

PARTNERSHIPS OF HOPE

The core mission of Partnerships of Hope (PoH) is to achieve the direct participation of Latinos in the human and capital development of their communities. The underlying principle of PoH is that Hispanic families and communities have the ability to develop solutions to their problems and build healthy communities through the creation of social, political, and economic wealth. The planning process for the Partnerships initiative included a prioritization of the program areas through a collaborative effort involving consultation with NCLR affiliates and staff. These areas were chosen based on both affiliate preferences and NCLR's present program capacity. The areas chosen were housing/homeownership, education (charter schools), workforce/economic development, and organizational/leadership development.

NCLR understands the multiple levels of organizational, technical, and capacity support required by community-based organizations from each discipline in order to bring projects to fruition. To this end, through PoH, NCLR is making available and integrating support through the formation of teams composed of staff from a variety of internal NCLR programs and resources to its partnership sites. Through PoH, NCLR and its partners can revitalize the Hispanic community by jointly investing resources to build stronger communities that provide educational and economic opportunities for Hispanics of all socioeconomic, racial, ethnic, and national backgrounds.

A partnership, to NCLR means: *A contract entered into by two or more entities in which each agrees to furnish a part of the capital and labor for a community development enterprise and by which each shares in some fixed proportion in profits and losses.*

NCLR will initially concentrate on the following areas to create Partnerships of Hope:

1. Housing/Homeownership

Goal: *To build the wealth and promote the stability of Latino families and communities by assisting in the development of affordable and decent housing and ensuring that all Hispanics willing and able to purchase a home can do so.*

NCLR will carry out the following activities to achieve this goal:

- To create additional CBO capacity by increasing the level and availability of housing counseling contracts and operating support to NCLR affiliates located in target markets.
- To negotiate accessible mortgage products with national lenders.
- To broker new contract roles in the mortgage process for affiliates with national lenders (including market compensation for counseling, origination, and early delinquency prevention).
- To provide pre-development and long-term capital for multi-family projects.
- To offer joint venture arrangements to affiliates on multi-family and site development projects.

2. Education

Goal: *To ensure that Latinos receive a high-quality education that inspires and enables them to realize their maximum potential.*

NCLR will carry out the following activities to achieve this goal:

- To hold annual conference workshops, regional training sessions, and continuing education institutes on charter school start-up and operation.
- To provide intensive technical assistance to charter schools identified through needs assessments.
- To develop a Charter School Tool Kit to assist new or existing charter schools.
- To implement a national outreach and promotional campaign to reach 500 Hispanic-serving CBOs in states with charter school legislation to educate them about charter school benefits.
- To form partnerships in developing/ financing educational facilities for charter schools.
- To obtain working capital for new charter schools.

3. Workforce/Economic Development

Goal: *To create linkages and partnerships that provide equal access to high-quality employment and skill development opportunities to ensure the highest standard of living for all Latinos.*

NCLR will carry out the following activities to achieve this goal:

- To forge linkages between private industry, educational institutions, and CBOs to create entry-level employment for Hispanic youth in high-technology fields.
- To implement industry-specific training programs that allow Latinos to compete successfully in regional labor markets.
- To organize industries with community-based partners to retain jobs in the Latino community.

4. Organizational/Leadership Development

Goal: *To build the human capital of Latino communities by engaging “servant leaders” in a “training of trainers” process to promote: principle-centered leadership; organizational systems focused on increased effectiveness, impact, and accountability; and renewed commitment and passion to pursue, as a team, a common vision of service in partnership with other organizations.*

NCLR will carry out the following activities to achieve this goal:

- To foster the development of and commitment to a common organizational mission.
- To provide for a clear definition of board and staff roles and responsibilities.
- To strengthen capacity to assure and assess impact in the Latino community.
- To develop affiliate training expertise through “training of trainers” model.
- To improve capacity of affiliates to engage in mutually beneficial partnerships.

PROGRAM OPERATIONS

Process Stages

NCLR has identified **four process stages** that are intended to guide NCLR staff and prospective affiliate partners through the various levels of partnership development. NCLR will offer its affiliate partners different sets of resources at each progressive stage. The four stages are identified through the following four activities:

Asset Survey – Taken to determine whether there is an opportunity for NCLR to create or support activities that will impact Hispanic families in a particular locality through evaluating:

- Current opportunities and assets present in the targeted Latino community
- Connection of the primary community organization to the Latino community, other community institutions, and local leadership
- Assets, competencies, and organizational culture of an identified organization

Resources Offered: Team of NCLR staff members from various areas of expertise, including community development, public policy, etc.

Establishment of Strategic Settings – Carried out as soon as an opportunity is identified. NCLR will conduct this exercise with affiliate organizations to allow for:

- Articulation of a vision, mission, mini-mission, goals/results, measures, and consequences as they relate to the targeted opportunity
- Determination of whether the prospective partner’s visions, mission, mini-mission, and goals/results are aligned with NCLR’s vision, mission, and mini-mission for the particular partnership product.

Resources Offered: Technical and facilitation assistance from team of NCLR staff and consultants

Feasibility Study – Conducted with industry consultants and peer organizations to move the partnership through a standard business plan process. The major steps in this stage will include:

- Market research to determine if opportunity exists for a particular product, service, or facility
- Project feasibility analysis to involve a full financial due-diligence process
- Development of an organizational capacity plan to delineate mutual resource commitments required for the life of the partnership
- Identification of equity and capital requirements

Resources Offered: *Specialized consultant services*
 Feasibility grants

Partnership Performance Agreement – Developed with affiliates after first three stages are satisfactorily completed. The Agreement includes a statement of missions and mini-missions specific to the partnership, “wins” for each stakeholder, desired results, operating principles, scope, guidelines, resource commitments, and accountability measures and procedures. This provides for:

- Greater levels of detail and management flexibility
- Accountability and commitment more clearly defined and thus more assured than in a standard “contract” agreement

Resources Offered: *Technical Assistance from team of NCLR staff and consultants*
 Operating support grants for affiliate staffing and internal
 management systems
 Recoverable pre-development grants

Team Management

- Teams will be formed for each partnership site that coordinate NCLR staff members on the basis of expertise, interest, and regional contacts.
- Teams will function as small, highly focused groups to accomplish project objectives and manage the partnership relationship with maximum effectiveness.