

NCSHA 2015 Annual Awards Entry Form

(Complete one form for each entry)

Deadline: Wednesday, June 10, 2015

Visit ncsha.org/awards to view the Annual Awards Call for Entries.

Instructions: Type entry information into the form and save it as a PDF. Do not write on or scan the form. If you have any questions contact Matt Cunningham at mcunningham@ncsha.org or 202-624-5424.

Fill out the entry name *exactly* as you want it listed in the program.

Entry Name: _____

HFA: _____

Submission Contact: (Must be HFA Staff Member) _____ **Email:** _____

Please provide a 15-word (maximum) description of your nomination to appear on the NCSHA website.

Use this header on the upper right corner of each page:

HFA: _____

Entry Name: _____

Select the appropriate subcategory of your entry and indicate if you are providing visual aids.

Communications	Homeownership	Legislative Advocacy	Management Innovation
Annual Report	Empowering New Buyers	Federal Advocacy	Financial
Creative Media	Encouraging New Production	State Advocacy	Human Resources
Promotional Materials and Newsletters	Home Improvement and Rehabilitation		Operations
			Technology
Rental Housing	Special Needs Housing	Special Achievement	Are you providing visual aids?
Encouraging New Production	Combating Homelessness	Special Achievement	Yes
Multifamily Management	Housing for Persons with Special Needs		No
Preservation and Rehabilitation			

**MassHousing
Special Achievement
The Mel King Institute**

Mel King has been an activist, organizer, legislator and educator for over 50 years in the City of Boston. In 1983, when he won the primary race for Mayor of Boston, his win was viewed as momentous for a divided city. Mel King has helped to make the Massachusetts community development field what it is today. He is “doer” in the truest sense of that word. In fact, he has often remarked, “We complain about the dirt, and we have the broom in our hands.” When the idea surfaced to establish a training institute for community-based organizations and community development corporations, the person after whom it should be named was clear. It would be named for the man who not only had the broom in his hands but also knew how to use it.

Real change happens at the grass-roots level. This has always been true and MassHousing has long recognized that non-profits and Community Development Corporations (CDCs) represent a strategically important constituency in the development and preservation of affordable housing communities with a high mission value. CDCs are the grass-roots – and in fact – have developed (along with other non-profit sponsors) about 13% of MassHousing’s rental debt portfolio.

In 2006, the Massachusetts Association of Community Development Corporations (MACDC) and the Local Initiatives Support Corporation (LISC) launched a Community Development Innovation Forum as a sector-wide, public discussion about how the field needed to adapt to the changing context in which it worked. The subsequent “Great Recession” added urgency to the need for community developers to “elevate their game”. One of the key initiatives to emerge from this process was the idea of creating a “community development institute.” Public, private and non-profit leaders agreed that there was a need for an organization to focus on the educational and training needs of the community development field in the Commonwealth of Massachusetts in order to move the work of CDCs forward. A “business plan” was developed over two years to evaluate the feasibility of creating an institute for this purpose. In the fall 2008, MACDC and LISC started to share the business plan with local funders about their interest to help capitalize the “institute.”

At this time, MassHousing was looking for community partnerships and was asked to be a contributor. MassHousing was intrigued by this proposal for several reasons: 1) it provided an opportunity to invest in a ‘start-up’ that intended to improve the field of community development; 2) it advocated for education and training (a corporate core value of MassHousing); and 3) it intended to leverage a significant range of resources and services for the affordable housing community and non-profit, community-based organizations in particular.

In an effort to make this concept a reality, MassHousing awarded The Mel King Institute \$150,000 for its first two years of operation in 2009. Led by MassHousing, the Massachusetts Association of Community Development Corporations (MACDC), Local Initiatives Support Corporation (LISC), and community development leaders in Massachusetts joined with the Agency to form The Mel King Institute. Based on its success, MassHousing has continued to invest \$75,000 per year for the operations of the Institute for a total of \$450,000 to date. Each dollar in funding from MassHousing is now leveraging nearly \$4 in support from other sources.

This institute is designed to provide an organized structure for professional education that ensures that practitioners in this field stayed on the cutting edge of new information and best practices. At the same time, The Mel King Institute is designed to provide thought leadership as the field continues to adapt to the changing context for its work. The Institute enables Community Development Corporations and other non-profit organizations and their partners to work more effectively. This means that they build more homes, create more jobs, grow more businesses, nurture more community leaders, and pursue more comprehensive community building strategies while at the same time addressing issues like transportation, public safety, green space development, financial capacity, workforce development and youth development.

The Mel King Institute for Community Building fosters vibrant and thriving Massachusetts communities by advancing the skills, knowledge and leadership ability of professional practitioners and volunteer leaders in the community development field. It leverages collaborative educational partnerships that increase access, encourage innovation, and promote and institutionalize systemic success. Through the ongoing dialogue the Institute facilitates, organizations align their work towards the field's common vision, and adapt to the changing world.

The Mel King Institute focuses on training community development professionals, volunteers, and board members. Its programs also serve professionals from various public and private sectors including: local municipalities, state government, law firms, commercial realty groups, The Institute provides professionals and volunteers working on community development the skills, information, and innovation they need to be effective in their positions. It focuses both on individual skill and organizational capacity building in order to strengthen the field of community development. This includes:

- **Learning** – Sponsoring learning opportunities to expand access to high quality professional education opportunities, including national programs, and to create programs to meet the specific needs of organizations in Massachusetts;
- **Resources** – Aggregating and curating resources which are then made available to a larger audience through the Institute's newsletter and website;
- **Growth** – Cultivating young emerging leaders and driving talent to the field by advising in the area of professional development;
- **Strength** – Guiding field-building and driving thought leadership by bringing together major movers to discuss how the groups' collective work can be strengthened by synching programs and finding effective ways to adapt to change.

The Mel King Institute is a working model that can be replicated in other localities across the United States. Funding for a "community development institute" may be put together through a combination of sources from local foundations, state or city agencies, businesses, individuals and income generated from fees paid by participants for their educational courses or seminars. Also, funds from HUD's Section 4 (Capacity Building Grants) may be used to leverage additional resource and to provide training, education, support and advice to enhance the technical and administrative capabilities of CDCs and community housing development organizations (CHDOs). LISC is one of the intermediaries that HUD uses to invest Section 4 funds and LISC has been investing some of those funds in The Mel King Institute.

Nationwide, there are approximately \$35,000,000 of HUD Section 4 funds that may be used to spark more community development institutes across the United States. Organizations including the Philadelphia Association of Community Development Corporations and the Community Economic

Development Association of Michigan (CEDAM) have expressed an interest in The Mel King Institute model and begun to replicate certain elements.

In all, The Mel King Institute for Community Building has exceeded its intended results. From 2009 to May 2015, the Institute has offered a total of 97 courses in a wide variety of topics to 2,010 participants. It is committed to evaluation and continual learning and as such, has developed a theory of change illustrated in a logic model during its first year and has commissioned an evaluation for each of its five years of operations.

Most recently, The Mel King Institute has embarked on providing a mentorship program for community development professionals. Through this mentorship program, participants increase their relationships in horizontal networks (i.e. among their peers) as well as vertical networks (i.e. matching them to leaders in the field). This mentoring helps professionals to improve their performance when they are matched with a mentor who may provide wisdom and knowledge in approaching a particular problem.

The Mel King Institute has developed a dynamic website at www.melkinginstitute.org that provides valuable resources about upcoming courses and seminars as well as relevant research documents.

The Mel King Institute provides significantly more benefits than the costs to operate the program. It has been also been successful in leveraging a range of resources, and now:

- has a diversified funder base from foundations, banks, law firms, public agencies, individual donors and fee income;
- receives has a substantial number of “in-kind” donations, including training facilities, instructors and professionals who share their knowledge and serve on Steering and Curriculum Committees;
- attracts capital from national organizations to provide trainings at no cost or reduced cost (LISC, Neighborworks, CITI/National Development Corporation, and Capital One, among others);
- eliminates travel and lodging costs to attend training and seminars in other states, and;
- fosters a spirit of collaboration among the many participants who have shared their knowledge and experiences in these educational and training courses.

The Mel King Institute operates on a yearly operating budget of approximately \$290,000 and it is now able to cover all of its out-of-pocket expenses for training courses with tuition and third party payments. However, one of the most important metrics to use in measuring the benefits that the Institute provides benefits and illustrating that these benefits far outweigh the costs comes in the comments from participants who have taken advantage of these educational opportunities:

About themselves ...”I started the day feeling intimidated and I am leaving feeling confident.”

About an instructor ...”Excellent, Knowledgeable, Engaging.”

About a course ...”This training strengthened my skills portfolio.”

About the Innovation Forum ...”Great panel. Very comprehensive.”

The Mel King Institute has made a significant contribution in the field of community development and it is highly valued by community development professionals across the state. It seems clear that The Mel King Institute is doing precisely what its namesake would want. It is not only handing out the broom but teaching people how to use it.



FY16 Work Plan

July 1, 2015 – June 30, 2016

Our mission at the Mel King Institute is to foster vibrant and thriving Massachusetts communities by advancing the skills, knowledge and leadership ability of professional practitioners and volunteer leaders in the community development field. The Institute leverages collaborative educational partnerships that increase access to learning for community development professionals, while promoting and institutionalizing best practices. The Institute does through four key activities:

- Providing high **quality professional development courses, workshop and seminars** to community development professionals, board members, AmeriCorps service members and volunteers.
- Engaging our network in the **Innovation Forum** to provide a structured process for engaging the wider community of practitioners, academics, and researchers in discussions about new ideas and approaches to promoting comprehensive community development.
- Serving as a **professional development resource and network** through our website, newsletter, and our growing network of partners.
- Addressing issues of inequity, racism and inclusion in community development and our organizations, through the multi-sector coalition **The Alliance - Advancing Community Development by Confronting Racism**.

Professional Development

Course Offerings - Our learning areas are Community Organizing and Planning, Economic Development, Real Estate Development and Non-Profit Management and Leadership. The Institute courses are developed by the curriculum committee with input from other community development professionals. The Committee meets every 8-10 weeks and is responsible for determining our learning agenda. The Institute also frequently convenes ad hoc committees to help us develop our strategy around specific topics (e.g. real estate, health, economic development) and to plan specific courses. In our upcoming year we estimate offering, as always, a combination of half-day and day-long courses, multi-session seminar series, as well CDC Executive Director/ Board team learning.

Creating Access - Our trainings are offered in Boston, Worcester, and Framingham and increasingly hosted by CDCs and other Nonprofits with training space, such as Lawrence CommunityWorks. These local partnerships allow MKI to offer courses in and with communities outside of Boston, expanding our reach in providing professional development opportunities. We intend to offer sessions in central and western Massachusetts locations like Hilltown, Springfield and Northampton in FY16.

MKI Core Courses

Each year the Institute offers core community development courses, some of which are used as the training component for the Boston LISC AmeriCorps Program*

Affordable Housing Finance

Community Engagement*

Careers in Community Development*

Using Census Data*

CDC Financial Statements

Facilitating Community Meetings*

Introduction to Community Economic Development

Meetings for Multilingual Communities

Professional Development Seminars and Series

Asset Managers Seminar

This new series will complement MACDC's new Asset Managers Peer group by offering 6-8 managers in-depth and personalized learning in asset management over 6 months. This will include case studies, best practices and access to local experts in our field.

LISC Project Managers Seminar

Our initial and most popular seminar series is led by Henry Joseph. Project managers apply to participate and 6 are accepted annually based on their CDC development projects. The cohort meets over 6 months and includes lectures, technical assistance and peer-to-peer learning.

Community Development and Public Health Series

The Mel King Institute is proud to partner with Health Resources in Action, the Mass Public Health Association, the Metropolitan Area Planning Council and the Department of Public Health to offer a series of trainings that explore the convergence between community development and public health. The series is grounded in the Health Impact Assessment completed in 2014 for the Community Investment Tax Credit that documented the many opportunities for leveraging the work of CDCs to advance public and community health. The 8-10 session series will include workshops the following topic: Implementing smoke free housing policies, responding to violence and community trauma, A Community Development approach to reducing crime and violence, Promoting health food, Building and operating supportive housing and Creating Age Friendly Communities.

Innovation Forum

The Institute coordinates Innovation Forum events quarterly, which attract 100 or more participants on topics such as gentrification, community development and public health, economic development and other cutting edge topics (specific topics and formats will be developed over the course of the year by the Steering Committee).

We will also continue *The Gentrification Learning Community*, which hosted one of our largest Forums in April 2015, focusing on the challenges of rapid economic and demographic change in some of our neighborhoods. The year-long project was launched last fall and has a diverse group of 40 leaders from community development groups, tenant advocates, government, academia, and fair housing organizations. By the end of the year, these leaders will have convened for a total of five days with the goal of developing a shared understanding of the dynamics involved with neighborhood change, strategies for mitigating the displacement without stopping growth and neighborhood improvements, and gaining the personal trust needed to work together effectively on these difficult questions.

The *Voices in Community Building* initiative will use video to capture the stories of our local Community Development History by interviewing Mel King and other local leaders across the state that have provided significant influence in their communities. These video segments will be used on our website and in trainings.

Alliance – Advancing Community Development by Confronting Racism

The Alliance is a coalition of organizations and practitioners dedicated to increasing the racial equity of the leadership and staff within the Community Development field. The Alliance specifically addresses racism, as it is a principal issue within the history of community economic development. By focusing on increasing racial equity and access, we aim to foster positive work environments and CDC boards in which all individuals are welcomed, recognized, valued and reach their full potential.

The Alliance is governed by an active Steering Committee of 12 members. Boston Private Bank provides meeting space and program funding. Participating Organizations include: CHAPA, Urban Edge, Nuestra CDC, Upham’s Corner Main Streets, MPHA, and the Haymarket Foundation. Alliance Activities FY16:

Mentoring Program – We plan to launch our 6th cycle of mentoring in January 2016 in partnership with CHAPA and the Young Professional’s Program. The program runs for 8 months and includes 3 learning sessions and a popular “Networking Lunch” where we purposefully mix young and seasoned community development professionals. To date we have had 85 participants in the 10 years of hosting the program.

MKI Trainings – The expertise of the Alliance is the Steering Committee, who will inform the MKI Curriculum with options for future anti-racism and racial equity trainings. The Alliance will also host a series of workshops and discussion groups over the year, most facilitated by the Steering Committee members, including Conflict Management, Hiring Clinic and Race the Power of an Illusion – DVD viewing and dialogues.

Alliance Learning Group the Alliance is often approached to address racism-related issues in our field and has been asked by partners to address the conflicts within affordable housing development where residents from different racial ethnic backgrounds collide. This facilitated working group will explore strategies and solutions for bridging lower income residential communities. Participants would include residents, CDCs, other non-profit housing organizations as well as Property management staff.

Anti-Racism and Leadership Development Resource lists – Alliance members will research and revise our resource listings for the MKI website and link to the mentoring program, newsletter and course offerings.

Policy Link Equity Summit - Institute will bring a small cohort of practitioners to Los Angeles to participate in the October 2015 conference. According to the conference planners, the event “will ground inclusion, justice, and prosperity in the urgent issues of today and connect them to the creativity and bold vision of the equity movement. Advocates from Ferguson to New Orleans, Minneapolis to New York, and all points in between, will be part of interactive panels, tours, and in-depth, skills-building sessions that showcase how local leaders can impact policy change.” This learning opportunity will provide national networking, relationship building between local partners, allies and committee members as well as inspire and influence our related work, here in Massachusetts.

Stand against Racism- Annually the Alliance participates in the YWCA led anti-racism event by hosting our own gathering.

Academic Roundtable

The Mel King Institute continually seeks to expand and deepen partnerships with universities and colleges. We

aim to enhance the connections between institutions and practitioners working in local communities to the mutual benefit of both. We have partnered with Boston College, Clark University, MIT, Northeastern University, Simmons School of Social Work, Tufts University, UMass Boston, University of New Hampshire, and Wentworth Institute of Technology.

Scholarships

MKI scholarships support the ongoing learning needs of MACDC member organization staff and board by increasing access to courses and conferences offered outside of the Institute curriculum or out of state. Through our relationship with NeighborWorks, we also provide scholarships or discounted tuition slots, for MACDC members to attend the National Training Institutes held quarterly across the country.

This fall the Institute will bring a small cohort of practitioners from the Alliance, ILEAD, Action! and other equity-based groups to participate in national dialogue at the ***PolicyLink Equity Summit 2015***.

Governance and Staffing

MACDC Staff contribute a portion of their expertise to course planning and instruction, and help the Institute access networks through their knowledge of the field, with time amounting to .75 FTE. In addition, MACDC staff provide a meaningful link to our member peer or practitioner groups. Below are staff and related initiatives they support:

- Shirronda Almeida, MACDC's Director of Membership Initiatives, directs the Institute, administers the Mentoring Program with CHAPA, manages partnerships, curriculum development and leads the Alliance Steering Committee, MKI Steering and Curriculum Committees;
- New Sector AmeriCorps Member/ MKI program coordinator is hired annually and responsible for program administration, logistics, course development and communications;
- Joe Kriesberg, Executive Director, participates on the Steering Committee, curriculum committee, leads the Economic Development learning agenda and facilitates special initiatives such as Health and Community Development Series;
- Don Bianchi, Senior Policy Advocate, serves on the MKI Real Estate Development (RED) Team and assists in housing related professional development;
- Pam Bender, Senior Organizer, provides expertise in Community organizing and advocacy related learning opportunities;
- John Fitterer, Director of Communications, lends his fundraising, communications and social media expertise to the program operations and helps design/select courses related to these topics.
- MACDC Bookkeeper/AMS provides bookkeeping and financial management as well as quarterly financial course offerings through the AMS Non-Profit division.

LISC Staff also contribute significant hours to the program by providing their content expertise in the development of different courses, trainings and events:

- Executive Director, Bob VanMeter, leads the MKI Innovation Forum, the Gentrification Learning Community, and related forum events. He also participates on the Steering Committee and curriculum committee.
- Madeline Nash, Senior Program Officer, supports our Real Estate Development curriculum including the Asset management seminar, Project Managers Seminar, participates on the Steering Committee, curriculum committee and *Real Estate Development (RED) Team*.

- Marizabel Benoit, Assistant Program Officer, administers the LISC AmeriCorps program and coordinates the learning needs of the cohort with MKI core courses.

The Institute is governed by an active *Steering Committee* with over 20 members, representing 16 community development organizations. The Steering committee meets quarterly and is chaired by Janelle Chan, Asian CDC, and Antonio Torres, MassHousing.

The *Curriculum Committee* meets to review upcoming learning opportunities, events, partnerships, and as well as assist in the ongoing course planning, marketing and content development. The *Real Estate Development (RED) Team*, subset of the curriculum committee, is led by LISC staff and includes representatives from MassHousing, CEDAC, LISC and CDC members. We also access CDC practitioners, per their expertise areas, to instruct courses and assist in program planning. *Lunch and Learns* allow the MKI to screen future instructors and develop curriculum *with* our students while building professional networks across our larger MKI learning community.

Evaluation

The Institute developed a Logic Model and evaluation system to measure our outcomes and to track our impact. The tools include a day of training survey and individual interviews to evaluate the longer-term impact of our activities. This year, with the participation of our Steering Committee, we revised our logic model to reflect the full spectrum of activities we offer, beyond courses. Each year, we present our annual evaluation results to the MKI Steering Committee, our funders, and our stakeholders and a summary report is posted on our website in the fall.

Fundraising

The Mel King Institute is a collaborative enterprise that leverages the resources of many institutions, including MACDC, LISC, MassHousing, NeighborWorks America, Massachusetts Housing Partnership, Community Economic Development Assistance Corporation, and the Department of Housing and Community Development. The MKI business model includes: grants from our core funders, in-kind or donated courses, an annual fundraising celebration, tuition, course sponsorships, and coordination services or contract work. Our growing list of our funders and annual sponsors:

As of May 28, 2015

- | | |
|--------------------------------------|--------------------------|
| ABCD | Maloney Properties |
| Boston Private Bank | MassHousing |
| Boston Community Capitol | MBHP |
| CEDAC | MGCC |
| CHAPA | MHP |
| Citi | Munkenbeck Consulting |
| Citizens | NEI General Contractors |
| Delbrook | NeighborWorks America |
| Enterprise Community Foundation | Related Beale |
| Klein Hornig | Santander |
| Local Initiatives Support Corp. | The Community Builders |
| MACDC | Third Sector New England |
| Madison Park Development Corporation | Tufts Health Plan |
| MA Housing Investment Corp. | Winn Management Company |

MKI FY16 COURSE LIST

Real Estate Development

- Real Estate 101: A Seminar for Senior Managers (4 days)
- Affordable Housing Development for Board Members
- LISC: Project Manager Seminar (multiple sessions)
- New! Brownfields (1 day)
- New! Enterprise Foundation training: (1 day)
- Affordable Housing Finance (1 day)
- Asset Development Seminar (multiple sessions)
- New! High Performance Affordable Housing (1/2 day)
- Other courses to be determined

Non-Profit Management / Leadership

- AMS: Demystifying CDC Financial Statements (1 day)
- AMS: CDC Finances for Boards (1/2 day)
- New! AMS: Creating Budgets (1/2 day)
- Transformative Board Governance –Western MA (2 days) *Back by Popular Demand!*
- TechNetworks Boston: Data Visualization (2 days)
- New! Board Network (multiple)
- New! The Organization Workshop
- Hiring Clinic – Techniques for inclusive hiring processes
- New! Event planning for maximum engagement (??)
- Other courses to be determined

Economic Development

- NEW! Introduction to CED (modules)
- MCBC: CRA Basics (1/2 day)
- Small Business Micro-lending (1 day)
- Other courses to be determined

Community Organizing and Planning

- ACS: Census (1/2 day)
- MAPC: Facilitating Meetings (1 day)
- SCC: Meetings in Multilingual Communities (1/2 day)
- Peoples Institute: Undoing Racism (2.5 days)
- Careers in Community Development (1 day)
- New! Health and Community Development Series (8 sessions; ½ days)
- NEW! Conflict Management
- NeighborWorks America: To be determine

Program Budget-

Fiscal Year End: June 30	Budget FY 16
INCOME SOURCES	
Mass Housing	\$75,000
Boston LISC	\$25,000
Foundations and Corporate Grants	\$25,000
In-Kind	\$40,000
Earned Income/ Tuition & Fees	\$50,000
Fundraising Event Sponsorships	\$75,000
TOTAL INCOME	\$290,000
EXPENSES	
Total Personnel Costs (salary & fringe)	\$115,000
Overhead	\$45,000
Evaluation	\$10,000
Technology	\$10,000
In-Kind Services	\$40,000
Instructor Expenses	\$40,000
Program Expenses	\$20,000
Scholarships	\$10,000
TOTAL EXPENSES	\$290,000



Mel King Institute

for community building

Highlights: Mar 2014-June 2015

Trainings:

Date	Course Title	Location	# of Attendees
Mar 3	Group Facilitation	Lawrence	10
Mar 5	Basics of Community Organizing	Boston	19
Mar 11	Introduction to Cooperative and Employee Owned Business Development	Framingham	18
Apr 1	Logic Models: Visualizing your Organization's Goals	Boston	12
Apr 10	Fundamentals of Affordable Housing Finance	Boston	34
Apr 15	Introduction to Community Economic Development	Boston	21
Apr 28	The Leadership Development Institute: Cultivating Community Leaders	Boston	14
May 12	Using the Community Preservation Act Funding for Affordable Housing	Worcester	20
May 28	Finding the Best Candidate: A Recruiting and Hiring Clinic	Boston	7
May 28	Fostering Entrepreneurship Through Shared Workspace Models	Worcester	34

June 4	Health and Community Development: Leveraging Resources and Opportunities for Collective Impact	Framingham	16
Total Quarter Attendees 203 Quarter Training Days 9.5 Total FY15 Training Days 25			
Other Activities: The Alliance/Mentoring Program May 14: Mentorship Graduation Lunch Gentrification Learning Community April 9: Innovation Forum on Gentrification: 121 Attendees April 10: Meeting of learning community Scholarships August 2015: 5 Scholarships for Neighborworks training Institute in Philadelphia			

Communications

Unique Website users:

Mar: 1,215, Apr: 1,203, May: 1,483 (Sept-Nov average: 698, Dec-Feb: 860)

Newsletter Click Rate: Mar 26%, 643 opens, April 27%, 635 opens, May 25%, 632 opens

Twitter Followers: 913 (789 at beginning of Mar)

Facebook likes: 314 (284 at beginning of Mar)

advancing skills, knowledge and leadership

15 Court Square, Suite 600 | Boston, Massachusetts | 02108 | 617.426.0303 | www.melkinginstitute.org

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Mel King Institute

for community building

Organizations:

CDCs- 25

- Allston Brighton CDC
- Asian CDC
- B'nai B'rith Housing
- Codman Square NDC
- Community Development Partnership
- Community Economic Development Center
- Dorchester Bay EDC
- HAPHousing
- Harborlight Community Partners
- Hilltown CDC
- Jamaica Plain NDC
- Just-a-Start Corporation
- Lawrence Community Works
- Madison Park DC
- Metro West CD
- NOAH
- North Shore CDC
- Nuestra Comunidad DC
- Quabog Valley CDC
- Somerville CC
- The Neighborhood Developers
- Twin Cities CDC
- Twin Cities CDC
- Urban Edge
- Worcester Common Ground

Non CDCs-65

- Abby's House
- AHA! New Bedford
- Arise for Social Justice Springfield
- Boston Alliance for Community Health
- Boston Public Health Commission
- Boys & Girls Club of Boston
- Brockton 21st Century Corporation
- Cambridge Redevelopment Authority
- CEDAC
- Center for Women's Business Advancement (New Hampshire)
- CHAPA
- City of Chelsea
- City of Fitchburg
- City of Haverhill
- City of Worcester
- CMRPC
- Community Collaborative Consulting
- Cooperative Fund of New England
- Cornelia Cogswell Consulting
- CoWork Springfield
- CropCircle Kitchen
- DHCD
- DREAM Program
- Enterprise Center at SSU
- Father Bills and Mainspring
- Fitchburg State University
- Franklin County Regional Housing and Redevelopment Authority
- Gateway City Arts
- Girls, Inc.
- Greater Haverhill Chamber of Commerce
- Greater Lawrence Community Action Council
- Harbor Health Services, Inc.
- Housing Corp of Arlington
- ICNA Relief, USA programs
- International Institute of New England
- Interrise
- Jewish Big Brothers Big Sisters
- LDS Consulting Group, LLC
- Live Well Watertown
- LiveableStreets
- Mass Growth Capital Corp
- Massachusetts Public Health Association
- MassDevelopment
- MassHousing
- Mattapan Food and Fitness Coalition
- Mattapan United
- New Seasons Development LLC
- North Central Mass Development Corp
- One Smile Brockton
- Southside Institutions Neighborhood Alliance (Connecticut)
- TechNetworks of Boston
- Technocopia
- The American City Coalition
- The Black Ministerial Alliance
- The Intersection
- Town of Agawam
- Town of Arlington
- Town of Hamilton
- Town of Tewksbury
- Tufts University
- United for a Fair Economy
- United Neighbors of Fitchburg
- United Teen Equality Center
- Worcester Business Development Corporation
- Worcester SCORE

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