



**Seeds of Promise**  
**([www.seedsofpromise.net](http://www.seedsofpromise.net))**  
**2016-2017 Outcome Report**

**I. Background**

**A. Who is Seeds of Promise?**

Seeds of Promise is a 501C3 non-profit organization located in Grand Rapids, Michigan that seeks to empower urban residents to direct their own strategies and create a self-sustaining, self-transforming neighborhood and community. Seeds of Promise believes in the foundational principle that those who live in the community must direct their own improvement strategies. Over the years, other communities and neighborhoods have begun to track this community based Resident Empowerment Model (REM).

Our mission is to **transform** the neighborhood by: promoting collaboration and community stakeholder partnerships; applying sustainable development best practices; building local resident leadership and trust; **deep listening to community voices**; and meeting the needs and wants expressed by the neighborhood.

The vision that we have for our target neighborhood is a **sustainable community** that fully meets the needs of its current and future stakeholders measured by a high quality of life, abundant servant leadership, and equal education opportunity. Its compassionate leaders will continuously seek to create a balance in the community's economic vitality, social responsibility, and environmental stewardship.

**B. Seeds of Promise Supporting Cast**

**Host Neighbors**: These citizens are residents that live in the Seeds of Promise area with boundaries on Wealthy Street (North), Burton Street (South), Eastern Street (East) and Buchanan Ave (West). Host Neighbors (HNs) are dedicated to solving neighborhood problems through training in self-governance and project management. They are passionate about improving the lives of local residents and their families. HNs establish positive relationships with all neighbors on their block, identify the skills of each of their neighbors, and enter that information into the "Time Bank." Seeds currently has 42 HN residents that are responsible for recruiting other HN residents as well.

**Impact Teams**: After five years of "deep listening" to the residents' concerns, the HNs have identified and developed the areas of primary focus for their local neighborhood and community including the Job Creation, Health & Wellness, Housing, Education, Public Safety, Entrepreneurship, Environmental, and Ministerial Impact Teams. It is the responsibility of each of the HNs to identify their area of concerns, and lead or participate on the Impact Teams of their choice.

**Endorsing Partners:** These community stakeholders are organizations, agencies, and businesses that are willing to; embrace sustainable guiding principles, engage in open discussions as to how their organization can add value and improve community outcomes and performance, and provide direct and indirect sustainability best practices and resources. Measurements in mutual activities within the Seeds of Promise focus areas are on a best efforts basis. Seeds of Promise currently has 110 Endorsing Partners, with over 50 organizations participating monthly on a respective Impact Team of their interest.

### C. Seeds of Promise Desired Outcomes

The HNs and residents govern and direct strategies to improve their personal lifestyle, neighborhood prosperity, and the desired outcomes for each of the Impact Teams. Seeds of Promise serves as a replicable model for the W.K. Kellogg Foundation and operates based on four **foundational principles:**

- Residents direct the strategic outcomes, as it is their neighborhood
- Those citizens who work and live in the neighborhood help serve, lead, and develop the required community strategies, action steps, and projects
- Endorsing community stakeholders who bring resources to the neighborhood adapt the delivery of their services to the residents' strategy
- Strategic outcomes must become self-sustaining as soon as possible

Three **implementation principles** guide the Seeds of Promise strategic outcomes:

- Empower residents to improve prosperity through a bottom-up leadership and governance approach
- Utilize community and neighborhood based problem-solving best practices and processes to increase residents' marketable competencies and capabilities
- Solve root causes of problems instead of addressing symptoms and implement community best practice decision making solutions

The overall **desired outcomes** for Seeds of Promise include:

- A. Residents are trained in leadership, local governance, empowerment, and decision making
- B. Adults are engaged in livable wage employment
- C. Neighborhood is safe to live, learn, work and play
- D. Residents are committed to a wellness based lifestyle
- E. Operations need to be self-funding within five years
- F. Youth are succeeding in learning and life
- G. Families are functioning effectively
- H. Residents direct the improvement strategy

### D. Seeds of Promise Performance and Progress

In recent years, Seeds of Promise began to annually track the collective progress being made by the various Impact Team areas and report the overall collective impact that Seeds of Promise was generating in the local community. This type of sustainability reporting was developed to help determine the longer term transformative impact, not just shorter term transitional progress that was being made. One metric determined to be of key importance was economic impact. Direct

economic impact is determined to be that economic impact created by the specific programs and activities of Seeds of Promise and its endorsing partners that provide direct support and assistance. Indirect economic impact is that economic activity that is contributed by Seeds of Promise endorsing partners within the community, but not directly tied to any specific program or activity of the various Seeds of Promise Impact Teams. Community impact is measured in terms of data and input, but not necessarily described as economic impact. The determination of economic impact is calculated on a best efforts basis.

**2015 Collective Impact Report** - For the year 2015, the total direct economic impact value created by Seeds of Promise was estimated at ~ \$700,000. This estimated value was calculated by looking at the contributions of the various Impact Teams, as well as funding and grants using best available information and data. Indirect economic impact was estimated to be ~ \$132,000, such as through partnerships with Mercy Health and the Kids Food Basket. Throughout 2015 community impact continued to increase and improve with Seeds of Promise holding ~ 198 meetings and engaging over 4,855 community members, local organizations, churches, and endorsing partner organizations. Through this community engagement, there was a significant increase in the number of local residents that became aware of and involved with Seeds of Promise programs and activities. The 2015 Collective Impact Report can be found on the Seeds of Promise website ([www.seedsofpromise.net](http://www.seedsofpromise.net)).

## II. **2016 Progress Report Against Desired Outcomes**

Seeds of Promise serves as a local, living laboratory for community development based on resident-directed strategies. A self-governance system is the core foundation of activities. We believe that residents can plan, generate progress, and create long-term value for their community, as long as they have the required training, support, and empowerment to carry out the required activities.

### **Seeds of Promise Current Status**

During the greater part of 2016, Seeds of Promise was part of an extensive EPA declared superfund site in the nearby community regarding vapor intrusion associated with a previous dry cleaner establishment that generated hazardous levels of tetrachloroethylene and trichloroethylene that were exposed to local residents. Immediate concern was expressed by local residents to the long-term exposure to these chemicals. The EPA created an emergency response to this situation with the following key action steps:

- Initiated Planning and Action Plans, such as Health and Safety, Air Monitoring, and Emergency Contingency
- Coordinated with fire, police, local government
- Identified 4 key action areas:
  - Address indoor air contamination in evacuated properties
  - Verify that area properties are on City water
  - Conduct additional indoor & sub-slab air assessment
  - Evaluate source abatement

The developed strategies included; maximizing fresh air circulation, monitoring all systems in real time, installing vapor abatement systems, sealing basement air migration pathways, and establishing a re-sampling cycle.

The Seeds of Promise offices had to be evacuated and shut down for a significant amount of time which greatly hampered ongoing programs, projects, service work, and grant related responsibilities. Many thanks goes to Home Repair Services who opened their doors and offices to temporarily house the Seeds of Promise organization. Today, Seeds of Promise has returned to their previous offices to continue its neighborhood development work. Although the setbacks have been severe, the resiliency of the Seeds of Promise workers, local residents, and community citizens have shined through all the difficulties encountered.

**A. Residents are trained in leadership, local governance, empowerment, and decision making. The formalized training includes the following:**

- **Board Governance Introduction:** Introductory sessions about the general responsibilities to become a board member are provided. Technical information and examples on board service in general are reviewed with specific information on Seeds of Promise. Each resident receives a Non-profit Board Certification from the Grand Valley State University Johnson Center.
- **Community Organizing:** Strategies of identifying systemic issues for change; recruitment of supporters; organizing techniques and presenting issues to engaging elected officials and media information; and generating ideas on effectively involving team organizing to creating success for neighborhood change and social justice are discussed and reviewed.
- **Computer Training 1:** Computer sessions are created and presented by ABCD Training. The basics of computer use and application of the ASUS Notebook PCs (laptops) are given to Host Neighbors. Also provided is focus on general internet use and navigation, Microsoft Office 7 Operating System Overview and use, and Microsoft Office 2010 overview.
- **Seeds of Promise 101:** Introduction on Seeds of Promise, Host Neighbor and Community Governance Structure; learning about the Seeds model and approach to community and system of deep listening; continuous improvement strategies; and the basics of a 501 c (3) non-profit organization are furnished.
- **Governance 1:** Overview of the definition of governance as the core of the Seeds of Promise is presented. Host Neighbors learn how to debate, discuss, and make decisions with each other regarding the structure of the governance team including Host Neighbors, Host Neighbor Community Leadership Council, Impact Team Committees of work and partnership with endorsing partners, the Seeds of Promise Board, and the Seeds of Promise Advisory Council. Training is also interactive to help Host Neighbors begin to learn about “Robert’s Rules of Order.”
- **Seeds 101 Part II:** Core social issues of inequality are reviewed. An overview of “A Framework for Understanding Poverty” and how historical practices of exclusion, separation of economic

classes, and the hidden rules of poverty and wealth create the different community problems that Seeds of Promise was formed to address.

- ***Diversity Training 1: “Hidden Rules: A Systemic Approach”***  
This training provides Host Neighbors a better understanding of how the system of racism, poverty and socio-economic classism works, and what Seeds of Promise and Host Neighbors need to do to change institutions and systems that do not address the issues of racism and poverty.
- ***Problem Solving:*** Training on a model of community improvement to help solve problems in all aspects of life that achieve high value and progress using the Help Build Community model of assessing community problems, variables (social, economic, physical, etc.), participants (institutions, individuals) and other conditions to take into account is given. Instruction is also given to innovate the standard method and approach in utilizing community resources, teams and the needed time management to address self-selected community problems via the Host Neighbor team and the various Impact Teams is provided.
- ***Governance II:*** New Host Neighbors are given an overview of how the original group of Host Neighbors were trained on the Host Neighbor Community Leadership Council (HNCLC) to create their rules within the law/constitution articles. Governance training for Part II includes briefing the new Host Neighbors on voting, making motions and how to amend (or change and update) bylaws in the HNCLC Constitution.
- ***Six Criteria of Decision Making and choosing to collaborate with organizations:*** The training section for this area focus on the 6 Decision Making Criteria for Host Neighbors to consider when approving or rejecting project activities.

## **B. Adults are engaged in livable wage employment**

- ***Placing Prepared Prosperity Focused People with Partnering Employers Program (P5)***  
As a local implementation in Grand Rapids, the P5 strategy is in its initial launch phase and is increasingly being supported by local businesses. It is private sector funded, although seed capital is needed to help accelerate its impact. The short-term goal is to place at least 25 participants from within the Seeds of Promise neighborhood with partnering employers by the end of 2017, with a projection of 240 for 2018. The P5 program is designed to be driven by local employers and become self-sustaining over time. At the same time, the P5 and its support system is designed to provide the following benefits within and beyond the State of Michigan:
  - Equip urban communities to prepare their people to become successful employees
  - Solve employers’ 82% hidden turnover cost by providing prepared employees who are committed to perform for a year while continuing to develop off-the-clock skills and capabilities
  - Help employers reduce and/or eliminate their need to use a temporary workforce to manage their turnover cost

- Design rapid scalability to serve other urban communities
  - Utilize a for-profit strategy that simultaneously solves economic and social problems
  - Empower the private sector to direct our nation's workforce development strategy
- **Construction Workforce Development** - Residents became concerned about the construction re-development in the Seeds area, and the lack of local contractors engaged in this re-development construction. After meeting with local construction companies, there was an initial unwillingness to employ Seeds contractors at an acceptable hourly rate. As a result, thirty local contractors formed their own company, called EZ/Construction Company in partnership with Seeds of Promise. EZ/Construction, also partnered with NorthPointe Bank, a member of the federal Home Loan (FHLBI) Bank of Indianapolis, and an Endorsing Partner of Seeds, who now manages the Neighborhood Improvement Grant that provides local resident homeowners that are 80% of AMI or below with home rehabilitation improvement needs.
  - **Fred Edwards, River City Metals** developed an innovative welding apprenticeship program that has recently been approved by the Michigan Department of Labor. In essence, the program participant can complete the program in two years, move to a much higher paying position sooner, then continue on to complete a more extensive apprenticeship without duplicating learning.
  - **Gordon Food Service (GFS) Culinary School** - The culinary school program originated with the arrival of David Gohlston to the Grand Rapids area from Kalamazoo, Michigan. David previously set up a successful culinary school program for individuals that spent time in correctional facilities and needed the opportunity to find a successful job. Seeds of Promise outreached to its community partners in the fall of 2016 and GFS expressed interest in supporting the development of a similar culinary program in Grand Rapids. The Great Lakes Central division of GFS has been providing ongoing consultation and marketing support to David, as he launches the Kingdom Culinary School in Grand Rapids. The first 18 students from this program graduated in December 2016. GFS has been focused on building the storyline so that the school programs can be shared with prospective students, employers, and financial partners. Work is being continued in 2017 with local restaurateurs who are in need of qualified kitchen help.
  - **Joy Pickens Transportation** - As a Seeds Host Neighbor, Joy led a resident initiative to halt a local liquor store's requested variance to expand operations. There was considerable concern about the type of activity that was happening around the location. Joy joined with her husband to form a business manager/truck driver and trainer team, sold their home and financed their purchase of a truck cab. They are now operating their own over the road business and preparing to train CDL graduates to provide faster access for them to the higher paying jobs with the major trucking businesses.

### C. Neighborhood is safe to live, learn, work, and play

- **Housing index project work** - The Department of Geography and Sustainability Planning and Seeds of Promise partnered in a housing index project. A services agreement between GVSU

and Seeds of Promise was executed to provide and share the technology used, as well as the developed data and information. Andrea Hendrick, a GVSU student, trained local residents and Seeds of Promise Host Neighbors to help survey and generate a parcel level inventory of primarily resident homes in the Cottage Grove area of Seeds of Promise that represents ~ 1.5 square miles. Data was collected on 5,448 land parcels in the neighborhood. The collected information was then compiled and developed into useful maps and reports that categorized the land parcels into the following areas: great condition, minimal work, moderate work, significant and immediate attention, and needs to be demolished. Vacant properties, lot parcel numbers, tax classification, square footage, and property ownership data was also developed. The results of this project work displayed the overall housing condition of residential, commercial, industrial, and tax-exempt properties in this designated area within the Seeds of Promise neighborhood. The information is already being used by Seeds of Promise to develop a restoration plan for the neighborhood and community. Other organizations in the community have already begun to use this methodology and data to obtain similar information on boundary areas that border Seeds of Promise. Complimentary software was also used to develop a database of baseline business information within the Seeds of Promise neighborhood by SIC code and business type.

- **Neighborhood Improvement Program (NIP)** - Serve, Share, Improve Program (formerly NIP), currently is an available federal program that improves the quality of houses within the Seeds of Promise area. In partnership with Northpointe Bank, Seeds of Promise provides grants for existing homeowners with incomes at or below 80% of the area median income, who desire to keep their homes in good working order. Northpointe Bank receives \$300,000 in federal disbursements to fund these repairs, with only a small window of actual funding availability. These funds have been poorly marketed in the urban communities. In the past, the Grand Rapids area has only been able to process 1-2 residents per year. A paradigm shift was needed on how the applications should be processed. Seeds of Promise now hold orientation and processing sessions with a large group of residents, 15-20 at a time, to train them on what forms are needed and what they need to have at the time of intake. This process led to a great increase of approvals. The first year, Seeds of Promise processed one application for a community impact of \$7,500. After implementing the orientation process in 2014, three applications were processed for a community impact of \$22,500, and this number has continued to grow. In 2016, thirteen applications were processed with a community impact of \$97,500. The challenge in the coming years is how to serve the many residents that did not qualify due to their income level, but still cannot afford to have the repair work done on their homes.
- **Amplify GR** housing survey projects – As the neighborhood intervention strategy arm of the Doug and Marie DeVos Foundation, AmplifyGR has asked Seeds of Promise to serve as their partner to survey residents relative to their needs and goals for the neighborhood’s commercial and residential development. Within this relationship, AmplifyGR is utilizing Seeds Host Neighbors on its planning teams, as well as facilitators at their public community feedback sessions.

- **“Tiny Homes”** - A few Seeds of Promise residents approached staff about developing a “tiny home” concept in the Seeds of Promise neighborhood, to re-integrate the homeless back into the community, using the Placing Prepared Prosperity Focused People thru Partnering [P5] program ([www.thep5grandrapids.com](http://www.thep5grandrapids.com)) with the rap-around services. The next step was to develop more information about needs and perspectives of the homeless. Grand Valley State University and its Design Thinking Class, along with the Kendall College of Art & Design and the Housing Impact Team interviewed all agencies and organizations that provide services to the homeless. A survey was developed in conjunction with the Host Neighbors and 82 homeless were interviewed to better understand their needs.

After interviewing Grand Rapids Housing staff and the Grand Rapids Codes Compliance Department, it was determined that “tiny homes” are currently not allowed in the City of Grand Rapids. After reviewing the results of the survey, it was determined that the homeless preferred living in a transitional home with others that are homeless, while being re-integrated back into the community. The Kendall group designed a housing unit concept that four homeless could live in while being re-integrated, and the GVSU group developed the process for managing these transitional homes. The Housing Impact Team is still discussing this new concept on how to implement this future housing model for the homeless.

- **Community Safety Contract with the City of Grand Rapids** – For the past four years, Seeds of Promise has been representing the City through a Community Block Grant to Seeds. As a federal program, Seeds is responsible for achieving safety educational and resident training outcomes, as well as advocating for residents relative to neighborhood safety concerns with the City. Each year Seeds has met or exceeded the target outcomes. Because of Seeds Host Neighbor engagements, Seeds is uniquely positioned to be able to leverage more expanded outcomes through the grant that is not necessarily measured by the grant.
- **Ministerial Impact Team** - A pastoral luncheon for ~ 25 local churches has been set for September 8, 2017. Suburban churches are also invited. Key outcomes include learning about local church needs, partnering with Seeds of Promise, and supporting your local community.

#### **D. Residents are committed to a wellness based lifestyle**

- **Health and Wellness Impact Team**

Seeds of Promise has demonstrated continuous improvement, achieved year-over-year progress, and met significant milestones over recent years regarding health and wellness improvements:

- Obtained a two-year Call to Care grant totaling ~ \$200,000 from the CHE Trinity Health Community Benefit Fund to help refurbish and update the Browning Claytor Health Center starting in 2014.
- Jointly appointed with the GVSU Kirkhof College of Nursing a Doctor of Nursing Practice (DNP), 3 DNP students, 3 clinical nurse leader students, and 8 BSN students to advance nurse managed healthcare practices within the Seeds of Promise neighborhood.
- Established an Inter-professional Collaboration (IPC) process of communications and decision making that improves the healthcare outcomes of the Browning Claytor

Health Center. To that end, continuing improvement has been seen with Seeds of Promise Host Neighbors now serving on the health center's advisory board.

- Provided 150 students per day after-school food basket meals at the Dickinson Academy School, totaling 31,068 meals for the year through the Kids Food Basket ([www.kidsfoodbasket.org](http://www.kidsfoodbasket.org)). The yearly economic impact was ~ \$35,000 factoring in the cost of the meal and volunteer service hours.
  - Provided over 4,000 lbs. of food a month for 75-90 families, for nine months totaling ~ 40,000 lbs. through the Feeding America Program ([www.feedingamerica.org](http://www.feedingamerica.org)). The yearly economic impact was ~ \$80,000 factoring in the cost of food, as well as the ~ 200 volunteer hours during the year.
  - 300 residents and 20+ local vendors attended the recent Healthcare Fair; 11 women received mammograms, with 7 receiving additional treatment; 1 healthcare provider signed up more residents for coverage than at any other event. Local vendors handed out many brochures and helpful hints on preventative measures and action steps to improve individual healthcare.
  - Received 32 senior nursing students from the GVSU Kirkhof College of Nursing that collectively spent ~ 1,300 community service hours with an estimated economic impact of ~ \$35,000.
  - Received 457 new patients in 2015 at the Browning Claytor Health Center, a growth of over 35% compared to 2014.
  - Impacted the local neighborhood community through peer-to-peer resident education programs where residents are taught healthy lifestyle skills in the areas of nutrition, exercise, substance abuse, mental health and wellness, and advanced care planning by GVSU Nurse Practitioners.
  - Generated over \$240,000 of direct and indirect economic impact in 2015 for community health and wellness impact through available metrics and measurements.
- **Urban gardening/seasonal market**

The Hall Street Outdoor Seasonal Sales & Farmers' Market will provide produce to those living in the local neighborhood. In urban communities, residents designed a petition and had citizens living in a four-block area around the market sign the petition, gathering over 400 signatures in support.

The purpose of this market venture is to provide an urban location convenient for residents to sell their personal grown produce, and a place that farmers can bring their produce into the urban area. In order to save outside farmers' time and money, the team will be conducting a survey to determine what produce and other products the community would like to see sold at the market. The survey results will determine what will be available for sale at the Seasonal Farmers' Market. This Team has worked and met with the City of Grand Rapids Planning Department for zone change, and is now currently waiting on the Architect to complete the landscape design for this location, which is a requirement of the City of Grand Rapids. Ground breaking will take place in 2018.

#### **E. Operations need to be self-funding within five years**

- **Resource Plan** – Seeds of Promise set a goal to secure the required direct and indirect financial capital and resources to be self-sustaining by 2020 thereby ensuring that administration and operations expenses, estimated at \$125,000 annually, are fully covered to continue the delivery of exemplary programs and activities with leadership in the community.

The overall Seeds of Promise Resource Plan includes:

- Celebration events
  - SCRIP program
  - Donations and contributions
  - Grants
  - Company and organization sponsorships
  - Social business enterprises
  - Social impact investments
  - In-kind/institutional support
  - Partnerships and agreements
- **SCUSE (Seeds Center for Urban Social Enterprise)** is Seeds wholly owned for-profit LLC. Its mission is to develop residual income to Seeds that eventually generates its self-sustainability through empowering four outcomes – 1) help residents launch profitable businesses, 2) help non-residents launch profitable businesses in the Seeds neighborhood that created jobs for residents, 3) launch profitable businesses that are owned by SCUSE, and 4) create collaborating partnerships that produce residual income for Seeds.
  - **Community Investment Club (CIC)** - The need to create a Community Investment Club, a local fund that allows neighborhood residents to invest in and purchase shares of local businesses and properties that are owned and operated by the residents has been established. This initiative will positively contribute to revitalizing the Grand Rapids Southtown neighborhood. Understanding that at least 30% of the residents in the community have incomes below the national poverty level have created a barrier to those interested in owning a “piece of the rock.” The CIC will be a co-operative program created for community members in urban areas, to network the market potential for group wealth, while improving the current condition of urban communities.

The investment club’s goals are to create long-term investments in local economic and industry development directed toward sustainable impact including social, environmental, and economic benefits. CIC members and the management team work together to raise funds, secure capital, create strategic program design and determine cost effective impact with promising returns on group economic investments.

This is a replicable model that will be first piloted in the Seeds of Promise target area, where only those living in the Seeds boundaries can become members of the CIC. Those living outside of the Seeds boundaries can donate to the funds, but cannot be members of the Investment Club. This program invites members to understand the inner dynamics of group economics that pertain to the community’s rehabilitation. Skills and techniques will be offered to prepare those for investing into local markets and economic development. Members will also learn about building, developing, leading, and running their own business, as well as understanding tax forms, tax returns, financial statements, and maintaining or diversifying investment

portfolios.

### Spring 2017 Survey Feedback

Seeds of Promise recently completed a survey questionnaire with Host Neighbors and Endorsing Partners addressing the following key questions with a scoring of 1 being not good, and 10 being very good or excellent:

#### Host Neighbor Survey Feedback

- **Has the spent on your respective impact team been insightful and helpful in understanding the needs and wants of the local residents in your specific area of interest?** The score was a 91% favorable rating. Positive comments included getting to know other residents and their difficult challenges
- **Has the Seeds of Promise staff be able to demonstrate good leadership and decision making capabilities?** The score was a 91% favorable rating. Positive comments included the available class trainings
- **Has the time spent on your respective impact team been important and worthwhile to you?** The score was an 85% favorable rating. Positive comments included the need to spend more time on the respective impact teams, as well as the variety of impact teams to join that address overall quality of life and well-being. An area for improvement included the length of time needed to accomplish impact team goals.
- **How can Seeds of Promise provide better services to you as residents?** There were a number of suggestions including: regular engagement with residents to assess needs such as health services, food pantry, and household; more resident engagement; additional resources; more available information through flyers and bulletins; more employment opportunities; standing behind resident issues and concerns etc.
- **What is the most important area that you would like Seeds of Promise to focus on?** The top responses included: jobs; education and training, such as improved skillsets; housing. Other suggestions mentioned were: programs for youth and children; better communications with the community; more engagement of residents; fundraising and economic building; catering to the hurting community that are uniformed and unaware of “big” problems; addressing waste issues in the area; continuing to build upon the P5 and NIP programs.
- **What are the one or two key suggested areas for improvement for the Seeds of Promise staff?** Positive comments were that the Seeds staff was doing a great job with limited resources; and that the Host Neighbor Leadership Council was committed with honesty and accountability being key. Top suggestions included: more outreach to neighbors to build the Host Neighbor network; improving relationships and building professionalism; obtaining more resources, such as through fundraising; and getting out information to everyone in a timely fashion.

#### Endorsing Partner Survey Feedback

- **Has the time spent on the respective impact team been insightful and helpful in understanding the needs and wants of the local residents in your specific impact team area?** The score was an 80% favorable rating covering the impact team areas of health and wellness, education, ministerial, and housing
- **Have the Host Neighbors been able to demonstrate good leadership and decision making capabilities while leading the respective impact team?** The score was an 82% favorable rating
- **Has the time spent on the respective impact team been important to your organization and its ability to deliver supportive services in the local community?** The score was a 78% favorable rating
- **Will your organization maintain its commitment to being a representative community stakeholder organization on your respective impact team moving forward?** The score was a an 83% favorable rating
- **What are one or two suggested areas of improvement for your respective team area?** Suggestions included: checking optimal attendance times for impact team to meet to minimize turnover in attendance; optimizing impact teams meetings by sending out quarterly newsletters to all endorsing partners with pertinent information; continually building the capacity and momentum of the ministerial team by getting more churches involved; obtaining new funding and additional resources for new projects

### **Conclusion**

Seeds of Promise has made significant progress over the recent years through the formation of the Host Neighbor driven Impact Teams with the support of over 75 community organizations. Annual progress and collective sustainability impact has been measured with year-over-year improvements while the neighborhood community has experienced significant hardships, such as with vapor intrusion issues. What makes a Resident Empowerment Model such as Seeds of Promise unique and different?

- **Impactful programs and activities** that are driven through “deep listening” to community concerns, issues, and opportunities
- **Root cause system strategies** that are developed with community resources and assets
- **Desired sustainable outcomes** that meet current and future community needs and wants
- **Required services** that are provided to local residents to meet their needs through collaborations and partnerships with endorsing stakeholder organizations
- **Long-term effective solutions** that are balanced and measured to desired outcomes through continuous improvement and “triple bottom line” reporting

- **Relationship building** that is supported through mentoring and coaching of Host Neighbors and local residents
- **Youth development** through engagement, tutoring, scouting, and after-school programs
- **Leadership development** for residents and local citizens through capacity building, networking, and community values