

*I am an organizer, not a union leader. A good organizer has to work hard and long. There are no shortcuts. You just keep talking to people, working with them, sharing, exchanging, and they come along.*

*Cesar Chavez  
Founder  
United Farm Workers of America*

COMMUNITY  
AND ECONOMIC  
DEVELOPMENT

# Asian Neighborhood Design, Inc.

## San Francisco, California

<b>C o n t a c t ( s )</b>	<b>Maurice Lim Miller, Executive Director, and Janice Lee, Community Relations Coordinator, 415-982-2959</b>
<b>P u r p o s e</b>	<b>To advance community development programs and policies that empower, transform, and improve the lives of low-income and disenfranchised individuals.</b>

### Background

Incorporated in 1973, Asian Neighborhood Design (A.N.D.), Inc., began by helping to improve low-income Asian Pacific American neighborhoods in the San Francisco Bay Area. Over the years, A.N.D. expanded its service to multi-cultural communities based on the philosophy that, to achieve the well-being of all, communities must help one another. Since then, A.N.D. has worked with several local and regional organizations to develop a more systemic approach to eliminating poverty. This approach includes programs that focus on business development, employment training, housing, and community development.

whom are former trainees, and participate in a peer-mentoring project while learning a trade.

A.N.D. has a variety of ethnic and religious partners in its community and housing development programs. Through these partnerships, A.N.D. provides leadership or assistance for urban planning efforts aimed at revitalizing neighborhoods, as well as architectural planning and development services to build or rehabilitate affordable housing and community service centers. A.N.D. also provides support services for low-income residents to help them stabilize their housing situations.

### Program Operations

A.N.D. operates a 65,000-square-foot building technologies training center and manufacturing shop in West Oakland as part of its business development and employment-training program (it also operates a similar facility in San Francisco). At the technology center, students learn a variety of skills to prepare them for employment. They learn skills such as computer-automated drafting and design, computer-aided manufacturing, and computer numeric controlled (CNC) machinery, along with traditional skills such as cabinetmaking and carpentry. The employment-training program operates next to A.N.D.'s manufacturing business that makes cabinetry and furniture for affordable housing developments and corporations. In this way, students work with manufacturing professionals, many of

### Outcomes

Since the training program's inception, A.N.D. has trained more than 1,300 people. Approximately 75 percent of participants in the employment-training program are placed in jobs; 90 percent of those placed retain their jobs for at least 90 days. Since the opening of the shop, A.N.D. has created more than 60 permanent and transitional jobs for community residents. Other A.N.D. accomplishments include developing a handbook for business owners who are making storefront improvements; rehabilitating properties with the intent of coordinating community-planning processes with neighborhood projects; providing architectural and housing development services to renovate or build thousands of affordable housing units; and providing services to help trainees, housing residents, and other community members to become self-sufficient through a new practice-based model.

*People can do anything if they have good opportunities, including safe, decent, affordable housing and good-paying jobs that allow them to grow.*

*Maurice Lim Miller*

# Chicanos Por La Causa, Inc.

Phoenix, Arizona

<b>C o n t a c t ( s )</b>	<b>Eloise Enriquez, Executive Director, 602-269-6485</b>
<b>P u r p o s e</b>	<b>To increase education and employment skills of disadvantaged Phoenix-area residents while providing them with the necessary support services to transition successfully to permanent employment.</b>

## Background

Chicanos Por La Causa (CPLC), Inc., is a community development corporation formed in 1969 by concerned Hispanic citizens to address issues in their community. CPLC works with other area organizations to increase the employability of all disadvantaged community members. CPLC has established two primary locations that provide employment and training services: Via de Amistad and Chicanos Por La Causa Westside Workforce Development Center (CPLC-WWDC).

## Program Operations

CPLC established Via de Amistad as a counseling center for adolescent parents and pregnant girls. Participants of the Via de Amistad program attend classes on child rearing, health care, self-esteem, nutrition, basic education, and employment and occupational skills.

CPLC-WWDC works with adults to develop and enhance program participants' educational and vocational skills. CPLC-WWDC was established to provide a comprehensive educational training and employment program for underrepresented,

unemployed, and economically disadvantaged populations and people of color. CPLC-WWDC takes a comprehensive approach to employment training. It assesses its clients' educational levels and skills. Using this assessment, clients work with a case manager to plan their courses and employment-training curriculum. CPLC-WWDC offers adult education classes, English as a second language programs, courses in professional and personal development, computer training, and support services. Special emphasis is given to preparing clients for personal and family crises. The program focuses on the well-being of the client and provides them with skills to enter the labor market.

## Outcomes

In 1996 and 1997, CPLC-WWDC achieved a 98-percent placement rate with an average placement wage of \$7.08 an hour. CPLC has received several awards for its work, including the National Congressional Community and Economic Development Award in 1997, the National Council of La Raza's Affiliate of the Year in 1990, and the Eureka Foundation Award for 1995-96 and 1996-97.

*[Our] goal is straightforward and direct: promote a strong sense of dignity among [our] constituency as well as support and encourage their self-sufficiency.*

COMMUNITY  
AND ECONOMIC  
DEVELOPMENT

# Community Circle Collaborative, Education and Housing Equity Project Minneapolis-St. Paul, Minnesota

<b>C o n t a c t ( s )</b>	<b>Dick Little, Executive Director, 612-330-1505</b>
<b>P u r p o s e</b>	<b>To build broad-based partnerships that engage area citizens in public discussion, analysis, and action that promote racially and economically inclusive communities with quality schools and affordable housing.</b>

## Background

The Education and Housing Equity Project (EHEP) was founded in 1995 to advance public understanding of growing economic disparities and racial segregation in the Twin Cities metropolitan area and to develop constructive community responses to these problems. EHEP’s mission is to act as a catalyst in building broad-based coalitions and partnerships that engage the metropolitan community in informed public conversations, analysis, and advocacy. EHEP promotes racially and economically inclusive communities that give families and citizens of all income levels, races, and ethnicities access to quality schools, affordable housing, and livable-wage jobs throughout the metropolitan area.

In 1996, EHEP began a partnership with more than 20 organizations, including the Metropolitan Interfaith Council on Affordable Housing, the Minnesota Fair Housing Center, the Minnesota Minority Education Partnership, the Minneapolis Initiative Against Racism, the Minnesota Churches Anti-Racism Initiative, and the Study Circles Resource Center. This partnership, the Community Circle Collaborative, encourages metropolitanwide dialogue about the challenges of education and housing segregation. The creation of the Collaborative was motivated

by the pressing need to link issues of school segregation and disparities in educational achievement to the broader issues of segregated housing and communities and the related issue of concentration of poverty and isolation from opportunities. The first dialogue was launched in 1997.

## Program Operations

In 1997, 500 citizens from 35 communities and all major racial and cultural backgrounds participated in the Collaborative’s community circle dialogues. Participants in the circle dialogues met as many as six times over 3 months to discuss two central issues: the impacts of existing patterns of residential, economic, and racial segregation on the educational achievement and life opportunities of Twin Cities area children and families; and what individuals and the community can do to enhance educational success, housing choices, and economic opportunities for *all* children and adults in the Twin Cities metropolitan area. The Collaborative invited organizations such as schools, churches, and neighborhood councils to convene the circle dialogues. A discussion guide, *Choices for Community*, was prepared to provide a focal point for the work. The conversations culminated with a Metropolitan Citizens Forum; a final report synthesized the findings, conclusions,

*Getting people involved in addressing public issues is not a “nice” thing.... What you want people to say is not that it is a nice thing to do but that it’s an absolutely necessary thing to do.*

*Martha L. McCoy  
Executive Director  
Study Circles Resource  
Center*

## *Community Circle Collaborative, Education and Housing Equity Project (continued)*

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and recommendations of the circle dialogues. Throughout the year, many of the participants in the circle dialogues and the sponsor organizations formulated action plans and held town hall meetings in their schools and communities.

### **Outcomes**

The Collaborative brought together more than 500 citizens and organizations in conversations about issues of race. The Circles have helped to inform and increase public support for education equity and State legislation for affordable metropolitan housing. EHEP is planning a second round of conversations for the fall and winter of 1998 and

1999 that will build on the first round and include a forum to connect citizens to efforts to address identified issues. In 1999, 1,000 citizens are expected to participate in up to 100 Circle dialogues throughout the metropolitan area. At the conclusion of these conversations, EHEP and the Collaborative will cosponsor a Citizens Summit with the Minnesota Meeting and Minnesota Public Radio Civic Journalism Initiative. An actionable agenda addressing issues of educational access, housing, and school desegregation is to be produced at the Summit. This agenda will help shape the policy and action agendas of partners in the Collaborative and public decisionmaking bodies.

# Dudley Street Neighborhood Initiative

## Roxbury, Massachusetts

<b>C o n t a c t ( s )</b>	<b>Patricia Riddick, Director, Human Development, 617-442-9670</b>
<b>P u r p o s e</b>	<b>To empower residents to direct the revitalization of their neighborhood.</b>

### Background

In 1984, residents of the Dudley neighborhood in Roxbury/Dorchester, Massachusetts, came together to respond to the public and private disinvestment, redlining, arson-for-profit fires, and illegal dumping that had been occurring for decades in Boston's most impoverished area. These neighbors worked with community organizations to form the Dudley Street Neighborhood Initiative (DSNI), a resident-led collaboration for community-controlled, comprehensive revitalization.

Under the direction of a community-elected board of directors, DSNI is organizing the community to achieve its goals. Its current strategies include urban agriculture, resident leadership development, youth entrepreneurship training, opening and maintaining community centers and parks, tours of historic Dudley, and development of individual and community assets. DSNI sponsors an annual multi-cultural festival and other activities to encourage community pride and sharing among residents.

### Program Operations

DSNI brought together African-American, Latino, Cape Verdean, and white residents in the neighborhood to discuss the changes they would like in the neighborhood. These ideas were incorporated into a plan of action.

### Outcomes

The Dudley neighborhood is the first in the country to take authority over vacant land in the most devastated part of the community. Since 1984, more than 300 vacant lots have been transformed into affordable housing, playgrounds, gardens, and community facilities.

*The rebirth of Dudley Street [is attributed to] residents who refused to live in an area defined by stereotypes and misconceptions. The result is a neighborhood with few abandoned lots, more affordable housing, and a vibrant community spirit.*

Leonard Greene  
The Boston Herald

# Fifth Avenue Committee

## Brooklyn, New York

<b>C o n t a c t ( s )</b>	<b>Brad Lander, Executive Director, 718-857-2990, ext. 16</b>
<b>P u r p o s e</b>	<b>To sustain the community’s economic and racial diversity and ensure that all residents benefit from the area’s redevelopment.</b>

### Background

The Fifth Avenue Committee (FAC) was created in 1977 to rebuild Fifth Avenue’s Lower Park Slope in Brooklyn, New York. The catalyst for the formation of FAC was an anti-redlining campaign in which the group won a commitment from the Aetna, Inc., insurance company to finance 170 units of affordable housing and open a supermarket. The community movement led to the creation of an economic and service organization that today resides in a community with more than 43,000 people. The neighborhood is recognized for its diversity: 42 percent of the residents are Hispanic, 33 percent are white, 19 percent are black, and 6 percent are Asian Pacific American and other ethnic groups. FAC is a coalition of neighbors working to develop housing and job opportunities, prevent displacement of low-income residents, and ensure that all residents share in the benefits of a revitalized community regardless of their racial background.

### Program Operations

FAC’s work is carried out through a community-based board of directors and a collaboration of neighborhood leaders and active residents who serve on committees or participate in tenant associ-

ations. With an overall goal to preserve and strengthen the ethnic and economic diversity of the neighborhood, FAC has added jobs and economic opportunity to its agenda. Among its activities are an environmentally friendly dry-cleaning franchise, Ecomat Cleaners; an auto repair training business, South Brooklyn Community Auto Repair; and youth-adult entrepreneurship programs. FAC provides area residents with the necessary skills to start a business, works with other community organizations to ensure the participation of area residents in redevelopment projects, and provides an informal social network to repair the social fabric of the community.

### Outcomes

FAC assists 5,000 people annually. It has renovated 500 housing units, which include nearly every vacant building in the neighborhood. FAC has helped more than 300 residents obtain jobs or implement career plans and has directly created dozens of jobs through its Ecomat Cleaners. FAC also supports commercial redevelopment and construction training and has engaged thousands of people in FAC’s work related to housing, gardens, parks, jobs, and workfare.

*FAC sees its role as a bridge that helps local residents pursue those dreams, along with more concrete concerns of adequate housing and services. Through its evolving mix of enterprise development, training and entrepreneurship, business relations and organizing, the Committee is finding ways to connect...assets to markets and economy to community. It is...building bridges to better job opportunities for low- and moderate-income people.*

*David Scheie  
Associate Director  
Rainbow Research*

# Greater Cleveland Residential Housing and Mortgage Credit Project

## Cleveland, Ohio

<b>Contact(s)</b>	<b>Dr. Barbara Grothe, Deputy Director, Greater Cleveland Roundtable, 216-579-9980</b>
<b>Purpose</b>	<b>To identify and address discrimination in mortgage lending in the Cleveland metropolitan area.</b>

### Background

Following the release of the results of a major study conducted in Boston that documented discriminatory practices in mortgage lending, major business organizations in the Cleveland area established a program to break down barriers to racially equitable home ownership for the Cleveland metropolitan community. The Greater Cleveland Roundtable—a network of community, civic, and business leaders from the metropolitan area—met with the Federal Reserve Bank of Cleveland, the Cuyahoga County Department of Development, and the Ohio Civil Rights Commission to initiate a 4-year series of meetings and programs for businesses that provide home ownership opportunities for communities of color. Through the Greater Cleveland Residential Housing and Mortgage Credit Project, local bankers, real estate agents, appraisers, insurers, and other businesses involved in the home mortgage market agreed to take action to ensure access to mortgage credit.

Seven task forces were formed to address racial differences in the treatment of people of color, particularly in appraisals, property insurance, and lending. The Project operated credit applications, with minimal direct funding but obtained substantial staff support from the Greater Cleveland Roundtable, the Federal Reserve Bank of Cleveland, the Cuyahoga County Department of Development, and the Ohio Civil Rights Commission.

### Outcomes

Two major results have been noted since the program's inception. First, industry groups now have close, direct relationships with one another on the issues of fair and equal treatment in mortgage lending. Second, professional training programs for lenders, real estate agents, and appraisers have been developed. The work of the coalition that supported the Project is an example of ways local leaders of a major city are able to address the issue of racial discrimination without litigation. Following the Cleveland initiative, six additional local Federal Reserve Banks have adopted this model for addressing racial divisions. The Board of Governors of the Federal Reserve Bank is considering holding a major conference in spring 1999 to explore ways of expanding the Project into a national initiative.

### Program Operations

At the first meeting of the Greater Cleveland Residential Housing and Mortgage Credit Project, approximately 100 key industry representatives agreed to cooperate to reduce racial differences and remove barriers in the home-buying process.

*[This] project was unique because it was the first time, in the absence of racial strife in the community, that the civic leadership of a major city decided to tackle the problems of discrimination. There are very few examples of such intensive voluntary debate in American civic life.*

Malcolm Bush  
Woodstock Institute



# Multicultural Services Program, Catholic Social Services Atlanta, Georgia

<b>Contact(s)</b>	<b>Bui Van Tam, Director, 404-885-7465</b>
<b>Purpose</b>	<b>To assist immigrants in starting new lives and building better communities in Atlanta through economic self-sufficiency and cultural acclimation programs.</b>

## Background

Catholic Social Services (CSS) is a private non-profit, human service agency created by the Roman Catholic Church in Atlanta in 1953. Its mission is to deliver comprehensive non-sectarian social services in Atlanta and northern Georgia. Today, CSS provides help to more than 14,000 individuals and families from diverse ethnic, religious, and educational backgrounds. Seventy-eight percent of individuals served by CSS are near or below the poverty line. The Multicultural Services Program (MSP), an arm of CSS, focuses specifically on facilitating immigrant and refugee resettlement in Atlanta. Established in 1975, MSP is the oldest resettlement agency in Georgia. MSP works to educate both immigrants and native-born Americans about one another.

## Program Operations

MSP helps its clients enter the mainstream of society as quickly as possible. The program provides services to clients from four community centers located in the heart of immigrant neighborhoods in South Fulton, Marietta, and Doraville. These centers offer clients a variety of collaborative programs such as social activities, orientation sessions, English classes, basic health care services, and referrals to mainstream service providers. The centers are open to all members of the community, including native-born Americans. Thus, clients from different cultures interact and learn about

one another. Project activities are primarily intended to affect the day-to-day lives of their clients. Most services, such as housing assistance, employment, school registration, and health screening, are practical and direct. However, once the client has been in the country longer than 90 days, most direct assistance is replaced by support services. Support services include vocational training, mental health counseling, information and referral, and community-building and outreach programs. MSP currently has 16 active partnering agencies.

## Outcomes

MSP is one of the most successful Catholic refugee resettlement programs in the country, resettling an average of 800 refugees every year. In 1997, 90 percent of MSP new refugees were employed and self-sufficient within 3 months of their arrival in the United States. Also in 1997, MSP placed 604 clients in jobs, with an 85-percent retention rate; counseled 1,900 clients on how to obtain and retain employment; enrolled 62 clients in the Vocational Training Program; provided 360 clients with preventive health care and nutritional education; enrolled 300 service providers in mental health awareness and cultural sensitivity training; placed 60 Family Friend volunteers in refugee family homes; held 12 cultural orientation sessions; and enrolled 170 children in the After-School Project. MSP has served more than 20,000 people since 1975.

*I came out of there so enriched, I wish I had words for it. It's a very demanding endeavor, but this is a two-way street that makes me feel good. I've done something right for someone who works hard and really deserves it.*

*Phil Overton  
Volunteer*

# Phoenix Indian Center

## Phoenix, Arizona

*For nearly 50 years, the Phoenix Indian Center has been the unrivaled resource for American Indians living in metropolitan Phoenix. From its humble beginnings, the Phoenix Indian Center has evolved into a multi-function organization that serves a growing population of more than 45,000 residents of Maricopa County.*

<b>C o n t a c t ( s )</b>	<b>Karen A. Thorne, Job Training Partnership Act/Adult Education Director, 602-264-7086</b>
<b>P u r p o s e</b>	<b>To enhance the economic viability of Center clients by providing programs that promote self-sufficiency, self-esteem, and solid personal values.</b>

### Background

Established in 1947, the Phoenix Indian Center is a multi-faceted social service organization in the greater Phoenix and Maricopa County area. The Center provides employment training, education, and family support services to a predominantly American Indian population.

and/or academic training, work experience, and community service employment are major program activities. The Employment & Training program of the Phoenix Indian Center emphasizes classroom coursework and hands-on work activities such as on-the-job training as a means to provide its clients with both the practical and educational background to find employment and begin meaningful careers.

### Program Operations

Working with several community-based organizations, the Phoenix Indian Center offers a variety of programs and services to American Indian residents of Maricopa County. Programs offered include drug and alcohol abuse counseling, mental health counseling, adult education, and senior citizen services.

Employment and training services are a high priority. Clients seeking employment and/or training assistance are assigned an employment counselor to help develop an action plan toward economic self-sufficiency. Job-readiness classes, vocational

### Outcomes

Currently, more than 2,000 individuals are served annually by the Phoenix Indian Center. The Center serves the Phoenix metropolitan area and Maricopa County, off-reservation. In addition, links are established with the 21 Arizona tribes, tribes in other States, and off-reservation organizations to assist individuals relocating to the Phoenix area. Over the years, the Center has evolved into a multi-functional organization and has partnered with several businesses and educational institutions to provide greater opportunities for American Indians.

# Start Up

## East Palo Alto, California

<b>C o n t a c t ( s )</b>	Faye McNair-Knox, Executive Director, 650-321-2193
<b>P u r p o s e</b>	<b>To promote economic development by providing training, capital, and other assistance to establish locally owned and operated small businesses.</b>

### Background

The East Palo Alto business initiative Start Up is a non-profit organization that was founded in December 1993. Start Up is a collaboration between students at Stanford University’s Graduate School of Business and residents of East Palo Alto and Menlo Park. The main mission of the organization is to promote economic development in and around East Palo Alto by facilitating the growth of small businesses owned by people of color. The objective of Start Up is to encourage the establishment of businesses that will foster revenue sources for the local community and improve the overall economic status of all residents.

### Program Operations

Start Up offers an entrepreneurial training program, a loan assistance program, consulting and technical assistance, and an alumni network. The entrepreneurial training program consists of 50 hours of courses over 14 weeks. Course work includes marketing, financial analysis, and

specially tailored classes designed to fit each student’s business needs. Program participants receive one-on-one business consultations with Stanford Graduate School of Business students or professionals who volunteer their time.

Graduates who complete a business plan may apply to Start Up for a loan of up to \$5,000; the loan must be paid back before a business may request a second loan. Start Up’s peer-networking group meets monthly and allows participants to share their best practices and solve business issues.

### Outcomes

Since 1994, Start Up has enrolled 228 East Palo Alto and Menlo Park residents; 167 participants have graduated from the entrepreneurial training program. Twenty-four small loans have been extended through a fund established by the Philanthropic Ventures Foundation. Eighty-nine percent of the graduates surveyed reported that their income has increased since they completed the training program.

*We should all enjoy the satisfaction and sense of investment that comes from positive participation in the American workforce. I see that Start Up helps the community of East Palo Alto develop a sense of pride and ownership of businesses. One of the best contributions anyone can make is to invest in programs [such as this].*

*L. Michael Bouyer  
East Palo Alto  
Resident and  
Start Up Graduate*

COMMUNITY AND ECONOMIC DEVELOPMENT

# Support Training Results In Valuable Employment

## New York, New York

*Participants are the primary beneficiaries of STRIVE. [However] the broader community benefits...because STRIVE produces citizens who have a greater sense of themselves and of personal, family, and civic responsibilities.*

### Contact(s)

**Rob Carmona, Executive Director,  
212-360-1100**

### Purpose

**To train inner-city residents in securing private-sector jobs by emphasizing professional development skills and self-empowerment.**

## Background

Founded in 1984, Support Training Results In Valuable Employment (STRIVE) is a privately funded, non-profit, employment-training and placement organization that was conceived in response to the overwhelming chronic unemployment rate in East Harlem. Through three sites in Harlem and the STRIVE Employment Group—a network of 10 other community-based organizations that supports the program—STRIVE provides young adults unable to secure and maintain employment with the tools to successfully enter the job market. Today, STRIVE is a nationally recognized program operating in Baltimore, Boston, Buffalo, Chicago, Fort Lauderdale, Norwalk, Pittsburgh, Philadelphia, and San Diego. Its central office is in East Harlem, New York.

empowerment. Upon graduation, program participants receive assistance with job placement.

STRIVE also offers a career development program called Access Support and Advancement Partnership (ASAP) for graduates who have successfully maintained employment for 8 months. ASAP provides training to help program participants advance in the labor market and acquire livable-wage jobs in growth industries. Evening-hour training sessions are available to better suit participants' work schedules.

## Outcomes

Although most of its clientele is African American and Latino, STRIVE works with all young adults. Eighty percent of STRIVE graduates are consistently placed in jobs, and 75 to 80 percent of those placed are able to retain employment for at least 2 years. In 1997, STRIVE's New York-based operations placed 2,641 young men and women in private-sector jobs. The most recent quarterly followup showed that roughly 77 percent were still employed. Among the many lessons this program imparts is the need to focus on attitudinal prerequisites that are essential for entry-level employment and the value of dedicating considerable resources to the post-placement development of each program graduate.

## Program Operations

STRIVE operates a 3-week, job-readiness workshop based on the positive attitudes and good communication skills that are essential for finding and maintaining employment. The training model emphasizes rigorous self-examination, critical thinking, management relationships, and team building as a means to increase participants' sense of

# Two Towns: One Community

## Maplewood and South Orange, New Jersey

<b>C o n t a c t ( s )</b>	<b>Barbara Heisler Williams, Executive Director, 800-256-7329</b>
<b>P u r p o s e</b>	<b>To develop a strategy to promote enhanced and sustained racial balance in the community's living patterns and housing market.</b>

### Background

In 1996, the adjacent communities of Maplewood and South Orange, New Jersey, organized a study group to examine the changing racial demographics in their towns. Experts on integration maintenance programs were consulted. The South Orange/Maplewood Community Coalition on Race (initially called the Maplewood/South Orange Racial Balance Task Force) was created in May 1997 to achieve racial balance in the demand for housing and living patterns sustaining Maplewood and South Orange as communities of choice for everyone, regardless of race.

### Program Operations

The South Orange/Maplewood Community Coalition on Race has initiated prointegrative moves to stem racial resegregation. The Coalition affirmatively markets the communities of Maplewood and South Orange to prevent resegregation, promotes the inclusion of people of color in the leadership of civic and community organizations, and encourages dialogue on race and race-related

issues. The Coalition's program is broad: promoting growth of neighborhood associations, reviewing municipal ordinances relating to property maintenance, working with community and civic organizations and religious and faith communities to engage residents in discussions relating to race, and fostering a brokers program in which local real estate agents support showing homes to underrepresented races and ensuring that there is no racial steering of prospective neighbors.

### Outcomes

Through an ongoing series of public forums, the Coalition has engaged the community in several discussions on race and residence. According to Coalition monitoring reports, the housing market in the community has not only stabilized but flourished. In late 1997, the community had one-third fewer homes on the market than in 1996. Housing values have continued to grow. The Coalition has garnered widespread support, with 12 active committees involving hundreds of participants in its events.

*There are many places where one can choose to live in a segregated community. We believe that there must also be places that are racially inclusive and stable from which to choose. Integrated, inclusive communities can significantly add to improved racial harmony and understanding, and there is inherent value in raising our children in integrated communities.*

*Barbara Heisler Williams*

# YouthBuild U.S.A.

## Somerville, Massachusetts

<b>C o n t a c t ( s )</b>	<b>Dorothy Stoneman, President, 617-623-9900</b>
<b>P u r p o s e</b>	<b>To expand opportunities in low-income areas for young adults who need education, job training, and productive roles in their communities.</b>

### Background

YouthBuild began in 1978 out of a group of East Harlem teenagers’ desire to rebuild their community, which had a large number of unemployed youth, limited affordable housing, and an expanding homeless population. YouthBuild grew into a national program in both rural and urban communities only 10 years after its beginning. The primary goal of YouthBuild is to inspire young people to work on community service projects in their neighborhoods, enabling them to rebuild their communities while taking charge of their lives. The positive impact of the program is attributed to its growth. From 1991 to 1996, YouthBuild grew from 2 sites to 100 community-based programs in 34 States. YouthBuild U.S.A. is the national support center that provides technical assistance and training to organizations seeking to design and implement YouthBuild programs in their communities.

YouthBuild directs its program to low-income African-American, Latino, white, Asian Pacific American, and American Indian and Alaska Native youth. In 1996, more than 75 percent of program participants had dropped out of school, about 41 percent were on public assistance, nearly 50 percent were young parents, and 25 percent of the men in the program had been involved with the criminal justice system.

Central to the program’s operation is the involvement of young people in meaningful work. Participants construct or rehabilitate needed homes for low-income and homeless families in their communities. The program integrates academics with vocational training. Participants in YouthBuild alternate a week of classes with a week of onsite construction training. The curriculum integrates academics—math, reading, and writing—with life skills, social skills, and leadership skills. YouthBuild’s academic program is designed to prepare students for the general equivalency diploma (GED) exam, post-secondary technical training, or college. Through workshops and weekend retreats, participants learn decisionmaking, group facilitation, public speaking, and negotiating skills that prepare them to be advocates for issues that concern them and their communities.

### Program Operations

YouthBuild is designed to run 12 months and offers job training, education courses, and leadership development opportunities to unemployed and out-of-school young adults ages 16 to 24.

*What makes a difference at YouthBuild is that people respected me for who I was from the beginning and took the time to help me deal with my problems. I started taking on more responsibility without anyone telling me to do so.*

*Tran Johnson  
YouthBuild Boston*

## *YouthBuild U.S.A.* *(continued)*

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### **Outcomes**

More than 4,500 young people complete the program every year. Of those who participate in YouthBuild, 67 percent complete the program. About 40 percent of students in need of educational skills obtain their GED or a high school

diploma while participants in YouthBuild, and 14 percent go on to post-secondary education. Eighty-two percent of YouthBuild graduates obtain jobs paying \$6 to \$18 an hour or go to college. YouthBuild alumni receive post-program counseling, and every effort is made to see that all participants succeed in whatever careers they choose.