



Building Community Power.....Promoting Economic Justice.....Challenging Racism.....Encouraging Entrepreneurship.....Achieving Transformation

**Massachusetts Association of
Community Development Corporations (MACDC)
★ Strategic Plan for 2004 – 2008 ★**

Adopted by the MACDC Board of Directors on February 27, 2004

★MACDC's Five Year Strategic Plan★

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Acknowledgments

*The problems are too great, the resources too few,
and the opportunities too special
for us to accept anything less than **our best**.
In the next five years
we must build the power necessary to change our state
and support our communities at a new level.*

Overview

The Massachusetts Association of Community Development Corporations (MACDC) began 2003 with the excitement of having set ambitious goals for ourselves, through the GOALs Campaign – Growing Opportunities, Assets & Leaders. The campaign was publicly endorsed by 600 community development activists at the November 2002 statewide convention. At the heart of the GOALs campaign is the view that, by acting together, individual CDCs are more powerful and achieve a higher community impact. The campaign unites our 68 member CDCs across the state in a joint effort to actively engage 2,000 community leaders in sharing a vision; to create 3,000 affordable homes and support 18,000 low and moderate income families in stabilizing their lives; to preserve and develop 5,000 jobs and grow 1,500 locally owned small businesses. Accomplishing GOALs means directing \$400 million in investments to revitalize communities in economic distress. All to be done by the end of 2004.

Within the first six months of the GOALs Campaign, we felt the shock of a worsening state economy, a stingy political climate and the elimination of the only dedicated source of state funding, CEED, that provided flexible core support for CDCs. To members, the elimination of CEED by the state government meant more than simply a loss of money – it raised the worry that after more than 25 years of explicit state support for the community development field, MACDC and the CDC movement might now be facing even greater battles in the future.

The promise of the GOALs Campaign as well as the threat of declining resources gave context to our strategic planning discussions. The planning process was launched on June 10, 2003 at a membership meeting involving more than 70 member representatives and MACDC staff. We spent the time reflecting on the strengths and weakness of the association, sharing new visions for the work ahead. We grappled with the desire to articulate values to guide and unite an emerging community development movement, and the unique role or mission for MACDC to adopt within that larger movement. From June through December, MACDC's Board of Directors and Staff

continued the strategic planning process by refining the mission, vision and value; debating priorities and working towards agreement on the details of a five year plan.

This strategic plan seeks to build on MACDC's long standing strengths, solidify our recent growth and changes, and lay the groundwork for adapting to the new economic and political realities that confront us. Let us highlight some of the significant elements of the strategic plan:

- First, and perhaps most importantly, the strategic plan provides a new mission statement for MACDC and for the first time articulates our shared vision and values. These statements communicate to all of our members and stakeholders what the community development movement in Massachusetts stands for and provides a foundation for us to use as we confront unanticipated challenges and pursue opportunities in the future.
- Second, the strategic plan affirms much of MACDC's current work, while making important decisions about how to improve, enhance and expand those efforts:
 - ✓ The plan strongly endorses our historic emphasis on advocacy with the public and private sector. However, the plan recognizes that MACDC must build substantially more power by dramatically changing the way we engage our members in these advocacy efforts. We plan to increase our power by greatly expanding our field organizing capacity, achieving a higher level of participation by CDC staff and leaders in both the formulation and implementation of our agenda, by increasing our capacity to conduct policy oriented research, and by working through strategically selected coalitions and alliances.
 - ✓ The plan strongly endorses our role in developing financial resources for the field. However, the plan calls for us to seek new public funding streams to replace the CEED program, with an emphasis on advocating for more core program and organizational support. We will also reach out to new private funding sources that have not traditionally funded community development.
 - ✓ The plan strongly endorses our long standing capacity building efforts and calls for the continuation of our major programs, such as Ricanne Hadrian Initiative (RHICO), Community Business Network (CBN), the Green CDC Initiative and the Group Sponsored Insurance program. At the same time, the plan calls for us to link capacity building to resource development, to extend the learning practices developed in RHICO and CBN to other areas, and to expand MACDC's role in facilitating peer learning and networking among the members. The plan also calls for MACDC to play a more explicit role in working with members to identify critical issues for the movement and play a leadership role in responding to those issues.
 - ✓ While MACDC has worked on diversity issues for many years, the plan calls for us to more explicitly confront the dynamics of racism within the community development field and in the larger society. The plan outlines a series of steps designed to elevate the discussion of racism within and among CDCs, and to address the long

standing failure of the field to recruit and retain significant numbers of people of color for senior level positions.

- ✓ The plan builds on the work begun at the 2002 convention and the existing GOALs Campaign and gives priority to building our capacity to increase public visibility of community development issues and the work our members with policymakers, grantmakers and the general public.

- Third, the plan calls for MACDC to implement organizational reforms that will make us more accountable and effective. We will solidify the role that our members play in decision making within MACDC. We will create new pathways for CDC staff members and CDC leaders to participate in MACDC. We will continue our longstanding practice of working in partnerships and coalitions to leverage of our limited resources.

- Finally, we will revamp our committee and staff structures so we can better integrate our multiple efforts and avoid the tendency to operate in separate silos. For example, our policy efforts will link closely to our public relations work; our learning programs will connect to resource development; resource development in turn will be closely linked to public relations, and so on. Indeed, one of the most exciting elements of the strategic plan is the way that different efforts and programs will support and reinforce our overall mission and agenda. We hope that our commitment to involving a wider range of member representatives will stimulate important dialogues and provide the room to share and build on the expertise that exists and consider new community development models as they emerge.

Part One of this plan summarizes MACDC's goals and priorities as well as affirming the mission, a set of values to guide us and a shared vision for Massachusetts. We feel that all of these elements will provide a strong framework for the entire five years of the plan.

Part Two of the plan gives detailed measurable objectives, which outline how we intend to achieve our goals and priorities. The priorities within each goal section are listed in order, to give guidance in the event that resources become more limited and not every aspect of the plan can be implemented. We will use the objectives as a reference point to help us evaluate our progress. The plan has a built in midpoint evaluation which will allow to assess changes in our environment and be flexible in responding to new opportunities or acknowledging challenges that may require mid-course adjustments.

MACDC's Mission for 2004-2008

The *Massachusetts Association of Community Development Corporations (MACDC)* is the policy and capacity-building arm of the community development movement in Massachusetts. We support and advance the affordable housing, economic development and community-building strategies of our members. We work to build the power of low and moderate income people to achieve greater economic, social and racial justice.

MACDC's Vision for Massachusetts

We envision a Commonwealth of interconnected communities where people of different incomes, ethnicities, races and backgrounds live with dignity and fulfillment.

We envision communities that encourage all residents, including once disenfranchised residents, to participate in civic processes that define the physical, economic, educational and cultural characteristics that distinguish these communities.

We see a Massachusetts where all people build assets and realize the benefits of a healthy economy which provides full employment at good wages, stable housing at affordable prices, and strong public supports for human needs.

We see a community development movement led by a diverse and democratic leadership that is at the forefront, in both substance and process, when determining public policy and development priorities that serve the long-term interests of communities.

We envision government and the private sector working in partnership with the community development movement to achieve excellence in the projects we undertake and to promote a true "common wealth" for all who live in Massachusetts.

Core Values Guiding MACDC

Building Community Power: We believe in building the power and leadership of low and moderate income people and people of color in Massachusetts. We support our members in the development of leadership that reflects the communities they serve, and we rely upon local organizations and their leaders to guide the statewide movement.

Promoting Economic Justice: We believe we must examine and address the causes of economic inequity as our members develop models that build community-held assets as well as individual assets. We promote housing and economic development strategies that provide genuine opportunities for low and moderate income people.

Challenging Racism: We value the diversity of cultures within Massachusetts and recognize the destructive effect of racism. It is imperative to challenge institutionalized racism in our society and consciously work to build inclusive organizations and communities based on equality and respect.

Encouraging Entrepreneurship: We value inventiveness, ambition, and the ability to take risks as distinguishing characteristics of the community development movement. We are committed to the pioneering work of our members as they create self-help approaches that revitalize communities and inspire hope.

Achieving Transformation: We believe in promoting excellence in both process and production. Our movement is defined by our ability to achieve tangible, sustainable results—new homes, jobs, businesses and investment—while upholding a participatory process that builds the power of disenfranchised people in the transformation of communities.

MACDC's Constituency and Membership

Primary Constituency for Membership: MACDC is a statewide membership network of Community Development Corporations (CDCs). MACDC's members are non-profit, community organizations working with low and moderate income people in defined geographic areas. Among other activities, CDCs develop and manage affordable housing and often pursue economic development strategies that create jobs or small businesses. CDCs that join MACDC typically have a community-based membership of several hundred residents within the geographic area they serve. In general, most CDCs have a board of directors that is elected by its membership, with a majority of those board members living within the CDC's geographic boundaries. (Please refer to MACDC's bylaws or website for a complete list of membership eligibility criteria). In 2004, MACDC has 68 voting members located in urban, rural and suburban communities across the state.

- **Rights of Members:** Member CDCs have one vote each when participating in MACDC's annual meeting. Members nominate and vote for the elected representatives that serve on MACDC's Board of Directors. The Board of Directors is given governance power by the membership. Among other duties, the Board sets policy and direction for MACDC, coordinates committee work, and oversees the staff implementation of goals and priorities.
- **Involvement of Members:** Member CDCs choose who participates on their behalf within MACDC's activities. This includes deciding who will represent their interests by being involved with committee work; participating in the annual meeting and leadership gatherings; being spokespeople at lobby days; formulating positions through issue-caucuses; and strengthening skills by leading and participating in peer-learning opportunities. MACDC primarily engages the senior staff members of CDCs; however in the next five years, MACDC will develop more ways to work with staff at all levels as well as the community leadership of member CDCs. MACDC strives to understand local priorities by facilitating communication and best practices discussions among members as well as engaging in dialogue with local activists and leaders at their CDC's annual meetings, community summits, board meetings and other events.

Secondary Constituency for Associate Membership: At the start of this plan, MACDC has 10 associate members. Associate members are nonprofit organizations that do not meet all of MACDC's eligibility criteria for full membership, yet share MACDC's vision for community-based development and pursue housing and economic development strategies that are similar to CDCs.

- **Involvement of Associate Members:** Associate Members are invited to participate in MACDC meetings, leadership gatherings and learning activities however they do not have voting power at the annual meeting and their representatives are not eligible to serve on the Board of Directors. In the next five years, MACDC will expand its involvement with organizations eligible for associate membership in order to increase the collective power of the community development movement and share best practices being developed by a variety of practitioners in the field.

Membership Dues: All members, both voting and associate, pay dues to support MACDC's work with and for members.

MACDC's Allies and Partners

MACDC cultivates strategic relationships with allies that are not eligible to join MACDC as voting or associate members. These relationships include working in coalition with other advocacy organizations to achieve shared public policy priorities as well as developing programmatic partnerships with grantmaking intermediaries, public agencies, universities and private financial institutions.

Summary of Goals & Priorities

The first three goals and sets of priorities capture MACDC's intentions for deepening its work with members, accomplishing significant policy shifts, and mobilizing program and funding support to benefit members.

Advocacy & Organizing for Power

Goal: Win community development victories by building the local and statewide power of CDCs and their constituents.

Priority 1: Lead advocacy efforts on behalf of CDCs with the governor, legislative leadership, and directors of state agencies.

Priority 2: Work with members to create stronger links between advocacy and local organizing that facilitates greater participation by CDC staff and leaders in shaping and pursuing our collective advocacy agenda.

Priority 3: Advocate strong community development positions with financial institutions, the City of Boston and federal officials as critical issues and opportunities arise.

Member Initiatives for Leading & Learning

Goal: Convene member-led initiatives to enhance staffing and leadership diversity, program innovation and organizational capacity within the community development field.

Priority 1: Harness the collective organizational strength of members to develop best practices, share expertise and further our mission in the field.

Priority 2: Engage members in strategies to achieve racial/ethnic diversity within the staff and leadership of their organizations that reflects the composition of their constituencies.

Resource Generation for Members

Goal: Expand and diversify the statewide base of operating funding available to members.

Priority 1: Achieve a net increase of \$3.5 million in new state funding or other public money available for core organizational and program support for CDCs.

Priority 2: Galvanize private philanthropy to effectively target grants for community development activities.

The following two goals and sets of priorities relate to building and refining MACDC's internal capacity and effectiveness.

Publicizing Community Development Achievements

Goal: Establish MACDC as a leading source of information and analysis by investing in visibility strategies.

Priority 1: Create compelling messages and communicate effectively with the press, policymakers and members.

Priority 2: Celebrate CDC accomplishments with a series of events, in particular a 25th Anniversary MACDC Gala in 2007.

MACDC's Structure & Operational Capacity

Goal: Develop the organizational structure and operational capacity to achieve strategic goals in the next five years.

Priority 1: Refine MACDC's structure to encourage broad participation and clarify lines of accountability for decision-making.

Priority 2: Improve operational infrastructure, review strategies for financial stability and support a strong staffing team.

MACDC's Board of Directors adopted this five year strategic plan on February 27, 2004. Please read the remainder of the plan for a detailed description of the objectives to be pursued within each goal section.

Part 2. MACDC Goals, Priorities, and Objectives for 2004 – 2008

- Advocacy & Organizing for Power
- Member Initiatives for Leading and Learning
- Resource Generation for Members
- Publicizing Community Development Achievements
- MACDC Structure and Operational Capacity

Advocacy & Organizing for Power



Goal: Win community development victories by building the local and statewide power of CDCs and their constituents.

Priority 1: Lead advocacy efforts on behalf of CDCs with the governor, legislative leadership and directors of state agencies.

Objectives	Timeframe	Strategies & Resource Implications	Board & Staff Mid-Point Evaluation, June 2006
a) State Agencies: Develop strong relationships with commissioners, directors and senior staff at key state agencies (DHCD, DBT, MassDevelopment, CEDAC, MHP)* by scheduling at least two agenda-setting meetings a year at each agency ; providing timely research and recommendations; and establishing formal and informal contact.	Agenda-setting meetings 2x a year 2004-2008	<p><u>Strategy Suggestions</u></p> <ul style="list-style-type: none"> ➤ Consider reorganizing the current Legislative Committee to become a <u>new</u> Advocacy & Organizing Strategy Committee that involves a cross-section of CDC reps (Executive Directors, organizers and other CDC staff) interested in mapping out a multi-year advocacy & organizing plan (also see Priority 2 objectives, p. 8) ➤ Use MACDC's policy committees to help frame issues and an agenda that resonates with CDC staff and leaders ➤ Establish field organizing capacity to facilitate more direct participation among CDC staff and leaders on advocacy agenda development <p><u>Resource Implications</u></p> <ul style="list-style-type: none"> • Budget for analysis, research communications • Additional advocacy staff-time—staff team approach for more State House contact 	
b) State Legislative Leadership: Schedule individual meetings at least once a year with Senate President, Speaker of the House, Chairs of Ways & Means , in addition to working with their staff; cultivate a working relationship with at least one top gubernatorial aide in addition to agency heads.	2004-2008 ongoing		
c) Coalitions: Represent member interests by providing leadership and participating in coalition-building with the Building Blocks Coalition, MEON*, MWA*, Smart Growth Alliance and other policy coalitions.	2004-2008, ongoing		
d) Briefing Papers: Distribute policy briefing papers three times a year with analysis and timely commentary on housing, economic development or CRA issues for distribution to members, legislators, agency directors and coalition allies.	3 times a year		

* Refer to Attachment D for a glossary of acronyms

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Advocacy & Organizing for Power

Priority 2: Work with members to create stronger links between advocacy and local organizing that facilitates greater participation by CDC staff and leaders in shaping and pursuing our collective advocacy agenda.			
Objectives	Timeframe	Strategies & Resource Implications	Board & Staff Mid-Point Evaluation, June 2006
<p>a) Planning with Members: Establish an Advocacy & Organizing Strategy Committee to develop stronger links with our members, help establish the structures to integrate our advocacy and organizing efforts, assess and develop issue-based campaign strategies, as needed, and improve communication with members.</p>	By June 2004	<p><u>Strategy Suggestions</u></p> <ul style="list-style-type: none"> ➤ While attending CDC community summits & annual meetings, analyze the potential for shared issues/targets at local and state levels. ➤ Consider contracting with a team of organizers based in CDCs to work w/ field organizer ➤ As member engagement with legislators increases, develop strategy for benchmarking legislative commitments & defining who's a "champion" in a way that can be shared with all members <p><u>Resource Implications</u></p> <ul style="list-style-type: none"> • Staff team approach which includes a Field Organizer 	
<p>b) Basebuilding: Build a solid membership base and network of CDCs to do organizing and advocacy:</p> <ul style="list-style-type: none"> • Create a base-building and network development plan that includes measures for increased membership participation over time; • Assess CDC advocacy and organizing capacity on an annual basis; measure improvement over time; • Map out the <i>intersections</i> between <i>local organizing</i> done by members and MACDC's <i>public policy work</i>; • Build on <i>lessons learned</i> through RHICO experience; • Map out intersection between areas of <i>legislative leadership</i> and local power base. 	<p>By Fall 2004</p> <p>On-going follow-up</p> <p>2005-2008</p>		
<p>c) Leadership: Develop leadership capacity by</p> <ul style="list-style-type: none"> • Identifying CDCs and individuals to play key leadership roles in advancing advocacy and organizing work; • Creating a structure and opportunities for new leaders to get involved; • Engaging CDCs that are active in RHICO to be leaders in this effort. 	Ongoing, 2004-2008		

Advocacy & Organizing for Power

Objectives	Timeframe	Strategies & Resource Implications	Board & Staff Mid-Point Evaluation, June 2006
<p>d) Agenda-setting: Develop strategy for agenda setting and choosing issue priorities:</p> <ul style="list-style-type: none"> • Research representative decision-making models; • Engage members in the <i>development of priorities</i> for public policy advocacy by holding individual, regional or statewide meetings <i>at least annually</i>, to choose priorities and map strategy. 	<p>2004-2008 At least 1 Fall agenda-setting meeting each year</p>	<p><u>Strategy Suggestions</u></p> <ul style="list-style-type: none"> ➤ <i>Develop structure for action alerts to reach more CDC staff and leaders</i> ➤ <i>Work on messaging skills to “cut” issues in a way that reflects the priorities of CDCs, their leaders, and their constituents and resonate at the local level when presented</i> 	
<p>e) Mobilization: Increase local and statewide mobilization capacity for and with CDCs:</p> <ul style="list-style-type: none"> • Identify mobilization systems that work; • Assess CDCs’ ability to mobilize and identify ways to increase capacity among CDCs; • Create and improve new communication and accountability systems; • Work with CDCs to establish relationships with policy makers at the local and statewide level; • Direct technical assistance to individual groups to help them link their local campaigns to statewide campaigns in mutually productive ways. 	<p>Assess in Spring 2004 Ongoing thereafter</p>	<ul style="list-style-type: none"> ➤ <i>Develop criteria with members to define ‘ what constitutes a legislative “champion” both at the local and the state level</i> ➤ <i>Target outreach to CDCs & allies in strategic legislative districts</i> ➤ <i>Target recruitment of potential associate members within the key legislative districts to build stronger networks for ongoing advocacy</i> 	
<p>f) Public Events: Organize events that complement and support our advocacy agenda, including</p> <ul style="list-style-type: none"> • <i>In-District Meetings with Legislators:</i> Coordinate community-based advocacy around member priorities by co-sponsoring at least 5 in-district meetings between members and legislators in 2004; 8 meetings in 2005; and 8-12 meetings a year thereafter. <p><i>(f. Public Events continued on next page...)</i></p>	<p>In-District Mtgs: 5 in 2004, 8 in 2005 8-12 each year after</p>	<p><u>Resource Implications</u></p> <ul style="list-style-type: none"> • <i>Staff team approach which includes Field Organizer</i> • <i>Budget to co-sponsor legislative meetings</i> 	

Advocacy & Organizing for Power

Objectives	Timeframe	Strategies & Resource Implications	Board & Staff Mid-Point Evaluation, June 2006
<p>f) Public Events, continued:</p> <ul style="list-style-type: none"> • MACDC Convention: Gather 600 or more CDC leaders and staff members every two years in a meeting that takes specific action to advance a campaign or publicly launch a new community development effort. • Lobby Days: Structure ‘results-oriented’ annual lobby days that builds on in-district work by coordinating dialogues between 50 legislators a year and at least 250 member representatives and documents legislative support and opposition to MACDC positions to be shared with members. • Rallies and other events as needed, usually in coalition with other groups. 	<p>Convention: Nov. 2004 Nov. 2006 Nov. 2008</p> <p>Lobby Days Each March 2004 - 2008</p>	<p><u>Strategy Suggestions</u></p> <ul style="list-style-type: none"> ➤ <i>For Lobby Days, create an instrument that members can use (e.g. Legislative Report Card; criteria ‘to call a legislator an ally at both local and state levels’)</i> ➤ <i>The Annual Convention will also serve as a celebration to tell CDC stories</i> 	
<p>Priority 3: Advocate strong community development positions with financial institutions, the City of Boston and federal officials as critical issues and opportunities arise</p>			
<p>a) CRA—Banking Industry: Secure solid commitments and monitor implementation for top three banks in Massachusetts (Bank of America, Citizens, Sovereign)</p>	<p>Secure in 2004 Monitor 2005-08</p>	<p><u>Strategy Suggestions</u></p> <ul style="list-style-type: none"> ➤ <i>Publicize opportunities and hold workshops to inform members of CRA commitments</i> ➤ <i>Explore ways to link CRA challenges to local organizing efforts</i> ➤ <i>Reinforce MACDC’s national influence by maintaining contact and distributing briefing papers to Massachusetts Congressional delegates and encourage their leadership on community development issues</i> 	
<p>b) CRA—Insurance Industry: Negotiate expansion of capitalization levels for the Life Initiative by 2005 and for the Property Casualty Initiative by 2008.</p>	<p>Evaluate Progress: 2005 & 2008</p>		
<p>c) City of Boston: Maintain strong policy voice on behalf of CDCs within the City of Boston, in particular with Mayor Menino, DND, and the BRA.</p>	<p>As needed</p>		
<p>d) Federal Advocacy: Partner with national organizations to advocate on federal policy issues with the Massachusetts delegation.</p>	<p>As needed</p>		

Member Initiatives for Leading & Learning



Goal: Convene member-led initiatives to enhance staffing and leadership diversity, program innovation and organizational capacity within the community development field.

Priority 1: Harness the collective organizational strength of members to develop best practices, share expertise and further our mission in the field.

Objectives	Timeframe	Strategies & Resource Implications	Board & Staff Mid-Point Evaluation, June 2006
a) Peer Groups: Sponsor 6-8 peer groups each year to broaden networking among members and promote peer-led approaches to skills and strategy development among the staff of member organizations (<i>e.g., See page 15 for peer group working to achieve greater racial diversity within CDCs</i>)	Ongoing, each group sets annual schedule 2004-2008	<p><u>Strategy Suggestions</u></p> <ul style="list-style-type: none"> ➤ <i>Maintain and provide an annually updated list of all staff and their positions of member organizations</i> ➤ <i>Peer groups may form for each funded special initiative (e.g., RHICO organizers); however groups can also form outside of initiatives</i> ➤ <i>Review ways of sharing peer group costs with active members</i> ➤ <i>Facilitate 'virtual communities' for learning, support, info exchange; Utilize GroupWise or list serves</i> ➤ <i>Publicize calendar of learning events & peer group meetings with list serves & mailings</i> ➤ <i>Hold Leadership Academy events on evenings or weekends</i> ➤ <i>Create a welcoming and accessible format for Leadership Academy; provide multilingual interpretation</i> ➤ <i>Explore network models (e.g., NRC) that would compensate CDC staff experts that act as trainers for others</i> <p><u>Resource Implications</u></p> <ul style="list-style-type: none"> • <i>Staffing for peer groups</i> • <i>Consider charging modest fees for leadership academy & peer groups</i> 	
b) MACDC Leadership Academy: Develop a greater connection with CDC leaders and staff by: <ul style="list-style-type: none"> • Providing an annual Orientation Session for new leaders and staff of CDCs to learn about history of the movement and current best practices; • Facilitating dialogues on race and community change for boards and staff of CDCs (<i>see p. 15</i>); • Organizing at least one Leadership Summit every two years (alternating years from the Convention) specifically designed to promote leader-to-leader analysis for volunteer board members and activists; • Sponsoring at least one Regional Forum within <i>each region</i> involving a cross-section of leaders and staff in discussion of vision and values, the GOALS Campaign, CDC trends, etc.. 	2004-2008: Annual Orientation Session Leadership Summits in Spring, 2005; Spring, 2007 At least 1 forum in each region by 2008		
c) Promote CDC Staff as Potential Trainers: Explore ways to sponsor “cross-training” among members, with CDC staff experts being engaged for training staff at other CDCs, coordinating “in-the-field” workshops, or acting as mentors for newer staff in the same positions.	Report-back on progress by end of 2005		

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Member Initiatives for Leading & Learning

Objectives	Timeframe	Strategies & Resource Implications	Board & Staff Mid-Point Evaluation, June 2006
d) Collective Purchasing for Members: Maintain Group Sponsored Insurance and expand number of members participating, dollars of premium sold, number of housing units covered by 50% in 5 years.	50% growth by 2008	<u>Strategy Suggestions</u> <ul style="list-style-type: none"> ➤ Use RHICO lessons learned to help inform the Advocacy & Organizing Committee's work to integrate MACDC's approach, (see p.10) 	
e) Ricanne Hadrian Initiative for Community Organizing (RHICO): Support continued delivery by <ul style="list-style-type: none"> • raising funds to support 2004-06 plans; • supporting RHICO leaders to play key role in the integration of MACDC's organizing and advocacy • sponsoring training, peer learning and technical assistance for RHICO participants; • distribute "Best Practices" reports and sponsor at least one peer learning session for all members; • Evaluate viability of continued support for next phase and make recommendations in 2005. 	Continue & evaluate: 2004-2005 If recommended, next phase 2006-2008	<ul style="list-style-type: none"> ➤ Explore feasibility of developing fee-based RHICO technical assistance ➤ Translate MACDC special initiative materials (e.g., RHICO) into Spanish & at least one other language group ➤ Provide access for members to explore issues and initiate projects through MACDC by forming peer groups or calling a member-led special meeting ➤ Develop <u>Board Policy on How to Choose a New Initiative</u> -limit MACDC's sponsorship of major initiatives to <u>no more than four</u> in any given period 	
f) Small Business & Workforce Initiatives: Share successful models across the state by: <ul style="list-style-type: none"> • providing staffing coordination, fundraising and data management for the Community Business Network of Boston. In 2005, recommend independence or continued program status. • supporting regional business networks; • participating in Commonwealth Workforce Coalition. 	2004-2008 Ongoing Recommend any changes in CBN status in 2005	<u>Resource Implications</u> <ul style="list-style-type: none"> • Budget for "Best Practices" publications, consider charging modest fees for copies • Translation of Best Practices documents • Staffing for expanded program initiatives 	
g) CDC Smart Growth Initiative: Strengthen and integrate the programmatic approach of two existing environmental collaborations (<i>Green CDC</i> and <i>Smart Growth Alliance</i>), create outcomes measures and raise funds to support and deepen the work of approximately 20 CDCs using "green approaches" by 2006.	Expand program by 2006 Ongoing 2006-08		

Member Initiatives for Leading & Learning

Priority 2: Engage members in strategies to achieve racial/ethnic diversity within the staff and leadership of their organizations that reflects the composition of their constituencies.			
Objectives	Timeframe	Strategies & Resource Implications	Board & Staff Mid-Point Evaluation, June 2006
a) Dialogues on Race & Constituent Reflection in Leadership: Facilitate at least 25 members sponsoring local board-staff discussions on the <i>case statement</i> prepared by the <i>Working Group to Transform the Face of Community Development</i> by the end of 2005.	5 in 2004 20 in 2005	<p><u>Strategy Suggestions</u></p> <ul style="list-style-type: none"> ➤ <i>Systematically follow-up with Board Presidents and Executive Directors after the case statement discussions</i> ➤ <i>Strive for at least 75% response rate to racial/ethnic surveys</i> ➤ <i>Poll staff members of color within CDCs to see if there's interest in creating a MACDC caucus of people of color for discussion & support</i> ➤ <i>Consider cosponsoring "Undoing Racism" trainings within regions</i> ➤ <i>Continue to deepen collaborative strategies by supporting the Working Group to Challenge the Face of Community Development</i> ➤ <i>Develop mechanisms within MACDC to periodically check on the career development needs of all mid and senior level staff of CDCs - give priority to programs that invest in the career development of staff of color and bi-lingual staff.</i> <p><u>Resource Implications</u></p> <ul style="list-style-type: none"> • <i>Budget for MIS & Surveys</i> • <i>Staffing for 2 peer groups</i> 	
b) Bi-Annual Surveys: Survey CDCs and share statistics on the racial/ethnic composition of boards, senior staff and other staff in comparison to the racial/ethnic composition of the communities served by CDCs.	Bi-annually: 2004, 2006, 2008		
c) Supporting Self-Defined Organizational Change: By 2005, coordinate a peer group of 5-10 CDCs, and a second group by 2006, in a process of <ul style="list-style-type: none"> • setting self-defined goals and supporting one another in recruitment and retention strategies to achieve shifts in the racial/ethnic composition of their board of directors, committees and/or staff; • examining how racism undermines communities and sharing strategies to challenge racism. 	2004: planning 2005-2007: first group 2006-2008: second group		
d) Fellowship Program: Evaluate and restructure the Minority Fellows program to support 6 to 10 African-American, Caribbean, Latino and/or Asian-American participants in career advancement within CDCs based on interest of potential participants and opportunities for partnership with universities.	2004: evaluate & plan 2005-2008		

Resource Generation for Members



Goal: Expand and diversify the statewide base of operational funding available for members to pursue.

Priority 1: Achieve a net increase of \$3.5 million in new state funding or other public money available for core organizational and program support for CDCs.

Objectives	Timeframe	Strategies & Resource Implications	Board & Staff Mid-Point Evaluation, June 2006
a) Operational Support for Housing: Advocate for and secure state grant funding to support CDC housing development and funding for operational capacity, increasing from \$250,000 in FY 2004 to \$1 million by 2008.	Net: \$250,000 in 2004 → \$1 mill. in 2008	<p><u>Strategy Suggestions</u></p> <ul style="list-style-type: none"> ➤ Continue to measure and report on outcomes success of CDCs (e.g., GOALs) as part of a long-term effort to increase core funding available to CDCs ➤ Explore statewide linkage program/luxury housing tax; possibility of mortgage CRA; housing license plates, and other options to create a new state sources ➤ Identify and track funding in other states to use in advocacy for new funding options ➤ Provide information sessions to help members access available funds to support core programs and strengthening organizational capacity <p><u>Resource Implications</u></p> <ul style="list-style-type: none"> • Budget for research on federal revenue 	
b) Operational Support for Small Business Development: Advocate for and secure state funding to support small business development technical assistance and funding for operational capacity. Secure \$500,000 by 2005 and \$1,000,000 by 2008.	Net: \$0 → \$500,000 by 2005 \$500,000 → \$1 mill by 2008		
c) Operational Support for Workforce Development: Expand state workforce development funding for community based programs, especially pre and post job placement support, and funding for operational capacity from \$1 million in 2004 to \$2,000,000 in 2008.	Net: \$1 mill. in 2004 → \$2 mill by 2008		
d) Gain Access to New Public Funds: Negotiate increases and access to secure at least \$750,000 by: <ul style="list-style-type: none"> • Documenting the current level of federal funding (e.g., HOME, CDBG, CSBG, SBA, HUD) and advocating changes with at least 3 key government agencies. • Advocating with DHCD and local authorities to change guidelines regarding developers fees. • Exploring nontraditional government sources (e.g., transportation, environmental) for new opportunities. • Advocating support for CDC organizational capacity (e.g., support for community organizing). 	Document by 9/04 Net: \$750,000 by 2008		

Resource Generation for Members

Priority 2: Galvanize private philanthropy to effectively target grants for community development activities.				
Objectives	Timeframe	Strategies & Resource Implications	Board & Staff Mid-Point Evaluation, June 2006	
a) Partnering with Intermediaries: Continue partnerships with LISC and Neighborhood Reinvestment and consider collaborative relationships with other grantmaking intermediaries.	2004-2008, ongoing	<u>Strategy Suggestions</u> <ul style="list-style-type: none"> ➤ <i>Secure commitments from major banks to dedicate a portion of their grantmaking to community development activities</i> ➤ <i>Negotiate for core support of CDCs with banks during mergers; monitor commitments and practices</i> ➤ <i>Maintain close partnership with LISC; engage LISC in committees and processes to expand beyond Greater Boston</i> ➤ <i>Actively seek stronger relationships with intermediaries (Boston Community Capital, Associated Grantmakers, local United Ways)</i> ➤ <i>Cultivate local funders and national funders for regional giving.</i> ➤ <i>Develop strong marketing materials/publicity program</i> ➤ <i>Build stronger research capacity</i> ➤ <i>Poll members on interest in a fundraising peer group to implement individual giving strategies</i> <u>Resource Implications</u> <ul style="list-style-type: none"> • <i>Staff dedicated to resource development strategies</i> 		
b) New Funds for Under-invested Regions: Be instrumental in creating at least one private funding initiative in Western or Central Massachusetts by working to extend LISC or by developing a new grantmaking partnership.	By 2006			
c) Broaden Contact with Private Philanthropy: Research, plan and implement a strategy to systematically build relationships with: <ul style="list-style-type: none"> • 10-20 trustees and/or program officers of private foundations, giving limited CDC support in 2004, by meeting one-on-one, convening tours and educational events to expose individuals of wealth and foundation staff to urban and rural community development issues; • approach 10-20 key staff of religious institutions and meet with social action committees of churches and synagogues; • recruit at least 4 new foundations and 4 new religious institutions as funding partners for existing or new MACDC initiatives. 	2004-06, build relationships Secure 8 new partners by 2007-08			

Publicize Community Development Achievements



Goal: Establish MACDC as a leading source of information and analysis by investing in visibility strategies.

Priority 1: Create compelling messages and communicate effectively with the press, policymakers, and members.

Objectives	Timeframe	Strategies & Resource Implications	Board & Staff Mid-Point Evaluation, June 2006
<p>a) Documenting Transformation--Goals Campaign: Continue to collect and present data to measure the impact of CDC work across the state and invest in “message” development to capture the transformative quality of the community-building work done by CDCs.</p>	<p>2004-2008 Major Release each Spring</p>	<p><u>Strategy Suggestions</u></p> <ul style="list-style-type: none"> ➤ Work to make all major MACDC publications, newsletters, and alerts available on-line ➤ Use biannual conventions to raise public awareness for the field, generate media coverage ➤ Develop list management capacity (for both mailings and electronic communication) for regular contact with all program managers, board presidents as well as executive directors of members ➤ Develop/maintain/improve MIS systems to collect data ➤ Sponsor ‘breakfast briefings’ at member sites for reporters ➤ Explore extending MACDC’s reach through contracts with web-based news services 	
<p>b) Proactive Media Relations: Initiate a <i>media strategy twice a year</i>, once on GOALS and once on a major advocacy issue, which includes submitting Op Ed pieces for major and secondary newspapers, hosting briefings for reporters and distributing press releases.</p>	<p>2 times a year</p>		
<p>c) Public Relations Materials: By 2005, produce a range of materials with messages tailored for different audiences which include a brochure, annual report, special initiative and best practices publications, donor packets and policy analysis reports.</p>	<p>Produce range by 2005 1 major publication each year</p>		
<p>d) Web site: In 2004-05, build out the content of the MACDC website to include updated advocacy materials, best practices papers, membership and program information, an event calendar. Evaluate website and explore expanding web strategies in 2006.</p>	<p>2004-2005 build-out 2006: Expand</p>		<p><u>Resource Implications</u></p> <ul style="list-style-type: none"> • Budget for media consultant • Budget for training or consulting on PR and message development • Budget for web strategies

Publicize Community Development Achievements

Objectives	Timeframe	Strategies & Resource Implications	Board & Staff Mid-Point Evaluation, June 2006
<p>e) Membership Materials: Create and distribute a packet of membership materials which include:</p> <ul style="list-style-type: none"> • explanation of member rights, benefits and ways for individuals to become involved • membership directory with profile of each member and contact inform for all staff of members • surveys and studies with comparative information about members and the field 	<p>First packet in 2004</p> <p>update annually</p>	<p><u>Strategy Suggestions</u></p> <ul style="list-style-type: none"> ➤ <i>Member surveys to include: results of salary comparisons; tracking member experience securing federal and state sources of revenue; racial/ethnic compositions of boards and staffs; etc.</i> 	
<p>Priority 2: Celebrate CDC accomplishments with a series of visible events, in particular a 25th Anniversary MACDC Gala in 2007.</p>			
<p>a) Leadership Breakfasts: Establish event as an annual fundraiser and awards ceremony, except in 2007, the anniversary year.</p>	<p>2004 - 2006, & 2008</p>	<p><u>Strategy Suggestions</u></p> <ul style="list-style-type: none"> ➤ <i>During Lobby Days/Convention consider holding “street events” to draw attention to CDC causes.</i> ➤ <i>Involve a broad group of supporters and leaders in anniversary planning</i> ➤ <i>Ask CDCs in different regions to take part in planning and hosting smaller regional events in anniversary year</i> ➤ <i>Use the anniversary to broaden MACDC’s exposure (e.g., enlist artists, public institutions)</i> ➤ <i>Explore possibility of having the photo exhibit shown in other states, Washington, D.C.</i> ➤ <i>Explore possibility of producing the photo exhibit as a book</i> 	
<p>b) 25th Anniversary Planning: convene an ad hoc anniversary event committee to develop themes and a strong <i>series</i> of activities for fundraising and visibility.</p>	<p>Ad hoc Comm.: Mid-2005-> event in 2007</p>		
<p>c) Photo Exhibit: If support secured, sponsor a traveling photo exhibit created by professional photographers which captures the faces and images of the community development movement in Massachusetts.</p>	<p>If viable, exhibit in 2006-2007</p>		
<p>d) 25th Anniversary Gala Event: gather members, allies, supporters, public officials for large celebratory event.</p>	<p>2007</p>	<p><u>Resource Implications</u></p> <ul style="list-style-type: none"> • <i>Events consultant</i> • <i>Budget for Event & Exhibit</i> 	

MACDC Structure & Operational Capacity



Goal: Develop the organizational structure and operational capacity to achieve strategic goals in the next 5 years.

Priority 1: Refine MACDC’s structure to encourage broad participation and clarify lines of accountability for decision-making.

Objectives	Timeframe	Strategies & Resource Implications	Board & Staff Mid-Point Evaluation, June 2006
<p>a) Clarify MACDC Structure, Activities & Paths for Member Participation: On an annual basis,</p> <ul style="list-style-type: none"> • organize a “general orientation” session for members (may be in conjunction with the Leadership Academy under Member Initiatives) • <i>broadly</i> distribute an outline of member rights, benefits and responsibilities; distinguish “Full Voting Members” and “Associate Members” • provide guidelines on how individuals within member organizations can be active with MACDC • update and circulate MACDC’s organizational chart which includes membership, committees, peer groups and Board 	<p>Annually 2004-2008</p>	<p><u>Strategy Suggestions</u></p> <ul style="list-style-type: none"> ➤ <i>Honor the linguistic diversity of the staff of members and provide translation / interpretation at orientation</i> ➤ <i>Encourage individual staff to join or form peer groups at any time throughout the year and participate in activities as desired (see Member Initiatives, p. 13)</i> ➤ <i>Invite member representatives to join standing committees once a year with the expectation of providing consistent leadership for at least a one year term with the committee.</i> 	
<p>b) Committees: During 2004, restructure MACDC’s standing committees to:</p> <ul style="list-style-type: none"> • separate the committee function <i>from</i> the networking/learning function of peer groups • ensure that all committees have at least one representative on the board of directors • provide operating guidelines for committees/chairs • standardize the process for committees to gather membership input and facilitate discussion among member representatives • clarify committee recommendation process to strengthen Board decision-making 	<p>Complete by 2005</p> <p>Evaluate & refine in 2007</p>	<ul style="list-style-type: none"> ➤ <i>As part of the outline of member rights, benefits & responsibilities clearly outline the nomination and election process for MACDC’s board of directors and distribute widely to staff at various levels within member CDCs.</i> <p><u>Resource Implications</u></p> <ul style="list-style-type: none"> • <i>Staff time for member support</i> 	

MACDC Structure & Operational Capacity

Objectives	Timeframe	Strategies & Resource Implications	Board & Staff Mid-Point Evaluation, June 2006
<p>c) Board & Committee Leadership: Reinvigorate the governance committee to guide and implement a process that</p> <ul style="list-style-type: none"> • recommends multi-year composition goals (e.g., race, ethnicity, type of staff position, geographic region) for the Board of Directors and committees; • assists with recruiting new board and committee leadership from peer groups, the membership; • works to deepen the understanding and practice of “representational” leadership at the board level. 	<p>Convene for 4-6 months before each annual meeting & election</p>	<p><u>Strategy Suggestions</u></p> <ul style="list-style-type: none"> ➤ <i>After each annual meeting, organize an orientation for all new Board members and committee chairs to review governance role, etc.</i> ➤ <i>Ask the Governance committee to review board meeting schedule and format and poll members on ways to maximize attendance and participation</i> ➤ <i>The Governance Committee should welcome input and periodically review recommendations about leadership development made by all other committees, peer groups and special initiatives</i> 	
<p>d) Inactive Members & Paying Dues: Track member participation and compliance with MACDC’s membership dues requirements; contact representatives of every voting member that has not sent a representative to an MACDC event within a 12 month period and/or paid dues. Discuss needs and avenues for participation and dues schedule.</p>	<p>Annual Contact</p>	<ul style="list-style-type: none"> ➤ <i>Set Associate Member recruitment goals to complement advocacy and organizing needs (e.g., active members & associate members in all legislative leadership districts)</i> 	
<p>e) Expand Participation of Associate Members: Double MACDC’s associate members from 10 to 20 by the end of 2005 and integrate associate members into advocacy and learning initiatives; recruit an additional 10 associate members by the end of 2007.</p>	<p>Recruitment 2004-2007</p>	<ul style="list-style-type: none"> ➤ <i>As Associate Members become more active, assess needs and participation interests</i> ➤ <i>Strive to coordinate the recruitment of new associate members with existing MACDC members in the same geographic territory”</i> 	
<p>f) Membership Criteria: Reexamine membership eligibility criteria based on the interest of associate members, as well as the experience and practice in other states, and if appropriate, recommend strategically refining MACDC membership criteria to include a broader group of nonprofit community-based housing and economic development organizations.</p>	<p>Evaluate in 2006</p> <p>If appropriate, change criteria by end of 2007</p>	<p><u>Resource Implications</u></p> <ul style="list-style-type: none"> • <i>Staff time for member support and recruitment activities</i> • <i>Budget for communications materials that appeal to potential Associate Members</i> 	

MACDC Structure & Operational Capacity

Priority 2: Improve operational infrastructure, review strategies for financial stability, and support a strong staffing team.			
Objectives	Timeframe	Strategies & Resource Implications	Board & Staff Mid-Point Evaluation, June 2006
<p>a) Financial Stability: Convene a finance committee in 2004 to work with the CEO on a plan that considers:</p> <ol style="list-style-type: none"> 1) goals and strategies for diversifying sources of revenue (e.g., events, individual donors, contracts) 2) Ways to build core support to accomplish priorities adopted in the strategic plan 3) reviewing revenue generated by dues 4) potential for fee generation through technical assistance & administration of umbrella services 5) cost-effective approaches to sharing resources in order to build greater operational capacity 	<p>In Spring of 2004</p> <p>Implement early 2005</p>	<p><u>Strategy Suggestions</u></p> <ul style="list-style-type: none"> ➤ <i>Develop an MIS and communications plan with the assistance of consultants as needed</i> ➤ <i>Consider engaging a team management consultant/coach to work with senior staff on building a team approach and reviewing options for staffing configurations</i> ➤ <i>Currently identified staffing needs include building capacity in: 1) Resource Development; 2) Communications/ Visibility/ Marketing; 3) MIS & Research; and 4) Field Organizing</i> ➤ <i>Actively recruit new staff and consultants that have direct experience working within CDCs</i> ➤ <i>Create an ad hoc committee of board members to work with staff on Affirmative Action Plan</i> ➤ <i>The Executive Committee or other Board-delegated committee needs to evaluate and report on progress meeting affirmative action goals</i> 	
<p>b) Staffing Structure: By 2005, realign existing staff positions to fulfill new functions in this strategic plan (e.g., field organizer) and add 1 new staff position (e.g., resource developer) over the five years. Support a team management approach, supplemented by consultants and interns to fulfill staffing needs.</p>	<p>Realignment: 2004-2005</p> <p>Hire new staff: 2005-2008</p>		
<p>c) Affirmative Action: Establish affirmative action goals for racial/ethnic composition of staff, consultants, vendors, and interns. At Board meetings in 2005 and 2008, evaluate progress and patterns.</p>	<p>2004: set goals</p> <p>Evaluate in 2005, 2008</p>		
<p>d) Management Information Systems: Upgrade data management and technology systems to improve the ability to gather and analyze membership data in a timely way as well as maintain effective communications with multiple contacts at member sites.</p>	<p>Recommendations in 2005</p> <p>Implement: 2006-2008</p>		<p><u>Resource Implications</u></p> <ul style="list-style-type: none"> • <i>Budget for MIS upgrades and training</i> • <i>Budget to support staff team-building/team management</i>

Attachment A: Summary of Major Events & Publications by Year

(Note: this list does not include ongoing peer group meetings, committee work, advocacy etc.; please refer to the full plan for more details)

2004

Advocacy & Organizing:

Briefing Papers, 3 times

Lobby Day, March 2004

In-district Legislative Meetings, 5 in 2004

Membership Agenda-Setting Meeting, Fall 2004 (for 2004-05 work)

Convention, November 2004

Member Initiatives for Leading & Learning

Leadership Academy—Orientation, 1 session a year

Leadership Academy--one regional discussion

Dialogues on Race, 5 members in 2004

Member Racial/ethnic Composition Survey, 2004

Publicize Community Development Achievements

Documenting Transformation—GOALS Campaign, Spring 2004

Press Conference/Strategy, 2 times in 2004

Leadership Breakfast, 2004

2005

Advocacy & Organizing:

Briefing Papers 3 times

Lobby Day, March 2005

In-district Legislative Meetings, 8 in 2005

Membership Agenda-Setting Meeting, Fall 2005 (for 2005-06 work)

Member Initiatives for Leading & Learning

Leadership Academy—Orientation, 1 session a year

Leadership Academy--one regional discussion

Leadership Summit, Spring 2005

Dialogues on Race, 20 members in 2005

2006

Advocacy & Organizing:

Briefing Papers, 3 times

Lobby Day, March 2006

In-district Legislative Meetings, 8-12 in 2006

Membership Agenda-Setting Meeting, Fall 2006 (for 2006-07 work)

Convention, November 2006

Member Initiatives for Leading & Learning

Leadership Academy—Orientation, 1 session a year

Leadership Academy--one regional discussion

Member Racial/ethnic Composition Survey, 2006

Publicize Community Development Achievements

Documenting Transformation—GOALs Campaign, Spring 2006

Press Conference/Strategy, 2 times in 2006

Leadership Breakfast, 2006

2007

Advocacy & Organizing:

Briefing Papers, 3 times

Lobby Day, March 2007

In-district Legislative Meetings, 8-12 in 2007

Membership Agenda-Setting Meeting, Fall 2007 (for 2007-08 work)

Member Initiatives for Leading & Learning

Leadership Academy—Orientation, 1 session a year

Leadership Academy--one regional discussion

Publicize Community Development Achievements

Documenting Transformation—GOALs Campaign, Spring 2007

Press Conference/Strategy, 2 times in 2007

25th Anniversary Gala Event, 2007

2008

Advocacy & Organizing:

Briefing Papers 3 times

Lobby Day, March 2007

In-district Legislative Meetings, 8-12 in 2008

Membership Agenda-Setting Meeting, Fall 2008 (for 2008-09 work)

Convention, November 2008

Member Initiatives for Leading & Learning

Leadership Academy—Orientation, 1 session a year

Leadership Academy--one regional discussion

Member Racial/ethnic Composition Survey, 2008

Publicize Community Development Achievements

Documenting Transformation—GOALs Campaign, Spring 2008

Press Conference/Strategy, 2 times in 2008

Leadership Breakfast, 2008

Attachment B: Summary of Resource Implications

List of Resource Implications as stated in sections of the plan

Under Advocacy & Organizing

- *Budget for analysis, research communications*
- *Additional advocacy staff-time—staff team approach for more State House contact*
- *Staff team approach which includes Field Organizer*
- *Budget to cosponsor legislative meetings*

Under Member Initiatives for Leading & Learning

- *Staffing for peer groups*
- *Consider charging modest fees for leadership academy & peer groups*
- *Budget for “Best Practices” publications; consider charging modest fees*
- *Translation of Best Practices documents*
- *Staffing for expanded program initiatives*
- *Budget for MIS & Surveys*
- *Staffing for 2 peer groups on achieving staff & leadership diversity goals*

Under Resource Generation for Members

- *Budget for research on federal revenue*
- *Staff dedicated to resource development strategies*

Under Publicizing Community Development Achievements

- *Budget for media consultant*
- *Budget for training or consulting on PR and message development*
- *Budget for web strategies Events consultant*
- *Budget for Event & Exhibit*

Under Structure & Operational Capacity

- *Staff time for member support and recruitment activities*
- *Budget for communications materials that appeal to potential Associate Members*
- *Budget for MIS upgrades and training*
- *Budget to support staff team-building/team management*

Attachment C. Glossary of Acronyms

BRA:	Boston Redevelopment Authority
CBN:	Community Business Network
CDBG:	Community Development Block Grant
CDC:	Community Development Corporation
CEED:	Community Economic Enterprise Development
CHDO:	Community Housing Development Organizations
CRA:	Community Reinvestment Act
CSBG:	Community Services Block Grant
CEDAC:	Community Economic Development Assistance Corporation
DBT:	Department of Business Technology
DHCD:	Department of Housing and Community Development
DND:	Department of Neighborhood Development
GOALs:	Growing Opportunities, Assets & Leaders
HUD:	Housing and Urban Development
LISC:	Local Initiatives Support Corporation
MACDC:	Massachusetts Association of Community Development Corporations
MEON:	Massachusetts Entrepreneurial Opportunity Network
MHP:	Massachusetts Housing Partnership
MIS:	management information systems
MWA:	Massachusetts Workforce Alliance
RHICO:	Ricanne Hadrian Initiative on Community Organizing
SBA:	Small Business Administration

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- ✧ Coalition for a Better Acre: Lindolfo Carballo, Judy Morales
- ✧ Codman Square NDC: Gail Latimore, Marcos Belache, Lisa Davis
- ✧ Dorchester Bay EDC: Jeanne Dubois, Cristo Banda, Joel Schwartz, Mark Norton
- ✧ Fenway CDC: Carl Koechlin, Karla Tolbert, Yolanda Gilbert Jethro Heiko, Taciana Saab, Jaime Smith, Maureen White
- ✧ Franklin County CDC: John Waite, Sara Cummings, Amy Shapiro
- ✧ Hilltown CDC: Don Bianchi
- ✧ Housing Corporation of Arlington: Laura Weiner
- ✧ Hungry Hill CDC: Carey Noonan
- ✧ Greater Gardner CDC: Marcia Hopper
- ✧ Inquilinos Boricuas en Accion: Claudia Cromer
- ✧ Jamaica Plain NDC: Richard Thal, Paul Deare, Harry Smith
- ✧ Lawrence Community Works: Bill Traynor, Kristen Harol, Nelson Buttan, Alma Couverthier, Tamar Kotlecheck, Andre Leroux
- ✧ Lena Park CDC: Rich Evans
- ✧ Lower Cape Cod CDC: Gwen Pelletier, Cheryl Gayle, Elizabeth Bridgewater
- ✧ Madison Park Development Corporation: Jeanne Pinado
- ✧ Millbury Improvement Initiative: Cynthia Burr
- ✧ Nuestra Comunidad: Evelyn Friedman
- ✧ Oak Hill CDC: Steve Cook
- ✧ Quaboag Valley CDC: Susan Rutherford
- ✧ Salem Harbor CDC: Jim Haskell, Juan Carlos Canales, Dominico Cabral
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- ✧ Springfield NHS: Charles Rucks
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★ *MACDC's Board of Directors adopted the Strategic Plan on February 27, 2004. Members of the Board include:*

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Kathy Dalton, MACDC staff representative

Joe Kriesberg, MACDC staff representative

Joan Oviawe*, MACDC staff representative *(left the staff in July 2003)

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