

NeighborWorks® Achieving Excellence in Community Development

Mini-Case Study: Bruce Gottschall, NHS of Chicago

AE Performance Challenge: “To double lending and decrease the time it takes to process loans without compromising the difficult loans that need to be done.”

Impacts of the Achieving Excellence Program on the Community:

- Loans to homeowners for purchase, purchase/rehab, home improvement and refinance increased from \$15 million to more than \$35 million a year
- Participation in homeownership education classes grew from 600 to 1,500 families—130 new homeowners created
- The number of foreclosure counseling cases increased from 300 families to more than 700 families per year; results: more than 500 families saved from foreclosure

Impacts of the Achieving Excellence Program on the Organization:

- \$2.7 million generated through fees for services, after negotiating a new contract with city and private lenders/investors
- Services refined and consolidated through staff realignment
- \$100 million raised in a new capital restructuring , for purchase, rehab and foreclosure prevention
- Greater accountability and increased staff motivation due to implementation of SMART goals and institution of a recognition and awards system

Impacts of the Achieving Excellence Program on the Participant/Leader:

- Became more explicit in focusing on results and articulating the importance of documenting tangible results throughout the organization
- Better able to delegate, more strongly encourage initiative and leadership on the part of others within the organization.