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Strategic Plan

***Mission***

To lead Florida’s community development field and its partners in shaping strategies that advance community prosperity.

***Vision***

A Sunshine State in which every community offers its residents opportunities to create brighter, more prosperous futures.

***Values***

Innovation & Excellence:We are a continuous source of vision, inspiration, innovation and constructive influence for the good of the entire community economic development industry, promoting the use of data- and evidence-based practices that create effective and lasting results.

**Respect, Dignity and Courage**: We believe that community development is critical to rebuilding communities and that community-based organizations are an essential part of promoting economic and social justice and empowering residents to take risks and change their destiny.

Self-Reliance:We are responsible for our own success or failure and actively work to ensure our sustainability.

Stewardship: We operate with the highest standard of integrity and act as a model for responsible management and use of human and financial resources.

Strategic Partnerships:We collaborate to strengthen our work, provide a vehicle for reaching new audiences and create a cohesive voice for improving financial well-being of individuals, families and communities.

Transparency & Accountability:We report financial and performance data truthfully, fully disclose relationships and transactions to mitigate conflicts of interest and share our operating practices to increase engagement with our members and stakeholders.

***Principles and Beliefs***

* All individuals deserve a sufficient level of financial stability.
* Improving individual, family and community financial well-being requires a holistic approach involving many partners.
* Change in small strategic steps leads to broad long-term results.
* Community economic development organization agendas must be driven by the needs of people and communities that benefit most from improving their financial situation.
* Financial support for community economic development must flow from new business opportunities for earned income.
* Nonprofit organization success requires intentional development of strong leadership, effective management and financial acumen. Differentiated lines of business and multi-faceted investment strategies reduce risk.
* Established industry standards provide an invaluable guiding framework for effective leadership and management of nonprofit organizations.
* Established industry standards also provide an invaluable guiding framework for informed decision-making by funders and partners.

FACSI Strategic Direction & Goals

**Strategic Direction** –FACSI will be the catalyst for a strong, vibrant and effective community economic development industry in Florida. We will work to:

* Become financially sustainable with a variety of funding sources supporting our mission.
* Grow our membership and diversify our services to increase member capability for meaningful and impactful community economic development activities and advocacy work across the state.
* Shift the mindset of policymakers, corporate leaders, philanthropists and other community economic development partners to embrace a more holistic approach to community economic development.
* Advocate on behalf of our members and their communities for a more favorable policy environment that advances community prosperity.
* Expand institutional and systemic equity that will lessen the burdens of government and combat community deterioration.

**Goal 1**

FACSI will provide access to a robust continuum of programs and services that increase program effectiveness, financial viability and understanding of the work of member organizations.

1. Expand partnerships with public and private entities to increase members’ capacity and sustainability
2. Advocate for and inform members regarding policies that impact their organizations and communities
3. Work with partners to provide training across memberships

**Goal 2**

FACSI will make membership and active participation in the Alliance a valued, essential component of community economic development organizational success.

1. Provide a metrics dashboard that illustrates shared outcomes around CED initiatives
2. Facilitate relationships between members, partners and funders to leverage a referral network and create opportunities for collaboration
3. Implement communications plan that reflects our values and distinguishes us as the nonprofit leader in community and economic development

**Goal 3**

FACSI will develop an earned income strategy that creates a steady source of discretionary funding to support our strategic plan.

1. Develop products to generate fee-based income
2. Serve as funding intermediary for member activities

**Goal 4**

FACSI will have a strong, capable, dedicated, diverse Board of Directors and staff and efficient infrastructure.

Board

1. Develop a pipeline for board membership and leadership
2. Develop relationships with new sectors to diversify board leadership and expertise
3. Implement board member orientation program
4. Develop and implement board member evaluation program

Operations

1. Develop Executive Management and succession plans
2. Align administrative and programmatic support to accomplish goals
3. Maintain effective infrastructure for organization operations

Revised 2023