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WEST DALLAS

Community Transformation in West Dallas:
Developing and Measuring Collective Impact Initiatives

BYRON JOHNSON • WILLIAM WUBBENHORST • SUNG JOON JANG

*PROGRAM ON PROSOCIAL BEHAVIOR
BAYLOR INSTITUTE FOR STUDIES OF RELIGION*



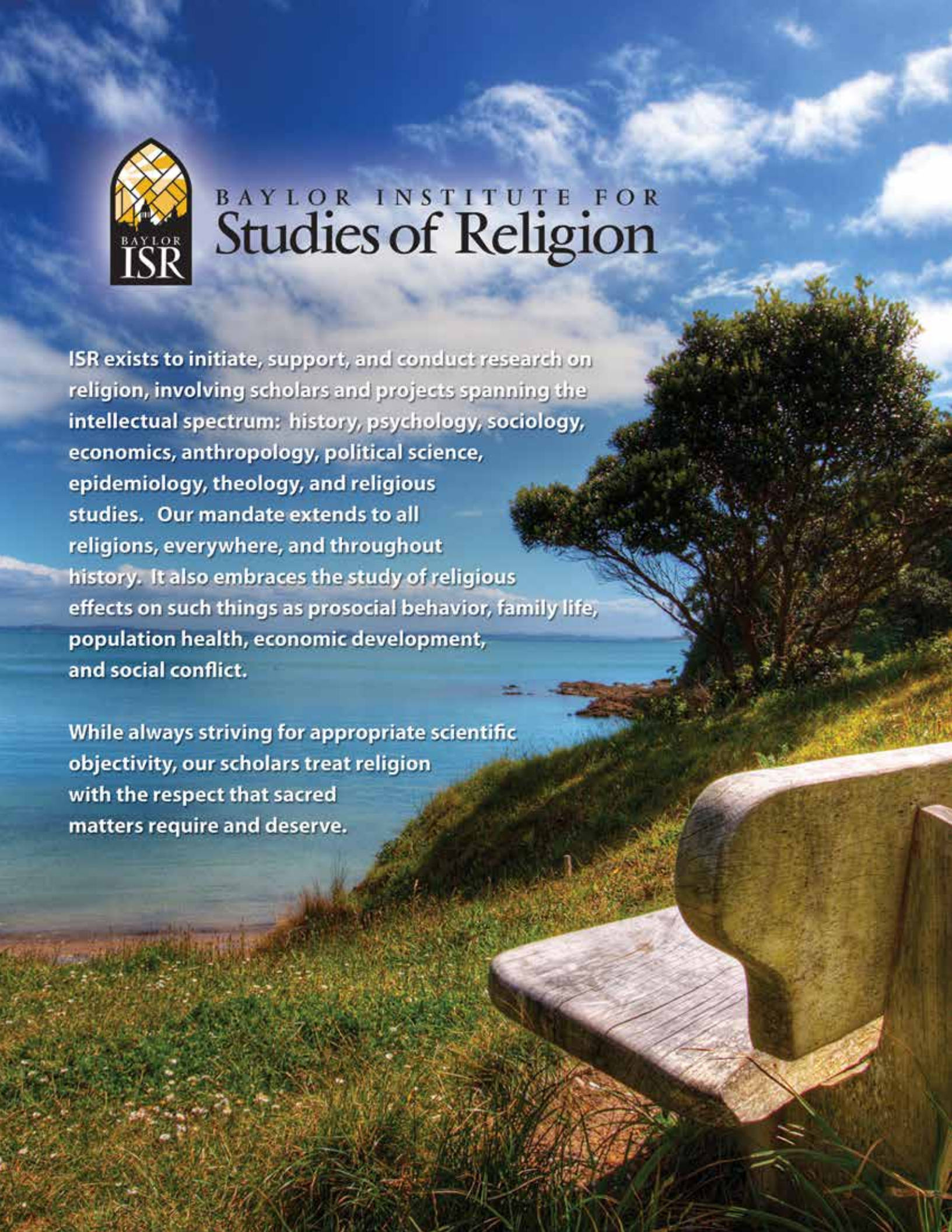
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BACKGROUND: THE PLIGHT OF DISADVANTAGED COMMUNITIES IN URBAN AMERICA

Fifty years after launching the War on Poverty, there are more than 46.5 million poor living in the United States - that's arguably more poor Americans than ever. If this statistic was not disturbing enough, consider that over a third of the poor - 6.6 percent of the US population (more than 20 million adults and children) - is experiencing deep poverty, earning less than \$6,000 a year.¹

Although many people who fall into poverty at some point in their lives are able to climb out, the reality is that far too many remain poor for significant periods of time. Tragically, people who experience deep poverty are even more likely to remain poor over substantially longer periods of time. These families and individuals suffering from deep and persistent poverty have needs that reflect many different and interacting disadvantages and obstacles that prevent them from making it out of poverty.

In urban communities from South Central Los Angeles to North Philadelphia, from the South Side of Chicago to the community of West Dallas, poverty remains an unfortunate reality. In fact, the situation in many of these communities is getting worse. For example, the overall poverty rate and the child poverty rate in the U. S. have actually grown in recent years, reaching 22 percent in 2011. And half of those living in deep poverty are under the age of 25. The increase in child poverty is not only harmful to children in the present, but tends to be predictive of negative or harmful outcomes in the future. Growing up in poverty can thwart the emotional well-being and positive development of children. Equally tragic is the fact that deep and persistent poverty is known to limit an array of prosocial opportunities for so many otherwise capable youth and adolescents who never get a realistic chance to tap their potential to be a productive citizen. Children raised in persistently poor families have far worse later life outcomes than those who experienced just a year or two of poverty growing up.² Stated differently, being raised in poverty restricts attributes like hope and purpose in the lives of individuals.

As one might expect, most deeply poor adults are not working, which can lead to a series of other social problems. For some, poverty's consequences are severe - homelessness, and poor health. All too frequently these long-term consequences contribute to families being persistently poor across generations. In this vicious cycle unemployment becomes both a cause and effect of poverty. Consider that poverty rates nearly triple among families unemployed 6 months or more, rising from 12.0 to 35.3 percent. Ultimately, poverty affects society at-large because it imposes huge costs on the economy through lost productivity and higher spending on health care and incarceration.

Deep and persistent poverty reflects profound personal challenges and systemic barriers. People in deep poverty are more likely than the non-poor population to face significant personal challenges, including serious physical and mental health problems, disabilities, and addiction. For example, they are significantly more likely to be homeless, high school dropouts, functionally illiterate, or have criminal records. Many of these challenges are co-occurring. These personal challenges can make working difficult and multiple challenges decrease the likelihood of work even more. Research suggests that it is often the combination of these multiple challenges that holds people in deep poverty.³

¹ Deep poverty is defined as having incomes less than half that of the poverty level. See: Laudan Aron, Wendy Jacobson, and Margery Austin Turner (2013). Addressing Deep and Persistent Poverty: A Framework for Philanthropic Planning and Investment. Urban Institute: Washington, DC.

² Ratcliffe, Caroline, and Signe-Mary McKernan. 2012. Child Poverty and Its Lasting Consequences. Washington, DC: The Urban Institute. Low-Income Working Families Occasional Paper No. 12. <http://www.urban.org/publications/412659.html>.

³ Bane, Mary Jo, and David T. Ellwood. 1986. "Slipping into and out of Poverty: The Dynamics of Spells." *Journal of Human Resources* 21 (1): 1-23. Cellini, Stephanie Riegg, Signe-Mary McKernan, and Caroline Ratcliffe. 2008. "The Dynamics of Poverty in the United States: A Review of Data, Methods, and Findings." Washington, DC: The Urban Institute. <http://www.urban.org/publications/411960.html>; McKernan, Signe-Mary, and Caroline Ratcliffe. 2002. Transition Events in the Dynamics of Poverty. Washington, DC: The Urban Institute. <http://www.urban.org/publications/410575.html>; Stevens, Ann Huff. 1999. "Climbing Out of Poverty, Falling Back in: Measuring the Persistence of Poverty over Multiple Spells." *Journal of Human Resources* 34(3): 557-88.



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Residents of disadvantaged communities are also more likely to be the victims of crime. According to the latest data, between the years 2009 to 2012, more than two-thirds (68%) of serious violent crime victims experienced socio-emotional problems as a result of the victimization. Serious violent crime includes rape or sexual assault, robbery, and aggravated assault. Socio-emotional problems are defined as feelings of moderate to severe distress or significant problems with work, school, family, or friends. Systemic problems like victimization in turn require intensive and sustained engagement that cuts across conventional programs and services that often tend to be fragmented from other kinds of needed social support. In some cases government programs may be beneficial for people experiencing short bouts of poverty and unemployment, but they often do not or cannot address the needs of people in deep and persistent poverty.

Both common sense and decades of research confirm that the neighborhoods we live in can play a key role in shaping our health, our prosperity, and our children's educational success. As evidence of this social fact, residents of disadvantaged communities tend to do worse on a variety of socio-economic measures. But it gets worse, consider the fact that even when residents of poor communities that are not impoverished, living in high-poverty neighborhoods is still predictive of negative outcomes. Stated differently, decades of social science research prove it matters in important ways where one is raised.

Fifty years after the War on Poverty, today's landscape of federal government assistance for people in poverty is massive. Over 80 federally funded, need-based programs now provide cash benefits, food assistance, medical benefits or insurance, housing, education, child care, job training, energy aid, and a variety of other services. For example, in 2009, over 2 million households received federally funded housing assistance and 15 million received food stamps. About 1 million families received subsidies to help with child care costs, and over 50 million people were covered by the Medicaid program. About one-sixth of federal government spending (\$588 billion in 2012) went to 10 of the largest means-tested programs and tax credits. These figures do not reflect state funds devoted to similar programs, or the costs of needs-based programs funded solely by states, counties, cities, or nonprofit groups.

About one-third of those in deep poverty are children under age 18. Racial and ethnic minorities face a much greater risk of deep poverty than whites, and blacks and Hispanics account for half of all deeply poor people. Three-quarters of deeply poor adults have not worked in the past year. More than two-fifths of the poor live in single-parent families, most of which are headed by mothers. The incidence of deep poverty is much higher in cities and rural areas, and over one-third of all deeply poor people live in central cities.

The plight of disadvantaged communities in urban America is not getting better. In many communities across the country, the outlook for these communities is actually getting worse. It is against this dismal backdrop that the current case study provides encouraging data indicating the future of disadvantaged communities can be one of transformation and hope, instead of poverty and despair.

⁴ Bureau of Justice Statistics Special Report, Socio-emotional Impact of Violent Crime (NCJ 247076).

⁵ Costantino, Maureen, and Jonathan Schwabish. 2013. "Federal Means-Tested Programs and Tax Credits." Washington, DC: Congressional Budget Office. <http://www.cbo.gov/sites/default/files/cbofiles/attachments/43935-Means-Tested-Infographic.pdf>



I. INTRODUCTION

Serve West Dallas (SWD) represents a unique collaborative model for coordinating community-based ministries to serve the array of local needs in the West Dallas community. The holistic nature of the SWD collaborative is captured in its vision statement:

To see a spiritual, economic, social and physical transformation of West Dallas neighborhoods within the zip code 75212.

The purpose of this case study is to:

1. Provide a brief background and history of ministry efforts in West Dallas that serve as a pre-cursor to SWD's formation;
2. Summarize findings from the initial Baylor ISR special report on Serve West Dallas (entitled Community Transformation in West Dallas: A Sustained Collective among Churches, Faith-Based Organizations and Government).
3. Introduce the concept of collective impact within the context of faith-based community services, and its application to the goals and mission of Serve West Dallas.
4. Present initial findings, from the first two years of SWD's first collective-impact initiative, SOAR (Services Optimizing Academic Reach) at the Amelia Earhart Elementary School in West Dallas.
5. Highlight the impact of other programs operated by SWD Ministry Partners (MP's), also including a specialized ROI analysis, based on these programs' outcomes.
6. Introduce future planned collective-impact initiatives for SWD.

II. WEST DALLAS

In 1952, an 11.5 square mile area was annexed by the City of Dallas with the promise of federal funds for public housing. Two years later, the Lake West developments were completed and were considered state-of-the-art housing for low-income families. More than 3,500 new units removed the eyesore of the old slums, but also had the effect of not only concentrating people in the heart of West Dallas, but locking them into a cycle of poverty. Infamously, this type of development became known as "the projects." When completed, these projects represented the largest concentration of public housing in the United States.

This case study seeks to examine the SWD collaborative as an example of a "grass roots" para-church organization, taking the necessary steps to further integrate separate organizations and ministry efforts into a comprehensive network, linking public and private resources to better serve the West Dallas community. While SWD is in its formative years, it stands on the shoulders of over 30 years of consistent leadership from pastor Arrvel and Eletha Wilson and a dedicated group of faith motivated individuals committed to West Dallas. The study provides useful insights and lessons learned in this unique effort to build community capacity.

II. SERVE WEST DALLAS BEGINNINGS

The origin of the SWD collaborative was the result of both an "inside-out" and an "outside-in" process among both faith and community leaders within the confines of West Dallas and lay leaders of outlying churches in the greater Dallas region.

SWD Inside-Out

The “inside-out” part of the SWD story centers on Arrvel Wilson, who would become its chief visionary, catalyst, and architect. Wilson grew up in those very West Dallas projects previously mentioned and graduated from Pinkston High School in 1965. He promptly joined the Marine Corps to escape the environment, vowing never to return to West Dallas. But, as he has often stated, “God had other plans.” In 1973, he returned to Dallas with his wife and son Marcus. Arrvel, Eletha, and Marcus became Christians shortly thereafter, and Arrvel graduated from Dallas Bible College and went on to receive his minister’s license and ordination from Community Bible Church in Oak Cliff.

With the help of a coalition involving the Dallas Theological Seminary and nine suburban churches in the greater Dallas area, Pastor Wilson worked collaboratively to establish a new kind of church in the heart of this troubled community, a missions-based church, eventually named the West Dallas Community Church (WDCC). As Pastor Wilson explained, it was this initial suburban-urban church collaborative that he sought to apply on a broader scale by means of the SWD collaborative:

I wanted to replicate the model we used originally to help bring a church several faith-based organizations, a classical Christian school, and numerous other outreach efforts into West Dallas through relationships with suburban churches. Too often I think that efforts to serve West Dallas were fragmented and scattershot. The way we established the West Dallas Community Church was the microcosm of what I hoped the Serve West Dallas collaborative could accomplish.

SWD Outside-In

At the same time, there were a number of large suburban churches in Dallas that were eager to support

ministries in West Dallas. Roy Truitt from Highland Park Presbyterian Church and Bill Dunlap from Park Cities Presbyterian Church were two individuals who were instrumental in establishing the SWD collaborative. Their first involvement in West Dallas was to assist what was then a struggling faith-based community organization (FBCO), Voice of Hope (VOH), which is now one of the SWD Ministry Partners. In their initial work with VOH, Dunlap and Truitt became aware of the lack of coordination amongst FBCOs in West Dallas. However, they were equally concerned with the lack of cohesion among the efforts of some of the larger suburban Dallas churches supporting missions and ministries in West Dallas. As Truitt explains:

There was a lot of discussion at Highland Park Presbyterian and other suburban churches about a more systematic approach in meeting needs in West Dallas. The existing model of one church – one ministry, each in its own silo with overlapping services and constituents - was just not getting the job done. Bringing the ministries together required having a faith leader in West Dallas that was trusted and respected by the community that we could all rally around.

Sometime before 2007, West Dallas nonprofits and community leaders began a conversation with Pastor Wilson as to why nonprofits did not work more together, and why some even provide redundant services. Dunlap, Truitt, and Wilson started talking, and eventually agreed to approach a diverse group of community leaders to ask them their thoughts about forming an organization whose chief aim would be to encourage and assist the organizations to work together more effectively.

As Dunlap reflected:

It was out of these discussions the idea of Serve West Dallas was birthed. A cross-sector of community organizational leaders, not just the faith-based organizations, met and agreed that



there was a need to form an organization that would support a collaborative in West Dallas. Serve West Dallas would become an organization that would help existing organizations to work on collaborative projects, and assure that such initiatives were goal-driven and outcomes-based.

They further agreed this collaboration should provide a common agenda, and help to further engage the people and resources of the suburban churches, organizations, and businesses. It would assure that the ministry partners be aware of what the other organizations were doing within the community. The idea of a “backbone organization” to support a collaborative of nonprofits at that time was a novel idea, ahead of its time - at least in Dallas. It took a handful of progressively-minded leaders and major funders to support the notion of a collaborative organization to leverage their assets to address community needs.

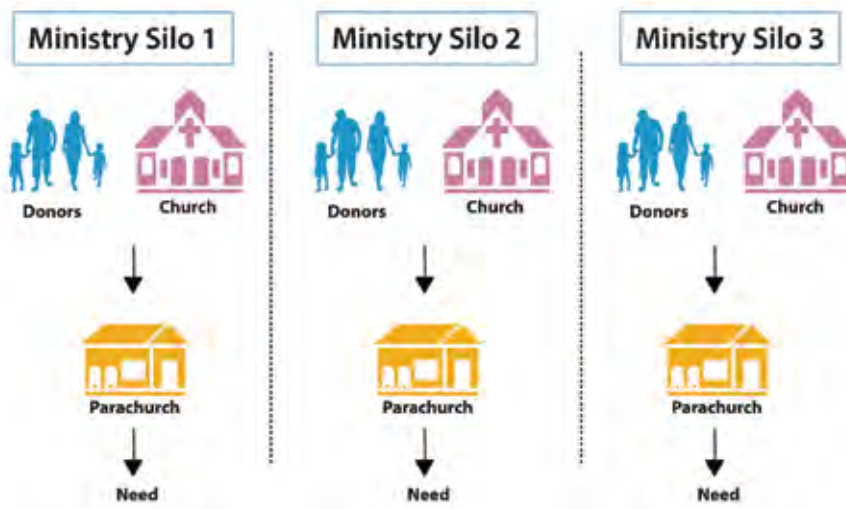
The SWD Collaborative

The body is a unit, though is made up of many parts; and though all its parts are many, they form one body. So it is with Christ. (1 Corinthians 12:12, NIV)

While Serve West Dallas earned its 501(c)(3) status in 2009, making it just over five years old, helping outsiders gain a proper understanding of its foundation and makeup has been no easy task. The concept of a structured collaborative is often confusing or misunderstood and SWD is one of the first of its kind in the Dallas area. Typically, nonprofit organizations, and more specifically, faith-based organizations consist of staff that carries out their various programs (direct services). Serve West Dallas is unique in that it does not create or implement any direct services – it is a collaborative made up of many parts. The SWD staff and operations serve as the “backbone” for the collaboration, supporting the work of the partners. The organization represents a collaboration of 13 West Dallas Ministry Partners, and it should be understood that when referencing “Serve West Dallas,” this inherently refers to the collective and individual work of the Ministry Partners. The 13 Ministry Partners include: 2ndSaturday, Adults Relating to Kids, Advocates for Community Transformation, Brother Bill’s Helping Hand, Builder’s of Hope, HIS Bridge Builders, Mercy Street, Voice of Hope, West Dallas Community School, West Dallas Outreach, Westmoreland Heights Neighborhood Association, World Impact Dallas, and Young Life West Dallas.

EXHIBIT 1

OLD SILO MODEL
(More Single Mission Focused)



The board consists of the Executive Directors of these 13 MPs, along with liaisons from urban and suburban churches, and several Dallas business leaders.

The collaboration was created to get the Ministry Partners to work together effectively, but also to work alongside churches, governmental agencies, businesses, and secular organizations in order to have collective impact, with the end goal of creating greater social change. Exhibits 1 and 2 provide a visual comparison between how ministries operated under the traditional isolated-impact scenario, in contrast to how they could operate under the SWD collaborative to achieve collective-impact.

Norman Henry, Executive Director of Builders of Hope (a SWD Ministry Partner), actually grew out of another SWD Ministry Partner, Voice of Hope. As Norman Henry described:

I think the story behind the formation of Serve West Dallas is really a natural consequence of understanding the need for ministry to be comprehensive. When I was working with the kids through Voice of Hope, I became aware of how

their housing needs and other support systems affected their ability to thrive. Builders of Hope, a new ministry, was birthed out of recognition of one of those needs, namely safe and affordable housing, and how that can further support the optimal family functioning. I think the key of Serve West Dallas is how we base our collaboration with one another in order to bring about a more holistic, united front, as opposed to a piecemeal approach to ministry.

Maturing the SWD Collaborative

Entering into its sixth year, the SWD collaborative continued looking for ways to enhance the value of its Ministry Partners, both by helping to build a stronger identity through SWD, and also through some targeted capacity building efforts, with the assistance of the Baylor research team.⁶ One of the key trends of which both SWD and its MPs were becoming keenly aware, especially as it related to community foundation funding, was the need for better data collection and reporting, and to better understand and communicate program outcomes and impact. “From the very beginning,” said Scott Han-

EXHIBIT 2 NEW COLLABORATIVE MODEL (Community Working Together -- More Kingdom Focused)



⁶ For information on earlier years of the SWD collaborative, please see the previous case study at http://www.baylorisr.org/wp-content/uploads/ISR_SWD_FINAL-single.pdf.





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son, Executive Director of SWD, “one of our board members, Roy Truitt, insisted that we use metrics to measure success.” The first step taken by SWD, with the assistance of the Baylor research team, was to capture all the activities of the MPs by means of a logic model.

Logic models, also called theories of change, are a planning tool to clarify and graphically display what a project intends to do and what it hopes to accomplish and impact. Exhibit 3 below shows the generic framework of a logic model.

The Baylor research team assisted in the original development or refinement (for those that already had one) of logic models for all but two of the SWD Ministry Partners.⁷ Then, as a means of communicating the collective resources, activities, and outcomes of the collaborative, these were melded together into one.

Scott Hanson commented on both the process and outcome of the logic model building effort:

I think this is an important step for us, individually as Ministry Partners and collectively as SWD, for transforming us into outcomes-focused organizations. It really helps us to communicate what we’re about, and provides a roadmap for future data collection activity. This morning as

I sat with our Deputy Mayor Pro Tem and City Council Woman for our District, Monica Alonzo, I explained that our outcome-based initiative approach should help all of us involved in various collective-impact initiatives to measure our progress in West Dallas.

Suzanne Griffin, Executive Director of Brother Bill’s Helping Hand, (BBHH) one of SWD’s MPs, talked about both the immediate and long term benefits of creating a logic model for their health clinic:

In the long run, I think that the logic model will help the staff have a clearer understanding of the goals for clinic patients and be better able to focus on what needs to be done in order to achieve those goals. In the near term I was in the middle of submitting a grant application, which called for a logic model, and there it was being provided through our backbone organization [Serve West Dallas].

The second area where the Baylor research team supported capacity building for SWD was offering access to a web-based data collection tool, called Results Online 2, for those MPs that did not have a case management system. Four MPs signed up for the system, and three have already begun implementing their own new data collection system.

EXHIBIT 3 -- LOGIC MODEL FRAMEWORK

RESOURCES	ACTIVITIES	OUTPUTS	SHORT-TERM OUTCOMES	INTERMEDIATE OUTCOMES	LONG-TERM OUTCOMES (OR GOAL)
Resources dedicated to or consumed by the program	What the program does with the inputs to fulfill its mission	The direct products of program activities	Generally, changes in knowledge, skills and attitudes resulting from program activities	Generally, changes in behavior and condition resulting from program activities	Desired long term result of the program

⁷ Please refer to Appendix 1 to see the logic models for each individual MP.



IV. COLLECTIVE IMPACT AND COMMUNITY TRANSFORMATION

In an article entitled *Collective Impact* published in the Stanford University Social Innovation Review in winter of 2011, authors John Kania and Mark Kramer contend that the complexity and breadth of many social problems are not well-served by the traditional practice of funding isolated interventions by individual organizations. They cite various substantive philanthropic efforts, in areas such as education reform, which have shown little or no progress. The authors lay part of the blame on funders for creating a counterproductive, competitive climate, which, in turn, reinforces the natural tendency of grantees to work in isolation:

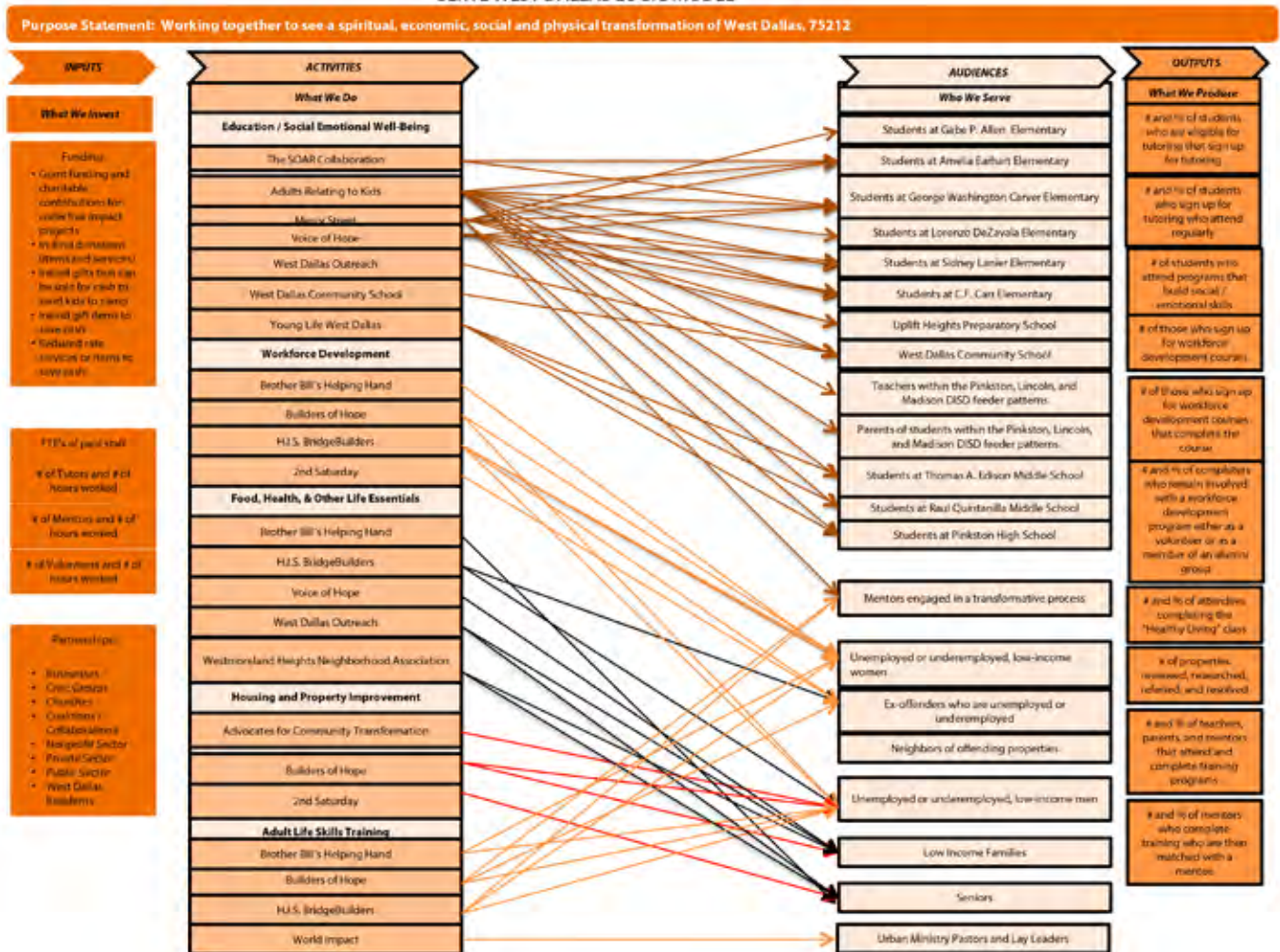
Most funders, faced with the task of choosing

a few grantees from many applicants, tried to ascertain which organizations make the greatest contribution toward solving a social problem. Grantees, in turn, compete to be chosen by emphasizing how their individual activities produce the greatest effect. Each organization is judged on its own potential to achieve impact, independent of the numerous other organizations that may also influence the issue. And when a grantee is asked to evaluate the impact of its work, every attempt is made to isolate that grantees individual influence from all other variables.

In contrast, the authors point to a number of what they term “collective-impact initiatives,” by which stakeholders from different sectors commit themselves to a more comprehensive, broader and measurable approach for solving specific social

EXHIBIT 4-A

SERVE WEST DALLAS LOGIC MODEL



problems. The authors identify the five conditions of success for collective impact initiative:

1. A Common Agenda;
2. Shared Measurement Systems;
3. Mutually Reinforcing Activities;
4. Continuous Communications;
5. A Backbone Support Organization.

Serve West Dallas communicates upfront the above five essentials with all new partners and initiatives. Existing initiatives each have the oversight of a steering committee that assures these essentials are being adhered to.

V. IMPLEMENTATION OF SOAR: AMELIA EARHART ELEMENTARY SCHOOL

SOAR (Service Optimizing Academic Reach) is the first collective impact initiative of Serve West Dallas and has helped set the framework for future initiatives. The initial pilot for SOAR, in fall 2012, was at Amelia Earhart Elementary School, the first of nine public schools in West Dallas targeted by SOAR.

The initiative focuses on creating and implementing strategic plans that fill in the unique gaps and challenges at these schools, through the collaborative

EXHIBIT 4-B

EXHIBIT 4-B - SERVE WEST DALLAS LOGIC MODEL (CONTINUED)

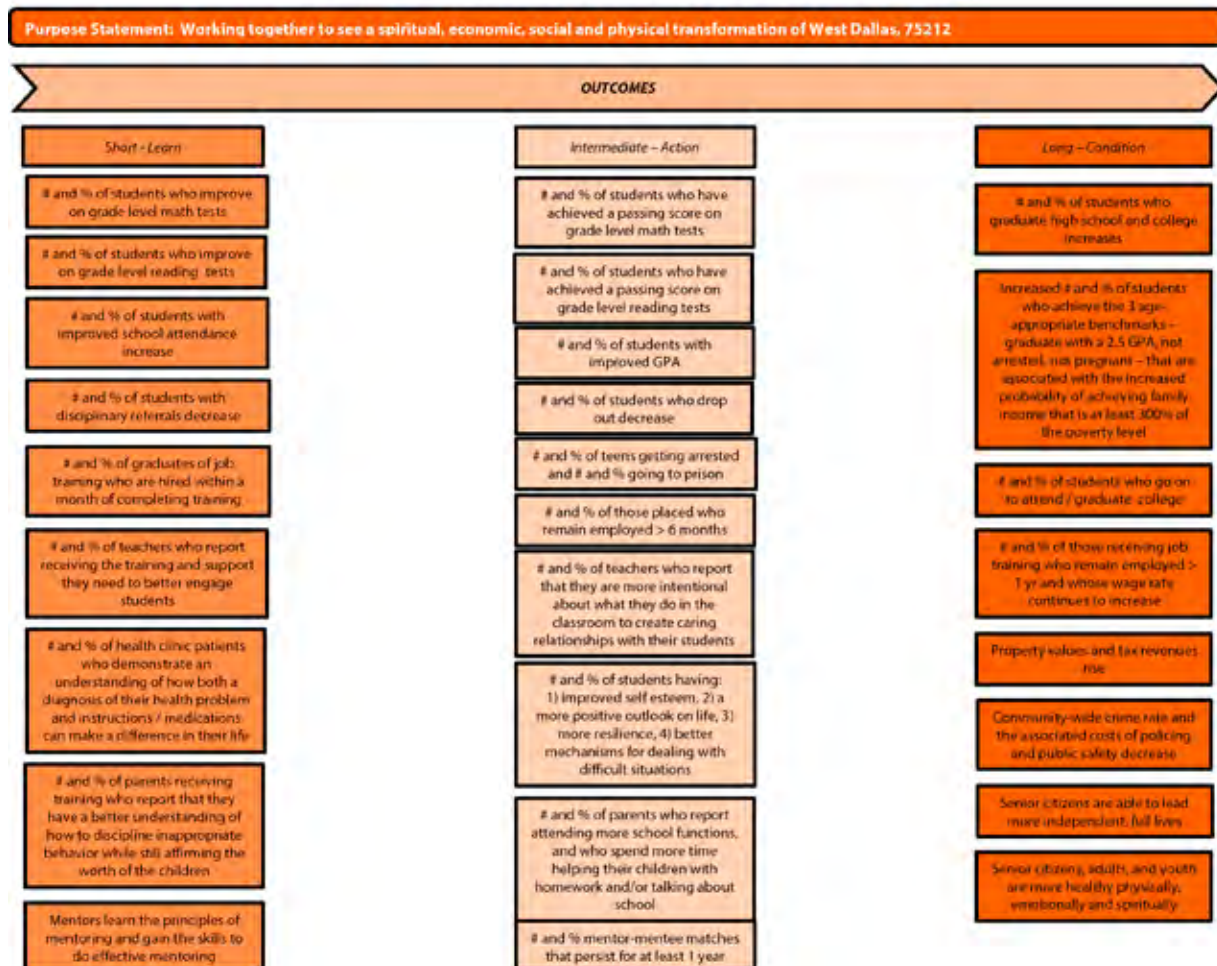
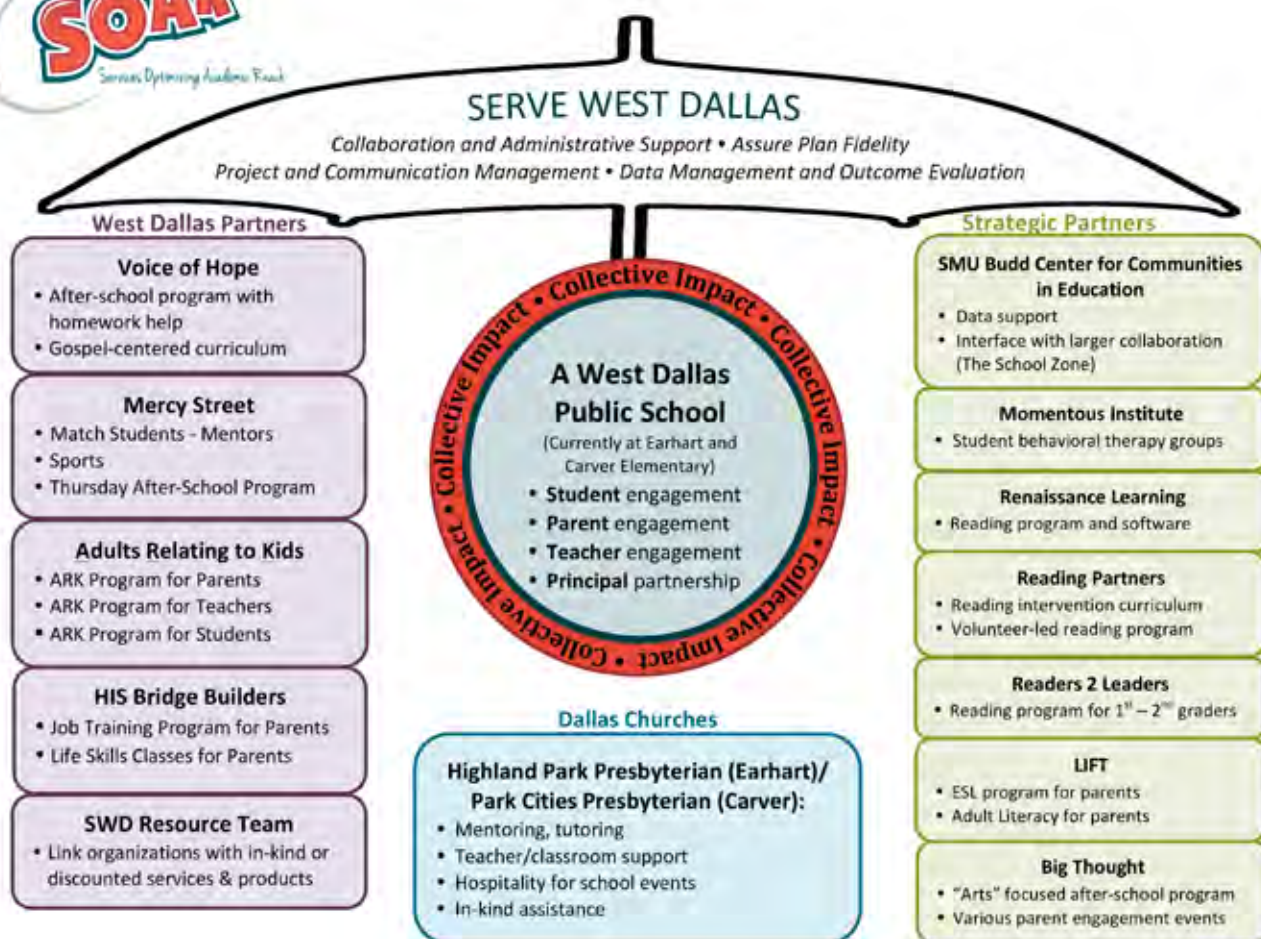


EXHIBIT 5



efforts of the SWD partners (see Exhibit 5). Dr. Andrea Nelson, principal of Amelia Earhart for the past six years, describes how SOAR differs from previous partnerships with the school:

Up to now, we worked with community organizations in a piecemeal fashion, and the organizations worked independently from one another. The SOAR project assures a more coordinated effort to assist our teachers, work with our kids, and to help engage our parents.

To show her commitment to this effort, Nelson re-designed her community liaison staff position to include working with SOAR, and maintains regular communication with the SOAR steering committee herself.⁸

SOAR As A Collective Impact Initiative

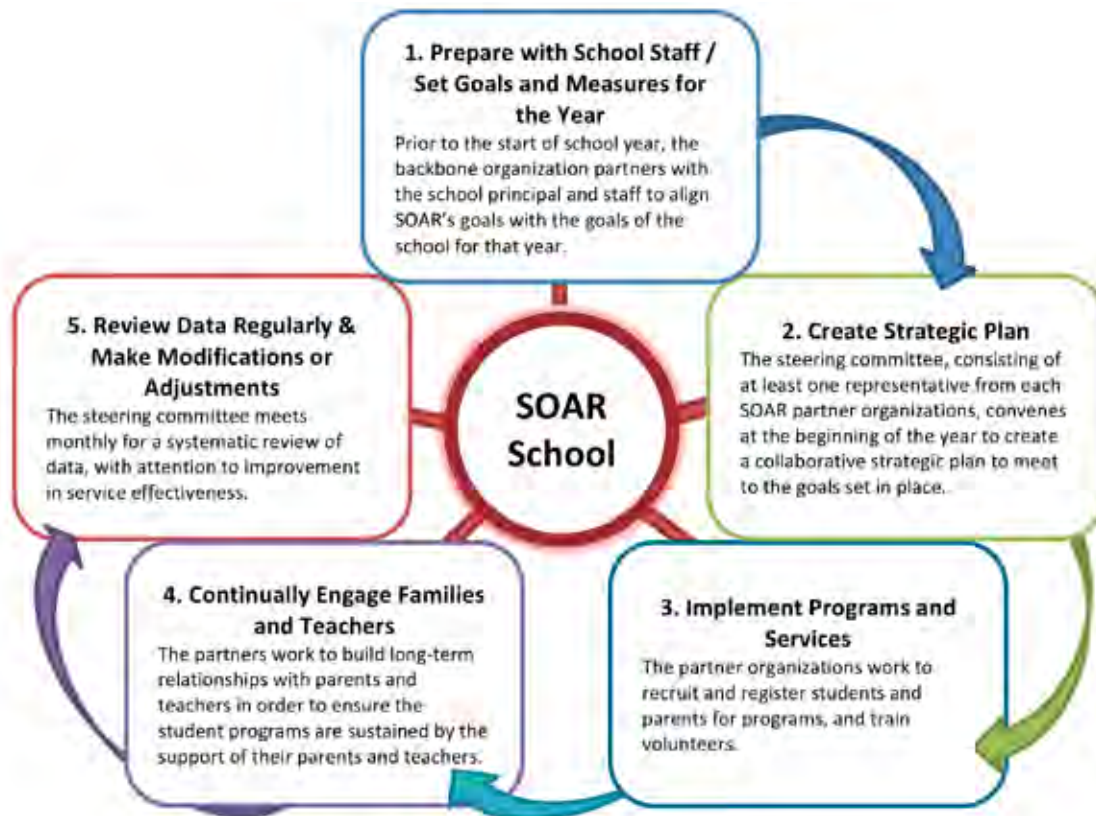
Exhibit 6 describes the implementation of the SOAR project within the framework of Collective Impact Initiatives from the previously referenced Kania/Kramer article.

SOAR Collaborators

At Amelia Earhart, SWD was responsible for coordinating the efforts of four SWD Ministry Partners (ARK, Mercy Street, Voice of Hope, and HIS Bridge Builders) and four strategic partners, in addition to interfacing with the principal and school staff.

As the backbone for the initiative, SWD assures plan fidelity, coordinates communication efforts, and oversees the evaluation of the initiative, including

EXHIBIT 6



⁸ Amelia Earhart Elementary School has had a community liaison for many years, who works to bridge needs of both campus and community. The community liaison is also being used as a facilitator to make sure that all efforts and resources are used to ensure alignment of Dallas ISD Imagine 2020 and SOAR goals in such a manner that guarantees sustained student achievement for all students at Amelia Earhart Learning Center.



the creation and management of a logic model. To maintain regular communication and collaborative efforts, a steering committee of all the partners, led by the Executive Director of one of the Ministry Partners (Jan Nelson of ARK) meets once a month to discuss and coordinate all aspects of the initiative and to monitor the progress of students, parents, and teachers touched by the programs. SOAR also entails the participation of a large, Dallas suburban church, which is responsible for recruiting volunteer mentors and tutors, providing library readiness and teacher/classroom support for an incentive-based accelerated reading program for all grade levels, and assisting with other needs that present themselves along the way. The adoptive church SWD brought into SOAR at Amelia Earhart is Highland Park Presbyterian Church, a 4,500 member congregation located in the Park Cities area of Dallas.

Mary Ann Chapel, a former inner-city public high school teacher and a current member of Highland Park Presbyterian Church, is the church's Adopt-a-School Coordinator. She is responsible for recruiting and engaging volunteers from the church with the school. Mary

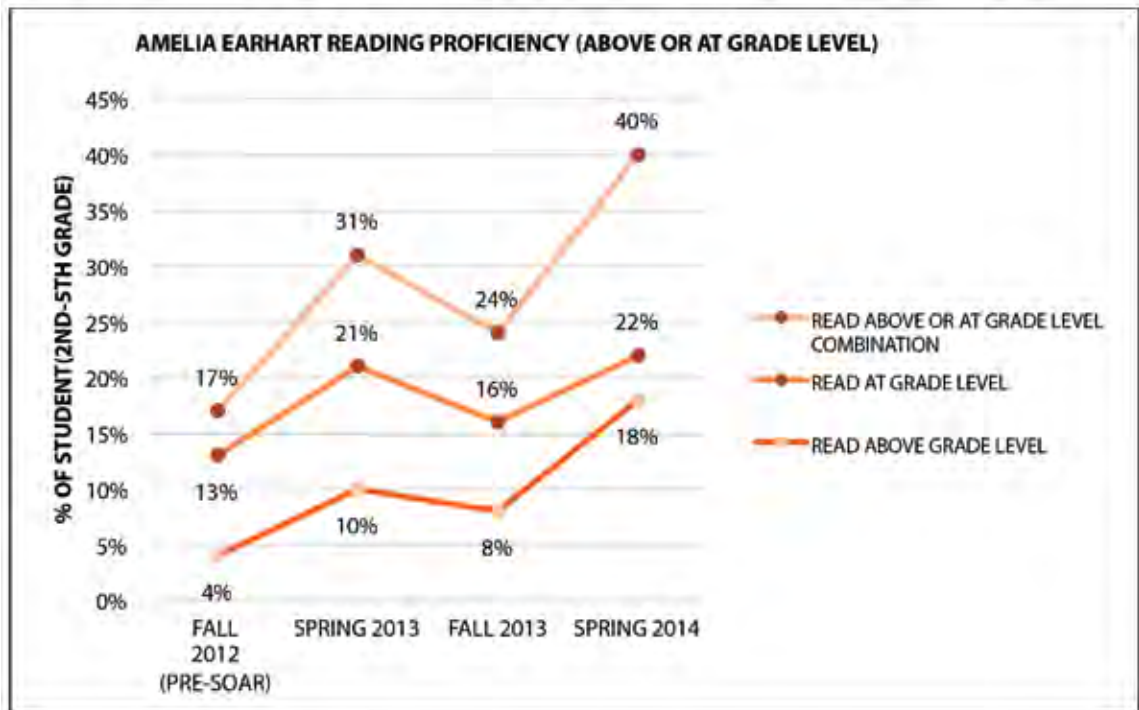
Ann describes how they are organizing themselves to serve this supporting role:

We used our church's Sunday schools and small groups and matched them with each of the 20 classrooms at the school. Part of my overall responsibility for SOAR is to match the gifts and talents we have in the church with the needs the school has. Serve West Dallas was instrumental in helping engage in ministry in a way we never had before.

Measuring Impact

Another unique component to SOAR is the plan to track, analyze, and report the project's results through a thorough program evaluation. This aspect of the project will be accomplished in collaboration with a strategic partner, SMU's Budd Center for Involving Communities in Education, and their flagship project, The School Zone (TSZ). As Hanson explains, the inclusion of a rigorous program evaluation represents another area where SWD feels it can help support its Ministry Partners beyond the SOAR project:

FIGURE 1: PROPORTION OF EARHART STUDENTS READING AT OR ABOVE GRADE LEVEL (GRADES 2-5)



Our hope is that through SOAR we can not only demonstrate our skills relative to collaboration and coordination with our Ministry Partners, but also model the importance of doing rigorous program evaluations. This is something that funders are demanding more and more, and will therefore be essential for our Ministry Partners if they are going to be able to sustain themselves in the future.

VI. SOAR AFTER TWO YEARS: INITIAL RESULTS

The SOAR project completed its second year at Amelia Earhart Elementary School in June 2014.⁹ As described above, the specific focus of SOAR within Earhart elementary school was to improve reading scores. The initial results from Earhart, with regards to reading scores, are very promising. Figure 1 shows that the proportion of second through fifth grade students reading at or above grade level increased from 17% to 40% from the fall of 2012 (pre-SOAR) to the spring of 2014. This is especially impressive considering two-thirds of the students come from homes where English is spoken as a second language and where a large majority of the parents are unable to assist their children with homework because Spanish is the primary language.

As a result of the reading score improvements, Earhart was officially taken off the “improvement required” designation that the Dallas Independent School District (DISD) uses for schools that are struggling academically. Not only that, but Earhart also received a special “distinction” in reading after this past year.

In an article in the Dallas Morning News published on August 16th of 2014, Michael Williams, the Texas Education Commissioner, said:

Earning a distinction is not easy ... any school earning one or more distinctions should be

recognized in its community for the outstanding work taking place on that campus.”

Andrea Nelson, Earhart’s principal, describes the importance of the SOAR program in her efforts to close the achievement gap for students at her school:

I think we are seeing this is just the tip of the iceberg. As we continue working through SOAR with the teachers, engaging the parents, providing sport activities, tutoring and mentoring these students, I look forward to the day when we can say we have completely closed the learning gap for the Amelia Earhart students.

SOAR Expands

In the fall of 2013, SOAR expanded to George W. Carver elementary school, and will begin full implementation in fall 2014. The Carver SOAR program consists of: one “adopting” church (Park Cities Presbyterian Church), three SWD Ministry Partners (ARK, VOH, and Mercy Street), and six strategic partners. The initiative plans to continue expansion until all the public schools in the Pinkston/Edison feeder pattern in West Dallas are covered.

VII. SWD MINISTRY PARTNER RESULTS

This section provides preliminary program outcome information on selected other SWD MPs over the past few years. Also included is a unique view of at least one component of each partners’ impact from an economic perspective, that includes a projected Return on Investment (ROI) on the outcomes produced and their financial benefits (or cost savings) in comparison to the cost to provide the service. Since our ROI findings tend to be based on only one or several of the components or services provided by Ministry Partners, the ROI figures are very conservative estimates of the total ROI.

⁹ In the fall of 2013, there was a three-month “interruption” of SOAR due to a situation whereby the Dallas Independent School District temporarily postponed access of some community organizations due to new paperwork processes.





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A Cautionary Word About Comparing ROI Results

The primary purpose for the ROI calculations presented here in the case study and appendix is to demonstrate the overall positive effect of these programs in relation to their costs. They are not intended to make judgments of comparative effectiveness of programs (i.e., a program with a higher ROI is better). Each ROI analysis is unique in terms of the types and amounts of projected savings.

SWD Ministry Partners and The School Zone Partnership

SWD established a key strategic partnership with The School Zone (TSZ), a collaborative partnership between 29 nonprofits and 16 public, private, and charter schools serving the Pinkston High School feeder pattern. TSZ is managed by The Budd Center: Involving Communities in Education, part of the Annette Caldwell Simmons School of Education and Human Development at Southern Methodist University. The partnership between TSZ and SWD Ministry Partners that are involved in youth ministries was instrumental for identifying potential impacts of these programs on the academic progress of the youth they served. Regina Nippert, director of TSZ, describes the importance of their effort in linking community programs to DISD school data:

Serve West Dallas' Ministry Partners are not only the hearts and hands of God, they are on the ground eyes and ears as we work with them to translate data from noise to actionable information.

Mercy Street Mentoring Program

Mercy Street was founded in 2003 out of the desire to transform a small, poverty-stricken community in West Dallas. Executive Director Trey Hill, a successful businessman from an affluent Dallas suburb, moved his family into the heart of West Dallas to focus his ministry towards inner-city youth.

Alongside more than 15 staff members, the Mercy Street team strives

... to be used by God to spark Christ-honoring community restoration by engaging in mutually-transforming relationships with the future leaders of West Dallas.

Specifically, Mercy Street focuses its efforts into three key areas: mentoring, sports, and vocational/educational training.

Mercy Street's mentoring program is the foundational tenet of the ministry's outreach. Christian mentors from the Dallas community are paired with students in the West Dallas public school system beginning in the 4th grade and are asked to walk with mentees through the 12th grade. Mentors encourage, counsel, and share wisdom with mentees throughout the mentoring journey – and Mercy Street mentors and mentees recognize the mutual transformation that takes place in a mentoring relationship.

Mercy Street Results

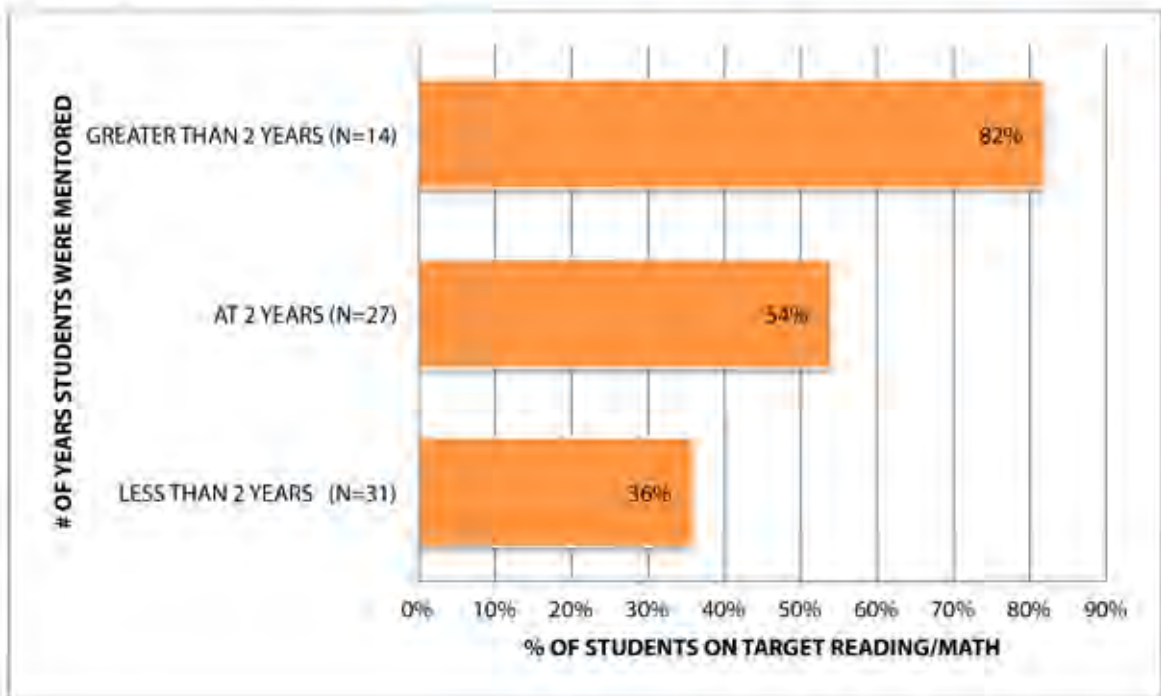
Through data provided by TSZ, we were able to obtain reading and math score results for 72 of the 255 active Mercy Street (MS) mentoring matches (28% of active matches) located in West Dallas.¹⁰ The DISD data obtain through TSZ for these students allowed us to determine which of MS mentored students in West Dallas were at or above grade level in both reading and math as of spring of 2014. The data for these students also included an "At-Risk" designation, based on a variety of criteria which indicated, in the opinion of DISD, that the student was at-risk for graduating high school (see Appendix II for the criteria for applying the at-risk designation).

The TSZ data revealed that 88% of MS mentees were designated at-risk by DISD. For this analysis, our performance measure regarding the impact of MS mentoring was to measure the percentage of MS at-risk mentees that were at or above grade level in Math and Reading in 2014. The overall results were

¹⁰ MS provides mentoring to students beyond West Dallas.



FIGURE 2: PERCENTAGE OF AT-RISK MENTEES AT OR ABOVE GRADE LEVEL IN MATH AND READING BY LENGTH OF MENTORING RELATIONSHIP



that 50% of at-risk MS mentees were at or above grade level in Math and Reading. Even more revealing, as shown in Figure 2 above, was the impact that the length of the mentoring relationship has on the percentage of at-risk mentees at or above grade level in math and reading.

Mercy Street ROI Analysis – Applying the “Sawhill Framework”

The Mercy Street ROI analysis was calculated with the assistance of research conducted through the Brookings Institute, entitled *Pathways to the Middle Class: Balancing Personal and Public Responsibilities*.¹¹ This research represents a distillation of research efforts relating to each of six life stages, which we refer to in this report as the “Sawhill Framework:”

- i. Family Formation (at birth);
- ii. Early Childhood (age 0-5);
- iii. Middle Childhood (age 5-11);
- iv. Adolescence (age 11-19);

- v. Transition to Adulthood (age 19-29);
- vi. Adulthood (age 29-40).

The purpose of this distillation is to identify key benchmarks, or indicators, that improve the probability of successfully reaching the middle class by age 29 (i.e., adulthood).

For purposes of this analysis, we focused on those benchmarks associated with middle childhood and adolescence, as they represent the age ranges of youth mentored through Mercy Street. Exhibit 7 (next page) excerpts the key indicators for successful transition to the middle class associated with those two life stages, and also indicates the data we used for each indicator (if available), for our analysis, as follows:

Using the probabilities for achieving middle class from this article, in combination with the TSZ and MS data on students’ academic progress and whether or not they were convicted or became a parent, we compared the probability of achieving middle class for MS mentees without mentoring services (i.e., based on DISD at-risk des-

¹¹ Sawhill, Isabel V. et al; *Pathways to the Middle Class: Balancing Personal and Public Responsibilities*; The Center for Children and Families and the Social Genome Project at Brookings; September 20, 2012.

EXHIBIT 7: KEY INDICATORS AND DATA SOURCES FOR MS MENTEE ANALYSIS

LIFE STAGE (AS PER 'SAWHILL' FRAMEWORK)	KEY CRITERIA (REFERRED TO AS THE 'SAWHILL CRITERIA')	INTERPRETATION OF SAWHILL CRITERIA	DATA SOURCE FOR THIS ANALYSIS
Middle Childhood (Ages 5-11)	Basic reading and Math skills	At or above grade level in Reading in Math	TSZ data extract from DISD
	Behavior generally school appropriate	Age appropriate social-emotional skills (i.e., social-emotional learning – SEL)	No data on SEL currently available through TSZ/DISD
Adolescence (Ages 12-18 ¹²)	Graduates from high school with 2.5 GPA or higher.	At or above grade level in Reading in Math	TSZ data extract from DISD (no GPA data currently available)
	Not convicted of a crime	Whether or not MS mentee was convicted of a crime	MS data on MS mentees indicating conviction of crime.
	Has not become a parent	Whether or not MS mentee has gotten pregnant or caused a pregnancy	MS data on MS mentees indicating pregnancy or causing a pregnancy

¹² We adjusted the age ranges slightly from the Sawhill framework to remove overlap (e.g., changed adolescent age range from 11-19 to 12-18.)

ignation) with the probability based on the impact of MS mentoring services (i.e., the percentage of at-risk mentees currently at or above grade level in Math and Reading). Since DISD does not currently have data for students on social-emotional learning, this analysis represents a partial application of the Sawhill criteria. Our analysis projected an improvement in probability of successful transition into the middle class from 30% to 39%, resulting in a 9% improvement in the number of MS mentees making a successful transition into the middle class.

Mercy Street ROI Results

Exhibit 8 (next page) summarizes the projected savings that we estimate, based on the projected 9% increase on MS mentees successfully transitioning into the middle class, as per the probabilities from the Sawhill framework. These savings are then compared to the estimated costs for mentoring (based on a 2-year average) to provide a projected ROI for Mercy Street mentoring.

See Appendix I for more information on Mercy Street, including the program’s logic model and history.

Advocates for Community Transformation (ACT)

ACT is a new model of ministry that empowers inner city residents to take back their communities from drug dealers who make their neighborhoods unsafe. Through relationship building, ACT is able to identify brave men and women in the community who want to see change, educate them on their rights to live in a safe neighborhood, and connect them with volunteer lawyers who use the justice system to shut down drug houses on their street. Founded on Biblical principles, ACT seeks to come alongside residents throughout the process and minister to them through Bible studies, prayer, and personal discipleship. The hope is that the spiritual lives of the residents will be transformed and will mirror the physical transformation taking place in the neighborhood.

Reid Porter, president and founder of ACT, first had this vision as he mentored a young man who lived in these neighborhoods through fellow SWD Ministry Partner, Mercy Street. He left a rising career as a trial lawyer to begin this new idea of integrating evangelism and justice to minister to inner-city communities in West Dallas. ACT’s model assembles teams of staff members, volunteer lawyers, the Church,



and concerned neighbors to work together and eliminate crime-ridden properties. The result is a community that is being transformed.

ACT Results

From 2009 to 2012, ACT successfully resolved 17 “drug house” properties by representing 20 families from the West Dallas neighborhoods

Ledbetter Gardens and Westmoreland Park (LG/ WP). By way of court order or settlement with the offending owner, the result was properties demolished, rehabilitated, sold, or offending owners being forced to evict their tenants. The two major findings relating the impact of ACT in these two neighborhoods are as follows:

REF.	MEASURE	VALUE	SOURCE
A	Estimated annual number of MS mentees	283	Data on active mentor matches as of 7/5/2012
B	Estimated of percentage of MS mentees designated "at-risk" by DISD	89%	DISD data on sampling of 72 MS mentees as provided by TSZ
C	Estimated number of at-risk MS mentees	252	(A * B) Total # of mentees times percentage at-risk.
D	Estimated percentage of at-risk MS mentees that are at or above grade level in Math and Reading (and	50%	32 of 64 sampled at-risk MS mentees at or above grade level in math and reading.
E	Estimated number of at-risk MS mentees at or above grade level in math and reading.	126	(C * D) Estimated # of at-risk mentees times percentage of at-risk at or above grade level in math and reading.
F	Incremental percentage of youth projected to successfully transition into the middle class	9%	39% of MS mentees projected to transition to the middle class, versus only 30% without MS mentoring effect (as per Sawhill probabilities).
G	Projected additional number of youths making successful transition to middle class as a result of MS mentoring	22.7	(C * F) Total number of MS mentees times incremental percentage successfully transitioning into the middle class as a result of mentoring effect.
H	Net Present value (NPV) of incremental income tax revenues for high school graduates per student (2014 dollars)	\$227,465	The estimated NPV of lifetime incremental income taxes resulting from higher lifetime earnings attributable to achieving a high school diploma (including 68% also attending college), as compared to a youth that drops out of high school ¹³
I	Total incremental income tax revenues projected for additional high school graduates	\$5.16 million	(G * H) The 22.7 additional mentees transitioning to middle class (i.e., high school graduates) times the NPV of incremental income tax revenues.
J	Percentage of teen mothers that end up on public assistance	50%	Historically, nearly half of all teenage mothers receive welfare within five years of becoming parents (USGAO 1994).
K	Estimated number of teen mothers that end up on public assistance	5.7	(G / 2) * J Assumes half of the 22.7 youth successfully transitioning to the middle class are female (G/2) times the percentage of pregnant teen mothers that end up on public assistance within five years.
L	Estimated Lifetime federal and state Public Assistance and other Costs of single-parent family (2014 dollars)	\$534,730	The total annual federal cost per household for each item, times the number of teen pregnancies avoided, times the estimated number of years each benefit is provided.

¹³ Labor Market Consequences of an Inadequate Education; Rouse, Cecilia Elena; Princeton University and NBER; Prepared for the Equity Symposium on “The Social Costs of Inadequate Education” at Teachers’ College, Columbia University; September 2005.

- Between 2010 and 2012, the average price of homes sold in West Dallas declined by 15%, while the average assessed value of properties within 450 feet of one or more resolved properties decreased by only 9%
- Between 2009 and 2012, index crimes in the LG/WP area went down 49%, compared to only a 27% reduction for the city of Dallas overall

REF.	MEASURE	VALUE	SOURCE
M	Total Estimated Lifetime medical and Public Assistance and Other Costs Associated Avoided	\$3.1 million	(K * L) Estimated number of teen pregnancies on public assistance avoided times the estimated lifetime cost of public assistance per family.
N	Additional number of male children with successful transition into the middle class due to Mercy Street	125.9	(C / 2) Assumes half of the 252 at-risk youth mentees are male.
O	Percentage of male youth in the general population expected to have prolonged criminal involvement.	5%	The Monetary Value of Saving a High-Risk Youth; Cohen, Mark A.; Journal of Quantitative Criminology; 1998.
P	Projected reduction in the number of male career criminals due to Mercy Street effect.	6.3	(N * O) Estimated number of at-risk Mercy Street mentees multiplied by percentage of male youth who become career criminals.
Q	Estimated lifetime cost per career criminal (2014 dollars)	\$2.079 million	The Monetary Value of Saving a High-Risk Youth; Cohen, Mark A.; Journal of Quantitative Criminology; 1998.
R	Total estimated lifetime cost savings from reduction in the number of career criminals due to adoption.	\$13.1 million	(P * Q) Reduction in number of career criminals times estimated lifetime cost per career criminal.
S	Total estimated savings from incremental number of youth projected to successfully transition to the middle class based on the Mercy Street effect.	\$21.35 million	(I + M + R) Sum of savings from: additional tax revenues and reduced public assistance, law enforcement, incarceration and victim costs.
T	2-year average budget for mentoring services	\$660,092	Allocation of Mercy Street total budget for mentoring services
U	Estimated percentage of Mercy Street Youth with receiving at least three years of mentoring.	80%	Mercy Street estimate.
W	Estimated annual mentoring cost for youth mentored at least three years	\$528,074	(T * U) Estimated annual mentoring cost for youth receiving at least three years of mentoring.
X	Total three-year cost of mentoring	\$1.58 million	(W * 3)
Y	Total Estimated lifetime ROI for Mercy Street Mentoring (per \$1 Invested)	\$13.51	(S / X) Total estimated savings from Mercy Street effect divided by the estimated 3-year cost for mentoring services.

¹³ The primary study is The Taxpayer Costs of Divorce and Unwed Childbearing: First-Ever Estimates for the Nation and All Fifty States; Benjamin Scafid, Georgia College & State University. Certain cost categories reference The One Hundred Billion Dollar Man -- The Annual Costs of Father Absence; Steve L. Nock, University of Virginia, Christopher Einhorn, DePaul University School of Public Service



FIGURE 3: REDUCTIONS (INCREASES) IN CRIME, BY TYPE, FOR LG/WP VERSUS DALLAS (2009-2012)

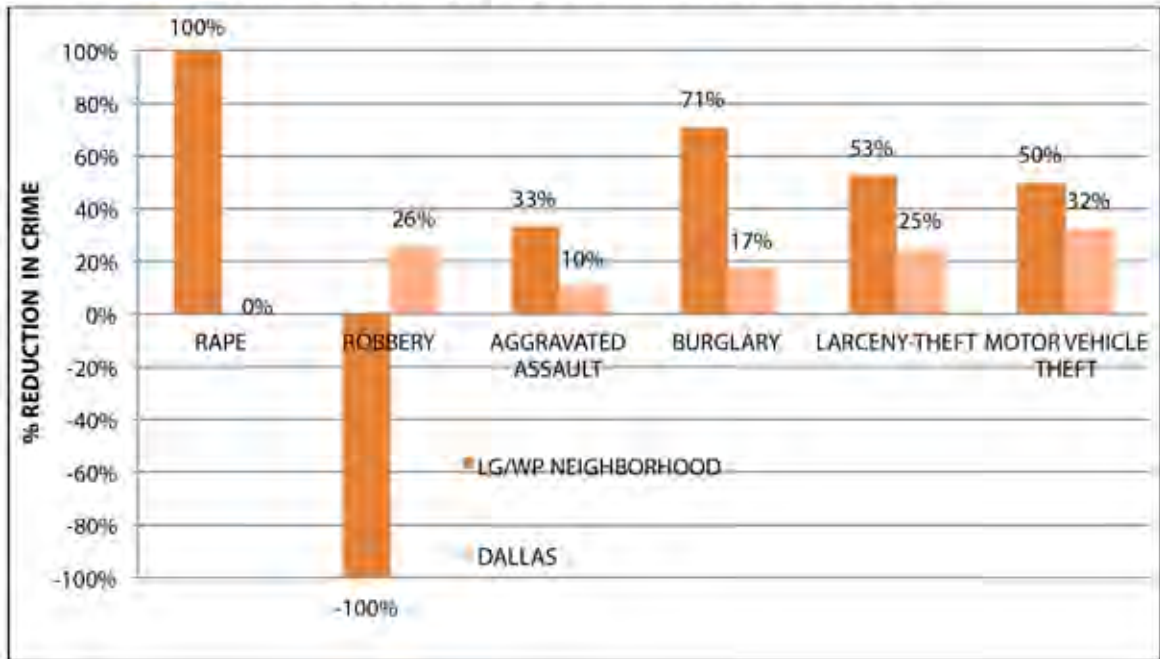


Figure 3 compares the changes in crime rate, by type of crime, between 2009 and 2012 for the LG/WP neighborhood in comparison to Dallas as a whole.

ACT ROI Results

Exhibit 9 (pp 28-29) summarizes the total projected savings attributed to the resolution of these 17 properties based on: i) property value savings for homes within 450 feet of resolved properties; ii) improved property tax revenues based on these property value savings; iii) savings from reduced crime (as compared to Dallas crime trends) in the LG/WP neighborhood; and iv) reduced maintenance costs for the county for these properties.

Brother Bill’s Helping Hand (BBHH)

Recently President George W. Bush was quoted as saying “one of the best ways to help children is to help their mothers live to raise them.” The lives of generations to come will be improved because BBHH Community Clinic, our Healthy Living programs, and caring providers, volunteers, donors,

and staff are helping mothers and fathers in West Dallas live healthier, more productive lives.

Suzanne Griffin, Executive Director, Brother Bill’s Helping Hand

For over 70 years Brother Bill’s Helping Hand has met physical and spiritual needs in West Dallas. In the early 1940s local pastor Bill Harrod recognized the needs in the community and established the “Brother Bill’s Helping Hand” fund to provide food, clothing, and spiritual encouragement to local residents.

As a faith-based ministry, Brother Bill’s Helping Hand’s effort to meet local needs picked up momentum through the years. Brother Bill’s Helping Hand registered as a 501(c) 3 nonprofit organization in 1961, and hired a full-time director in the early 1970s. Suzanne Griffin became Executive Director in 2005, and now leads a staff of nine and numerous volunteers. A committed Board of Trustees stays very involved in the West Dallas ministry.

EXHIBIT 10: PROJECTED CLINIC UTILIZATION (8/1/2013 TO 8/1/2014)

CLINIC SERVICES/CLASSES	10% RANDOM SAMPLE PATIENTS	PROJECTED TOTAL PATIENTS	AVG. # OF CLASSES (OR CLINIC UNITS OF SERVICE) PER PATIENT
Laboratory tests	79	790	1
EKGs	9	90	1
Dermatology exams	15	150	1
Mammogram mobile units	23	230	0
Healthy Living Classes - Health information on the internet	1	10	1
Exercise Classes (general)	6	60	16
Adult Clinic	78	780	1
Women's Clinic (Well Woman exam)	41	410	0
Eye Clinic	50	500	1
Healthy Living Class - Diabetes	23	230	0
Healthy Living Classes - Hypertension/Cholesterol	0	0	0
Healthy Living Classes - Prenatal	6	60	1
Healthy Living Classes - Healthy Eating	76	760	2
Healthy Living - Moms with Young Children	1	10	2
Healthy Living Class - Medical Info/Story Time	5	50	1
Healthy Living Class - Kid's Nutrition Class	0	0	0
Healthy Living Class- Family Talk/Diaper Day	16	160	1
Prostrate Screening	4	40	1
Prescription Assistance	8	80	1
Missing response	0	0	0
Applies to participants	82	820	6

The BBHH Community Clinic

The BBHH community clinic is a unique ministry, integrated into other BBHH ministries, to meet the health needs of uninsured individuals in West Dallas. The clinic sees an average of about 72 unique patients per week, for a total of about 110 weekly encounters. In addition, in the past year the clinic provided 416 flu shots, along with 350 CVS flu shot vouchers. Based on a 10% random sample of patients, an estimated 40% of health clinic patients are diagnosed with diabetes, and about 23% are diagnosed with hypertension. An estimated 15% were diagnosed with both hypertension and diabetes.

The other important aspect of the community clinic is the exercise, diet and health education classes Exhibit 10 above provides the clinic participation data based on the 10% random sample, the projected total number of participants, and the average number of classes (or units, for clinical services).

Suzanne Griffin encourages utilization of the BBHH clinic health education and exercise by linking participation with other BBHH ministries.

¹⁸ The grocery program allows participants to obtain nutritious foods for free on a weekly or monthly basis.



EXHIBIT 9: ROI ANALYSIS OF THE ACT PROGRAM

REF.	MEASURE	VALUE	SOURCE
A	Number of resolved properties	17	
B	Estimated cost per home 150 ft. away from a resolved property	\$4,575	Difference between actual changes in assessed property values versus projected property values.
C	Estimated cost per home 300 ft. away from a resolved property	\$3,872	See above.
D	Estimated cost per home 450 ft. away from a resolved property	\$3,441	See above.
E	Estimated average number of homes 150 ft. from a resolved property	11.8	Total unduplicated number of homes within 150 feet of a resolved property divided by 17 (# of resolved properties)
F	Estimated average number of homes 300 ft. from a resolved property	9.8	See above.
G	Estimated average number of homes 450 ft. from a resolved property	7.8	See above.
H	Estimate cost of the number of homes 150 ft. from a resolved property	\$53,824	(B*E) Average number homes 150 ft times estimated cost per home
I	Estimate cost of the number of homes 300 ft from a resolved property	\$37,809	(C*F) Average number homes 300 ft times estimated cost per home
J	Estimate cost of the number of homes 450 ft from a resolved property	\$26,718	(D*G) Average number homes 450 ft times estimated cost per home
K	Total estimated cost savings on improved property value per property resolution	\$118,351	(G+H+I) Sum of the estimated cost of the number of homes 150, 300 and 450 ft away from a resolved property
L	Total estimated cost savings of all resolved property resolution	\$2,011,964	(A*K) Total number of resolved properties times total estimated cost saving per property resolution
M	Property tax rate for Dallas	2.50%	
N	Average estimate of incremental property tax revenues per property resolutions	\$2,959	(M*K) Total estimated cost savings on improved properties times property tax rate
O	Total estimate of incremental property tax revenues associated with 17 property resolutions	\$50,299	(N*A) Average estimate of incremental property tax revenue times total number of property resolutions
P	Total number of properties demolished	8	8 of 17 resolved properties were demolished
Q	Total number of properties rehabilitated	9	9 of 17 properties rehabilitated by owner or sold and rehabilitated by new owner
R	Average cost over 20 year period for security and maintenance on a demolished building	\$4,697	Edward G. Goetz, Kristin Cooper, Bret Thiele, and Hin Kin Lam; <i>Pay now or Pay More Later: St. Paul's Experience in Rehabilitating Vacant Housing</i> ; CURA Reporter (April 1998).
S	Average cost for a rehabilitated building over a 20 year period	\$7,141	See above.
T	Total cost savings in security and maintenance over 20 years on total number of demolished properties	\$37,576	(P*R) Total number of demolished properties times average cost of maintenance over 20 year period
U	Total cost savings for total number of rehabilitated properties over a 20 year period	\$64,269	(Q*S) Total number of properties rehabilitated times average cost for a rehabilitated building

REF.	MEASURE	VALUE	SOURCE
V	Total cost savings for all properties rehabilitated or demolish over a 20 year period/(annually)	\$101,845	(T+U) Sum of Security, maintenance and rehabilitation on all resolved properties.
W	Average annual maintenance cost savings	\$5,092	(V / 20 years)
X	Difference between actual (including estimated unrecorded crimes ¹⁵) versus projected crimes based on Dallas overall: Rape	(7.0)	Crime data obtained from the Dallas Police Department.
Y	Robbery	29.1	See above.
Z	Aggravated Assault	(6.3)	See above.
AA	Burglary	(53.4)	See above.
BB	Larceny-Theft	(109.3)	See above.
CC	Motor Vehicle Theft	(1.7)	See above.
DD	Projected Savings (additional costs) based on estimated tangible costs per crime: Rape	\$289,359	Based on estimated tangible costs per crime of \$82,674 ¹⁶
EE	Robbery	(\$622,76)	\$107,374 per crime (see above reference)
FF	Aggravated Assault	\$123,405	\$53,654 per crime (see above reference)
GG	Burglary	\$329,154	\$102,680 per crime (see above reference)
HH	Larceny-Theft	\$384,908	\$38,880 per crime (see above reference)
II	Motor Vehicle Theft	\$17,744	\$14,878 per crime (see above reference)
JJ	Total Projected Savings from Reduced Crimes in LG/WP neighborhood	\$521,801	(Sum of DD - II)
KK	TOTAL PROJECTED SAVINGS OVER THREE YEARS (less property value savings)	\$1,731,577	(O + W + JJ) * 3 years
LL	Total Projected Program Savings (inclusive of property value savings)	\$3,743,541	(JJ + L) 3- years savings plus property value savings.
MM	TOTAL COSTS FOR ACT PROGRAM OVER PAST THREE YEARS	\$646,471	Sum of annual ACT budget from 2009-2012¹⁷
NN	ESTIMATED ROI FOR ACT (PER \$1 INVESTED IN THE PROGRAM)	\$5.79	(LL / MM)

¹⁵ The multiplier effect is based on a study finding which takes recorded crimes and, by type of crime, projects actual number of crimes. The economic and social costs of crime; Sam Brand and Richard Price; Home Office Research Study; First published 2000; Communications and Development Unit, Home Office London.

¹⁶ McCollister et al; The Cost of Crime to Society: New Crime-Specific Estimates for Policy and Program Evaluation; Drug Alcohol Dependency; 2010 April 1; 108(1-2): 98-109.

¹⁷ This figure represents the full ACT budgets for 2009 and 2010 (i.e., ACT was 100% focused on the LG/WP neighborhoods), 60% of the 2011 budget, and 30% of the 2012 budget.



FIGURE 4: DIABETIC PATIENT SUCCESS IN MANAGING THEIR CONDITION, BY PARTICIPATION IN HEALTHY LIVING DIABETES CLASS

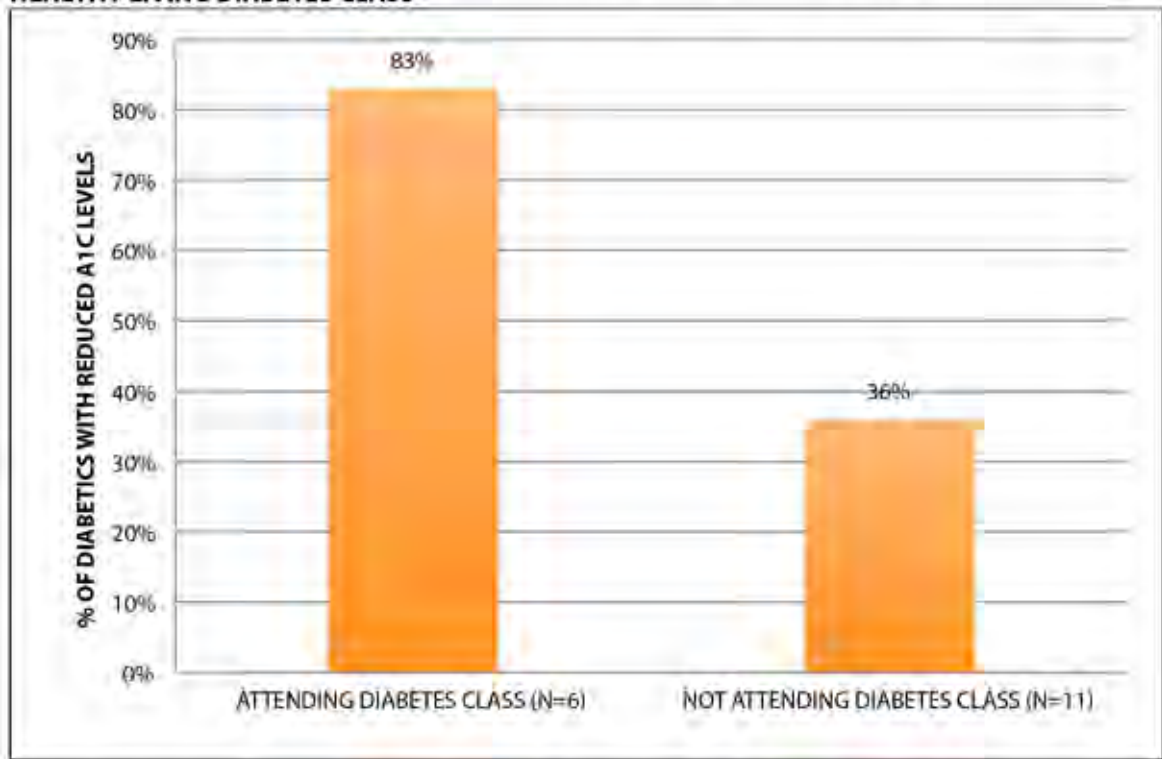
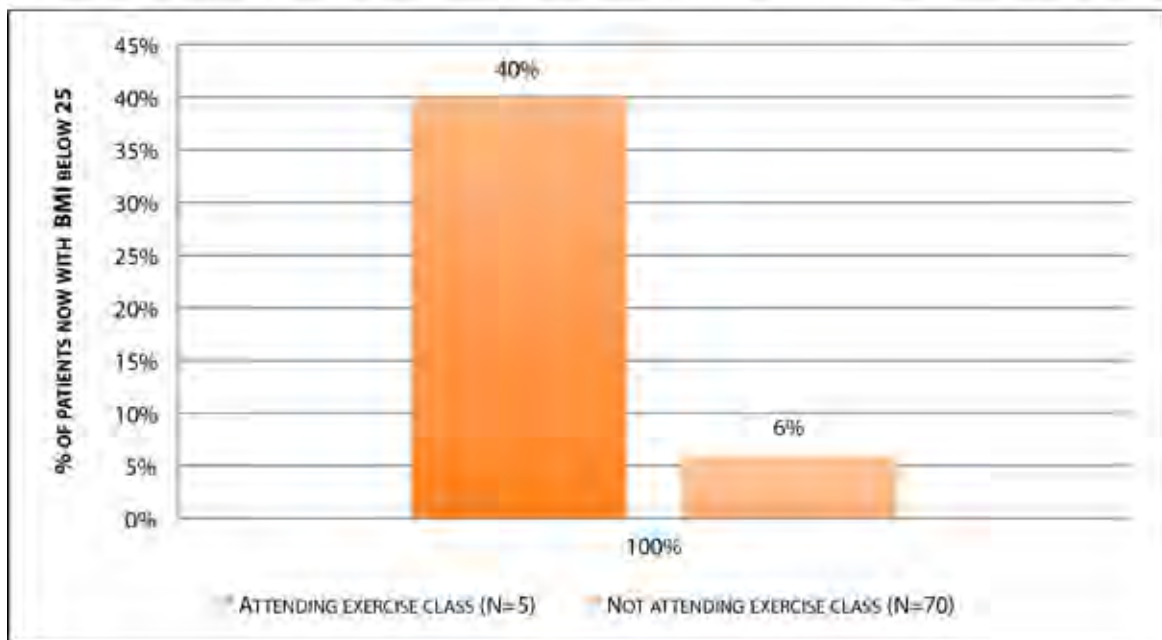


FIGURE 5: SUCCESS IN REDUCING BMI BELOW 25, BASED ON PARTICIPATION IN BBHH EXERCISE CLASS



As Griffin explains:

In order to participate in our grocery program¹⁸, we require at least one member of their household to participate in one of our Healthy Living Classes. That way, we hope we can provide valuable instruction, especially to those with chronic conditions, to help them manage their own health better.

vaccinations administered and flu vaccine vouchers distributed); and

4. Reduced health costs based on improved self-reported health status for patients, as compared to before they began receiving services from the clinic.

* Exhibit 11 - See Next Page

Preliminary Results

Although the sample size is small (i.e., based on only a 10% randomized sample), the initial findings on the impact of the health and exercise classes is very promising. Figure 4 shows the difference in the percentage of patients with diabetes that are successfully managing their diabetes (i.e., reducing their A1C levels below 9%) for patients attending the Diabetes Healthy Living class as compared to those that did not participate in the class.

Figure 5 shows the percentage of patients that originally had a Body Mass Index (BMI) of more than 25 that have since been able to reduce their BMI below 25, for clinic patients that participated in the exercise class and those that did not.

BBHH Community Clinic ROI Analysis

The BBHH Community Clinic ROI Analysis focuses on four areas where measurable changes in health status (both clinical and self-reported by patients) are used to project health cost savings by the clinic:

1. Reductions in health costs from hypertension (as a result of lowering blood pressure);
2. Improved glycemic control for diabetic patients (as a result of lowering A1C levels);
3. Reduced health costs associated with lower incidence of influenza (as a result of flu

¹⁸ The grocery program allows participants to obtain nutritious foods for free on a weekly or monthly basis.



EXHIBIT 11: BBHH COMMUNITY CLINIC ROI ANALYSIS

REF.	MEASURE	VALUE	SOURCE
HYPERTENSION			
A	Number of BBHH respondents who have been diagnosed with hypertension	19	Data found in the BBHH Results Online database on 9-2-14
B	Number of BBHH respondents whose blood pressure was less than 140 / 90	13	Data found in the BBHH Results Online database on 9-2-14
C	Prevalence of hypertension among respondents who participate in BBHH health interventions	23.2%	19 of 82 respondents were diagnosed with hypertension in the BBHH Results Online database as of 9-2-14
D	Success rate of BBHH hypertension intervention	68.4%	13 of 19 respondents achieved a habitual blood pressure reading of 140/90 or less as of 9-2-2014
E	Average cost per patient of hypertension in the U.S. (in 2014 dollars)	\$739	Costs and percent of U.S. population per American Heart Association Report on Cardiovascular Disease
F	Total Savings from controlling hypertension	\$9,607	B * E
G	Extrapolation of savings to entire BBHH population receiving medical care	\$96,070	F * 10 (F was based on a 10% randomized sample of the BBHH population receiving medical care)
DIABETES			
H	Number of BBHH respondents who have been diagnosed with diabetes	33	Data found in the BBHH Results Online database on 9-2-14
I	Number of BBHH respondents whose A1C level was at 7% or less	9	Data found in the BBHH Results Online database on 9-2-14
J	Prevalence of diabetes among respondents who participate in BBHH health interventions	40.2%	33 of 82 respondents were diagnosed with diabetes in the BBHH Results Online database as of 9-2-14
K	Success rate of BBHH diabetes intervention	18%	Menzin J, Langeley-Hawthorne C., et al (2001). Potential Short-Term Economic Benefits of Improved Glycemic Control. Diabetes Care 24 (1): 51-55.
L	Average annual inpatient cost per diabetic in the U.S. in 2014 dollars	\$3,521.67	Economic Costs of Diabetes in the U.S. in 2012. American Diabetes Association stated in 2014 dollars per the CPI Inflation Calculator
M	Total Savings from controlling diabetes	\$31,695	I * L
N	Extrapolation of savings to entire BBHH population receiving medical care	\$316,950	M * 10 (M was based on a 10% randomized sample of the BBHH population receiving medical care)
FLU VACCINATION			
O	Number of people vaccinated	696	From administrative records
P	Probability of catching the flu	17%	"Health Outcomes and Associated Costs Avoided and Return-On-Investment from Conducting Flu PODs" (Jan 28, 2014)
Q	Effectiveness rate of flu vaccine	60%	"Efficacy and effectiveness of influenza vaccines: a systematic review and meta-analysis;" Osterholm, Sommer, Belongia

REF.	MEASURE	VALUE	SOURCE
			2012
R	Number of flu cases prevented	94.4	$P * O * Q * 1.33$ (transmission rate)
S	Mean medical cost per flu patient	\$693.18	"The Annual Impact of Seasonal Influenza in the US: Measuring Disease Burden and Costs"; N-A M. Molinari et al in Vaccine 25 (2007)
T	Total medical cost savings	\$65,457	R * S
SELF-REPORTED HEALTH IMPROVEMENT			
U	Number of BBHH respondents who have NOT been diagnosed with either hypertension nor diabetes	40	Data found in the BBHH Results Online database on 9-2-14
V	Percentage of BBHH respondents who reported moving from "Poor" or "Fair" health to "Good" or better after receiving care from BBHH Health Clinic	53%	18 of 34 respondents moved from "Poor" or "Fair" to "Good" or better when self-reporting on their health. Data found in the BBHH Results Online database on 9-2-14
W	Number of Respondents moving from "Poor" or "Fair" to "Good" or better	21	$U * V$
X	Health Care Expense Differential of Top 10% vs. Median	\$7,681	$\$6,444 - \$644 = \$5,800$ in 2002 dollars = \$7,681 in 2014 dollars. http://meps.ahrq.gov
Y	Total Savings from controlling hypertension	\$161,301	$W * X$
Z	Extrapolation of savings to BBHH population receiving medical care	\$1,613,010	$Y * 10$ (Y was based on a 10% randomized sample of the BBHH population receiving medical care)
SUMMARY			
AA	Total Cost Savings	\$2,091,487	G + N + T + Z
BB	Total Annual Direct Costs for Operation of the Clinic	\$315,000	BBHH staff
CC	Estimated Health Cost Savings Per \$1 Invested in the BBHH Health Clinic	\$6.64	AA / BB



VIII. SWD IN ACTION: COLLABORATIVE PROJECTS AND INITIATIVES

One of SWD's stated missions is to encourage collaboration. Ministry Partners have come to appreciate the quote: ***"It's amazing what can be accomplished if no one cares who gets the credit."***¹⁹ Thus, SWD designs and builds collaborative models, projects, and teams around their ministry and church partners to expand their outreach and further specific missions in the neighborhoods of West Dallas. These collaborative models are also designed to help Ministry Partners move away from isolated impact toward collective impact. This approach blends the specific roles and "best practices" offered by Ministry Partners, other non-profits, and new strategic partners to holistically address the needs of targeted audiences within the West Dallas community.

The Serve West Dallas vision and mission offers suburban churches an opportunity to partner with other area churches, FBOs, and strategic partners and to focus on strategies to see measured urban community transformational change by working together. Most suburban churches lack a clear strategic vision in their urban mission programs and tend to be scattered in their approaches to urban missions, according to Hanson. He speaks from experience as a former church executive who had oversight over the urban missions departments of two mega churches in San Antonio and Memphis, and served as the missions chairman of his local Dallas church.

Most churches are far too content to simply give money to lots of parachurch ministries, and to do occasional weekend 'relief' work. Far more could be accomplished if the churches and FBOs would work together strategically, combining their efforts and resources into collective visions aimed at specific neighborhoods and communities.

If this happened, entire neighborhoods of the city could be transformed for the gospel, versus supporting at arms-length urban ministries who themselves work in isolation from other ministries working in the same area of the city.

The basic aim of each of SWD's collective impact models is to:

1. Be easily replicated and sustainable;
2. Be scalable;
3. Work together through a common agenda;
4. Measure accomplishments through shared measurement systems;
5. Provide mutually reinforcing activities;
6. Be supported by a backbone organization (SWD) that allows the partners to do what they do best; and
7. Mutually encourage one another to do better work.

The vision to collaborate and collectively work together helps to empower the poor to rise above the community and ultimately to move toward faith, self-development, and economic independence.

Listed below are the current projects and initiatives started and/or overseen by SWD. Each project directly ties to one or more of the stated goals in the SWD mission: 1.) Encourage collaboration; 2.) Provide expertise, training, networking or economies of scale, and 3.) Attract in-kind or human (volunteers) resources.

Economic Development Center (H.I.S. Bridge Builders) (SWD Mission: Expertise/ Collaboration):

In 2009, SWD played an instrumental role in inviting a new faith-based entity to move to West Dallas to fill a need for job creation in the community. SWD helped secure a 60,000 square foot facility through a long-term relationship with the Dallas Housing Authority. Initial funding for their move and building renovations came from a SWD board member contact. This individual was captivated by the vision to create jobs for unem-

¹⁹ This quote is often attributed to President Truman, John Wooden (UCLA basketball coach), or Blanton Collier (Cleveland Browns football coach).

ployed residents in West Dallas. Today, a number of SWD urban churches and Ministry Partners work with H.I.S. BridgeBuilders to provide church members or program participants with job opportunities. Several Dallas area employers, most notably OMNI Hotels, have provided job opportunities through their businesses in support of the SWD economic development center. The suggestion to reach out to a church member and owner of OMNI Hotels came from a SWD board member. Several similar useful employer leads have come out of the SWD collective network.

SOAR (SWD Mission: Collaboration):

SOAR is an educational collective impact initiative, focusing on West Dallas public schools in Dallas ISD (DISD). This initiative was created to support teachers, parents, and students through a collaborative strategy and to accelerate student academic performance, enhance student social and emotional wellbeing, and to increase parent and teacher climate and involvement so that the students may become successful and engaged citizens. SOAR's pilot phase launched at the beginning of September 2012 at Amelia Earhart Elementary, and has since expanded to George W. Carver Elementary.

Partners involved:

- Steering Committee Chair – Jan Nelson, Executive Director, Adults Relating to Kids (ARK)
- Ministry Partners – ARK, Voice of Hope, Mercy Street, HIS Bridge Builders;
- Church Partners – Highland Park Presbyterian Church, Park Cities Presbyterian Church;
- Strategic Partners – Momentous Institute, SMU's Budd Center for Involving Communities in Education, Renaissance Learning, Big Thought, Readers 2 Leaders, Texas Capital Bank, and Reading Partners.

The Shalom Project

(SWD Mission: Collaboration):

Shalom could be defined as the well-being, prosperity, health, fulfillment, and completion, with regard to one's environment, one's own soul, and one's relationship with his/her neighbor.

There are at least nine categories of community life that will eventually contribute to Shalom and the transformation of every West Dallas neighborhood: 1.) Family life, 2.) Community involvement and leadership development, 3.) Economic development, 4.) Education, 5.) Housing and neighborhood revitalization, 6.) Physical needs (health, food, clothing, etc.), 7.) Public safety, 8.) Spiritual life and the Church, and 9.) Arts and entertainment.

The Shalom Project is a church-led initiative that creates partnerships between neighborhood urban churches and large suburban churches, producing a new and dynamic model of neighborhood transformation. The mission of the Shalom Project is to serve West Dallas by mobilizing the Church to leverage its rich spiritual, human, financial resources to transform distressed neighborhoods through the local church. It simply begins by the two church (suburban and urban) teams building relationships and praying together, then identifying the assets within a neighborhood surrounding a neighborhood church. It is also a way to scale up the capacity of our Ministry Partners to further extend their services to the neighborhood. The pilot project will launch in the fall of 2014.

Partners involved:

- Ministry Partners – ACT, Builder's of Hope, Mercy Street;
- Church Partners – Arapaho Road Baptist Church, Compass Christian Church, Park Cities Presbyterian Church, Highland Park Presbyterian Church, West Dallas Community Church, Bill Harrod's Memorial Church, New Mount Horeb Church, New Morning Star Baptist Church, Macedonia Baptist Church, Progressive



Baptist Church, New Mount Calvary Baptist Church, Restoration Community Church

- Strategic Partners – e3 Partners, Dallas Leadership Foundation

Faith Community Healthcare (SWD Mission: Collaboration/Attracting Resources):

SWD, through a strategic partnership with the executive leadership of Baylor Scott & White (BS&W) Healthcare System’s office of Mission and Ministry’s Faith in Action Initiatives (FAI) will mobilize the BS&W Healthcare System family (volunteers) into a collective impact initiative with West Dallas churches and faith-based organizations to address the healthcare needs of the West Dallas community through: health counseling, health education, health promotion, referral-agent, and health advocacy. Plans call for the local neighborhood church to be the hub through which the initiative would work. This initiative will also be an integral part of the Shalom Project.

Big Fix for West Dallas (SWD Mission: Collaboration/Attracting Resources):

West Dallas, like many other inner-city areas of our nation, struggle with significant animal over-population, and public safety issues due to unleashed dogs. This initiative’s aim is to significantly diminish the number of unwanted litters, with the ultimate goal of reducing animal euthanasia at Dallas Animal Services and shelters. Launched in summer 2014, Big Fix for West Dallas focuses on community outreach through providing free and low-cost animal care services and animal welfare education. Additionally, the vision for this collaborative is to empower residents in 75212 to build a community that fosters healthy interactions and relationships with animals.

Partners involved:

- Steering Committee Chair – Suzanne Griffin, Executive Director, Brother Bill’s Helping Hand

- Ministry Partners – ACT, Westmoreland Heights Neighborhood Association, Voice of Hope, and Brother Bill’s Helping Hand

- Strategic Partners – Big Fix for Big D, SPCA of Texas, Dallas Animal Services, Spay/Neuter Network, Dallas Companion Animal Project, and the Companion Animal Funders Coalition (The Dallas Foundation, Rees-Jones Foundation, The Meadows Foundation, PetSmart Charities®, the Summerlee Foundation, and the George and Fay Young Foundation).

- Key Volunteers – Neighborhood Association leaders

- Neighbors and Ministry Partners staff and volunteers

Serve West Dallas Resource Team (SWD Mission: Attract In-Kind Resources):

The resource team began in 2011 and consists of approximately thirty well-networked Dallas residents that utilize personal, community, and business contacts to help connect free or low-cost in-kind resources (tangible items or services) to meet current needs of the SWD Ministry Partners. Since its inception four years ago, approximately \$350,000 worth of in-kind resources have been identified and donated as a result of the Resource Team, a direct savings to the bottom line of each SWD Ministry Partner, or dollars earned from garage sale items to send students from the West Dallas community to summer camps.

Examples of in-kind gifts:

- Library of law books – Advocates for Community Transformation
- Professional tree-trimming service - Voice of Hope
- Tires for community van - Westmoreland Heights Neighborhood Association

- Civil engineer, professional services - Builders of Hope
- Outdoor event tent – Brother Bill’s Helping Hand
- Printing of curriculum – Adults Relating to Kids
- Theological reference library – World Impact Dallas

Marketing the Collaboration (SWD Mission: Provide Networking/Attract Human Resource Assets):

Serve West Dallas staff strives to consistently promote the individual and collaborative work of the SWD Ministry Partners through various media platforms (newsletters, social media, website, etc.) in order to help them gain additional exposure above the reach of the individual Ministry Partner platforms. The objective is to gain broader Dallas community support, resources, to post open MP staff positions, and to promote the need for volunteers in the West Dallas community. Recruiting and screening volunteers is a major goal of these marketing efforts and SWD’s collective impact models are also being designed to provide a meaningful volunteer experience intended to draw upon the diverse talents of people, who are His workmanship, and as Ephesians 2:10 states: “... designed to do good works.” Media stories are written to highlight individual SWD Ministry Partner progress, client stories, successes, and needs. Each summer SWD staff hosts six to eight college age fellows/interns who function as an editorial team to interview and write 20-30 stories that can be used by both the individual Ministry Partners and SWD to post on websites and newsletters.

Platform analytics are evaluated for effectiveness on a regular basis by SWD staff. The SWD newsletter, which highlights Ministry Partner events, volunteer opportunities, and stories, has an open and click-through rate that is twice that of the industry average for nonprofits.

SWD staff regularly convenes a meeting of the MP communication directors and coordinators to share updates of the collaboration, review the MP shared calendar, and to brainstorm how to best share and support the collective initiatives.

Baylor Case Study (SWD Mission: Provide Expertise and Networking/Attract Resources):

On behalf of the Ministry Partners, SWD retained Baylor University’s Institute for Studies of Religion to conduct a comprehensive two-and-a-half year study on the collaboration as well as an ROI analysis of the individual ministries. The final product will be provided as a tool to be used by SWD’s Ministry Partners and their boards to assist Ministry Partner boards to raise awareness of an outcomes-based approach to their work, and for use in their fundraising efforts. The study will also serve to be used to raise awareness on behalf of the entire collaborative to the broader Dallas community and beyond as a model of community-based organizations effectively collaborating together to achieve collective impact.

Mission Increase Foundation (SWD Mission: Provide Networking, Expertise, and Training):

SWD was instrumental in introducing Mission Increase Foundation (MIF) into the community. MIF is a national foundation that exists to help ministries grow, become sustainable and work effectively to transform lives and communities for Christ. MIF is unique and unparalleled in its ability to help ministries achieve sustainable growth through ongoing donor relations training. Every training session is followed by free consultation from Mission Increase staff. Additionally, the staff and boards have access to a web-based platform that shows their ministry’s measured improvement in the areas they have received training.

When Helping Hurts (SWD Mission: Provide Expertise and Training):

In partnership with two strategic partners, e3Partners, and Unite Dallas, SWD co-sponsored a one-day training event featuring author Brian Fikkert at the Hope Center for Dallas area churches and



faith-based organizations. This event also served to raise awareness of SWD's collaborative to the broader Dallas community.

IX. CONCLUSION: THE NEED FOR COMMUNITY TRANSFORMATION

This study began with a disturbing look at the plight of disadvantaged communities across America some fifty years after the rollout of the War on Poverty. As previously discussed, the problems facing impoverished communities today - especially those in deep poverty - are so overwhelming that government programs have been unable to make much headway in reducing poverty. With more people in poverty than ever before, it has become apparent to many that we need a bold new vision for troubled neighborhoods and communities that draws upon many diverse partners, sacred and secular, to achieve authentic and lasting community transformation. Why is community transformation so critical for local residents and communities? Several recent studies shed light on this issue. Sociologist David Kirk conducted a study on residents of New Orleans who were forced to relocate to other cities in the aftermath of hurricane Katrina. Kirk followed ex-prisoners who returned to New Orleans and those ex-prisoners who were forced to migrate to other communities. Findings revealed that those parolees who moved to a different community following release from prison were substantially less likely to be re-incarcerated during a three-year follow-up period than a comparable group of parolees who moved back to the same parish where they were originally convicted. Kirk argues that residential change to new communities helped give parolees a better chance of living crime-free lives²⁰. Kirk argues that this change of residence represented a "turning point" in the lives of ex-prisoners.²¹

By turning point, he means that former offenders were able to get a new lease on life, a second chance that would allow them to start over and move forward with their life in a new community without carrying the negative baggage of their past, and while enjoying the resources and networks of support from new communities that are not distressed. Perhaps the biggest take-away from this research is not that people from impoverished neighborhoods simply need to be transplanted to better-off communities. Rather, the findings confirm the need for multifaceted collaborative efforts designed to transform disadvantaged communities so that people can flourish and thrive within the community they call home. In essence, this is why the SWD exists. The SWD vision has been and remains the same: It's about the collective efforts of SWD Ministry Partners to bring about spiritual, economic, social, and physical transformation of West Dallas neighborhoods within the zip code 75212. Though we do not make cause and effect claims, neither do we think it is merely chance that the transformation of West Dallas neighborhoods contributed to a greater decline in both crime and poverty rates of zip code 75212 when compared to its adjacent zip code areas or the City of Dallas, and the United States more generally (see Appendices III and IV).

Interestingly, findings from national level research now seem to suggest that the transformative experiences associated with the efforts of Serve West Dallas are not isolated or random events. Indeed, empirical research not only demonstrates that social networks within communities can be consequential for many positive outcomes, but new research indicates that social networks embedded within congregations are powerful predictors of heightened religiosity and religious activity.²² In fact, scholars are now helping us understand the powerful ways in which networks of social support in religious congregations are linked to life expectancy, phys-

²⁰ David S. Kirk (2009). "A Natural Experiment on Residential Change and Recidivism: Lessons Learned from Hurricane Katrina," *American Sociological Review* 74:484-505.

²¹ David S. Kirk (2012). "Residential Change as a Turning Point in the Life Course of Crime: Desistance or Temporary Cessation?" *Criminology* 50: 329-358.

ical health, and mental health.²³ Moreover, scholars have estimated that at least half of America’s reservoir of social capital is actually made up of spiritual capital²⁴ that is generated by the good works stemming from houses of worship and faith-motivated individuals and groups.²⁵

Though the efforts of churches and parachurch organizations have been assumed to be effective by those within faith communities who are actively engaged, tangible results have not been fully acknowledged by any number of community and governmental stakeholders or those within the academic community. This may be changing. Only recently have scholars begun to consider and study the potential economic impact of congregations. For example, in 2010, Partners for Sacred Places and the University of Pennsylvania School of Social Policy and Practice conducted a study of the economic impact of houses of worship. They estimate that 12 Philadelphia congregations contribute \$52 million in annual economic value to the city of Philadelphia, for an average of \$4.3 million per congregation. By assessing over 50 different factors, they concluded that engaged urban congregations have an enormous “halo effect” upon local economies. If more research replicates the findings of the Philadelphia study, this would suggest congregations and faith-based organizations hold the potential to be critical and much needed economic catalysts in some of our most disadvantaged communities. Findings of this nature could be a key in shifting future community investment policy and practice, especially in urban environments. Stated differently, authentic community transformation is unlikely without the intentional involvement of communities of faith, as we are now seeing in communities like West Dallas.

As we have shown, the SWD collective effort has not always been easy, especially since the challenges and obstacles to community transformation are so formidable in impoverished and disadvantaged areas. However, as this study readily demonstrates, partnerships are needed not only between local ministries, but also with secular organizations and businesses in order for authentic and holistic community transformation to take place. Moreover, SWD is a reminder that alliances between urban and suburban congregations represent a catalytic element in building as well as sustaining a long-term commitment to community transformation. These deepening partnerships have helped SWD reach a “tipping effect” of sorts in West Dallas. Our Return on Investment (ROI) analyses suggests that SWD Ministry Partners have generated a substantial and upward-trending ROI. That is to say, the economic impact alone of SWD is a finding that will be of significant interest to government and business leaders, as well as other community stakeholders.

²² See for example, Samuel Stroope (2012). “Social Networks and Religion: The Role of Congregational Social Embeddedness in Religious Belief and Practice,” *Sociology of Religion* 73: 273-298.

²³ See for example, Stephanie L. Brown, Randolph M. Neese, Amiram D. Vinokur, and Dylan M. Smith (2003). “Providing Social Support May Be More Beneficial Than Receiving It: Results from a Prospective Study of Mortality,” *Psychological Science* 14:320-327; Neal Krause (2006). “Church-Based Social Support and Mortality,” *Journal of Gerontology* 61: 140-146; Neil Krause (2006). “Exploring the Stress-Buffering Effects of Church-Based and Secular Social Support on Self-Rated Health in Later Life,” *Journal of Gerontology* 61: 35-43; Neil Krause (2010). “The Social Milieu of the Church and Religious Coping Responses: A Longitudinal Investigation of Older Whites and Older Blacks,” *International Journal of Psychology and Religion* 20: 109-129.

²⁴ A highly valued commodity, social capital refers to the trust that people and organizations have with and between each other. These relationships are very much reciprocal in nature and are catalytic in strengthening and sustaining communities.

²⁵ Robert D. Putnam et al., (2001). *Better Together: Report of the Saguaro Seminar* (Cambridge, MA: Harvard University, John F. Kennedy School of Government. See also Robert D. Putnam and David E. Campbell (2010). *American Grace: How Religion Divides and Unites Us*. Simon & Schuster: New York.



APPENDIX I

SWD MINISTRY PARTNERS



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INTRODUCTION

This Appendix provides additional information for 11 of the 13 of the Ministry Partners (MPs) involved in the Serve West Dallas (SWD) Collaborative. Table A-1 below shows where content relevant to each MP can be found either in this appendix or in the main report. A blank indicates that needed information wasn't provided to the Baylor research team.

Logic Models

The Baylor Research team assisted in the development of logic models for eleven of the thirteen MPs. For those MPs currently using logic models, the research team helped refine the existing components. These logic models are included in this appendix under each organization to provide another lens by which to view the activities and outcomes of the organization. In some instances, the logic model may represent a particular program within the organization, and in other instances it encompasses all of their activities.

TABLE A-1: SUMMARY OF MINISTRY PARTNER CONTENT

MINISTRY PARTNER (MP)	SWD LOGIC MODEL (EXHIBIT / IN REPORT)	MP LOGIC MODEL AND NARRATIVE (APPENDIX)	ROI ANALYSIS (REPORT/APPENDIX)
2 nd Saturday	X		
Advocates for Community Transformation (ACT)	X	X	X (Report)
Adults Reading to Kids (ARK)	X	X	
Brother Bill's Helping Hand (BBHH)	X	X	X (Report)
Builders of Hope (BOH)	X		X (Appendix)
HIS Bridge-Builders (HISBB)	X	X	X (Appendix)
Mercy Street (MS)	X	X	X (Report)
Voices of Hope (VOH)	X	X	Program Evaluation Only (Appendix)
West Dallas Community Outreach (WDCO)	X	X	
West Dallas Community School (WDCS)	X	X	X (Appendix)
Westmoreland Heights Neighborhood Association (WHNA)	X	X	X (Appendix)
World Impact (WI)	X		
Young Life West Dallas (YLWD)	X	X	X (Appendix)

ADVOCATES FOR COMMUNITY TRANSFORMATION (ACT)

Speak up for those who cannot speak for themselves, for the rights of all who are destitute. Speak up and judge fairly; defend the rights of the poor and needy.
(Proverbs 31:8-9, NIV)

Background

ACT is a new model of ministry that empowers inner city residents to take back their communities from drug dealers who make their neighborhoods unsafe. Through relationship building, ACT is able to identify brave men and women in the community who want to see change. Armed with the interchange of information and education from the connections made between them and volunteer lawyers who use the justice system, these inner city warriors pursue their rights to live in a safe neighborhood and to shut down drug houses on their street. Founded on Biblical principles, ACT seeks to come alongside residents throughout the process and minister to them through Bible studies, prayer and personal discipleship. The hope is that the spiritual lives of the residents will be transformed and will mirror the physical transformation taking place in the neighborhood.

Reid Porter, president and founder of ACT, first had this vision as he mentored a young man who lived in these neighborhoods through fellow SWD ministry partner Mercy Street. He left a rising career as a trial lawyer to begin this new idea of integrating evangelism and justice to minister to inner-city communities in West Dallas. ACT's model assembles teams of staff members, volunteer lawyers, the Church and concerned neighbors to work together and eliminate crime-ridden properties.

Since ACT began in 2009, residents in ACT's first two target neighborhoods experienced a 50% reduction in crime. Additionally, non-violent residential crimes, such as vehicle thefts and residential burglaries, have declined by over 60%. ACT has shut down over 40 drug houses and the client base has grown to over 100 clients in 4 target neighborhoods. Not only is crime being reduced, but hundreds of residents also have heard about the saving grace of Jesus Christ. The result is a community that is being transformed.

While many inner-city residents desire to see their neighborhood changed, they may lack the financial means and legal awareness to use the justice system; police, courts, and law enforcement, to protect themselves or their property. ACT comes alongside these neighbors, educates them about their rights, mobilizes them into coalitions of neighbors on their street and empowers them to seek transformation.

Throughout this process, ACT intentionally uses the gospel to spiritually support the neighbors by presenting them the message of the gospel: That Jesus is the son of God, and that he died on a cross for our sins, and that through believing in him our sins are forgiven, and we are able to become new creations working for peace and justice. This spiritual foundation gives residents the strength to continue the work, even if it puts them at risk for potential retaliation by the criminal element in their community.

Church partners throughout Dallas help support this endeavor. Not only do these partners help support the spiritual element of ACT's work, but the spiritual component also exposes churches to the needs for justice that exist in the city. ACT seeks to involve not only the West Dallas community in this effort, but the entire city as a whole. Systemic change throughout the city requires the wider community to be engaged and educated in such a way that standards for living begin to change. Volunteers are encouraged to come alongside the residents and encourage them spiritually through Bible studies, one-on-one discipleship and prayer walks through the neighborhood.



This type of long-term investment by ACT and its partners allows for preventative work as well. In order to keep healthy properties owned by the residents of the target communities from becoming future magnets for crime, ACT conducts pro-bono will clinics wherein property owners in the community are given an opportunity to obtain the necessary legal documentation to assure that their property is conveyed to their heirs without complication. Over 200 wills have been prepared for West Dallas residents to prevent current homes from becoming future magnets for crime.

Physical and spiritual changes will not happen overnight. Moreover, ACT is committed to the people of the inner city and pray for a spiritually strong community where peace reigns. Based on the success and scalability of the model, reconnaissance work is currently underway in the southern sector of Dallas to determine the next neighborhoods outside of West Dallas where ACT will take its model. As ACT expands, the need for brave men and women to be advocates for justice grows. After all, it takes courage to ACT.

Serve West Dallas & ACT

The ministry partners that make up Serve West Dallas are beneficial to ACT's work for several reasons. Primarily, they are a great source of support for staff and West Dallas residents. Ridding communities of drug houses is an endeavor that everyone supports. This type of support gives ACT credibility in the neighborhood and with the residents they serve. Additionally, due to SWD's close ties in the community, ministry partners will often connect their constituents with ACT to remove a drug house on their street.

As ACT staff works alongside neighbors, other needs often come to the surface. Thanks to the close network of SWD ministry partners, ACT is able to refer neighbors to other nonprofits to meet the needs outside of its focus. From youth mentoring to house renovations, ACT is blessed to be able to have a large network of ministry partners to connect with, and connect our clients to, through SWD.

Collaboration between ministry partners has allowed ACT's work to have a greater impact in the neighborhood. In the past, ACT coordinated a will clinic in the Westmoreland Heights neighborhood in collaboration with the Westmoreland Heights Neighborhood Association. When an abandoned property needed to be torn down, Builders of Hope offered their services to ACT.

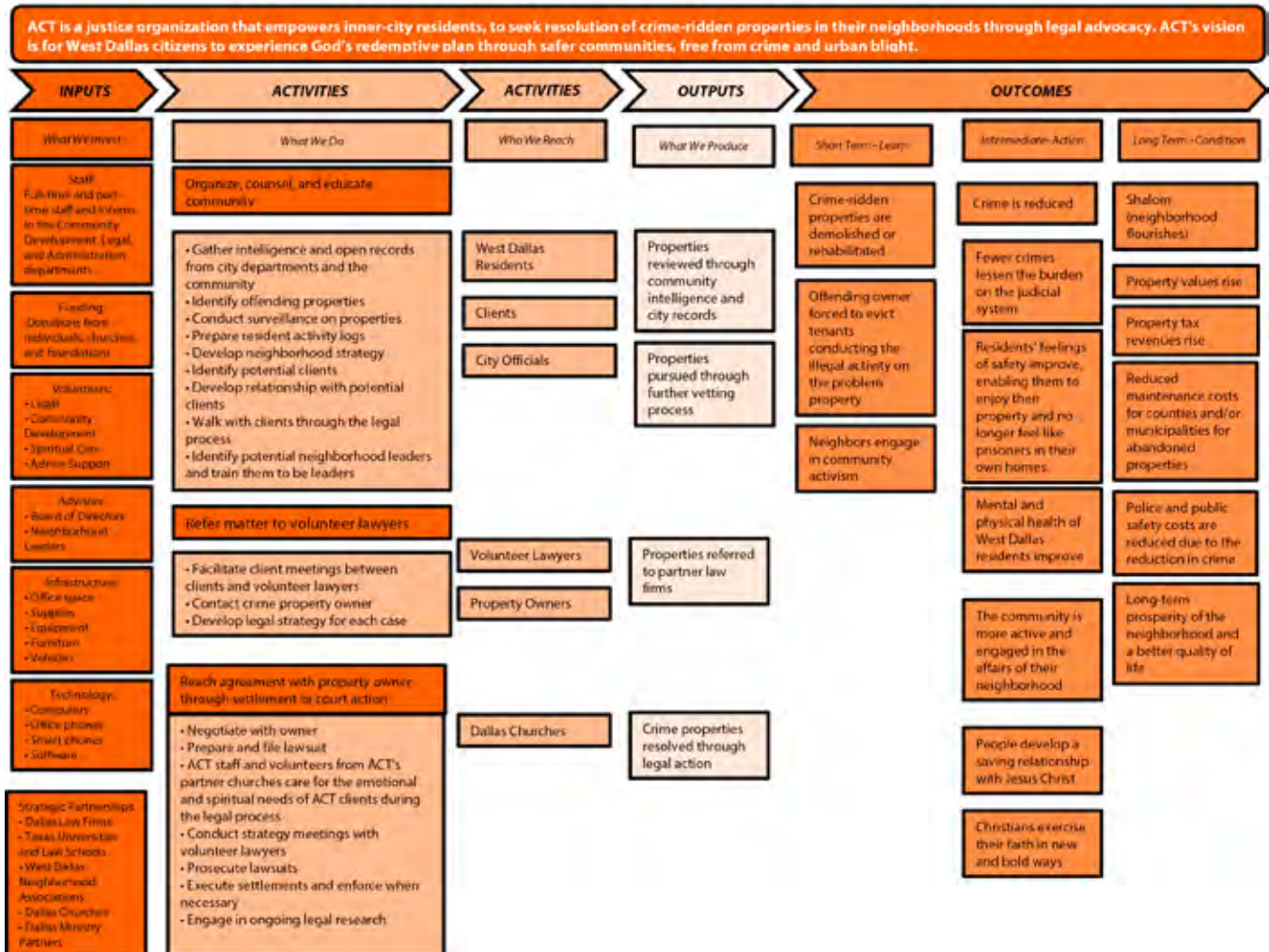
“Just like any good friendship, the ministry partners of SWD are supportive and present whenever ACT has called upon them,” said Reid Porter, ACT founder and president. “We can always count on one of the ministry partners to attend important community meetings, support our staff and clients on big occasions like court hearings and help further our work through their vocal support.”

Comprehensive transformation requires a team and ACT is grateful to be a part of this collaborative effort.

Planning for Impact: The ACT Logic Model

As shown in the Logic Model: ACT, ACT organizes its activities into three main categories: 1) organize, counsel and educate community, 2) refer matter to volunteer lawyers and 3) reach agreement with offending property owner through settlement or court action. ACT engages volunteer lawyers, local churches, the local community, property owners, and other strategic partners in order to shut down drug houses and empower the residents who are hurt by them.

LOGIC MODEL: ACT (ADVOCATES FOR COMMUNITY TRANSFORMATION)



ADULTS RELATING TO KIDS

Background

ARK was founded in 1992 with the mission “to educate adults in becoming more intentional and skilled at providing the unconditional love that elevates the self-concept of children.” This unique approach, which encourages adults to focus on who a child is rather than what a child does, is how ARK is training parents, teachers, counselors, coaches, Sunday School teachers, daycare providers, etc., to more effectively care for and love the children entrusted to their care. Additionally, the ARK curriculum is shared with adults who engage with children in schools, churches, women’s shelters, community centers, nonprofit sites, juvenile justice facilities, and other organizations in West Dallas that provide social services to adults. By promoting a strong, positive relationship between an adult and child, aberrant activity that normally reflects low self-esteem (violence, drug abuse, sexual promiscuity, and gang activity) is diminished and a healthier self-esteem is elevated within a child.

Dr. Glenn B. Wilkerson, founder and president of ARK, leads a staff of two at the satellite office in West Dallas, and Jan Nelson is the site executive director. The ARK staff collectively has 50 years of experience in public school and adult education.

ARK’s purpose “to build stronger family, school, and community relationships between adults and children” is accomplished through four, research-based curriculum resources: ARK for Parents, ARK for Teachers, ARK for Teens or ARK for Children. In an ARK class, adults and children/teens are able to talk (in a confidential environment) about their greatest concerns and/or struggles, sharing life experiences and contributing suggestions to help solve/resolve the issues presented. The wisdom of the group shared over several weeks results in enriched skills to help develop significant adult/child relationships. In addition to increasing a child’s self-esteem, these relationships also impact the child’s academic performance and personal endeavors.

The topics covered in the ARK manuals and DVDs are relevant to each particular adult or child/adolescent group. While ARK for Parents covers such topics as “Providing Unconditional Love,” “Addressing Anger Issues,” “Promoting Success at School,” and “Encouraging Our Children,” the ARK for Teachers includes lessons on “Evaluating Our Teacher Behaviors” and “Becoming an Advocate of the Student.” The ARK for Teen participants review such topics as “Bully-Proofing Yourself,” “You and Substance Abuse” and “Putting Up with Parents.” The ARK for Kids participants work on lessons including “Respecting Yourself” and “Addressing Peer Pressure.”

All groups are led by a trained ARK facilitator, and participants grow, trust, and learn together. Programs are offered both in English and Spanish, and encourage an evaluative, mentorship-based learning process that empowers caregivers to establish new parenting patterns. All training is centered on relationship-building, and encourages participants to develop skills and resources for establishing love-based, respectful relationships in their families. This relationship building process continues to be successful; it promotes a positive quality of life and the mental and emotional health of children and their families.

SWD and ARK

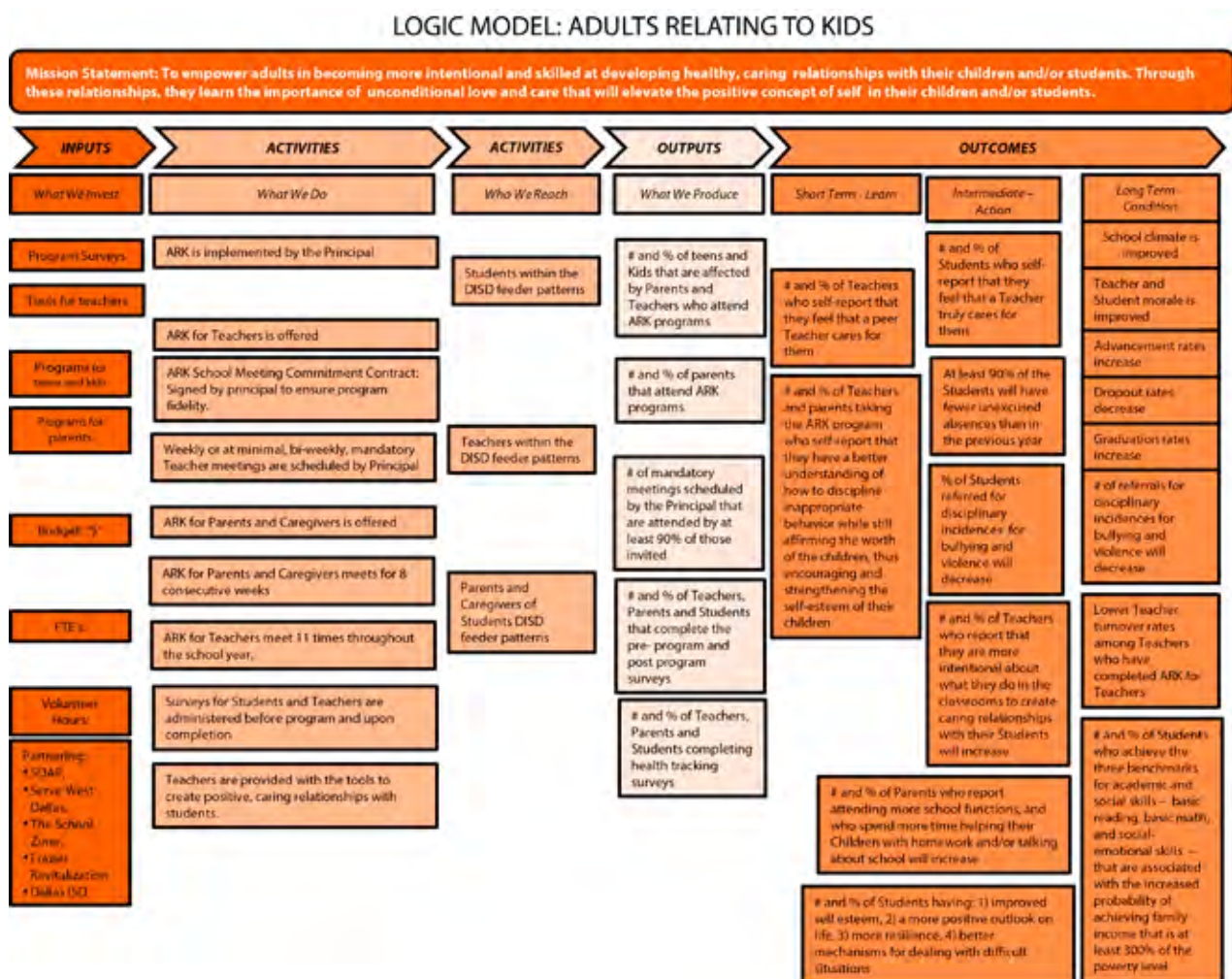
Jan Nelson says:

I think Serve West Dallas is distinctive, because it consists entirely of faith-based organizations and therefore has evangelistic components that other collaboratives don't. SWD has been a great opportunity to make the ARK training available through some of the other ministry partners' programs and we are excited about collaborating with the SWD partners.

The ARK program greatly benefits as a ministry partner of Serve West Dallas given that (1) the SWD organization, leadership, and ideas brought forth by the SWD Executive Director unites the ministries to work productively together for the community; (2) the active communication among the ministry partners helps to energize efforts both together and separately; (3) the cooperation created through SWD has resulted in Project SOAR which sows the seed for similar joint participation and collaboration; (4) the SWD meetings help create harmony and generate the platform for thinking and working beyond one’s own organization for the benefit of the West Dallas community; (5) the members are better able to learn of the specific services that each ministry partner contributes and duplicating services are avoided, and (6) SWD brings recognition within the community to each ministry partner.

The ARK Logic Model

As shown in Logic Model: ARK, the ARK program’s primary audience is actually teachers and parents, with the ultimate outcome of improving children’s social-emotional and academic outcomes. ARK is a key partner in the SOAR program, and is taking the lead in parent engagement activities.



¹ Dr. Tony Onwuegbuzie; Dr. Cindy Bengt; Sam Houston State University; May 2013.
² For purposes of this analysis, a behavioral incident is assumed to result in a suspension.



ARK ROI Analysis

The ARK ROI analysis (see Table A-2) focuses specifically on ARK-trained teachers in grades 7-12, and is based on a multi-year study currently conducted by Sam Houston State University. The specific findings for projected savings from this program are based on:

1. Average Daily Attendance (ADA) funds lost: State formulas for supporting local school system budgets generally incorporate school attendance as a component of developing the level of funding;
2. Reductions in ADA funds (i.e., absences due to suspensions) and reduced administrative burdens from fewer suspensions issues from fewer behavioral incidents.

TABLE A-2: ARK ROI ANALYSIS

REF.	MEASURE	VALUE	SOURCE
A	Number of Middle and High School Students impacted by ARK-trained teachers during academic year 2013-14. ³	3,197	ARK staff, 2014
B	Percentage improvement in the number of students who strongly agree that a teacher cares for them (pre/post ARK training)	28%	The Aldine-Spring Middle School Dropout Prevention Project, Year Two (20112-2013) Project Evaluation
C	Projected total number of additional students that strongly agree that a teacher cares for them as a result of ARK-trained teachers.	895	(A x B)
D	Average number of fewer school absences for students that strongly agree that a teacher cares for them.	1	The Aldine-Spring Middle School Dropout Prevention Project.
E	Total projected reduction in absence days as a result of ARK-trained teachers.	895	(C x D)
F	Average Daily Attendance funds lost per day.	\$30	Safe School Ambassadors Suspension Cost Analysis, as found at: www.safeschoolambassadors.org
G	Total annual savings from improved attendance as a result of ARK-trained teachers	\$26,850	(E x F)
H	Average number of behavioral incidents per student - Pre-ARK	2.34	The Aldine-Spring Middle School Dropout Prevention Project.
I	Total projected annual number of behavioral incidents among students that now strongly agree that a teacher cares for them (i.e., pre-ARK behavior)	2,094	(C x H)
J	Projected percentage reduction in the number of behavioral incidents due to ARK intervention.	62%	The Aldine-Spring Middle School Dropout Prevention Project.
K	Projected reduction in the number of behavioral incidents as a result of ARK-trained teachers.	1,298	(I x J)
L	Estimated average cost per behavior incident (i.e., suspension)	\$290	The estimated direct cost per suspension is \$290 - Average Daily Attendance Funds loss of \$30/day for an average length of suspension of 3 days (\$90); and 4 administrative hours (@ \$50/hour) dedicated to fact gathering, witness interviews, calls, meetings, data entry, and record-keeping (\$200) ¹
M	Total projected savings from reduction in behavioral incidents	\$376,420	
N	TOTAL PROJECTED SAVINGS	\$403,270	(G + L)
O	TOTAL ESTIMATED PROGRAM COST	\$40,000	\$8,000/school x 5 schools.
P	PROJECTED PROGRAM ROI (per \$1 invested in the program)	\$10.08	

³ The ARK training is for teachers. The students impacted by ARK are essentially the students that are taught by those ARK-trained teachers.



BROTHER BILL'S HELPING HAND (BBHH)

Background

Aligned with the founder's original vision, Brother Bill's Helping Hand "enriches the lives of men, women, and children in West Dallas by empowering through learning, encouraging through relationships and ensuring the essentials of life." According to the 2010 US Census there are 6,796 households in West Dallas. Brother Bill's Helping Hand serves 21% of those households. The ministry continues to address a wide variety of needs through its community-focused programs. Neighbors benefitted from these programs over 92,400 times in 2013. Specifically, Brother Bill's Helping Hand offers residents of the 75212 zip code weekly, short-term, and once-a-year programs. The work of Brother Bill's Helping Hand comes to life through three distinct programmatic areas - Education, Healthy Living, and Essentials of Life:

Educational Programs: Bible studies, devotional time, English classes, financial seminars, job training, and computer classes

Healthy Living Programs: Community Clinic (adult, women, and eye clinics; flu shots, lab work, and glasses; mammograms and prostate cancer screening; counseling, EKGs, and prescription aid program); Healthy Living classes on diabetes, hypertension, high cholesterol, healthy eating, parenting, and women's health concerns; and a variety of sports activities for children

Essentials of Life Programs: Free Grocery Store (food pantry), Summer Lunch for Kids, Back to School Carnival, Birthday Party in a Bag, SNAP, CHIP, and Medicaid registration, and the annual Children's Christmas Celebration

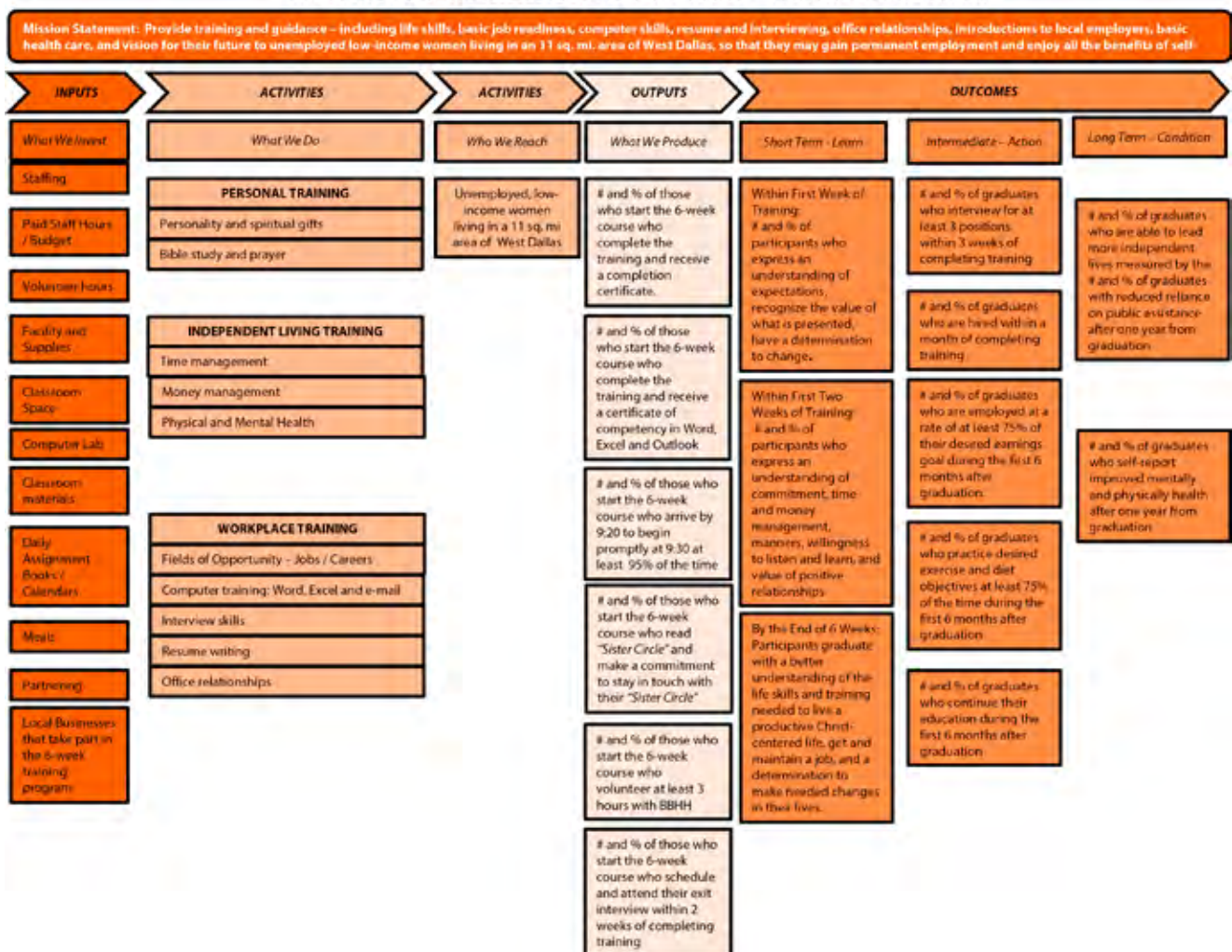
Recent Developments

Recently, BBHH has been busy improving and building upon their already robust ministry. These new changes and additions include:

- Exercise Classes – Exercise Classes meet twice a week, with plans to increase the number of classes in the near future.
- Healthy Living Classes – One person from every participant's household is now required to take at least one healthy living class a year in order to receive services the following year. Fortunately, there are numerous classes for patients to choose from: diabetes, healthy eating, hypertension, and high cholesterol, moms with young children, breast cancer, menopause, family talk/diaper day, and prenatal classes. Except for the family talk/diaper day class, third year medical students from UT Southwestern, residents from UT Southwestern and A&M School of Medicine, and seniors from Baylor School of Nursing teach all of these classes. Parkland Hospital and Methodist Hospital also provide various medical services to Brother Bill's Helping Hand.
- UT Southwestern study on diabetics – Brother Bill's Helping Hand is participating on a limited basis in a national, seven year study that focuses on diabetics who are only on metformin.
- Vital Sign 6 – Brother Bill's Helping Hand is also partnering with UT Southwestern and the Pastoral Coun-

selling Center in a study on depression. The purpose of the study is to measure the impact medical providers (doctors, nurses, etc.) can have on the mental health of their patients when specific questions are asked during normal physical examinations. Based on the patient’s response to a short series of questions, medical providers will gain some indications as to whether the patient would benefit from counseling or something beyond counseling. The Pastoral Counseling Center in Dallas will provide bilingual counselors to help serve the emotional needs of these patients. UT Southwestern doctors will educate and advise Brother Bill’s Helping Hand Community Clinic providers on how to handle various situations and help them determine “next steps” for patients.

LOGIC MODEL: BROTHER BILL’S HELPING HAND – PATHWAYS PROGRAM



SWD and BROTHER BILL'S HELPING HAND

Brother Bill's Helping Hand appreciates the benefits of the Serve West Dallas collaborative both from an internal and external standpoint, as Suzanne Griffin explains:

Serve West Dallas offers a more deliberate, intentional way for us to interact with other ministries in West-Dallas. It strengthens our referral network by providing a broader base of services. For example, we make referrals to Young Life, Mercy Street, Voice of Hope, and West Dallas Community School for mentoring, youth activities and education opportunities for the families we serve.

Building Knowledge Through Data

Brother Bill's Helping Hand has maintained extensive records of both programs and outcomes over the years. This current Baylor Study provided the opportunity and staffing to incorporate some of that information into a concise case study of one particular program. The benefits from engagement with the Baylor research team has already become clear to Executive Director Suzanne Griffin as she approaches funders and volunteers about investing in the future of West Dallas by working with Brother Bill's Helping Hand.

In particular, the exercise in developing a logic model for the community clinic is already paying dividends. Griffin recently participated in a Robert Wood Johnson Foundation national survey on Metrics for Healthy Communities. She was able to articulate the outcome measures for the clinic much more clearly than before going through the logic model exercise.

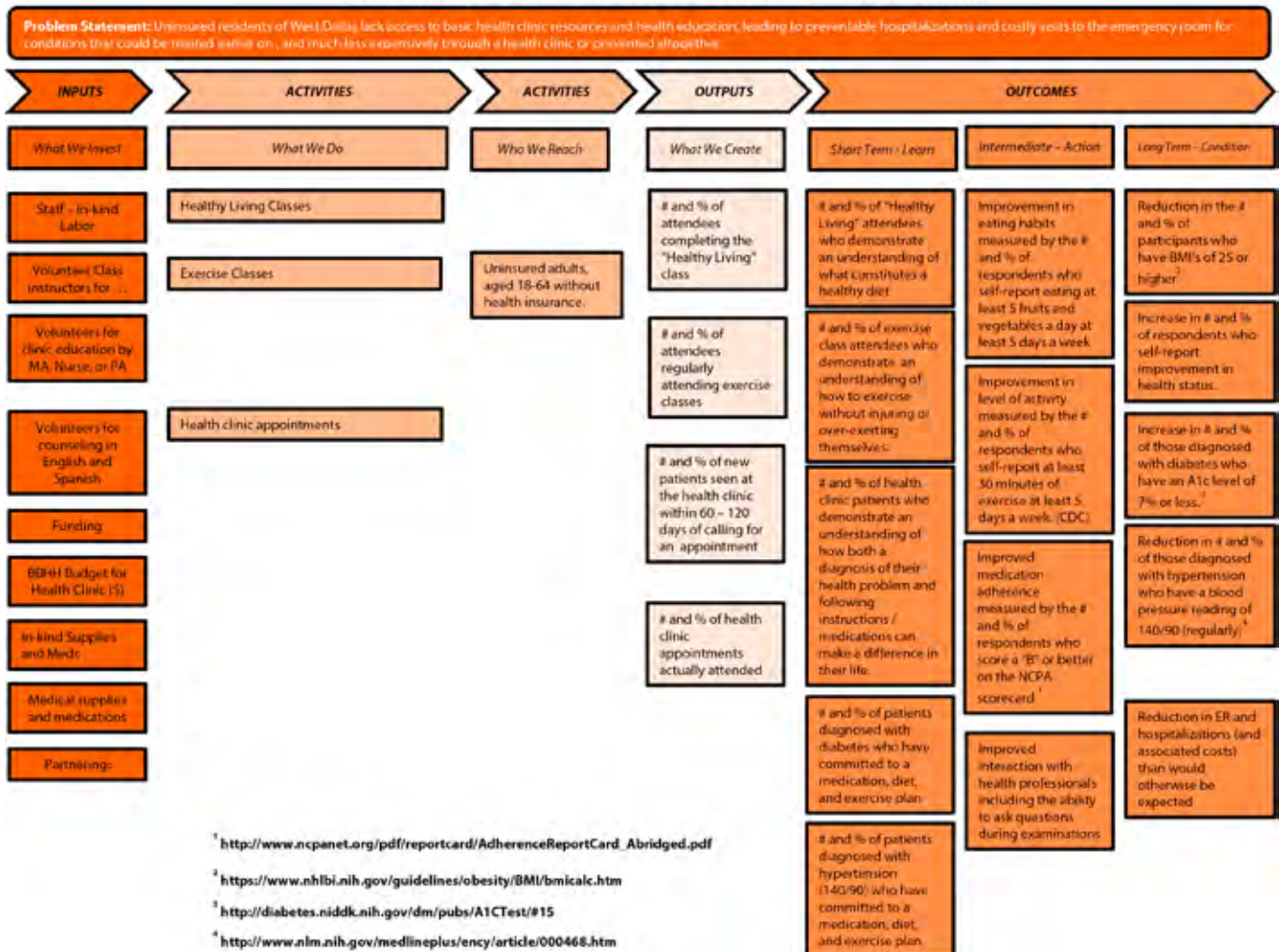
In addition to the logic model, the Baylor research team also helped Brother Bill's Helping Hand set up the online data system, Results Online2 (RO2). Using the logic model as the framework, Griffin and her staff assisted the Baylor research team in developing a data collection system for RO2, into which clinic, class, and other health-related information was entered for a 10% random sample of the clinic's more than 800 patients. Patient data was collected from various Brother Bill's Helping Hand sources, such as their EMR program, patient charts, and surveys. Additional surveys were given to measure the progress of their health. After entering all the data into RO2, the Baylor team produced reports showing the improvement of the sampled patients' health status through BBHH community clinic community services.

As Griffin said, Results Online has helped her and the Clinic staff get a clearer perspective of the value of the Clinic and BBHH's many Healthy Living programs to the community. Griffin also looked at the 82 participants on Results Online and said, "Why don't we really concentrate on these 82 people and see how we can help them get even better?"

The BBHH Logic Models for The Health Clinic and Pathways Program

BBHH created two different logic models; one for its health clinic and another for its Pathways employment and training program. The logic model for the community clinic shows how the health education and exercise classes were incorporated into their overall efforts to improve self-care, especially for clinic patients with chronic conditions, and improve the overall health status of clinic patients specifically and the community as a whole.

LOGIC MODEL: BROTHER BILL'S HELPING-HAND HEALTH CLINIC



BBHH has taken the initiative to also develop a logic model for their Pathways employment program. As shown in Logic Model: BBHH Pathways, BBHH combines personal, independent and workplace training in this intensive program to bring about life-changing results for the women they serve, and the family surrounding them. As Griffin explains:

We already know the stories of the women that have been through the program, and how they were able to change their lives. With the logic model and subsequent data collection, we want to be able to demonstrate the economic impact of those changes, not only for the women we serve, but also in broader terms to consider their impact as parents, employees and leaders in their community.



BUILDERS OF HOPE CDC

Background

Builders of Hope CDC (BOH) was founded in 1998 with the goal of improving urban communities by “building strong families and healthy, safe neighborhoods through discipleship, community pride, and development of affordable housing.” As a designated Community Housing Development Organization (CHDC) in Dallas and a Certified Housing Counseling Organization with the State of Texas, BOH’s ministry has reached many of troubled areas in West Dallas and is expanding to other parts of Dallas.

President and CEO Norman Henry leads BOH’s seven person staff. Collectively, BOH’s leadership team has more than 100 years of experience in housing and community development.

To accomplish its mission in local neighborhoods, BOH’s services:

- Combat historical cycles of unemployment, crime and incarceration;
- Alleviate barriers to homeownership;
- Address limited availability to decent affordable housing, and
- Promotes the stabilization of traditionally destabilized southern sector neighborhoods.

BOH’s efforts are strategically embedded in four key areas:

- 1) Providing affordable homebuilding for low-to-moderate-income families in economically-distressed neighborhoods
- 2) Homebuyer and financial literacy education
- 3) Job training for minority ex-offenders, and
- 4) Community outreach.

In these key areas, BOH encourages and sustains efforts through new home construction, revitalization of existing homes, and rebuilding or demolition of substandard homes; as well as education and counseling, community safety and mobilization, and discipleship opportunities.

SWD and BUILDERS OF HOPE

For Norman Henry, the formation of the Serve West Dallas (SWD) collaborative is a natural outgrowth of his ministry work in West Dallas over the past 21 years, when he began to work for another ministry partner, Voices of Hope. BOH was birthed in subsequent years from Voice of Hope Ministries to address housing needs in the community. As Henry points out:

There has been a history of collaboration among SWD partners for years. For example, many of the ministry partners were part of a Weed and Seed grant through the U.S. Department of Justice. SWD has helped to formalize and more clearly define our collective goals for the West Dallas community. So now, when we conduct a community needs assessment, we have a means through the SWD collaborative to address those needs on a more comprehensive level, and because we are faith-based, that includes spiritual as well as economic and social needs.

Community Impact (ROI Analysis)

BOH previously developed an ROI analysis for one of its funders, The Rees-Jones Foundation. This analysis centers on the economic benefits associated with BOH's efforts to rehabilitate homes and build new homes. Table A-3 is based on some of the assumptions and values provided through that analysis. This is based on a three-year project funded by The Rees-Jones Foundation from 2008 to 2011.

TABLE A-3: ROI FOR BOH HOUSING REHABILITATION PROGRAM

TYPE OF BENEFIT	BASIS OF CALCULATION	TOTAL 3-YEAR PROJECT BENEFIT (ASSUMES AVG. OF 1.5 YEARS)	INTERIM BENEFITS (5 YEARS)	LONG-TERM BENEFIT (30 YEARS)
Increased property tax revenues for new homes built	77 new homes x \$98,000 value x property tax rate of .025	\$282,975	\$943,250	\$5,659,500
Increased property tax revenues for 17 Rehabbed homes	17 rehabbed homes x \$35,000 improved value x property tax rate of .025	\$22,313	\$74,375	\$446,250
Municipal maintenance cost savings for abandoned lots		\$73,500	\$245,000	\$1,470,000
Code/Police/ Enforcement Costs	31 blighted properties x (\$26,000)	\$1,209,000	\$4,030,000	\$24,180,000
Tax growth: Indirect increase in property values of existing homes as a result of new home development	20 homes x \$20,000 increased value (50% improvement over \$40,000 home) x property tax rate (.025) x 77 homes	\$1,155,000	\$3,850,000	\$23,100,000
Total Project Benefits		\$2,742,788	\$9,142,625	\$54,855,750
Total Project Costs	BOH budget for 3-year project	\$2,500,000	\$2,745,000	\$3,970,000
Projected ROI	Dollar value of benefits for every \$1 invested in BOH project	\$1.10	\$3.33	\$13.82



H.I.S. BRIDGEBUILDERS

Background

Over 16 years ago, Velma Mitchell, a former AFDC recipient and Mike Fechner, a successful businessman, sought to actively address the issues of violence, poverty and inequality that function as barriers for many residents in the West Dallas community. Mitchell and Fechner founded H.I.S. BridgeBuilders (HISBB) as a movement of God uniting Christians towards the transformation of urban communities.

In collaboration with Dallas churches, businesses, the public sector and non-profit organizations, HISBB extends a bridge to men and women in the urban areas who wish to experience spiritual, cultural, social and economic restoration. HISBB helps to impact each of these areas by shaping programs to encourage the primary restoration of the relationships between man-to-God and man-to-man.

A multitude of volunteers, including volunteers in executive and non-executive roles, engage in important strategic and tactical activities to shape, direct and effectively resource the plethora of HISBB programmatic offerings. Some of the key strategic partnerships HISBB leverages include Habitat for Humanity, the City of Dallas, the Salvation Army, Dallas Housing Authority, and numerous area churches and schools, among others. Specifically, HISBB programs help build bridges in the West Dallas community by providing health, educational, economic development and community development services:

Health Services: Affordable, accessible health care; optical and counseling clinics.

Educational Services: Job and life skills training, discipleship and mentoring.

Economic Development Services: Employment placement, social business incubation, opening community businesses.

Community Development Services: Home restoration, community Bible studies, local church growth, community outreach.

SWD and H.I.S. BRIDGEBUILDERS

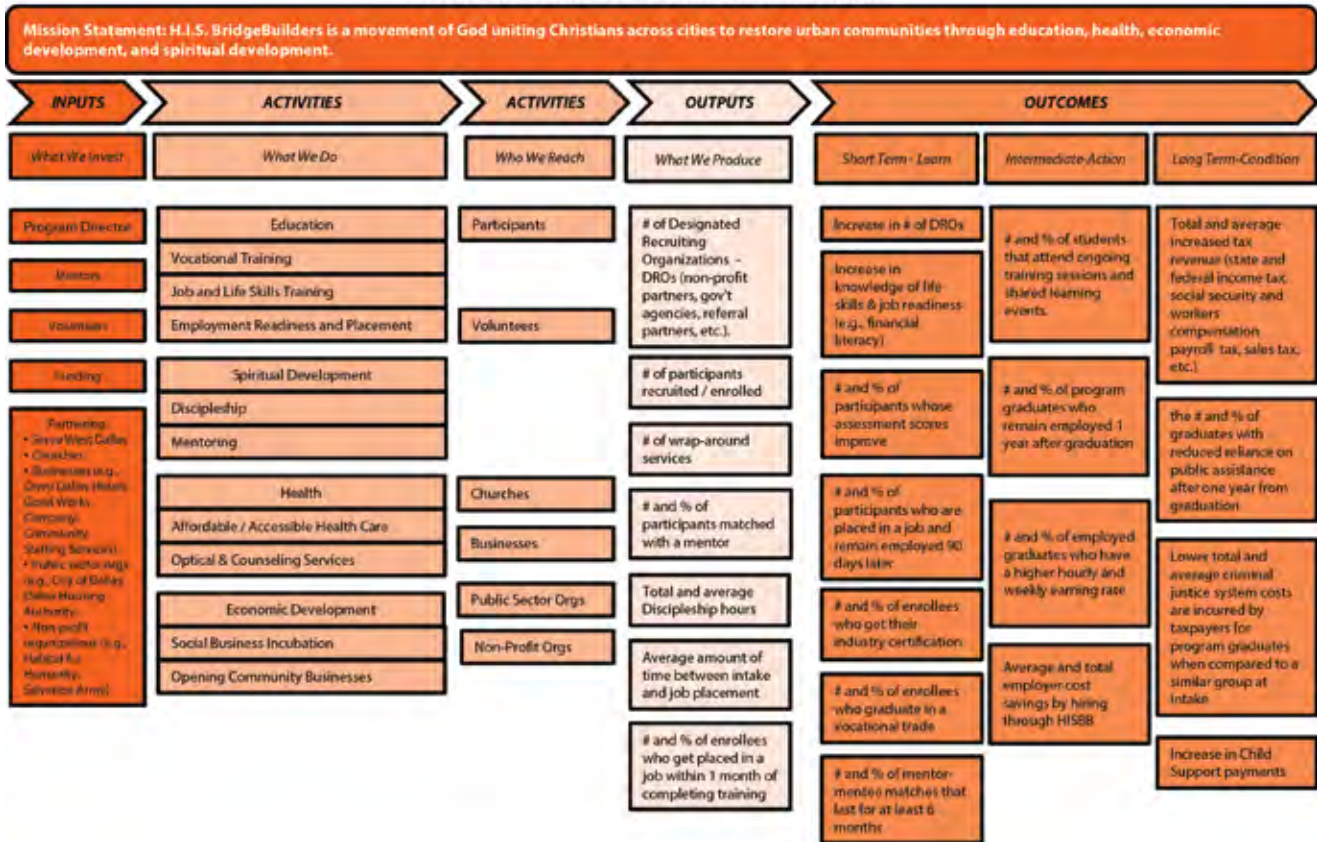
HISBB's new building, located in West Dallas, is clear evidence of the collaboration among faith-based organizations with support from the public sector to achieve a common goal. The new headquarters for HISBB was formerly a Dallas Housing Authority facility, which Pastor Wilson was able to get transferred over to HISBB. Brad Popoff, Former Chief Operating Officer for HISBB, describes how the SWD collaborative was a natural extension of how they go about doing ministry:

We were happy to be a part of SWD, because our mission in all of the cities where we operate is to encourage collaboration among all Christians to advance urban transformation, economically, social and spiritually. SWD is about the same thing; making linkages across ministries to bring about transformation in West Dallas.

HISBB and Logic Models

As shown in Logic Model: H.I.S. Bridge Builders, HISBB engages numerous community-based and governmental partners through its outreach and programming efforts. HISBB will continue to develop and improve its program follow-up data collection to demonstrate improved outcomes for participants in family and economic terms.

LOGIC MODEL: H.I.S. BRIDGEBUILDERS



Community Impact (ROI Analysis)

One H.I.S. Bridge Builders program that demonstrates an economic return is its Employment Training Program. Table A-4 (next page) shows the projected ROI associated with these efforts to provide job training and placement for a population characterized by high unemployment. As show below, the H.I.S. BridgeBuilders Employment and Training ministry yields \$2.67 in benefits within a five-year time frame, based only on incremental income tax revenues. There are undoubtedly, additional savings for all of these program participants in terms of reduced unemployment payments and other public assistance costs previously incurred.



TABLE A-4: HISBB ROI ANALYSIS

REF	MEASURE	VALUE	SOURCE
A	Number of Students enrolled annually in Employment Training program	125	HISBB
B	HISBB Employment Rate	77%	96 of a total of 125 clients with confirmed employment (HISBB)
C	Estimated Employment Rate for Client Population	50%	Estimated employment without the assistance of HISBB.
D	Differential in HISBB employment rates	27%	B - C
E	Estimated annual increment of people employed through HISBB	34	(A) 125 students enrolled x (D) 27% improved job placement
F	Average annual earnings for employed individuals	\$20,000	Estimate provided by HISBB staff for 2014
G	Average annual income tax revenues per employed participant (36% federal)	\$7,200	Source: "Who Pays America's Tax Burden, and Who Gets the Most Government Spending?" Taxpayer Foundation (March 2007)
H	Average total annual income tax revenues gained from employed individuals	\$243,000	(E) 34 additional job placements x (G) \$7200 in incremental annual income tax revenues generated
I	Estimated reduction in the percentage of participants on public assistance	16%	Based on follow-up surveys which indicated 10 of 19 HISBB participants were receiving public assistance prior to HISBB, and only 7 were still on public assistance at least six months after program completion.
J	Average annual food stamp benefits	\$1,506	http://www.statehealthfacts.org/comparetable.jsp?cat=1&ind=26
K	Average annual savings in food stamp costs	\$29,555	(A) 125 students enrolled x (I) 16% reduction in public assistance x (J) Average annual food stamp benefit
L	Percentage of students with a criminal record (i.e., ex-offenders)	5.3%	Based on follow-up surveys which indicated only 1 of 19 HISBB participants was incarcerated in the past three years.
M	Recidivism Rate in Texas	31.90%	http://www.pewtrusts.org/uploadedFiles/wwwpewtrustsorg/Reports/sentencing_and_corrections/State_Recidivism_Revolving_Door_America_Prisons%20.pdf
N	Estimated Recidivism Rate for HISBB ex-offender participants	21.20%	Based on a 33% reduction in recidivism from a study of Ready4Work programs.[1]
O	Projected Number of HISBB participants prevented from returning to jail	0.7	.7 ex-offenders = ((A) 125 annual program participants x (L) 5% ex-offenders) x 10.7% = ((M) 31.9% statewide rate less (N) 21.2% projected HISBB rate)

REF	MEASURE	VALUE	SOURCE
P	Annual per person costs of incarceration in Texas	\$21,390	http://www.vera.org/files/price-of-prisons-texas-fact-sheet.pdf
Q	Average prosecution cost per crime committed	\$570	Source: An Ounce of Prevention: Taxpayer Costs Avoided through Preventing Crime
R	Average public defender cost per crime committed	\$322	Source: An Ounce of Prevention (see above)
S	Average jury or court trial cost per crime committed	\$5,565	Source: An Ounce of Prevention (see above)
T	Average total court expenses per crime committed	\$6,458	Formula: Q + R + S [Average total court expense per crime committed by recidivating offender]
U	Average total cost per recidivating offender	\$27,848	Formula: P + T (Annual costs of incarceration plus total court expenses per crime committed)
V	Annual Savings from reduced incarceration Costs	\$19,603	(O) 1 HISBB prevented from returning to prison x (U) \$27,848 average total cost per recidivating offender
W	Estimated Percentage of HISBB participants that pay child support	42%	Based on follow-up surveys which indicated 8 of 19 HISBB participants had child support obligations at follow-up.
X	Average percentage of earnings that go towards child support (20%-40%)	30%	http://www.attorneys.com/child-support/can-you-calculate-the-average-cost-of-child-support/
Y	Estimated Annual Child Support Payments Resulting from HISBB employment	\$85,050	14 additional individuals employed via HISBB able to make child support payments ((W) 42% with child support requirements x (E) 34 additional individuals employed via HISBB) x (X) 30% of (F) \$20,000 in earnings going towards child support
Z	Percentage of participants placed in jobs that would otherwise be filled through a temp agency	50%	HISBB places participants in jobs with employers that would otherwise have utilized a temp agency to fill their position.
AA	Average release fee charge by temp agencies	\$500	Employers pay this fee in order to hire a temporary employee from the agency.
BB	Total projected savings to employers in temp agency release fees	\$24,000	96 HISBB participants placed in jobs x (Z) percentage of positions otherwise filled through a temp agency x (AA) average temp agency release fee



MERCY STREET

Background

In 2003, Mercy Street embarked on a 20-year strategy to transform the West Dallas community by loving their neighbors. This vision was simple; raise up a generation of leaders by engaging in long-term relationships in West Dallas, one of the most-neglected communities in the city.

Compelled by the gospel and moved by the fact that a ZIP code too often defines one's destiny, Trey and Melissa Hill moved into West Dallas in October of that year. According to the Hills, at the time, the high school graduation rate hovered around 40% and only 2 % of the residents had a college degree. Crime, poverty, and teen pregnancy rates were alarmingly high.

But rather than seeing West Dallas as a problem to be fixed, they saw it as a community of people to be loved. So, together, with the support of Park Cities Presbyterian Church, they started Mercy Street and embarked on this commitment to ministry that has thus far lasted 20 years. Other churches embraced the vision to help end the cycle of poverty in West Dallas and soon got involved. Mercy Street was formed with the support of these churches, additional pastors, school principals and teachers, the police, and other ministries soon joined to collaborate.

Impacting Education

Education, especially the dropout rate in the local high school, was identified early on as a key opportunity for transformation. The community's high school dropout rate was startling. Of the 394 students who entered Pinkston High School in the fall of 1999, only 85 had been promoted to seniors in the fall of 2003. Of those seniors, only 20% passed the Texas Assessment of Knowledge and Skills or TAKS test, which was required for graduation. The average SAT score was 758.

Building a strong community requires the nurturing of home grown leadership. Without high school and college graduates, there was a lack of leadership. And without leadership from within, there was limited ability to introduce meaningful change. The area seemed destined to continue repeating the cycle of poverty that had been prevalent for generations.

Believing that sustainable change occurs from within a community, Mercy Street started a mentoring program to begin building healthy, long-term relationships with the children of West Dallas. Mercy Street saw the children as one of the most valuable assets in the community and believed that they would be the ones to lead to real transformation.

Mercy Street recruited mentors from supporting churches to work with students at George Washington Carver Elementary School, and placed a mentor coordinator in the school. By the end of that year, 85% of students in the fourth and fifth grades had enrolled in the program.

Needing a home base, Mercy Street asked the Dallas Housing Authority to use a 20,000 square foot building that was part of the old Edgar Ward projects and had been targeted for demolition for \$1-per-year lease. The DHA agreed and Mercy Street invited Young Life West Dallas and the Pregnancy Center to share the building.

As the program grew, Mercy Street began to supplement the mentoring program with weekly Bible classes, field trips, Christian summer camps, and leadership training. In 2008, Mercy Street expanded to a second elementary school, C.F. Carr, and in 2012, a third elementary school, Amelia Earhart, was added. As more children participated the goal became to furnish a mentor to every West Dallas public school student who wanted one. Today, more than 900 children have been matched with mentors, and there are over 300 current, active matches. Mercy Street mentoring services are currently provided in three of the six elementary schools in the local feeder pattern. Mercy Street is also very actively engaged in the local middle school and high school as well as a college preparatory charter school. There are currently three classes of high school graduates -144 youth - whose mentors are still actively involved in their lives.

But Mercy Street didn't stop with mentoring. Recognizing that healthy communities have healthy activities for their youth, Mercy Street started a youth sports program in 2006. That first year, more than 200 West Dallas children played organized baseball for the first time in their lives. Today, more than 700 children participate in our sports ministry which now includes a recreational soccer league and a select basketball team.

The sports ministry adds a new dimension to the mentoring program by bringing coaches into the lives of the children to act as short term mentors who not only teach the rules and skills of the game, but who also focus on good sportsmanship, good behavior and spiritual enrichment through a devotional before each practice and game. Our sports program also reaches the broader community of West Dallas by engaging children and families who may not be eligible for participation in the mentoring program.

Because of the success of our sports program, the Dallas Housing Authority leased a 20-acre tract of prime real estate to Mercy Street to develop into recreational sports space for the community. In 2011, Mercy Street completed the first phase of the project--a full-size, first-class baseball field on the property. That field is currently used by our sports program, but is also home to Pinkston high school's practices and games. Mercy Street is currently raising funds to add softball, t-ball, soccer and football fields, a walking track, and all the amenities that go with it as part of the ongoing community transformation.

While there is still much work to do, the change in West Dallas, over these few years is evident and remarkable. When Mercy Street's first class of mentored students entered high school in 2007, the four-year graduation rate was 39.5%. Four years later, when those first Mercy Street students graduated, the rate jumped to more than 68%. The next year, the graduation rate climbed to 81%, with 88% of Mercy Street students graduating in four years.

Meaningful change is evident in that it is also becoming "cool" in West Dallas to go to college. When Mercy Street began in 2003, there was little expectation that students would go to college. Today, more than half of students who participate in the Mercy Street program go to college. One hundred percent of the 2013 Mercy Street students who graduated with a mentor attended college the next fall.

Mercy Street is continuing to work together with the people of West Dallas to change hearts, lives, and the community.



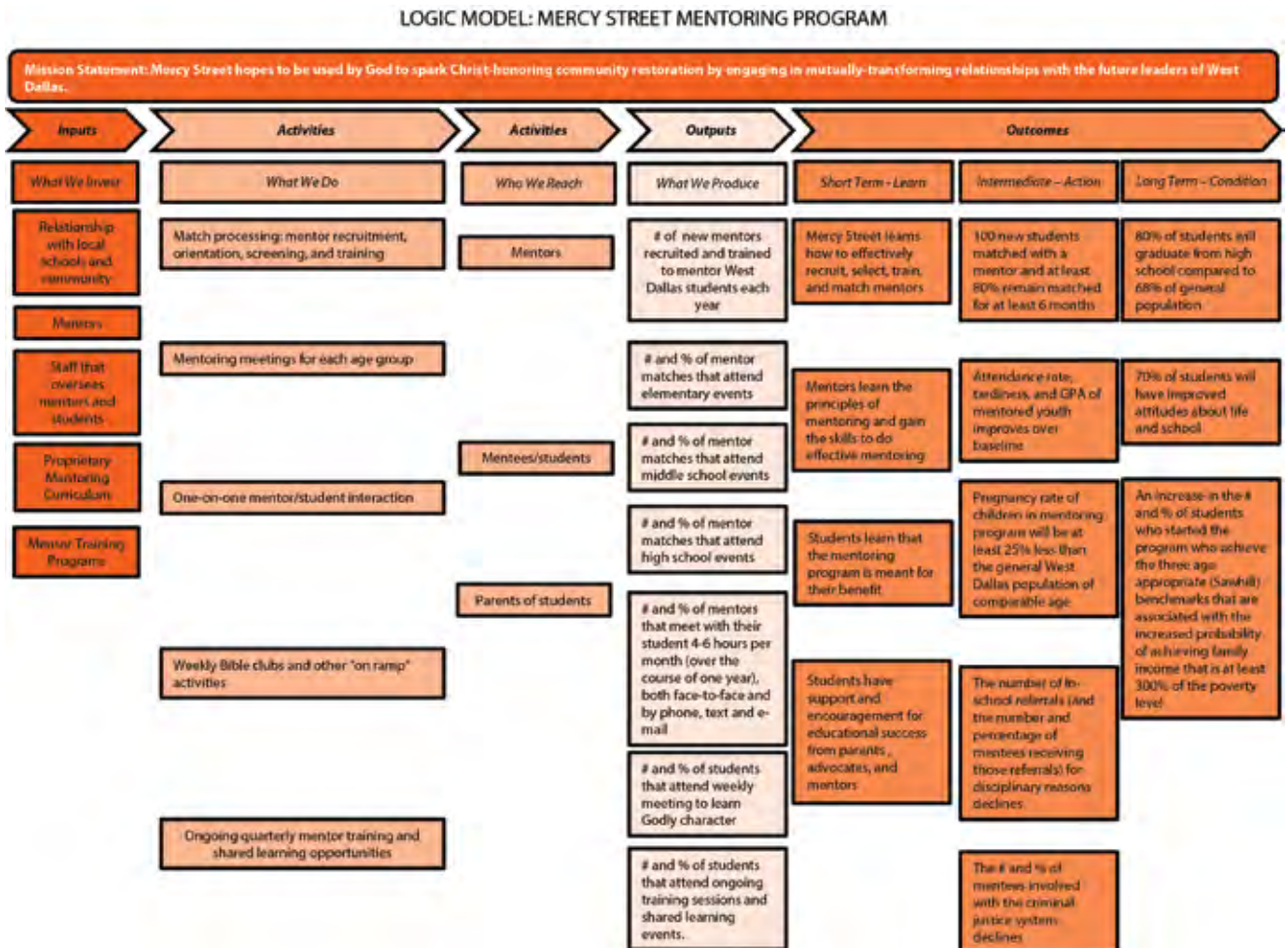
SWD and MERCY STREET

Mercy Street represents one of the more “mature” ministries among the SWD collaborative, in terms of their pre-existing relationships and support with Greater Dallas churches. One of the early challenges with the formation of SWD was the perception that they were “stepping on the toes” of Mercy Street’s relationships and support. As Carlton Oby, associate executive director for Mercy Street, explained:

Mercy Street has an established brand, which we have been communicating effectively to the greater Dallas community churches, and we did not need Serve West Dallas to assist with that. Once that issue was cleared up, we saw the benefits of linking up our mentoring programs with other ministry partners. For example, we are now working with H.I.S BridgeBuilders to be able to carry forward some mentoring relationships beyond high school.

MERCY STREET and Logic Models

Trey Hill, Executive Director for Mercy Street, explains how the development of logic models has helped them with their data collection efforts:



We found the logic model process to be very useful in getting us to figure out what is the best way to measure what we do, and then to help us figure out how to get that data. The partnership with The School Zone is a huge help for us, so we can know more about how our kids are doing in school now, instead of waiting to see if they graduate high school or not. The logic models are helping us to be more disciplined in developing our data collection systems.

VOICE OF HOPE

Background

Voice of Hope (VOH) provides holistic, Christ-centered support for children and families in the West Dallas community. Founded in 1982 by Kathy Dudley, VOH's Christian community center specifically exists to:

Provide children living in the neighborhoods of West Dallas with strong character models, education support, life skills, and family support services needed to become productive Christian citizens.

VOH is led by a team of committed and experienced staff members, including President and CEO, Edward Franklin. The VOH team provides a number of unique programs and services to foster the principles of self-help, spiritual enrichment and urban renewal among children and their families, and to share the Gospel in West Dallas by meeting real needs in the community.

VOH's year-round out-of school time programs minister specifically to children ages 4-18. These programs include the ASPIRE after-school program, Bible Clubs, and Summer Day Camp.

The ASPIRE program provides after-school care and services throughout the school year. VOH volunteers pick-up students daily from local schools and bring them to the VOH facilities for tutoring, recreation, and a meal. VOH also holds Bible Clubs for ASPIRE students on Fridays to expose participants to Biblical teachings through God's Word.

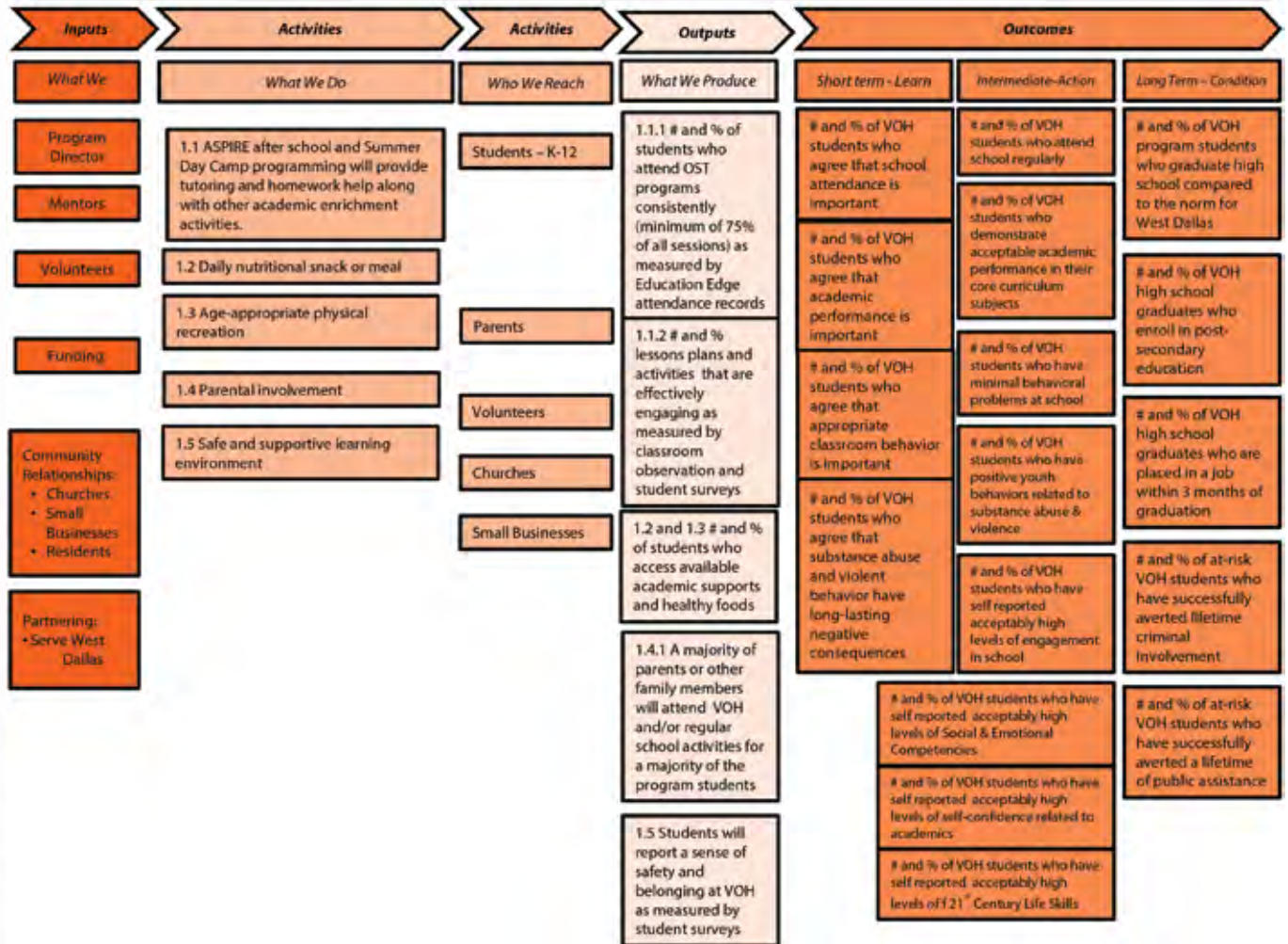
When school is out for the summer, VOH offers a Summer Day Camp for students. By providing consistent, Biblically-based activities, VOH helps West Dallas students improve in foundational educational subjects (reading, writing, and math), takes trips to local museums and attractions, and provides a fun and safe environment for students to spend their summer days. Summer Day Camps also gives families assurance and peace of mind when work prevents them from being home with their children in the daytime.

In addition to youth-focused programs, VOH offers Family and Community Outreach services to provide food, counseling and encouragement to local families. To deliver holistic ministry to the community, VOH provides families with services designed to meet physical and spiritual needs. Through a Food Pantry ministry (offered daily and by appointment for working families), senior Bible studies, and organized community meetings to discuss important issues in West Dallas neighborhoods, VOH actively serves children and their families, effectively impacting the entire community.



LOGIC MODEL: VOICE OF HOPE (VOH)

Through its Out of School Time (OST) programming, VOH will provide the educational supports necessary for students to achieve academically and demonstrate the college and career readiness that is necessary for success in the 21st Century. By the end of the 2020 school year, 1000 students will be served.



SWD and VOICE OF HOPE

VOH is a SOAR partner, providing academic enrichment and other activities to students at Amelia Earhart and Carver elementary schools (the new site for the SOAR program).

VOH already had a logic model in place. As shown in Logic Model: VOH, the VOH program uses activities to engage youth, encourage parental involvement, improve academic success, and create a sense of safety and belonging at VOH.

VOH Program Outcome Analysis – Applying the “Sawhill Framework”

This initial VOH outcomes analysis was done with the assistance of research conducted through the Brookings

⁴ Sawhill, Isabel V. et al; Pathways to the Middle Class: Balancing Personal and Public Responsibilities; The Center for Children and Families and the Social Genome Project at Brookings; September 20, 2012.

Institute, entitled *Pathways to the Middle Class: Balancing Personal and Public Responsibilities*.⁴ This article comprises a distillation of research efforts concerning each of six life stages, which we refer to in this report as the “Sawhill framework:”

- i. Family Formation (at birth);
- ii. Early Childhood (age 0-5);
- iii. Middle Childhood (age 5-11);
- iv. Adolescence (age 11-19);
- v. Transition to Adulthood (age 19-29);
- vi. Adulthood (age 29-40).

LIFE STAGE (AS PER "SAWHILL" FRAMEWORK)	KEY CRITERIA	INTERPRETATION OF KEY CRITERIA	DATA SOURCE FOR THIS ANALYSIS
Middle Childhood (Ages 5-11)	Basic reading and Math skills	At or above grade level in Reading in Math	TSZ ⁵ data extract from DISD indicating whether student was “passed” or “advanced” in their STAAR ⁶
	Behavior generally school appropriate	Age appropriate social-emotional skills (i.e., social-emotional learning – SEL)	TSZ - Defined as having no disciplinary incidents during school year 2013-14

The purpose of this article is to identify key benchmarks, or indicators, that improve the probability of successfully reaching the middle class by age 29 (i.e., adulthood).

For VOH, we focused on those benchmarks associated with middle childhood, and identified the data source utilized for this analysis:

Preliminary Findings

The School Zone (TSZ) provided some data on 118 VOH students residing in West Dallas and attending a public school. Of those students, 54 (46%) were designated as at-risk by DISD for graduating high school (see Appendix II for the criteria for applying the at-risk designation).

FIGURE 8: PERCENTAGE OF VOH STUDENTS AT OR ABOVE GRADE LEVEL IN MATH AND READING



⁵ TSZ stands for The School Zone.

⁶ STAAR stands for the State of Texas Assessments of Academic Readiness.



Figure 8 (previous page) shows the changes in the proportion of at-risk and non-at-risk VOH students that were at or above grade level in reading and math between academic years 2012-13 and 2013-14. As shown, the at-risk VOH students made significant gains in closing the gap with the non-at-risk VOH students over these two years. The rigor of these findings are not sufficient to claim VOH as the primary causal factor in these improvements, but it does show a positive association between academic improvements and participation of at-risk students in the VOH program.

WEST DALLAS COMMUNITY OUTREACH (WDCO)

West Dallas (Community) Outreach is a 501(c) (3) faith-based organization that provides neighborhood outreach ministry for West Dallas Community Church.

Mission Statement: West Dallas Outreach exists to provide programs and services for the West Dallas community through a holistic approach to ministry.

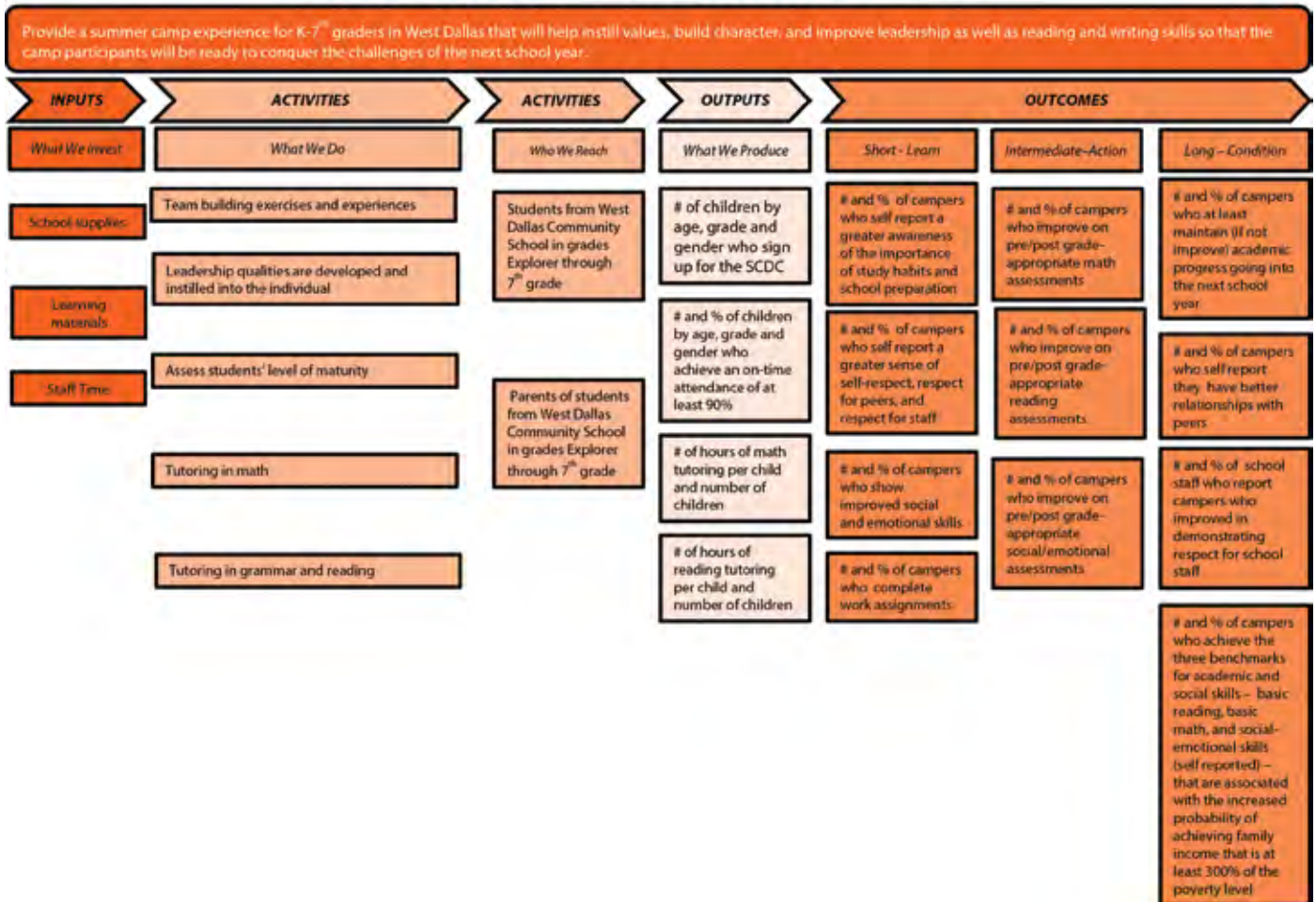
The programs and services consist of the following:

- **SPIRITUAL:** Courses and services designed to address spiritual needs, such as bible study for kids, youth and adults; teaching on morals, ethical standards and values clarification.
- **EMOTIONAL:** Courses or services designed to address emotional needs including support groups, counseling and the problems specific to single and dysfunctional families.
- **SOCIAL:** Services designed to address social needs such as supervised recreational activities, communication skills, and social etiquette.
- **VOCATIONAL:** Courses or services designed to address vocational needs such as job readiness skills, job fairs, and apprenticeship opportunities.
- **PHYSICAL:** Courses or services designed to address physical needs such as health issues, sex education, and drug education.

WDCO and Logic Models

One of WDCO's programs is called "Summer of Choice" program, a summer camp of activities and tutoring for students attending the West Dallas Community School (WDCS, another SWD partner). Logic Model: SCDC provides a logic model for the Summer of Choice program. WDCO plans to implement new data collection procedures based on this logic model in the coming years.

LOGIC MODEL: SUMMER OF CHOICE DAY CAMP (SCDC)



WEST DALLAS COMMUNITY SCHOOL (WDCS)

West Dallas Community School was founded in 1995 to serve the families of West Dallas, in an area of extreme poverty that for decades had been a forgotten part of the city. WDCS offers a college preparatory Christian education for children in pre-kindergarten through eighth grade.

Students are taught a Biblical world view integrating all areas of learning. WDCS has a rigorous math and science program, is rich in humanities and the arts, and delights in the discipline of forming good habits. The mission of West Dallas Community School is to provide students with challenging educational experience designed to help them know, love, and practice that which is true, good, and excellent and to prepare them to live purposefully and intelligently in the service of God and man.

Philosophy

West Dallas Community School's educational philosophy and standard of academic excellence sets it apart from other schools. We offer an education that is both classical and Christian: classical in that it draws deeply on the rich heritage of Western civilization and culture and Christian in that it recognizes the Bible as the final authority in matters of life and thought. Students are encouraged to develop a worldview that integrates Christian faith into all areas of learning.

WDCS functions as a nurturing community in which students are respected as unique individuals created in the image of God, each having special abilities and needs. Children are taught by skilled and knowledgeable teachers who love students and are dedicated to helping them realize their highest potential-spiritually, intellectually, physically, socially, and creatively. Classes are small so that each student will receive individual attention and have abundant opportunities to participate and lead.

WDCS takes an active interest in the development of their students' intellectual, spiritual, moral, and physical habits in the belief that early development of a disciplined lifestyle in the context of a relationship with Jesus Christ will provide a solid foundation for a responsible and joyful life.

Graduates attend some of the top high schools in Dallas, including:

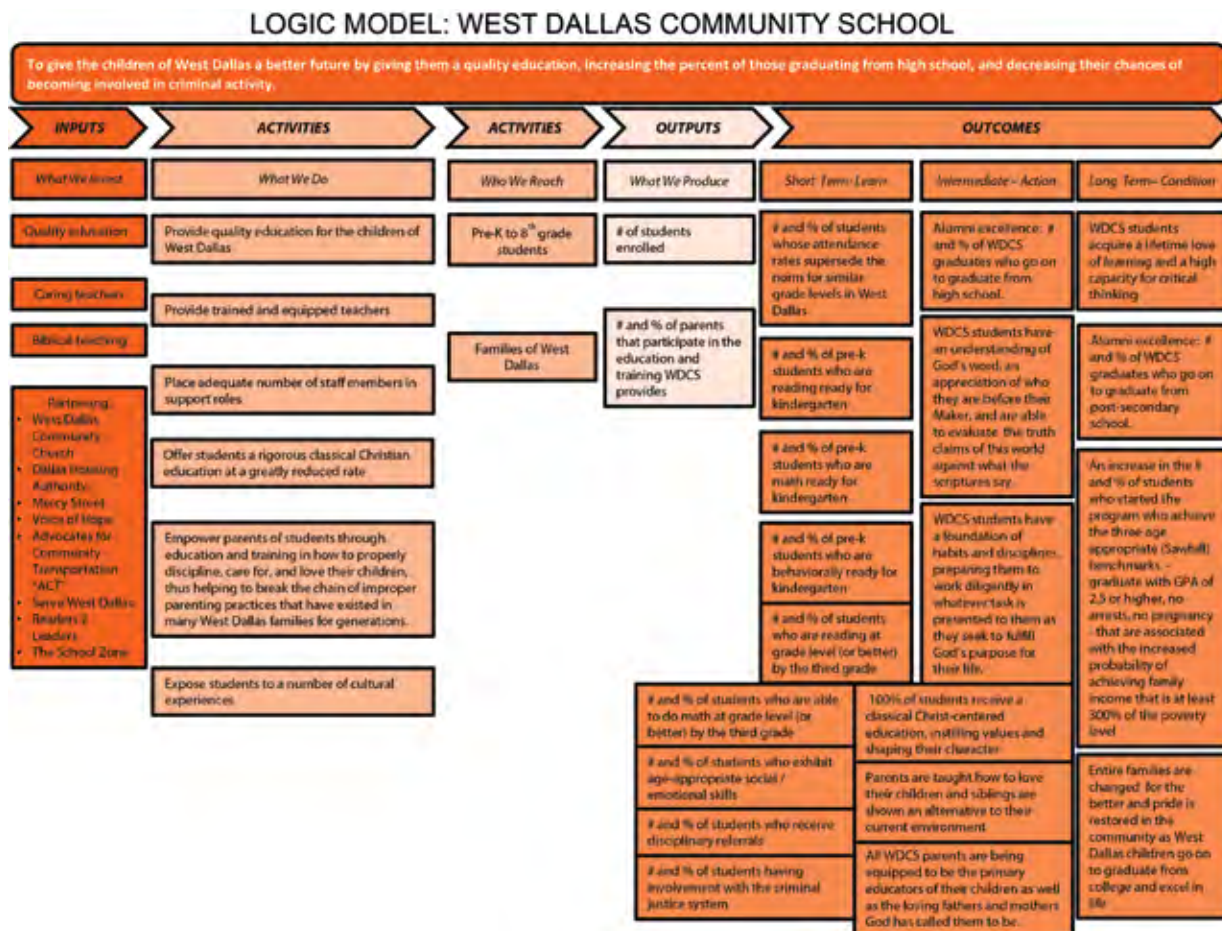
- Bishop Dunne Catholic School
- Cambridge School of Dallas
- Cedar Hill Collegiate High School
- The Covenant School
- Garza Early College High School
- The Hockaday School
- Legacy Preparatory Charter Academy
- St. Mark's School of Texas
- Townview Law
- Townview Social Services
- Trinity Christian Academy
- Uplift Charter – Heights Preparatory
- Ursuline Academy

Universities attended by West Dallas Community School Graduates include:

- Abilene Christian University
- Baylor University
- Dallas Baptist University
- El Centro Community College
- John Brown University
- Louisiana Tech University
- Mountain View Community College
- Saint Louis University
- Southern Methodist University
- Stephen F. Austin University
- Texas Tech University
- Trinity University (San Antonio)
- University of North Texas
- Xavier University (Louisiana)

WDCS and Logic Models

The current WDCS data collection strategy has focused on careful tracking of WDCS alumni (i.e., after 8th grade). Logic Model: WDCS shows the logic model for the school.



WDCS ROI Analysis

Table A-5 provides a ROI analysis of WDCS, comparing the projected incremental lifetime tax revenues generated by the improved long-term academic and, thus, career outcomes, as compared with those projected for West Dallas students on the average.

WESTMORELAND HEIGHTS NEIGHBORHOOD ASSOCIATION

Background

The Westmoreland Heights Neighborhood Association (WHNA) was founded by a group of West Dallas residents who took a hands-on approach to addressing concerns in the neighborhoods in which they lived. The five founding members focused on finding ways to revitalize a community overrun by drug-use, criminal activity, and indifferent property owners.

The WHNA was established informally in 1995 as an association and received its 501(c) (3) status in May 1997. After six years of weekly meetings with local authorities, long-time West Dallas resident and WHNA President Pat Stephens secured the funding and resources to renovate the WHNA Community Center in 2006. The Association and Community Center are currently volunteer-led and operate with no paid staff members. Stephens coordinates the day-to-day operations of the Center.

To address specific needs in the community, the WHNA and volunteers provide a number of services to local residents, including neighborhood beautification activities, programs for senior citizens, programs to promote youth life skills, exercise classes, a food pantry, and regular community and crime watch meetings. Much of the Community Center's work is facilitated with the help of local partnerships, including Dallas West Church of Christ, Highland Park Presbyterian Church, and Voice of Hope, among others. WHNA promotes a better quality of life for residents in West Dallas by concentrating efforts on economic, environmental, and social issues to make the area a stronger, more stable and safer place to live.

SWD and WHNA

WHNA was among the Ministry Partners that embraced SWD's attempt to support fund-raising because that was an area where they needed help. Although primarily a self-sustaining organization, WHNA benefitted from SWD's assistance with procurement of a van used to support WHNA activities with transportation needs. SWD also helped to link WHNA with a suburban Dallas church, which provided their community center with volunteer tutoring and technological support. Pat Stephens, president of the WHNA, also described how SWD's leadership has helped her to develop her programs and ministries:

Both Pastor Wilson and Norman Henry are mentors to me. They taught me how to reach out to different kinds of organizations and to find how they could support us based on what they were about and the kind of resources they had. I have gained as much value from them in terms of how to lead this organization as I have in terms of material resources.

TABLE A-5: ROI PROJECTIONS FOR WDCS

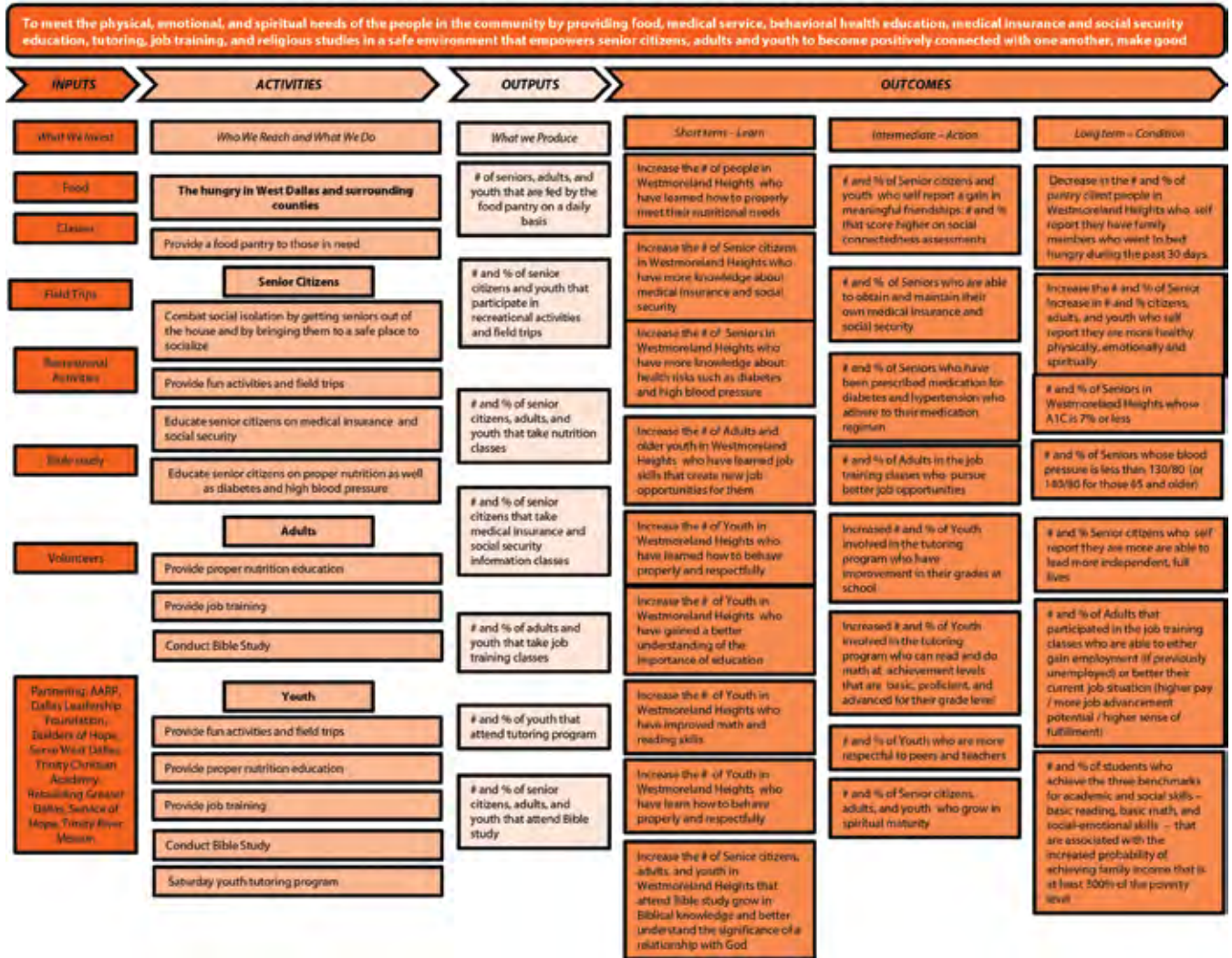
REF	MEASURE	VALUE	SOURCE
A	Total number of WDCS graduates (2002 to 2010)	43	WDCS alumni tracking data.
B	Percentage of WDCS graduates (Class of 2002 to 2010) that graduated high school or received a GED - (2006-2010)	95%	WDCS alumni tracking data.
C	Pinkston High School Graduation Rate (3-year average from 2010-12 to 2012-13)	78%	http://www.dallasisd.org/cms/lib/TX01001475/Centricity/Shared//SchoolProfiles/SCHOOL_PROFILE_12.pdf
D	Incremental high school graduation rate for WDCS students as compared to Pinkston	17%	(A - B)
F	Percentage of WDCS high school graduates that enroll in College	81%	WDCS alumni tracking data.
G	Percentage of High School Graduates that enroll in College	68%	Bureau of Labor Statistics
H	Incremental Percentage of WDCS enrolling in school, versus national average	13%	(F - G)
I	Total number of WDCS graduates that enroll in College	35	WDCS alumni tracking data.
J	Projected number of students in West Dallas completing high school and enrolling in college	23	(A * C) * G
K	Incremental Number of College Enrollees due to WDCS	12	(I - J)
L	Net Present Value of incremental lifetime tax revenues generated by someone enrolling in college versus a high school dropout (2014 dollars).	\$275,000	Labor Market Consequences of an Inadequate Education; Rouse, Cecilia Elena; Princeton University and NBER; Prepared for the Equity Symposium on "The Social Costs of Inadequate Education" at Teachers' College, Columbia University; September 2005.
M	Total incremental lifetime tax revenues as a result of WDCS students graduating high school graduation and enrolling in college.	\$3,300,000	(K * L)
N	Total incremental number of WDCS students that graduate high school, but do not go to college	7.3	A * (B - C)
O	Net Present Value of incremental lifetime tax revenues generated by someone graduating high school versus a high school dropout (2014 dollars).	\$120,000	Labor Market Consequences of an Inadequate Education; Rouse, Cecilia Elena; Princeton University and NBER; Prepared for the Equity Symposium on "The Social Costs of Inadequate Education" at Teachers' College, Columbia University; September 2005.
P	Total incremental lifetime tax revenues as a result of WDCS students graduating high school (but not attending college).	\$877,200	(N * O)
Q	Total Estimated Incremental lifetime tax revenues resulting from improved academic outcomes for WDCS students	\$4,177,200	(M + P)
R	Average WDCS Cost for four years of schooling	538,800	An average of four years of schooling at WDCS times annual cost of \$9,700.
S	Total Estimated WDCS educational Cost	\$1,668,400	(A * R)
T	TOTAL ESTIMATED ROI FOR WDCS (PER \$1 INVESTED IN THE SCHOOL)	\$2.50	(Q / S)



WHNA Logic Model

Logic Model: WHNA shows the full breadth of programs and activities provided through WHNA for youth, adults and senior citizens. WHNA will use this logic model as a road map for future data collection activities.

LOGIC MODEL: WESTMORELAND HEIGHTS NEIGHBORHOOD ASSOCIATION



BAYLOR INSTITUTE FOR STUDIES OF RELIGION CASE STUDY

WNHA's program for the elderly provides an important example of how community-based programs can generate positive returns. WHNA's senior program serves 15-25 elderly a day, providing some of them with their only opportunity to interact and socialize with others. Recent literature has established the link between the quality of an elderly person's social relationships with improved mental and physical health. Maintaining an elderly person's mental and physical health, improves the elders ability to "age in place," not only providing for a better quality of life, but also postponing or even eliminating the need for costly nursing home care.

Table A-6 shows the projected savings even if WHNA were only to influence these physical and mental factors by only 20%, as a protective factor against social isolation, would yield annual benefits of over \$75,000 in reduced healthcare costs.

TABLE A-6: ROI FOR WHNA

TYPE OF HEALTH COST	PROJECTED ANNUAL SAVINGS	ASSUMPTIONS TO CALCULATIONS/ CITATIONS
Nursing Home Care	\$29,621	Assuming a 20% reduction in the need for nursing home care amongst the 20 elderly served at WHNA.
Hospital Care/ER	\$3,590	Assuming a 20% reduction in Hospital Care ER visits.
Hospital Care Longer Stay	\$17,623	Assuming 20% reduction in hospital days
Hospital Ambulatory Outpatient	\$1,044	Assuming 20% reduction in outpatient visits
Home Care	\$23,813	Assuming 20% reduction in need for Home Care services.
Total Projected Annual Cost Savings	\$75,691	Sum of above items
Total annual Budget for WHNA Senior Programs	\$43,200	Provided by Pat Stephens of WHNA
ROI in healthcare savings per \$1 invested in WHNA's elderly program	\$1.75	Total cost / total budget



YOUNG LIFE WEST DALLAS

Background

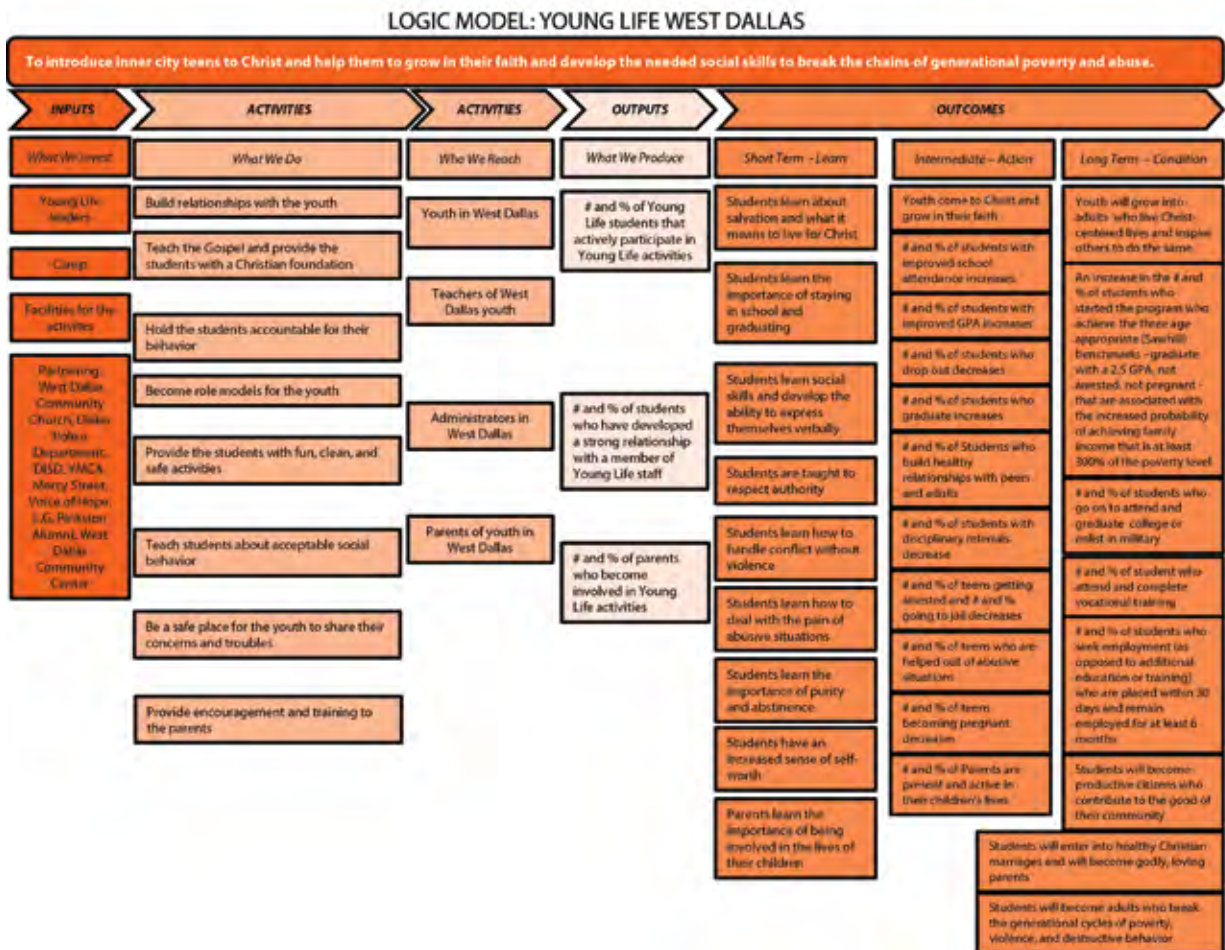
Young Life is a national organization with local chapters that reach-out to youth “on their turf and in their culture.” Young Life West Dallas (YLWD) influences local residents to lead healthy and productive lives by engaging with students at local high schools in and throughout their adolescent years.

Weekly Club meetings, camp and other informal relationship-building activities drive YLWD’s ministry focus. Anita Odom, YLWD’s area director, has served her native community in West Dallas through Young Life for over 10 years. Local adults, community leaders and other volunteers aid Odom in her efforts to share the Gospel through this relational ministry.

SWD and YOUNG LIFE WEST DALLAS

YLWD sees the formation of SWD as a real positive in terms of defining and pulling together a group of ministries. Odom describes how this type of collaboration also helps ministries do some introspection:

Serve West Dallas not only helps us to coordinate better, but it also helps us to stay in our lane, in terms of the scope of our work, and to re-focus on those areas where we demonstrate a unique value to the collective efforts of serving West Dallas. Through Serve West Dallas, we are now developing a blueprint for the community, and reducing areas where we may have competed with one another and finding ways to support each other’s activities.



YLWD Logic Model

As shown in Logic Model: YLWD, the YLWD logic model shows engagement not only with students but also with teachers and administrator at Pinkston High School in West Dallas. YLWD will use this logic model to guide future data collection activities through RO2, the data collection system provided for SWD MPs through the Baylor research team.

Community Impact (ROI Analysis)

YLWD's Campaigners and Club program represents two important activities used to provide a safe haven and the opportunity for more intensive mentoring/ discipleship efforts. The Campaigners group works with teen moms to help them integrate Christian principles into everyday experiences. YLWD's Club is similarly focused on mentoring teens, providing them with a sense of self-worth, and encouraging them to set goals beyond high school. Twenty-six of the 30 youth, or 86% of these youth graduated from Pinkston High School in June of 2012, 15% higher than the overall graduation rate at the high school. Not only that, but 19 of those graduating high school have enrolled in college.

Table A-7 provides a ROI analysis specifically examining the ROI associated with the 19 youths attending college.

MEASURE	VALUE	SOURCE
Percentage of YLWD's Campaigners and Club members that graduated high school June of 2012 and are going to college.	73%	Data provided by Anita Odom of Young Life West Dallas.
Percentage of high school graduates nationally that pursue college	68%	68.1 percent of 2010 high school graduates were enrolled in college or universities, according to the Bureau of Labor Statistics.
Increment in YLWD high school graduates attending college	5%	73% less 68%
Expected Value of additional high school graduates associated with YLWD programs	1.5	5% increment times the 30 students participating in Campaigners/Club.
Per person Net Present Value of additional tax revenues generated by higher earnings for students graduating high school AND attending college.	\$127,000 (\$225,000 less \$98,000)	Students attending college generate \$225,000 in incremental NPV of income tax revenues over high school dropouts, versus \$98,000 for high school graduates. ⁸
Total Additional Tax Revenues generated	\$190,500	
Total Annual Budget Costs to Operate Campaigners/Club	\$38,800	Assumes four years of funding at \$9,700 per year
ROI for every dollar invested in YLWD Campaigners/Club Programs	\$4.91	

⁸ Labor Market Consequences of an Inadequate Education; Rouse, Cecilia Elena; Princeton University and NBER; Prepared for the Equity Symposium on "The Social Costs of Inadequate Education" at Teachers' College, Columbia University; September 2005.



APPENDIX II

DISD AT-RISK INDICATOR CODE DEFINITION



AT-RISK-INDICATOR-CODE indicates whether a student is currently identified as at-risk of dropping out of school using state-defined criteria only (TEC §29.081, Compensatory and Accelerated Instruction).

A student at-risk of dropping out of school includes each student who is under 21 years of age and who:

1. is in prekindergarten, kindergarten or grade 1, 2, or 3 and did not perform satisfactorily on a readiness test or assessment instrument administered during the current school year;
2. is in grade 7, 8, 9, 10, 11, or 12 and did not maintain an average equivalent to 70 on a scale of 100 in two or more subjects in the foundation curriculum during a semester in the preceding or current school year or is not maintaining such an average in two or more subjects in the foundation curriculum in the current semester;
3. was not advanced from one grade level to the next for one or more school years; (Note: From 2010-2011 forward, TEC 29.081 (d-1) excludes from this criteria prekindergarten or kindergarten students who were not advanced to the next grade level as a result of a documented request by the student's parent.)
4. did not perform satisfactorily on an assessment instrument administered to the student under TEC Subchapter B, Chapter 39, and who has not in the previous or current school year subsequently performed on that instrument or another appropriate instrument at a level equal to at least 110 percent of the level of satisfactory performance on that instrument;
5. is pregnant or is a parent;
6. has been placed in an alternative education program in accordance with TEC §37.006 during the preceding or current school year;
7. has been expelled in accordance with TEC §37.007 during the preceding or current school year;
8. is currently on parole, probation, deferred prosecution, or other conditional release;
9. was previously reported through the Public Education Information Management System (PEIMS) to have dropped out of school;
10. is a student of limited English proficiency, as defined by TEC §29.052;
11. is in the custody or care of the Department of Protective and Regulatory Services or has, during the current school year, been referred to the department by a school official, officer of the juvenile court, or law enforcement official;
12. is homeless, as defined NCLB, Title X, Part C, Section 725(2), the term "homeless children and youths", and its subsequent amendments; or
13. resided in the preceding school year or resides in the current school year in a residential placement facility in the district, including a detention facility, substance abuse treatment facility, emergency shelter, psychiatric hospital, halfway house, or foster group home.

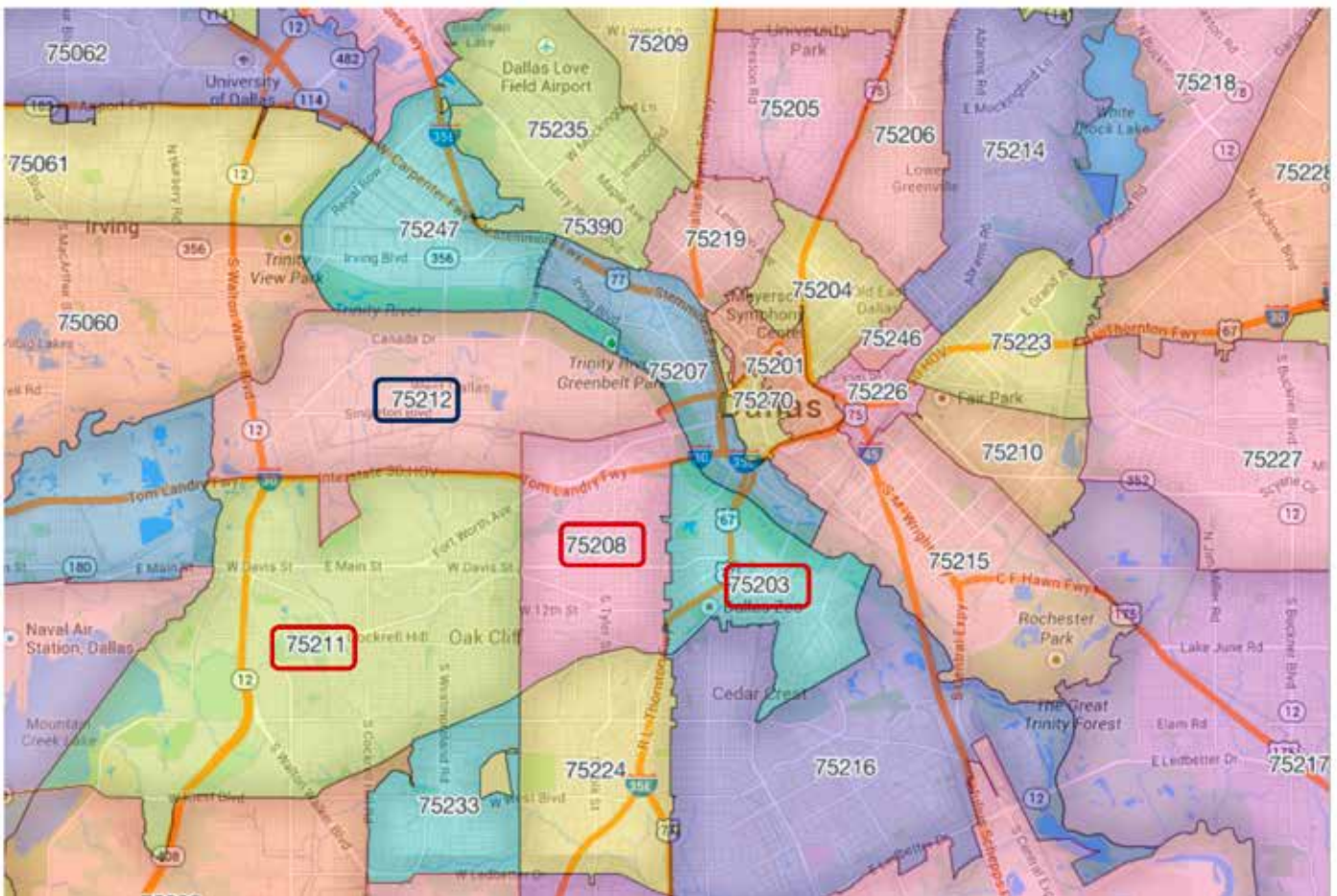
APPENDIX III

CRIME TRENDS OF WEST DALLAS, 1991 – 2013



The Dallas Police Department (DPD) provided data on crimes reported to the police between 1991 and 2013. The DPD data were then broken down by zip code to compare West Dallas (75212) with its adjacent zip code areas (75203, 75208, and 75211; see Figure 1). We were able to calculate crime rates (by using this formula: $\text{rate} = \frac{\text{number of crimes reported}}{\text{population of zip code area}} \times 100,000$), with zip-code-area population data was drawn from the 1990, 2000, and 2010 U.S. Census.¹ We compared these rates with those of the City of Dallas and the United States as well. Those crime rates were taken directly from the F.B.I.'s annual publications of Uniform Crime Reports (UCR), available online.² The 2012 UCR report was the most recent available.

FIGURE 1: WEST DALLAS: ZIP CODE AREA MAP



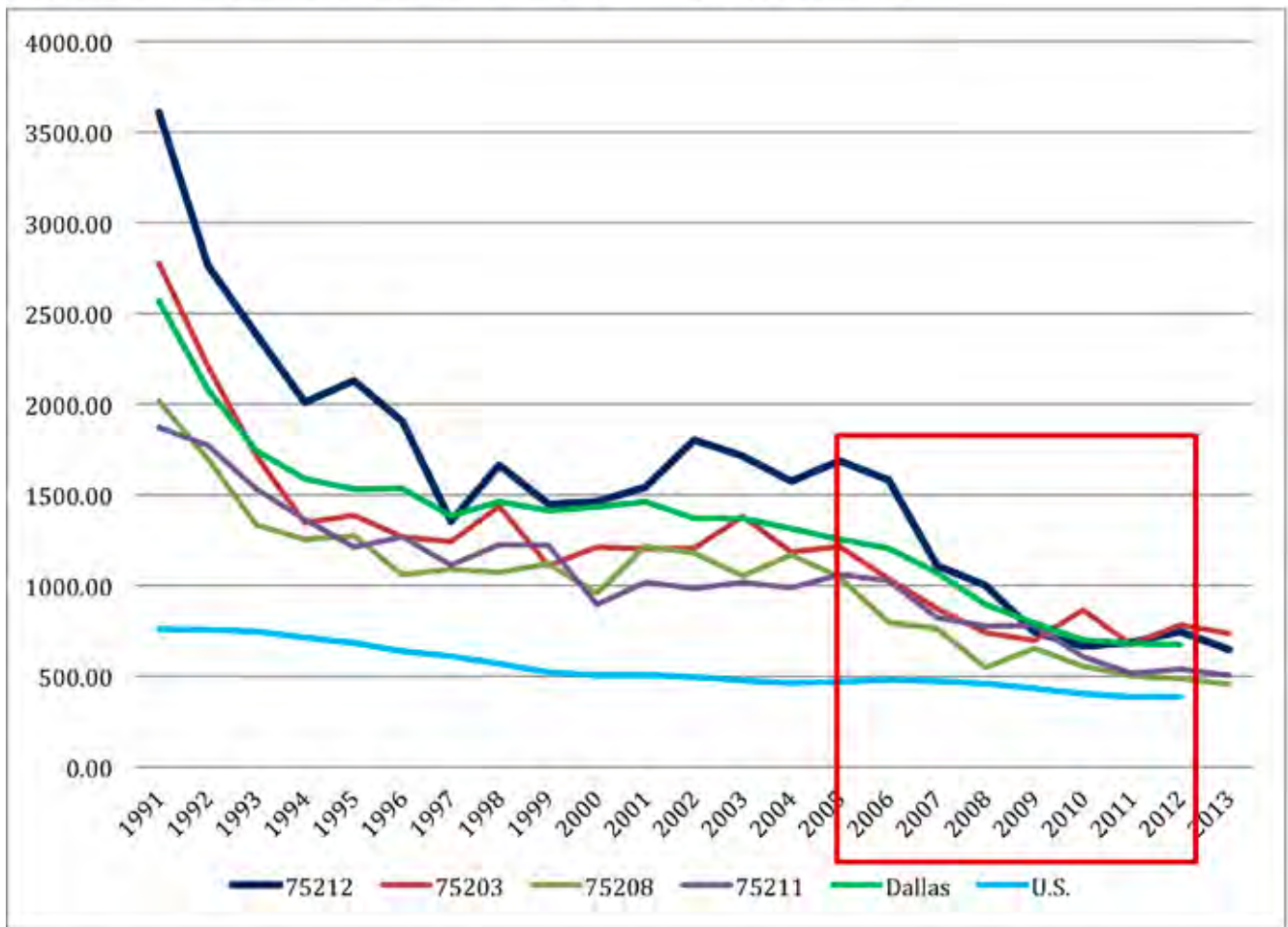
¹ (<http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml>)

² (<http://www.fbi.gov/about-us/cjis/ucr/ucr>)

While the UCR's "Part I crimes" include four "violent crimes" (murder & non-negligent manslaughter, forcible rape, robbery, and aggravated assault) and four "property crimes" (burglary, larceny-theft, motor vehicle theft, and arson), we focus here on seven of the Part I crimes (four violent and three property crimes, excluding arson), commonly referred to as "index crimes."

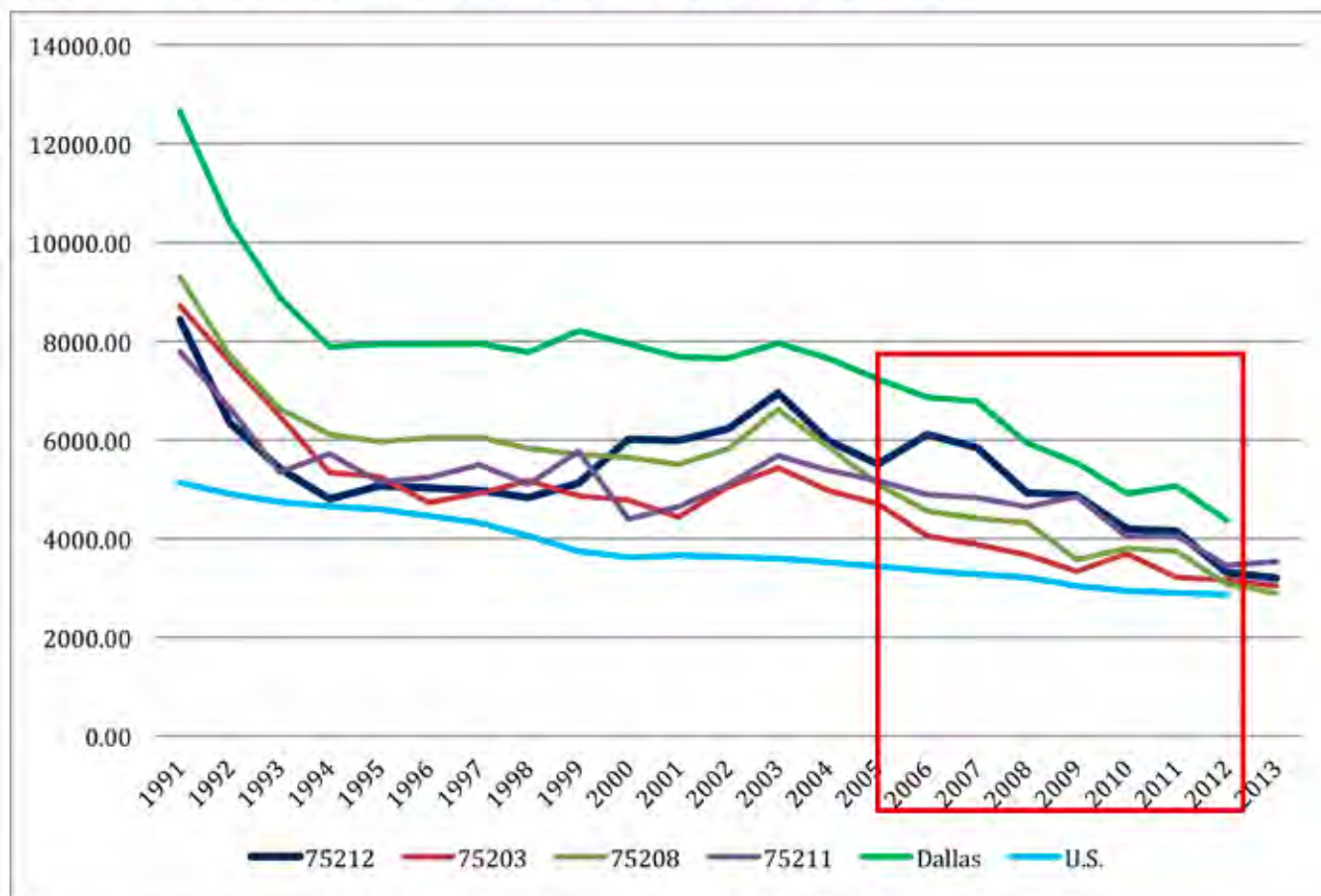
Figure 2 shows 23-year trends of violent crimes of West Dallas (see the thick dark blue line at the top) and its comparison groups between 1991 and 2013. While the data show a generally declining pattern for all, West Dallas' violent crime rates that remained consistently higher than the others until 2006 with one exception (i.e., 1997) dropped rapidly down to the level of the City of Dallas (see the green line) in 2007. Afterwards, violent crime rate of West Dallas was no longer the highest (see the red box). Specifically, West Dallas showed a larger reduction in violent crime rates between 2006 and 2012 (52.8%) than the adjacent zip code areas – 75203 (24.5%), 75208 (38.8%), and 75211 (47.5%) – and the City of Dallas (44.1%).

FIGURE 2: VIOLENT CRIME RATES, 1991-2013 (SOURCE: DALLAS POLICE DEPARTMENT)



NOTE: VIOLENT CRIMES = MURDER & NON-NEGLIGENT MANSLAUGHTER + FORCIBLE RAPE + ROBBERY + AGGRAVATED ASSAULT

FIGURE 3: PROPERTY CRIME RATES, 1991-2013(SOURCE: DALLAS POLICE DEPARTMENT)



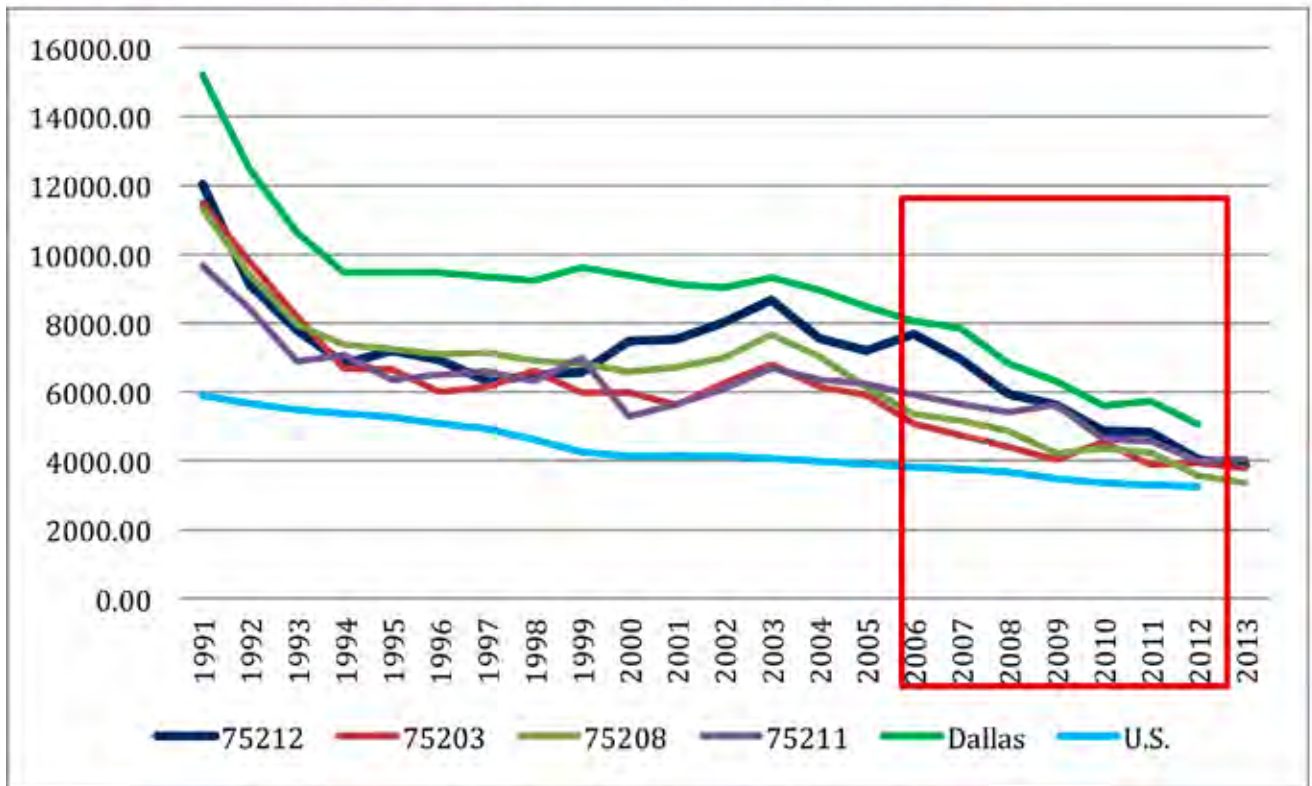
NOTE: PROPERTY CRIMES = BURGLARY + LARCENY-THEFT + MOTOR VEHICLE THEFT

Similar patterns were observed when we examined the trends of property crimes (see Figure 3). First, like violent crime rates, property crime rates generally declined across all units. The rates of West Dallas declined between 1991 and 1994, and showed a plateau before they began to increase in 1999 until 2003, after which declined again (see the red box). The rate of decline (45.8%) was greater than those of zip code areas 75203 (21.7%), 75208 (32.5%), and 75211 (29.4%) as well as the City of Dallas (36.2%).

When violent and property crimes were combined, patterns were found to be consistent with what was observed earlier, including West Dallas' greater reduction in index crime rates (47.2%) than the comparison groups' (22.3%, 33.4%, 32.6%, and 37.4%), as expected (see Figure 4 - next page).



FIGURE 4: INDEX CRIME RATES, 1991-2013(SOURCE: DALLAS POLICE DEPARTMENT)

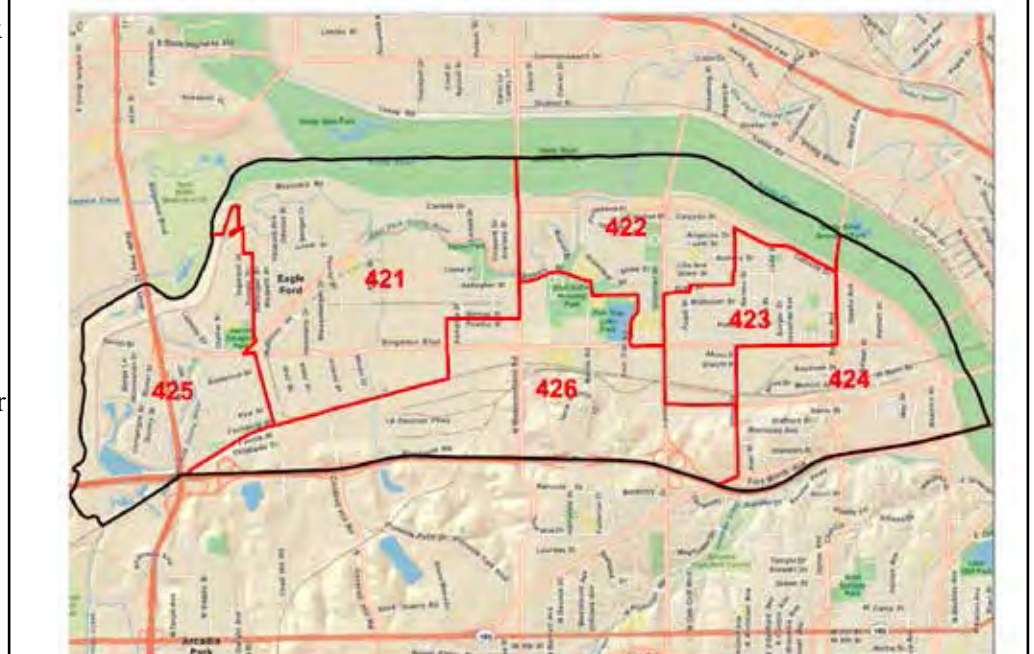


NOTE: INDEX CRIMES = VIOLENT CRIMES + PROPERTY CRIMES

We also examined crime trends of West Dallas separately for six beats of the DPD’s Sector 420, which corresponds to the Serve West Dallas area (see Figure 5), between 2008 and 2013.

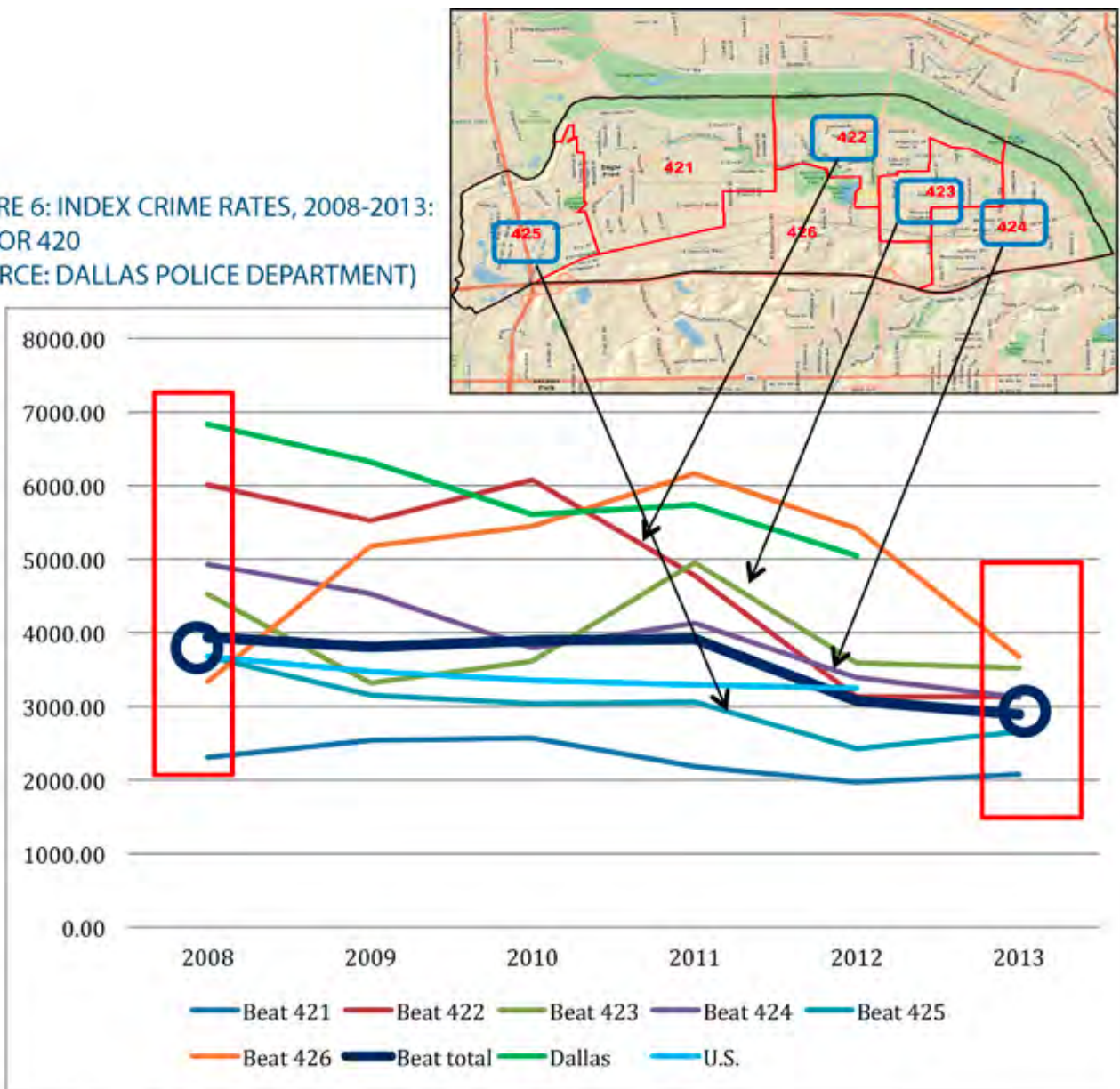
Figure 6 (next page) shows the six-year trends of index crime rates of West Dallas’ beats and six of them combined (see the thick dark blue line). First, the combined index crime rate in 2013 was 27% lower than that in 2008. Second, the six beats’ crime rates in 2013 were found to be more similar to one another than those in 2008. These first two observations indicate that the six beats of West Dallas collectively show a downward trend of index crime rates as their differences in index crime

FIGURE 5: SECTOR 420’S BEATS: 421-426 (SOURCE: DALLAS POLICE DEPARTMENT)



rates dwindle over time (see the tall red box of 2008 as contrasted with the short one of 2013). When examined separately for each beat, we found four (422, 423, 424, and 425) of the six beats experienced more decline in index crime rates relative the other two (421 and 426).

FIGURE 6: INDEX CRIME RATES, 2008-2013:
SECTOR 420
(SOURCE: DALLAS POLICE DEPARTMENT)



NOTE: INDEX CRIMES = VIOLENT CRIMES + PROPERTY CRIMES



In conclusion, it is difficult to identify why West Dallas began to show greater reductions in violent and property crimes in 2007, but one reasonable possibility is that the collaborative efforts of Serve West Dallas Ministry Partners started to yield significant impact on the community as the collective efforts of the ministry partners increased over time (see Figure 7).

FIGURE 7: CHRONOLOGY OF SWD MINISTRY PARTNERS

	-1979	1980-84	1985-89	1990-94	1995-99	2000-04	2005-09	2010-12
ACT							2009	
ARK							2007	
Brother Bill's Helping Hand	1940s	[1980]						
Builders of Hope					1998			
Evantell	1970s							
H.I.S. Bridge Builders					1996			
Mercy Street						2003		
Voice of Hope		1982						
West Dallas Outreach			1985					
Westmore Heights NA					1995[1997]			
Young Life West Dallas				1992				
Serve West Dallas							2007[2009]	
Total	2	3	4	5	8	9	12	

NOTE: NUMBER IN SQUARE BRACKETS REFERS TO YEAR WHEN IT WAS ESTABLISHED AS A 501C(3) ORGANIZATION.

APPENDIX IV

POVERTY TRENDS OF WEST DALLAS, 1980 – 2012

According to the U.S. Census Bureau’s 1980, 1990, and 2000 decennial census data and its five-year estimate of the American Community Survey, 2008-12,¹ the zip code area 75212 (West Dallas) shows a declining poverty rate (percentage of people who live below under federal poverty line) since 1990 after a slight increase between 1980 and 1990. On the other hand, the three adjacent zip code areas (75203, 75208, and 75211), the City of Dallas, Texas, and the United States all show an increasing pattern (see Figure 1).

Specifically, between 1980 and 2012, the poverty rate of West Dallas decreased by 7.8%, whereas the comparison groups all show increasing rates, ranging from 2.5% (United States) to 15.0% (zip code area 75211), as Figure 2 shows. When the 1990 rate is used as reference point, the reduction in the poverty rate in West Dallas becomes even greater (10.9%) as the rates of the others continue to show an upward trend, ranging from 1.8% (United States) to 8.8% increase (zip code area 75211), with two exceptions showing smaller reductions, Texas (0.7%) and zip code area 75203 (2.3%), than West Dallas (see Figure 2).

FIGURE 1: % PERSONS BELOW POVERTY, 1980 - 2012

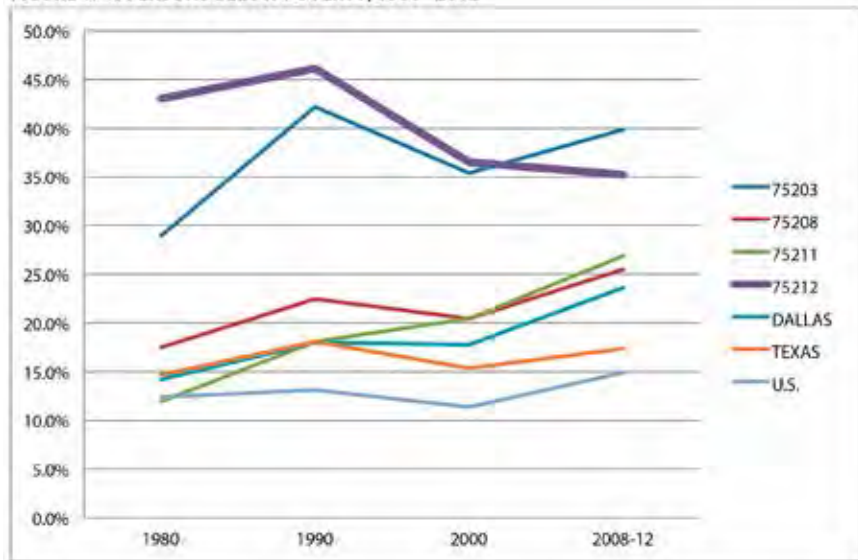
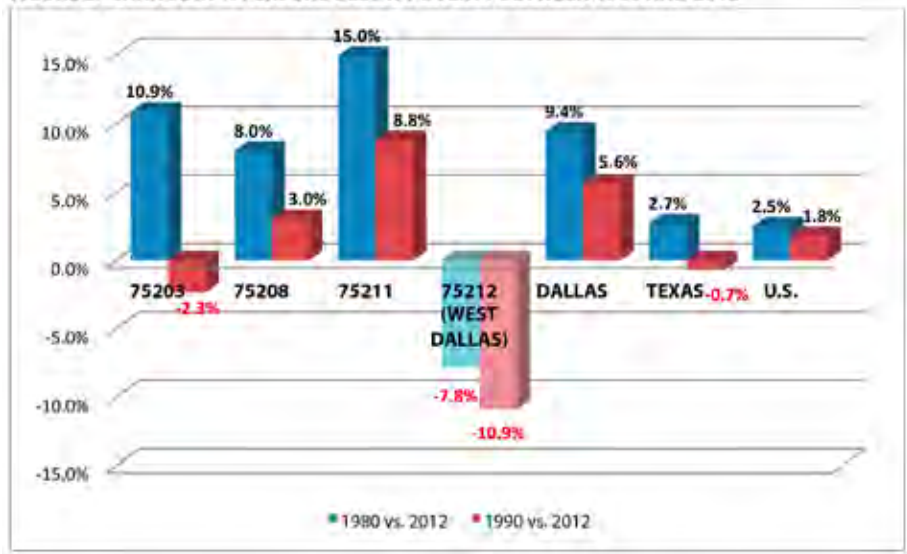


FIGURE 2: CHANGE IN % PERSONS BELOW POVERTY BETWEEN 1980 AND 2012



¹ (<http://www.census.gov/acs/www/>)



NOTES



ABOUT THE AUTHORS

Byron Johnson is Distinguished Professor of the Social Sciences at Baylor University. He is the founding director of the Baylor Institute for Studies of Religion (ISR) as well as director of the Program on Prosocial Behavior. Johnson has just completed a series of studies on Boy Scouts and Eagle Scouts and is launching a longitudinal study of Boy Scouts in collaboration with colleagues at Tufts University. Professor Johnson was the principal investigator on a recent project funded by the Department of Justice to produce a series of empirical studies on the role of religion in prosocial youth behavior. He is a former member of the Coordinating Council for Juvenile Justice and Delinquency Prevention (Presidential Appointment). A leading authority on the scientific study of religion, the efficacy of faith-based organizations, and criminal justice, Johnson's recent publications focus on the impact of faith-based programs on recidivism reduction and prisoner reentry, and is the emphasis of his book, *More God, Less Crime*. Before joining the faculty at Baylor University, Johnson directed research centers at Vanderbilt University and the University of Pennsylvania. He is the 2013 Big Brother of the Year for Big Brothers Big Sisters Lone Star of Texas.

William Wubbenhorst served a total of 13 years as a Senior Management Consultant and Return On Investment (ROI) Specialist for ICF International and Macro International. He also serves as a Non-Resident Fellow for the Institute for Studies of Religion at Baylor University. Over the years, William Wubbenhorst has collaborated with professors from several prestigious academic institutions, including Baylor University, Boston University and Harvard University. He has published a variety of peer-reviewed journal publications and case studies. Most recently, he co-authored *Demonstrating the Value of Social Service Programs: A Simplified Approach to Calculating Return on Investment* -- a peer-reviewed article, published in the *Foundation Journal* (September 2010). Mr. Wubbenhorst co-authored an article entitled: *Assessing the Effectiveness of the Violence Free Zone in Milwaukee Public Schools: A Research Note*, to be released in an upcoming issue of the *Journal of Knowledge and Best Practices in Juvenile Justice & Psychology*, Fall 2013. Additionally, two case studies will be published and released through the Baylor Institute for Studies of Religion entitled: *Community Transformation in West Dallas: A Sustained Collective Between Churches, Faith-based Organizations and Government* and *The Prison Entrepreneurship Program*, in 2013.

Sung Joon Jang is Research Professor of Criminology and co-director of Program on Prosocial Behavior at the Institute for Studies of Religion at Baylor University. His research focuses on the effects of strain, religion, and spirituality on criminal offending and desistance. Recent publications have appeared in *Criminology*, *Journal of Criminal Justice*, and *Sociological Focus*. He is co-principal investigator on a study examining the long-term effectiveness of seminary programs in maximum security prisons.





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