



PROGRESS TOWARD EQUITY

Reflections on Five Years of Grantmaking for Social Change

EXECUTIVE SUMMARY

Ford Foundation Metropolitan Opportunity Unit



Prepared by
Success Measures® at NeighborWorks® America

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ABOUT SUCCESS MEASURES®

Success Measures®, an outcome evaluation resource for the community development field, is a social enterprise at NeighborWorks® America, a national affordable housing and community development intermediary.

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INTRODUCTION

The Metropolitan Opportunity Unit at the Ford Foundation has, since its founding, focused on funding projects and programs that serve to connect low-income people to affordable housing, good jobs and transportation through smart regional planning. For five years, beginning in 2009, the Metropolitan Opportunity Unit funded a body of nationally focused work and place-conscious¹ efforts in ten metro areas² through three core initiatives:



Connecting people to opportunity

through the promotion of mixed-use, mixed-income transit-oriented development (TOD)³ and support of smart growth policies that create good jobs for low-income people.



Expanding access to quality housing

through the support of permanently affordable housing and the expansion of access to capital for producing affordable housing.



Promoting metropolitan land use innovation

through inclusionary land use, zoning, and transportation policy, ordinances and systems development, specifically to address distressed markets, vacant, and abandoned properties.

In 2009, the Metropolitan Opportunity Unit partnered with Success Measures[®] at NeighborWorks[®] America to develop and manage a five-year participatory evaluation to understand the efficacy and impact of its grantmaking.

Success Measures designed an external evaluation that engaged foundation staff and grantees in creating a theory of change, relevant indicators, and outcomes reflective of their work. By the end of the five-year period, in September 2014, the evaluation initiative encompassed 191 grantee and subgrantee organizations working in the ten metro areas and nationally.⁴

Data collection and analysis focused on a longitudinal set of qualitative interviews with grantees, program officers and stakeholders, grantee surveys, a comprehensive set of secondary data reflecting the contextual environment in which grantees were working, and review of secondary materials (i.e. grantee publications, reports, and news articles). This mixed-method approach allowed for meaningful consideration of contextual factors which influence grantees' progress and for clarity regarding the dimensions where change must occur in order to achieve the Metropolitan Opportunity Unit's stated outcomes and goals. The evaluation methodology is discussed in more detail in appendices to the full report.

This document is an Executive Summary of a comprehensive report on the evaluation of the Metropolitan Opportunity Unit's grantmaking over a five year period (2009 to 2014)⁵ and describes the outcomes of its three initiatives which provided a diverse constellation of grantees with funding to advance research, advocacy, planning and implementation to support equitable and sustainable development efforts that expand economic opportunity for low-income people. The primary focus of this discussion is on grantees' collective contributions to promoting equity⁶ in metro areas and nationally, and examines the successes and challenges of the core strategies and approaches (specifically community organizing and base building, and strategic collaboration), as well as core themes which undergirded the achievement of intended outcomes.

1 Place-conscious initiatives have been described as "a new generation of strategies" which "recognize the importance of place and the unique challenges of distressed neighborhoods, but they are less constrained by rigid neighborhood boundaries, more attuned to market-wide opportunities, and open to alternative models of how neighborhoods can function." Although the term "place-conscious" has only recently been introduced to community and economic development discourse, it best describes the approach of the Metropolitan Opportunity Unit's grantmaking since its founding in 2009. Place-conscious initiatives are understood as distinct from their earlier counterparts - "place-based" initiatives, described as "programs for community change which concentrate their resources and activities on particular neighborhoods or cities." Place-based initiatives followed the direction taken by many foundations in the 1990s toward Comprehensive Community Initiatives (CCIs), which "adopted a comprehensive approach to neighborhood change and worked according to community building principles that value resident engagement and community capacity building." An underlying principle of this work was "that distressed communities require simultaneous, coordinated interventions if a real difference for the lives of residents is to be created" (Sources: Backer, T.E., PhD & Kern, J., "Peer Networking and Place-Based Initiatives," Human Interaction Research Institute, September 2010; Pastor, M. and Turner, M. A., "Reducing Poverty and Economic Distress after ARRA: Potential Roles for Place-Conscious Strategies - Summary," the Urban Institute, 2010; Turner, M. A., "Tackling Poverty in Place: Principles for a Next Generation of Place-Conscious Interventions." USC Sol Price School of Public Policy, 2014.)

2 The ten metropolitan areas are: Atlanta, the San Francisco Bay Area, Boston, Denver, Detroit, New Orleans, New York, the Rio Grande Valley in South Texas, San Diego, and the Twin Cities.

3 Transit Oriented Development (TOD) is an integrated approach to land use and transportation development that creates long-term prosperity for society at large. TOD that is equitable and sustainable fosters healthy and prosperous communities, in which diverse groups of people have greater mobility choices and access to opportunity. Sources: *Fostering Equitable and Sustainable Transit-Oriented Development Briefing Papers for a Convening on Transit-Oriented Development* Held by the Center for Transit-Oriented Development, Living Cities and Boston College's Institute for Responsible Investment at the Ford Foundation. http://www.hud.gov/offices/cpd/about/conplan/pdf/Fostering_Equitable_and_Sustainable_TOD.pdf

4 The Metropolitan Opportunity Unit initially engaged Success Measures in 2009, however, the evaluation initiative considers only grants made beginning in the 2010 fiscal year (October 2009) through the 2014 fiscal year (September 2014). A full list of grantee organizations is provided in the full report.

5 This period is defined as the beginning of the 2010 fiscal year (October 2009) through the close of the 2014 fiscal year (September 2014).

6 For the purpose of guiding its conversations with grantees, the Metropolitan Opportunity Unit and Success Measures adopted a working definition of equity as "the guarantee of fair treatment, access, opportunity, and advancement for all, while striving to identify and eliminate barriers that have prevented the full participation of some groups. The principle of equity acknowledges that there are historically underserved and underrepresented populations and that fairness regarding these unbalanced conditions is needed to assist equality in the provision of effective opportunities to all groups." Source: University of California, Berkeley. *Glossary of Terms: Equity, Inclusion and Diversity*. 2011.

The Metropolitan Opportunity Unit's Theory of Change

At the start of the evaluation initiative, Success Measures worked with the Metropolitan Opportunity Unit and its grantees to develop and document a theory of change used to align grantmaking and program strategies, as well as to communicate and structure the evaluation.

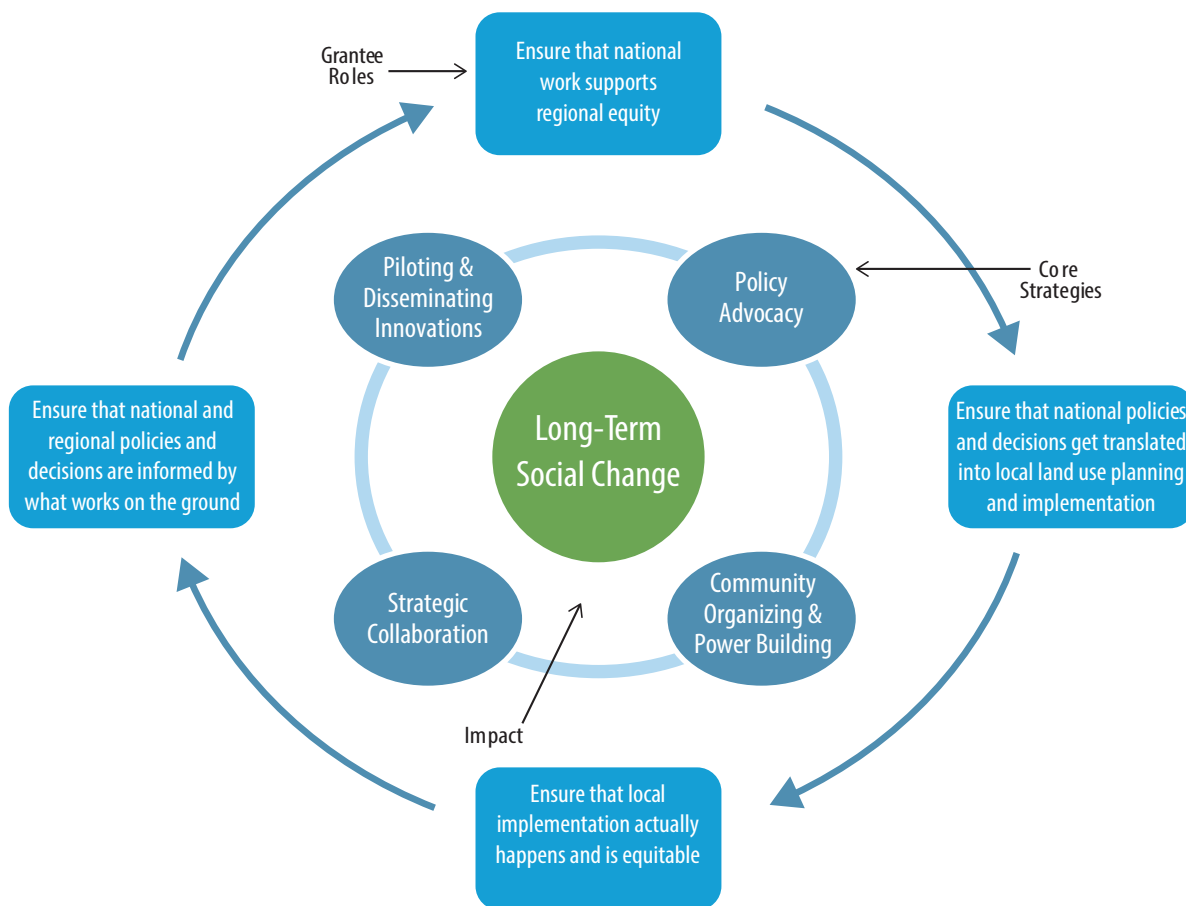
The Metropolitan Opportunity Unit's grantmaking was carried out by grantees operating in the following key ways:

- Organizations focused on the production and dissemination of knowledge, based on research and grounded experience (e.g. The Brookings Institution's suburban poverty research).
- Organizations playing an intermediary role to transmit and spread this knowledge in two directions – ground up and top down – through skill building, technical assistance, training, and convening (e.g. Enterprise Community Partners' participation in and technical assistance to TOD collaboratives in Denver and Atlanta).

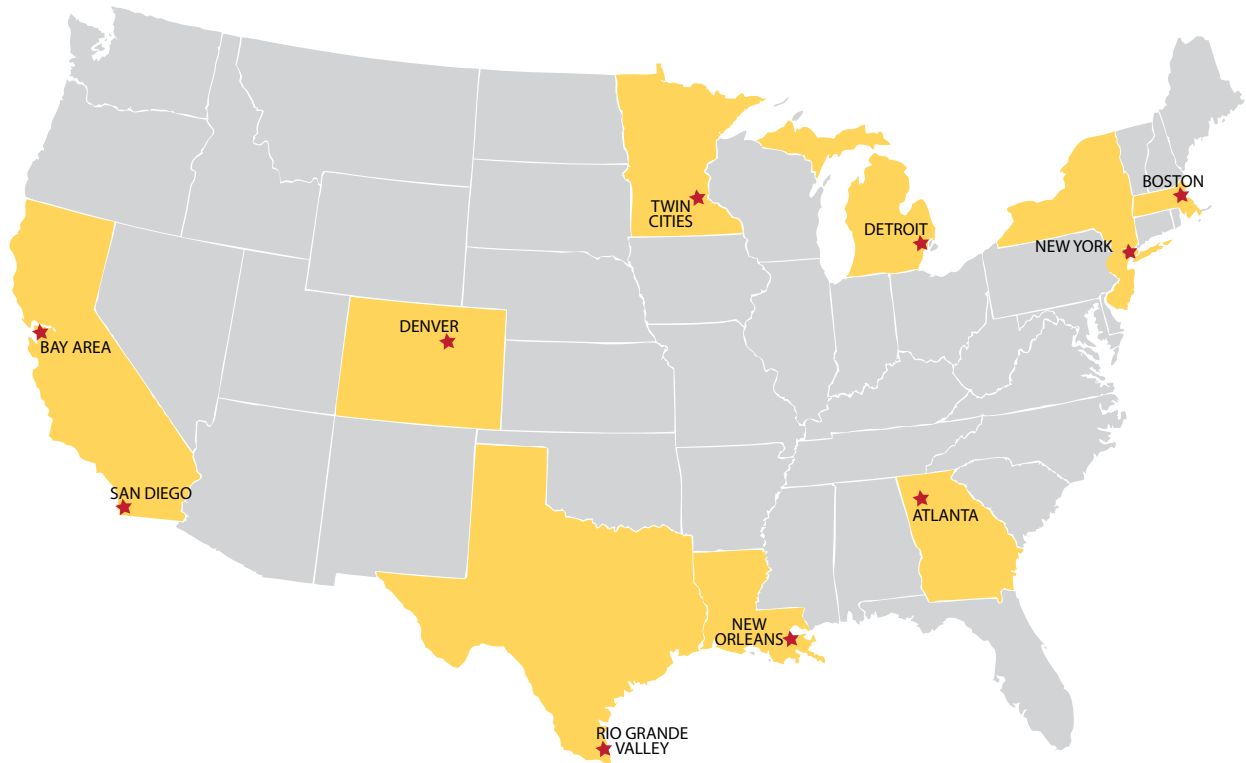
- Organizations focused on implementing innovative pilots and new models (e.g. the Crescent City Community Land Trust's affordable housing development) at the local level.
- Organizations connecting their activities through a continuous cycle of exchange so that new models and ways of thinking can scale, resulting in long-term systems change.

The cycle illustrated below demonstrates the continuous exchange between national policy regulation and enforcement and local and regional planning and development, as envisioned by the Metropolitan Opportunity Unit. It is simultaneously a tool for understanding the Metropolitan Opportunity Unit's theory of change and a road map for understanding grantees' numerous roles in affecting existing regional development systems. The collective efforts across organizations are what ultimately advance the Metropolitan Opportunity Unit's funded initiatives toward its long-term goals.

METROPOLITAN OPPORTUNITY UNIT THEORY OF CHANGE



METROPOLITAN OPPORTUNITY UNIT TARGETED METRO AREAS



The Metropolitan Opportunity Unit's place-conscious efforts demonstrate this work in both strong and weak markets. Grantees' funded activities in these metropolitan areas are described broadly below:

- **Atlanta** – Identifying resources which can expand public transportation networks to improve regional mobility and connectivity; leveraging the comprehensive revitalization of a former railway corridor encircling the city's core for job creation, affordable housing development and other community benefits.
- **Bay Area (San Francisco)** – Leveraging public transit and equitable transit-oriented development (ETOD) as catalysts for economic development and increased access to jobs; promoting inclusionary policies to increase production of affordable housing in areas of high opportunity and transit access.
- **Boston** – Promoting more inclusive and equitable land use planning and housing policy to support the creation and preservation of quality affordable housing in areas of opportunity and near transit, particularly outside the urban core; promoting transportation policy that better connects low-income people and people of color to economic opportunity.
- **Denver** – Leveraging transportation infrastructure build-outs to promote ETOD; supporting integrative, comprehensive policy that improves residents' access to quality affordable housing, public transit, good jobs, and health and education services.
- **Detroit** – Building upon a convergence of public, private and philanthropic investment to revitalize strategic neighborhoods and corridors and spur economic growth in the urban core; increasing civic participation in land use planning to repurpose vacant land and promote more equitable outcomes, particularly for low-income households.
- **New Orleans** – Advancing land use planning and economic development policy that reduces blight and creates and preserves quality, affordable housing in areas of opportunity; promoting transportation policy that improves residents' mobility and connectivity to economic opportunity throughout the greater region.

- **New York** – Promoting inclusive land use, housing and economic development policies to support the creation and preservation of permanently affordable, quality housing that reduces residential segregation and revitalizes distressed communities; ensuring that low-income communities benefit from jobs created by public investment in infrastructure, transit, housing and climate change mitigation.
- **San Diego** – Building a cross-sector cohort of policy advocates working to prioritize infrastructure investments and change how development decisions are made; establishing a robust community organizing infrastructure to ensure residents’ voices inform development decisions and shift the allocation of resources for more equitable outcomes.
- **South Texas/Rio Grande Valley** - Deploying community organizing strategies to further engage low-income residents in land use and planning decisions affecting their communities; leveraging disaster recovery assistance to both improve housing and infrastructure conditions and further fair housing throughout the Valley and state of Texas.
- **Twin Cities (Minneapolis/St. Paul)** – Building off a convergence of investment in “Corridors of Opportunity” to promote ETOD; ensuring development plans include and benefit low-income, minority and immigrant communities, through business development, job creation, mixed-income housing, and increased transit access.

Evaluation Findings in Context

The findings in this Executive Summary should be considered relative to the extensive time period required for significant structural and systems level change to occur. The Metropolitan Opportunity Unit recognized that the time needed to observe substantial social change far exceeds the scope of its initiatives and this evaluation effort. For this reason, the evaluation addressed the Metropolitan Opportunity Unit’s mid-term outcomes (which the foundation determined as observable within a period of five years) and evidence of progress toward their longer term goals rather than observation of the social change itself.⁷

Recognizing that many other auxiliary circumstances and factors influence outcomes and, thus, progress cannot be solely attributed to grantees’ funded efforts, grantees’ efforts are described as contributions toward progress. Similarly, the varied and unique contexts in which grantees were working, including socio-political environments, fiscal climate, organizational capacity, and particular tools employed, render comparative analysis ineffective. Instead, grantees’ contributions are characterized by their collective efforts in a place or across places.

⁷ A review of the Metropolitan Opportunity Unit’s mid-term outcomes and social change goals is provided in the full report.

PROMOTING EQUITABLE REGIONS

Equity is fundamental to the Metropolitan Opportunity Unit's strategies and funded work. Therefore, a core component of the evaluation reporting is to highlight areas where grantees have made substantial contributions to equitable policy and practice in the fields of housing and community development and to equitable outcomes for low-income people and communities of color. Specifically, in this section, the ways in which foundation-supported initiatives have made progress toward achieving equity are examined by addressing the question: What has been the impact of the Metropolitan Opportunity Unit's grantmaking on equity across all ten metros and nationally?

To further focus this question, the analysis addresses a two-part definition of equity⁸ which emerged from interviews with Metropolitan Opportunity Unit grantees: equity related to processes⁹ and equity related to outcomes.¹⁰ The Metropolitan Opportunity Unit and grantees acknowledge that efforts to address equity require a long-term commitment and that progress toward change can be slow. This evaluation analysis, therefore, explores process outcomes based on the recognition that evaluating progress toward equity cannot solely be characterized by the desired change itself, but must also consider the many important milestones occurring along the way which lay the groundwork for broader long-term social change.

8 A dual definition of equity is reflected in other social science literature; for example, in her discussion on environmental equity and evidence of environmental injustice in the United States, Susan Cutter cites the examination of two types of equity in social science literature: "the causal mechanism of inequity or the spatial-temporal distribution of benefits and burdens. The former is referred to as process equity and the latter as outcome equity." Source: Cutter, S. (1995). Race, class and environmental justice. *Progress in Human Geography*, 19, 1, p. 111 – 122.

9 Process equity refers to the steps related to achieving equitable outcomes. This includes the decisions made and activities undertaken during implementation (specifically, the inclusion of low-income people and communities of color in decision-making processes and representation of these populations on decision-making bodies) and the development of requisite capacities and infrastructure, within and among organizations, to achieve long-term change.

10 Outcome equity refers to the change that occurs either as a result of the work or its intended impact. Grantees described outcome equity as ensuring that the populations they care about, for example low-income people and communities of color, stand to benefit from investments, policies, and projects advocated for or undertaken by grantee organizations, partners, and other key stakeholders.

Key Findings

The Metropolitan Opportunity has, through its initiatives, invested in the social equity movement¹¹ at multiple levels. Analysis has found that over the past five years, grantees have informed and influenced the social equity movement, its direction, and its impact on the Metropolitan Opportunity Unit's ten funded metros and nationally, through a number of key shifts and advancements which grantees led or contributed to between 2009 and 2014.¹² These include:

- **The shift from equity research to an equity policy agenda.** Grantees have been influential in defining equity as a concept, helping practitioners and policy makers to understand why equity matters for building stronger more competitive regions, and have played key roles in moving equity from ideas to action – specifically, in articulating a policy agenda rooted in equity principles.
- **The shift from neighborhood stabilization to city/regional resiliency.** On the heels of the housing market bust and foreclosure crisis, grantees' efforts focused on stabilizing neighborhoods, keeping low-income people in their homes, and preventing further economic decline. Over time, this work became more proactive – evidenced by an emergence of discourse and practice on building resilient communities that are better equipped to withstand social, economic and environmental crises, and grantees' positioning of equity as a critical component of city and regional resiliency.
- **The shift from asset building opportunity to economic inclusion.** A core focus of the Metropolitan Opportunity Unit was helping low-income people and communities of color to build wealth by expanding asset-building opportunity (primarily through promoting housing affordability and homeownership) and access jobs by improving regional mobility and connectivity. Grantees' efforts expanded to address economic inclusion – more specifically, the local creation of good jobs that pay a living wage for historically disadvantaged workers.

11 Blackwell, Angela. From Hope to Change: The New Equity Movement. *Race and Regionalism* Vol 15, No. 1 Fall 2008

12 The Metropolitan Opportunity Unit initially engaged Success Measures in 2009, however, the evaluation initiative considers only grants made beginning in the 2010 fiscal year (October 2009) through the 2014 fiscal year (September 2014).

- **The shift from a “place-based vs. people-based” debate to “place-conscious”¹³ approaches.** Although the Metropolitan Opportunity Unit’s initiatives have, from the outset, promoted integrated approaches to regional development, at the start of its initiatives five years ago, many in the fields of housing and community and economic development were debating whether place-based or people-based approaches yielded more effective interventions in disadvantaged communities. Grantees’ research, demonstration projects and advocacy efforts were pivotal contributions to a shift in the field toward greater understanding and implementation of multi-level (local, state, federal), multi-issue (cross-sector) approaches.

Achieving these changes required directly addressing and working through a number of related challenges. Some of the challenges reflected the context in which the work was happening and required work within the participating organizations and institutions, while other challenges were more typical of the nature of relationship building and culture change. These challenges were inherent to grantees’ efforts across issues and throughout the course of the Metropolitan Opportunity Unit’s initiatives. Notable challenges identified across the portfolio include:

- Addressing discomfort by talking openly about race, racism and racial inequities.
- Getting to a shared definition/language of equity across partners working together.
- Time needed to bring people to the table, build relationships and understand each other’s work, and to develop strategic roles for participating organizations.
- Establishing a shared vision, agenda and goals across disciplines, sectors, and jurisdictions.

Leveraging the advancements described above, grantees seized emergent opportunities in the national policy arena and in regional investment (i.e. fair housing and ETOD) to advance shared goals and build organizational capacity. A selection of highlighted achievements follows:

- **Grantees have played pivotal roles in making fair housing a viable tool for promoting equity.** Grantees have played critical roles contributing to the development and adoption of regulations that, for the first time, define the steps local and state governments

13 Pastor, M. and Turner, M. A., “Reducing Poverty and Economic Distress after ARRA: Potential Roles for Place-Conscious Strategies – Summary.” Urban Institute, 2010.; Turner, M. A., “Tackling Poverty in Place: Principles for a Next Generation of Place-Conscious Interventions.” USC Sol Price School of Public Policy, 2014.

must take to comply with the Fair Housing Act.¹⁴

- **Grantees have advanced ETOD as a model, making it possible to scale in other places.** Grantees’ efforts have created models that are being replicated in a number of metropolitan areas across the country and have informed the development of a number of new programs and policies at state and federal levels that support ETOD and the cross-sector partnerships required to implement these initiatives.
- **Grantees successfully leveraged community benefits agreements¹⁵ and procurement strategies to advance economic inclusion.** Through the use of community benefits agreements (CBA) and equitable procurement policies, grantees leveraged billions of dollars in transportation and infrastructure investments across the country to increase jobs for historically disadvantaged communities and develop a skilled worker pipeline that meets the demand created by growth in key industries, such as construction and manufacturing.
- **Grantees have advanced shared equity¹⁶ housing as a tool for promoting long-term affordability.** Grantees have created a more enabling policy environment, carried out innovative demonstration projects, built critical capacities in the field, and provided key technical assistance to communities, that have made shared equity tools (particularly community land trusts and deed-restricted covenants) viable and successful housing delivery options across the country.
- **Partnerships between legal advocates and community groups were a successful community change strategy.** Over time, litigation became an increasingly effective strategy for advancing equity objectives, in particular lawyers and organizers working together to enforce and/or reform policy in the arenas of housing and transportation and transit equity. Together, these efforts have ensured that communities saw real benefits from litigation, and that resulting settlements responded to community needs.

14 <http://www.propublica.org/article/a-year-later-feds-inch-forward-on-fair-housing>

15 A Community Benefits Agreement (“CBA”) in the US is a contract signed by community groups and a real estate developer that requires the developer to provide specific amenities and/or mitigations to the local community or neighborhood. <http://www.forworkingfamilies.org/resources/policy-tools-community-benefits-agreements-and-policies>

16 “Shared equity homeownership ensures that the homes remain affordable to lower income households on a long-term basis by restricting the appreciation that the owner can retain, preserving affordable housing in areas where rising prices are forcing lower income households out of the market. At the same time, by placing the owner within a community-based support system, such as a community land trust or limited equity cooperative, shared equity homeownership can mitigate the risks of homeownership, potentially increasing the benefits of homeownership both for the owner and the neighborhood in which she lives.” Source: National Housing Institute (http://www.nhi.org/research/522/shared_equity_homeownership/).

AN EXPLORATION OF CORE STRATEGIES

Over the course of its initiatives, the Metropolitan Opportunity Unit employed a number of core strategies and approaches to facilitate progress toward its intended outcomes and long-term goals. This section briefly explores two of these strategies which proved most effective for advancing grantees' efforts: more specifically, community organizing and base building, and strategic collaboration.

Organizing & Base Building

A recent national study of institution-based community organizing revealed that the field has significantly increased its power base and undergone an impressive and dynamic expansion over the past decade. By bridging deep social and economic divides (urban and rural, racial/ethnic and religious) that have undermined American politics and placed strategic limitations on the field, community organizing "is poised to be an important strategic partner in the democratic renewal of America."¹⁷

At the start of the Metropolitan Opportunity Unit's grantmaking, community organizing and base building were not a central component of its funded strategies, and organizing efforts were seen as supported only in service of specific policy goals. Over time, grantees' experience lifted up the role of organizing and the importance of building a broad base of engaged and informed community members who can educate other community members and policy makers, as core components for achieving their own organizational goals as well as the Metropolitan Opportunity Unit's targeted outcomes.¹⁸ Program officers shifted their strategy to incorporate more funding for organizing, not only for specific policy decisions that might be imminent, but for building a broad, diversified base of community voice that can be mobilized at various times across issues.¹⁹ Shifts in grantmaking clearly reflected an understanding of the value of community organizing strategies in building power and influence in regional development decision making, but also in improving the community organizing infrastructure in funded metros. By 2012, program officers' grantmaking increasingly reflected support for the development of strong, cohesive networks

of community organizing groups and better integration of community organizing, not in service of, but as drivers of, broader policy advocacy agendas at the regional, state and national levels.

Success Measures examined the funded activities, progress, and achievements of a subset of the grantees whose community organizing and base building proved critical to advancing grantees' efforts. Analysis revealed several effective organizing and advocacy strategies among grantees which fell into the following major categories:

- Expanding the pool of actors to both develop a broader constituency and access knowledge and relationships beyond individual organization's immediate scope.
- Educating and sharing information to improve community members' understanding of, and ability to navigate, the multiple levels of decision-making processes.
- Using research and data effectively to identify key issues important to the communities they serve, inform organizing strategies and campaign development, and develop specific policy arguments and related recommendations.
- Creating a community-driven agenda to ensure that residents lead all aspects of the work and that residents' voices are present or represented in broader networks and coalitions or among other stakeholders at decision-making tables.

In employing these strategies, grantees' efforts have mirrored trends observed among effective community organizing and base-building groups across the country²⁰ which have contributed to impressive growth of the field in recent years.

Grantees focused in community organizing and base building expressed a set of challenges which their organizations and partners commonly faced. These included:

- Maintaining and sustaining engagement among residents in the long term and managing "burnout" among organizational staff and community members in engaging across different campaigns and projects.
- Working with partners outside the field of community

¹⁷ Building Bridges Building Power: Developments in Institution Based Community Organizing [New York, Interfaith Funders, 2012].

¹⁸ Beginning in 2012, the Metropolitan Opportunity Unit's grantmaking increasingly reflected program officers' understanding, not only of the value of community organizing strategies in building power and influence in regional development decision making, but also in improving the community organizing infrastructure in funded regions.

¹⁹ Teresa R Behrens and Pennie G Foster-Fishman. Developing Operating Principles for Systems Change. *American Journal Community Psychology* (2007) 39: 411-414

²⁰ These shifts include: an active focus on race and on addressing racism; expanding geographically, particularly growing beyond the urban core; expanding vertically, beyond the local level; and increasing the use of "soft power" tactics. Source: Building Bridges Building Power: Developments in Institution Based Community Organizing [New York, Interfaith Funders, 2012].

organizing who sometimes struggled to understand the value-add and strategic leverage community organizing approaches bring to the table.

- Building bridges, capacity and synergies among community organizing groups, even those working in the same place, to gain more ground and improve effectiveness.

Between 2012 and 2014, organizing and base-building grantees adapted to these challenges in a number of ways. Grantees have facilitated processes that ensure that residents are the ones who identify problems, prioritize issues, delineate actions, and also develop and implement solutions. Grantees have discovered that, when this occurs, residents are compelled to participate because they are working on the issues that they themselves identified as primary concerns. They see direct results of their actions and, when one community solves a problem, they encourage, inspire and support those in other areas working to address the same thing.

In working with partners outside the field, as well as in creating synergies among community organizing groups, an outside actor (i.e. third party consultant) was helpful in working with organizations to facilitate conversations that address tensions among groups up front and identify how organizations might better work together in a more coordinated fashion toward common goals. Many grantees also turned to convening as a key strategy for establishing a common organizing and policy agenda and priorities. Convening not only served to expand grantees' geographic and vertical reach, but also provided an opportunity for dialogue, for sharing tools, expertise, and learning, which together can strengthen connections across individuals and organizations.

Collectively, grantees' organizing and base-building efforts have contributed to:

- A broad and diverse base that can be galvanized across issues and sectors.
- Resident leaders who understand, participate in and influence decision-making processes.
- Demonstration of community power through informing local, regional and state level policy.
- Increased public accountability that responds to community demands and needs.
- A changing policy environment that supports regional equity.

Strategic Collaboration

Collaboration has been a popular strategy with grantmakers and nonprofits who have recognized the importance of supporting networking and partnerships that can grow into larger efforts to achieve social change. A widely recognized downside to collaboration is the cost to participating organizations, particularly in time and resources for building relationships among members and managing the administrative components of the collaborative, which is often not fully funded by grantmakers and seems, always, to exceed what was anticipated. For some efforts, the cost-benefit equation is not positive.

An initial assumption core to the Metropolitan Opportunity Unit's theory of change was that providing focused support to organizations participating in cross-sector partnerships and collaboratives would result in better and longer lasting equity outcomes. Early in the deployment of its initiatives, the Metropolitan Opportunity Unit sought opportunities to scale successful models of collaboration which they had already observed. At the time, the Great Communities Collaborative (GCC) in the San Francisco Bay Area was one of few tangible models of formal cross-sector collaboration involving organizations engaged in efforts similar to the Metropolitan Opportunity Unit's core initiatives. While program officers did not seek to replicate the GCC in other metros, they aimed to understand and share learning on what made the GCC model effective. Congruently, significant sources of federal funding identified collaboration as key eligibility criteria, such as the Sustainable Communities Regional Planning Grants²¹, which three of the metros – Boston, Detroit and the Twin Cities – had been awarded in 2011.

Over time, evidence emerged from grantmaking experience and evaluation learning that formalized collaboratives were not always necessary for achieving the type of systems change embodied by the Metropolitan Opportunity Unit's social change goals. Furthermore, formal collaboratives change over time – the core focus or strategic direction may shift, as well as the composition of its members, or perceptions of the group's life cycle – all which can impact flexibility in facilitating new grantee relationships or disrupt critical funding support. As a result, although the Metropolitan Opportunity Unit's theory of change still maintained working together as a core value and more effective than working separately, program officers later placed less emphasis on formal collaboration. Instead, funding strategies more explicitly explored collective action

²¹ http://portal.hud.gov/hudportal/HUD?src=/program_offices/economic_resilience/sustainable_communities_regional_planning_grants

among groups of grantees, whether formal or informal, or embedded a shared strategic focus on a particular project among a set of grantees.

Examination was focused on the funded activities, progress, and achievements of a subset of the grantees whose strategic collaboration and various forms of working together proved critical to advancing grantees' efforts.

Grantees' experiences illustrate multiple and varied benefits to organizations, individually and collectively, of participating in a collaborative, whether formal or informal. These include:

- Providing a forum for dialogue leading to the establishment of a common equity agenda.
- Increasing power and influence of individual member organizations and the collaborative.
- Expanding reach to a more diversified audience and broadened community support.
- Allowing for a more effective use of resources.
- Improving capacity for research, evaluation, planning and implementation.

Additionally, collaboration yielded important ancillary benefits to individual organizations that improve their effectiveness in the longer term including, education, access to influential actors, and improved capacity. Together, these benefits create stronger connections among grantees working at the local, regional and national levels; build legitimacy and credibility among decision makers and the public; and improve organizations' success in affecting policy change.

While collaboration yielded many benefits to organizations and served to advance their respective efforts, grantees, whether working together formally or informally, experienced a number of challenges in establishing, strengthening and sustaining their collaborative efforts over time. Some of these challenges relate to the natural life course of organizations, the type of organizations involved in a collaborative, or the type of collaborative in which organizations participated, and the history or nonprofit culture in a place. Challenges included:

- Finding the right structure and membership.
- Building trust and balancing power among collaborative members.
- Acknowledging the burden (i.e. time commitment).
- Managing the learning curve for collaboration.

- Implementing and maintaining engagement of collaborative members in the long term.

Grantees' experiences highlight important lessons for undertaking collaborative efforts to advance social change initiatives, including the following:

- Time and deliberation is needed up front by all members to understand – and reconcile first, if necessary – the core values and philosophies of each organization.
- Collaboratives, whether formal or informal, may benefit from focused consulting or some other third party advisor who can help them develop a strategic plan and rules of governance.
- A single pool of funds, administered by a governing body within the collaborative that is chosen/designed by and/or representative of all members, may create a more equalizing structure.

Furthermore, among collaboratives included in this analysis, their identification as formal or informal had little impact on their ability to do the work with benefits to either approach. However, the success and effectiveness of collaboratives depended on a variety of internal and external circumstances, as discussed throughout this chapter.

CONCLUSION

Themes Emerging from the Evaluation

Across the five years, Success Measures' analysis identified themes and patterns across the Metropolitan Opportunity Unit's initiatives that undergirded the achievement of intended outcomes. These themes were most often related to common challenges for both grantees and grantmakers, characteristics of organizations, and successful working relationships among grantees and program officers. These themes and key points from associated learning are listed below.

Adaptation

- Grantees reassessed the political landscape and developed new or alternative strategies that leveraged adverse conditions to their advantage.
- Adaptive capacity in program officers' grantmaking expanded the pool of actors and approaches for promoting equity.

Integration

- Despite supportive conditions, grantees initially struggled to advance integration of land use, housing and transportation initiatives from concept to reality.
- TOD funds provided an adaptable model for working across issues and sectors.
- Cross-sector relationships built connections and influence with policy makers and other stakeholders.

Strategic Communications & Messaging

- Focused communications support improved information dissemination and grantees' online presence.
- Strategic communications and messaging helped make the case for equity and built a broader base of support.
- Grantees demonstrated increased ability to target and customize, or expand, their messaging to disparate audiences whether through:
 - Building diverse alliances and influence with key decision makers;
 - Providing communications training and support at multiple sites to affect statewide and national campaigns;

- Customizing the value proposition of their message to a public sector audience; or
- Using social media to grow community support.

Field Building

- One-to-one training between organizations, at times, strained or exceeded limited staff and resources.
- The Metropolitan Opportunity Unit's field-building agenda expanded to include a broader array of effective field-building activities undertaken by grantees, including:
 - Webinars
 - Model documents and templates
 - Tools
 - Workshops
 - Working groups
 - Peer learning and networking
 - Conventions, convening and summits
 - Publications
 - Grantmaking (i.e. grantees providing funding to other non-grantee organizations)

These activities, which are less resource intensive, provided viable alternatives to scaling traditional technical assistance programs.

Grantee Connections

- Lack of familiarity and clarity of roles initially impeded networking among grantees.
- Focused communication on roles, expectations and outcomes improved grantees' understanding of overall funding strategies.
- Opportunity-driven grantmaking, regardless of geography, set a better precedent for working together and yielded stronger, earlier connections among grantees.

Highlights of Grantees' Collective Contributions to Equity

This summary has highlighted some of the key moments, milestones and achievements observed throughout the Metropolitan Opportunity Unit's five years of grantmaking to advance its three core initiatives of Connecting People to Opportunity, Expanding Access to Quality Affordable Housing and Promoting Metropolitan Land Use Innovation. In addition, deeper exploration has been provided into two key strategies (strategic collaboration and community organizing and base building) which the Metropolitan Opportunity Unit employed to promote integrated cross-sector networking and partnerships, and support engaged and empowered residents driving regional decision making. In conclusion, some of the key themes that emerged throughout the course of the initiatives have been reviewed, addressing recurring issues that apply broadly to systems change and the characteristics of and connections among organizations that contributed to successful working relationships over time.

This final section reviews a timeline of grantees' collective contributions to advancing key issues within the equity movement. These contributions fall into two primary categories: grantees' efforts which collectively informed national policy, and efforts which supported catalytic change at the regional level or which provided innovative models that scaled in reach or were replicated in other geographies. Together, these efforts contributed to and elevated what is known to be a vast body of work – which continues to be advanced by nonprofit, public, private and philanthropic actors across the United States – that is changing the social, economic and political landscape of equity in America.

HIGHLIGHTS OF GRANTEES' COLLECTIVE CONTRIBUTIONS TO EQUITY

2010

6 Wins for Social Equity Network Launched²²

Public Advocates' and Urban Habitat's coordinated efforts brought together 30 Bay Area social equity organizations to identify six priority "wins" for low-income communities of color that could be achieved through the Bay Area region's Sustainable Communities Strategy (SCS)²³. The Coalition continues to hold regional agencies accountable for implementing priority equity targets into the Bay Area Regional Transportation Plan (RTP)²⁴ and SCS.

Living Cities Integration Initiative Launched²⁵

The Integration Initiative (TII) began to provide flexible funds (direct grants, program-related investments and commercial debt) that facilitate the creation of scalable innovations through cross-sector, collective impact efforts that result in systems change and promote social equity.

FTA Complaint Against Oakland Airport Connector Settled^{26,27}

After BART failed to conduct an equity analysis for the Oakland Airport Connector which would have resulted in prohibitively high fares and major service cuts along an important jobs corridor, Public Advocates filed a Title VI civil rights complaint²⁸ with the Federal Transportation Administration (FTA) against Bay Area Regional Transit (BART). The complaint resulted in the federal government reallocating \$70 million from the Oakland Airport Connector to other projects that preserved existing transit service in disadvantaged communities. The decision led the FTA to update Title VI guidelines.

Center for Neighborhood Technology (CNT) Expands the Housing + Transportation Affordability Index²⁹

The expanded H+T Affordability Index reaches 337 metros covering 80% of the U.S. population, allowing many, for the first time, to understand the cost burden of housing and transportation, particularly among low-income households, and better assess residents' access to regional opportunity.

Urban Habitat Launches the Boards and Commissions Leadership Institute (BCLI)³⁰

The resident leadership development program trains and places its graduates on boards and commissions throughout the Bay Area. As of 2014, 35 of the 68 total graduates have been placed in 41 seats on boards and commissions throughout the Bay Area. Continuing education and supports for BCLI graduates after they are placed, results in meaningful equity provisions being embedded in regional and local funding decisions, policies, and programs. It was scaled to the Twin Cities where Nexus Community Partners launched a sister program in 2013.

Texas Low Income Housing Information Services & Texas Appleseed v. State of Texas Conciliation Agreement³¹

This agreement applied affirmative fair housing standards to disaster recovery funds, and signaled that the Department of Housing and Urban Development (HUD) would "raise the bar" on Affirmatively Furthering Fair Housing (AFFH) compliance and that recipients of federal funds would have to take civil rights obligations very seriously.³² It also provided a new template for advocates and municipalities across the country to ensure that federal funds will be allocated and spent in a way that affirmatively furthers fair housing choice.

22 www.publicadvocates.org/6-wins-network

23 <http://planbayarea.org/>

24 <http://planbayarea.org/plan-bay-area/plan-elements/transportation.html>

25 www.livingcities.org/work/the-integration-initiative

26 www.publicadvocates.org/sites/default/files/library/feb_12_bart_mtc_letter.pdf

27 <http://www.publicadvocates.org/baroakland-airport-connector-oac>

28 <http://www.justice.gov/crt/about/cor/coord/titlevi.php>

29 <http://htaindex.cnt.org>

30 <http://urbanhabitat.org/leadership/bcli>

31 http://portal.hud.gov/hudportal/documents/huddoc?id=DOC_4305.pdf

32 <http://texashousers.net/2010/05/25/statement-on-the-fair-housing-settlement-with-the-state-of-texas>

Dodd-Frank Wall Street Reform and Consumer Protection Act Passed³³

This Act increased financial stability and addressed systemic issues that caused the housing crisis by putting in place additional, strict regulations for banks, creating the Consumer Financial Protection Bureau (CFPB), and establishing a framework for foreclosure prevention and fair lending.

2011

Bay Area TOAH Fund Launched³⁴

The Bay Area's Transit-Oriented Affordable Housing (TOAH) was the first loan fund established for the development and preservation of affordable housing and other community services along transit corridors. The TOAH fund serves as a model for regions across the nation, including the Denver Regional TOD Fund, the Central Corridor Funders Collaborative and Catalyst Fund and similar exploratory efforts in Atlanta and San Diego.

FDIC Issues Recommendations to Bank Regulators on CRA Regulatory Reform³⁵

Through a year-long process convened by the National Community Reinvestment Coalition, the FDIC and their partners developed concrete amendments to existing Community Reinvestment Act (CRA) regulations that account for changes in the financial services industry and better promote increased access to responsible loans, investments, and banking services for communities.

Enterprise Community Partners and the National Coalition of State Housing Agencies Re-Launches the Affordable Rental Housing ACTION (A Call to Invest in Our Neighborhoods) Campaign^{36,37}

The ACTION Campaign is a national grassroots effort of a diverse coalition of national, state and local organizations, who engage in advocacy and education efforts in support of the Low Income Housing Tax Credit (LIHTC). As cross-industry organizations who understand the impact of the LIHTC on affordable housing production and preservation, state and local economies, and job creation, the coalition successfully advocated for program extensions³⁸ and continued funding³⁹, and significant progress in the adoption of permanent minimum LIHTC rate legislation.⁴⁰

The Cornerstone Partnership Launches the Cornerstone Housing Innovation Program (CHIP)⁴¹

The program, which was twice funded by the Social Innovation Fund⁴², established a framework to build regional capacity for shared-equity housing models and to create and bring local innovations to scale.

Met Council Adopts Equity Principles and Statements for Twin Cities' Corridors of Opportunity Initiative⁴³

The Metropolitan Council's adoption and incorporation of equity language (an equitable development definition and principle statement) for the Corridors of Opportunity initiative, represented traction of grantee efforts in affecting policy language used by regional agencies in development discourse and signaled the commitment of city and county leadership to linking development policy to more equitable outcomes for disadvantaged communities.

33 www.congress.gov/bill/111th-congress/house-bill/4173

34 www.Bayareatod.com

35 www.fdic.gov/regulations/laws/federal/2010/10c109AD60.PDF

36 www.rentalhousingaction.org

37 www.enterprisecommunity.com/policy-and-advocacy/advocacy/campaigns

38 <http://www.rentalhousingaction.org/blog/article-12>

39 <http://www.rentalhousingaction.org/blog/a-happy-new-year-for-the-action-campaign-congress-extends-9-percent-housing-credit-floor>

40 <http://www.rentalhousingaction.org/blog/representatives-tiberi-and-neal-introduce-minimum-housing-credit-rate-legislation>

41 www.affordableownership.org/chip

42 <http://www.nationalservice.gov/programs/social-innovation-fund>

43 http://www.metrostability.org/efiles/Common_Ground_Fall_2011_LOW_RES.pdf

Urban Habitat v. City of Pleasanton Settled⁴⁴

The civil rights suit brought by Public Advocates on behalf of Urban Habitat resulted in a reassessment of the city's zoning ordinances and revisions to its housing policies. Not only did the civil rights complaint address fair housing issues through promoting more equitable distribution of affordable housing, the attorney general's support signaled enforcement of core statewide legislation that urges communities with significant regional job clusters to address traffic congestion and greenhouse gas emissions by planning housing developments for residents of all income levels within their communities, ensuring that these residents have access to its employment opportunities. Additionally, its success laid the groundwork for grantees' ongoing advocacy for inclusionary policies throughout California, and the development of the Affordable Housing Overlay, the only inclusive zoning code in California to remain untouched after an unsupportive decision by the state's Supreme Court.

Rio Grande Valley County Agrees to Reallocate Disaster Recovery Funds to Colonias to Address Infrastructure Issues in the Hardest Hit Areas⁴⁵

After a concerted organizing and advocacy effort by La Union Del Pueblo Entero, ARISE: A Resource in Serving Equality, the Texas Organizing Project, Proyecto Azteca and the Rio Grande Valley Equal Voice Network, Hidalgo County agreed to reallocate at least \$14 million of Hurricane Dolly Disaster Recovery funds to infrastructure improvements in the colonias. This demonstration of community power in the colonias put pressure on other counties in the region to allocate funding for infrastructure projects to chronically underfunded communities.

PolicyLink, with the Program for Environmental and Regional Equity (PERE) at the University of Southern California, Releases the Report: America's Tomorrow: Equity is the Superior Growth Model^{46,47}

America's Tomorrow, a framing paper by PolicyLink and PERE written for the fourth national equity summit, makes the economic case for equity. The paper acted as a springboard for PolicyLink's ongoing efforts including All in Nation: An America that Works for All, produced in partnership with the Center for American Progress, and the National Equity Atlas, all of which fueled progress in the equity movement.

2012

Opportunity Agenda Launches the Compact for Home Opportunity⁴⁸

The project proposed clear policy reforms that would ensure fair access to affordable homes in or connected to areas of opportunity, and track progress toward adopting and implementing reforms on an annual basis.

Denver Regional Equity Atlas Released⁴⁹

The completion and launch of the Denver Regional Equity Atlas legitimized an equity focus, provided baseline measures of progress for the region, and offered clear content for common communication and messaging among equity advocates. Additionally, the atlas brought spatial mismatch into discussion, launched tools such as an early warning system, and provided a guide for developers to decide where to locate affordable housing to expand access to opportunity. The atlas served as a template for many other regions including Atlanta and L.A., and eventually led to National Equity Atlas⁵⁰ developed by PolicyLink and PERE.

Participatory Budgeting Begins in New York City⁵¹

Four city council members in New York decided to use a participatory process to determine the allocation of their district's annual discretionary funds. As one of the largest cities in the world to engage in a participatory budgeting process, New York's success – with 24 participating city council members and a cumulative budget of over \$25 million at the time of this report⁵² – has spurred similar efforts in San Diego and the Rio Grande Valley.

44 <http://www.publicadvocates.org/urban-habitat-v-city-of-pleasanton>

45 <https://lupergv.wordpress.com/2011/11/02/residents-organizing-with-the-equal-voice-network-win-14-million-for-drainage-improvements-in-hidalgo-county-colonias/>

46 http://www.policylink.org/sites/default/files/SUMMIT_FRAMING_WEB_20120110.PDF

47 http://www.policylink.org/sites/default/files/RegionalEquityFramingPaper_final.pdf

48 http://opportunityagenda.org/compact_home_opportunity

49 <http://www.denverregionalequityatlas.org/>

50 <http://nationalequityatlas.org/>

51 <http://pbnyc.org/>

52 <http://council.nyc.gov/html/pb/faq.shtml>

L.A. Metro Adopts U.S. Employment Plan for its Procurement Policies⁵³

The L.A. Metro was the first major public transportation agency to adopt procurement policies developed by the Los Angeles Alliance for A New Economy (LAANE) and PERE for firms fulfilling orders for transit equipment and infrastructure. The procurement policies are designed to encourage companies to hire and train locally, expanding employment opportunities for historically disadvantaged workers. This success was a launching pad for the Jobs to Move America campaign⁵⁴.

The State of Texas and Local Governments in the Rio Grande Valley Agree to Increased Transparency and to Prioritize the Lowest Income Families in the Allocation and Spending of Disaster Recovery Funds^{55,56}

Through a series of settlements and agreements, the State of Texas and local governments reallocated \$122 million of federal disaster recovery funds to the housing needs of the hardest hit and lowest income families in the Rio Grande Valley, and to a Section 3 plan that ensures that disadvantaged workers in the Valley benefit from the rebuilding effort. Due to previous mismanagement of disaster recovery funds, participating parties agreed to measures that increase transparency in funding allocation and spending. This series of settlements set an important precedent in the allocation of disaster recovery funds, and prompted other states to adopt laws around equitable allocation and oversight prior to receiving disaster recovery funds.

California Homeowner Bill of Rights Adopted⁵⁷

This legislation prevented foreclosures and displacement through regulations such as banning banks from dual-tracking mortgages. The bill provided a template for similar legislation in other states and nationally. Minnesota passed a Homeowners Bill of Rights⁵⁸ in 2013, and as of 2014, there is a Federal⁵⁹ bill making its way through Congress.

Unified Manufactured Housing Code Adopted by the Uniform Law Commission⁶⁰

This code removed regulatory barriers that prevented the use of traditional mortgage products for the purchase of manufactured homes, and titling them as real property. The model laws created by the Commission can be used by state governments to adopt and implement titling reform and the creation of a streamlined process for manufactured homebuyers/owners to access affordable mortgages or refinance their homes.

California Cap-and-Trade System Put in Place and Bill Governing Its Revenues Adopted⁶¹

With help from the Center for Neighborhood Technology and in partnership with the California Housing Partnership Corporation, TransForm issued a highly influential report linking transit-adjacent affordable housing as an important element of greenhouse gas reduction strategies⁶². Armed with this information, transportation, environmental justice and housing grantees contributed to the adoption of a cap-and-trade law (AB 1532) that requires the state to create a three-year investment plan that directs the investment of Cap-and-Trade proceeds towards the most disadvantaged communities and households.⁶³

FTA Updates to Title VI Circular Finalized⁶⁴

In response to the reaction to the 2010 FTA settlement with BART over the Oakland Airport Connector, the updates to Title VI infused a civil rights and environmental justice focus into transportation planning by requiring that equity assessments be conducted for service changes or realignments thus preventing disparate impacts for people of color.

53 <https://drive.google.com/file/d/0B0nUvS4Ma2deVEF3bzNnNWZzNms/view>

54 <http://www.laane.org/what-we-do/projects/jobs-to-move-america/>

55 <https://lupergv.wordpress.com/2012/07/17/section-3-campaign-victory/>

56 <https://lupergv.wordpress.com/2012/01/04/122-million-in-disaster-recovery-funds-to-benefit-low-income-valley-residents/>

57 <http://oag.ca.gov/news/press-releases/california-homeowner-bill-rights-signed-law>

58 <http://www.nolo.com/legal-encyclopedia/minnesota-homeowner-bill-rights.html>

59 <https://www.govtrack.us/congress/bills/113/hr4963/text>

60 <http://www.uniformlaws.org/NewsDetail.aspx?title=Uniform+Manufactured+Housing+Act+Approved>

61 <http://www.arb.ca.gov/cc/capandtrade/res12-33.pdf>

62 <http://www.transformca.org/transform-report/why-creating-and-preserving-affordable-homes-near-transit-highly-effective-climate>

63 <http://www.publicadvocates.org/cap-and-trade-revenues-under-ab-32-and-sb-535>

64 http://www.fta.dot.gov/legislation_law/12349_14792.html

Housing Opportunity, Community Development and Civil Rights: Toward a Shared Vision Launched^{65,66,67}

Led by the Lawyers' Committee for Civil Rights Under Law, the Poverty and Race Research Action Council and Enterprise Community Partners, *Housing Opportunity, Community Development and Civil Rights: Toward a Shared Vision* was a dialogue and consensus-building effort between previously siloed sectors. The effort led to cross-sector cooperation and coordination in providing feedback to the Department of Housing and Urban Development (HUD) on the Disparate Impact and Affirmatively Furthering Fair Housing (AFFH) rules. Much of the feedback from grantees was incorporated, and the cross-sector work was an important contributor to the strength and quality of the rules.

2013

CFPB New Consumer-Friendly Housing Finance Rules Begin to Go into Effect⁶⁸

The new CFPB mortgage rules that go into effect throughout 2013 and into mid-2014, address key contributors to the housing crisis and recession, such as: access to mortgage modifications, lenders requirements to provide pre-loan counseling sessions with a certified housing counselor for borrowers of high-cost loans, and restrictions on using certain predatory loan terms and on issuing loans without adequate documentation that the borrower can repay. This, combined with mortgage settlements enforced by the Attorney Generals' office, allows for asset building opportunities by preventing defaults, delinquency and foreclosures.

New Starts Final Rule Adopted by FTA⁶⁹

New Starts is the primary source of federal funding for regional transit. The new rules, which include the ability to finance affordable housing with transit funds for the first time, provide incentives for communities that adopt and implement housing policies, and incentivize transit alignments that serve neighborhoods with subsidized housing. Taken together, these efforts are important contributors to displacement prevention efforts.

Jobs to Move America Launches⁷⁰

Built on the same concept LAANE and PERE used to draft the U.S. Employment Plan (procurement policies and model documents that incentivize businesses who provide job training and employment opportunities in high quality manufacturing jobs to disadvantaged workers) Jobs to Move America advocates and organizes for a jobs pipeline for the billions of dollars already allocated for transit infrastructure investment throughout the United States over the coming years.

Disparate Impact Final Rule Adopted by HUD⁷¹

The Disparate Impact Rule is one of the first fair housing regulations adopted by HUD under the Fair Housing Act. It spells out what state and local governments must do to prevent intentional and unintentional actions that result in unequal provision of and access to housing. The rule requires states and local jurisdictions to create or update their fair housing plan and paved the way for major progress towards fair housing including the *Supreme Court Cases Magner v. Gallagher*⁷² and *Texas Department of Housing and Community Affairs v. The Inclusive Communities Project, Inc.*⁷³

Settlement of Complaint Against State of New Jersey on Sandy Funds⁷⁴

In response to transparency issues and concerns over discriminatory practices in the distribution of Superstorm Sandy federal disaster recovery funds, the Fair Share Housing Center of New Jersey, the New Jersey NAACP, and the Latino Action Network filed a complaint with HUD against the State of New Jersey. The settlement – which requires the state to prioritize allocation of Sandy

65 http://www.prrac.org/full_text.php?text_id=1148&item_id=10645&newsletter_id=0&header=Current%20Projects

66 <http://www.prrac.org/projects/fairhousing-communitydevelopment.php>

67 <http://www.prrac.org/projects/fairhousing-communitydevelopment-NERegionalconference.php>

68 <http://www.consumerfinance.gov/mortgage-rules-at-a-glance/>

69 <http://www.gpo.gov/fdsys/pkg/FR-2013-01-09/pdf/2012-31540.pdf>

70 <http://jobstomoveamerica.org/>

71 <http://portal.hud.gov/hudportal/documents/huddoc?id=discriminatoryeffectrule.pdf>

72 <http://www.scotusblog.com/case-files/cases/magner-v-gallagher/>

73 <http://www.scotusblog.com/case-files/cases/texas-department-of-housing-and-community-affairs-v-the-inclusive-communities-project-inc/>

74 http://www.state.nj.us/dca/divisions/dhcr/offices/docs/lhrp_signed_agreement.pdf

funds to the hardest-hit communities – provided an opportunity to support people who had, prior, been wrongly designated ineligible for recovery assistance, and to address language barriers in recovery programs⁷⁵. The settlement set a precedent and new standards for government transparency and the use of data for the allocation of federal disaster recovery funds.

Housing Preservation Equity Trust Launched⁷⁶

Created by the Housing Preservation Network, the Housing Preservation Equity Trust (HPET) is the first social venture fund and real estate investment trust focused on community revitalization and the preservation of affordable housing in the United States. In addition to the national fund's ability to respond flexibly to local needs, HPET has ready capital that allows its nonprofit partners to act quickly and make market-competitive bids.⁷⁷

Brookings Institution Releases the Book *Confronting Suburban Poverty* and Launches Nationwide Tour⁷⁸

In conjunction with the release of their book *Confronting Suburban Poverty*, authors Elizabeth Kneebone and Alan Berube conduct workshops with local practitioners and policymakers about the issue. The workshops, tailored to each specific audience, have helped people to start thinking about concrete ways to work at a regional scale, clearly see the link between access to affordable housing and transportation, and created a forum for local policy makers to start a dialogue on how they can work together.

Massachusetts Homeownership Compact Launched^{79,80}

Developed by the Massachusetts Affordable Housing Association, the Homeownership Compact utilized agreements with banks and financial institutions, to change the financial environment in Massachusetts to make homeownership accessible and affordable to over 10 million new homeowners.

Next Step Network Launched⁸¹

Created by Frontier Housing, the Next Step Network works with its partners, including the Corporation for Enterprise Development and ROC USA, to provide quality manufactured housing with affordable mortgages filling a key gap in the affordable housing market, and provides access to homeownership and asset building opportunities to millions of low-income households.

The Urban Institute Launches the Housing Finance Policy Center⁸²

The Housing Finance Policy Center (HFPC) provides key research and analysis on housing finance reform. The impact of the work produced through the Center can be seen in HFPC language and concepts incorporated into CFPB rules, recent settlements with banks/financial institutions, and proposed legislation.

2014

City of Denver Begins Update of Affordable Housing Early Warning System

Based on work for the Denver Equity Atlas⁸³ and recommendations from the National Housing Trust and Mile High Connects⁸⁴ the city of Denver updates its affordable housing early warning system to target high-cost areas and transit corridors as a part of the city's TOD planning. The early warning system helps preserve affordable housing along transit corridors and facilitates displacement prevention. Enterprise Community Partners has since adapted the model for Atlanta. The Denver Regional Transportation District (RTD) recently adopted a policy that states it will first consider affordable housing development when engaging in joint development on its land, while ultimately deferring to the local jurisdiction in setting affordability goals for the property.

75 <http://fairsharehousing.org/blog/entry/settlement-reached-in-sandy-civil-rights-case/>

76 <http://hpequitytrust.com/>

77 <http://confrontingsuburbanpoverty.org/case-studies/the-housing-partnership-equity-trust/>

78 <http://confrontingsuburbanpoverty.org/>

79 <http://www.mahahome.org/node/203>

80 <http://www.mass.gov/hed/docs/dhcd/hd/ftfb/mass-homeownership-compact.pdf>

81 <http://www.nextstepus.org/news/?p=781>

82 <http://www.urban.org/center/hfpc/>

83 <http://www.reconnectingamerica.org/assets/Uploads/equityatlas-complete-final-web.pdf>

84 <http://milehighconnects.org/wp-content/uploads/2014/11/Preserving-Affordable-Housing-in-Denver-NHT-Final-Report.pdf>

Residents United Network Launched^{85,86}

Based on a series of meetings with representatives of nonprofit affordable-home developers, resident service providers and advocacy organizations, Housing California and the Center for Community Change developed the first statewide network in the country that organizes residents of affordable housing, and empowers them to engage in state policy and funding decision-making processes that impact them.

Cap-and-Trade Affordable Housing Bill Passed (SB 535) Adopted in California⁸⁷

The companion bill to AB 1532, adopted in 2012, SB 535 (which was cosponsored by the Asian Pacific Environmental Network, Coalition for Clean Air, Ella Barker Center, Greenlining Institute, NAACP, and Natural Resources Defense Council) allocates a portion of revenues collected through cap-and-trade to benefit disadvantaged communities. The bill requires a minimum of 25 percent of ongoing revenue from cap-and-trade to benefit disadvantaged communities, and a minimum of 10 percent to be directly invested in disadvantaged communities for things such as affordable homes. A budget agreement stipulates that, in 2014-2015, \$65 million will be invested in Affordable Housing. The bill is the first of its kind to link access to affordable housing near public transit with environmental justice.

Minimum Wage of \$15/hr. Unanimously Adopted by Seattle City Council⁸⁸

After a significant organizing effort in which the Partnership for Working Families and its network affiliate, Puget Sound Sage, participated, the Seattle City Council unanimously adopted an ordinance that sets a \$15/hour minimum wage and grants paid sick leave and other benefits to all workers. Despite much fear-mongering and skepticism, the effort's success proved that a minimum wage that meets basic living standards is possible, and that it is supported by the majority of the public. The effort also set a precedent followed by a number of cities, fueled progress in the economic inclusion movement nationwide, and demonstrated that careful discernment is needed to identify whose voices and sentiments are actually being represented in the "noise" surrounding an issue.

Rapido Program Up and Running⁸⁹

Developed and implemented in the Rio Grande Valley by TxLIHIS, Community Development Corporation of Brownsville, bcWORKSHOP, La Union del Pueblo Entero and ARISE, Rapido is a new housing model that quickly returns families displaced by disaster to their communities and healthy homes by rapidly deploying resources to rebuild. The model, based on the transition from a temporary unit (housing core) to a permanent house (expanded home) is now in the process of being scaled to other places in Texas, and has the potential to become a national model for disaster recovery.

The US Department of Transportation (DOT) Endorses the U.S. Employment Plan (USEP)⁹⁰

The US Employment Plan is a set of procurement policies and model documents that incentivize businesses who provide job training and employment opportunities in high quality manufacturing jobs to disadvantaged workers. The endorsement of USEP by DOT is a significant step forward in scaling the plan nationally, creating a jobs pipeline for the billions of dollars already allocated for transit infrastructure investment over the coming years.

Massachusetts Bay Transportation Authority (MBTA) Approves and Funds Youth Pass Pilot⁹¹

After a long struggle beginning in 2007, the Youth Affordabili(T) Coalition, a youth organizing group supported by the Alliance for Community and Environment, succeeded in advocating for the MBTA to adopt a youth pass that would provide access to opportunity to Boston area youth. Lessons learned from this campaign are being applied in similar efforts across the country, and the campaign, Youth Way on the MBTA⁹², facilitates a national conversation between youth across the country who are organizing for transit justice.

85 <http://www.housingca.org/#/residents-united-network/c1afc>

86 <http://housingtrustfundproject.org/california-advocates-launch-resident-united-network/>

87 <http://www.housingca.org/#/cap-and-trade/c1rev>

88 <http://www.laane.org/capitalandmain/latest-news/issues/labor-and-economy/how-seattles-15-minimum-wage-victory-began-in-zuccotti-park/>

89 <http://www.bcworkshop.org/posts/rapido-pilot-program>

90 <http://jobstomoveamerica.org/resources/#employment>

91 http://www.ace-ej.org/youth_action_spurs_mbtta_and_massdot_to_develop_youth_pass_pilot_0

92 www.youthwayonthembta.org