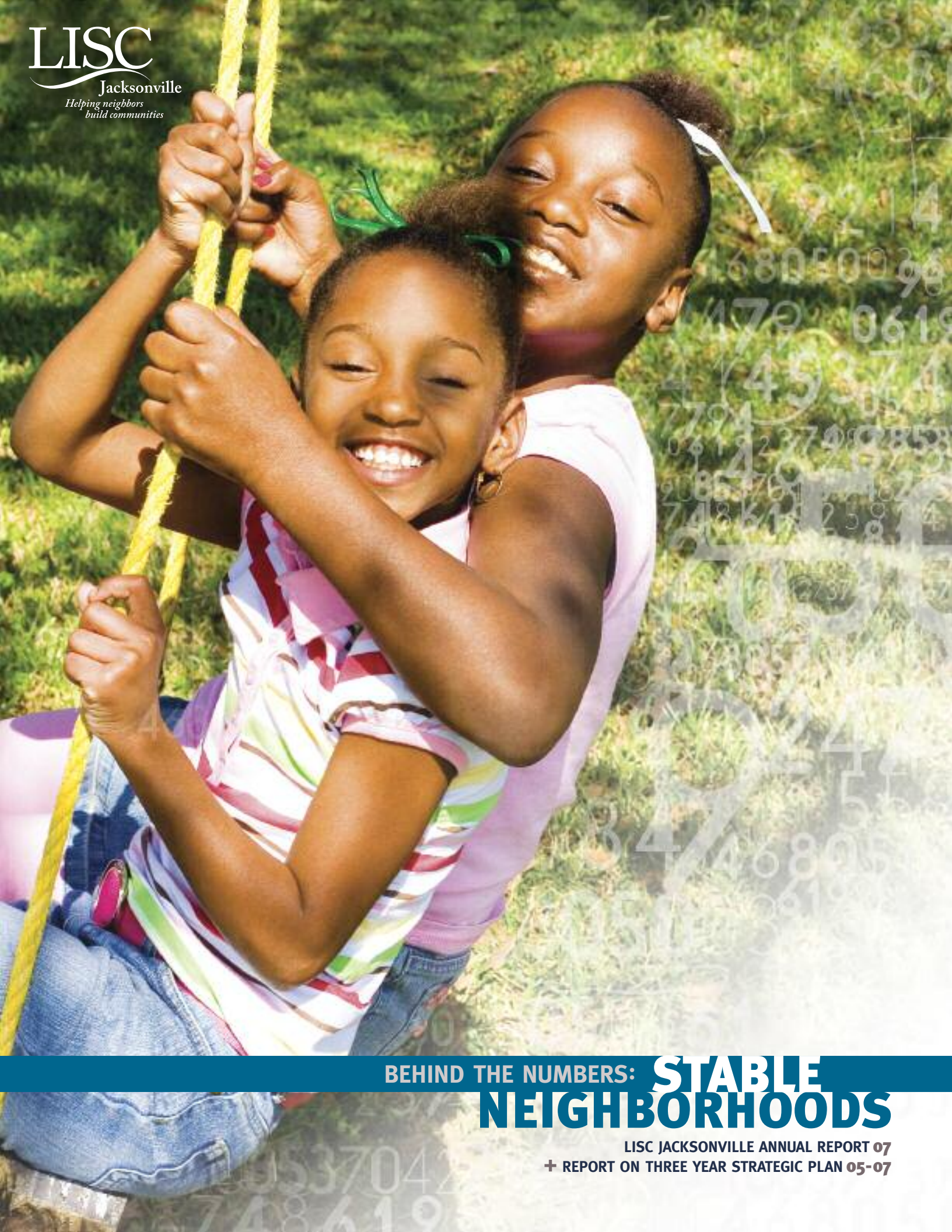
LISC Jacksonville

Helping neighbors build communities



BEHIND THE NUMBERS: STABLE NEIGHBORHOODS

LISC JACKSONVILLE ANNUAL REPORT 07

+ REPORT ON THREE YEAR STRATEGIC PLAN 05-07

While this is LISC Jacksonville's 2007 Annual Report, this report also highlights the numbers that LISC Jacksonville and its community development corporation partners have amassed over the last three years (2005-2007).

The numbers and the successes they highlight are impressive but it's the end result of stable neighborhoods that is paramount. Stable sustainable neighborhoods are great places to live. They are family-friendly communities that offer a safe, affordable home; access to jobs and good education, and places for recreation and enjoyment.

Keep this vision – the ultimate goal – in mind as you read about the foundational work that we and our partners have started.

MESSAGE FROM JONI FOSTER

I was told in graduate school a rule of thumb that it takes seven years to see the fruits of community change initiatives.

LISC opened an office in Jacksonville in 1999 and today we are reporting to you on our progress over the past three years 2005-2007 because that is the time frame of our most recent strategic plan. And somewhere in the past three years we passed our seven-year mark.

In this report you will read about what we have accomplished over the past three years compared to our goals. We add up numbers and count projects, and even measure capacity building. We hope you will be impressed by our metrics and proud of the part you have played in helping us reach these heights.

But does all this outstanding activity pass the "so what" test? After seven years are we seeing the fruits of community change? Indulge me in a little reflection. I remember when I first arrived in Jacksonville taking all kinds of people on tours of neighborhoods and telling them that very soon nonprofits would be bringing new, invested people into their communities by building houses that increased property values; how a nonprofit led by local resident leaders was going to transform a blighted area, and how community residents were going to reduce crime in their neighborhood by strategic acquisitions and redevelopment. Even community residents looked at me like I was from Mars: you want us to do what?

Seven years later, these things are happening - by strong, neighborhood-based leadership and supported by city, corporate and philanthropic collaboration. Sometime in the past three years, it became a given that resident-led community development corporations could and should play a very central role in the revitalization of their community. That is a major shift in the way we think about community change initiatives.

In honor of what we have accomplished these past seven plus years, I offer a toast that at the end of the next seven years it will be a given that these neighborhoods - defined by their assets – are places where people enthusiastically choose to live, work and play. Work with us to make this happen.

Executive Director, LISC Jacksonville

MESSAGE FROM BOARD CHAIR J.F. BRYAN IV

I've been investing in and raising money for the work of LISC for the past eight years for the same reason:

This is a focused, collaborative economic development initiative using a proven national model that believes in a bottom up approach opposed to a top down approach through an organization that brings outside resources – read "money" — to our community.

Our local supporters are about one third foundations, one third corporations and one third individuals. The City of Jacksonville is on board, investing directly in the work of LISC, and provides important resources to our local nonprofit partners to revitalize neighborhoods.

We have raised over $7 million locally to do this work, which LISC has matched with $14 million in grants, loans and technical assistance.

The third leg of this stool is our local nonprofit partners – a core group of community development corporations with very impressive accomplishments to date. While we can see the bricks and mortar accomplishments, a lot of work done by our partners is harder to measure. It is work that identifies and develops local leadership, builds new productive relationships, and plows through the red tape of "we've always done it this way."

You will read in this annual report that this initiative is successful. As we look to 2008-2010, we believe that our most productive years are just around the corner.

Our board has set a three year goal of raising $7 million to take this work to the next dramatic and exciting level. We will need your support to achieve our goals but when you see the success that LISC Jacksonville and its community development corporation partners have created in these neighborhoods, you will agree that this initiative is worth supporting.

Chairman, LISC Jacksonville Board of Directors

$3.7 MILLION IN CAPACITY

BUILDING ASSISTANCE

Paul Tutwiler of NJCDC talks about neighborhood revitalization with LISC senior staff.

LISC Jacksonville is celebrating our three year partnership with the City of Jacksonville that has contributed $1.5 million to create a $3.7 million in capacity building assistance funds and technical assistance to community development corporations.

A few basic indicators of building capacity might include:

- All six CDCs have been led by the same Executive Director since 2004.
- Five of the CDCs increased staff by at least two people.
- All CDCs have developed multiple communications/marketing materials and five of the six CDCs have web sites.

Yet without good SYSTEMS in place, CDCs can have flash-in-the-pan results one year but not be able to sustain much less diversify a community development agenda over the long haul.

LISC has developed a tool for evaluating organizational SYSTEMS called CapMap. CapMap allows us to "map" the stage of capacity of an organization and provide strategic resources to move to the next level.

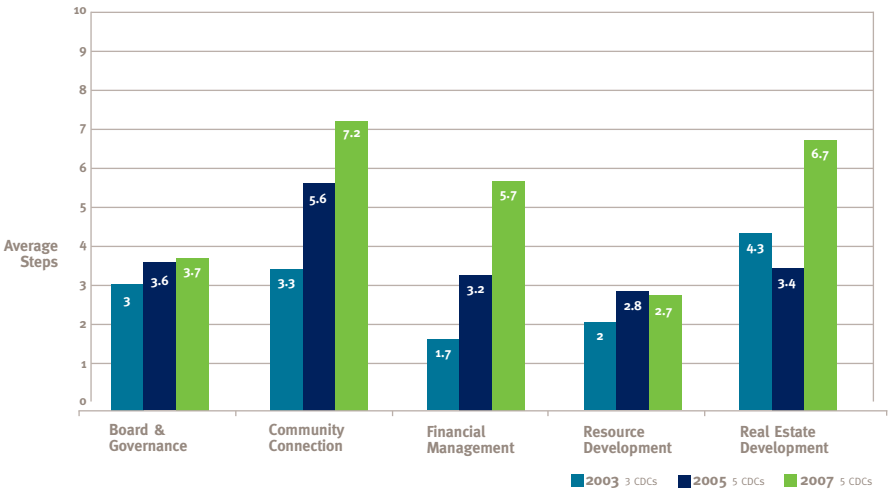
Below is an aggregate evaluation of five systems of three to six of our CDC partners, measured at the end of 2003, 2005, and again at the end of 2007 using our CapMap tool. In general, steps 1-3 signify rudimentary systems in place, steps 3-5 are good, strong systems, and anything over five shows increasing sophistication.

Using these evaluative tools, LISC designs our capacity building programming to meet the growth needs of our local partners. LISC has created a tool kit for capacity building that features one on one training, consultants to help with management and communication issues, money to assist with salaries and office expenses, AmeriCorps who help build staff capacity, scholarship to attend important industry meetings/trainings/seminars and access to national expertise.

LISC JACKSONVILLE PARTNER CDCs CAPMAP AGGREGATE

CDCs involved in this CapMap analysis were:

- Ability Housing *'05, '07*
- Grace and Truth CDC *'03, '05, '07*
- Metro North CDC *'03, '05, '07*
- Northwest Jacksonville CDC (NJCDC) *'03, '05, '07*
- Operation New Hope (ONH) *'03, '05, '07*
- Riverside Avondale Development Organization (RADO) *'03, '07*



SUCCESSFUL TARGETS TRANSLATE INTO BRICKS & MORTAR

HOME OWNERSHIP

Homeownership has been the leading strategy to date for LISC and our CDC partners: housing that attracts families with a variety of incomes back into the neighborhood and quality housing that is affordable, energy efficient, and attractive.

In the past three years, we have provided $47,500 in recoverable grants and $7,175,000 in loans for affordable home ownership.

135 HOMES COMPLETED OR UNDER CONSTRUCTION AT END OF 2007

At the end of 2007, our CDC partners had completed or were in construction on 135 homes and had site control of 172 lots. Each year over the past three years CDC production has increased by over 50%. Systems are in place. Capacity is growing.

HIGH IMPACT SIGNATURE PROJECTS

By the end of 2008, two signature projects will be in construction with three more under site control and in predevelopment. Signature projects are more complicated, multi-million dollar high impact projects involving housing, commercial development, community facilities or a mixture of these uses.

Signature projects under site control with plans to begin construction in 2008 are the College Street Mixed Use Townhomes/Commercial (Riverside Avondale Development Organization), Green Street Subdivision (RADO), phase II of Golfair Estates (Northwest Jacksonville CDC) and a subdivision within the Grace & Truth CDC neighborhood.

LISC has provided training, technical assistance and seed financing to a number of commercial projects that are on the drawing board of our core CDC partners. These projects are more complicated and take longer to develop. Yet we are excited about this new direction and the possibilities to get out of the ground in the next couple of years.

AFFORDABLE RENTAL HOUSING

Quality rental housing is a combination of three ingredients: a structure that is sound and affordable, property management that keeps tenants safe and takes care of the property, and resident services that provide opportunities and activities for tenants and their children.

LISC's targets for the past three years were focused on helping our partner CDCs develop structures that were sound and affordable; yet our work ended up focusing more on CDC's work around property management and resident services.

LISC has provided AmeriCorps members each year to CDCs to work in the apartment complexes they own to help form resident associations, develop after school activities for the kids, and work with the community on safety issues.

We have also provided a seed grant to help one of our partners, Ability Housing, to form their own property management company.

In terms of sound structures that are affordable. LISC Jacksonville has given $145,000 in recoverable grants and $2,595,000 in loans for 287 units of affordable rental housing. Jacksonville has a glut of affordable apartments that have aged to the point of needing major rehabilitation. LISC Jacksonville is pioneering work to help nonprofit owners refinance and complete a major rehabilitation on these properties preserving them for another thirty years without having to increase rents significantly.

50% INCREASE IN CDC PRODUCTION OVER THE PAST THREE YEARS

THE WORK

OF LISC JACKSONVILLE SUPPORTED COMMUNITY DEVELOPMENT CORPORATIONS

You can't tell the story of LISC Jacksonville and its successes without describing the work of the community development corporations (CDCs) that they support.

Community Development Corporations are unique entities because they are led by people from their community with a board of directors that includes community residents and supporters. It is grassroots support and input that drives the machine in these organizations.

And busy machines they are because they don't just build affordable housing, they do so much more for the community including:

- Homebuyer seminars
- Homebuyer pre- and post-purchase services
- Celebrations for groundbreakings and grand openings
- Neighborhood clean up
- Support services for neighborhood associations
- Sheriff Office walks
- Health and Neighborhood Day
- Crime Watch programs
- Commercial corridor revitalization programs
- Property evaluation and title clearing
- Supporting museums in their community
- Neighborhood newsletters
- Monitor crime hot spots
- Advocate for bus stops
- Monitor projects such as City Town Center
- Job placement services

The map on this center spread shows the neighborhoods where LISC Jacksonville supported CDCs are working and gives a very abbreviated listing of some of the work they are doing to create stable, family-friendly neighborhoods.

1. GRACE AND TRUTH CDC

Bishop E.M. Johnson, Executive Director

Building new homes for sale, homebuyer workshops, renovation of area buildings for new community use

2. NORTHWEST JACKSONVILLE CDC (NJCDC)

Paul Tutwiler, Executive Director

Building new homes for sale, neighborhood action plan, neighborhood cleanups, community health fairs, neighborhood newsletter, support of Durkeeville Historical Center, commercial corridor revitalization

3. RIVERSIDE AVONDALE DEVELOPMENT ORGANIZATION (RADO)

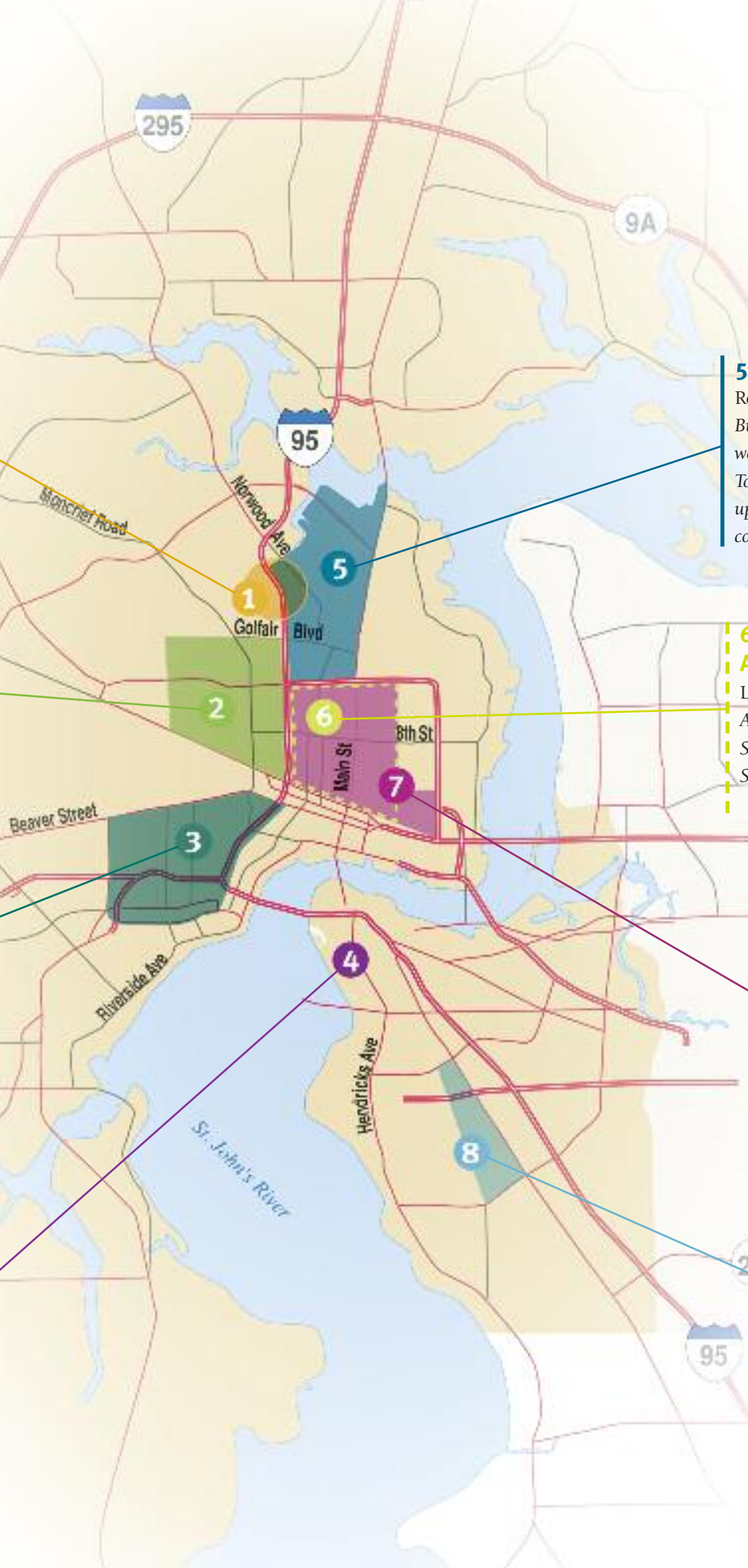
Matthew Bowler, Executive Director

Building new homes for sale, homebuyer workshops, City Town Center Program, Community garden

4. ABILITY HOUSING OF NORTHEAST FLORIDA

Shannon Nazworth, Executive Director

Acquisition and management of affordable and supportive rental housing for low income families in need of quality affordable housing; especially families challenged by homelessness and adults with disabilities wishing to live independently within the community



5. METRO NORTH CDC

Ron Pauline, Executive Director

Building new homes for sale, homebuyer workshops, neighborhood action plan, City Town Center Program, neighborhood clean-up, neighborhood newsletter; commercial corridor revitalization

6. SPRINGFIELD PRESERVATION AND REVITALIZATION COUNCIL, INC.

Louise Despain, Executive Director

At the end of 2007 LISC began working with SPAR on Market Study Commercial Leasing Strategy for revitalizing their commercial corridor

7. OPERATION NEW HOPE

Kevin Gay, Executive Director

Rehabilitating homes for sale, building new homes for sale, workforce training and development in Springfield and historic Lower Eastside

8. HOUSING PARTNERSHIP OF NORTHEAST FLORIDA

Carolyn Ettlinger, Executive Director

Building new homes for sale in the Pine Forest neighborhood, purchase and management of affordable rental communities, homebuyer lending, owner-occupied housing rehabilitation

CHANGING THE SYSTEM MEANS
MORE IMPACT

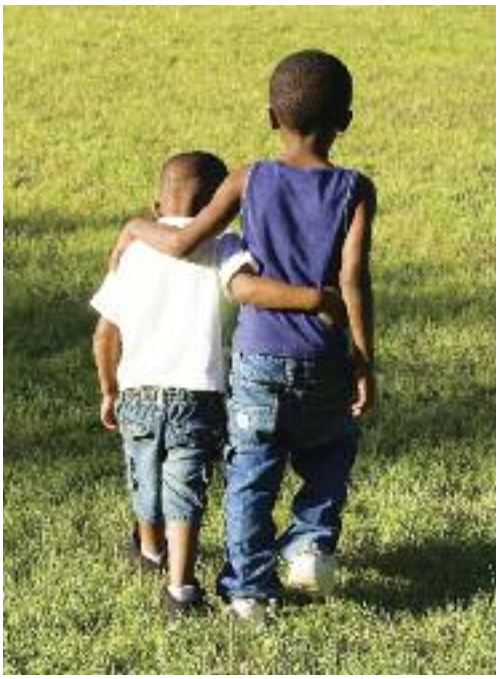
Whether it's the development of a Geographic Information System (GIS) database for assessment and public policy use or completing a review of Jacksonville child care facility needs, LISC Jacksonville is forward thinking about what will help its CDC partners achieve success. We highlight four successful public policy ventures over the past three years.

Board members of the Metro North CDC.

- The City of Jacksonville and LISC Jacksonville have partnered over the past three years (and continuing in 2008) to fund a Capacity Building Fund that delivers $1 million directly to CDCs each year.

LISC Jacksonville board members celebrating the completion of the 100th house.

- Through two seed grants from the Home Depot Foundation, LISC Jacksonville and our CDC partners have committed to "green building" techniques to insure energy savings for homeowners and the environment. LISC Jacksonville has supported green development through participation in many public policy forums, with architectural redesign technical assistance and incentive grants for Energy Star certified homes. We are gratified that all our CDCs pledged in 2007 that every new home built would qualify for Energy Star certification.



- State resources are very important in the work of rebuilding neighborhoods. That's why LISC Jacksonville has worked hard to influence legislation, regulations, and public policy thinking in a variety of arenas at the state level. We have been active using our resources to guide the state's thinking on development of rental housing for very low income families, the preservation of aging rental communities, and the use of home ownership development incentives.

- To help us with our advocacy effort, LISC Jacksonville saw the need for a statewide organization to help CDCs to connect our local partners to others in our industry. This has led to the founding of the Florida Alliance of CDCs and providing office space for the new director. LISC Jacksonville's Joni Foster and two local CDC directors are on the board.

WE ARE NOT A GROUP TO REST ON OUR LAURELS

TARGETS FOR 2008

LISC Jacksonville has had tremendous success, particularly over the last few years, but we are not a group to rest on our laurels. As a very planful, goal-oriented nonprofit, we have specific targets in mind for 2008. These goals come under seven major categories and are listed below:

CAPACITY BUILDING

- Commit at least $1 million directly to as many as 10 community development nonprofits in grants for organizational development, AmeriCorps members, and scholarships to trainings, conferences and workshops.
- Provide management and communications consultants, and workshops and retreats for Executive Directors, staff and their boards to improve their management capacity.

PRESERVATION OF AFFORDABLE RENTAL HOUSING

- Commit $150,000 in recoverable grants for predevelopment work and $2 million in loans/equity for the renovatation/construction of 350 affordable rental units; with an additional 350 rental units in the pipeline at the end of the year.

HIGH IMPACT DEVELOPMENT: CHANGING THE PHYSICAL ENVIRONMENT

- Commit $100,000 in project grants and recoverable grants for predevelopment work and $3 million in loans/equity. These funds will support development and sale of 70 homes with 40 more in construction at the end of the year.

SUSTAINABLE COMMUNITIES STUDIO: NORTHWEST URBAN CORE

- Form a Studio Advisory Board.
- Hire a consultant to assist with visioning.
- Begin planning/visioning process.

PUBLIC POLICY AND COMMUNICATIONS

- Make available to our core CDC's GIS technology to research development opportuntities and evaluate impact of activities on neighborhoods.
- Continue to support the work of Florida Association of Community Development Corporations.

RESOURCE DEVELOPMENT AND MANAGEMENT

- Raise $3 million in new funding.
- Secure $1 million in renewals.
- Continue our communications plan to educate the community about our work.
- Expand the membership of the LISC Jacksonville board.

2007-2008 LISC Jacksonville AmeriCorps who work with our CDC partners.

WHAT OTHERS HAVE TO SAY ABOUT

THE WORK WE DO

"Bouquets to Wayne and Delores Weaver for using their tremendous wealth to enhance the quality of life for Jacksonville residents... **THE WEAVERS DONATED $750,000 TO LISC JACKSONVILLE."**
- Folio Weekly, December 11-17, 2007

Golfair Estates is a signature project of the Northwest Jacksonville Community Development Corporation. These homes are the first Energy Star rated affordable homes in Jacksonville and provide a safe, quality family-friendly neighborhood for their residents.

"As foreclosures spawned by too many too-good-to-be-true loans continue to push hopes of homeownership to a low note, at least one organization that pushes the American dream will be hitting a high note Saturday…LISC, a national organization that helps community-based nonprofit groups find money to tie up the loose ends that often trip up efforts to rebuild neighborhoods, will be **CELEBRATING THE 100TH HOUSE THAT WAS SOLD** because of its efforts."
- Tonyaa Weathersbee, Florida Times-Union, My Community, June 6, 2007

"Dotceal Santana loves everything about her new house. She loves her walk-in closet, her 9-foot ceilings and her plants on the porch…But here's what she said she loves most about her new house: **"THAT IT'S MINE."**…Santana…is one of the nearly 100 people who have become homeowners for the first time thanks to affordable housing from the community development corporations of Jacksonville."
- Adam Aasen, Florida Times-Union, Metro, June 10, 2007

"Six community development corporations want to help homebuyers find affordable housing…The group is supported by LISC Jacksonville, a nonprofit that helps neighbors build communities with training and financial support…these groups are **MAKING AN IMPORTANT DIFFERENCE** in a needy section of Jacksonville."
- Florida Times-Union, Editorial page, June 11, 2007

"With the future supply of below market rate homes a growing concern, good news is sometimes tough to find. Here's something worth a nod. LISC Jacksonville reports in a recent update that **JACKSONVILLE LEADS THE STATE IN STRATEGIES** to preserve affordable homes and encourage nonprofit and public housing authority involvement."
- Florida Times-Union, Editorial page, March 26, 2007

LISC JACKSONVILLE SUPPORTERS IN 2007

PRIVATE SECTOR SUPPORT

Bank of America
Blue Cross and Blue Shield of Florida Community Fund
The Community Foundation
DuBow Family Foundation
EverBank
Jessie Ball duPont Fund
The Lucy Gooding Charitable Foundation Trust
Henry and Lucy Gooding Endowment
The Home Depot Foundation
Jacksonville Jaguars Foundation
Jacksonville Neighborhood Endowment Fund of The Community Foundation
The Thomas M. Kirbo and Irene B. Kirbo Charitable Trust
Donald and Terri McIntire Fund of The Community Foundation
Nations Bank Neighborhood Endowment Fund of The Community Foundation
NFL Grassroots Program
The Prudential Foundation
The Prudential Neighborhood Partnership Fund
Rice Family Foundation
Robert T. Shircliff Discretionary Grantmaking Fund of The Community Foundation
Harold K. Smith Charitable Fund of The Community Foundation
David A. Stein Family Foundation
SunTrust Bank
Wachovia
Washington Mutual
J. Wayne and Delores Barr Weaver Fund of The Community Foundation
Weaver Family Foundation
Edna Sproull Williams Foundation
Winn-Dixie Foundation

PUBLIC SECTOR SUPPORT

City of Jacksonville
Corporation for National and Community Service
U.S. Department of Housing and Urban Development

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Sandy Horvitz, Senior Program Officer
Gene Montgomery, Program Officer
Lorraine Cochrane, Program Assistant
Andrea Walker, Administrative Assistant

A SPECIAL THANK YOU TO

STU WILLIAMS OF SUNTRUST

Stu was a founding board member and Program Committee Chair for LISC Jacksonville. We wish him much luck on his move to Tampa!

LISC Jacksonville
Helping neighbors build communities

Local Initiatives Support Corporation
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