▪ President/CEO featured guest on local radio program to discuss correlation between Just Health and Food Summit and Regional Planning Initiative in Twin Counties. ▪ Also participant in African American/Latino Unity Breakfast. ▪ Produced a Informational video per a grant award. ▪ Created a GETT Energy Logo, Tagline and animated Logo.
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 	<u>Altered Status/Improved Condition:</u> <ul style="list-style-type: none"> ▪ Launched “Strategic Intent” process to re-affirm and re-direct organization’s future focus. ▪ Enhanced communications plan related to VISTA program area.

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"> ▪ 6 VISTAs developed professional skills and gained appreciation of CED ▪ 1 VISTA accepted into Graduate School program at Wake Forest University ▪ Developed and adopted 2013 Retrenchment Plan ▪ Downsized overhead costs by moving main offices to Battleboro, NC site.

N.C. ASSOCIATION OF CDC, INC.

Profit & Loss by Fund

July 2012 through June 2013

	VISTA	USDA	NA CEDA	DOC	FCC	ZSR	KBR	G. Fund	TW/ Summit	Lobbying	R LF	TOTAL
4010 · Other Income	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,075.43	0.00	0.00	0.00	1,075.43
4090 · Membership Dues	0.00	0.00	0.00	0.00	0.00	0.00	0.00	14,625.75	0.00	0.00	0.00	14,625.75
4110 · Grants	9,553.85	67,390.87	769.50	754,326.99	-504.51	114,209.17	4,437.87	2,039.50	0.00	0.00	0.00	952,223.24
4140 · Interest Income	0.00	0.00	0.00	0.00	0.00	0.00	0.00	321.89	0.00	0.00	2,038.33	2,360.22
4160 · Financial TA	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,300.00	0.00	0.00	0.00	1,300.00
4170 · Conf. Registration	0.00	0.00	0.00	0.00	0.00	0.00	0.00	198.32	0.00	0.00	0.00	198.32
	9,553.85	67,390.87	769.50	754,326.99	-504.51	114,209.17	4,437.87	19,560.89	0.00	0.00	2,038.33	971,782.96
6010 · Employee Salaries	6,632.02	56,070.80	0.00	368,750.47	0.00	50,526.00	0.00	1,379.13	0.00	0.00	0.00	483,358.42
6020 · Payroll Tax	550.00	4,669.86	0.00	28,692.50	0.00	3,865.32	0.00	0.00	0.00	0.00	0.00	37,777.68
6025 · Health Insurance	0.00	4,916.68	0.00	69,594.76	0.00	10,800.00	0.00	0.00	0.00	0.00	0.00	85,311.44
6027 · Employee Retirement	0.00	0.00	0.00	27,140.83	0.00	0.00	0.00	0.00	0.00	0.00	0.00	27,140.83
6130 · Board Member Exp	0.00	0.00	0.00	11,922.46	335.02	0.00	0.00	0.00	0.00	0.00	0.00	12,257.48
6135 · CDC Member Training	173.89	1,701.92	77.60	6,270.86	1,536.88	235.50	86.64	421.78	1,770.54	0.00	0.00	12,275.61
6140 · Contributions	0.00	0.00	0.00	0.00	0.00	0.00	0.00	200.00	0.00	0.00	0.00	200.00
6160 · Dues and Subscriptions	0.00	0.00	0.00	2,089.75	1,000.00	0.00	0.00	350.00	0.00	0.00	0.00	3,439.75
6180 · Insurance	0.00	0.00	0.00	6,083.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6,083.00
6200 · Finance Charge	0.00	0.00	0.00	1,207.35	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,207.35
6235 · Staff Trainings & Materials	361.19	0.00	0.00	4,586.13	380.77	67.11	0.00	0.00	0.00	0.00	0.00	5,395.20
6240 · Miscellaneous	0.00	0.00	0.00	0.00	0.00	0.00	0.00	309.78	0.00	0.00	0.00	309.78
6250 · Postage and Delivery	0.00	0.00	0.00	1,665.19	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,665.19
6260 · Printing	0.00	0.00	0.00	3,185.82	0.00	0.00	0.00	1,359.48	0.00	0.00	0.00	4,545.30
6270 · Consulting Fees	0.00	0.00	0.00	48,337.08	0.00	0.00	4,351.23	0.00	0.00	0.00	0.00	52,688.31
6275 · Legal Fees	0.00	0.00	0.00	2,258.70	0.00	0.00	0.00	3,337.50	0.00	0.00	0.00	5,596.20
6280 · Accounting Fee	0.00	0.00	0.00	29,098.32	0.00	0.00	0.00	0.00	0.00	0.00	0.00	29,098.32
6283 · Audit Services	0.00	0.00	0.00	12,400.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	12,400.00
6289 · Facility Lease	0.00	0.00	0.00	70,578.16	0.00	0.00	0.00	-8,656.33	0.00	0.00	0.00	61,921.83
6295 · Moving exp.	0.00	0.00	0.00	4,316.56	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4,316.56
6300 · Maintenance	0.00	0.00	0.00	4,797.95	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4,797.95
6340 · Telecommunications	0.00	0.00	0.00	11,680.55	0.00	0.00	0.00	0.00	0.00	0.00	0.00	11,680.55
6350 · Travel & Mileage Expense	1,280.92	20.50	691.90	22,538.74	283.00	338.84	0.00	446.77	2,063.43	0.00	0.00	27,664.10
6370 · Meals & Entertainment	0.00	0.00	0.00	0.00	61.75	0.00	0.00	3,469.64	21.76	0.00	0.00	3,553.15
6452 · Contractual Labor	0.00	0.00	0.00	730.40	0.00	0.00	0.00	2,250.00	58.00	0.00	0.00	3,038.40

N.C. ASSOCIATION OF CDC, INC.

Profit & Loss by Fund

July 2012 through June 2013

	VISTA	USDA	NA CEDA	DOC	FCC	ZSR	KBR	G. Fund	TW/ Summit	Lobbying	R LF	TOTAL
6453 · Computer Equipm	0.00	0.00	0.00	3,379.95	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3,379.95
6550 · Office Supplies	555.83	11.11	0.00	3,745.96	0.00	0.00	0.00	440.76	147.41	0.00	0.00	4,901.07
6680 · TA for CDC Memb	0.00	0.00	0.00	9,275.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	9,275.50
6681 · Public Policy Advo	0.00	0.00	0.00	0.00	0.00	0.00	0.00	21,089.71	0.00	0.00	0.00	21,089.71
6790 · Contracted Lobbyi	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5,312.50	0.00	3,000.00	0.00	8,312.50
6800 · Bad Debt	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4,201.00	0.00	0.00	0.00	4,201.00
	9,553.85	67,390.87	769.50	754,326.99	3,597.42	65,832.77	4,437.87	35,911.72	4,061.14	3,000.00	0.00	948,882.13
	0.00	0.00	0.00	0.00	-4,101.93	48,376.40	0.00	-16,350.83	-4,061.14	-3,000.00	2,038.33	22,900.83
	0.00	0.00	0.00	0.00	-4,101.93	48,376.40	0.00	-16,350.83	-4,061.14	-3,000.00	2,038.33	22,900.83