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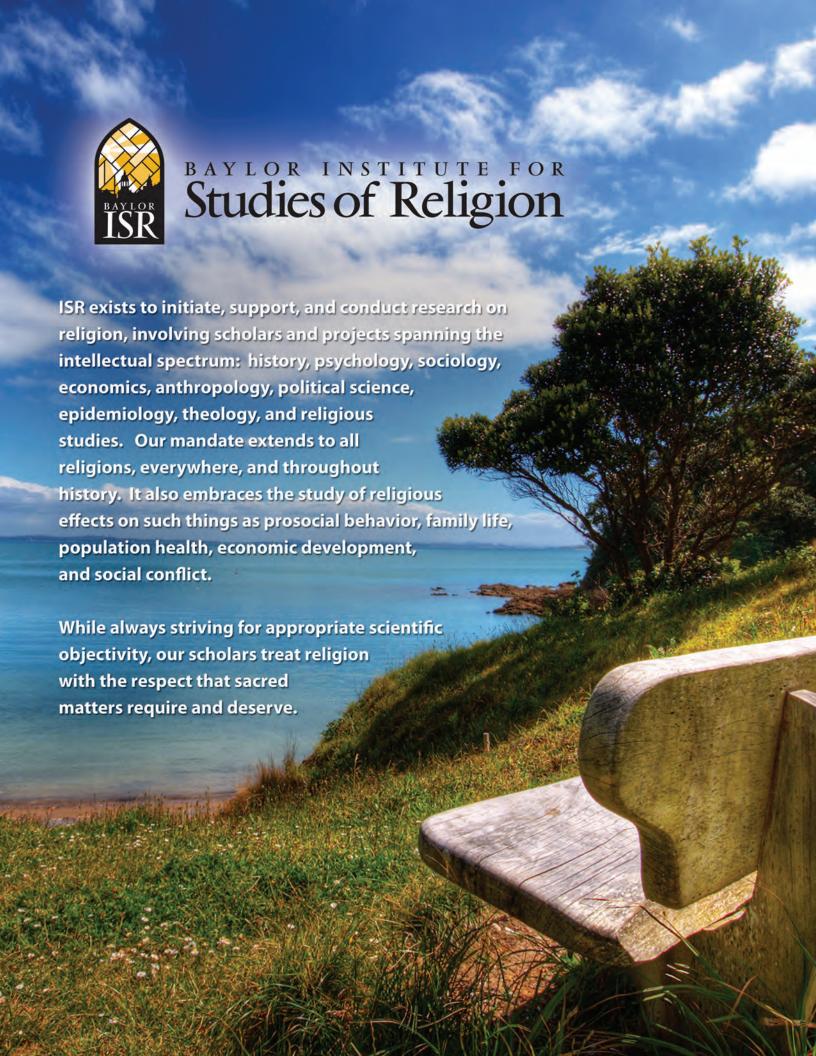


Community Transformation in West Dallas: A Sustained Collective Among Churches, Faith-based Organizations and Government

BYRON JOHNSON • WILLIAM WUBBENHORST • CURTIS SCHROEDER • SUNG JOON JANG

PROGRAM ON PROSOCIAL BEHAVIOR
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INTRODUCTION	5
WEST DALLAS	6
PASTOR ARRVEL WILSON	6
THE SCIENCE OF COMMUNITY TRANSFORMATION	7
ADDITIONAL THREADS IN THE SWD NARRATIVE	8
THE SWD COLLABORATIVE	9
IMPLEMENTING THE SWD MODEL	9
ASSESSING THE IMPACT OF SWD MINISTRY PARTNERS	11
SWD AND ITS STAKEHOLDERS	13
SWD IN ACTION: COLLABORATIVE PROJECTS AND INITIATIVES	15
ATTRACTING FINANCIAL, IN-KIND AND HUMAN RESOURCE ASSETS	19
BIRTHING AN INITIATIVE: SOAR	19
THE PILOT SITE	20
SOAR COLLABORATORS	20
MEASURING IMPACT	21
CONCLUSION	22
APPENDIX I	25
APPENDIX II	. 49
ADOUT THE AUTHORS	5'







## INTRODUCTION

Serve West Dallas (SWD) represents a unique collaborative model for coordinating community-based ministries to serve an 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 fourfold:

- 1. Provide a brief background and history of ministry efforts in West Dallas that served as a pre-cursor to SWD's formation;
- 2. A means to "get to know" the Ministry Partners that comprise the SWD collaborative, both in terms of ministry areas, as well as ministry partner perspectives on the potential for their ministry and the West Dallas community through ongoing participation<sup>1</sup>;
- 3. Evaluate the potential of the SWD collaborative from the perspective of various key external stakeholders, including governmental (e.g., Dallas Housing Authority and Dallas Public Schools), church-based (e.g., via suburban-urban church partnerships), and philanthropic (e.g., foundations supporting West Dallas ministries);
- 4. Examine one of SWD's first major collaborative initiatives the Services Optimizing Academic Reach (SOAR) project aimed at improving academic performance through comprehensive support of students and their families at the Amelia Earhart Elementary School in West Dallas.

This case study seeks to examine the SWD collaborative as an example of a "ground-up" parachurch organization, taking the necessary steps to further integrate separate organizations and ministry efforts into a comprehensive, coordinated network, and 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 thirty years of consistent ministry by 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.

Appendix I contains detailed information on each of the SWD ministry partners, a description of how they view the potential of working through the SWD, and also an initial ROI (Return On Investment) analysis of how programs produce value beyond the benefits specifically to the population to whom they minister.

## **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 in 1954. 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. Like many other American cities, this type of development would become known as "the projects." When completed, these projects represented the largest concentration of public housing in the United States.

## PASTOR ARRVEL WILSON

Pastor Arrvel Wilson, who would later become the chief visionary and architect for SWD. Wilson grew up in those West Dallas projects and graduated from Pinkston High School in 1965. He promptly joined the Marine Corps to escape his 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 Eletha 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.

Although Pastor Wilson now describes himself first and foremost as a relationship-builder and collaborator, he did not begin that way. Tim Lott, current Vice President of Capital Programs for the Dallas Housing Authority (DHA), described his early encounters with Pastor Wilson as an employee of the DHA:

Back in the 1980s, Arrvel was what I would call a typical community activist, placing himself in an adversarial position against the DHA, although we were not a very community-friendly organization at the time, either. Over time, however, as the leadership and culture of the DHA

became more receptive to community input and direction, Arrvel started to work with us to put a new plan together for housing in West Dallas. He truly became a mediator between the DHA and the community.

Pastor Wilson was one of the original members of the DHA's inaugural community advisory committee, and he successfully advocated for the DHA to set aside a 67-acre plot of land to build 305 lots for single-family owner-occupied homes. The DHA's plans for repairing and reforming community housing in West Dallas benefitted from Pastor Wilson's collaboration. As Lott explained:

Arrvel brought his ideas and direction into our efforts to transform the projects. He helped bring Habitat for Humanity and other community organizations to develop the single-family homes. Arrvel also pushed for over 300 units of elderly housing, so that lifelong residents could live-out their years in West Dallas.

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

I wanted to replicate the model we used originally to help bring a church, and subsequently 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 have been fragmented and scatter-shot. The way we established the West Dallas Community Church was the microcosm of what I hope the Serve West Dallas collaborative can accomplish.

Over the years, Pastor Wilson had his "fingerprints," in one way or another, on the formation of many SWD Ministry Partners. Most recently, he was able

to leverage his relationship with the DHA to persuade them to donate a building they no longer needed to bring another Ministry Partner, H.I.S. BridgeBuilders, into West Dallas. This Ministry Partner filled a much-needed niche for economic development, creating jobs for a community suffering from double-digit unemployment. As Pastor Wilson explained:

Our outreach and ministry efforts were never about building the West Dallas Community Church empire, but instead it has always been about building the Lord's work in West Dallas. So, when a new ministry emerged to meet a need we were doing through the church, we were always happy to let that go by either inviting or helping to start a new parachurch ministry in the community, then we would find other needs to fill. This same philosophy continues to permeate Serve West Dallas.

# THE SCIENCE OF 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 reincarcerated 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 lives <sup>2</sup>. Indeed, he

argues that this change of residence represented a "turning point" in the lives of ex-prisoners <sup>3</sup>. Perhaps the biggest takeaway from this research is not that people from impoverished neighborhoods need to be transplanted to neighborhoods of affluence. 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. This is exactly the vision that drives SWD.

Interestingly, findings from national level research now seems 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 <sup>4</sup>. Moreover, in an important and recent development, scholars have estimated that at least half of America's reservoir of social capital<sup>5</sup> is actually made up of spiritual capital that is generated by the good works stemming from houses of worship and faith-motivated individuals <sup>6</sup>.

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

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.



<sup>&</sup>lt;sup>2</sup> David S. Kirk (2009). "A Natural Experiment on Residential Change and Recidivism: Lessons Learned from Hurricane Katrina," American Sociological Review 74:484-505.

<sup>&</sup>lt;sup>3</sup> David S. Kirk (2012). "Residential Change as a Turning Point in the Life Course of Crime: Desistance or Temporary Cessation?" Criminology 50: 329-358.

<sup>&</sup>lt;sup>4</sup>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.
<sup>5</sup> 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.

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 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, like Serve West Dallas. <sup>7</sup>

# ADDITIONAL THREADS IN THE SWD NARRATIVE

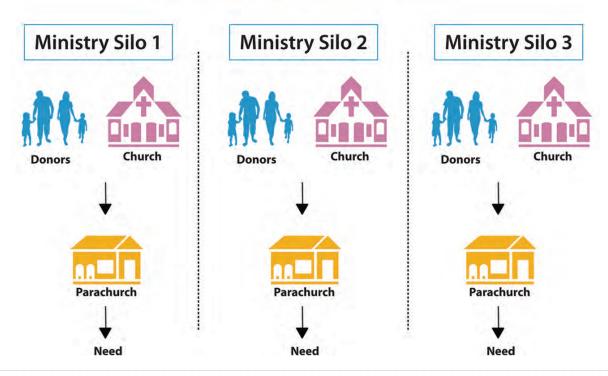
There are other factors beyond the role of Pastor Wilson that led to the formation of the SWD collaborative. In many respects, this effort towards more comprehensive, coordinated community-level

services is a natural, logical conclusion that many community-based practitioners reach as a result of their work. Norman Henry, executive director of Builders of Hope and one of SWD's Ministry Partners, 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 the housing needs and other support systems affected our ability to bring changes in people's lives. Builders of Hope was birthed out of a recognition of one of the needs, namely safe and affordable housing, and how that can support healthly family functioning. I think the key for Serve West Dallas is in how we base our collaboration with one another in order to bring about a more holistic, less piece-meal approach to ministry.

## **OLD SILO MODEL**

(More Single Mission Focused)



<sup>&</sup>lt;sup>7</sup> Ram Cnaan (2010). Determining the Economic Halo Effect of Historic Congregations, Partners for Sacred Places, Philadelphia, PA.

## THE SWD COLLABORATIVE

The body is a unit, though it 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).

SWD began in 2007, not surprisingly, as simply a discussion among some of who are now Ministry Partners. The conversation extended to a broader discussion involving local urban and suburban church pastors, West Dallas non-profits and governmental agencies like the Dallas Housing Authority, and culminated in the establishment of SWD as a 501(c)(3) in the summer of 2009. Exhibits 1 and 2 provide a visual comparison between how ministries operated under an isolated impact approach, in contrast to how they could operate under the SWD collaborative to achieve collective impact.

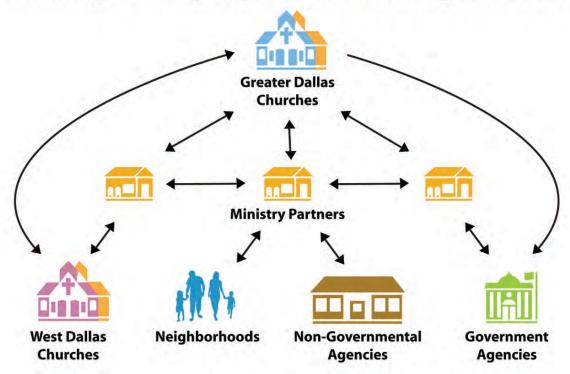
# IMPLEMENTING THE SWD MODEL

One of the challenges to implementing the SWD model from the ground-up was the need to recognize and respect the pre-existing relationships some of the Ministry Partners already had with existing funders. As Scott Hanson, executive director for SWD, explained:

Before I arrived, the collaboration began with a well-intended promise and the insistence by a couple of our non-ministry founding board members that a key role of Serve West Dallas 'should be' to raise funds on behalf of the Collaborative. Not all the Ministry Partners were in agreement with SWD being involved in fundraising on behalf of the Ministry Partner. This eventually led to some tension, because, the topic had never been discussed by the Board. This single issue was one of the Board's first governance challenges to work through. Once this issue was openly discussed

# **NEW COLLABORATIVE MODEL**

(Community Working Together - - More Kingdom Focused)







before the entire board it opened the door to an entire new level of mutual trust and collective engagement. That's one of the reasons we are hesitant to refer to SWD as an intermediary, as that implies standing in between a ministry and its funders, which is not what SWD was created to do.

This served as an important lesson for SWD. Under Hanson's leadership, the organization began to take steps that were seen as more facilitative. This is evidenced, in part, by the wording chosen for the SWD mission statement:

As a collaborative, we work together to help the Ministry Partners be successful in achieving their individual missions by serving the community of West Dallas. We achieve this by collaborating together in a variety of ways: introducing expertise, training, contacts, efficiencies, and economies of scale; attracting financial, in-kind, and human resource needs.

SWD soon learned there were other ways the organization could assist their Ministry Partners in attracting financial resources through better training, building community-wide awareness, studies and events. The ten organizations comprising the SWD collaborative are divided, as follows, into four categories of service:

- 1. Education: Adults Relating to Kids (ARK), Voice of Hope, Mercy Street;
- 2. Life Ministries: Brother Bill's Helping Hands, Westmoreland Heights Neighborhood Association, YoungLife West Dallas;
- 3. Economic Development: H.I.S. Bridgebuilders, Builders of Hope; and
- 4. Legal/Justice: Advocates for Community Transformation (ACT).

The governing board of SWD is comprised of the executive directors from its partner ministries; two large suburban churches; two neighborhood urban church partners;

and three businessmen. The ministries and churches actively and collectively lead the collaborative.

The board is a healthy governing mix of the church (urban neighborhood and suburban), parachurch, and businesstypes who are themselves active church members and former board members of several of the above organizations. Traditionally there has existed an unspoken tension between the established church and the parachurch that dates back decades from the point the parachurch began to emerge in response to what the church was not doing externally to reach people with the gospel, or to serve the needs of others. Serve West Dallas found a way, under Pastor Arrvel Wilson's leadership for the church and parachurch to work together, while recognizing they may have different views of the God ordained role of the church. According to Hanson, a former business executive, mega church Executive Pastor and who has served on several parachurch boards:

All that Arryel achieved over the past 30 years in West Dallas never could have been done without partnering with the local church (neighborhood urban and suburban). When the church and parachurch co-exist and mutually pray, build plans and strategies together over a common vision the potential is without limits.

# ASSESSING THE IMPACT OF THE SWD MINISTRY PARTNERS

Appendix I provides a profile for each of the Ministry Partners, and includes a brief description of the value as well as the potential of SWD as viewed by that partner organization. Appendix I also provides 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. Summary of Key Ministry Partner Findings (see Appendix I for details and ROI calculations):

- 1. The efforts of Advocates for Community Transformation over a three-year period (2009-201) generate approximately a fourfold ROI to the community of West Dallas.
- 2. By reducing recidivism rates of youth from West Dallas, we estimate Adults Relating to Kids save the taxpayers roughly \$21 per every dollar invested in this ministry.
- 3. The Health Clinic of Brother Bill's Helping Hand produces more than a sevenfold return on investment.
- 4. Based on a previous ROI analysis, Builders of Hope yielded a \$1.10 ROI for every dollar used to fund the ministry. Over a 30 year period the ROI is projected to be approximately \$13.82 dollars for every dollar invested.
- 5. H.I.S. Bridgebuilders is estimated to generate a \$6.91 ROI for every dollar invested in the ministry. The five-year ROI is projected to be \$34.54, and the twenty-year ROI is expected to be \$138.16.
- 6. The Mercy Street mentoring program yields a \$9.48 ROI for every dollar invested in this ministry.
- 7. The youth programs associated with Voice of Hope generate an \$11.60 ROI for each dollar invested in the ministry.
- 8. Westmoreland Heights Neighborhood Association's elderly program alone produces a \$1.74 ROI for each dollar required to fund this work.
- 9. Young Life West Dallas is estimated to spawn a \$4.91 ROI on every dollar invested in YLWD Campaigners/Club Programs.

Beyond the ROI analyses we attempted to measure a number of sociodemographic trends to capture other possible influences of Ministry Partners in West Dallas. We analyzed data from the 1980, 1990, 2000, and 2010 decennial Census, and present in Appendix II a detailed description of the relevant sociodemographic trends for West Dallas during this thirty year period (1980 to 2010). We summarize below the key sociodemographic findings from our analysis:

- 1. West Dallas is the only area that shows an overall pattern of decrease in the percentage of female-headed families between 1980 and 2010.
- 2. After decreasing from 1980 to 2000, the number of housing units in West Dallas increased significantly between 2000 and 2010, outpacing all over adjacent zip code areas during that decade.
- 3. The percentage of vacant housing units in West Dallas consistently declined between 1980 and 2000, whereas the percentage in the comparison areas all increased between 1980 and 1990, followed by a decrease between 1990 and 2000.
- 4. West Dallas is the only area that shows a consistently declining pattern of rental vacancy between 1980 and 2000. Rental vacancy rates increased between 2000 and 2010 in all the areas, though the rate remained relatively low in West Dallas (9.9%).
- 5. The West Dallas high school dropout rate declined by 26.7% between 2000 and 2010, outperforming all adjacent areas.
- 6. The percentage of high school graduates in West Dallas increased by 33.1% between 1980 and 2010, although the percentage in the adjacent areas all substantially declined.
- 7. The percentage of West Dallas residents, aged 25 and older, who completed "some college" reflects a much steeper increase between 1980 and 2010, than the adjacent zip code areas.
- 8. The percentage of residents completing a bachelor's degree or higher increased in West Dallas at a much faster rate than the comparison areas between 1990 and 2000.

## SWD AND ITS STAKEHOLDERS

As shown in Exhibit 3, one of the potential roles for SWD, as proposed, is to provide greater coordination with other stakeholders with the resources and interest in supporting ministries in West Dallas, such as: Greater Dallas churches, foundations, private business, other non-profits and governmental agencies. However, as noted earlier, SWD had to play this role without disrupting pre-existing relationships some of the Ministry Partners already had, particularly with Dallas area funders.

Park Cities Presbyterian Church (PCPC) is a large, Dallas-area church with an annual budget of \$11 million. PCPC and Pastor Wilson actively helped in launching Mercy Street, one of SWD's Ministry Parnters. Julian Russell, who has served as Pastor for Missions to the City at PCPC since 2007, sees a number of potential benefits associated with the existence of SWD. Russell and PCPC have formed partnerships with eight different ministries in West Dallas, and have made a point of visiting each ministry to maintain those relationships. As Russell explains:

I think there are both practical and bigger picture benefits to the Serve West Dallas collaborative. From a practical standpoint, it provides a one-stop shop for communicating with the ministries I used to have to visit separately. It also makes for a richer dialogue about community needs when you have everyone at the table interacting with one another and sharing best practices. I also think that Serve West Dallas is positioned to cast a longer-range vision than each individual Ministry Partner, who are often constrained by the day-to-day demands of serving the community. Community ministry is all about talking and listening to one another, and Serve West Dallas can be an important vehicle for telling the West Dallas story in a fuller,

#### Project SOAR (Services Optimizing Academic Reach) West Dallas Educational Impact Initiative\* SERVE WEST DALLAS Collaboration Support · Assure plan fidelity West Dallas Partners **Strategic Partners** · Adopt-a-School management **SMU Center on** Voice of Hope **Communities & Education** Tutors and homework assistance · Life skills modeling/support Outcome evaluation Data collection · Healthy food distribution **Amelia Earhart** Salesmanship Club **Elementary School Mercy Street** Student engagement · Individual, family & group therapy · Match students - mentors School principal In-school treatment groups · Positive adult role modeling "Mind Up" program for teachers partnership Promote PTA/recognize teachers Teacher engagement Parent engagement ARK Renaissance Learning ARK for Parents **Reading Program** · ARK for Teachers Amelia Earhart staff/volunteers • Incentivize reading/track progress ARK for Students **HPPC/West Dallas Serve West Dallas** Highland Park Presbyterian: Volunteers **Resource Team** Adopt - A - Church ESL program for parents · Link organizations with in-kind or Mentoring, tutoring volunteers discounted services & products 2-4 pre-school program Teacher/classroom support \* In cooperation with the School Zone



more comprehensive way.

Russell and PCPC are also interested in providing more support to local neighborhood churches, and hope that SWD is successful in drawing more local neighborhood churches into the collaborative.

Another key supporter that has also been actively engaged with a number of SWD's Ministry Partners is the Rees-Jones foundation. The Rees-Jones foundation seeks to serve God by serving others, with a particular focus on children, youth, and families, mental health, and community benefit. T. Hardie, President of the foundation, first met Pastor Wilson in 2007, and has supported current Ministry Partners such as Voice of Hope and Builders of Hope. Hardie and the foundation tries to avoid being overly directive, but instead supporting efforts for the development of a community-driven plan to better coordinate and guide ministry efforts. Hardie has worked directly with SWD Ministry Partners, and likewise sees the primary benefits of SWD in coordinating the efforts of these different community-serving organizations. As Hardie explains:

I think bringing the Ministry Partners together is an important precursor for building Christian community or, as Pastor Wilson put it, for Kingdom building.

However, Hardie also indicated a concern about whether the types of ministries offered by SWD partners are sufficient to address what he considers to be one of the main causes of long-standing poverty in places like West Dallas:

I think that a major contributor to some of the social problems and persistent poverty in West Dallas stems from the deterioration of family structures. While I think highly of the Ministry Partners and the work they do, I am not sure how many of these programs directly address issues of healthy marriage, fatherhood, and parenting. More emphasis on these issues would be good to see.

To T. Hardie's point, the fluid nature of SWD is such that recently Pastor Wilson, along with a handful of neighborhood church pastors and their First Ladies, and three new strategic partners introduced a new collective impact initiative aimed at the high incidence of teen pregnancy and mentoring young expectant and single parent mothers.

## SWD IN ACTION: COLLABORATIVE PROJECTS AND INITIATIVES

One of SWD's stated missions is to collaborate. Ministry Partners have come to appreciate the quote: "It's amazing what can be accomplished if no one cares who gets the credit <sup>8</sup>." 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.

SWD also exists to engage additional large area suburban churches' ministries and strategic partners to help bring more resources to West Dallas and to engage more volunteer talent. The Serve West Dallas Vision and Mission offers the large suburban churches an opportunity to partner together with other churches and to focus their strategies to see measured transformational change. Most large urban churches lack a clear strategy and are far too scattered, according to Hanson, who speaks from experience as a former church executive who had oversight of the urban missions departments of two mega churches, and serves as the ministries chairman of his local Dallas church.

<sup>8</sup> This quote is often attributed to President Truman, John Wooden (UCLA basketball coach), or Blanton Collier (Cleveland Browns football coach).



Most big churches are far to 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 parachurches would work together, 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 of 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 of SWD:

**Economic Development Center (H.I.S. Bridge Builders) (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 unemployed residents in West Dallas. Today, a number of SWD urban church and Ministry Partners work with H.I.S. BridgeBuilders to

provide church members or program participants with job opportunities (e.g., Mercy Street and YoungLife West Dallas). 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 (Mission: Collaboration):**

SOAR is an educational collective impact initiative, focusing on Dallas ISD (DISD) students and parents at Amelia Earhart Elementary School. This project was created to improve student academic performance, student self-esteem and behavior, and to increase parental involvement and educational engagement. SOAR's pilot phase launched at the beginning of September 2012, coinciding with the beginning of the school year.

#### Partners involved:

- SWD Ministry Partners ARK, Voice of Hope, Mercy Street;
- SWD Church Partner, and leading the adopt-a-school initiative – Highland Park Presbyterian Church;
- SWD Strategic Partners Salesmanship Club, SMU's The Annette Caldwell's Center on Communities and Education (CCE), Renaissance Learning, Amelia Earhart Learning Center.

The Salesmanship Club came to Serve West Dallas to ask how they could partner with SWD to offer their services. SOAR's involvement with Southern Methodist University's Center on Communities and Education came about as a result of six SWD Ministry Partners and SWD being a part of a much larger twenty-two member educational collaborative for the West Dallas Pinkston public school feeder system, called The School Zone. SOAR represents an intensive student/parent/teacher engagement model in cooperation with The School Zone.

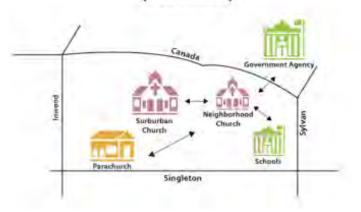
# The Shalom Project (Mission: Church / Parachurch Collaboration):

The Shalom Project is a church-led initiative that creates partnerships between small 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 human and financial resources to transform distressed neighborhoods through the local church. It simply begins by the two church teams 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 penetrate the neighborhoods with their services (see illustration).

Specifically, the project hopes to bring more volunteers, resources and awareness to West Dallas as urban neighborhood churches and suburban churches work together to help transform the nine other neighborhoods of West Dallas. The project is currently in the planning stage and will launch full-scale in Spring 2013.

- SWD Partners Involved:
  - West Dallas Community Church
  - Park Cities Presbyterian Church
  - SWD Community Partners
  - SWD Ministry Partners
  - e3 Partners
  - Urban neighborhood churches

## NEIGHBORHOOD CHURCH MODEL (SHALOM)



The Shalom Project will be a church-led model, led by Pastor Arrvel Wilson. This past year Arrvel, along with a new strategic partner, met with 15-20 Gospel-centered pastors to discuss community development. Of this group, Arrvel plans to work with a core group of 5-6 urban pastors initially (African American and Hispanic) to engage the project in the West Dallas community.

# Dallas Center for Urban Theological Studies – DCUTS (Mission: Collaboration/ Expertise/ Theological Training):

DCUTS is designed after highly successful urban theological training models in Philadelphia and Memphis. SWD, Redeemer Seminary, World Impact (TUMI – The Urban Ministry Institute) and West Dallas Community Church began discussions in 2011 to focus on the future spiritual training needs of several audiences. These audiences include urban pastors, urban church leaders, and parachurch staff desiring more Biblical training and disciple-making. In addition, Redeemer Seminary is interested in developing a track to train future seminarians in urban ministries and church planning.

# The 0-3 Initiative (Mission: Collaboration / Training / Expertise):

The 0-3 Initiative is a church-led collective impact initiative led by West Dallas Community Church, SWD's urban and suburban church partners, Downtown Pregnancy Resource Center, One by One Ministries, Evantel and SWD's Ministry Partners' clients who face unexpected teen pregnancy. Utilizing the curriculum of One By One Ministries, women of the church, inside and outside the community, are trained on how to mentor an expectant teen mother. This collective impact initiative will be a part of the Shalom Project led by the neighborhood churches.





## MISSION STATEMENT: ATTRACTING FINANCIAL, IN-KIND AND HUMAN RESOURCE ASSETS

Many examples exist that convey the success SWD has experienced in introducing expertise, training, contacts, efficiencies and economies of scale into the collaborative. These examples include:

# Baylor Case Study (Mission: Introduce Expertise / Contacts / Attract financial investments):

On behalf of its Ministry Partners, SWD retained Baylor University's Institute for Studies of Religion to conduct a comprehensive study to look at the following:

- 1. To "tell the story" from an historical perspective of how SWD was founded, the key principles that guided its development and growth; and the approach to partnering with stakeholders in the faith community, public sector, and other key partners in their effort to comprehensively reshape a community in need; and
- 2. To document, through any and all available data, both the past, present and future impact of a collaborative ministry effort, in terms of a variety of areas, ranging from family outcomes, educational outcomes, impacts on public safety, and overall economic health, etc. The purpose of the analysis is to begin to understand, and provide a greater recognition for, the Return on Investment (ROI) of outreach through the individual Ministry Partners working alone, collectively, or through an intermediary like SWD.

The final product will be provided as a tool to be used by SWD's Ministry Partners and their boards to use in their fundraising efforts. The study will also serve to be used to further raise awareness on behalf of the collaborative to the broader public.

When the study is complete Baylor scholars plan to release the study to the media for use in local opinioneditorials.

# Mission Increase Foundation (Mission: Assist in Fundraising /Training/ Efficiencies):

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 training on how to raise funds for their ministries. Every training session is followed by a 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 (Mission: Expertise/Training):

In partnership with two strategic partners, e3Partners, and Unite Dallas worked with SWD to co-sponsor 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

## BIRTHING AN INITIATIVE: SOAR

While opinions and perspectives may vary with respect to what SWD is doing as a collaborative, all agree that SOAR (Services Optimizing Academic Research) will determine what the collaborative is capable of doing, working together where each partner is responsible to maintain specific measureable outputs from their delivered services, with agreed upon measureable outcomes. SOAR represents the first educational collective impact initiative under the umbrella of SWD and is focused primarily on education. SOAR is described as:

A collective impact direct services model that strategically brings together West Dallas grassroots nonprofits and other service providers and support organizations to offer a broad based range of services through collaboration of services integrated into a seamless delivery system.



## THE PILOT SITE

The initial pilot for SOAR is the Amelia Earhart Elementary School, one of seven elementary schools in West Dallas. Andrea Nelson, principal of Amelia Earhart for the past six years, describes how SOAR differs from previous community collaborations 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 promises to be a more coordinated and comprehensive effort. I see the needs we are faced with from a Maslow's hierarchy standpoint 9. We have to look at some basic needs around food and clothing before we can truly tackle the education needs.

To reinforce this project effort, Nelson has created a new full-time position dedicated to serving as the liaison to SOAR  $^{10}$ .

One of the most unique aspects of SOAR is its attempt to garner greater parental involvement. As Nelson explains:

If SOAR accomplishes its goal, the school will begin to resemble more of a community center than a school, with activities such as ESL and nutrition classes to draw the parents into the schools. We are not going to bring about significant improvements in academic performance of our kids until and unless we engage families and address those family culture issues that may inadvertently be creating barriers to their children's success.

(See Exhibit 4 for an overview of the SOAR Service Flow)

## SOAR COLLABORATORS

SWD will assume the daunting task of coordinating the efforts of four SWD Ministry Partners (including their own SWD Resources team), four strategic partners, three Ministry Partners in addition to interfacing with the principal and school staff (see Exhibit 3 for a diagram of the various SOAR partners). A steering committee of all the partners, led by the Executive Director of one of the Ministry Partners, Jan Nelson of ARK, meets twice a month to discuss and coordinate all aspects of the project and to monitor the academic progress of every child touched by the program. SOAR will also include participation of large, Dallas suburban churches, which will be responsible for recruiting volunteer mentors and tutors, provide teacher/ classroom support for an incentive based accelerated reading program for all grade levels, and to assist with other needs that present themselves along the way. The 'adoptive' church brought into SOAR by SWD is Highland Park Presbyterian Church, a 4,500 member congregation located in the Park Cities area of Dallas.

Mary Ann Chapel, a former high school teacher and a current member of Highland Park Presbyterian Church, is the church Adopt-a-School Coordinator. She is responsible for recruiting and engaging volunteers from the church with the school. MaryAnn became engaged with SOAR through the church's women's ministry, after an initial tour of the school, and describes how they are organizing themselves to serve this supporting role:

We are utilizing our church's Sunday schools and small groups by matching them eventually 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 have before.

<sup>9</sup> Maslow's hierarchy of needs is a theory in psychology, proposed by Abraham Maslow in his 1943 paper "A Theory of Human Motivation." Maslow's theory suggests that the most basic level of needs must be met before the individual will strongly desire (or focus motivation upon) the secondary or higher level needs.

<sup>&</sup>lt;sup>10</sup> 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 Destination 2020 and SOAR goals in such a manner that guarantees sustained student achievement for all students at Amelia Earhart Learning Center.)

## **MEASURING IMPACT**

Another unique component to SOAR, at least in comparison to the practice of SWD's Ministry Partners, 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 Center of Communities and Education. 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:

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.

As SOAR gets underway, Hanson reflects back on the road they have travelled, and looks forward to establishing SWD as an important ally and partner in the efforts to bring about renewal and transformation to all the ten neighborhoods of West Dallas.

What Arrvel Wilson and his small neighborhood church successfully achieved over the past thirty years in transforming lives and the landscape of one West Dallas neighborhood, his dream remains to see total transformation of West Dallas within his lifetime. If the past is a good predictor of the future, this will only happen through collaborative efforts like SWD working in concert with neighborhood and suburban churches, parachurch organizations, and other non-profits and strategic partners.

#### **Exhibit 4: SOAR Service Flow** 1. Prepare with School Staff & **Church for Project Initiation** Prior to the start of each school year/semester, clarify with school staff 7. Regular Plan Progress 2. Orient Students/Parents to the Project plan and assure school Review & Modification Program, Determine Student support; engage church. Interest, Train Volunteers Systematic review of each Plan by project team, with attention to Invite students and family to a meeting improvement in service effectiveness to discuss Project SOAR, build understanding and interest. Ready volunteer mentors/tutors, 6. Implement SOAR Plan for 3. Engage Families Student, Family Each Student/Family Specific activities to engage families & School Staff (encouraging PTA, ESL, home reading Ongoing delivery of services as set Recognition participation, etc.). Periodic forth in the Plan, with adjustments "community-building" events for negotiated with student or family as families and students required 5. Create Individualized 4. Assess Student's SOAR Service Plan Strengths & Needs "Lead" agency is designated and meets One of the Ministry Partners conducts with student and family to develop an assessment of students strengths and individualized plan that includes needs and discusses specific potential family involvement involvements

## CONCLUSION

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 collective efforts of SWD Ministry Partners are aimed at bringing about a spiritual, economic, social and physical transformation of West Dallas neighborhoods within the zip code 75212. Though many of the Ministry Partners have only joined this collaborative effort in the last decade or so, SWD's origins date back to the early 1980s.

As we have shown, this 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 case 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. We believe these deep and abiding partnerships have helped SWD reach a "tipping effect" in West Dallas. Our preliminary Return on Investment (ROI) analyses suggests that SWD Ministry Partners have generated a substantial and upwardtrending ROI. Stated differently, 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.



### APPENDIX I

### **SWD MINISTRY PARTNERS**



ADVOCATES FOR COMMUNITY TRANSFORMATION (ACT)	. 26
ADULTS RELATING TO KIDS (ARK)	29
BROTHER BILL'S HELPING HAND	31
BUILDERS OF HOPE CDC	33
H.I.S. BRIDGEBUILDERS	. 35
MERCY STREET	. 38
VOICE OF HOPE	40
WESTMORELAND HEIGHTS NEIGHBORHOOD ASSOCIATION	. 42
YOUNG LIFF WEST DALLAS	44

## 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 unique inner-city justice ministry based in the West Dallas community. ACT's coalition of volunteer lawyers and community members represents and empowers local residents to rehabilitate or demolish abandoned properties that often come to house drug dealers and attract other criminal behaviors in West Dallas neighborhoods.

Reid Porter, president and founder of ACT, gave up a rising career as a trial lawyer to integrate evangelism and justice to minister to inner-city communities in West Dallas. Porter founded ACT to give a voice to West Dallas residents trapped in oppressive circumstances. Through the mobilization of the legal community, ACT helps community members understand their legal rights, encourages residents to play an active role in the revitalization of their neighborhoods, and provides physical and spiritual restoration to historically troubled communities.

ACT's Legal Advocacy Program is activated in the community by identifying, documenting evidence, and pursuing legal action against owners of distressed properties. The Legal Advocacy Program consists of a three-phase timeline that traditionally takes 6-18 months to execute:

Phase I: Organize, counsel and educate community, identify offending properties, and refer matter to volunteer lawyers (45-60 days)

Phase II: Partner with neighborhood association to find and communicate with property owner (30-60 days)

Phase III: Reach agreement with property owner or file suit (6-18 months, depending on owner cooperation and/or legal processes)

Porter's extensive legal expertise and network of resources support the ongoing efforts of the City of Dallas and local community advocates by providing these specialized legal services to local residents. In a little over three years, ACT has identified and intervened against more than 25 offending properties. Among these properties, ACT's interventions have already led to 17 resolutions. Specifically, ACT has helped shut down 6 drug houses and addressed/resolved 11 abandoned, crime-ridden properties.

In addition to the Legal Advocacy Program, ACT conducts regular community will clinics to help residents develop wills and estate planning documents. The most recent will clinic event included the combined efforts of more than 140 volunteers, and reached more than 78 members of the West Dallas community. Will clinics serve as a preventative effort to ensure healthy homes are conveyed to appropriate and responsible heirs.

#### SWD AND ACT

For ACT, the primary value of participating as a ministry partner is for leveraging relationships through other SWD partners. For example, ACT coordinated a will clinic in the Westmoreland Heights neighborhood in collaboration with Westmoreland Heights Neighborhood Association. They are also working closely with Builders of Hope in order that some of the abandoned properties they adjudicate can be either torn down or rehabilitated.

26

As Porter explains, the SWD is particularly valuable for ACT, given the unique and specific nature of its work:

SWD is a great way for us to meet-and-greet the other ministry partners in a more consistent and substantive manner than we have been able to on our own. We rely on these ministries, and particularly their credibility and relationships in the community, so we can come in and provide our services. Without that access, it makes it very difficult to get the community to know and trust us.

TABLE 1: ROI OF ACT

TYPE OF SAVINGS	BASIS OF SAVINGS	SAVINGS PER PROPERTY RESOLUTION	TOTAL ESTIMATED SAVINGS
Improved property values for residents near abandoned property.	\$ 7,627 per home within 150 \$ 6,819 per home within 300 feet \$3,542 per home within 450 feet	10 homes - \$76,270 <sup>1</sup> 10 homes - \$68,190 10 homes - \$36,420	\$179,880 in improved property values  Discounted at 30% for property overlap <sup>2</sup> \$125.916 per property resolution x 17 resolutions =  \$2,140,572 in property value improvements.
Higher property tax revenues as a result of improved property values	\$125,916 x the property tax rate of 2.5%	\$31,470 per resolved property	\$53,512 in incremental property tax revenues associated with 17 property resolutions
Reduced maintenance costs for counties/ municipalities of abandoned properties	Security and maintenance costs over a 20-year period <sup>3</sup> \$4,697 per demolished building \$7,141 for rehabilitated building	8 of 17 resolved properties were demolished  9 of 17 properties rehabilitated by owner or sold and rehabilitated by new owner	\$37,576 in maintenance savings over 20 years for demolished properties \$64,269 for rehabilitated properties Total of \$101,485 in maintenance and security savings over 20-year period (\$5,092 annually)
Lower costs of crime due to	Reductions in justice system costs, per resident,	1,036 residents in Westmoreland	\$94,276 in direct justice system cost savings per year



### COMMUNITY IMPACT (ROI ANALYSIS)

Over the past three years, ACT has successfully resolved 17 instances of abandoned properties. The 'savings' generated by these activities are realized in four main areas:

- 1. Improved property values for homeowners living in proximity to the abandoned property;
- 2. Higher property tax revenues generated as a result of improved property values;
- 3. Reduced maintenance costs for counties and/or municipalities for the maintenance of abandoned properties; and
- 4. Lower police and public safety costs from reductions in crime.

Table 1 below provides a projected estimate of the value generated by ACT, as compared to the costs for the ACT program over those three years.

<sup>&</sup>lt;sup>1</sup> Temple University Center for Public Policy & Eastern Pennsylvania Organizing Project; Blight Free Philadelphia: A Public-Private Strategy to Create and Enhance Neighborhood Value; Philadelphia, 2001 <sup>2</sup> This accounts for instances where the resolved properties are located within 450 feet of one another.

<sup>&</sup>lt;sup>3</sup> Edward G. Goetz, Kristin Cooper, Bret Thiele, and Hin Kin Lam; Pay now or Pay More Later: St. Paul's Experience in Rehabilitating Vacant Housing; CURA Reporter (April 1998).

<sup>&</sup>lt;sup>4</sup> Shapiro, Robert J. and Hassett, Kevin A.; The Economic Benefits of Reducing Violent Crime; Center for American Progress; June2012. This is a very conservative estimate, given the fact that crime incidence in the immediate area where ACT has resolved abandoned properties have seen a decrease in crime of over 60% between 2009 and 2012.

## ADULTS RELATING TO KIDS (ARK)

#### 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, and 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, deviant 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 for 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, and it promotes the quality of life and the mental and emotional health of children and their families.

#### SWD AND ARK

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 provided a great opportunity to make the ARK training available through some of the other ministry partners' programs and they are excited about collaborating with the SWD partners.

The ARK program greatly benefits as a ministry partner of Serve West Dallas in 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 and 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.

### COMMUNITY IMPACT (ROI ANALYSIS)

One of ARK's programs that show a promising ROI is based on a court-ordered program on juvenile recidivism in Houston, TX. The ARK program was able to demonstrate significantly lower recidivism rates for the juvenile delinquents placed under their care. Table 2 below shows the projected ROI of this program, based on the projected reductions in youth detention costs, based on the fact that fewer ARK participants get re-arrested.

#### TABLE 2: ROI OF ARK

Number of Youth Served through ARK Juvenile referral program	196
Overall average Youth recidivism rate <sup>6</sup>	40%
Recidivism Rate for ARK participants	5.5%
Incremental reduction in Youth Recidivism (40% for the general juvenile population as compared to the 5.5% rate for ARK program participants	34.5%
Reduction in the Number of youth returning to Court (34.5%* 196 ARK youths)	67.6
Average annual cost per juvenile delinquent <sup>1</sup>	\$8,603
Total projected savings from reduced juvenile recidivism	\$581,562
Total Annual cost for operation of the ARK juvenile diversion program	\$27,012
Savings generated per \$1 invested in ARK program	\$21.47

Based on an average daily detention cost of \$240.99 per day, times an average 17.5 days per sentence, times an average of 2.04 arrests per year. Reference – The Cost of Confinement: Why Good Juvenile Justice Policies Make Good Fiscal Sense; Justice Policy Institute, May 2009.

<sup>&</sup>lt;sup>6</sup> Estimate provided by Rich Schmidt, Chief Clerk, Harris County Precinct 4 (Houston Texas).

<sup>&</sup>lt;sup>7</sup> Based on an average daily detention cost of \$240.99 per day, times an average 17.5 days per sentence, times an average of 2.04 arrests per year. Reference – The Cost of Confinement: Why Good Juvenile Justice Policies Make Good Fiscal Sense; Justice Policy Institute, May 2009.

## BROTHER BILL'S HELPING HAND

#### BACKGROUND

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.

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." Brother Bill's Helping Hand served over 1,100 households – close to 4000 individuals – in 2011, and continues to address a wide variety of needs through its community-focused programs. Neighbors benefitted from these programs over 70,000 in 2011.

Specifically, Brother Bill's Helping Hand offers weekly, short-term, and once-a-year programs to serve local residents. 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, and job/career training

Healthy Living Programs: Community Clinic (adult, dental, eye, flu shots, lab work, glasses, mammograms), nutrition classes, health education programs, diabetes seminars, parental training, and sports camps for children

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

#### 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 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, and Voice of Hope for mentoring and youth activities for the families we serve.

Additionally, Serve West Dallas's Resource Team expands the ministry's exposure to volunteers and access to equipment and other resources needed to support the efforts of Brother Bill's Helping Hand.



### COMMUNITY IMPACT (ROI ANALYSIS)

The aspect of BBHH program outcomes that is most suitable for ROI analysis is their health clinic. The health clinic sees an average of about 72 unique patients per week, for a total of about 110 encounters. In addition, the clinic provided 200 flu shots, along with 300 CVS flu shot vouchers. Approximately 75% of patients treated at the clinic suffer from chronic conditions (e.g., diabetes, hypertension, high cholesterol), with approximately 25% of those chronic patients critically out of control (e.g., fasting blood sugars greater than 250 and undiagnosed diabetes). An estimated 20% of these patients, almost all of whom are uninsured, would have ended up going to an emergency room. In addition, the BBHH health clinic is provided with 5 referral slots per month to receive services from a specialist, with an estimated value of \$500 per referral slot. Below is a projected ROI for BBHH's health clinic.

TABLE 3: ROI FOR BBHH HEALTH CLINIC

MEASURE	VALUE	SOURCE
Flu Cases prevented directly	500 flue shots* 85% efficacy rate * 12.5% average infectio rate=53 flue cases prevented	Centers for Disease Control and Protection
Flue Cases prevented indirectly (i.e., transmission of flu prevented)	33.5% of the 53 flue case prevented = 17 additional flu cases from transmission prevented	Burden of influenza in healthy children and their households; Authors: Principi N et al; Archives of Disease in Childhood; Volume 89 (2004), pp. 1002-1007.
Total Projected Reduction of 70 flu cases/year (53 + 17)	Average Cost/Flu Case (including lost productivity, hospitalizations, etc.) = \$945. Total projected annual savings = \$66,150	The annual impact of seasonal influenza in the US: Measuring disease burden and costs; Molinari, Noelle- Angelique M. et al; Vaccine; Volume 25 (2007), pp. 5086-5096
Total ER visits prevented	20% of 72 patients per week = 14 ER visits per week or 700 ER visits per year (assuming clinic is open 50 weeks per year)	Estimates provided by BBHH clinic staff
Average Cost/ER Visit	Median cost per ER visit is \$1,318	AHRQ Medical Expenditure Panel Survey: EmergencyRoom Services-Median and Mean Expenses per Person With Expense and Distribution of Expenses by Source of Payment: United States, 2009 Facility And SBD Expenses
Total projected annual cost savings from reduced ER visits	700 ER visits * \$1,318 \$922,600 per year	
Value of referral slots	5 slots/month (60 referral slots annually with an estimated value per slot of \$500 = \$30,000 in specialist referral services per year	Information provided by BBHH clinic staff.
Total projected annual savings for the BBHH Health Clinic		\$1,018,750 in ER, specialist physician fees, and flu treatment costs avoided
Total Annual direct costs for Operation of the Clinic		\$132,971 (clinic costs plus flu shots)
Estimated Health Cost Savings Per \$1 invested in the BBHH health clinic		\$7.66

## 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 demolition and rebuilding of substandard homes; as well as education and counseling, community safety and mobilization, and discipleship opportunities.

#### SWD AND BUILDERS OF HOPE CDC

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 from Voice of Hope Ministries nine years later 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 US 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 4 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.

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 are 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 looking to experience spiritual, cultural, social and economic restoration. HISBB helps to influence each of these areas by shaping programs around 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, dental and counseling clinics

Educational Services: GED and continuing education, job and life skills training, discipleship and mentoring

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

Community Development Services: Home ownership, 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 a testimony itself of collaboration both among faith-based groups as well as support from the public sector. The new headquarters for HISBB was formerly a Dallas Housing Authority facility, which Pastor Wilson was able to get transferred over to HISBB. Brad Popff, 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.



### COMMUNITY IMPACT (ROI ANALYSIS)

One aspect of H.I.S. Bridgebuilders that can show an economic return concerns its Employment Training Program. Table 5 below shows the projected ROI associated with their efforts to provide job training and placement, along with the other benefits that result from training and placing individuals in jobs for a population characterized by high unemployment. As shown, below, the H.I.S. Bridgebuilders Employment and Training ministry yields \$6.91 in benefits per dollar in the first year, \$34.54 per dollar within a five-year time frame, and \$138.16 per dollar within a twenty-year time frame, based only on incremental income tax revenues. There are undoubtedly additional savings for any of the now-employed individuals in terms of reduced unemployment payments and any public assistance costs previously incurred by these individuals.

<sup>8</sup> Bauldry, Shawn et al; Mentoring Formerly Incarcerated Adults; Field Report Series; Public/Private Ventures; January 2009.
9 These benefits are all projected for the 98 participants enrolled in the HISBB training program.

MEASURE	VALUE	SOURCE			
Number of Students enrolled annually in Employment	98	HISBB			
Training Program  Number of Graduates from Employment and Training	92	HISBB			
- 2011 Number of Student Placed in Employment	75	HISBB			
HISBB Employment Rate	82%	75 employed students/92 total graduates			
Estimated Employment Rate for Client Population (Exoffenders)	50%	http://chicago.cbslocal.com/2011/11/23/jobless -crisis-hitting-ex-offenders-much-harder/			
Differential in HISBB employment rates	32%	-crisis-hitting-ex-offenders-much-harder/ HISBB Employment Rate - Est. Employment Rate for Ex-Offenders			
Estimated annual increment of people employed through HISBB	29	98 students enrolled * 32% improved job placement			
Average annual earnings for employed individuals	\$15,000	HISBB			
Average annual income tax revenues per employed participant (10% federal)	\$1,500	10% "Average annual earnings for employed individuals			
Average annual sales tax revenues per employed participant (7.5%)	\$1,120	Who Pays? A Distributional analysis of the tax systems in all 50 states			
Total estimated federal income and state sales tax revenues generate per employed person	\$2,625	Annual income tax and sales tax revenues generated per employed participant			
Average total annual income tax revenues gained from employed individuals	\$76,125	Additional job plaements *per person incremental sales and income taxes generated			
Percentage reduction in amount of government assistance students receive		HISBB Estimated 45% on government assistance when entering program, 50% reduction in government assistance after completing program			
Average benefits from food stamps, TANF, and WIC	\$4,958.60	(45% = 50%) Food stamps: \$1,487, TANF: \$3,120; WIC:\$341.60			
Average annual savings in government assistance		# of additional job placements *Percentage reduction government assistance * \$1,506 in annual food stamp costs			
Percentage of students with a criminal record (i.e., ex-offenders	40%	HISBB (estimate from 2011)			
Recidivism Rate in Texas	31.90%	Pew Center on the States: State of Recidivism, Apri			
Estimated Recidivism Rate for HISBB ex-offender participants	7.00%	2011 HISBB (4/61 ex-offenders have gone back to priso since January 2012)			
Incremental improvement in recidivism for HISBB participants	24.90%	Texas recidivism rate - estimated HISBB recidivism ra			
Projected Number of HISBB partcipants prevented from returning to jail	9.76	Total ex-offender participants * incremental improvement in recidivism			
Average time served per incarceration	4.40	Texas Department of Criminal Justice			
Annual per person costs of incarceration in Texas	\$21,390	http://www.vera.org/files/price-of-prisons-texas-fact sheet.pdf			
Annual Savings from reduced incarceration costs	\$918,647	# of participants prevented from returning to prison			
Estimated Percentage of HISBB participants that pay child support	60%	HISBB			
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/			
Estimated number of employed participants with child support responsibilities	17.4	Additional percentage employed * percentag paying child support			
Estimated annual per person payments towards child support	\$4,500	Average earnings towards child support *annua salary			
Estimated Annual Child Support Payments Resulting from HISBB employment	\$78,300	Number of newly-employed participants with child support * portion of salary towards child			
Average employment services cost per hire	\$5,159	http://www.shrm.org/research/benchmarks/			
Projected cost savings to employer by hiring directly	\$386,925	documents/cost-per-hire%20article_final.pdf Average employment services cost per hire			
through HISBB Total annual projected savings from HISBB job training and placement		government assistance + savings from reduced incarceration+annual child support payments +			
Annual training costs	\$226,212	employment cost savings HISBB			
First year return per \$1 invested in Employment and Training [1]	\$6.91	Total annual projected savings/annual training costs			
Five year return per \$1 invested in Employment and Training	\$34.54	First year return per \$1 invested *5 years			
20 year return per \$1 invested in HISBB Employment and Training	\$138.16	First year return per \$1 invested *20 years			

<sup>[1]</sup> These benefit are all projected for the 98 participants enrolled in the HISBB program



# **MERCY STREET**

#### **BACKGROUND**

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.

Over the past nine years, more than 950 students have been involved in Mercy Street's mentoring program. The average length of time that a Mercy Street mentee stays actively engaged in the program is three years. In 2012, Mercy Street celebrated their first graduating class of mentees. Of the 29 students in the class of 2012, 24 graduated from their respective high schools, and 24 stayed active in mentoring for more than seven years.

Mercy Street's sports program (Mercy Street Sports) reaches out to local youth by offering organized, competitive and recreational activities for youth ages 4 to 18. Year-round sports programming encourages participants to develop important life-skills, including leadership, communication, teamwork, integrity, honesty and spirituality. Coaches serve in a mentoring role, providing youth with strong influences and role models in the context of sports.

Through participation in baseball, softball, soccer and karate, Mercy Street's sports-arm extends to students in numerous local schools, including Pinkston High School, Edison Middle School, George Washington Carver Elementary, Earhart Elementary, and West Dallas Community School, among others. In 2011 alone, Mercy Street Sports ministered to over 270 youth in the 75212 zip code.

Mercy Street's Pathways program compliments the ministry's mentoring-based programs by providing alternative vocational and educational opportunities for youth in West Dallas. Pathways, part of Mercy Street's holistic community development vision, provides a series of activities designed to empower individuals to learn and grow in different vocational areas. Some of the hands-on activities Pathways provides include a bicycle repair/maintenance co-op, a community vegetable garden, a landscaping company, and other outdoor education opportunities.

#### SWD AND MERCY WEST

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.

### COMMUNITY IMPACT (ROI ANALYSIS)

TABLE 6: ROI FOR MERCY STREET

Numerous stories from Mercy Street mentors and mentees over the past nine years qualitatively support the notion that Mercy Street is making a difference in the West Dallas community. To quantitatively measure Mercy Street's impact, though, means to show specifically how Mercy Street's programs impact the surrounding community.

Mercy Street's mentoring-based programs are one of their most traceable assets, as they show that a strong mentoring relationship tangibly increases the high school graduation rates of West Dallas students relative to students in local schools not involved in Mercy Street programs. By looking at these figures, we can demonstrate just a portion of the societal impact that Mercy Street is having in West Dallas. Table 6 below provides a ROI estimation on the value of Mercy Street's mentoring services, based on its impact on high school graduation rates.

MEASURE	VALUE	SOURCE			
Graduation rate of Mercy Street Mentees (2012)	82%	Mercy Street (Courtsey of Pinkston High School			
Graduation rate for Pinkston High School (2012)	71%	Pinkston High School (West Dallas, TX)			
Incremental percentage of Mercy Street mentee graduation over school average	11%	82% less 71%			
Average annual mentee caseload for Mercy Street	453	Data provided by Mercy Street			
Estimated percentage of Mercy Street Mentees that receive at least three years of mentoring between grades 4 and 12.	70%	Estimate provided by Mercy Street			
Estimated number of youths receiving at least three years of mentoring between grades 4 and 12.	317	453 mentees x 70% = 317 youths			
Projected incremental number of high school graduates from among Mercy Street mentees	35	11% of the 317 total Mercy Street caseload			
Net Present Value (NPV) of incremental income tax revenues for high school graduates per student	\$98,000	The estimated NPV of incremental income taxes resulting from higher lifetime earnings attributable to achieving a high school diploma, as compared to a youth that drops out of high school.			
Total Incremental income tax revenues projected for additional high school graduates	\$3,417,260	The 35 additional high school graduates times \$98,000.			
Average cost per mentee	\$795	Based on the \$120,000 annual budget at Mercy Street for the mentoring program times an average of three years mentoring per student.			
Total projected mentoring costs	\$360,135	453 mentees x \$795 cost/mentee			
Total projected ROI per dollar invested in the Mercy Street	\$9.48	\$3,417,260 in benefits divided by \$360,135 in			

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.

mentoring costs.

Mentoring Program

<sup>&</sup>lt;sup>11</sup> 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.



<sup>10</sup> Source of Mercy Street graduation rate (email)

# VOICE OF HOPE (VOH)

### **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 AS-PIRE after-school program and Bible Clubs, Summer Day Camp, and Out of Boundz teenager ministry.

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, 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.

VOH's Out of Boundz program focuses specifically on the teenage demographic. Through Friday night social/recreational activities, a Youth Leadership Council, a select basketball team and after-school programming, VOH gives high-school aged students fun and safe alternatives to other potentially dangerous and uncontrolled activities. Volunteer coaches and leaders mentor and guide participants as they approach an important transitional life-stage.

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.

### SWD AND VOICE OF HOPE (VOH)

VOH sees benefits from interaction with the other SWD ministry partners, however they were already well-integrated with many of the other local programs prior to the founding of SWD.

### COMMUNITY IMPACT (ROI ANALYSIS)

TABL	F	7:	ROL	FOR	VOICE	OF	HOPE

VALUE	CALCULATION/BASIS FOR MEASURE
200	Voice of Hope estimates that 80% of the 250 youth enrolled annually in OST programming participate for at least three years.
29%	Given the fact that all VOH youth that have participated in programs for at least three years have graduated high school, this represents the difference between VOH participant's 100% graduation rate, compated to the 71% graduation rate at Pinkston high school.
58	This value represents the additional number of youth participating in at least three years of VOH programming that will graduate high school, as compated to if they did not participate in VOH OST programs.  29% * 200 = 58
\$19,809,784	\$341,548 * 58 The Monetary Value of Savings a High-Risk Youth; Cohen, Mark, A; Journal of Quantitative Criminology Vol. 14, No. 1, 1998 (Table VI).
7.2	34 Youths Prevented from Dropping out of School times 12.4% differential in incarceration rates for high school dropouts versus high school graduates.
\$4,536,000	\$630,000 lifetime costs times 7.2 youth (Cohen, Mark; (Table 4)
\$24,365,784	Sum of \$19,809,784 and \$4,536,000
\$700,000	Number provided by Voice of Hope
\$2,100,000	\$700,000 * 3  Based on the \$700,000 annual budget at Voice of Hope for Programming program times an average of three years of programming per student (on average)
\$11.60	
	200 29% 58 \$19,809,784 7.2 \$4,536,000 \$24,365,784 \$700,000

'The Transition from School to Jail: Youth Crime and High School Completion Among Black Males; Merlo, Antonio; Wolpin, Kenneth I.; Supported by a grant from the National Science Foundation; January 2009.

<sup>12</sup> The Transition from School to Jail: Youth Crime and High School Completion Among Black Males; Merlo, Antonio; Wolpin, Kenneth I.; Supported by a grant from the National Science Foundation; January 2009.



# 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 they lived in. The five founding members focused on finding ways to bring revitalization and activity to a community overrun by drug-use, criminal activity, and indifferent property owners.

The WHNA was established informally in 1995, 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 establish 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 that make the area a stronger, more stable and safer place to live.

#### SWD AND WESTMORELAND HEIGHTS NEIGHBORHOOD ASSOCIATION

WHNA was among the Ministry Partners that embraced SWD's attempt to support fund-raising, because that was an area where they needed help. Nonetheless, WHNA does sustain itself, but did benefit from SWD's resource committee, which bought a van for the project. SWD also helped to link them with a greater Dallas church that came to their community center to help them with tutoring, and also helped to set them up with computers and related technology. 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 than I have in terms of material resources.

### COMMUNITY IMPACT (ROI ANALYSIS)

WNHA's program for the elderly provides an important example of how community-based programs can project 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. Research has begun to make the link between the quality of an elderly person's social relationships to maintaining not only mental health but also physical health. Maintaining an elderly person's mental and physical health, in turn, supports for the elderly 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 8 below shows the projected savings even if WHNA were to influence these physical and mental factors by only 20%. As a protective factor against social isolation, WHNA would likely yield annual benefits of over \$75,000 in reduced healthcare costs.

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	\$3590	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	\$75,000					
Total Annual Budget for WHNA Seniors	\$43,200					
ROI in healthcare savings per \$1 invested in WHNA's elderly program	\$1.74					



# 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

### 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. 26 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 9 provides a ROI analysis specifically examining the ROI associated with the 19 youths attending college.

### TABLE 9: ROI FOR YLWD

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 of Dallas
Percentage of high school graduates nationally that pursue college		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)	
Total Additional Tax Revenues generated	\$190,500	
Total Annual Budget Costs to Operate Campaigners/Club	\$38,000	Assumes four years of funding at \$9,700 per year
ROI for every dollar invested in YLWD	\$4.91	
Labor Market Consequences of an Inadequate Education; Rouse, Cecilla Elena; Princeton Jucation" at Teachers' College, Columbia University; September 2005.	University and NBEI	Prepared for the Equity Symposium on The Social Costs of Inadequate

<sup>&</sup>lt;sup>14</sup> 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.



# SUMMARY OF KEY MINISTRY PARTNER FINDINGS

- 1. The efforts of Advocates for Community Transformation over a three-year period (2009-201) generate approximately a fourfold ROI to the community of West Dallas.
- 2. By reducing recidivism rates of youth from West Dallas Adults Relating to Kids save the taxpayers roughly \$21 per every dollar invested in this ministry.
- 3. The Health Clinic of Brother Bill's Helping Hand produces more than a sevenfold return on investment.
- 4. Based on a previous ROI analysis, Builders of Hope yielded a \$1.10 ROI for every dollar used to fund the ministry. Over a 30 year period the ROI is projected to be approximately \$13.82 dollars for every dollar invested.
- 5. H.I.S. Bridgebuilders is estimated to generate \$6.91 ROI for every dollar invested in the ministry. The five-year ROI is projected to be \$34.54, and the twenty-year ROI is expected to \$138.16.
- 6. The Mercy Street mentoring program yields a \$9.48 ROI for every dollar invested in this ministry.
- 7. The youth programs associated with Voice of Hope generate an \$11.60 ROI for each dollar invested in the ministry.
- 8. Westmoreland Heights Neighborhood Association's elderly program alone produces a \$1.74 ROI for each dollar required to fund this work.
- 9. Young Life West Dallas is estimated to spawn a \$4.91 ROI on every dollar invested in YLWD Campaigners/Club Programs.

46



### APPENDIX II

### SOCIODEMOGRAPHIC TRENDS OF WEST DALLAS (1980-2010)



INTRODUCTION	49
DEMOGRAPHIC TRENDS	50
HOUSING	52
EDUCATION	53

### INTRODUCTION

The West Dallas Chamber of Commerce defines West Dallas as the area "bordered by the Trinity River on the east and north, the Trinity's West Fork on the west, and I-30 on the south 1." For our purposes, the term West Dallas in Appendix II refers to those neighborhood within zip code area 75212, which is the area specifically targeted by Serve West Dallas (SWD) Ministry Partners 2. As illustrated in the map below, we also examine three adjacent zip code areas (75203, 75208, and 75211) for comparative purposes.

Appendix II is based on data from the 1980, 1990, 2000, and 2010 decennial Census <sup>3</sup> because some of SWD ministry partners were already serving West Dallas in early to mid-1980s (i.e., Brother Bill's Helping Hand, Evantell, Voice of Hope, and West Dallas Outreach) with one Ministry Partner serving this areas since the 1940s (see Table 1). This report's use of multi-year Census



data is intended for a 30-year trend study by comparing West Dallas with its comparison areas in terms of community characteristics relevant to the Ministry Partners of SWD as well as the socio-demographic composition of these areas.

Table 1. Ministry Chronology of SWD Ministry Partners

	-1979	1980-84	1985-89	1990-94	1995-99	2000-04	2005-09	2010-12
ACT		10000		10.00	111		09	
ARK							07 (08)	
Brother Bill's Helping Hand	1940s	[80]a						
Builders of Hope					98			
Evantell	1970s							
H.I.S. Bridge Builders					96			
Mercy Street						03		
Voice of Hope		82						
West Dallas Outreach			85					
Westmore Heights NA					95[97]			
Young Life West Dallas	1			92				,
Serve West Dallas							07[09]	

a Number in square brackets refers to year when it was established as a 501c(3) organization.

Disclaimer: This trend study is based on long-term Census data and represents a reasonable approach to examine whether the service of SWD has generated any positive outcomes in the West Dallas area over time. However, caution is warranted in interpreting longitudinal patterns in that this report is based on data collected from different groups of individuals across the

<sup>3</sup> Specifically, they are 1980 and 1990 Summary Tape File 3B data and 2000 and 2010 Summary Files 1 and 3 data.

<sup>&</sup>lt;sup>1</sup> West Dallas Chamber of Commerce. 2012. "About the West Dallas Chamber." (http://www.westdallaschamber.com/about.html). Retrieved on August 30, 2012.

<sup>&</sup>lt;sup>2</sup> Serve West Dallas. 2012. "West Dallas Facts." (http://www.servewestdallas.org/WestDallasFacts.aspx). Retrieved on August 30, 2012

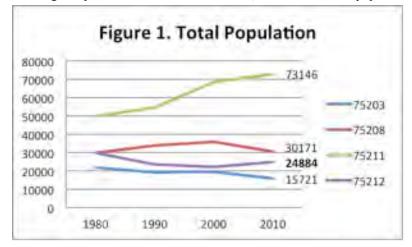
four Census years. Panel data from the same group of individuals who lived in West Dallas and its adjacent areas across the years, would have yielded a much more rigorous trend study to examine changes in socio-demographic indicators. Thus, any causal interpretations we offer should be considered tentative.

### **DEMOGRAPHIC TRENDS**

After decreasing by 21.6% between 1980 and 1990 and again by 5.9% between 1990 and 2000, West Dallas' total population

increased by 12.2% between 2000 (n=22,173) and 2010 (n=24,884). However, two comparison areas' population decreased by 19.3% and 15.8% (zip code areas 75203 and 75208, respectively), while the third comparison area (zip code 75211) showed a population increase of 6.5% between 2000 and 2010 (see Figure 1).

The population growth in West Dallas between 2000 and 2010 is due to an increase not only in Latino, White and Black populations (75.6% and 181.9%, respectively) but also in the non-Latino White population (10.1%), while the



non-Latino Black population decreased by 16.0%. On the other hand, two of the three comparison zip code areas (75208 and 75211) had an increase in Latino, White and Black populations, but a decrease in non-Latino White as well as Black populations. The other comparison zip code area (75203) showed a trend opposite to West Dallas: a decrease in the Latino White population (14.5%).

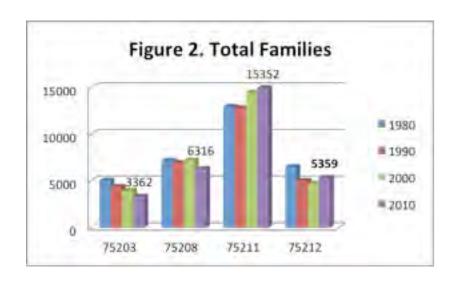


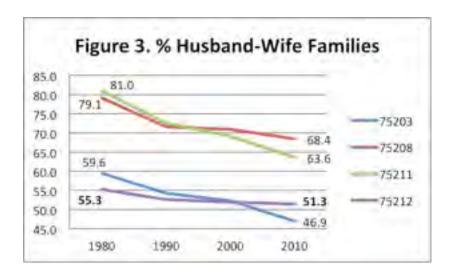
Figure 2 shows the total number of families counted in West Dallas and its comparison areas across the four Census years. The number of families in West Dallas increased by 13.3% between 2000 (n=4,732) and 2010 (n=5,359), after showing a decline between 1980 and 2000.

While an increasing pattern is observed for zip code 75211 (which has the largest population of the four zip code areas) between 2000 and 2010, its growth rate during the 10-year period was smaller (5.9%) compared to the increase of total families in West Dallas (i.e., 13.3%). On the other

hand, the other two comparison areas both show a continually declining pattern with the rate of decrease being generally larger in zip code area 75203 than 75208. For example, the total number of families in zip code 75203 in 2010 (n=3,362) is 33.7%, 23.3%, and 15.8% smaller compared to the number in 1980, 1990, and 2000, respectively; and that of zip code 75208



(n=6,316) is 12.2%, 8.9%, and 12.7% smaller in those years, respectively.



It is worth noting that the total number of families in West Dallas in 2010 is still 17.9% smaller than that reported in 1980 (n=6,530). However, an examination of changes in the percentage of husband-wife families (i.e., intact families) revealed that West Dallas fared better than the adjacent areas in terms of family structure (see Figure 3).

Consistent with national trends, Figure 3 shows that the percentage of intact families consistently decreased in all the four areas over time. Though the general pattern of

decline indicates a long-term trend of a continued retreat from marriage in each of the study areas, the rate of decrease in the percentage is found to be smaller in West Dallas than the comparison areas.

For example, the percentage of husband-wife families in West Dallas in 2010 (51.3%) is 7.2%, 2.2%, and 1.1% smaller compared to the percentage in 1980, 1990, and 2000, respectively; whereas the rate of decline in husband-wife families in other areas was found to be larger relative to West Dallas: specifically, 21.2%, 13.6%, and 10.3% (zip code 75203); 13.5%, 4.4%, and 3.5% (zip code 75208); and 21.6%, 12.4%, and 8.0% (zip code 75211).

The slower deterioration rate of traditional families observed in West Dallas compared to the three comparison areas may well be attributable to the influence of the Ministry Partners of SWD. This observation is offered since SWD began to provide services to West Dallas residents in the early 1980s and continued to do so throughout the study period.

When the percentage of female-headed families was examined, a similar pattern was observed. That is, West Dallas is the

only area that shows an overall pattern of decrease in the percentage of female-headed families between 1980 and 2010, whereas the percentage of the single-parent families generally increased throughout the years (see Figure 4). Despite the generally declining pattern of female-headed families, West Dallas' percentage (37.4%) is found to be higher than the comparison zip code areas in 2010: 36.9% (zip code 75203); 25.3% (zip code 75211); and 20.3% (zip code 75208).

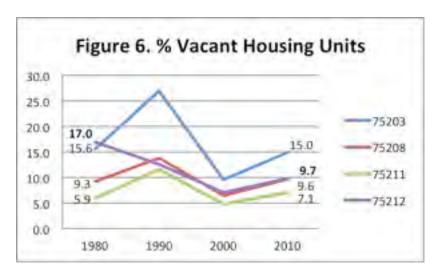


Considering the enormous body of empirical evidence linking chronic poverty to the dramatic decline in married families,

it is encouraging to note that the overall retreat from marriage found across the country and in each of the four study areas, is somewhat lessened in West Dallas.

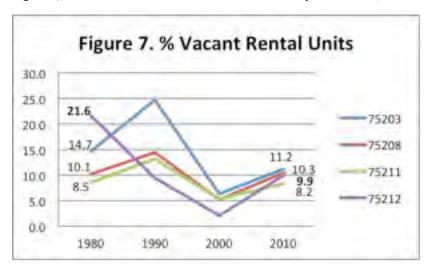
### HOUSING

One of target service domains of SWD is housing. For example, Builder of Hope serves and rebuilds West Dallas by developing quality affordable housing and building rehabbed homes (blighted and foreclosed properties). Also, Advocates for Community Transformation (ACT), an inner-city justice ministry based in West Dallas, works "on behalf of Dallas citizens who are oppressed by crime and urban blight through identify-



ing, documenting evidence, and pursuing legal action against owners of abandoned, derelict, and crime-ridden properties <sup>4</sup>." Thus, it is necessary to examine housing trends in West Dallas in comparison with its adjacent areas.

Perhaps thanks to the ministries of Builders of Hope and ACT that began in the late 1990s, the number of housing units in West Dallas increased by 18.9% between 2000 (n=6,332) and 2010 (n=7,530) after decreasing between 1980 and 2000 (see Figure 5), whereas the number remained the same in zip code 75203, decreased in zip code 75208 (-8.3%), and increased in



zip code 75211 (8.9%) between 2000 and 2010.

On the other hand, the percentage of vacant housing units in West Dallas (75212) consistently declined between 1980 and 2000 (see Figure 6), whereas the percentage in the comparison areas all increased between 1980 and 1990 before decreasing over the next 10 years. Further, while the percentage of vacant housing units increased in all the four areas between 2000 and 2010 (perhaps due to the housing market crash of 2007), West Dallas shows a lower rate of increase (38.4%) compared to 75203 (57.6%), 75208 (50.9%),

and 75211 (47.1%).

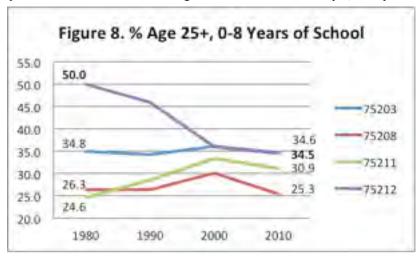
A parallelism is observed when the percentage of vacant rental units is examined as Figure 7 demonstrates. That is, West Dallas is the only area that shows a consistently declining pattern of rental vacancy rate between 1980 and 2000, whereas all the three adjacent areas show an increase between 1980 and 1990, followed by a decrease between 1990 and 2000. It is worth noting that the rental vacancy rate of West Dallas was the highest of the areas in 1980 (21.6%) but became the lowest in 2000 (2.0%). It is plausible that as a result of the housing market crash of 2007, rental vacancy rates increased between 2000 and 2010 in all the areas, though the rate remained relatively low in West Dallas (9.9%).



<sup>&</sup>lt;sup>4</sup> Serve West Dallas. 2012. "ACT." (http://www.servewestdallas.org/MinistryDetails.aspx?MinistryId=1). Retrieved on September 1, 2012.

# **EDUCATION**

Another target service domain of SWD is education as some of its ministry partners have served to directly or indirectly improve education of children living in West Dallas. For example, Mercy Street partners with Dallas churches to match Chris-



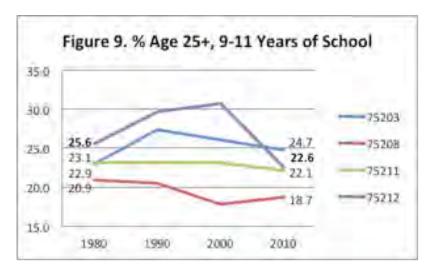
tian mentors with 4th-12th grade children in West Dallas public schools so mentors can encourage those children to succeed in their educational experiences <sup>5</sup>. Similarly, Voice of Hope provides children living in West Dallas with support for their education, and Young Life West Dallas targets middle and high school students to support their academic pursuits, encourage college-bound youth, and prevent school dropout, while partnering with Mercy Street to help elementary school students achieve a positive educational experience.

Figure 8 shows trends in the percentage of

each zip code area's residents, aged 25 or older, who completed education less than high school or, at most, finished middle school. This low-education group of individuals made up a half of all residents of West Dallas in 1980 (50.0%), representing the highest of all comparison areas and almost twice as high as the lowest of zip code 75211 (24.6%).

However, the percentage of West Dallas residents with minimal education continued to decline across the years, significantly narrowing the education gap (34.5% is essentially identical to that of zip code 75203 - 34.6%) in 2010. On the other hand, unlike West Dallas that achieved a 31.0% reduction in the percentage between 1980 and 2010, the adjacent areas' percentage remained virtually unchanged (-0.6% - zip code 75203; -3.6% - 75208), or even increased (25.7% - zip code 75211) during the 30-year period.

Second, Figure 9 shows changes in each area's percentage of those, aged 25 or older, who completed 9 to 11 years of school, but failed to complete high school. West Dallas' high school dropout rate was higher (25.6%) than its comparisons in 1980 and increased until 2000 (30.8%), whereas the other areas' rates fluctuated (zip code 75203), remained the same (zip code 75211), or slightly decreased (zip code 75208). A major improvement in West Dallas' high school dropout rate occurred between 2000 and 2010 with a 26.7% reduction, from 30.8% to 22.6%; whereas the other areas recorded smaller reduction (zip code areas 75203 and

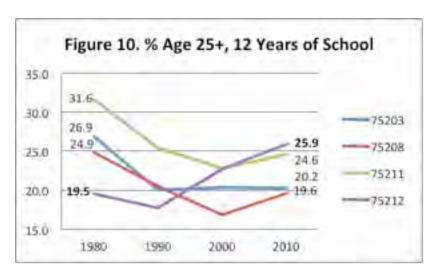


75211; -5.1% and -4.5%) or even an increase (zip code 75208; 5.2%) during the 10-year period.

As demonstrated in Figure 10, the percentage of high school graduates in West Dallas increased by 33.1% between 1980 and

Serve West Dallas. 2012. "Mercy Street." (http://www.servewestdallas.org/MinistryDetails.aspx?MinistryId=4). Retrieved on September 1, 2012.

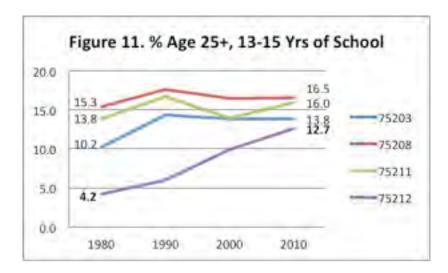
<sup>6</sup> U.S. Department of Commerce, U.S. Census Bureau. 2012. "State & County QuickFacts." (http://quickfacts.census.gov/qfd/index.html). Retrieved on September 3, 2012.

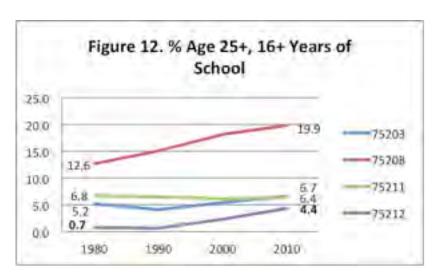


2010, although the percentage in the adjacent areas all substantially decreased (zip code areas respectively 75203, -24.8%; 75208, -21.1%; 75211, -22.3%). A remarkable improvement in high school graduation rate of West Dallas is clearly shown by the fact that the rate was the lowest in 1980 (19.5%) but became the highest in 2010 (25.9%). The 2010 rate of West Dallas, however, is still substantially lower than the rate of the City of Dallas 72.9%), Dallas County (76.5%), and the State of Texas (80.0%) as well as the Nation (85.0%) <sup>6</sup>.

Further, being consistent with the above patterns of improvement in education, the percentage of West Dallas residents, aged 25 or older, who completed "some college" reflects a continually increasing pattern between 1908 and 2010. As can be seen in Figure 11, West Dallas residents are three times as likely to complete some college during this time period (4.2% to 12.7%). While the comparison areas also show an upward pattern, their rates of increase are minimal.

Similarly, as demonstrated in Figure 12, the percentage of those reporting a bachelor's degree or beyond increased in West Dallas faster than its adjacent areas between 1990 and 2010, although it decreased somewhat between 1980 and 1990 (-14.6%). Specifically, in West Dallas the percentage increased by 235.5% between 1990 (n=76 college graduates) and 2000 (n=255) and 88.8% between 2000 and 2010 (n=558); whereas the rates of increase were 31.7% and 22.0% in zip code 75203, 26.2% and 9.3% in zip code 75208, and 11.1% and 4.5% in zip code 75211 between 1990 and 2010.







# SUMMARY OF KEY SOCIODEMOGRAPHICS FINDINGS

- 1. West Dallas is the only area that shows an overall pattern of decrease in the percentage of female-headed families between 1980 and 2010.
- 2. After decreasing from 1980 to 2000, the number of housing units in West Dallas increased significantly between 2000 and 2010, outpacing all over adjacent zip code areas during that decade.
- 3. The percentage of vacant housing units in West Dallas consistently declined between 1980 and 2000, whereas the percentage in the comparison areas all increased between 1980 and 1990, followed by a decrease between 1990 and 2000.
- 4. West Dallas is the only area that shows a consistently declining pattern of rental vacancy between 1980 and 2000. Rental vacancy rates increased between 2000 and 2010 in all the areas, though the rate remained relatively low in West Dallas (9.9%).
- 5. The West Dallas high school dropout rate declined by 26.7% between 2000 and 2010, outperforming all adjacent areas
- 6. The percentage of high school graduates in West Dallas increased by 33.1% between 1980 and 2010, although the percentage in the adjacent areas all substantially declined.
- 7. The percentage of West Dallas residents, aged 25 and older, who completed "some college" reflects a much steeper increase between 1980 and 2010, that the adjacent zip code areas.
- 8. The percentage of residents completing a bachelor's degree or higher increased in West Dallas at a much faster rate than the comparison areas between 1990 and 2000.

### ABOUT THE AUTHORS

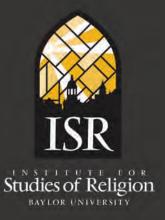
Byron Johnson is Distinguished Professor of the Social Sciences at Baylor University. He is the founding director of the Baylor Institute for Studies of Religion (ISR) as well as director of the Program on Prosocial Behavior. Johnson has just completed a series of studies on Boy Scouts and Eagle Scouts 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.

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