

Massachusetts Association of Community Development Corporations Strategic Plan 2018 – 2023

Approved by MACDC Board of Directors
September 21, 2018

Section I: Introduction

For more than 35 years, MACDC has served the community development corporations in Massachusetts by advocating on their behalf and by providing a wide range of services and programs. Equally important, we have cultivated and sustained a deep and powerful network of practitioners and organizations that share the same values and genuinely support each other in their work to improve the lives of low and moderate-income people across the state. And we are very proud that our membership has never been stronger than it is today.

Our members emerged from the Great Recession largely intact. While a few organizations closed or were merged into other organizations, on balance our members proved themselves to be incredibly durable. The creation of the Community Investment Tax Credit further powered our members to grow their strength over the past four-plus years as the CITC program generated over \$34 million in flexible private funding for our members. In terms of production, financial strength, size and programmatic reach, our members are bigger, more stable and more productive than they have been at any other time in our history. And our collective power and influence within state government remains strong as evidenced by a series of policy victories in recent years and close working relationships with both state and local government officials.

At the same time, the field faces serious challenges that threaten our long-term future and more importantly threaten the people and places we seek to serve. These challenges include:

- Rising housing prices that threaten to displace the people we serve from the communities they call home combined with rising costs that make it harder and harder for our members to mitigate or slow this displacement;
- Public policies and economic forces that are driving growing income and wealth inequality along both racial and geographic lines;
- Persistent, if not growing, racial disparities across virtually every dimension of society;
- Increasing complexity and competition in our sector that makes it hard for community-based organizations to attract the resources, talent and support they need to achieve their goals;
- Human resource challenges that range from replacing a generation of dynamic leaders as they approach retirement, attracting new talent to our field, and strengthening the skills of those already in the field;
- Technological advances that have the potential to solve and create problems for our field and our constituents; and
- Public skepticism about the ability of government to solve problems that makes it difficult to raise the revenues needed at the local, state and federal level to fund programs at a scale that make a difference.

Perhaps one of the biggest challenges facing the field over the next five or ten years will be finding a way to balance two essential but competing goals within our field, i.e. our desire to remain rooted in local communities with community residents playing a leadership role in

shaping our work and our desire to gain the financial, technical and human resources needed to do this complex work at scale.

We believe that MACDC plays an essential role in helping our field build on our core strengths, confront these emerging challenges and balance the tensions and trade-offs that are inevitable in this work. We believe that Community Development practitioners need each other. The task is too big for one person or one CDC. MACDC provides the essential platform for peer-to-peer learning, collaboration and collective action. This strategic plan offers our best current thinking about how MACDC can best fill that role. That said, we remain open to new ideas and mid-course corrections. The strategic thinking that went into this plan won't stop with the plan's adoption. We see strategic planning as a verb, not a noun, and this plan as a living document that can evolve as circumstances demand.

As we embark on this work, we also recognize our own limitations. Nothing in this plan can be accomplished without help from others – our members, partners, funders, allies and friends. We ask (don't make us beg!) that you continue to work with us, so we together can ensure that every family and every person in this Commonwealth can enjoy the community, the opportunity, the dignity and the love that all humans deserve.

Section II: Methodology

MACDC designed an inclusive process to set our strategic direction for the future. A Board/ Staff Strategic Planning Committee led the effort which engaged a broad range of members and stakeholders. We kicked off our work with a Board/ Staff retreat in July 2017, and wrapped up our process with a second retreat in July 2018. Our planning work included:

- External stakeholder interviews;
- Member and Associate Member surveys;
- Staff and Board surveys;
- Analysis of results achieved from the prior strategic plan;
- A Midterm Report that encapsulated findings from the research and stakeholder engagement;
- Five subject-related Task Forces to develop the details of the plan involving over 50 participants; and
- Board and Staff engagement in reviewing and fine tuning the plan.

The Plan will be implemented over a five-year period beginning in July 2018 and concluding in June 2023.

See the Appendix 1 for details pertaining to the methodology.

Section III: Mission, Vision, and Values

Mission:

MACDC is a membership organization that seeks to build and sustain a high performing and adaptive community development sector that is supported by private and public investment and sound public policies. We advance racial and economic equity by creating healthy communities where everyone lives in housing they can afford, benefits from economic opportunities and can fully participate in the civic life of their community.

Vision:

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 those who traditionally have less power, 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 wealth and realize the benefits of a healthy economy that provides full employment at good wages, stable housing at affordable prices, a clean and sustainable environment, and strong public supports for human needs. We see a community development field comprised of a diverse network of locally accountable organizations that devise smart, sustainable strategies that meet the particular opportunities and needs of their communities. We see these local organizations working with regional and statewide partners to achieve sustained excellence in their programs and projects with a focus on building homes that people can afford, strengthening local businesses, advancing family economic security and enhancing the quality of life. We see the entire community development field working in partnership with other social change organizations, government and the private sector to achieve comprehensive and transformative change in local communities and across the Commonwealth.

Values

Community Leadership:

We believe in building the power and leadership of communities in Massachusetts by fostering connections and supporting civic participation by all residents, in particular those who have traditionally had less power such as people of modest income, people of color, tenants, immigrants, youth and the disabled. We believe community residents should have a decisive voice in shaping the future of their communities and their own lives and the ability to create local organizations through which they can work together to achieve common goals.

Economic Opportunity:

We believe that everyone deserves a fair and genuine opportunity to participate in the economic mainstream and achieve economic security. This means that we must provide the access and the tools that enable people to succeed and address structural obstacles that prevent many of us from fully benefiting from the economic opportunities available in our communities.

Inclusion & Racial Equity:

We seek to create inclusive communities where all people are welcomed regardless of their ethnicity, race, income, age or abilities. We seek to create a community development field that is reflective of the people we serve.

Innovation:

We value inventiveness, ambition, creativity and the ability to take risks as distinguishing characteristics of the community development field. We are committed to finding new and innovative ways to achieve our goals in response to the changing context for our work.

Performance and Accountability:

We believe in promoting excellence in both process and production. Our field is defined by our ability to achieve tangible, sustainable results -- new homes, jobs, businesses and investment -- while upholding a participatory and transparent process that ensures accountability to the local community, public agencies, private investors and other stakeholders.

Collaboration:

We believe that collaboration is essential to building stronger communities and achieving our vision for greater economic opportunity. We build and sustain local, statewide and national collaborations and networks that enable our members and others to make more efficient use of limited resources while achieving greater impact and addressing regional and national challenges.

Section IV: Priorities

Overview

To advance our mission over the next five years, MACDC will continue to work on a wide range of issues and priorities as we have done in recent years. This is the natural outflow of representing more than 60 community development corporations and 20-plus associate members serving diverse communities with locally tailored solutions. By their nature, CDCs see communities holistically and deploy a variety of ways to meet the needs and opportunities in their neighborhoods, towns and regions. Given that our mission is to support these local organizations, we too must operate across a diverse array of issues and topics.

MACDC also reaffirms our commitment to a broad vision of community development that recognizes the need for action both in “traditional” areas of community development such as housing, business development and asset development, as well as in other arenas, such as public health, transportation, education, public safety, and the environment. We also realize that MACDC cannot be effective across all these arenas because each one requires the development of expertise, constituency, relationships and resources.

Therefore, we are taking the following approach to best leverage our resources to have the greatest impact.

➤ **Support high performing Members**

- Core to our purpose, all of our programs – individually and collectively – are geared to building, sustaining, and supporting high performing CDCs. (See the Appendix 2 for how we define a high performing CDC).
- While CDCs will always be at the center of our organization, MACDC will increase the number of associate members and deepen our relationship with them so that we can also help them succeed at delivering on our shared priorities and to build our collective power to advocate for racial and economic justice.

➤ **Focus on key issues**

- MACDC will continue to be a leader on matters related to affordable housing and real estate development, small and micro business development, community reinvestment, and community building.
- Over the course of the next five years, we seek to build our capacity to work more deeply on issues related to health equity, economic development and family asset building. We intend to build our staff capacity, cultivate long-term relationships, build and lead coalitions, and otherwise immerse ourselves in these fields.

➤ **Advance other issues through coalitions and partnerships**

- Our approach to other important community development issues such as public transit, workforce development, arts and culture, environmental justice, infrastructure, immigration, public safety, education, and youth development will be to work with and through coalitions that can bring greater expertise and power to the effort. In those instances, our role will be to bring the perspective and grassroots constituency of community developers to the table, and strategically deploy relevant

members to support broader efforts. We will also help link our members to organizations in these other fields to foster effective local partnerships.

In this context, the MACDC Board of Directors has identified five priorities that will be the focal point of our work for the next five years.

1. Build the power and voice of lower income people and people of color to shape the future of their communities and their own lives.
2. Expand affordable housing in places where low and moderate- income people can thrive.
3. Reduce income and wealth inequality across the state.
4. Drive the convergence of community development and community health.
5. Promote racial equity within the field and the Commonwealth.

These priorities are meant to be inter-related and connected to our overall mission. To advance these priorities, we will build the capacity of our members to achieve tangible results and serve as a platform through which our members can work collectively toward systemic change. We will use these priorities to guide our work and resource allocation, but we will not be trapped into silos nor will they preclude us from responding to other needs and opportunities that emerge in the coming years.

We estimate that these priorities will consume about three-quarters of our resources during the course of the plan, with the balance spent on a range of capacity building activities that don't fit neatly within one priority (e.g. CITC, technology, human resources, etc.) and other policy and program areas that are important to our members but not currently among our top priorities (e.g. energy, transit, education, youth programming, etc.)

Priority 1: Build the power and voice of lower income people and people of color to shape the future of their communities and their own lives.

MACDC envisions a future where lower income people and people of color have the power and political clout to advance economic justice and racial equity.

Community power has been a core value of the community development movement since its inception and it remains central to our identity and purpose today. Putting this core value into action is and will be a top priority for MACDC.

While community power has been at the heart of our field for over 50 years, the meaning of this term (and even the language we use to describe it) has changed as our country, communities, and field have changed over the decades. CDCs now work in urban, rural and suburban communities; we work in economically distressed places, upper income towns and rapidly gentrifying neighborhoods; we work in racially homogenous places and extraordinarily diverse ones. Advancing “community” power means different things in these different places and contexts. We also believe that “community power” is a core value that must be balanced with the quest for economic justice and racial equity – community power should not be used to exclude and oppress.

MACDC has been and will continue to support a vision for CDCs in which community power and voice is part of our DNA. In 2010, MACDC sought and won state legislation to embed this core value in the state’s definition of a CDC by requiring all CDCs to have boards of directors that “meaningfully represent” their constituency. We must ensure that the state upholds high standards when making this determination. The Community Investment Tax Credit was also designed explicitly to advance community voice and power and we will continue to steward that program so that it achieves this purpose. And by their very definition, CDCs provide a vehicle for community ownership of key assets such as housing, community centers and commercial real estate – assets that can be leveraged to produce additional resources for community initiatives.

Over the next several years, MACDC will work to help its members further build the voice, power and political clout of traditionally under-represented groups such as low and moderate-income people, tenants, immigrants, and people of color with the goal of advancing economic justice and racial equity. This will require a growing number of CDCs to embrace organizing and commit financial and human resources to organizing. They will need to recruit, support and train local residents to create a growing number of effective grassroots leaders. CDCs can work with these leaders and others to develop and advance a community-driven agenda for their organization and the larger community. We hope to see more CDCs running and winning campaigns that not only advance their own organizational goals, but also advance efforts outside their business lines and projects. And we need to help local leaders and local organizations connect to each other, MACDC, and larger movements for racial and economic justice.

Priority 2: Expand affordable housing in places where low and moderate- income people want to live and can thrive.

MACDC envisions a future where all people from all racial and economic backgrounds live in stable, quality housing that they can afford in the communities where they want to live.

To achieve this vision, we need to dramatically increase the supply of affordable housing. We need housing and land use policies that are responsive to local market context so they can foster the revitalization of distressed neighborhoods, the stabilization of hot market neighborhoods, the preservation of rural communities and the creation of stable mixed income communities with assets and opportunities. We need a variety of tools that target different sized developments, different income tiers and different tenures, including both rental and homeownership. We need to build new buildings, preserve existing affordable housing and protect so-called naturally occurring affordable housing by removing it from the speculative market. And we need to link housing policy to broader efforts to improve communities through economic development, transportation, education and public health. There is no single answer to our housing challenge.

We believe that CDCs and other non-profit organizations have an essential role in creating this future. We seek a future where CDCs and other non-profits own and steward a growing portfolio of properties so they can offer stable housing and robust services to residents while generating revenue to support other community driven priorities. To achieve these goals, our members will need enhanced capacity, resources, and tools, as well as stronger public policies.

Priority 3: Reduce income and wealth inequality across the state.

MACDC envisions a future Commonwealth with places – neighborhoods, municipalities, regions – where people from all backgrounds can achieve economic security and reach their full potential.

MACDC believes that the effective practice of community economic development can meaningfully reduce income and wealth inequities along both racial and geographic lines. While race and place are often interwoven due to residential segregation, we believe we need to explicitly address both forms of inequity through placed-based work that is conducted with a racial equity lens.

MACDC and its members seek to contribute to the movement for racial and economic equity by working in four areas of economic development. We will continue our long-standing commitment to expanding small business development as a means of building wealth and community assets. To further reduce geographic inequity, we will help to build thriving neighborhoods and rural communities with stores, services, jobs, amenities, transportation and other assets and opportunities. We intend to help our members deliver effective financial empowerment programs to reduce income and wealth inequality. Finally, we will advocate for public policies that promote greater racial and geographic equity. To advance this vision, CDCs, Community Development Finance Institutions (CDFIs) and other community-based groups will need enhanced capacity, access to resources, and stronger public policies.

Priority 4: Drive the convergence of community development and community health.

MACDC envisions a future when a person's race, income or zip code does not pre-determine their health or their quality of life.

We are working to reshape our collective approach to health so that we are investing in the social determinants of health (SDOH) and working to prevent disease as well as working to cure disease. MACDC envisions a future where the health sector and the community development field are working together to implement programs and projects that address the SDOH at the local level by reshaping the built environment, providing safe and stable housing, and ensuring access to the programs and services that people need to thrive.

MACDC is adopting a broad approach to our work on health equity that reflects the many ways that our members are seeking to address the social determinants of health. The diversity of efforts reflects the diversity of our members and the communities in which they work, and the inherently multi-dimensional aspect of health equity. Over the next several years, MACDC will seek to raise the collective voice and power of CDCs within the broader movement for health equity, thereby helping to accelerate the transformation of health policy and practice so that it places greater focus and resources on addressing the SDOH. We also seek to build the capacity of CDCs to forge partnerships with the health sector and to implement projects and programs that explicitly advance health goals.

Priority 5: Promote racial equity within the field and the Commonwealth.

MACDC envisions a future where racial disparities in our field and in our broader society are eliminated.

Centuries of racist policies and practices in the United States have led to deeply embedded racial inequities across virtually every dimension of our society. The Community Development Movement was born in the 1960s as a direct outgrowth of the civil rights movement with the goal of attacking those inequities in housing, jobs, business and society at large. Racism has a particularly ugly history in our housing policies and in the way that neighborhoods, cities and regions have evolved over the decades. CDCs, MACDC and the broader community development movement are not immune to these inequities. People of color are under-represented in leadership positions across our field.

While our society and our field have made some progress, we face new and growing challenges. For every step forward, it can seem like we also take a step backward. While income gaps may have narrowed slightly over the past few decades, the wealth gap grows. For a while we made progress on the racial homeownership gap, only to see the gains eliminated by the foreclosure crisis. Progress toward desegregation has been complicated by the exploding displacement and gentrification crisis.

MACDC seeks to advance racial equity by promoting programs and policies that reduce the racial wealth gap, attack longstanding racial disparities, promote fair housing, and reduce displacement. We know that CDCs can be a driver for change in the community, but that as community institutions, they along with MACDC ourselves, must also strive to make our own organizations more diverse, equitable, and inclusive.

Section V: MACDC Programs and Measures of Progress

MACDC advances our priorities through four program areas:

- A. Member Services
- B. Policy and System Reform
- C. The Mel King Institute for Community Building
- D. Research and Innovation

A. MEMBER SERVICES

Member Services Goals

1. Help our members achieve their own goals.
2. Retain 100% of certified CDCs as members and grow the number of associate members by 50%
3. Foster a strong network among our members and community development professionals.
4. Cultivate strong relationships between MACDC and its members.
5. Tackle problems and challenges where collective action will have greater impact.

Strategies

1. Peer learning

- a. *Strengthen 'informal' peer learning*: Each year will facilitate 25-30 'informal' peer learning sessions across several topic areas, including Housing and Real Estate Development, Organizing, Resident Services, Small Business, CITC, and the Western Mass. Community Development Collaborative. Some of these groups will meet regularly while others will meet periodically; special sessions will be convened as needed and desired by the members. We intend to create a more consistent and intentional approach to how we staff these groups to ensure consistent quality and impact.
- b. *Experiment with 'Peer to Peer 2.0'*: Our goal is to provide opportunities for members to deepen their learning experience. Various models will be considered including sessions where members share detailed case studies with their colleagues, engage in structured peer-learning cohorts, and/or share systems and intellectual property among CDCs to accelerate replication across the field. To the extent appropriate, we will also explore how to incorporate 2.0 components into our 'informal' sessions, put tools on our website, and link deeper learning opportunities to the professional education programs offered by the Mel King Institute.

2. Technical Assistance

- a. *Provide individualized technical assistance to members*: We will share information about best practices on a wide range of topics and provide referrals to other organizations and resources. The strategic planning process indicated that there was a significant need

and interest in such assistance focused on technology, evaluation, executive transition, and communications.

- b. *Establish an advanced model of technical assistance by 2020:* We will explore models for providing members with access to higher level expertise by working with members, MKI trainers, academics, consultants, and others. Options for consideration include creating a Technical Assistance Bank whereby we can offer our members expertise for free or at discounted rates by forging relationships with consultants, partnering with organizations that can bring expertise to the table, and engaging senior community development practitioners who are nearing retirement but still have much to offer.

3. Community Investment Tax Credit support

- a. *Continue to support the CITC program:* While the CITC program is now firmly established, it will remain a key priority for MACDC as it was in our last strategic plan. Our goal is to grow it to a \$20 million annual funding stream by the end of this five-year plan. MACDC will carry out a variety of activities:
 - Educate the donor community about the program, provide technical assistance to donors, and seek publicity for the program.
 - Work with our members to assist in fundraising and support development of effective Community Investment Plans.
 - Provide documentation and evaluation of the program.
 - Continue to partner with the United Way to help them raise CITC funds and to ensure the smooth implementation of the program.

4. Special Initiatives

- a. *Group Sponsored Insurance Program:* We will continue to sponsor this program for members to more efficiently purchase organizational insurance policies including property and casualty insurance for all real estate, D&O insurance, worker's compensation and other lines of insurance. Our goal is to grow the program from 11 CDCs and 2,000 units of housing to 15 CDCs and 3,000 units of housing.
- b. *Boston Pilot Program:* We will continue to facilitate this program to build the capacity of CDCs to hire more minority and women owned businesses (M/WBE) on their construction projects. The goal is for 10 CDCs to achieve M/WBE procurement targets of 30% and 10%. We also intend to leverage our experience with this program to support higher levels of MBE and WBE engagement across our membership.
- c. *Green initiatives:* We will continue to partner with LISC, Enterprise, Neighborworks, LEAN, Mass Clean Energy Center, MAPC and others on green initiatives (energy efficiency programs, renewable energy, and climate resiliency) and support efforts to obtain and distribute resources, and technical expertise to our members.
- d. *Suburban Housing Caucus:* In 2017, MACDC established the Suburban Housing Caucus with 13 of our members who are working in the Greater Boston region. The Caucus will meet three to four times per year to share information and lessons among the CDCs and to meet with partners such as Mass Housing, Mass Housing Partnership, DHCD, CHAPA, MA Smart Growth Alliance and MAPC. MACDC will facilitate collaboration between and

among these organizations and ensure that our members are aware of and fully utilizing the supports available.

Our goals are to help our members: to advance and accelerate their own housing development pipelines, work with local government to help accelerate housing development in general, help cities and towns adopt smart land use and zoning practices and help cities and towns take the steps necessary to become certified as Housing Choice Communities under the Governor's new initiative.

By 2020, we will conduct an assessment to see if the project is meeting its goals and make any necessary adjustments.

- e. *Gateway Cities*: MACDC will partner with Mass Inc to convene a statewide working group in 2018 and 2019 to research and promote new policies that support neighborhood stabilization initiatives in Gateway Cities. We have retained Alan Mallach to support the project with research and policy development and the writing of a report. This report will guide our policy and program development for the next several years.
- f. *Health Equity*: MACDC will promote health equity by building the capacity of CDCs to strengthen and expand their health programming, to forge partnerships with the health sector, and to implement projects and programs that explicitly advance health goals. We will:
 - Raise the collective voice and power of CDCs within the broader movement for health equity.
 - Accelerate the transformation of health policy and practice so that it places greater focus and resources on addressing the social determinants of health.
 - Tap new health-related resources for the community development sector from philanthropy, hospitals, insurance companies and the public sector.
 - Document and promote the positive impact our members are having on improving health outcomes at the local level.

By 2020, our goal is to have the funding to hire a full time senior professional to work with our members on health equity and build out a comprehensive program that is beneficial to our members; subsequent measures of progress will be developed as part of the comprehensive program.

- g. MACDC will continue to look for other opportunities to create specific initiatives in response to member needs.

Members Services Goals	Measure of Progress ¹
1. Help our members achieve their own goals	<ul style="list-style-type: none"> • Increase productivity as measured through the GOALS report on a calendar year basis • Increase annual CITC fundraising from \$11M to \$20M by 2023
2. Foster a strong network among our members and community development professionals.	<ul style="list-style-type: none"> • High participation rates in our peer groups compared to FY 18 baseline. • Growing number of requests from members for technical assistance year after year
3. Cultivate strong relationships between MACDC and its members.	<ul style="list-style-type: none"> • 100% CDC member retention • High CDC member satisfaction ratings on an annual member survey (Fiscal Year survey) • 80% of CDCs achieve engagement score of 3 or more (up from 67% today) • Increase # of associate members from 22 to 33 over five years • 50% of associate members achieve engagement score of 2 or more
4. Tackle problems and challenges where collective action will have greater impact.	<ul style="list-style-type: none"> • Special initiatives hit their goals and targets • Sustain 4-6 special initiatives over the course of the five years either by continuing current programs and/or adding new ones.

¹ In cases where a quantitative measure is not available, we will set a baseline number in YR1, and measure progress/ increases against the baseline.

B. POLICY AND SYSTEM REFORM

Policy and System Reform Goals

1. Generate resources and policy supports that help CDCs achieve their goals.
2. Achieve policy and system changes that address racial and economic inequity.
3. Sustain significant member engagement in policy and system reform effort.
4. Lift up the CDC voice throughout the community development ecosystem.

Strategies

1. Advocate for supportive public policy

- a. *Select priorities for advocacy:* On a bi-annual basis, MACDC will work with our members to identify top public policy advocacy agenda items and organize campaigns to advance those issues with a preference for those closely aligned with our five strategic priorities. We will advocate with the Massachusetts State Legislature and Government Agencies, the City of Boston (and at times other municipal governments), and the Federal Government. See the Appendix 3 for a list of potential issues.
- b. *Engage in direct advocacy and lobbying:* Our focus will be with legislators and executive branch officials to advance our policy agenda.

2. Represent, mobilize and amplify the CDC voice

- a. *Build local CDC capacity for advocacy:* Increase CDC capacity to be a strong policy advocate and build the power and voice of the community.
 - Organize at least 4 training sessions and legislative learning sessions at the local level annually and provide other opportunities to build capacity.
 - Provide vehicles/platforms for CDC engagement on broader advocacy campaigns, and tools that can be used for advocacy campaigns such as “Doughnuts with Delegates” organized by 15-25 CDCs, Lobby Day attended by 35-45 CDC members, and the Convention with an attendance goal of 600-800.
- b. *Raise the collective voice and power of CDCs within broader movements for social and economic justice:* Participate in broader policy coalitions to amplify the CDC voice across a broader range of issues and contribute to larger social justice movements.

3. Sustain and collaborative and effective community development eco-system.

- a. *MACDC will join advocacy coalitions that serve to amplify our ability to achieve meaningful policy change.* Each year the staff and board will determine where to prioritize our resources and which coalitions to join and where we want to be most active. These coalitions will include:
 - a. The Building Blocks coalition that advocates for affordable housing
 - b. Mass Smart Growth Alliance that advocates for smart growth policies
 - c. Transportation for Massachusetts
 - d. Alliance for Community Health Integration

- e. Other long-term or ad hoc state level coalitions working on specific campaigns or issues
 - f. National coalitions that are working on issues of concern to us
 - g. Citywide coalitions in Boston working on anti-displacement and other policies.
- b. *Partner with key private sector institutions:* We will represent the field with private sector institutions including CDFIs, intermediaries, quasi-public agencies, foundations, banks, universities, hospitals and others to advocate for programs and resources that support the field. This will include serving on various Boards and Commissions to ensure that CDCs are at the “table.”
- c. *Strengthen relationships and connections within the community development ecosystem:* We will serve as a conduit between and among our members, CDFIs, intermediaries, foundations, banks, hospitals and others. We will work to weave the system together through referrals, information sharing, and program development.
- d. Promote high standards of conduct and performance within the CDC field and advocate for proper implementation of Chapter 40H certification program.

Policy and System Reform Goals	Measures of Progress
1. Generate resources and policy supports that help CDCs achieve their goals.	<ul style="list-style-type: none"> • Increased funding for key budget line items, based on our annual priorities • Policy/ regulatory victories (1 big win, 1 smaller win every 2 years)
2. Achieve policy and system changes that address racial and economic inequity.	<ul style="list-style-type: none"> • Policy/ regulatory victories (1 big win, 1 smaller win every 2 years)
3. Sustain significant member engagement in policy and system reforms.	<ul style="list-style-type: none"> • Maintain/increase the number of CDCs engaged in our policy work using our “member policy engagement” tool.
4. Weave the CDC voice in the community development ecosystem to promote the role and visibility of CDCs in achieving impact	<ul style="list-style-type: none"> • # of “tables” and boards on which MACDC staff and leaders sit. • # of meetings with ‘sister’ organizations to help ensure the CDC voice is represented • 1 or 2 specific examples per year of private or public-sector entities adopting policies and practices in response to or in partnership with MACDC

C. THE MEL KING INSTITUTE FOR COMMUNITY BUILDING

Mel King Institute Goals

1. To advance the skills, knowledge and leadership ability of professional practitioners and volunteer leaders in the community development field
2. To leverage collaborative educational partnerships that increase access, encourage innovation, and promote and institutionalize systemic success
3. Advance diversity, racial equity and inclusion within the community development field

Strategies

1. Professional education

- a. *Deliver programs to a broad audience:* Provide 30 high quality, relevant professional education programs per year to 550 participants through our own curriculum and in partnerships with other community development training providers.
 - Align the curriculum to build core competencies for key areas of CDC performance, and combine the curriculum with a certificate for the training. [Small business development, real estate development and organizing are areas of initial focus.]
 - Offer at least three courses in each of our five learning areas – real estate, organizing and planning, non-profit governance, economic development and racial equity.
- b. *Train public housing residents and leaders:* Provide at least 10 high quality training sessions for resident board members and resident leaders in public housing per year in order to develop leadership, confidence, knowledge and skills so that residents may effectively participate in decision-making. In collaboration with our partners, support a vibrant learning community among residents.
- c. *Engage and leverage the skills of MKI instructors:* Organize meetings with the instructors to learn from their experiences, engage them to inform the curriculum, and strategize about how to link courses with other learning opportunities.
- d. *Provide Scholarships to support advance learning:* We will continue to offer scholarships to MACDC members so they can take courses offered by NeighborWorks and other providers.

2. New initiatives

- a. *Leverage the opportunity for MKI's 10th Anniversary in 2019 to launch new initiatives:* Identify opportunities, plan program ideas, secure funding, and build out the model to be rolled out over several years. Models to be considered include:
 - *Deeper learning opportunities*
 - Combine technical assistance and peer learning with professional education
 - Offer more advanced courses for senior level professionals
 - *Facilitate training at the local level*
 - Provide training sessions at the local level to build the capacity of community members to be effective advocates and leaders

- Support localized, tailored training programs for CDCs based on existing curriculum on a wide range of topics
- *Sponsor local resident training*
 - Provide training sessions to support connecting CDC residents and tenants to leadership opportunities, and that help CDCs implement best practices to more explicitly link resident services to organizing
- *Customize training*
 - Provide training customized to entities that interact with the CDC community for a fee such as the health care sector, municipal governments, financial institutions or others

3. Reinvigorate the Alliance for Racial Equity

- a. *Sponsor the mentoring program*
 - Offer the program annually with approximately 20 pairs of mentees/ mentors.
 - Support a network of mentee/mentor alumni by hosting two events per year
- b. *Provide training and resources to the field*
 - Offer Undoing Racism on an annual basis plus at least three follow-up sessions to apply lessons
 - Organize other learning opportunities to support enhanced practices and support practitioners in the field
- c. *Build community among practitioners*
 - Facilitate the Alliance Steering Committee
 - Convene practitioners at least four times per year for discussions or events related to racial equity.
- d. *Explore new initiatives:* These might include other ways to support CDCs in promoting greater diversity, equity and inclusion; local training opportunities, supporting the development of local diversity and inclusion plans and a more inclusive culture, helping CDCs hire for diversity and create more diverse Boards of Directors, organizing learning cohorts paired with best practice models, or others.

4. Innovation Forum

- a. *Innovation groups and events*
 - Sponsor at least two **Innovation Forums** per year to guide field-building and drive thought-leadership by bringing together major stakeholders to discuss strengthening CDCs' collective work, synching programs, and adapting to change.
 - Sponsor at least one working group per year that focuses on a particular challenge/opportunity for the field.

[See the **Research and Innovation** section below for more detail.]

Mel King Institute Goals	Measures of Progress
<p>1. To advance the skills, knowledge and leadership ability of professional practitioners and volunteer leaders in the community development field.</p>	<ul style="list-style-type: none"> • Offer 25-30 courses per year, with at least three in each of our five learning areas; • All courses will rate 3.5 or higher on content and delivery by participants. • All courses (other than public housing) will have 1/3 participants coming from CDCs • Train over 100 public housing residents per year through the Public Housing Resident Leader and Resident Board Member trainings. • Complete a detailed 3rd party year-end evaluations for the King Institute courses each year that measures our progress against the Institute’s Logic Model •
<p>2. To leverage collaborative educational partnerships that increase access, encourage innovation, and promote and institutionalize systemic success.</p>	<ul style="list-style-type: none"> • Leverage 15-20 partnerships per year with universities, public agencies, and nonprofits; • Seek to establish 3-5 new partnership each year (not cumulatively, but establish new partnership as others conclude);
<p>3. Advance racial diversity, equity and inclusion within the community development field.</p>	<ul style="list-style-type: none"> • Increasing number of CDCs and individuals participating in Alliance activities on an annual basis • Track # of sessions organized each year • Increase in percentage of senior staff and Board members at CDCs who are people of color as measured by GOALS survey.

D. RESEARCH AND INNOVATION

Research and Innovation Goals

1. Advance research and learning that spurs or accelerates innovative, actionable programs and policies that strengthen the field.
2. Increase innovation across the field by creating platforms for sharing innovative practices and supporting replication/ adaptation.
3. Conduct research and engage in pro-active communications to educate stakeholders and the public about the work and impact of CDCs. Promote the positive impact our members are having on the communities they serve.

Strategies

1. Action-based research

- a. *Research about MACDC's members:* MACDC will conduct research to learn about our members' successes, to document progress, to inform our programs and advocacy work, and to facilitate collaboration among our members. We will:
 - Continue to publish the Growing Assets, Opportunity and Leaders (GOALS) reports based on our annual survey of members.
 - Update and upgrade the technology system to make it as easy as possible for our members and to facilitate reports and analysis.
 - Make the entire database available on our website to enable anyone to conduct their own research and analysis; use the dataset to produce the on-line GOALS Appendix, the CITC Impact Evaluation Report, and other specialized reports.
 - Seek to better utilize GOALS data to publish more detailed reports and longitudinal reports about the field.
 - Publish an annual CITC Evaluation that looks at both the dollars secured through the program and the impact it is having on the field and our communities.
 - Publish specialized reports that examine the work of our members in specific practice areas.
- b. *Research to enhance community development practices:* MACDC will conduct and commission research that can help our members be more effective and efficient.
 - Potential areas of research will be tied to the five strategic priorities outlined at the beginning of this strategic plan. See the appendix 3 for a list of possible topics.
 - Research might include learning about CDC core competencies and translating the research into practical tools we can make available to our members.
 - MACDC will continually gather best practice models from our members (and others) so that we can share them with our members and encourage replication.
 - We will connect research conducted by others to our members.
 - We will partner with academic institutions and others for further evidence-based research where appropriate.
- c. *Research to inform public policy:* MACDC will produce white papers and other research memos about policies and programs impacting our members.

2. Innovation Initiatives

- a. *Innovation Working Groups*: We will establish 1 or 2 Innovation Working Groups per year to tackle specific issues or challenges facing the field. One likely initial effort would be to take a deep dive look at the state of community organizing in the CDC sector and how it can be strengthened. Such working groups may often be done in partnership with other organizations and may require outside expertise/capacity to staff them.
- b. *Innovation Forum Events*: We will organize 2-4 public Innovation Forum Events per year to highlight important topics or promising initiatives related to the future of the field. Topics might include: generational transitions, seeking scale while staying locally based, collaborations/ mergers, and how we can build technology platforms that support the field. Such events may be linked to research projects and/or working groups that are starting or finishing. We will use these events to celebrate a culture of innovation.

3. Communications

- a. *Promote new ideas and the community development field*
 - Use our “bully pulpit” to promote new ideas and celebrate best practices
 - Promote the field to the general public and specific audiences using our website, newsletter and social media outlets
 - Submit research, articles and blogs to national publications and platforms.
 - Publish blog articles about the field to highlight effective programs and explore key topics and debates facing the field
- b. *Raise the visibility and promote MACDC and the field*
 - Speak at a wide range of conferences, panels, events and other venues
 - Host at least three annual events (Lobby Day, Mel King Institute breakfast and MACDC annual meeting/convention)
 - Cultivate earned media to promote our field and our policy agenda

Research and Innovation Goals	Measure of Progress
1. Advance research and learning that spurs or accelerates innovative, actionable programs and policies that strengthen the field.	<ul style="list-style-type: none"> • Develop internal process in 2019 for identifying research topics and needs based on input from members • MACDC GOALS report completed on time annually • CITC Report completed on time annually • At least 2 other reports published per year either by MACDC or in partnership with others
2. Increase innovation across the field by creating platforms for sharing innovative practices and supporting replication/ adaptation.	<ul style="list-style-type: none"> • Host at least 2 innovation events per year • Facilitate at least 1 Innovation Forum Working Group per year

3. Promote the positive impact our members are having on the communities they serve.

- Growing list of “followers/users” for our email, Twitter, website and other social media platforms
- Start tracking number of public speaking opportunities per year for staff in 2019 and seek year over year growth;
- Start tracking earned media coverage and seek growth year over year.

The Bottom Line

As noted earlier, MACDC creates change by helping our members create change. The ultimate measure of our effectiveness as an organization is whether our members are achieving greater impact individually and collectively. Therefore, a key measure of our success across our programs and activities is their success. Toward that end, we will look at the following indicators to track our overall progress for the next five years.

- MACDC members achieve the following cumulative goals from 2019-2023:
 - Increase number of leaders engaged from 2,100 to 2,500 annually
 - 10,000 homes built or preserved
 - 25,000 jobs created or preserved
 - 5,000 businesses served
 - 400,000 families serviced
 - \$4 billion in cumulative investment
- MACDC members are organizationally and financially stronger in 2023 than they are in 2018 as measured by total FTEs, total number of leaders, operating budgets, net assets and other GOALS data available to us.
- MACDC members are more diverse and representative of the communities they service based on GOALS data pertaining to % of total staff that are people of color, % of senior staff who are people of color and % of Board members who are people of color
- The CITC program grows from \$10.8 million in 2017 to \$18 million by 2023
- MACDC and its members can point to 15 specific policies and programs we have helped to enact or sustain.
- 100% of state certified CDCs remain members of MACDC.
- Member participation rates are higher in 2023 than 2019.
- MACDC sustains a staff of 9-10 people and balances its budget each year.
- MACDC achieves its diversity and inclusion goals for its Board of Directors and committee leadership posts

Section VI: MACDC Capacity

In order to achieve the goals laid out in this strategic plan, MACDC will have to strengthen its governance, management, staff, operations and finances.

- A. **Governance** – Over the past year, MACDC has participated in the NeighborWorks America Excellence in Governance program to develop a specific action plan to strengthen our board and overall governance (see Appendix 4). The action plan is designed to achieve two broad goals. First, we want the board to focus more of its time and energy on generative discussion that look at our impact, rather than tactical conversations about our day to day work. We want to cultivate a board culture that holds the staff and itself accountable and continuously questions whether we are having our desired impact and what else we need to be doing. We see the board playing a much more pro-active role in evaluating whether we are meeting the benchmarks established in this plan and conducting the qualitative assessment of whether our programs are working or not. We will also need the board to ask tough questions and be prepared to take risks or change course, if and when, needed. Finally, we need the board to help identify emerging issues, problems and opportunities that are ripe for MACDC action. For the board to do this, we will need to ensure that board members have the data and information they need on a regular basis, that new board members are well oriented and prepared to serve and that we have the trust among board members to have tough conversations.

The second area where our board needs to improve is related to diversity, equity and inclusion – one of our five top priorities for the entire organization. We have committed to increasing diversity on our board by having people of color serving in at least 40 percent of the board seats. We also intend to use our committees and peer groups to more intentionally develop a pipeline of new leaders, including but not limited to leaders of color. The board will also participate in a five-session training in 2019 led by the YWCA to help us build the capacity to have open discussions about racism and racial equity. Finally, the board will look for tools to use that help us apply a racial equity lens to our decision-making process.

- B. **Membership** – For MACDC to be a credible and powerful voice of the CDC field we must retain 100% of the state certified CDCs within our membership. We will do everything we can to ensure that these organizations want to join, obtain value from their membership and contribute to the organization.

MACDC will also seek to expand and deepen our engagement with associate members. We believe that many non-profit organizations share our values and our goals, even if they are not structured as CDCs. We think they and we can benefit from being in direct relationship. We are particularly interested in building out our associate membership among those organizations that have the most in common with our CDC members, such as:

- Non-profits that provide technical assistance, training and lending to disadvantaged small businesses;
- Non-profits that build and manage affordable housing
- Non-profits that provide homebuyer education and counseling services
- Non-profits working to build financial capacity among low and moderate income people
- Community Development Finance Institutions
- Others that could benefit from our services and contribute to our political strength

- C. **Human Resources** – MACDC currently has nine staff people plus one or two interns and a team of consultants. We hope to add one new position in 2019 that will focus on driving the convergence between community development and community health. Ideally, we will be able to add one or two additional positions over the next five years, possibly to focus on economic development, research and innovation, professional education (via the Mel King Institute) and/or operations. We will also look to restructure existing staff job descriptions as needed to achieve the goals in this plan.
- D. **Finances and Fundraising** – MACDC will need to continually grow our revenue both to sustain our existing staff as costs rise and to grow our staff per this plan. We are currently working to secure new funding from two major foundations that will support the creation of a new position in 2019. Beyond that, we hope to receive ever larger allocations of CITC that can help us raise more money in 2019 and beyond. We need to do a much better job of securing individual and family donations and earned income, including fee for service funding that supports specific trainings or projects.
- E. **Operations** – MACDC has and will continue to invest heavily in our technology systems to give our staff the best tools available to help them achieve their goals and work efficiently. We are nearing the completion of our Salesforce transformation that we think can help us operate more efficiently, help us produce important data for our management and board, and better help us document our impact. We will continue to expand our use of video-conferencing, mobile platforms, web-based services and other tools that allow us to do more with less. It is also important that we strengthen our internal systems and operations, especially as we grow and run more programs like the Mel King Institute. This may ultimately require new staff or consulting support to build out formal systems and procedures that are more efficient.

MACDC Capacity Goals	Measures of Progress
Governance	<ul style="list-style-type: none"> ● Achieve diversity/inclusion goals in EIG Action plan ● Each year the board will review our committees, program committees, and peer groups to make sure they are operating efficiently and serve our needs ● Explore linkages between committees, peer groups, and other structures to align efforts ● Implement effective board orientation and training ● Conduct generative discussions at board meetings regularly, including discussions about program evaluation and new directions. ●
Membership	<ul style="list-style-type: none"> ● Every certified CDC remains a member ● Increase in associate members from 22 to 33. ● 80% of CDCs achieve engagement score of 3 or more ● 50% of associate members achieve engagement score of 2 or more
Human Resources	<ul style="list-style-type: none"> ● Add one staff person in 2019 ● Maintain high staff morale and commitment to excellence ● Find creative way to supplement staff capacity with more interns, pro bono consulting, fellows or possible additional paid staff. ● Potentially add one more staff person between 2020 and 2023 if necessary and affordable.
Finances and Fundraising	<ul style="list-style-type: none"> ● Balance budget every year ● Secure 2-4 new foundation/corporate funders ● Increase amount secured from individual/family donors to \$100,000 annually ● Fully leverage CITC allocations ● 50% increase in earned revenue – tuition, insurance fees, fee for service contracts, etc.
Operations	<ul style="list-style-type: none"> ● Fully implement transition to salesforce ● Strengthen staff technology capacity

Section VII: Implementation and Evaluation

The Strategic Plan will be implemented over a five-year period beginning in July 2018 and concluding in June 2023. At the three-year mark, MACDC will update or refine the Plan's goals and specific measures of progress.

Annually the staff will work with committees to create documents that specify the major area of focus for that year, aligned with appropriate calendars and with the overall goals of this strategic plan.

MACDC has proposed two kinds of measures of progress. Specific quantitative targets or outputs are specified in many of the strategies and activities. In some cases, baseline measures will be set in the first year and progress will be measured against those data points in subsequent years. Using a regular dashboard reporting process, MACDC will track how well we are doing at meeting those targets.

We understand that these outputs are important to follow to see if we are on course with our intended work, but we also recognize that they do not tell the whole story about our, and the CDC community's progress, at reaching impact. Therefore, we also intend to track the outcomes/ impacts – “the bottom line” - which are listed at the end of the program section. More broadly, as we reflect on our progress, we will consider the degree to which we are advancing the five strategic priorities outlined at the beginning of the plan. We will keep our ‘eyes on the prize’ and use the priorities as our guiding vision as we go forward. The board of directors will play an active role in reviewing both quantitative and qualitative data to evaluate our progress and make necessary corrections and changes.

Appendix 1 - Methodology

Members of the Strategic Planning Committee

Vanessa Calderon-Rosado, IBA- Inquilinos Boricuas en Acción

Rob Corley, NeighborWorks of Southern Mass

Dave Christopolis, Hilltown CDC

John Fitterer, MACDC

Phil Giffey, Neighborhood of Affordable Housing

Joe Kriesberg, MACDC

Mickey Northcutt, North Shore CDC

Steve Teasdale, Main South CDC

Marcia Thornhill, Nuestra Comunidad

Diane Gordon, Consultant

Methodology - Details

- Member survey: completed by 24 members and 15 associate members
- Staff survey: completed by 8 staff
- Board survey: completed as part of the NeighborWorks Excellence in Governance program; data was reviewed from this survey for the strategic planning process
- Stakeholder interviews: 12 individuals interviewed
 - Funders
 - Orlando Watkins, The Boston Foundation
 - Maria Mulkeen, The Hyams Foundation
 - Lisa Joyner, TD Bank
 - Lynne Sweet, Individual Donor
 - Public Sector
 - Tim Sullivan, Mass Housing
 - Clark Ziegler and Sue Connolly, Mass Housing Partnership
 - Sara Barcan, Community Economic Development Assistance Corporation
 - Larry Andrews, Mass Growth Capital Corporation
 - Partners and Thought Leaders
 - Aaron Gornstein, Preservation of Affordable Housing
 - Bob Van Meter, Local Initiatives Support Corporation
 - Alma Balonon-Rosen, Enterprise
 - Frank Woodruff, NACEDA
 - Maddie Ribble, Mass Public Health Association

Task Force Participation

Housing

Don Bianchi, MACDC
Juan Bonilla, Lawrence Community Works
Leslie Bos, Jamaica Plain NDC
Joanne Campbell, Valley CDC
Jay Coburn, Community Development Partnership
Rob Corley, NeighborWorks of Southern Mass
Yvette Dyson, Worcester Common Ground
Phil Giffie, NOAH
Jeff Hamilton, Springfield NHS
Joe Kriesberg, MACDC
Rafael Medina, IBA- Inquilinos Boricuas en Acción

Economic Development

Jess Andors, Lawrence Community Works
David Bryant, MACDC
Vanessa Calderon-Rosado, IBA- Inquilinos Boricuas en Acción
Frank Carvalho, Mill Cities Community Investments
Marc Dohan, NewVue Communities
Carlos Espinoza, Jamaica Plain NDC
Joe Kriesberg, MACDC
Ann Robinson, Community Development Partnership
John Waite, Franklin County CDC
Anna Waldron, Jamaica Plain NDC
Corinn Williams, Community Economic Development Center

Organizing and Leadership Development

Andrea Aldana, Community Development Partnership
Pam Bender, MACDC
Spencer Buchholz, Lawrence Community Works
Sarah Byrnes, MACDC
Joe Kriesberg, MACDC
Danny LeBlanc, Somerville Community Corporation
Lisette Li, Viet Aid
Angie Liou, Asian CDC
Erica Schwarz, Southwest Boston CDC

Health

Sheila Cuddy, Quaboag Valley CDC
Alisa Galazzi, Housing Assistance Corporation
Phil Giffie, NOAH
Ricky Guerra, Dorchester Bay EDC
Pam Hallet, Housing Corporation of Arlington
Ann Houston, The Neighborhood Developers
Cindy Kobert, NeighborWorks America
Joe Kriesberg, MACDC
Colleen Loveless, Revitalize CDC
Heather McMann, Groundwork Lawrence
Beth O'Donnell, Codman Square NDC
Sarah Page, Wayfinders
Carrie Tenant, NOAH
Marcia Thornhill, Nuestra Comunidad
Robert Torres, Urban Edge

CDC Capacity Building

Shirronda Almedia, MACDC
Jason Desrosier, Allston Brighton CDC
John Fitterer, MACDC
Charles Gagnon, SMOC
Hamilton Ho, Asian CDC
Joe Kriesberg, MACDC
Meridith Levy, Somerville Community Corporation
Mayra Negrón, IBA- Inquilinos Boricuas en Acción
Frank Shea, Urban Edge
Steve Teasdale, Main South CDC
Richard Thal, Jamaica Plain NDC

Appendix 2 – Definition of a High Performing CDC

At our core, MACDC is a membership organization that achieves change by helping our members achieve change. From our inception we have been and remain dedicated to building, sustaining and supporting high performing CDCs that are effective at meeting their mission. This work is embedded in each of the priorities and programs in our strategic plan. We recognize that our members, CDCs and other non-profits that join as associate members, are on a continuous learning curve, that different organizations have different strengths and each work in a specific context. With that said, we define high-performing along these dimensions:

- CDCs are resident-led, trusted by and accountable to the community, and have the capacity to grow, retain and engage their grassroots base.
- CDCs are led by high functioning boards of directors and staff that represent the racial/ethnic diversity of their communities.
- Services and programs meet the needs of their community and fit into a larger community-wide strategy.
- CDCs are financially strong and well-managed.
- CDCs have the capacity to effectively implement the projects and programs they undertake and to compete with other providers working in the field.
- CDCs have the capacity and culture to partner effectively with both the public and private sector.
- CDCs are effective at measuring outcomes, using up-to-date technology, and communicating their story.
- Effective pipelines encourage younger people to pursue career pathways in CDCs.
- Collectively, CDCs and MACDC are strong policy advocates and a powerful voice for racial and economic equity.

Appendix 3 – Potential policy and research ideas

2

Policy Platform – Potential Topics

- Programs and resources to support the development and preservation of affordable rental housing and homeownership;
- Policies to stem the tide of gentrification and displacement;
- Programs and resources to advance community economic development and small businesses;
- Programs, resources, and policies to support thriving, equitable neighborhoods and communities;
- Policies to protect low and moderate income people from financial predation, advance financial empowerment, and seek a more equitable economy;
- Policies and programs to advance health equity and push the health sector to invest in addressing the social determinants of health.

Action Based Research – Potential Topics

- Financing commercial real estate
- Advancing health equity, and tying health outcomes to resident service programming
- Housing financing models that go beyond traditional LIHTC sources
- Models for developing larger, mixed-income developments
- Models for CDC partnerships with other developers and municipalities
- Alternative housing tenure models and methods for preserving affordability
- Financial empowerment models that work well in CDC owned housing
- Models for linking resident services and community organizing
- Models for addressing abandoned housing in Gateway Cities

MACDC
Excellence in Governance
Summary Action Plan

(Adopted by MACDC Board of Directors in March 2018)

The MACDC Board of Directors voted to focus our EIG work on the following two principles:

- ***Focus on Impact (through a strategic thinking lens)***
An exceptional board focuses on results. The board regularly measures the organization’s progress toward achieving its mission and evaluates the performance of programs and services against measurable goals and outcomes. The board gauges efficiency, effectiveness and impact while simultaneously assessing the quality of service delivery, integrating benchmarks against peers and calculating return on investment.

- ***Commitment to Diversity, Inclusion and Revitalization***
An exceptional board recognizes and prioritizes the value and importance of diversity and revitalization in the boardroom. The board sees the critical correlation among mission, strategy and board composition. Continuous, active recruitment, planned leadership turnover, and a meaningful approach to orientation and inclusion result in an informed and engaged board membership that consistently reflects this priority.

The MACDC Board adopted the following as our FROM statement:

From (as it relates to impact)

- Board meeting agendas do rotate so that most MACDC activities/programs are discussed at board meetings at least once per year, however, these discussions are often mere updates without serious discussion about how effective the programs are being run. This is especially true for our member services.
- Board discussions rarely link discussions about our programs/activities to our broader mission, strategic plan or long term vision for the field (are we moving the field in the right direction?)
- Board meeting time is often consumed by administrative matters and updates. The staff does not provide very many written updates or dashboards; although that is starting to change.
- Most discussions are framed and led by staff, rather than board members or committees; we lack committee oversight for some key parts of our organization.
- Board members are very supportive of staff, perhaps sometimes to a fault. With staff members attending all board meetings there may be some hesitancy among board members to raise concerns with Joe
- The board rarely (although occasionally) discusses the BIG challenges facing the field and even less often discusses what MACDC could/should do about them.
- Board members more often react to the agenda rather than initiate discussions or raise new issues.
- To the degree we measure and discuss whether the members are getting stronger we tend to rely on the GOALS survey, but the survey is limited tool and we don't really do a deep dive with the data to understand what it means so we don't connect dots from MACDC activities to CDC results
- We don't really use strategic plan goals; we don't establish annual work plan goals and we don't discuss them

To (as it relates to inclusion)

- ✓ Knows. Board knows what, why and how we are doing and whether we are achieving our goals, tightly connected to the Strategic Plan.
- ✓ Does. Board has the culture, capacity and structures to regularly and generatively discuss impact and effectiveness.
- ✓ A Team. Board members know and trust each other.
- ✓ For the Field. Board members operate for the benefit of the overall field, using their own networks and resources to benefit MACDC and its members.

The Board adopted the following “TO statement” to articulate what we hope to achieve through this process:

To (desired state)

- ✓ *Board knows what, why and how we are doing and whether we are achieving our goals, tightly connected to the Strategic Plan.*
- ✓ *Board has the culture, capacity and structures to regularly and generatively discuss impact and effectiveness.*
- ✓ *Board members know and trust each other.*
- ✓ *Board members operate for the benefit of the overall field using their own networks and resources to benefit MACDC and its members.*

To (desired state)

- ✓ *40% of our Board of Directors and across all governance structures will be people of color.*
- ✓ *There is a clear and powerful pathway for all members to participate in MACDC’s governance structures.*
- ✓ *33% of Board of Directors and across all governance structures will be less than 45 years old.*
- ✓ *New board members are informed, welcomes and nurtured.*

The Board voted to adopt this action plan that lays out how we will achieve our goals.

Goal	Practices to Change/Introduce	Timeframe	Responsible Party
1. Make our shared values explicit and bring them into the board room	Develop written set of board expectations that clearly articulates our responsibilities and affirms committing to operating in a manner consistent with our goals and values	September 2018	Joe will draft; LT will review; Board approves.
	Annually, devote portion of board meeting to a discussion of our mission, vision and values; to reflect on how well the board is adhering to its values in its operations/culture.	January 2019; annually thereafter	Board Chair & Governance Committee will structure discussion
	Board members commit to visiting at least one other board member outside their region over the course of the year.	By December 2018; annually thereafter	Board members have to do this; Governance Committee & Staff will monitor
2. Ensure that Board Members have the knowledge and information they need	There is a comprehensive Board orientation process for onboarding new Board members.	January 2019; annually thereafter	Governance Committee & Staff will design orientation.
	Review GOALS data annually and reflect on what it is telling us (or not) about the field and our strategic plan.	June 2018; annually thereafter	Don and John make presentation to the board; board will discuss.
	Create board friendly dashboards for our major programs and/or the strategic plan that the can be quickly reviewed and understood	December 2018	Staff will develop dashboards. LT will review/approve them for content and format.
	Determine whether the board wants regular reports such as staff report or President's report	December 2018	Governance Committee
	Provide written framing memos for all generative discussions	On going	Staff

3. Provide the board with the time and space to have generative discussions on a regular basis.	Use an annual lens to plan board meeting agendas to ensure that the board has the opportunity to discuss all aspects of the organization over time.	Start FY 19	Board Chair and Joe
	Ensure that every in-person board meeting includes at least one generative or at least strategic discussion that is well framed by context and purpose.	Start FY 19	Board Chair and Joe
	Hold annual summer retreat	July 2018	Governance Committee develops agenda/format for this event.
4. Cultivate Leadership among current and future board members	Ensure link between the board and each committee and ideally each peer group	Dec 2018	Staff and Board
	Each board member identifies topics or programs or areas of particular interest to them	January 2019	Board members
	Establish a goal of having every board member lead at least one board discussion per year	Starting Jan 2019	Board Chair and Joe
	Formalize leadership roles for all standing committees, program committees and key peer groups by having the Board Chair “appoint” a chair.	Starting January 2019 – after strategic plan is done and being implemented	Governance Committee defines those roles; Board Chair makes appointments.
	Develop and maintain a list of MACDC “leaders” both on and off the board with the goal of growing that list over time and making it more diverse	January 2019	Staff

<p>5. Make inclusion a core value throughout the organization and throughout the year</p>	<p>Minimum of 40% of the board are people of color by the year 2021, ideally much sooner.</p>	<p>Track annually</p>	<p>Governance Committee & Board</p>
	<p>Minimum of 40% of all MACDC “leaders” (board and non-board) are people of color.</p>	<p>Set baseline in July 2018; measure annually</p>	<p>Governance Committee & Board</p>
	<p>Build leadership pipeline of younger leaders who have (or will have) capacity to serve in leadership roles at MACDC; track age diversity among board members and committee chairs; use data to determine whether to set numerical goals in the future</p>	<p>Track annually</p>	<p>Governance Committee & Board</p>
	<p>Engage in meaningful discussions about race within the board; use racial equity lens to help guide decision making; identify training opportunities to help board learn how to do this well.</p>	<p>January 2019</p>	<p>Governance Committee & Board</p>
	<p>Consider expanding the board recruiting pool beyond member EDs – other staff, associate members, other stakeholders.</p>	<p>Have this discussion after the strategic plan; make affirmative decision by June 2019</p>	<p>Governance Committee and Board</p>
	<p>Regularly collect data about the field’s leadership – (Executive Directors, Senior Staff, all staff) and track progress; discuss our progress toward these goals annually at the board level</p>	<p>Set baseline in July 2018; track annually thereafter</p>	<p>Staff</p>