

The background of the slide is a photograph of the Tampa skyline at sunset. The sky is a mix of blue, purple, and orange, with scattered clouds. In the foreground, a large, multi-masted sailing ship is docked at a pier. The city buildings are reflected in the water. The text 'Brighter Tomorrows Start Today: A Five-Year Strategic Plan' is overlaid on the bottom half of the image.

# *Brighter Tomorrows Start Today:* **A Five-Year Strategic Plan**

Outlining **Corporation to Develop Communities (CDC) of Tampa, Inc.'s** strategic goals and objectives from July 1, 2016 through June 30, 2021.

# Corporation to Develop Communities of Tampa, Inc.

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## Introduction

In the fall of 2015, Corporation to Develop Communities of Tampa, Inc. embarked on a new strategic planning process by engaging stakeholders, Board members and staff to examine the environment surrounding the organization, identify current challenges and future opportunities and plan how best to grow and manage resources.

Even as the economy recovers from the depths of the Great Recession, the nonprofit sector as a whole remains stagnate. Once-reliable public and private funding sources continue to become more and more scarce, leading to greater competition and increasing uncertainty.

More than ever, the nonprofit sector must be innovative—collaborating to find solutions to complex community problems, while remaining sustainable.

Corporation to Develop Communities of Tampa, Inc. (CDC of Tampa) is pleased to present this new five-year strategic plan. Building upon our emerging Collective Impact efforts, as well as our enduring commitment to comprehensive community development, our plan envisions a future in which we offer our clients a seamless continuum of program services that are recognized for their excellence and characterized by their ability to create greater financial autonomy over the long-term.

This five-year blueprint enables CDC of Tampa to adapt to a changing economy, while staying focused on the quality of its services, as well as its bottom line.

We invite you to partner with us to fulfill the commitments made within this plan. Together, we can create opportunities for people across Tampa Bay to build more prosperous futures—for themselves, their families and the communities they call home.



*Brighter tomorrows start today.*



# Organizational Overview

## History & Organizational Achievements

In the spring of 1992, Corporation to Develop Communities of Tampa, Inc. (CDC of Tampa) was founded by civic and community leaders to alleviate poverty and physical deterioration within a ‘community of neighborhoods’ four miles northeast of downtown Tampa, Florida known as East Tampa.

Home to more than 16,000 people (84% of whom are African–American; 33% of whom live in poverty; and 31% of whom are families with at least one child 18 years or younger), East Tampa has a long, proud tradition of homeownership and resilience in the face of long-standing racial disparities in housing, health care, employment, education, criminal justice, and private investment.

In the 24 years since, CDC of Tampa has built a proven track record of deploying strategies that reduce disparities in the lives of East Tampa residents, as well as residents throughout the City of Tampa, Hillsborough County and beyond. CDC of Tampa is experienced in delivering programming in the areas of youth success, workforce development, housing counseling and financial capability, as well as residential and commercial real estate development. Since 1992:

- ▶ CDC of Tampa has built more than **75** single family homes, **210** rental units and **36,000** sq. ft. of commercial space.
- ▶ Over **3,560** families have received CDC of Tampa’s housing counseling services—enabling **1,042** families to become homeowners.
- ▶ More than **11,000** youth and adults have acquired employability skills, vocational training and/or certifications through CDC of Tampa’s workforce development programs.

CDC of Tampa is proudly supported by a diverse group of local, regional and national funders, including NeighborWorks® America—an organization deeply committed to driving and sustaining positive change in communities across our state and around the country.

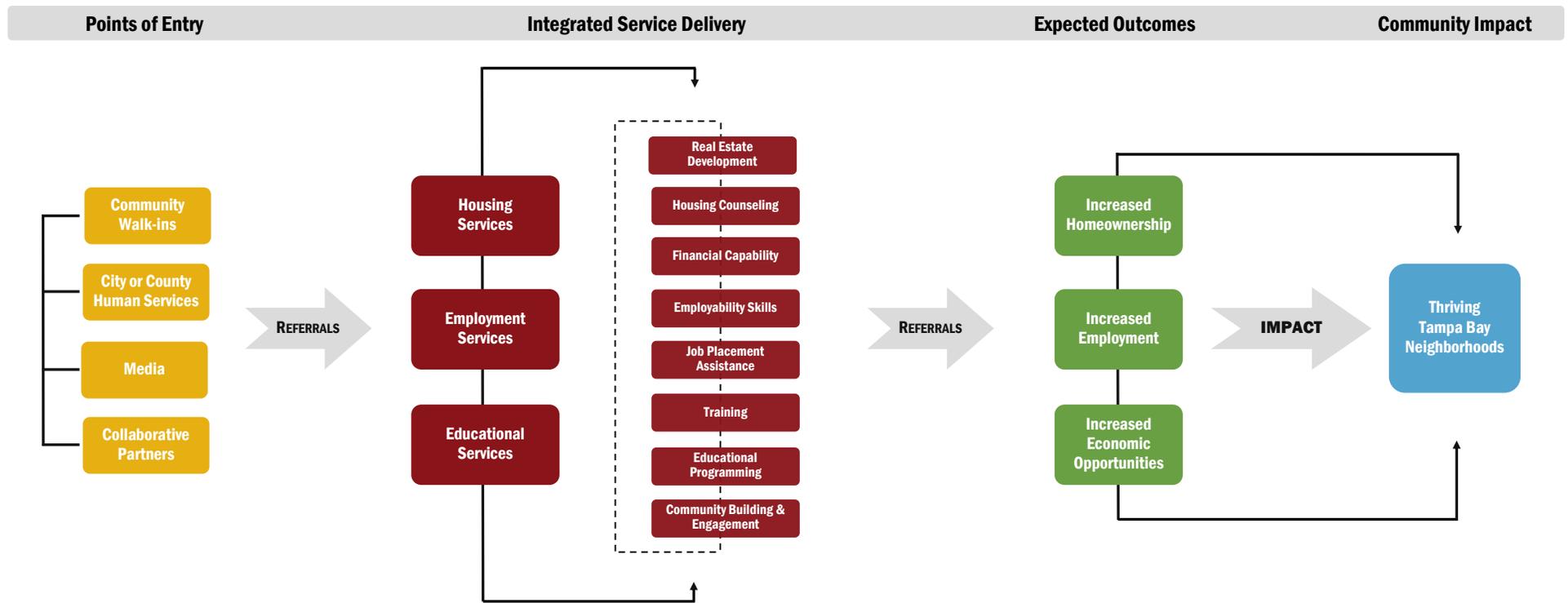
In the last five years, CDC of Tampa has developed expertise through participation in an array of national and statewide initiatives, including: Wells Fargo’s Neighborhood LIFT, the National Foreclosure Mitigation Counseling (NFMC) program, Florida’s Hardest Hit Fund, and NeighborWorks® America’s Catalytic Grant Program. CDC of Tampa is also proud to serve as the ‘backbone support organization’ for two collective impact initiatives which are tackling some of the region’s most complicated social challenges.



## Theory of Change

Over the past 10 years, CDC of Tampa's programming has begun to evolve by focusing on creating pathways for individuals and families to achieve financial stability, self-sufficiency, and ultimately, economic prosperity. At the same time, CDC of Tampa recognizes that it needs to become more intentional with regard to how those pathways align and interface with one another, as well as how they might be used to improve economic outcomes for entire neighborhoods.

During the next five years, CDC of Tampa is committed to serving as a catalyst for both client and community-wide change utilizing the theory of change illustrated below:



# New Directions and Strategic Initiatives

## Challenges

Overall, CDC of Tampa has been able to sustain a healthy mix of predictable revenues to support its operations and programs.

It has remained conservative in managing its resources during the Great Recession, including undertaking affordable housing based on available subsidies. Annually, it has consistently raised close to \$3 million in public, private and earned income. Revenue composition is sufficiently diverse and trending slightly up—allowing the organization to pursue new programming that will generate additional revenue.

East Tampa—the primary community served by CDC of Tampa—continues its struggle in overcoming decades of poverty, neglect and disinvestment. The recent recession has impacted previous efforts to revitalize East Tampa neighborhoods; housing, education and employment continue to be a high priorities for neighborhood residents.

Diminishing resources, specifically to support both general operating and program services, requires CDC Tampa to step up its capacity to raise funds, collaborate more effectively and show evidenced-base results to remain sustainable in a very competitive environment.

CDC of Tampa’s biggest challenges will be the managing of limited resources while exploring innovative ways to access capital, generate additional income and remain sustainable, so as to support the goals it expects to realize during the next five years.

## Opportunities

In the past five years, the City of Tampa has been gradually recovering from the Great Recession. And, the Tampa Bay region as a whole is currently growing at about 2% per year, outpacing the national average of 1.5% a year. Population trends are expected to make the region younger and more urban, opening new opportunities for business and tourism.

The Tampa Bay region (the Tampa, St. Petersburg and Clearwater MSA) ranks second in the state for job growth year over year—leading to an overall decrease of the area’s unemployment rate of 4.3%. (This percentage is higher within lower-income neighborhoods and among minority communities).



The City of Tampa has already initiated several large redevelopment projects in the downtown area, as well as the redevelopment within neighborhoods north and west of downtown—with the goal of creating opportunities for mixed-use communities of both residences and businesses—all to generate more jobs.

Another emerging neighborhood undergoing redevelopment adjacent to our target area is Seminole Heights. This area has two historic designations and is experiencing a resurgence due to increased demand for its historic homes, vintage shops and gourmet restaurants.

More recently, there has been a gradual improvement in the Florida’s housing market—which is providing new opportunities to support single/multi-family affordable housing initiatives throughout the Tampa Bay region.

Also, Hillsborough County has taken the lead in committing resources to address the pressing issues of homelessness by supporting more opportunities for permanent, affordable housing working with in collaboration with other housing and human services organizations.



## Collective Impact—A New Model for Community Problem-Solving

During the past two years, CDC of Tampa has taken the lead on two innovative county-wide initiatives focused on creating dramatic change through thoughtful collaboration, or collective impact.

**Collective Impact** is a framework for tackling complex social problems. It is a structured approach to making collaboration work across government, business, philanthropy, non-profit organizations and citizens to achieve significant and lasting social change.

Recognizing how complex and burdensome it has become to find solutions to issues such as poverty or community violence—especially in the face of dwindling resources—collective impact offers new possibilities. By using a collaborative approach, in which partners unite around a common agenda, coordinate mutually-reinforcing activities, and are willing to measure their performance and share data to improve outcomes, numerous communities throughout the US have already shown success.

However, the most successful collective impact endeavors also benefit from one or more organizations willing to take on leadership/administrative responsibilities on behalf of the entire collaborative; such leaders are described in the literature as ‘backbone support’ organizations.

CDC of Tampa presently serves as the ‘backbone support’ organization for both the [Economic Prosperity Center Tampa Bay](#) financial stability collective impact cohort, as well as the [Safe & Sound Hillsborough](#) community violence prevention collaborative. Serving in this way positions CDC of Tampa as a cutting edge nonprofit practitioner, as well as a community catalyst with the capacity to bring people together to improve service delivery, affect policy changes, and ultimately, create lasting community impact.

### The Five Conditions of Collective Impact

#### Common Agenda

All participants have a **shared vision for change** including a common understanding of the problem and a joint approach to solving it through agreed upon actions.

#### Shared Measurement

**Collecting data and measuring results consistently** across all participants ensures efforts remain aligned and participants hold each other accountable.

#### Mutually Reinforcing Activities

Participant activities must be **differentiated while still being coordinated** through a mutually reinforcing plan of action.

#### Continuous Communication

**Consistent and open communication** is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation.

#### Backbone Support

Creating and managing collective impact requires a dedicated staff and a specific set of skills to **serve as the backbone for the entire initiative and coordinate participating organizations and agencies.**

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## Place-Based (Neighborhood) Efforts

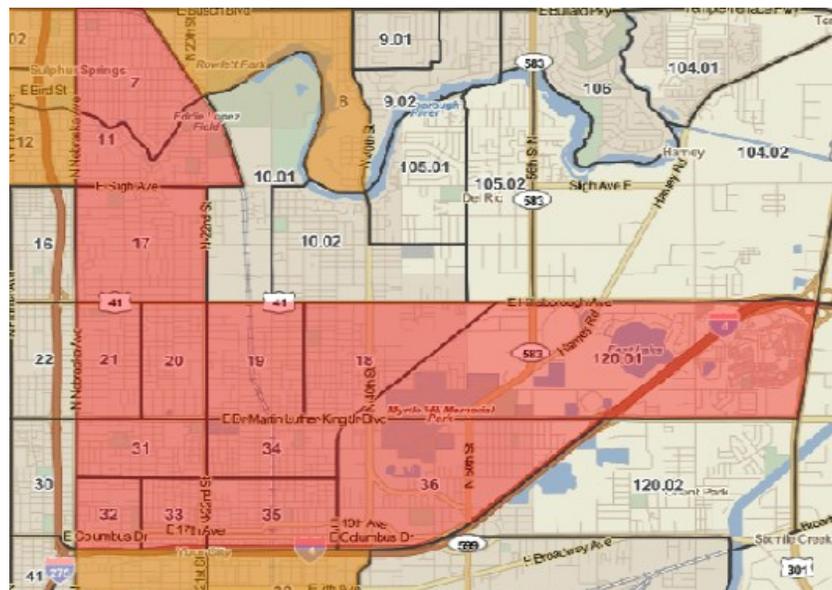
Transforming neighborhoods requires an intentional approach that shifts the organizational mindset from focusing solely on providing services to residents who participate in programs, to one which includes a focus on improving outcomes within neighborhoods that CDC of Tampa is committed to revitalizing.

Accomplishing this kind of mindset shift will require the following:

- ▶ Recognition that places are not uniform, and that strategies for creating and sustaining positive change need to be community-generated and tailored to local conditions.
- ▶ Encouraging resident engagement in all of CDC of Tampa's activities, in order to create and sustain positive neighborhood change.
- ▶ Extending the principles of CDC of Tampa's current collective impact work to its place-based efforts (i.e. agreeing on a shared vision and promoting cross-sector collaboration between businesses, institutions and other stakeholders, etc.).
- ▶ Developing local capacity and flexible resources over an extended timeframe to achieve lasting community-level outcomes.

Organizations engaged in building vibrant neighborhoods coordinate multiple activities in the same place to leverage greater impact; this kind of coordination is generally referred to as **Geographic Layering**. Place-based organizations also use a **multi-targeted approach**—designing each activity to influence multiple outcomes within a holistic community building strategy.

During the next five years, CDC of Tampa is committed to developing place-based strategies in specific neighborhoods that are tailored to each neighborhood's strengths and conditions. Such strategies will serve to accentuate CDC of Tampa's role as both a regional service provider, as well as an effective community catalyst.



Map of East Tampa & Sulphur Springs neighborhoods utilized during CDC of Tampa's Catalytic Grant Program—January 2015 through June 2016.

# Vision and Guiding Principles

## Vision

A thriving Tampa Bay region in which every community is equitable, diverse and engaged.

## Mission

To create opportunities for people to build prosperous futures and vibrant communities.

CDC of Tampa creates these opportunities by deploying comprehensive community development strategies—that connect workforce development, housing and real estate with education, resident engagement and community safety—to drive economic prosperity.

## Core Values

CDC of Tampa **LEADS** with its core values. These values guide and direct our work:

- Loyalty:** faithful to our commitments and obligations; we demonstrate this by being reliable, respectful and trustworthy.
- Excellence:** driven to provide quality and superior results; we demonstrate this by being persistent, determined and not easily satisfied.
- Adaptability:** able to easily adjust to different conditions; we demonstrate this by being open to change in order to achieve results.
- Diversity:** inclusive of distinctive backgrounds, experiences and perspectives; we demonstrate this by embracing our differences.
- Stewardship:** protective of something worth caring for; we demonstrate this by being accountable to each other and those we serve.

# Strategies, Goals, Objectives and Keys to Success

## Organizational Strategies through 2021

During the next five years, CDC of Tampa envisions growing its capacity to both advance its organizational mission, and become sustainable in advancing its mission. To make such, advancements CDC of Tampa will:

- ▶ Enhance its organizational infrastructure and capacity to become one of the highest performing nonprofits in the Tampa Bay region.
- ▶ Diversify its funding base to attract additional public and private funding for operations and programs.
- ▶ Increase the organization's social enterprise capacity to generate unrestricted income that strengthens its core operations, builds critical reserves for the future and funds unmet community needs.
- ▶ Refine and broaden the organization's collective impact efforts—to be able to provide a holistic approach to serving clients, and to succeed in tackling complex social problems.
- ▶ Advocate for system change to achieve policy reforms that ensure low-income communities are not ignored or victimized.
- ▶ Develop a model for creating place-based change in neighborhoods that allows CDC of Tampa to accentuate its roles as both a regional service provider, as well as an effective community catalyst.
- ▶ Engage, strengthen and empower neighborhood residents to mobilize and share their vision for a brighter future with elected leaders.
- ▶ Jumpstart new business opportunities and job creation in the neighborhoods we serve to ensure that people can be part of building a more prosperous future across Tampa Bay.

These strategies form the foundation of CDC of Tampa's new, five-year strategic plan—effective July 1, 2016. The plan elevates eight organizational goals that support these strategies—based upon our assessment of what is possible and our current capacity for growth. Through staff meetings, annual retreats and ongoing discussion with its Board, staff and many supporters, CDC of Tampa will continuously utilize this five-year plan to guide its work through 2021.

## Strategic Goals

CDC of Tampa's plan to more effectively help people and communities build brighter tomorrows today is organized around the achievement of eight inter-related strategic goals. Each goal possesses objectives, specific action steps, metrics and indicators of success, as well as the resources needed for implementation.

- Goal #1: Strengthen and expand CDC of Tampa's job skills training and education programs—to include achieving accreditation for Tampa Vocational Institute (TVI).**
- Goal #2: Strengthen CDC of Tampa's housing counseling and real estate development capabilities in order to become a full-service housing organization that meets the Tampa Bay region's diverse residential and commercial needs.**
- Goal #3: Evaluate CDC of Tampa's existing youth programming to determine the most effective path forward for providing curricula, supportive services and leadership opportunities to Tampa youth.**
- Goal #4: Scale the Economic Prosperity Center model's efforts to positively impact the economic trajectory of Tampa Bay families by building the Cohort's collective capacity to leverage additional community support and involvement.**
- Goal #5: Ensure the successful implementation of Safe & Sound Hillsborough's five year plan to adapt a public health approach to preventing community violence throughout Hillsborough County, FL.**
- Goal #6: Build organizational process and infrastructure—which can be used to develop adequate resources and relationships to support the effective implementation of CDC of Tampa's Theory of Change.**
- Goal #7: Plan and implement strategies that position CDC of Tampa as a recognized leader in comprehensive community development activities within the Tampa Bay region, as well as at the state and national levels.**
- Goal #8: Strengthen CDC of Tampa's organizational infrastructure (human resource management, fiscal management and governance systems) to position the organization for growth and long-term sustainability.**

# Workforce Development

## **Goal #1: Strengthen and expand CDC of Tampa’s job skills training and education programs—to include achieving accreditation for Tampa Vocational Institute (TVI).**

### **Objective:**

Grow capacity to provide job readiness and job placement services to Hillsborough County residents through the Career Resource Center’s (CRC’s) employability training.

### **Action Steps:**

- ▶ Develop a curriculum of the CRC’s existing job readiness programming that included research-based best practices and measurable outcomes.
- ▶ Formalize and grow the Employers Advisory Board to increase opportunities for job placements.
- ▶ Adopt a fee-for-service model to attract revenue from employers for successful job placements.
- ▶ Explore opportunities for greater collaboration with other workforce entities, the City of Tampa and Hillsborough County government to address barriers to employment within East Tampa and/or Sulphur Springs neighborhoods.
- ▶ Identify opportunities for CRC to create career paths specifically for ‘underemployed’ workers.

### **Objective:**

Grow Tampa Vocational Institute’s (TVI’s) capacity to offer valuable training courses that connect participants to immediate career opportunities—including internship opportunities.

### **Action Steps:**

- ▶ Continue to offer and expand TVI’s NCCER (construction) and NRF (customer service) programs.
- ▶ Launch Waste Water and CDL programs by 2017.
- ▶ Secure funding to support the addition of three more training courses by 2020.
- ▶ Identify and create internships opportunities with local employers—that can lead to full-time work.
- ▶ Interface with CRC, EPC and other CDC program staff to provide a holistic approach to clients—particularly those who reside within the boundaries of CDC of Tampa’s place-based initiatives.
- ▶ Fully develop and utilize the Tracking-At-A-Glance (TAAG) platform to collect and manage student data.
- ▶ Perform outreach that focuses on enrolling residents within the boundaries of CDC of Tampa’s place-based initiatives into TVI courses.

### **Metrics &**

### **Success Indicators:**

*A published curriculum;  
Increased year-over-year  
job placements;  
Decreased unemployment  
rate in East Tampa/  
Sulphur Springs;  
Increased vocational  
offerings, completion and  
placement rates;  
Number of accreditations;  
New revenue generated.*

### **Resources Required:**

*Consultants—training,  
grant writing, marketing,  
curriculum development.  
IT support  
Staff Training Resources  
Classroom Facilities  
Licensing Fees  
Application Fees  
Administrative Support*



# Workforce Development (cont'd)

## **Goal #1: Strengthen and expand CDC of Tampa's job skills training and education programs—to include achieving accreditation for Tampa Vocational Institute (TVI).**

### **Objective:**

Become a fully-accredited vocational institute (TVI) by 2020, with an established pipeline of job skills training and educational programs.

### **Action Steps:**

- ▶ Identify and finalize a formal partnership with a local, accredited institution.
- ▶ Develop and execute an articulation agreement with a post-secondary institution.
- ▶ Initiate the ACCSC 24-36 month process for accreditation, beginning in 2017.
- ▶ Initiate the SACS 48-month process for accreditation, beginning in 2020.
- ▶ Develop and regularly update all policies and procedures for TVI.
- ▶ Once nationally accredited, apply to state and federal entities for student financial aid assistance (PELL & SEOG grants).
- ▶ Examine facility needs to determine capacity for future growth; undertake capital campaign for TVI.

### **Objective:**

Position CDC of Tampa/TVI as a premier soft skills training provider by pursuing contracts with local private and public sector organizations to offer customized soft skills/corporate training directly to their employees.

### **Action Steps:**

- ▶ Conduct extensive research into the training needs of the top 100 corporations in the region (with a specific emphasis on the training needs the corporations have for their entry- to mid-level employees).
- ▶ Market TVI's course offerings and corporate training portfolio to these top 100 corporations.
- ▶ Secure a minimum of one new corporate training contract per year through 2021.
- ▶ Explore additions to the corporate training portfolio—based upon customer need.
- ▶ Establish auditing standards for instruction within the corporate training setting, as well as for other TVI course offerings.

### **Metrics &**

### **Success Indicators:**

*A published curriculum;  
Increased year-over-year  
job placements;  
Decreased unemployment  
rate in East Tampa/  
Sulphur Springs;  
Increased vocational  
offerings, completion and  
placement rates;  
Number of accreditations;  
New revenue generated.*

### **Resources Required:**

**Consultants**—training, grant writing, marketing, curriculum development.  
**IT support**  
**Staff Training Resources**  
**Classroom Facilities**  
**Licensing Fees**  
**Application Fees**  
**Administrative Support**

# Housing and Real Estate Development

**Goal #2: Strengthen CDC of Tampa’s housing counseling and real estate development capabilities in order to become a full-service housing organization that meets the Tampa Bay region’s diverse residential and commercial needs.**

**Objective:**

Sustain and grow CDC of Tampa’s Home Ownership Center (HOC), so as to build a strong pipeline of potential home buyers and increase sustainable home ownership (by assisting families avoid foreclosure, etc.)

**Action Steps:**

- ▶ Expand the number of HOC/financial institution partnerships year-over-year, beginning in 2016.
- ▶ Partner with local nonprofits and faith-based groups to increase use of HOC client services.
- ▶ Develop and promote a fee-for-service model for clients and lenders at settlement.
- ▶ Implement a professional development program for HOC staff—to ensure full accreditation compliance.
- ▶ Develop and regularly update all policies and procedures for HOC.
- ▶ Interface with CRC, TVI, EPC and other CDC program staff to provide clients a holistic approach to clients—particularly those who reside within the boundaries of CDC of Tampa’s place-based initiatives.
- ▶ Explore the possibility of HOC becoming a full-service lender.

**Objective:**

Continue CDC of Tampa’s efforts to develop a specific pipeline of single-family and multi-family housing units with a focus on East Tampa and Sulphur Springs neighborhoods.

**Action Steps:**

- ▶ Undertake a minimum of 12 rehab projects per year and 6 single-family new constructions per year, beginning in 2016.
- ▶ Pursue at least one, multi-family development project every three years, beginning in 2017.
- ▶ Secure lines of credit for pre-development activities from community development financial institutions (CDFI’s), other lending institutions and/or government institutions.
- ▶ Focus professional development activities on securing a State of Florida real estate license to list homes CDC of Tampa constructs for sale, as well as other homes in the target neighborhoods—to generate earned income.

**Metrics &**

**Success Indicators:**

*Increased partnerships with Home Ownership & Real Estate Development Centers;*  
*Increased year-over-year HOC client figures;*  
*Increased homeownership rate in East Tampa/Sulphur Springs;*  
*Number of accreditations/licenses;*  
*New revenue generated.*

**Resources Required:**

**Consultants**—marketing grant writing, legal & accounting specialists.  
**IT support**  
**Training Resources**  
**Licensing Fees**  
**Application Fees**  
**Pre-development and Construction Financing**  
**Contracting Services**  
**Administrative Support**



# Housing and Real Estate Development (cont'd)

**Goal #2: Strengthen CDC of Tampa's housing counseling and real estate development capabilities in order to become a full-service housing organization that meets the Tampa Bay region's diverse residential and commercial needs.**

**Objective:**

Implement a collective impact model to be led by CDC of Tampa's Real Estate Development Center (REDC) to develop affordable residential and commercial properties with other nonprofit groups and for-profit firms.

**Action Steps:**

- ▶ Research and adapt national best practice models for use in Tampa Bay.
- ▶ Develop and refine Memorandum of Understanding (MOU) template(s) for partners.
- ▶ Collaborate with local nonprofits and faith-based groups with site control on joint development projects.
- ▶ Attract partnerships with supportive housing groups in which REDC serves as the development 'arm.'
- ▶ Partner with municipalities/local governments on community revitalization projects that offer subsidies.
- ▶ Access financing from NeighborWorks® America, Florida Community Loan Fund, etc.)
- ▶ Secure grant funding from private foundations (Home Depot, etc.) to support partnership projects.
- ▶ Interface with HOC, EPC and other CDC program staff to support a holistic approach to client services—particularly for those who reside within the boundaries of CDC of Tampa's place-based initiatives.

**Objective:**

Explore opportunities within emerging markets across the Tampa Bay region that would allow for REDC to generate additional revenue to support its affordable residential and commercial development activities.

**Action Steps:**

- ▶ Expand CDC of Tampa's commercial property holdings—to both generate rental income and provide space for small business start-ups within the boundaries of CDC's place-based initiatives. etc.
- ▶ Broaden REDC's geographic footprint within the Tampa Bay region for residential and commercial properties—based upon public land available for redevelopment and/or public subsidies.

**Metrics &**

**Success Indicators:**

*Increased partnerships with Home Ownership & Real Estate Centers;*  
*Increased year-over-year HOC client figures;*  
*Increased homeownership rate in East Tampa/Sulphur Springs;*  
*Number of accreditations/licenses;*  
*New revenue generated.*

**Resources Required:**

**Consultants**—marketing grant writing, legal & accounting specialists.  
**IT support**  
**Training Resources**  
**Licensing Fees**  
**Application Fees**  
**Pre-development and Construction Financing**  
**Contracting Services**  
**Administrative Support**



# Housing and Real Estate Development (cont'd)

**Goal #2: Strengthen CDC of Tampa's housing counseling and real estate development capabilities in order to become a full-service housing organization that meets the Tampa Bay region's diverse residential and commercial needs.**

**Objective:**

Make capital improvements (as needed) to maintain as CDC of Tampa-owned properties.

**Action Steps:**

- ▶ Update the interior and exterior of the Chloe Coney Urban Enterprise Center, beginning in 2017.
- ▶ Apply for the City of Tampa's façade grant program and other funding sources to support the updates.
- ▶ Develop a 5-10 year capital improvement plan (including cost estimates) for all CDC-owned properties.
- ▶ Raise and allocate funds annually to implement the capital improvement plan's goals of preservation and maintenance.
- ▶ Assess and implement a facilities preservation plan—in conjunction with the development of an updated organizational continuity of operations plan (COOP).

**Metrics &**

**Success Indicators:**

*Increased partnerships with Home Ownership & Real Estate Centers;*  
*Increased year-over-year HOC client figures;*  
*Increased homeownership rate in East Tampa/ Sulphur Springs;*  
*Number of accreditations/licenses;*  
*New revenue generated.*

**Resources Required:**

**Consultants**—marketing grant writing, legal & accounting specialists.  
**IT support**  
**Training Resources**  
**Licensing Fees**  
**Application Fees**  
**Pre-development and Construction Financing**  
**Contracting Services**  
**Administrative Support**



# Youth Success Center

**Goal #3: Evaluate CDC of Tampa’s existing youth programming to determine the most effective path forward for providing curricula, supportive services and leadership opportunities to Tampa youth.**

**Objective:**

Formally assess CDC of Tampa’s youth-centered programs and activities—to develop a new, financially-sustainable approach to serving our community’s future leaders.

**Action Steps:**

- ▶ Review and restructure the department into a Youth Success Center—which houses evidence-based programs and services, beginning in 2016.
- ▶ Expand use of the Positive Action curriculum—in partnership with Hillsborough County Public Schools (HCPS), beginning in the 2017-2018 academic year.
- ▶ Develop/adopt financially-sustainable programming designed for middle and high school students—in partnership with HCPS, beginning in the 2017-2018 academic year.
- ▶ Identify partners within the out-of-school time space to support existing CDC programming, beginning in 2017.
- ▶ Identify potential partners within the larger youth success space to explore new initiatives, beginning in 2018.
- ▶ Explore the addition of new youth leadership opportunities, including leadership and/or service clubs.
- ▶ Explore the creation of youth entrepreneurship programming (e.g., weatherization, energy audit, music production, journalism and new media, etc.) by 2020.
- ▶ Interface with Safe & Sound Hillsborough staff to leverage the Collaborative’s efforts/investments in East Tampa neighborhoods.
- ▶ Secure additional funding—to be designated to provide for youth-centered events and activities, beginning in 2018.
- ▶ Upgrade the interior of the Audrey Spotford Youth & Family Center building, so as to directly support youth-centered programs and activities that are desired by the students we seek to serve.
- ▶ Identify and execute on revenue-generating possibilities at the Audrey Spotford Youth & Family Center (e.g., renting excess office space, etc.)

**Metrics &**

**Success Indicators:**

*Increased partnerships with HCPS & other youth success providers;*  
*Increased use (# of sites) for Positive Action;*  
*Increased promotion and graduation rates in East Tampa/Sulphur Springs;*  
*Year-over-year usage of the Youth building;*  
*New revenue generated.*

**Resources Required:**

**Consultants**—grant writing & curriculum specialists.  
**IT Support**  
**Training Resources**  
**Facility Upgrades**  
**Designated Fund to Support Youth Events & Activities**  
**Administrative Support**



# Economic Prosperity Center Tampa Bay: Financial Stability Collective Impact Cohort

**Goal #4: Scale the Economic Prosperity Center model's efforts to positively impact the economic trajectory of Tampa Bay families by building the Cohort's collective capacity to leverage additional community support and involvement.**

## Objective:

Build and strengthen the Economic Prosperity Center (EPC) model's infrastructure (e.g. administration, staff, fiscal agency, etc.) to provide a robust, bundled-services delivery system that helps local adults achieve long-term financial stability through the coordination and sequencing of services in the following areas:

- ☑ Employment & Career Development
- ☑ Financial Coaching & Counseling
- ☑ Income Supports & Asset Accumulation

## Action Steps:

- ▶ Ensure funding, staffing, administrative and in-kind support is in place to meet the needs of the EPC Cohort, beginning in 2016.
- ▶ Expand the number of EPC Cohort members providing services (to fill identified service "gaps"), beginning in 2017.
- ▶ Devise strategies that broaden existing partnerships with EPC Cohort members that increase the number of clients served year-over-year, beginning in 2018.
- ▶ Interface with CRC, TVI, HOC and other CDC program staff to provide a holistic approach to clients—particularly those who reside within the boundaries of CDC of Tampa's place-based initiatives.
- ▶ Maximize use of the Tracking-At-A-Glance (TAAG) platform to collect and manage shared client data, and to report on achievement of client outcomes.
- ▶ Secure additional funding for EPC's bundled services model from government, corporations, foundations and individuals—through the development of a comprehensive fund raising plan in 2017.
- ▶ Explore the possibility of EPC adopting a fee-for-service model to attract revenue from employers for successful job placements by 2020.
- ▶ Launch an ongoing public relations campaign in coordination with United Way Suncoast to raise public awareness of financial stability issues, as well as innovative solutions like EPC, beginning in 2017.
- ▶ Connect with other similarly-focused collective impact models around the nation, beginning in 2016.
- ▶ Advocate for policy changes that lead to greater economic opportunities for EPC clients.

## Metrics &

### Success Indicators:

*Increased year-over-year employment rates;*  
*Increased participation in financial coaching;*  
*Increased savings, debt reduction and increase in financial assets;*  
*Marketing-specific and policy-specific metrics;*  
*New revenue generated.*

### Resources Required:

**Consultants**—marketing, grant writing, etc.  
**IT support**  
**Training Resources**  
**Administrative Support**



# Safe & Sound Hillsborough: Community Violence Prevention Collaborative

**Goal #5: Ensure the successful implementation of Safe & Sound Hillsborough’s five year plan to adapt a public health approach to preventing community violence throughout Hillsborough County, FL.**

**Objective:**

Build and strengthen the Collaborative’s infrastructure (e.g. administration and staff, fiscal agency, etc.) to ensure the execution of Safe & Sound Hillsborough’s five year strategic goals, including:

- ☑ Supporting the Health and Well-Being of All Families
- ☑ Cultivating a Strong, Connected Community
- ☑ Improving Conditions in Neighborhoods Most Impacted by Violence
- ☑ Coordinating Efforts that Maximize Impact

**Action Steps:**

- ▶ Ensure all funding, staffing, administrative and in-kind support is in place to meet the needs of the Collaborative’s partners.
- ▶ Devise strategies within the Collaborative’s targeted zip codes for out-of-school time opportunities for youth.
- ▶ Conduct an analysis of emerging trends in youth violence and produce/deliver presentations and/or concept papers to all stakeholders.
- ▶ Develop a data-driven evaluation matrix re: crime prevention.
- ▶ Secure additional funding from corporations, foundations and individuals—through the development of a comprehensive fundraising plan.
- ▶ Launch an aggressive social media campaign designed to address the communication gap between law enforcement and youth/residents.
- ▶ Create summer internships and/or apprenticeships for youth—particularly for those within the Collaborative’s targeted zip codes.
- ▶ Form a Safe & Sound Hillsborough Employer Advisory Council.
- ▶ Advocate for policy changes that lead to greater economic/academic opportunities for young people throughout Hillsborough County.

**Metrics &**

**Success Indicators:**

*Decreased community violence—particularly in targeted neighborhoods;*  
*Increased issue awareness via presentations and/or concept papers;*  
*Evaluation Matrix;*  
*Social media-specific and policy-specific metrics;*  
*New revenue generated.*

**Resources Required:**

**Consultants**—social media, grant writing, etc.  
**IT support**  
**Training Resources**  
**Administrative Support**



# Resource Development

**Goal #6: Build organizational process and infrastructure—which can be used to develop adequate resources and relationships to support the effective implementation of CDC of Tampa’s Theory of Change.**

**Objective:**

Grow CDC of Tampa’s existing private fundraising efforts (corporations, foundations and individuals) to 15% of the organization’s core operating budget by 2020.

**Action Steps:**

- ▶ Contract with a full-time Fund Development/Mission Advancement professional, beginning in 2016.
- ▶ Explore the creation of a Resource Development Board committee, as well as the addition of a full-time Fund Development/Mission Advancement professional to the Senior Management Team.
- ▶ Achieve 100% fundraising support/participation from CDC of Tampa Board and staff by 2016.
- ▶ Execute CDC of Tampa’s annual Nehemiah Legacy Luncheon—identifying ways to increase sponsorship revenue and maximize event proceeds.
- ▶ Explore other organizational fundraising events (e.g. golf tournament, etc.) beginning in 2017.
- ▶ Explore other fundraising opportunities that would direct funds to specific CDC programs/initiatives (including place-based initiatives) beginning in 2017.
- ▶ Fully integrate CDC of Tampa’s Impact Tours into its ongoing resource development strategies.
- ▶ Maximize use of the Tracking-At-A-Glance (TAAG) platform to efficiently track client results and report on outcome achievement to current and future funders.

**Objective:**

Aggressively pursue available funding from public sources to improve/expand CDC programs and services.

**Action Steps:**

- ▶ Cultivate relationships with city, county, state and federal elected officials (and their staffs) through regular visits and communications.
- ▶ Establish a grantsmanship system to ensure the accuracy and efficiency of identifying public and private grant opportunities, process grant applications and completing required progress reports.
- ▶ Maximize use of the Tracking-At-A-Glance (TAAG) platform to efficiently track client results and report on outcome achievement to current and future funders.

**Metrics &**

**Success Indicators:**

*% of private fundraising revenue;*  
*% of ‘Resources Under Management’ versus restricted dollars;*  
*Increased year-over-year special event proceeds;*  
*New revenue generated from both private and public sources.*

**Resources Required:**

**Consultants**—grant writing, fund development, event planning, marketing, etc.  
**IT support**  
**Staff Training Resources**  
**Marketing Materials**  
**Administrative Support**



# Marketing

**Goal #7: Plan and implement strategies that position CDC of Tampa as a recognized leader in comprehensive community development activities within the Tampa Bay region, as well as at the state and national levels.**

**Objective:**

Develop and execute a strategic brand management plan to build CDC of Tampa’s brand equity.

**Action Steps:**

- ▶ Contract with a graphic design professional/firm to review and refine CDC of Tampa’s current brand mark and formalize an organizational color palette in 2016.
- ▶ Convey new brand mark and color palette on all collateral materials, stationery, and exterior signage beginning in 2017.
- ▶ Overhaul CDC of Tampa’s organizational Web site—maximizing its effectiveness as a communications and virtual service delivery tool, beginning in 2016.
- ▶ Enhance CDC of Tampa’s existing social media efforts, beginning in 2017.
- ▶ Develop a cohesive communications strategy for “rolling out” a renewed CDC of Tampa brand mark Web site and social media to clients, partners, funders and the public at-large, beginning in 2017.
- ▶ Leverage the timing of CDC of Tampa’s 25th anniversary during 2017 to raise the organization’s visibility and its connection/contribution to key regional priorities (e.g. economic prosperity, etc.) through Impact Tours, special open houses, receptions, press conferences, etc.
- ▶ Explore the retention of a public relations firm to enhance CDC of Tampa’s own brand-building efforts.
- ▶ Explore the creation of a Marketing Committee or Board subcommittee.

**Metrics &**

**Success Indicators:**

*Consistency of collateral Materials, signage, etc.;*  
*Enhanced name awareness and recognition;*  
*Web site and social media platform analytics;*  
*Media impressions;*  
*New relationships and revenue sources cultivated.*

**Resources Required:**

**Consultants**—grant writing, fund development, event planner, marketing, etc.  
**IT support**  
**Staff Training Resources**  
**Marketing Materials**  
**Administrative Support**



# Organizational Management and Governance

**Goal #8: Strengthen CDC of Tampa’s organizational infrastructure (human resource management, fiscal management and governance systems) to position the organization for growth and long-term sustainability.**

**Objective:**

Enhance CDC of Tampa’s Human Resources Management (HRM) policies and practices—in order to attract and retain high-performing staff.

**Action Steps:**

- ▶ Update personnel policies and organization manuals every three years, beginning in 2016.
- ▶ Develop on-boarding programming for all new employees and volunteers by 2017.
- ▶ Annually examine the organization’s compensation and benefits’ packages; revise as needed to remain competitive for new talent.
- ▶ Annually review departmental policies and procedures to identify opportunities for greater impact through increased coordination.
- ▶ Ensure clear and consistent communication of organizational information, as well as an increase to staff morale through regular all staff meetings, annual staff retreats, social/team-building events, etc.
- ▶ Conduct regular staff surveys—to measure progress and identify opportunities for improvement.
- ▶ Offer an annual series of training sessions that address key organizational priorities, including: diversity and inclusion, customer service, ethics and accountability, stewardship of resources, etc.
- ▶ Explore additional avenues for supporting staff with ongoing professional development programming.

**Objective:**

Develop and implement plans for continuous program improvement.

**Action Steps:**

- ▶ Formally assess the efficacy of CDC of Tampa’s program evaluation efforts—as well as their consistency/alignment with funders’ requirements and expectations—beginning in 2016.
- ▶ Annually assess functionality of CDC of Tampa’s data management platform(s)—to determine how they can enhance CDC of Tampa’s evaluation process.
- ▶ Review use of all organization-wide IT systems to identify areas where greater efficiency and effectiveness could enhance program impact.

**Metrics &**

**Success Indicators:**

*Updated personal policies and organization manuals;*  
*Updated information technology systems;*  
*100% compliance with all local, state and federal requirements;*  
*Increased year-over-year staff retention statistics;*  
*Increased Board and employee survey ratings;*

**Resources Required:**

**Consultants**—HRM, organizational development, program evaluation, etc.  
**Training Resources**  
**Annual Retreats**  
**IT support**  
**Board Support**



# Organizational Management and Governance (cont'd)

**Goal #8: Strengthen CDC of Tampa's organizational infrastructure (human resource management, fiscal management and governance systems) to position the organization for growth and long-term sustainability.**

**Objective:**

Ensure the adequacy of all information technology systems on an annual basis through 2021.

**Action Steps:**

- ▶ Develop a plan with annual targets for enhancing CDC of Tampa's technology systems with respect to: compliance, training, data collection, shared services, the portability of data, etc.
- ▶ Establish an annual budget line to address costs of equipment upgrades and/or staff growth.
- ▶ Perform regular reviews of existing database systems to ensure functionality and assess risk.
- ▶ Assess and implement document retention and conversion plan—in conjunction with the development of an updated organizational continuity of operations plan (COOP).
- ▶ Establish an annual employee training plan for all pertinent technology systems, beginning in 2017.
- ▶ Establish an equipment and IT inventory, beginning in 2016 and updated annually.
- ▶ Develop/update policies and procedures for file storage—consistent with IRS and funder requirements.

**Objective:**

Strengthen CDC of Tampa's current financial management systems to ensure fiscal accountability.

**Action Steps:**

- ▶ Develop and annually update staff document re: meeting all funder contract compliance items.
- ▶ Annually examine all insurance plans to ensure appropriate levels of coverage (e.g., general liability, worker compensation, directors and officers liability insurance, theft and business continuity, etc.)
- ▶ Establish parameters and procedures on all borrowing—to be monitored by CDC's Finance Committee.
- ▶ Institute procedures and systems to ensure a 'clean' and timely financial audit (within 120 days) and Effectively respond to all contract compliance audits from funders.
- ▶ Reassess auditor services by 2021 to assess performance, compare costs a determine bid process; repost new audit team by 2019.
- ▶ Review fiscal policies and procedures annually, beginning in 2016.
- ▶ Develop guidelines for signers per transaction.

**Metrics &**

**Success Indicators:**

*Updated personal policies and organization manuals;*  
*Updated information technology systems;*  
*100% compliance with all local, state and federal requirements;*  
*Increased year-over-year staff retention statistics;*  
*Increased Board and employee survey ratings;*

**Resources Required:**

**Consultants**—HRM, organizational development, program evaluation, etc.  
**Training Resources**  
**Annual Retreats**  
**IT support**  
**Board Support**

