



**SOUTH FLORIDA**  
COMMUNITY DEVELOPMENT COALITION

# Three-Year Strategic Plan

January 1, 2021 -  
December 31, 2023

**Building Communities**  
**Developing Assets**

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## Table of Contents

<b>1. Introduction</b> .....	1
a. SF CDC's Planning Process.....	1
<b>2. Organization Overview</b> .....	2
a. Our Origin and History.....	2
b. Mission, Vision, and Value Statement.....	3
c. South Florida Economic Environment and its Impact on Under-Resourced Communities.....	4
d. Organizational Achievements.....	5
<b>3. New Direction and Strategic Initiatives</b> .....	7
a. New Initiatives Through 2023.....	7
b. Strategic Goals and Implementation Plan.....	8



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**“The future of every community lies in capturing the passion, imagination, and resources of its people.”**

**----- Ernesto Sirolli**

# **I. Introduction**

## **A. SFCDC's Planning Process**

Amid a growing pandemic and economic hardship, South Florida Community Development Coalition (SFCDC) determined it was imperative to embark on a strategic planning process to allow us to pivot during and after this crisis by assisting in rebuilding what we know are under-resourced yet resilient communities. Recognizing we could not meet face-to-face, the Board adjusted its process to allow engagement with our membership, local stakeholders, and the funding community utilizing surveys, phone interviews, video chats, and “zooming” strategy sessions. Together, we assessed our work, examined trends, identified opportunities and challenges in planning how best to manage SFCDC’s resources, and successfully implement our mission.

**More than ever, South Florida is being challenged as local neighborhoods fight against COVID-19, economic devastation, and the threat of rising sea levels.** Today, housing costs continue to escalate as local businesses confront the pandemic and their own survival. These two issues directly impact a significant segment of South Florida’s workforce – low-income and working-class residents of which we seek to serve.

SFCDC is pleased to present its 3-year plan building on its past achievements and its commitment to greater financial stability while advancing the community development sector.

**This 3-year blueprint will enable SFCDC to continue to adapt to changes in the environment while staying focused on its mission.** We invite you to partner with us in fulfilling the initiatives in this strategic plan. Together, we can realize our mission towards building thriving neighborhoods for raising families, increasing affordable housing, owning businesses, and creating **“quality of life”** opportunities for the benefit of South Florida residents.



# II. Organizational Overview

## A. Our Origin and History

SFCDC was formally established in 2007, although community development practitioners within the South Florida region had historically been meeting informally. Over time it was apparent that to successfully tackle a wide range of community development issues impacting South Florida specifically, Miami-Dade County required forming an organization. Its purpose to collectively unite practitioners and interested stakeholders in furthering the capacity of community-based organizations engaged in rebuilding neighborhoods.

**Over the last 14 years, SFCDC has successfully advanced community development opportunities while promoting collaborative, inclusive policies and practices that invest in people and neighborhoods.**

As SFCDC approaches its 15th Anniversary in 2022, it will forge ahead in playing a pivotal role in building the capacity of community development practitioners to further transform neighborhoods while advocating for systemic changes shaping policies that invest in under-resourced communities.

SFCDC, today remains a membership organization that is represented and supported by community development practitioners, lenders, civic and government leaders, as well as funders committed to rebuilding under-resourced communities targeting Miami-Dade County within the South Florida region. As a membership organization, we view our role as expansive committed to serving as a convener, a capacity builder, and an advocate for the community development field.



## B. Our Vision, Mission and Value Statement



### **Vision:**

SFCDC envisions a South Florida that is resilient, prosperous, and equitable for all communities.

### **Mission:**

To engage, educate, and empower South Florida's public, private, and nonprofit sectors to champion comprehensive community development.

### **What is Comprehensive Community Development?**

South Florida Community Development Coalition defines comprehensive community development as a collective action that builds and advocates for stronger and more resilient local communities. This entails empowering civic leaders, activists, and citizens to be fully engaged in their communities' decision-making to promote economic development opportunities, address quality of life issues, support quality education, enhance transportation needs, and ensure a full spectrum of housing for all residents.

### **Our Values:**

The following values represent the type of organization we aim to be and embodies our commitment to our vision and mission.

**Collaboration:** We believe that only by collaborating can we achieve greatness.

**Inclusiveness:** We seek to build inclusive communities fighting against the inequities that exist in society.

**Result-oriented:** We believe in promoting excellence by achieving tangible results and holding ourselves accountable.

**Integrity:** We are forthright, transparent, and truthful in both character and action.

**Adaptability:** We stand for openness to change and embracing new ideas.

**Membership-Driven:** We believe in investing and building the power and leadership of our communities through collaboration, education, and communication.

## C. South Florida Economic Environment and its Impact on Under-Resourced Communities

The US Census estimates the 2020 population to be close to 4,604,700 for the South Florida region consisting of the counties of Monroe, Miami Dade, and Broward. Miami Dade County estimates a population of 2,716,940, an 8.8 % growth rate since 2010, mainly due to the arrival of immigrants. It remains the 7th largest county in the US.

**Unfortunately, this growth has fueled the escalating cost of housing, threatening low-income and working-class neighborhoods as they become victims of displacement also affected by climate change as the sea levels keep inching up.** For most of Miami's history, its economy has relied on tourism which continues to offer opportunities for the service industry to expand along with business services that support the growing international trade industry. Before the pandemic, the county's median household income remains at approximately \$55,171. The cost of living is 14% higher than the national average. The county's poverty rate is 15.6%, 25% higher than the rest of Florida and the United States.

**The combination of job and housing insecurities with health disparities brought on by the pandemic will continue to be a recurring factor into 2021, leaving many households severely cost-burdened, directly impacting their neighborhoods.** More than ever, community development practitioners supported by government and anchor institutions are needed to help rebuild communities that will be further devastated by these events.

SFCDC welcomes the challenge and the opportunity to find pathways to meaningful policy changes that support the rebuilding of communities. We believe that by strengthening the work of community-based organizations South Florida's neighborhoods will become more resilient.



## D. Organizational Achievements

In the last ten years, SFCDC's body of work has been extensive as a convener and a leader in the community development field for training, education, and advocacy. SFCDC has engaged over 1,800 community development professionals, elected officials, government staff, community-based organizations, residents, financial institutions, and business leaders in Miami-Dade County, Broward County, and Palm Beach County as part of our technical assistance programs, capacity building trainings, and advocacy campaigns. The following is a partial list of accomplishments that speaks to our track record and impact within the region.

### Highlights of SFCDC Historical Achievements are:

- Served as a convener for the membership cohort that secured an **\$89 million grant from the HUD Neighborhood Stabilization Program (NSP2)** in partnership with six community development corporations. Together these organizations created **4,000 jobs and leveraged their funds to develop over 1,800 units of affordable housing.**
- Since 2010, SFCDC has conducted over **65 capacity-building trainings for community development professionals and community-based organizations from the counties of Miami-Dade, Broward, and Palm Beach**, offering a wide range of community and economic development topics.
- Since 2010, SFCDC has facilitated over six expert training and technical assistance programs for community development practitioners in Miami-Dade County, Broward County, and Palm Beach County. These programs are **The Small-Scale Development Program and the Affordable Housing Development Academy.**
- SFCDC has been key in developing South Florida's community development emerging leadership and professional development capacity through the following programs: **Community Scholars in Affordable Housing, Non-Profit Board Builder, and Florida Thrives.**





- Annually SFCDCC, through its **Awards for Excellence in Community Development** highlights local community development practitioners within the community development sector.
- SFCDCC has been able to develop both regional and national partnerships in advancing comprehensive community development to include the following groups: **The Economic Community Partnership, Main Street America, The Incremental Development Alliance, National Association for Latino Community Asset Builders, Enterprise Community Partners, Kresge Foundation, and the National Alliance of Community Economic Development Associations.**
- Since 2010, SFCDCC has participated in over **180 policy meetings to advocate for better policies** impacting South Florida’s residents in the areas of affordable housing, economic development, and community development. SFCDCC participated in several successful advocacy campaigns. They include:
  - Petitioned the Miami-Dade County Board of County Commissioners to create the **Affordable Housing Trust Fund Board**, resulting in more affordable housing development in Miami-Dade County.
  - Worked with the Miami-Dade County Department of Public Housing and Community Development to update the **Mortgage Lender Application** within their Homeownership Program to permit financial institutions held to the Community Reinvestment Act to provide better outcomes to low-income residents to participate in the program.
  - Advocated for **Public Land for Public Good** resulting in the Mayor of the City of Miami to dedicate public land to affordable housing and conduct a community engagement process for an 18.75 parcel of land in Allapattah.



# III. New Direction and Strategic Goals

## A. New Initiatives and Priorities Through 2023

- Continue to build SFCDC’s capacity as a regional intermediary collaborating with national and regional groups working closely with the region’s cities and counties in strengthening community-based and community development organizations committed to rebuilding under-resourced communities.
- Continue to build SFCDC’s’ capacity to diversify its funding base and attract both public and private funds for technical assistance, training, and re-granting that supports building a robust membership as well as growing its operations and programs.
- Play a leadership and programmatic role in building the capacity of community-based organizations to undertake the development of more affordable housing and economic development initiatives that support small businesses and job creation.
- Build a strong collaborative focus that fully engages our membership in advancing both policy work and solutions that address critical issues in the following areas: **COVID, racial equity, resiliency, and the digital divide.**
- Use a targeted approach in advocating for policy reforms that build on developing strategic alliances to address those issues best aligned with SFCDC’s priorities.
- Revisit and rethink how best to develop a robust membership service program that brings value to our members and can be broadened to attract and engage a wider range of community development practitioners.
- Celebrate SFCDC’s 15th Anniversary in promoting **“Comprehensive Community Development,”** celebrating and educating the broader public about what it means and the contributions the field has made to communities.
- Through research and a campaign, explore the feasibility of creating a tax credit program in South Florida that funds revitalization efforts by community-based organizations replicating what many states and cities have achieved.



**SOUTH FLORIDA**  
COMMUNITY DEVELOPMENT COALITION

# Strategic Goals and Implementation Plan

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**The following plan integrates SF CDC's proposed initiatives and priorities for the next three years.**

# **Priority # 1 Strengthen and expand SFCDC's existing infrastructure to support its work as a regional intermediary serving South Florida.**

**Goal #1 Develop programming that engages a high level of collaboration with SFCDC's membership that supports training, technical assistance, and re-granting opportunities.**

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## **Objectives:**

1. Increase partnerships with local, regional, and national organizations in developing projects with the membership that support training, technical assistance, and re-granting opportunities.

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## **Strategies:**

1. Meet with current partners to continue to expand existing joint projects and to plan for new partnership opportunities.
2. Initiate up to six new partnerships by 2023.
3. Update the Affordable Housing Academy Training Program to support both intermediate and advanced level training each year.
4. Support through the Affordable Housing Academy Training Program the development of a minimum of 800 units over the next three years.
5. Update and re-brand the Small-Scale Development Training Program to target specific economic development initiatives based on membership needs.
6. Explore adding a technical assistance component to the Small-Scale Development Program to assist participants with their projects.
7. Support through the small-scale development training program the development of a minimum of five new economic projects over the next three years.
8. Undertake the development of at least two new programs that serve any of the following needs: resiliency, COVID relief, racial equity, and the digital divide.
9. Partner with a local university to develop and fund an internship/fellowship program in community development that supports SFCDC and its membership.

# **Priority # 1 Strengthen and expand SFCDC's existing infrastructure to support its work as a regional intermediary serving South Florida.**

## **Goal #2 Strengthen the SFCDC's capacity to increase its individual, corporate, and foundation support.**

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### **Objectives:**

1. Develop and execute a fund development plan that supports doubling the organization's budget by 2023.
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### **Strategies:**

1. Implement programmatic and funding strategies to support multiyear grants that support technical assistance, training, and re-granting opportunities for the membership.
2. Explore annually one or two partnership relationships with foundations on special program initiatives that lead to multiyear funding.
3. By 2023 raise sufficient funds to support four full-time equivalents.
4. By 2021 employ a part-time seasoned grant writer.
5. By 2023 transition the grant writer position to a full-time fund development staff.
6. Increase unrestricted revenues through various use of fundraising strategies – annual appeal, Give Miami Day, CRA Credits, membership fees.
7. Upgrade fundraising software to support the fundraising calendar's monitoring, renewal dates of all grants, reports due, mailing dates for appeals, dates of special events, contacts with potential major donors, and a formal donor acknowledgment system.
8. Standardize and document organizational fundraising policies and procedures.
9. Annually plan for the coordination of the Excellence in Community Development Awards event.
10. In 2022, showcase as a fundraiser SFCDC 15th Anniversary through the Excellence in Community Development award event.

# **Priority # 1 Strengthen and expand SFCDC's existing infrastructure to support its work as a regional intermediary serving South Florida.**

## **Goal #3 Build SFCDC's fiscal capability to be able to manage larger grants and deploy resources.**

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### **Objectives:**

1. Continuously strengthen SFCDC's fiscal capacity and accountability.
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### **Strategies:**

1. Ensure annual clean audit and Form 990s are completed in time and reviewed by the Board.
2. Biannually review and update fiscal policies and procedures to reflect any changes.
3. Form a partnership with a larger nonprofit organization to serve as a fiscal and HR agent to enhance its fiscal capacity and secure larger grants.
4. Conduct an annual review of programs in terms of profitability to improve their financial position reducing any loss.
5. Periodically review the organization's employee compensation and health benefits to remain competitive.

# **Priority # 1 Strengthen and expand SFCDC's existing infrastructure to support its work as a regional intermediary serving South Florida.**

**Goal #4 Align the organization's mission and re-branding to support a consistent message that leads to greater visibility as a community development advocate and regional intermediary.**

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## **Objectives:**

1. Develop and execute a communication strategy plan that supports strengthening SFCDC's capacity to be a regional leader in the Community Development field.
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## **Strategies:**

1. Finalize SFCDC's branding to support a new logo consistent with its revised mission.
2. Continuously enhance SFCDC's online presence through its website and social media platforms consistent with re-branding.
3. Enhance our website to be interactive, serving as a clearinghouse for updated information to the public and our membership.
4. Create and execute a purposeful social media strategy to strengthen SFCDC's brand and to broaden audiences.
5. Design and develop marketing materials that inform the public on SFCDC's programming and advocacy work consistent with its re-branding.
6. Continuously offer action alerts through our various social media platforms on national and local legislation.
7. Establish other communication tools that would enhance our visibility, such as engaging with research firms on the development of white papers, brown bag speaker series, Op-ed in local papers and journals.

## **Priority #2 Enhance and expand our governance and membership that directly supports and engages South Florida's growing community development sector.**

**Goal #1 Revisit and re-organize SFCDC's governance structure to support a regional presence on the Board that is inclusive, diverse, and representative of the Community Development sector.**

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### **Objectives:**

1. Undertake an assessment of SFCDC's current governance structure to maximize performance and be responsive to its needs and strategic goals.

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### **Strategies:**

1. Assess board membership, update bylaws, and recruit new members aligned with SFCDC's priorities.
2. Establish an annual nomination process that supports staggered terms.
3. Create a new committee structure that engages the membership and is aligned with SFCDC's priorities.
4. Achieve 100% Board participation in fundraising and related activities.
5. Adopt and monitor SFCDC's three-year strategic plan.
6. Conduct an annual Board retreat to assess the organization's progress, monitor the strategic plan, and plan for the coming year.
7. Annually update the Board orientation process.
8. Implement an annual CEO performance appraisal system.
9. Provide annual Board training opportunities.
10. Annually review and approve IRS Form 990 and audit.
11. Form an Adhoc committee to lead the SFCDC's 15th Anniversary.



## **Priority #2 Enhance and expand our governance and membership that directly supports and engages South Florida's growing community development sector.**

**Goal #2 Strengthen and expand SFCDC's membership program to provide greater value and be more inclusive of the community development sector.**

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### **Objectives:**

1. Assess and restructure SFCDC's Membership program to support a broader community development audience and offer more excellent value in its services.

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### **Strategies:**

1. Set up a Membership Committee to assess and restructure the current membership system.
2. Create a three-tier free and paid membership system with a range of services and discount programs.
3. Offer more significant joint program opportunities engaging the membership.
4. Offer more roundtable discussion opportunities with the membership that will lead to more collaborative programming.
5. Create affinity groups engaging the membership to address critical community development issues that lead to systemic change.
6. Offer more professional development training opportunities to the membership based on surveys.
7. Annually conduct 2-3 networking opportunities for the membership to connect.

## **Priority #2 Enhance and expand our governance and membership that directly supports and engages South Florida's growing community development sector.**

**Goal #3 Strengthen SFCDC's membership infrastructure to allow for the expansion of members and ensure greater efficiency in supporting members.**

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### **Objectives:**

1. Develop and execute a plan that supports a stronger system for recruiting and processing memberships and tracking and distributing services.

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### **Strategies:**

1. Upgrade contact relationship management CRM system
2. Acquire training for both staff and the Membership Committee on Membership Development
3. Implement a twice a year membership drive for both renewals and new members
4. Enhance our website to support Membership access to subscribing, surveys, resources, and tools.

## **Priority #3 Develop and execute an advocacy strategy that supports comprehensive community development serving as a thought leader in the field.**

**Goal #1 Prioritize South Florida advocacy work to support comprehensive community development in collaboration with other community groups and our membership.**

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### **Objectives:**

1. Develop and execute a policy strategy that is focused and effective in strengthening the community development sector and addressing systemic change.

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### **Strategies:**

1. Prioritize and define 3 to 4 advocacy issues to execute a policy agenda strategy that also engages the membership, defining SFCDC's niche.
2. Annually conduct one on one meetings with local and county legislators to inform them of our work and policy platform.
3. Develop and convene an affinity group of municipal /county appointed officials and their staff to collaborate and support them and our goals.
4. As part of the Board's restructuring, assess how best to form a policy committee(s) aligned with our priorities and goals.
5. Develop a process on how SFCDC will communicate its advocacy work using various social media platforms.
6. Build more strategic alliances with other advocacy groups and with the membership.
7. Establish 1-2 forums annually to educate the public and the membership on crucial policy issues and how to foster advocacy to support much-needed change.
8. Develop two white papers annually on advocacy work led by SFCDC.
9. Establish email alerts on action needed supporting SFCDC's advocacy work.

## **Priority #3 Develop and execute an advocacy strategy that supports comprehensive community development serving as a thought leader in the field.**

### **Goal #2 Explore the opportunity for forming a tax credit revitalization program in South Florida.**

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#### **Objectives:**

1. Research and develop a concept paper on possible options to replicate a tax credit revitalization program in South Florida to increase funding that supports community development investments in low-income communities.

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#### **Strategies:**

1. Secure a grant to determine the feasibility for execution over the next three years.
2. Develop a partnership with a university to conduct the research.
3. Develop an affinity group to work on advancing the initiative.
4. Secure additional funding to undertake a campaign strategy for its successful execution by 2023.