



10 years ago in
facts, figures and
bright ideas

Creatively Creating Capital

BY CHARLOTTE UNDERWOOD

“Making ends meet” from day to day challenges not only individuals but also NeighborWorks® organizations.

Ron Johnston, who 10 years ago served as district director in Neighborhood Reinvestment’s South Central office, addressed this issue in a *bright ideas* article (*facts, figures and bright ideas*, Vol. 13, No.6, November/December 1994).

Johnston noted that successful organizations had found diverse types of funding appropriate to their particular programs that kept their organizations thriving. He cited programs such as NHS of Dimmit County, Texas, which had utilized cash flow from a pecan processing plant; Savannah, Georgia, NHS, which had developed and implemented a nationally acclaimed auction strategy; and the Manchester, New Hampshire, NHS, which had created a flexible mortgage product through using loan repayments on 10-year-old mortgage revenue bonds.

As competition for resources among nonprofits increased, it became necessary to find sustainable funding sources outside the mainstream. Then-Comptroller of the Currency Eugene A. Ludwig, vice chair of Neighborhood Reinvestment’s board, said in the same article, “Outside-the-box thinking has been embraced by Neighborhood Reinvestment and the NeighborWorks® network.”

Johnston added, “There is no doubt that if we are to continue to be at the vanguard of the community development and affordable housing development effort, Neighborhood Reinvestment and our network organizations must operate from an entrepreneurial focus. We must expand our vision to include innovative and creative product designs . . . to access new sources of capital.”

You know what I found most interesting about this article? There were terms used in it that Neighborhood Reinvestment currently uses in its 2002-2006 five-year strategic plan. When I mentioned this to Johnston, he responded, “Guess I am a ‘visionary’!”

“Seriously,” Johnston went on, “. . . I believe that our network, and we, have very much remained on the cutting edge of the community development field in that we

continue to add initiatives (the Success Measures Program and NCHEC) that broaden our capacity to serve both the network and the overall community development field.

“Our NTI has expanded greatly, and our assessment tools, from which we analyze and assess our organizations, have also grown to maintain a level of competency equal to the challenge. In short, we have grown with the network to assist them in reaching their vanguard endeavors and to mutually create a true network of excellence.”

Today, as our corporate Innovations Committee discovers more creative ways to successfully impact our work, it will be fascinating to see what products emerge over the next 10 years. ■

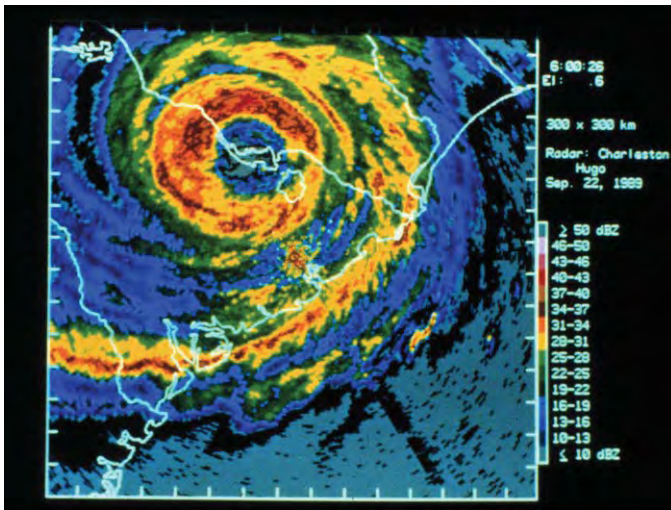
Charlotte Underwood (cunderwood@nw.org) is a publishing specialist with Neighborhood Reinvestment.

Ron Johnston currently serves as division director in Neighborhood Reinvestment’s Organizational Assessment Division.





Corporation, Home Depot Join in Hurricane Aid



With hurricanes Charley, Frances, Ivan and Jeanne creating record-setting losses as they crisscrossed Florida and then headed inland, Neighborhood Reinvestment and a major private partner are distributing funds to NeighborWorks® organizations to assist with the rebuilding.

The Home Depot has committed \$1 million to Neighborhood Reinvestment for NeighborWorks® organizations involved in the recovery effort. In addition, Neighborhood Reinvestment is providing more than \$300,000 in financial assistance, as well as technical support.

“The Home Depot has worked hard to help our customers prepare for the recent weather emergencies,” said Bob Nardelli, chairman, president and CEO of The Home Depot. “Now we are committing an unprecedented level of financial support, materials and people to help rebuild communities

and lives. We are proud to contribute a portion of our pre- and post-hurricane sales to the rebuilding efforts in the communities that we serve.”

“Repair and recovery will take months for many residents affected by the hurricanes,” said Kenneth D. Wade, Neighborhood Reinvestment’s CEO. “The Home Depot’s generous donation will enable our NeighborWorks® organizations to support the long-term recovery faced by so many families.”

Two network organizations receiving early support from Neighborhood Reinvestment are **Community Housing Partners Corporation** of Christiansburg, Virginia, and **Centro Campesino Farmworker Center** of Florida City, Florida.

Community Housing Partners Corporation (CHPC) is receiving assistance for repairing one of its multifamily properties in Richmond, which had major damage from record flooding, resulting from Tropical Storm Gaston, in August.

Centro Campesino Farmworker Center (Centro) will be receiving help with the rebuilding effort in south Florida counties devastated by Hurricanes Charley, Frances and Jeanne.

“This is an extremely challenging time for the residents in South Florida,” said Don Phoenix, Neighborhood Reinvestment’s Southern District director. “Our NeighborWorks® network member, Centro Campesino, will focus on providing basic relief and housing repairs for the families in need. We are fully committed to the rebuilding of these communities.”

Steve Mainster, executive director of Centro, said hundreds of farmworkers and other low-income rural families in south Florida “have lost everything, their homes, their possessions, and security.” ■

Cobb Housing Partnering on Affordable Homes

Cobb Housing Inc., a NeighborWorks® organization in Marietta, Georgia, has partnered with area homebuilders and developers to produce 31 affordable homes in a 9.5-acre, high-profile development that will provide an alternative to soaring home prices in Cobb County, northwest of Atlanta.

The development, called the Mitchell Chase subdivision, is designed to produce 1,400 to 1,600 square foot, three-bedroom homes that will sell for between \$120,000 and \$130,000. The median sales price in the county is approximately \$180,000.

Cobb Housing purchased the site several years ago, using HOME funds. In June, ground was broken on Mitchell Chase, and work on the infrastructure proceeded during the fall. Foundations for the first 10 homes were to be in by Thanksgiving, looking toward a spring 2005 completion date.

Work on the remaining homes will be divided into two more phases, with 10 homes planned for completion by December 2005 and the final 11 by summer 2006.

Key partners are the Cobb Chapter of the Greater Atlanta Home Builders Association, whose president, Bobby Lunceford, is a Cobb Housing board member, and an area developer, Howard Zuckerman. A nationally recognized architect has agreed to provide drawings. Neighborhood Reinvestment provided approximately \$40,000 in predevelopment capital.

The plan is for the building community to provide goods and services as contributions or at reduced rates. The savings, together with other financing, will allow Cobb Housing to market the homes to working families in the service sector, such as police, fire fighters, nurses, and teachers.

The scale of the project has drawn support from a range of elected officials. U.S. Rep. Phil Gingrey serves as honorary project chairman. The state representative and the county commissioner for the area attended the groundbreaking and have endorsed the project.

The 9.5-acre site includes an historic building, the Mitchell House, which dates from the 1830s and was used as a headquarters in the Civil War. It will be protected and preserved under an arrangement with the Georgia Trust for Historic Preservation. ■

Nonprofit D.C. Mortgage Company Helps Lease-to-Purchase Buyers

Manna Mortgage Corp., a nonprofit subsidiary of Manna Inc., a Washington, D.C., NeighborWorks® organization, has helped nine new lease-to-purchase homeowners in Wheeler Creek Estates in southeast D.C., after other lenders failed to follow through.

Wheeler Creek Estates is a Hope VI project developed by the DC Housing Authority.

Wheeler Creek Community Development Corporation approached Manna Mortgage to work with people whom numerous other mortgage companies had turned down for relatively small mortgages under lease-to-purchase agreements.

The Housing Authority was providing a large soft second loan, and had established supportive programs of homebuyer education, a matched-savings individual development account (IDA) program with Capital Area Asset Building (CAAB), and the support of the Wheeler Creek CDC in assisting buyers who were not mortgage-ready when the units were completed.

Manna Mortgage took the lead in working with 10 different organizations that played critical roles in putting the deals together for settlement. For instance, it used its relationship with Neighborhood Housing Services of America (NHTSA), the NeighborWorks® secondary market, to get approvals on the nine cases, working with the applicants (with the help of the Wheeler Creek CDC) to satisfactorily clear up some complicated credit and income issues.

CitiMortgage, a subsidiary of the Citibank organization, committed to be the lender on these loans, based on its relationship with NHTSA and Manna Mortgage, funding the loans and shipping them to NHTSA. Enterprise Home (the housing authority's sales agent and a subsidiary of The Enterprise Foundation) worked with Manna Mortgage to extend the lease-to-purchase time period based on the loan approvals.

Each of the partners had to make exceptions to their usual processes.

The nine new homeowners included a broad range of occupations – teacher, food service worker, delivery truck driver, hair stylist, seamstress, elder care provider, church bus driver, elevator repair person, property management employee. Incomes averaged \$26,000 a year, less than one third of the area median.

Most of the households have long associations with the

community, including one borrower whose mother was so active in the community that one of the streets in the development is named after her. All are committed to community improvement.

“We just had to find a way to make these loans,” said Frank Demarais, Manna Mortgage’s vice president and general manager. “We knew that the commitment of these folks to the training, savings, and credit management means that they will be successful borrowers, and we knew that the contributions of the DC Housing Authority, the Wheeler Creek CDC, and the CAAB organization had made the payments very affordable.

“Manna Mortgage’s role was to organize all that in a way that a responsible investor would be happy to make the loan, at low-interest rates, and we’re glad we could do that with CitiMortgage and NHSA.” ■

Ohio Affiliate Helps University Housing Program

Neighborhood Housing Services of Hamilton, Ohio, has helped 50 to 60 Miami University employees become homeowners through a university-based, employer-assisted-housing program to increase faculty and staff homeownership in the university’s hometown of Oxford.

The program offers forgivable, zero-interest loans in two amounts, depending on the location of the home. For homes in the historic “Mile Square” area, the loan may be needed for up to \$10,000. For homes elsewhere in the city, the loan may be up to \$4,000. NHS of Hamilton administers the program.

Loans may be used for down payment, closing costs, or renovation. They are forgiven after seven years of owner occupancy. All full-time

university employees are eligible.

“We’re trying to attract families back into the Mile Square area,” said Paul Allen, the university’s director of business services, as quoted in the *Miami Student*. “By keeping a mix of families and students, we can make the area more attractive and better control some of the problems that come with a large student population.”

“We expected to be helping six to eight families a year,” said NHS Executive Director Ron Woolwine, according to the *Student*, “but the program has helped 50 to 60 families in just a year and a half.” ■

Network News Briefs

The National Trust for Historic Preservation has honored **Lawrence Community Works** (LCW), a Massachusetts NeighborWorks® organization, with its HUD Secretary’s Award for Excellence in Historic Preservation.

LCW won the award for its \$3.3-million Reviviendo project, which renovated three nationally recognized historic buildings and converted a vacant parking lot into 17 affordable housing units for low-income families, the homeless, and disabled.

Neighborhood Housing Services of Silicon Valley (NHSSV) has become the first nonprofit corporation in California to win approval from the California Housing Finance Agency (CalHFA) as a direct lender. “Both CalHFA and we are very excited about our emerging relationship,” said Edward F. Moncrief, NHSSV executive director.

NHSSV has functioned as a mortgage broker for three years. Over the past year, it has focused its lending almost exclusively on CalHFA’s products, brokering these to Washington Mutual Bank and Fremont Bank. (Further background, spring 2004 *bright ideas*, page 64.)

HANDS Inc., a NeighborWorks® organization in Orange, New Jersey,

has been honored with the Governor’s Excellence in Housing Award for its groundbreaking work in returning abandoned and deteriorated housing to productive reuse, and revitalizing neighborhoods in Orange’s East Ward and Valley neighborhoods.

The award was presented under the auspices of the New Jersey Department of Community Affairs and the New Jersey Housing and Mortgage Finance Agency in the category of community revitalization. (Further background, summer 2004 *bright ideas*, page 70). ■



'Making a Difference'

Ken Wade: From Activist to CEO BY PRENTICE BOWSHER



Ken Wade. PHOTO BY SÉAN BENNETT

"At the end of the day," says Kenneth D. Wade, Neighborhood Reinvestment's CEO since January 2004, "you have to have faith that you're having some impact and making a difference. That's the major thing that keeps you going."

In explanation, he picks two examples from a career in community development that stretches back to the 1970s.

From when Boston was his home and a 1989 report by the Federal Reserve Bank of Boston showed significantly more mortgage loans in white than black neighborhoods:

"The Greater Roxbury Neighborhood Authority, which I

helped found, was actually the first group to do a CRA (Community Reinvestment Act) study that documented lending disparity in Boston. We joined with some other groups to form the Community Investment Coalition, and we started a campaign to get banks to do more in Boston's underserved communities."

The eventual result was the Massachusetts Bankers Association Community Investment Program. By mid-1995, it and other mortgage programs developed by the community and banks had invested an estimated \$514 million in Boston's neighborhoods.

"It created a whole new paradigm by which community organizations and banks were able to work together," Wade says. "It was a pretty rewarding experience, and I did it as a volunteer and a member of my community-based organization."

And then more recently, from his nearly 15 years at Neighborhood Reinvestment, with its enduring emphasis on homeownership:

"If we want to expand economic opportunities for all Americans, there's no question that homeownership is a tool toward creating greater wealth equity for families of modest means.

"Historically the focus has been on income maintenance, but, more recently, there's been a greater recognition of wealth creation. More and more folks have gravitated toward wealth creation as a key intervention strategy. Homeownership is a major tool for that, and we've helped create more than 81,000 new homeowners, most of them with pretty modest means."

Youth Work

But the Fed study and Neighborhood Reinvestment came well into a career that began as a student activist at Springfield College in the late 1960s and moved on into more than a decade of work on a variety of social justice issues, as well as youth work, coaching, counseling, and directing programs with the Boston YMCA, Action for Boston Community Development, and United South End

Settlements.

As an activist, Wade says, “I was drawn in through school. We had our black student organization, with its demands. The civil rights movement had peaked. In communities, people were trying to address a range of social justice issues. It was what was going on.”

In youth work and coaching, Wade found an abiding interest.

“I did get a lot of enjoyment from coaching,” he says. “Periodically in Boston later I would run into kids who I used to coach. They’d been doing all kinds of things as adults, and they’d come up and say, ‘It was a great experience.’ I would have to say I think we made some differences in kids’ lives, above and beyond just the athletic achievements.”

Wade’s youth work took him to United South End Settlements (USES), one of the largest settlement houses in the country. He progressed through a number of positions with USES. In one of them, his office was in a public housing project in the city’s South End.

“You’d see a lot of social disorganization,” he says. “It does dawn on you at some point that the environment people live in has a lot to do with the behavior you’re trying to ‘treat.’ And the settlement house was one of those institutions that understood it was both ‘people’ and ‘place.’ It had human services programs as well as a community development division.”

Community Development

In the mid-1980s, Wade transitioned from social services to housing and community development, which was focused primarily on tenant advocacy and helping residents find housing. That was his day job.

Evenings and weekends he was advocating through the Greater Roxbury Neighborhood Authority for increased community control and community reinvestment.

“I had this unique opportunity,” Wade says, “to have a job that was focused on community development activities. Then, my extra-curricular activities after work focused on the same thing. The city couldn’t get rid of me,” he laughed. “They would see me in the day in the South End, and at night, in my Roxbury role.”

By the end of the 1980s, Wade had become deputy director of programs at United South End Settlements. He was responsible for the overall operation, evaluation and planning for all its programs.

Neighborhood Reinvestment

Then, he saw an ad in the local African-American newspaper for a district director’s job with Neighborhood Reinvestment in Boston. It was 1990. He applied. He was hired, and his territory instantly expanded from Boston to the entire six-state New England region. This, for someone

who until then had been very much a local community activist.

“There’s no question,” Wade says, “that having the opportunity to be at the neighborhood level, to make change, to impact things that way was a great opportunity. There’s no substitute for that. On the other hand, you can’t typically command resources and make decisions on where they go and still be at that level. So it is a little bit of a trade-off.”

As head of the New England region, Wade grew the roster of NeighborWorks® organizations and developed national models for adding new affiliates, reviewing real estate development proposals, and organizing the region’s professional staff.

Wade’s territory expanded again in 1998, when Neighborhood Reinvestment named him to the newly created position of director of national programs, initiatives and research. Now, his responsibilities ranged across the country, with programs on homeownership, multifamily housing, resident leadership, accessible insurance, and rural development.

Chief Executive Officer

Five years later, in 2003, Neighborhood Reinvestment’s board of directors unanimously selected Wade as the Corporation’s fourth executive director and chief executive officer. He took office in January 2004.

“Neighborhood Reinvestment and the NeighborWorks® system represent an innovative and effective force in revitalizing America’s communities,” Wade said, on his selection. “I am very proud to have the opportunity to build on that success as we work to address the nation’s affordable housing and community development needs.”

A year later, Wade sounds like a man very happy with what he’s doing.

“I do still miss the neighborhood stuff,” he says, “but having an opportunity to look at things from a national perspective and contribute to the national dialogue around these issues also has its rewards.

“I have been very fortunate, too, because the transitions have been pretty smooth for me. My prior experience at every stage – both job and non-job – has prepared me well for the next opportunity, and I was able to take advantage of it.

“I think the one big thing I’ve come to appreciate most at Neighborhood Reinvestment is that we’ve been able to do our work without becoming overly bureaucratic or calcified, and to maintain our flexibility and responsiveness to the needs of the people.” ■

Prentice Bowsher (pbowsher@nw.org) is editor of bright ideas.



Board Authorizes Use of New Trade Name

Neighborhood Reinvestment's board in September, acting on recommendation of staff, unanimously adopted a resolution authorizing the Corporation to do business as NeighborWorks® America.

"This move is a major step toward a unified NeighborWorks® brand," said CEO Kenneth W. Wade, "and will bring greater understanding of the value of the NeighborWorks® system to our stakeholders."

When the change occurs, the Corporation will retain "Neighborhood Reinvestment" as its incorporated name, but its public, everyday name will become

"NeighborWorks® America."

Preparations to transition to the new trade name are under way, but the switchover is not expected to be implemented until March 2005. Meantime, the Corporation will continue to do business as Neighborhood Reinvestment. ■

Hebert to Head New England District



PHOTO BY ANDREW HEBERT-JOHNSON

LaRayne Hebert, a Neighborhood Reinvestment management consultant in the New England District office since 1997 where she specialized in resource and organizational development, has been named New England District Director. The announcement was made in September by Robert Burns, Neighborhood Reinvestment's director of field operations.

Prior to Neighborhood Reinvestment, Hebert worked for the Women's Institute for Housing and Economic Development, as director of development within a women's collaborative providing housing and economic opportunities for low-income women, including formerly homeless women.

She also worked for Clarendon Hill Towers Tenants' Association as executive director of the first nonprofit tenants' association buyout of a HUD expiring-use property and at the Unitarian Universalist Women's Federation as director of development.

"In addition to her excellent professional credentials," Burns said in announcing Hebert's selection, "LaRayne is a thoughtful listener and has great vision for the New

England District."

The New England District covers a six-state region – Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island and Vermont – with 34 local NeighborWorks® organizations. ■

Corporation Partners with Realtors® Group

Neighborhood Reinvestment and the National Association of Realtors® have announced a partnership to promote housing opportunities through homeownership education and counseling.

The partnership will involve developing case studies on winning strategies and best practices where Realtors® have worked successfully with NeighborWorks® organizations on homebuyer education.

The partnership also includes creating and testing prototype business partnerships between Realtors® and NeighborWorks® organizations, sharing member services and resources, and disseminating successful case studies at the national, state and local levels.

"Both the National Association of Realtors® and Neighborhood Reinvestment are committed to educating and counseling consumers on the benefits of owning their own home," said NAR President Walt McDonald, broker-owner of Walt McDonald Real Estate in Riverside, California.

"Realtors® are natural partners for NeighborWorks® organizations," said Kenneth D. Wade, chief executive officer of Neighborhood Reinvestment. "This new partnership will help us expand the homeownership education and counseling opportunities we are creating in hundreds of communities throughout the country." ■

NHSA Marks 30th Anniversary
 Neighborhood Housing Services of America, the NeighborWorks® secondary market, celebrated its 30th anniversary in September with a special announcement at the National Press Club in Washington, D.C. Through a partnership of NHSA, Neighborhood Reinvestment, and Fannie Mae, it was announced, Fannie Mae will purchase certain second-mortgage loans, created to provide low-income borrowers with down-payment assistance, in a pilot that is expected to lead to broader, mortgage-backed securities for sale on the capital markets at large. Shown speaking is Mary Lee Widener, NHSA President and CEO.



PHOTO BY RON CAESAR

PEOPLE



Jessica Anders

joins Neighborhood Reinvestment's Washington, D.C., office as the Success Measures management consultant, working on the roll-out, training, technical assistance, and continued development and refinement of Success Measures Data System (SMDS) tools and indicators. Over the past two years, Anders served as part of the SMDS team at the McAuley Institute and played key roles in the design and delivery of training and technical assistance to community-based organizations and their stakeholders. Prior to joining McAuley, she coordinated and directed community and youth programs for the Community Partnership Center in Knoxville, Tennessee, and the Community Outreach Partnership Center in Gainesville, Florida. Anders holds an MA in cultural and applied anthropology from the University of Florida, Gainesville, and a BA from Bryn Mawr.



Lisa A. Archey joins Neighborhood Reinvestment's Training Division as an Advanced Prac-

titioner Program manager in the Washington, D.C., office. Archey brings 24 years' experience in various leadership and management positions. She currently owns and is the principal of a consulting firm that specializes in program development, organizational assessments, executive coaching, training and technical assistance for community development organizations. In that capacity, Archey serves clients that include the Development Training Institute (DTI) of Baltimore, Maryland; The Enterprise Foundation's Dallas office; and the PNC Bank Partners Programs of Camden, New Jersey; Pittsburgh, Pennsylvania; and Louisville, Kentucky. Prior to her consultant work, she held such positions as vice president at DTI, senior program director with LISC, and executive director with the Westside Community Development Corporation in Indianapolis, Indiana. Archey holds bachelor's and master's degrees from Ball State University and resides in Upper Marlboro, Maryland.



Watchen Bruce

comes to Neighborhood Reinvestment as a consultant representing the Mid-Atlantic district in Baltimore,

Maryland. Bruce brings more than 23 years of experience in community development, commercial and mortgage banking, real-estate development, and financial services, including professional positions with FleetBoston Financial, Federal Home Loan Bank and the city of Boston. As a management consultant, Bruce provides technical assistance to NeighborWorks® organizations in real-estate development and financial management. She will also play a vital role in supporting the district members of the Multifamily Initiative.



William Caplan

joins the Corporation's Washington, D.C., office as a marketing manager in the Training Division. Caplan brings a wide range of knowledge and experience in marketing communications, strategy and brand development, corporate sponsorship and partnership development, advertising and media, and marketing research. Most recently, he served as manager of national program marketing for Public Broadcasting National Sales, where he headed the development and implementation of marketing strategies to increase sponsorship sales activity for PBS and

WETA national television projects. Caplan also worked as an account manager for Computer Sciences Corporation and held various marketing positions with Marriott International. Caplan holds a Master of Science degree in marketing from Johns Hopkins University and a Bachelor of Science degree in psychology/sociology from The College of William and Mary. Caplan resides in Arlington, Virginia.

Rebecca Fleischauer comes to Neighborhood Reinvestment's



Washington, D.C. office as a manager for media relations in the Development and Communications Division. Fleischauer oversees all media outreach activities and responses to press inquiries to promote NeighborWorks® activities and services. She will develop overall corporate media relations strategy, and will work closely with the Corporation's chief executive officer, Kenneth D. Wade, to enhance NeighborWorks® visibility and reputation.

Prior to joining the Corporation, Fleischauer worked for KSA-Plus Communications, a strategic communications and marketing firm



that advises education, nonprofit and business clients. In this role, she served as media director and communications consultant. Other senior media relations positions Fleischauer held include service with the National Education Association and the National Governors Association, as well as press secretary to U.S. Sen. Byron L. Dorgan of North Dakota. Also, she experienced the other side of the media equation as a television reporter and producer.

Fleischauer earned her master's degree in media and public affairs from George Washington University in Washington, D.C., and her bachelor's degree in English writing and communications from Concordia College in Moorhead, Minnesota.

Margaret "Maggie" Grieve joins Neighborhood Reinvestment as senior manager of the Success



Measures program in the Washington, D.C. office. Grieve brings more than 25 years of experience in community development, including a variety of key positions during her 12 years with the McAuley Institute, five years working on neighborhood revitalization projects with the Department of Community Planning, Housing and Development of Arlington County, Virginia, preceded by several years of award-winning work as a consultant in community planning. She serves as a founding board member of the National Network of Women in Community Development. She will manage the overall design, management, and national dissemination and implementation of the Success Measures program.

Sika Harris comes to the Corporation as an advisor in the office of Public Policy and Legislative Affairs in Washington, D.C.



Prior to joining the Corporation, Harris worked for the Partnership Community Development Corporation in Philadelphia, where she focused on revitalization efforts for the 60th Street corridor. Prior to that, she worked on banking issues for the New York State Assembly. Harris' efforts will focus on advancing the Corporation's profile on Capitol Hill, with federal agencies, and state and local governments nationwide.



India King serves as the new customer service assistant in the Corporation's Training Division in Washington, D.C. King performs a variety of financial, administrative, and customer-related tasks that are designed to improve customer service, satisfaction and relations. Her duties include customer (internal and external) contact and assistance, payment processing and reimbursement, data compilation for various reports, database maintenance, and coordination on customer service projects with the marketing, curriculum and registration. King has worked in an administrative capacity for the Universities Space Research Association and Washington Theological Union.

Prasanita Malhotra joins Neighborhood Reinvestment as a manager in its human resources department in Washington, D.C.



Malhotra's previous experience includes organizational restructuring, compensation design, benefits administration, staffing and recruiting, employee relations and performance and change management. Before joining Neighborhood Reinvestment, she worked as a human resources manager for a variety of companies such as Verestar, a satellite communications company in Virginia; Bank Muscat in Muscat,

Oman; Indian Airlines in Delhi/Bombay, India; and for Usha International, a consumer goods company in Delhi, India. Malhotra supports Field Operations' staff in the D.C. office as well as staff in the district offices.

Milton Sharp Jr. joins the



Corporation as a homeownership specialist in the Washington, D.C., office. Sharp's duties include overseeing financial education and homeownership education programs, including the Financial Fitness Program. He will also be active in wealth-building strategies such as the individual development account programs (IDAs) and minority homeownership efforts. Sharp previously served as vice president of the Financial Self-Reliance Program at Isles Inc., a nonprofit in Trenton, New Jersey. He also worked as a regular trainer at the NeighborWorks® Training Institute, and is pursuing his master's in community economic development at Southern New Hampshire University. ■

*Compiled and written by
Charlotte Underwood.*