

# **Community Development Network of Maryland, Inc.**

## **Strategic Plan**

**2014 - 2017**



***Final***  
***June 6, 2014***

Developed by the staff and board of  
The Community Development Network of Maryland, Incorporated

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## **Organization of this document**

This comprehensive strategic plan articulates the new mission statement of the Community Development Network of Maryland (formerly the Maryland ABCD Network) and initiatives the Board of Directors set forth in its strategic planning process over the summer and fall of 2013. This document also establishes a framework for implementation and accountability. The document is organized as follows:

- Part I**            **Introduction** includes the details about Community Development Network of Maryland, the rationale for why it needed to move through a strategic planning process, and strategic questions the organization wanted to tackle during the process.
  
- Part II**            **About This Plan** explains the method used in this strategic planning process and the next steps, the findings and major decisions made, and the commitment to implementation.
  
- Part III**           **Strategic Identity** includes the vision and mission statements, the guiding principles that reflect how the organization functions, the theories of change to understand why it does its work, and its primary customer.
  
- Part IV**           **Strategic Direction** is the description of what the Community Development Network of Maryland wants to accomplish, look like, and be like after implementing this plan.
  
- Part V**            **Results, Goals, and Objectives** are garnered from the Action Plans.
  
- Part VI**           **General Timetable** outlines the benchmarks to be achieved each year as the plan is implemented. This timetable should be used as a guideline.
  
- Part VII**          **Action Plans** contain the goals, specific strategies, time frame for implementation, who is responsible, and other notes. These should be revisited from time to time to verify that Community Development Network of Maryland is making progress toward accomplishing the goals and objectives, or whether changes should be made if the context or environment changes.
  
- Part VIII**        **Appendices** include a glossary of general terms used and the attachments referred to throughout the document.

# Executive Summary

The Community Development Network of Maryland (formerly the Maryland Asset Building and Community Development Network or Maryland ABCD Network) conducted a strategic planning process over the summer and fall of 2013. Out of this process came several important initiatives. This executive summary outlines the process and decisions made.

It is important to note that the process started with the organization's name as the Maryland ABCD Network, but concluded with the name Community Development Network of Maryland. The organization is always referenced as the Community Development Network of Maryland or CDN in this document.

## Step 1: Strategic Questions:

The process started with understanding the strategic questions that the organization was facing and what the Board of Directors wanted to be sure was addressed:

- What is the vision for the community development industry and the asset building industry?
- Review of mission statement: is the organization assuring strong organizations or strengthening the community development and asset building industry?
- What is the organization's role in each?
- How is "asset building" defined, and what should the organization be doing to support it?
- How can the organization ensure that it is not perceived as Baltimore City centric organization?
- How does the organization build its membership?

## Step 2: Information gathering:

A series of stakeholder interviews were conducted along with regional area phone calls. (Further input was provided at the Annual Meeting, and is not included here. It is included in the next section.) The main themes coming from those conversations include:

- The email list is extremely outdated, especially in areas outside of Baltimore City. CDN must work to rebuild the list, and also to engage more members statewide to add to the list.
- There is a lot to do to engage members in areas outside of Baltimore City. Currently most of the members are from Baltimore City, but in order to ensure the voices of other regions are heard, more members outside of Baltimore City need to be engaged. This means doing a lot more regional events, rather than one-time events in a central location. It also means possibly developing a similar model as the City Committee at the regional level (this could include but is not limited to: gathering around a specific subject or training, hearing thoughts and needs each year, or convening stakeholders to determine their region's community development priorities.)
- The role of the organization as conveners, advocates and capacity builders is still something needed in the community development industry in Maryland. The advocacy and convening role is probably the most value added CDN has provided.
- Regarding "asset building", some suggested that the organization think about engaging in "community asset building," rather than "individual asset building," but it needs to be well defined there is a move in this direction, while others suggested the organization stop struggling to do work on asset building just because it was in the name.
- How are the diversity of views from the various regions reconciled, and what actions should be taken? (For example, Smart Growth: Western Maryland and parts of the Eastern Shore/Southern Maryland need growth to be able to enhance its economy, whereas Central Maryland and other regions want to control growth.)

### **Step 3: Decisions made:**

Based on the information gathered, input from the Annual Meeting, and the Board's thinking around the strategic questions, the Board came up with the following decisions:

**Change the name and revise the mission of the organization:** The most important strategic decision made during the September 13 strategic planning board retreat was to change the name and revise the mission statement. This extremely important decision came about for several reasons; (a) the "Asset Building" part of the name was removed because "community development" encompasses so many things, and one aspect should not be singled out in the name; (b) "community development" is not only housing, but also sustainability, it is creating and enhancing commercial main streets as destinations, and ensuring all people have opportunities in Maryland, so the organization needed a name that would reflect that; (c) the organization was not as successful in working on issues related to "individual asset building" and therefore the organization decided to reflect the actual work in the name; (d) other organizations (like the CASH Campaign) are doing incredible work in the asset building field; and (e) it was time to reflect the sophistication of the organization and Maryland's community development industry with a better name.

Board members took a couple of months to finally agree on a name: The Community Development Network of Maryland. There was equal time in developing the revised Mission statement, which reflects the core competency of the organization as well as the main thinking described earlier:

To engage and strengthen Maryland's community development industry and encourage comprehensive community development through advocacy, partnerships, and capacity building.

**Regional Engagement:** CDN will engage community development organizations and local agencies in each region of the state. In order to be a true statewide organization, CDN has to fully understand the issues locally. The model of the City Committee can be adapted to help CDN engage members in each region. CDN will work with members in each region to organize what the engagement will look like, and create a model that works in each region (we call them regional coalitions in this document, but they could take on another shape). The goal is to gather more members, hear about issues that each region faces, recognize commonalities among regions to be able to advocate statewide, provide capacity building trainings and information tailored to the local area, address specific issues collectively, and implement CDN's other strategic priorities.

**Promoting the Social and Economic Impact of Maryland's Community Development Industry:** CDN will promote the social and economic importance and impact of the community development industry in Maryland so that the public at large understands the tremendous benefit that nonprofit and other community development organizations have on local and state economies. Ultimately, CDN would like to see more investment in community development organizations as well. Activities for this campaign could include, but are not limited to: (a) creating a "Community Development Day/Week" (b) creating regional meetings with law makers to highlight the importance of community development in their counties/districts (c) updating the "Industry Report" and publicizing that heavily, and others. CDN will form a working group and hire a PR firm to assist in the launch of this ongoing effort.

**Community Development Outcome Indicators:** CDN will create a statewide community development indicators system. These set of outcome indicators will be developed through conversations at the regional level, asking "why do we do our work? What do we expect the ultimate result of our work is?" and then "how do we measure it?" The purpose of this is to create a set of indicators the entire industry (non-profit community development organizations, public agencies, and others), uses to make decisions on policies and investments that will help

move the indicators to show trends in the direction they should go. CDN understands this special challenge, given the dynamics in rural, urban and suburban settings. The indicators will be available at the state, jurisdictional and local level. Several cities and states have indicators for policy making, and Baltimore has an internationally known system. CDN will develop a working group to lead the effort, and take on a data partner for the analysis and technical expertise needed for this important initiative.

**Organizational changes:** (a) CDN will become a 501c3 organization. CDN has been a project of the Community Foundation of Carroll County for several years; (b) CDN will launch a new website that is more flexible and easier to manage by CDN staff; and (c) CDN will create a social media presence that will help with all the initiatives created during this strategic planning process.

**Important work that continues:** CDN's core competencies have always been (a) advocate for a strong community development industry, and advocate for sound community development policy and investments; (b) provide information, training, capacity building for organizations to do their work more effectively, or have the information they need on new initiatives and opportunities; and (c) convene stakeholders to think about and take action on specific topics (the most recent example of this is the work with the QAP). This work will continue full force, and will be informed by the strategic priorities listed in this summary.

The Board of Directors of the Community Development Network of Maryland is committed to ensuring that any project or opportunity must fit within the strategic priorities developed during this planning process.

**Since the strategic planning session on September 13,** the Community Development Network of Maryland launched its new name and logo at its Annual Meeting on November 7<sup>th</sup>. The website has been changed to the new name ([communitydevelopmentmd.org](http://communitydevelopmentmd.org)). The organization has also been incorporated in the state of Maryland, and the Maryland ABCD Network was dissolved in the spring of 2014. Several of the goals and objectives are already moving forward as of the date of the approval of this document.

# Part I. Introduction

## About the Community Development Network of Maryland, Inc.

The Community Development Network of Maryland is a statewide network made up of over 130 member organizations from across the state. CDN is the voice for Maryland's community development industry, particularly the critically important nonprofit, small developer and community based organization members of that industry. The Mission of the Community Development Network, as decided during this strategic planning process, is to engage and strengthen Maryland's community development industry and encourage comprehensive community development through advocacy, partnerships and capacity building.

The Community Development Network of Maryland continues the important work of the Maryland ABCD Network, including (a) advocacy to strengthen the community development industry and ensure individuals are able to provide opportunities for their families, (b) capacity building and training, including providing important information to help strengthen Maryland's community development industry and (c) gather specific partners to address certain important and immediate needs (i.e. our QAP work group, and the CDFI Roundtable).

The name change from the Maryland Asset Building and Community Development Network to the Community Development Network of Maryland was a strategic decision made during the September 13 strategic planning board retreat. This extremely important decision came about for several reasons; (a) the "Asset Building" part of the name was removed because "community development" encompasses so many things, and one aspect should not be singled out in the name; (b) "community development" is not only housing, but also sustainability, it is creating and enhancing commercial main streets as destinations, and ensuring all people have opportunities in Maryland, so the organization needed a name that would reflect that; (c) the organization was not as successful in working on issues related to "individual asset building" and therefore the organization decided to stick with its core successful work, (d) other organizations (like the CASH Campaign) are doing incredible work in the asset building field; and (e) it was time to reflect the sophistication of the organization and the industry with a name that reflect the important work of the organization and the industry.

The Community Development Network of Maryland, through this planning process, has added some important strategic priorities to further its mission, explained in more detail in this document:

- A. Continue to be the advocate for the community development industry, and build capacity of organizations around the state
- B. Engage our members more strategically at the regional level, modelling the City Committee structure, but organizing around what is currently happening in each region (this is also where we anticipate our training topics to come from)
- C. Promote the social and economic importance and impact of the community development industry in Maryland so that the public at large understands the tremendous benefit that nonprofit and other community development organizations have on local and state economies.
- D. Create a set of Community Development outcome indicators so that organizations, businesses and public agencies can make decisions on investments and policy in order to move the needle on the indicators (similar to the original vision for the Vital Signs in Baltimore)

### History:

The Maryland ABCD Network was founded in 2006 focusing on filling the void left in Maryland after the downfall of the Maryland Center for Community Development (MCCD). ABCD formed with a commitment to be a network of community development organizations with a lean staffing structure working together to build capacity and advocate with one voice. That goal has been met and in the summer of 2013, ABCD conducted a strategic planning process where, among several other strategic decisions, the decision to change the name was introduced. The Board of Directors later decided on the name Community Development Network of Maryland.

## **Rationale for this strategic plan**

Community Development Network of Maryland took the opportunity to conduct this strategic plan because organization was in transition. The former director left in December of 2012, and this was an opportunity to think about the next steps in the organization. Further, the new Executive Director, hired in April of 2013, has organizational development and strategic planning background, which could be utilized to conduct such a process.

This plan provides a lens from which the organization can look and make key decisions moving forward.

## **Strategic Issues and Questions to Tackle**

*Strategic questions are the broader set of issues that come up often during conversations with people inside and outside of the organization. Without answers to these questions, or a process to resolve them, the organization could risk being reactive, rather than proactive, and veer in an unanticipated direction. Identifying these strategic questions and creating a plan to address the issues helps shape the direction for CDN. Also, conclusions about the role of the CDN has in the city may help shape the answers to these questions.*

The process started with understanding the strategic questions that the organization was facing and what the Board of Directors wanted to be sure was addressed:

- What is the vision for the community development industry and the asset building industry?
- Review of mission statement: is the organization assuring strong organizations or strengthening the community development and asset building industry?
- What is the organization's role in each?
- How is "asset building" defined, and what should the organization be doing to support it?
- How can the organization ensure that it is not perceived as Baltimore City centric organization?
- How does the organization build its membership?

## Part II. About This Plan and Decisions Made

**Phase I. Information Collection.** The information collection phase included regional phone calls and stakeholder interviews. The complete summary of findings can be found on **Appendix B**. Further input on the decisions made was garnered at the Annual Meeting in November. That input is not included here, but is in the Decisions Made section.

- The email list is extremely outdated, especially in areas outside of Baltimore City. CDN must work to rebuild the list, and also to engage more members statewide to add to the list.
- There is a lot to do to engage members in areas outside of Baltimore City. Currently most of the members are from Baltimore City, but in order to ensure the voices of other regions are heard, more members outside of Baltimore City need to be engaged. This means doing a lot more regional events, rather than one-time events in a central location. It also means possibly developing a similar model as the City Committee at the regional level (this could include but is not limited to: gathering around a specific subject or training, hearing thoughts and needs each year, or convening stakeholders to determine their region's community development priorities.)
- The role of the organization as conveners, advocates and capacity builders is still something needed in the community development industry in Maryland. The advocacy and convening role is probably the most value added CDN has provided.
- Regarding "asset building", some suggested that the organization think about engaging in "community asset building," rather than "individual asset building," but it needs to be well defined there is a move in this direction, while others suggested the organization stop struggling to do work on asset building just because it was in the name.
- How are the diversity of views from the various regions reconciled, and what actions should be taken? (For example, Smart Growth: Western Maryland and parts of the Eastern Shore/Southern Maryland need growth to be able to enhance its economy, whereas Central Maryland and other regions want to control growth.)

**Phase II. Strategic Direction, Identity and Decisions Made.** The CDN Board of Directors met on September 13 to review the information gathered in order to make strategic decisions about the direction of the organization. Further input was garnered after this date during the Annual Meeting. Briefly, the final decisions are as follows:

- Change the name and revise the mission statement for the organization to reflect recognition that "community development" is comprehensive: it means housing, mainstreets, sustainability, and ensuring opportunities for all Marylanders. In addition, the name takes out the "Asset Building" part of the name since the organization will not be concentrating on this, as others are doing a better job.
- Continue to be the advocate for the community development industry, and build capacity of organizations around the state
- Engage our members more strategically at the regional level, modelling the City Committee structure, but organizing around what is currently happening in each region. The purpose is to hear and address local community development issues.
- Promote the social and economic importance and impact of the community development industry in Maryland so that the public at large understands the tremendous benefit that nonprofit and other community development organizations have on local and state economies.
- Create a set of Community Development outcome indicators so that organizations, businesses and public agencies can make decisions on investments and policy in order to move the needle on the indicators (similar to the original vision for the Vital Signs in Baltimore)

**Phase III. Component Action Planning:** Action plans for each of the plan's five components were drafted based on the information gathered and the decisions made during the September 13 board planning session, and subsequent input from the Board and staff while developing work plans. The drafts were reviewed by the full board via email.

Each action plan contains a result statement of where the organization ought to be at the completion of implementation of the plan (stated as if the result is already accomplished). After that, the plans list the goals and then the objectives, strategies, timelines, and who is responsible for implementation. Each goal is enumerated, and each objective has letters for clarity only and does not indicate priority.

NOTE: While the action plans show timeframes for implementation in the most optimal environment, it is important to understand that these could change as the organization moves forward with implementation. Some items could require more time to unfold, while others could be completed sooner than expected.

**Phase IV. Review and Comment.** A draft of the summary of the strategic plan was shared during the November 7, 2013 Annual Meeting. A working group came together to review the initiatives outlined in the draft summary, and the group added the important strategy of promoting the impact of the community development industry.

The revised summary is included on the CDN website.

The draft of the Strategic Plan summary was circulated to the Board of Directors in January 2014. The draft of the fully fleshed out plan was circulated May 21, 2014 and after reviewing the document, the Board of Directors made several revisions, then approved the strategic plan on June 6, 2014 at its regular board meeting.

**Phase V. Implementation Phase.** Parts of this plan were implemented as soon as the decisions were made. The name of the organization was changed right away, a logo designed. Both the name and logo were launched at the Annual Meeting on November 7, 2013. Bylaws were also revised and the paperwork for the 501c3 was submitted to the IRS. The Community Development Network of Maryland was incorporated on November 21, 2013. Several of the goals and objectives were already in the works at the time of the completion of this Strategic Plan document.

#### **Goals of this plan and commitment to implementation**

The goals of this plan and process are:

- A. To confirm the importance of this organization and its core work
- B. To rethink the direction of the organization in order to be more strategic moving forward
- C. To have a document and strategic priorities that guide the organization's work and fundraising
- D. To strengthen the organization in terms of membership, financial stability, and strategic thinking

Approval of this plan moves CDN toward implementing and ultimately achieving the organization's vision for community development in Maryland.

### III. Strategic Identity

#### **Vision Statement**

*The vision statement is about the broader state of being, i.e. quality of life that everyone in the community would like to have. It answers the question, “What do you want your world to be like in the next 10 to 20 years?”*

**The Community Development Network of Maryland envisions all Maryland neighborhoods and communities thrive and are areas where people of all incomes have opportunities for themselves and their families.**

#### **Mission Statement**

*The mission statement is an opportunity to convey in a concise, compelling way the role the organization plays in achieving its vision. Many other people and groups may be involved in the process, but the mission is the difference the organization itself aims to make. This is what the organization will be remembered for in the future.*

Given the role that the Community Development Network of Maryland plays and wants to keep playing to ensure that its vision becomes reality, the mission statement now reads:

**To engage and strengthen Maryland’s community development industry and promote comprehensive community development through advocacy, partnerships and capacity building.**

This mission statement was designed based on 2 main premises: (a) that CDN’s work is to strengthen and enhance the members of the Community development industry and (b) that community development encompasses more than just housing.

# Guiding Principles and Theories of Change for CDN

## Guiding Principles

*Guiding principles are the fundamental values or ideals at the heart of an organization. They articulate ideals that CDN would like to be held to in the operations of the organization, and they offer guidance about how to do the important work of the organization.*

**The fundamental principles that guide how we do our work are:**

- CDN looks to be the voice for and of the community development industry in Maryland
- CDN values our role as convener, community builder, collaborator, and advocate
- CDN's training, advocacy and activities are driven by its members and an active Board of Directors
- CDN is proactive and strategic. Our programs are designed deliberately according to strategic priorities and analysis of our members

## Theory of Change

*The theory of change is the set of beliefs about the world that make it clear why CDN believes the actions it takes yield the desired results. The Theory of Change informs the approach to the work or why CDN chooses to tackle problems or issues in a certain way. The Theory of Change is the clear connection between the difference that the CDN wants to make, and the approaches and tools it uses to make that difference. Experience shows that such clarity contributes to improved organization performance and customer satisfaction over time.*

Because CDN believe the items listed below, we developed our programs.

- We believe that community development is not just housing. Community development includes mainstreets/commercial corridor development, sustainability, ensuring a good quality of life for all Marylanders, initiatives in special planning districts ( like arts or historic districts and others), and so much more than just housing.
- We believe that all people deserve a safe and stable community in which to live.
- We believe the community development industry in Maryland is strong, and without it, Maryland would not be able to achieve its community development goals and serve the most in need.
- We believe that by working together, the community development industry can be more effective in its advocacy and work in general.

# Primary and Supporting Customers of CDN

## Primary Customer

*The primary customer of an organization is the person or group whose life is most directly changed through its regular, ongoing work. The primary customer can be an individual, organization, animal, or thing.*

**The primary customer of CDN** is any organization working in community development in Maryland.

## Supporting Customers

*The supporting customers of an organization are all the people and groups an organization needs to succeed. They are just as important as the primary customer. There can be many supporting customers. They are engaged with the organization because of and in order to support the accomplishment of its vision, mission and work.*

**Supporting customers of CDN are:**

- Donors that see the value in investing in the work of CDN
- Members
- Legislators/elected officials
- Private businesses involved in community development
- Statewide organizational partners

## **Part IV. Strategic Direction of CDN**

*The strategic direction is a concise statement about the strategy or approach an organization takes to its work over a specific period of time. The statement is based on a combination of the current environment (the opportunities and threats facing the organization) and the organization's mission and competencies. It is often a direct response to the strategic questions asked by an organization and tells you what the organization would be like in the next three to five years.*

### **At the end of implementation:**

CDN will be the voice of Maryland's community development industry, with over 200 paying member organizations representing every part of the state. CDN will be the conduit for advocacy and capacity building for all members and others interested in community development. CDN will continue to promote the social and economic impact of this important industry. The community development indicators will continue to provide a common place for all participants in the community development industry, including state and local public agencies, to make strategic policy, investment and strategy decisions.

## Part V. Results, Goals, and Objectives

The Community Development Network of Maryland will know it is moving toward its vision for community development in Maryland and realizing the organization's mission when the following results, goals, and objectives are achieved.

### Component 1: Organizational Strengthening and Operational Excellence

RESULT: *Within the next four years we will see...*

The Community Development Network of Maryland is a financially strong and stable 501c3 organization. The CDN's new Board of Directors ensures successful transition from the ABCD Network to the Community Development Network of Maryland, Incorporated.

**Goal 1: Transition all aspects of the organization to the Community Development Network of Maryland, Incorporated**

**Objectives:**

- A. Incorporate the Community Development Network of Maryland
- B. Revise bylaws and other organizational documents to reflect the new name and make other changes as needed
- C. Establish the CDN Board of Directors, committees etc.
- D. Transfer all assets and liabilities from the Maryland ABCD Network to CDN
- E. Dissolve the Maryland ABCD Network.

**Goal 2: Build the infrastructure to ensure a financially sound and successful 501c3 organization.**

**Objectives:**

- A. Apply for the 501c3 status
- B. Develop and approve the Financial Procedures including internal controls for the organization to be implemented once the 501c3 is approved
- C. Hire accountant and book keeper
- D. Create and approve employee manual
- E. Create and maintain the Finance Committee and other board committees needed to ensure a financially sound organization.
- F. Plan for and execute a financial review or audit each year to ensure accountability and transparency.

**Goal 3: Fundraise to ensure stability of CDN**

**Objectives:**

- A. Approve balanced budget each year with funding sources identified
- B. Follow fundraising plan as described in other components of this strategic plan.
- C. Build "Reserve Fund" to ensure a cushion to only be used for a rainy day

## **Component 2: Regional Organizing and Membership**

RESULT: *Within the next four years we will see...*

The Community Development Network of Maryland organizes the state into regional coalitions so every community development organization's voice is heard. CDN develops relationships within the regional coalitions to increase its membership base.

### **Goal 1: Launch initial regional meetings**

#### **Objectives:**

- A. Obtain partner organization in each region, and provide financial incentive to assist in staffing the regional coalitions
- B. Plan and execute initial regional meetings
- C. Fund initial meetings

### **Goal 2: Build the regional coalitions to meet at least quarterly**

#### **Objectives:**

- A. Work with regional organizing partners to provide support for the regional coalitions on going
- B. Assess success of the regional organizing effort each year.
- C. Fundraise to continue financial incentive for partner organization

### **Goal 3. Increase CDN's membership to 200 paid members by the end of 2015**

#### **Objectives:**

- A. During regional coalitions meetings, solicit for CDN membership
- B. Continue membership renewals and solicitations from a variety of organizations
- C. Conduct survey of members each year to understand their perceptions of benefits of membership and needs.

### **Goal 4. Effectively communicate with members and friends**

#### **Objectives:**

- A. Send periodic e-newsletters and alerts/notices statewide
- B. Send periodic e-newsletters and alerts/notices at the regional level
- C. Redesign the CDN website
- D. Build a CDN Membership Directory

## **Component 3: Advocacy and Capacity Building**

RESULT: *Within the next four years we will see...*

The Community Development Network of Maryland is the voice for Maryland's community development industry. CDN's advocacy efforts strengthen the community development industry, and work toward policies that positively impact people served by the industry. CDN members are strong and have access to timely information to make strategic decisions.

### **Goal 1: Continue CDN's important presence in the State Legislature.**

**Objectives:**

- A. Continue meeting with the Maryland DHCD secretary at least 2-3 times per year
- B. Create policy agenda each year prior to Legislative Lunch in January of each year
- C. Plan and execute Legislative Lunch each year.

**Goal 2: Build capacity and provide timely information at the regional level to strengthen and enhance the work of each member of the industry.**

**Objectives:**

- A. Assess the needs of organizations and market trends to understand the information/training needed
- B. Provide information/trainings each quarterly meeting
- C. Continue capacity building/informational workshops during the Annual Meeting

**Component 4: Promoting the Economic and Social Impact of Maryland's Community Development Industry**

RESULT: *Within the next four years we will see...*

Maryland's community development industry is well respected and well-resourced in Maryland. Legislators, community members, funders, and the public at large understand the important social and economic impact of community development in Maryland, and support the industry through opportunities, funding, better policy initiatives, and more.

**Goal 1: Launch public relations campaign to promote the economic and social importance of Maryland's community development industry.**

**Objectives:**

- A. Gather working group of CDN Board members and non-Board members to advise the campaign
- B. Fundraise and hire Public Relations consultant to design and implement campaign
- C. Redesign and update the Industry Report every 2 years
- D. Align CDN's Awards of Excellence with the work of this campaign
- E. Evaluate the success of campaign each year
- F. Fundraise for the initial year and ongoing maintenance of the campaign

**Goal 2: Launch Community Development Week each fall, leading up to CDN Annual Meeting**

**Objectives:**

- A. Determine projects to be highlighted in each region
- B. Invite legislators, community development professionals, potential funders and investors, public at large, and more to CD week events
- C. Evaluate success of Community Development Week
- D. Obtain sponsors for the various events during CD Week

**Goal 3: Think about and encourage other events or programs that promote the social and economic impact of our industry**

**Objectives:**

- A. With working group, brainstorm other events/programs that could be on going.
- B. Host Gubernatorial Forum
- C. Partner with other statewide organizations on innovating programs and projects

## **Component 5: Develop and Maintain Community Development Outcome Indicators**

RESULT: *Within the next four years we will see...*

Maryland has a set of community development outcome indicators, which provide a common place for all involved in community development to make strategic investment, strategy and policy decisions.

### **Goal 1: Launch comprehensive process for developing the indicators**

#### **Objectives:**

- A. Gather working group of CDN board members and non-Board members to advise on indicators and launch.
- B. Conduct research on community development indicators and system models in the US
- C. Obtain data partner
- D. Gather input on indicators during initial regional meetings
- E. Select indicators based on the data gathered
- F. Fundraise for the launch and ongoing maintenance

### **Goal 2: Launch indicators, release updates each year and promote the use of the indicators by the community development industry**

#### **Objectives:**

- A. Launch indicators on CDN website fall 2015
- B. Update and post information each year
- C. Provide trainings to promote the use of the indicators
- D. Evaluate the usage of the indicators for policy making, investment decisions, and strategy placement.
- E. Fundraise for continued maintenance and promoting the use of the indicators

## Part VI: Overall Strategic Plan Timetable

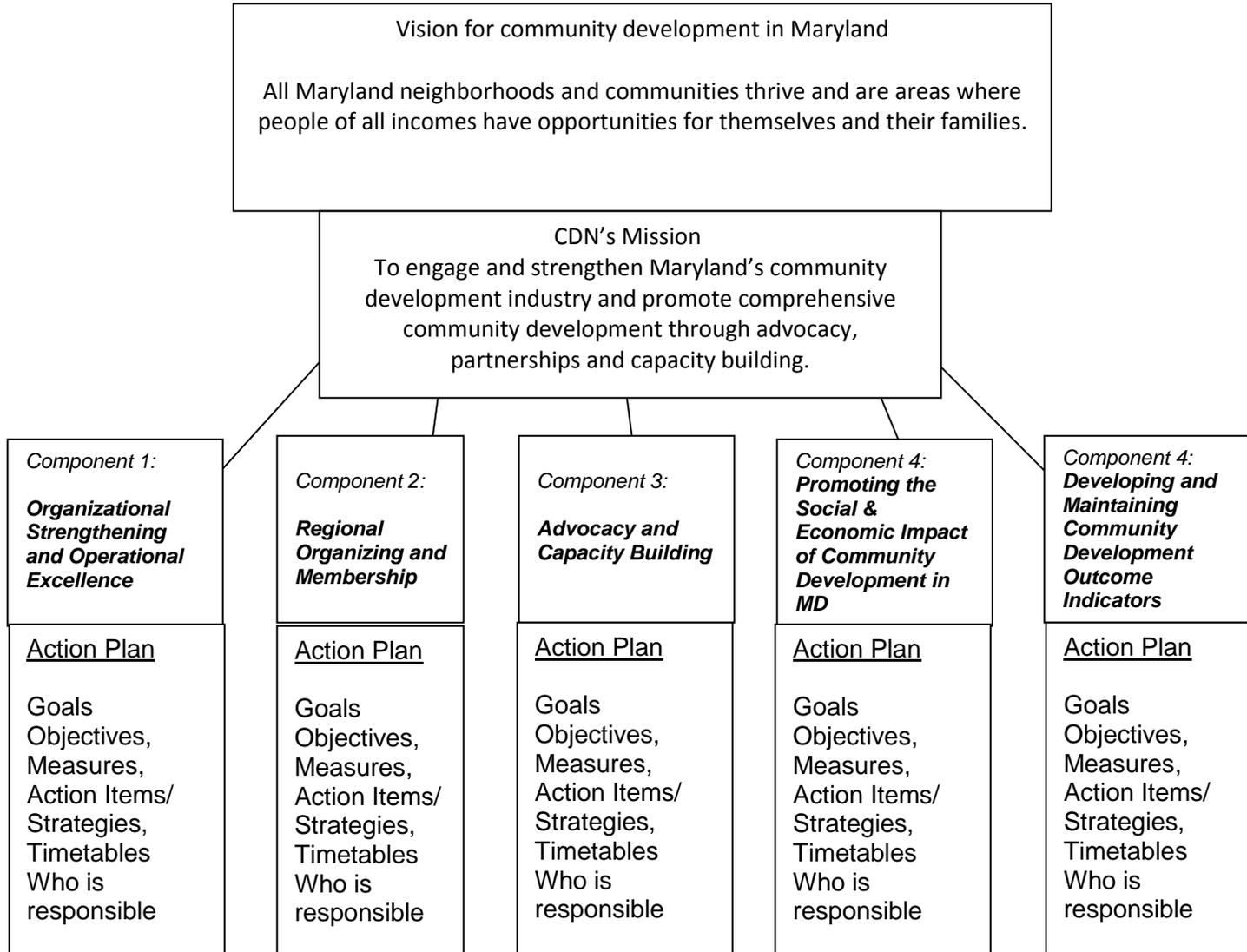
### Anticipated Timeline of Activities

Year	Activity
January through March 2014	<ul style="list-style-type: none"> <li>• Concentrate on the General Assembly Session, meet with Policy Committee regularly, regular email blasts to members, host Legislative Luncheon</li> <li>• Fundraise for implementing strategic priorities</li> <li>• Write and release RFP for website redevelopment</li> <li>• Begin planning Gubernatorial Forum</li> <li>• Continue work on CDFI and Consider the Person Campaign projects</li> <li>• Begin planning Gubernatorial forum, put the Host Committee together, raise \$ for sponsors</li> </ul>
April through June 2014	<ul style="list-style-type: none"> <li>• Complete strategic plan document and approve by Board of Directors</li> <li>• Continue fundraising to implement strategic priorities</li> <li>• Email blast the legislative wrap up, highlighting CDN successes and the Session’s impact on community development as a whole.</li> <li>• Form working groups to implement strategic priorities (indicators and promoting the impact of community development in Maryland.)</li> <li>• Draft RFP/Position announcement for partner to assist with regional organizing in each region, including a separate one for Baltimore City (because the scope of work is slightly different).</li> <li>• Select one partner organization per region for regional organizing work and start to plan the first meetings in each region.</li> <li>• Draft and release RFP for the PR consultant for the impact of community development work-select consultant and begin work with the working group</li> <li>• Choose website re-design firm and begin working on website redesign</li> <li>• Host Gubernatorial Forum in May</li> <li>• Meet with Secretary Skinner regarding for general operating fund</li> </ul>
July through September 2014	<ul style="list-style-type: none"> <li>• Continue fundraising</li> <li>• Continue meetings with working groups</li> <li>• Conduct 4 regional meetings (at these meetings, introduce CDN, talk about the PR campaign, facilitate conversation on indicators, and also facilitate conversation on their needs)</li> <li>• Complete Consider the Person work unless other funds are raised</li> <li>• Solidify data partner for the community development outcome indicators work</li> </ul>
October through December 2014	<ul style="list-style-type: none"> <li>• CDN Annual Meeting in November, where we launch new CDN website,</li> <li>• Launch Community Development Week leading up to the Annual Meeting (focused on legislators, general public, etc. at regional level)</li> <li>• Other regional meetings happen (at these meetings, introduce CDN, talk about the PR campaign and facilitate conversation on indicators, and also facilitate conversation on their needs)</li> <li>• Work on Policy Agenda for 2015 General Assembly session, meet with new Housing Secretary (if it is not Skinner) prior to Session.</li> <li>• Plan training calendar for 2015 using input from the regional meetings.</li> <li>• Plan regional meetings for the year</li> <li>• Continue fundraising</li> <li>• Continue working group meetings</li> </ul>
January through March 2015	<ul style="list-style-type: none"> <li>• Concentrate on General Assembly session, host Legislative Luncheon, send legislative updates and legislative wrap up to contact list.</li> <li>• Continue the PR campaign</li> <li>• Formulate first draft of community development indicators based on conversations at initial regional meetings, and present to regional meetings, to key stakeholders, DHCD, and others for input and refining. (at this stage the data for the indicators needs to already be verified and possible to collect at each level.)</li> </ul>

Year	Activity
March through June 2015	<ul style="list-style-type: none"> <li>• Collect and analyze data for the indicators, begin GIS development for CDN website.</li> <li>• Conduct regional meetings and trainings</li> <li>• Continue fundraising</li> <li>• Continue PR campaign on impact of community development</li> <li>• Begin work on updating the Industry Report, to be released at Annual Meeting</li> </ul>
July through September 2015	<ul style="list-style-type: none"> <li>• Collect and analyze data for the indicators, begin GIS development for CDN website.</li> <li>• Conduct regional meetings and trainings</li> <li>• Continue fundraising</li> <li>• Continue PR campaign on impact of community development (without consultants)</li> <li>• Work on plans for Annual meeting, possibly including “community development week” and launch of the indicators</li> </ul>
October through December 2015	<ul style="list-style-type: none"> <li>• CDN Annual Meeting and Community Development week, and the launch of the community development outcome indicators, and Industry Report</li> <li>• Conduct regional meetings and trainings – evaluate the impact of these</li> <li>• Continue fundraising</li> <li>• Continue PR campaign on impact of community development</li> </ul>
2016	<ul style="list-style-type: none"> <li>• State Legislature activities (Legislative Lunch, etc.) and follow up</li> <li>• Continue indicators work to update for Annual Meeting</li> <li>• Conduct regional meetings and trainings</li> <li>• Continue fundraising</li> <li>• Build membership directory</li> <li>• Community Development Week and other activities for promoting the social and economic impact of community development</li> <li>• Annual meeting – release of updated indicators</li> </ul>
2017	<ul style="list-style-type: none"> <li>• State Legislature activities (Legislative Lunch, etc.) and follow up</li> <li>• Continue indicators work to update for Annual Meeting</li> <li>• Conduct regional meetings and trainings</li> <li>• Continue fundraising</li> <li>• Community Development Week and other activities for promoting the social and economic impact of community development</li> <li>• Annual meeting – release updated indicators and Industry Report</li> <li>• Evaluate the impact of the community development indicators, how used, etc.</li> </ul>

## Flowchart of what a strategic vision and planning process produces that sets the stage for implementation

The Community Development Network of Maryland has made well-informed strategic decisions that help define its comprehensive strategic direction. It has a set of action plans to help chart the course toward implementation.



## **Part VII: Component Action Plans, Implementation, Timeline, Accountability**

*Action plans hold the timeline and tasks for implementation. They explain in detail the objectives, strategies, partners to engage, timelines, and who is responsible for making it happen. These are the road maps for implementing the plan and getting things done.*

## Component 1: Organizational Strengthening and Operational Excellence

RESULT: *Within the next four years we will see...*

The Community Development Network of Maryland is a financial strong and stable 501c3 organization. The CDN's new Board of Directors ensures successful transition from the ABCD Network to the Community Development Network of Maryland, Incorporated.

### Goal 1: Transition all aspects of the organization to the Community Development Network of Maryland, Incorporated

Objective	Action Item	Start Date	Implement Date	By Whom (Committee, Staff, Board)	Notes
A. Incorporate the Community Development Network of Maryland	Draft Articles of Incorporation and review by lawyer.  Approve Articles of Incorporation  File articles of incorporation	Fall 2013	completed	CDN staff and Board	
B. Revise bylaws and other organizational documents to reflect the new name and make other changes as needed	Revise bylaws to reflect the new name  Make other revisions regarding membership, committees, nominating etc.	Fall 2013	completed	CDN Board and staff	
C. Establish the CDN Board of Directors, committees etc.	Approve the new CDN Board of Directors  Draft and approve job descriptions of each committee  Approve members to each Committee	Fall 2013  Fall 2013	Completed  Winter 2014  Winter 2014	ABCD/CDN Board  Staff with Governance committee review	
D.					

Transfer all assets and liabilities from the Maryland ABCD Network to CDN	Draft agreement between both organizations	Fall 2013	Completed	CDN staff and lawyer	
	Draft resolution approving the signing of the agreement	Fall 2013	Completed	CDN staff and lawyer	
	Each Board to approve the resolution to sign the agreement.	Winter 2014	Winter 2014	CDN / ABCD Boards of Directors	
E. Dissolve the Maryland ABCD Network.	Draft articles of dissolution and have reviewed by lawyer	Fall 2013	Completed	CDN staff and lawyer	
	Approve articles of dissolution after transfer of assets is complete		Spring 2014	ABCD Board of Directors	

**Goal 2: Build the infrastructure to ensure a financially sound and successful 501c3 organization.**

Objective	Action Item	Start Date	Implement Date	By Whom (Committee, Staff, Board)	Notes
A. Apply for the 501c3 status	Draft application, send for review by lawyers		January 2014	Staff and Executive Committee with lawyers	
	Send to IRS		Spring 2014		
	Ensure bylaws and conflict of interest policy are up to date to be sent with application.		Spring 2014		
B. Develop and approve the Financial Procedures including internal controls for the organization to be implemented once the 501c3 is approved	Draft financial procedures document	Spring 2014	Summer 2014	Staff and finance committee	
	Approve financial procedures document	Summer / fall 2014	Summer/ fall 2014	Board of directors	
	Review annually and update as needed	Annually	Annually	Finance Committee	

C. Hire accountant and book keeper	Accountant/Book keeper to be used to reconcile books monthly/quarterly.  Data entered in Quick Books will at first be done by staff, with bank statements sent to the Treasurer, and bank reconciliations done by the accountant/bookkeeper.	Dec 2014	Once 501c3 is approved  Once 501c3 is approved	Staff with Finance Committee guidance  Staff	
D. Create and approve employee manual	Draft employee manual using Maryland Non-Profits template.  Approve employee manual  Review annually and many any changes	Summer 2014  Fall 2014  Annually	Summer 2014  Fall 2014  Annually	Staff with Governance Committee guidance  Board of Directors  Governance Committee	
E. Create and maintain the Finance Committee and other board committees needed to ensure a financially sound organization.	Develop job descriptions for each committee  Recruit committee members from Board and from membership  Determine calendar of meetings and/or reports.	Spring 2014  Spring 2014  Spring 2014	Ongoing  Ongoing  ongoing	Staff, reviewed by Governance Committee  Governance Committee/Board of Directors  Finance Committee	
F. Plan for and execute a financial review or audit each year to ensure accountability and transparency.	Retain accounting firm for financial review  Conduct financial review each year	Fall 2014	ongoing	Finance Committee	

**Goal 3: Fundraise to ensure stability of CDN**

<b>Objective</b>	<b>Action Item</b>	<b>Start Date</b>	<b>Implement Date</b>	<b>By Whom</b> (Committee, Staff, Board)	<b>Notes</b>
<p>A. Approve balanced budget each year with funding sources identified</p>	<p>Budget designed by ED and approved by Finance Committee with the assistance of board members interested in Fundraising. Ensure all sources where funds are needed have a funding source identified in the budget. (i.e. the fundraising plan).</p> <p>Ensure diverse funding sources including:            --membership            --grants - foundation            --grants – government            --Corporate sponsorships            --CITC</p>	<p>Annually</p>	<p>Annually</p>	<p>Executive Director, Finance Committee</p>	
<p>B. Follow fundraising as described in other components of strategic plan.</p>	<p>Each component of this Strategic Plan has funding sources identified.</p>	<p>Annually</p>	<p>Annually</p>	<p>Executive Director And Board</p>	
<p>C. Build “Reserve Fund” to ensure a cushion to only be used for a rainy day</p>	<p>Build reserve fund by allocating \$10,000 per year at the end of the fiscal year.</p> <p>Place in savings account separate from operating account as soon as 501c3 is approved.</p> <p>Design and approve the policy for the use of the Fund, and authorization for use of the Fund.</p>	<p>Winter 2013/ 2014</p> <p>Summer 2014</p>	<p>Annually</p> <p>Summer 2014</p>	<p>Board and Executive Director</p> <p>Executive Director and Treasurer</p> <p>Finance Committee and Executive Director</p>	

## Component 2: Regional Organizing and Membership

RESULT: *Within the next four years we will see...*

The Community Development Network of Maryland organizes the state into regional coalitions so every community development organization's voice is heard. CDN develops relationships within the regional coalitions to increase its membership base.

### Goal 1: Launch initial regional meetings

Objective	Action Item	Start Date	Implement Date	By Whom (Committee, Staff, Board)	Notes
A. Obtain partner organization in each region, and provide financial incentive to assist in staffing the regional coalitions	<p>Send out "request for partnership" description and choose partners from these applications.</p> <p>Provide a financial incentive to these partner organizations to staff the effort.</p> <p>Duties include:                      -helping CDN understand the dynamics in each region, whether there are already coalitions happening and CDN should be a part of them, who the key players are to reach to create a regional coalition, etc.                      -gathering correct contact information for community development groups and agencies, elected officials, foundations, and media in each area                      -obtaining the location for initial meetings                      -assist with getting people to the initial meeting and planning those meetings'</p>	Spring 2014	Summer 2014	Executive Director	
B. Plan and execute initial regional meetings	<p>At those initial meetings:                      -introduce CDN, partners, purpose for this effort                      -conversation around capacity building needs and market trends</p>	Summer 2014	December 2014	Executive Director and regional organizing partner	

	<p>-conversation around the community development indicators</p> <p>-introduce the PR campaign</p> <p>Provide minutes from the meetings to the group</p>				
C. Fund initial meetings	<p>Funding for the financial incentive from DHCD Technical Assistance Grant with match from Fund for Change/Krieger (if they come through) for City and central MD work (TAG for the rest of the state). (As of this writing, TAG is secured.)</p> <p>Funding from NeighborWorks for expenses and staff time, and from the Rural Maryland Council for on-site expenses in rural regions. (as of this writing, these are secured)</p>	Spring 2014	Spring 2014		

**Goal 2: Build the regional coalitions to meet at least quarterly**

Objective	Action Item	Start Date	Implement Date	By whom (Committee, Staff, Board)	Notes
A. Work with regional organizing partners to provide support for the regional coalitions on going	<p>Plan next meetings, to include:</p> <p>-a training or information sharing (see Component 3)</p> <p>-working group work (2<sup>nd</sup> meeting would develop these working groups, and subsequent meetings working groups meet after the training/info part.</p>	Spring 2014	On going	Executive Director and regional organizing partner in each region	
B. Assess success of the regional organizing effort each year.	<p>Survey each participant in the regional coalitions to determine the value of the coalition and other suggestions/needs they may have.</p>	Annually	Annually	Executive Director	
C.					

Fundraise to continue financial incentive for partner organization	Engage local community foundations and other funders in each region to invest in this effort. An estimated \$5,000 per region is needed (covering the incentive and CDN staff time) each year.	Summer 2014	Annually	Executive Director	
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**Goal 3. Increase CDN’s membership to 200 paid members by the end of 2015**

Objective	Action Item	Start Date	Implement Date	By whom (Committee, Staff, Board)	Notes
A. During regional coalitions meetings, solicit for CDN membership	Stress the value of the work being done at the regional level, and other benefits of belonging to a statewide network	Summer 2014	December 2015	Executive Director and regional organizing partner in each region	
B. Continue membership renewals and solicitations from a variety of organizations	Engage the entire board in membership renewal by splitting the list and asking them to contact colleagues after initial letters and emails are sent. Solicit: -nonprofit community development organizations, housing organizations, mainstreet and merchants associations in commercial corridors, local and municipal agencies working in community development -for profit small developers -large corporate sponsors (sponsors for our events automatically become members).	Annually	Annually	Executive Director and membership committee	
C. Conduct survey of members each year to understand their perceptions of benefits of membership and needs.	Design survey to be administered just before renewal time each year. Survey to be emailed to current paid members.	Spring 2015	ongoing	Executive Director and Membership Committee	

**Goal 4. Effectively communicate with members and friends**

<b>Objective</b>	<b>Action Item</b>	<b>Start Date</b>	<b>Implement Date</b>	<b>By whom (Committee, Staff, Board)</b>	<b>Notes</b>
A. Send periodic e-newsletters and alerts/notices statewide	Design e-newsletters around a theme each newsletter (like legislative update, strategic plan announcement and implementation, special related events, etc.).  Send action alerts and other notices as needed.	Spring 2014	ongoing	Executive Director and regional organizing partner in each region	
B. Send periodic e-newsletters and alerts/notices at the regional level	If/when there is enough information to start a regional e-newsletter, start one.  Send action alerts and other notices as needed.	Fall 2015	ongoing	Regional organizing partner	
C. Redesign the CDN website	Redesign the CDN website to have the following: -easy updating so as not to have to go through a 3 <sup>rd</sup> party to update simple items -better navigation -home page to have latest information set prominently -consider regional pages for the regional coalitions -job board	Spring 2014	Launch Annual Meeting 2014	Executive Director and Membership Committee	
D. Build a CDN Membership Directory	Publish directory online so all can access. It will assist groups to network across regions.	Summer 2016	ongoing	Executive Director and Membership Committee	

### Component 3: Advocacy and Capacity Building

RESULT: *Within the next four years we will see...*

The Community Development Network of Maryland is the voice for Maryland’s community development industry. CDN’s advocacy efforts strengthen the community development industry, and work toward policies that positively impact people served by the industry. CDN members are strong and have access to timely information to make strategic decisions.

**Goal 1: Continue CDN’s important presence in the State Legislature.**

Objective	Action Item	Start Date	Implement Date	By Whom (Committee, Staff, Board)	Notes
A. Continue meeting with the Maryland DHCD secretary at least 2-3 times per year	These meetings will cover topics such as: <ul style="list-style-type: none"> <li>Budget allocation requests</li> <li>Any issues the community development industry is having with any of the DHCD programs, and solutions</li> <li>Preparation for the legislative session.</li> </ul>	Spring 2014	Ongoing	Members of the Policy Committee who are CDN board members and CDN staff	
B. Create policy agenda each year prior to Legislative Lunch in January of each year	Set policy goals throughout the year hearing from regional coalitions and other issues that come up in other legislative sessions.	ongoing	Ongoing	Policy Committee and Board members	
C. Plan and execute Legislative Lunch each year.	The Legislative Lunch occurs in January of each year to unveil our policy agenda to the legislators and to our members. This occurs in Annapolis each year.  Consider new venue for the event each year.  Identify sponsors for the Legislative Lunch	Ongoing	Ongoing	Policy Committee and Events Committee	

**Goal 2: Build capacity and provide timely information at the regional level to strengthen and enhance the work of each member of the industry.**

Objective	Action Item	Start Date	Implement Date	By whom (Committee, Staff, Board)	Notes
A. Assess the needs of organizations and market trends to understand the information/training needed	During the initial Regional Meetings, facilitate conversation around needs at the organizational level, and market trends where training/information is needed.  Re-assess each year	Spring 2014	On going	Executive Director and regional organizing partner (each region has one)	
B. Provide information/trainings each quarterly meeting	Suggestions for fulfilling the training demands including partnership with NeighborWorks, information that DHCD needs to share with groups can also be shared during these regional meetings, etc.	Ongoing	ongoing	Executive Director with regional organizing partner (each region has one)	
C. Continue capacity building/informational workshops during the Annual Meeting	Develop topics for the Annual Meeting that are relevant to each region of the state.  Consider sector specific gatherings (i.e. mainstreets) or regional gatherings within the Annual Meeting structure.  Gather key sponsors of the Annual Meeting, (BB&T, DHCD, among others)	Annually	Annually	Events committee	

## Component 4: Promoting the Economic and Social Impact of Maryland’s Community Development Industry

RESULT: *Within the next four years we will see...*

Maryland’s community development industry is well respected and well-resourced in Maryland. Legislators, community members, funders, and the public at large understand the important social and economic impact of community development in Maryland, and support the industry through opportunities, funding, better policy initiatives, and more.

**Goal 1: Launch public relations campaign to promote the economic and social importance of Maryland’s community development industry.**

Objective	Action Item	Start Date	Implement Date	By Whom (Committee, Staff, Board)	Notes
A. Gather working group of CDN Board members and non-Board members to advise the campaign	<p>Ensure the members of the working group represent all parts of the state.</p> <p>Working groups job is to:            --assist with hiring PR consultant            --work with consultant to develop brand and strategies of the campaign            --assist with Community Development Week each year            --assist with running the campaign after the first year which will not have a PR consultant.</p>	Spring 2014	Spring 2014	Executive Director	
B. Fundraise for and hire Public Relations consultant to design and implement campaign	<p>Fundraise for the PR consultant.</p> <p>Draft and send out RFP and select firm</p> <p>Role of the PR Firm:            --design the brand around the campaign (Maybe CDN new logo?)            --assist with specific catchy talking points for the entire industry to use moving forward</p>	Spring 2014	Spring 2014	Campaign working group and Executive Director	

	<p>--launch Community Development Week including acquiring the media for the campaign</p> <p>--conduct PR around the Industry Report release</p> <p>--set up CDN's Social Media</p> <p>--ensure the Community Development Week and social media can be managed by CDN after the year with the PR consultant.</p> <p>(depending on funding, this firm might be also asked to re-design CDN's website with the campaign in mind.)</p> <p>--other strategies as determined by the working group including obtaining earned media, etc.</p>				
C. Redesign and update the Industry Report every 2 years.	<p>Update the ABCD Industry Report which was done in the fall of 2011.</p> <p>--attempt to get more groups to answer the surveys</p> <p>--ensure part of the PR campaign is to publicize the updated Industry Report.</p> <p>--use the regional meetings as a way of promoting the importance of the report and the need for groups to participate in the surveys.</p>	Fall 2015	Every 2 years	Executive Director and working group.	
D. Align CDN's Awards of Excellence with the work of this campaign	<p>Evaluate the awards and criteria for awards based on the work of the campaign (i.e. talking points, etc).</p> <p>Evaluate if the awards dovetail with the Community Development Week (see goal 2).</p>	Fall 2014	Annual Meeting	Awards committee and working group	
E. Evaluate the success of campaign each year	<p>First year baseline, survey members regarding their challenges and what might be helped via the campaign (particularly funding, etc.).</p> <p>Each year, determine if the support for community development orgs is growing, or it is easier to get things accomplished etc.</p>	Summer 2014 Baseline	Spring 2016 and annually.	Executive Director and working group.	There won't be any change the first year, so should evaluate after 2 years.

F. Fundraise for the initial year and ongoing maintenance of the campaign	Initial funding for consultant: DHCD Technical Assistance Grant (approved) and Fund For Change (approved) and current operating dollars  Ongoing (without consultant which is basically the upkeep of social media, CD week, industry report, etc.): regional foundations/funders, sponsors for report, general funds.	Spring 2014  Ongoing	Spring 2014  Ongoing	Executive Director  Executive Director	

**Goal 2: Launch Community Development Week each fall, leading up to CDN Annual Meeting**

Objective	Action Item	Start Date	Implement Date	By whom (Committee, Staff, Board)	Notes
A. Determine projects to be highlighted in each region	Projects could include affordable housing, mainstreet/main corridor, arts districts as related to community development, etc.  Use regional coalitions to brainstorm ideas for each region. (see component 2 for details on regional coalitions)  We may not highlight a project in each region each year...we may only do 4 regions at a time...to be determined.	Summer 2014	Annually	Executive Director and regional coalitions	
B. Invite legislators, community development professionals, potential funders and investors, public at large, and more to CD week events	Ensure all interested parties in the region are invited to events, including legislators, public officials, funders and investors, the public at large and anyone else the working group wants to invite.	Summer 2014	Annually	Executive Director with regional coalitions and working group	
C.					

Evaluate success of Community Development Week	Determine what success would mean in the short term and in the long term.  Evaluate using surveys of members, legislators, and participants.	Ongoing	ongoing	Working group and Executive Director	
D. Obtain sponsors for the various events during CD Week	BB & T is very interested in sponsoring Community Development Week. Seek others at the regional level. Costs include staff time, event expenses.	Summer 2014	Annually	Executive Director	

**Goal 3: Think about and encourage other events or programs that promote the social and economic impact of our industry**

Objective	Action Item	Start Date	Implement Date	By whom (Committee, Staff, Board)	Notes
A. With working group, brainstorm other events/programs that could be on going.	Understanding the success of the campaign, determine other activities that can be done.  Ensure there is consideration for urban, rural, suburban events/activities	January 2015	ongoing	Executive Director and working group	
B. Host Gubernatorial Forum	Partner with other statewide organizations to host Forum to demonstrate to the candidates the importance of our industry and provide information to the members and affiliates of CDN and partner organizations	Spring 2014	Every 4 years	Executive Director and Board	
C. Partner with other statewide organizations on innovative programs and projects	Leverage partnerships with statewide organizations (like Maryland Affordable Housing Coalition, Maryland Community Action Partnership, and others) to promote the campaign, provide support for each other, gain	ongoing	ongoing	Executive Director and board	

	membership, etc.				
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## Component 5: Develop and Maintain Community Development Outcome Indicators

RESULT: *Within the next four years we will see...*

Maryland has a set of community development outcome indicators, which provide a common place for all involved in community development to make strategic investment, strategy and policy decisions.

### Goal 1: Launch comprehensive process for developing the indicators

Objective	Action Item	Start Date	Implement Date	By Whom (Committee, Staff, Board)	Notes
A. Gather working group of CDN board members and non-Board members to advise on indicators and launch.	Working group role would be to advise on the process and after data gathering, determine the indicators. Also, the working group would work with the data partner for the analysis, and advise on the format of release (GIS, etc.).  It will be important that the working group understand these indicators are outcome indicators, not on the ground program indicators. Many states have models on which we can follow.	Spring 2014	Ongoing	Executive Director	
B. Conduct research on community development indicators and system models in the US	Look into the Community Indicators Consortium, BNIA and others.	Summer 2014	Ongoing	Working group	
C. Obtain data partner	Data partner's role will be to analyze the data, assist in collection and management of data (from known sources, there will be no creating data for this), and posting in GIS form at each level on the CDN website or link. Preferably this would be a data partner who would provide this service for free (although CDN will likely have to pay for the	Spring 2014	Spring 2014	Executive Director	

	<p>website work).</p> <p>Prospects are TRF and Enterprise Community Partners</p> <p>Selection based on conversations with potential data partners and commitments they are able to make, unless the Board/working group wants a more formal process.</p>				
D. Gather input on indicators during initial regional meetings	Facilitate discussion on the indicators by asking “why do we do this work? What is your vision for community development in your area?” and then “how do we measure that?” The discussion will certainly garner a lot of responses.	Summer 2014	December 2014	Executive Director, members of the Working group	
E. Select indicators based on the data gathering	<p>Working group to determine indicators.</p> <p>Once determined, the data partner and working group with CDN will gather the data, analyze at every level (census block group, census tract, municipal, jurisdiction, state) and place in map form and PDF form on CDN website</p>	<p>January 2015</p> <p>January 2015</p>	<p>January 2015</p> <p>November 2015</p>	<p>Working group</p> <p>Working group</p>	
F. Fundraise for the launch and ongoing maintenance	<p>Initial process for developing the indicators is from general funds.</p> <p>A request to Goldseker will be sent to them as soon as we have our 501c3 status, they will not take a proposal from us without it.</p> <p>Another request will go in for a TAG grant in the Sept deadline.</p>	<p>Spring 2014</p> <p>Fall 2014/ winter 2015</p> <p>Fall 2014</p>	<p>Ongoing</p> <p>Fall 2014/winter 2015</p> <p>Fall 2014</p>	<p>Executive Director</p> <p>Executive director</p> <p>Executive Director</p>	

**Goal 2: Launch indicators, release updates each year and promote the use of the indicators by the community development industry**

Objective	Action Item	Start Date	Implement Date	By whom (Committee, Staff, Board)	Notes
A. Launch indicators on CDN website fall 2015	During CDN's Annual Meeting  Website would include interactive maps, descriptions of each indicator and trends, and PDF form of the indicators as well.	November 2015	November 2015	Working group, etc.	
B. Update and post information each year.	Data partner in conjunction with CDN and working group	November 2016	Annually	Data partner and working group	
C. Provide trainings to promote the use of the indicators	Provide trainings on the indicators during the regional meetings each year.  Offer trainings to individual organizations and agencies for using the indicators (could be a membership incentive, training free for members, and non-members pay a fee).  Offer assistance to public agencies, foundations and others to require the use of these indicators for inclusion in applications for funding and initiatives.	November 2015	ongoing	Executive Director and data partner	
D. Evaluate the usage of the indicators for policy making, investment decisions, and strategy placement.	Develop and administer survey to determine who used the indicators and how they were used. This is important for developing the proper trainings, but also for further PR and funding.	January 2017	Every 2 years	Executive Director and working group	
E. Fundraise for continued maintenance and promoting	Possibly Goldseker ongoing funding, national foundations (who might see this as a model), regional funders.	November 2015	Ongoing.	Executive Director	

the use of the indicators	Costs include ED time, website maintenance, etc.)				
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## Part VIII: Appendices

- A. General terms used
- B. Highlights from the information-gathering stage

## Appendix A: General Terms Used

**Results:** Each component has a result to achieve in five years. It is a statement of what CDN will look like and accomplish in the next three years.

**Action Plans:** Specific plans that detail the goals, strategies, partners to engage, who is responsible for making it happen, and timelines for implementation. These are the road maps to getting things done.

**Goals:** These set out the accomplishments that the organization hopes to achieve within a specific time period.

**Objectives:** Statements of short-term achievements and collections of activities that, if achieved, constitute fulfillment of the goals.

**Strategies/Action Items:** The activities that will be implemented to ensure that the goals are accomplished. They answer the question, “What will it take to accomplish our goal?”