

# Strategic Plan (2020)

CEG/Collective Empowerment Group of South Florida, Inc.

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## PRINCIPLES AND GOALS

The CEG aims to speak with a new and united multi-ethnic, faith-based voice of moral authority in our community, based on the following:

- **Prosperity for All:** equal opportunities for all members of our community, so all may share in its prosperity and benefits. Our special focus is promoting homeownership, so as to help restore lost wealth and financial stability of low-income families, and help foster new wealth creation through the growth of homes' equity.
- **Rights and Duties:** a recognition by those who, through fate or effort, enjoy the privileges of good fortune, that our cherished Bill of Rights should be matched by a companion Bill of Duties.
- **Reciprocal Giving:** wherever possible, those who will benefit by our proposed programs should agree to contribute back some service to our community, in a spirit of mutual solidarity. We are inspired by Brazil's very successful social transfer scheme, *Bolsa Familia*, where welfare recipients must commit to keeping children enrolled in school, and with all vaccines up to date.

We are committed to conducting all operations in accordance with the guidelines established under our proprietary online self-assessment and training tool, *SupportWell*® which seeks to uphold the following standards: sustained financial health, accountability and transparency of Board and staff, and impact measurement.

## PROGRAMMATIC ACTIVITIES

### Miami-Dade County Scattered Infill Lots:

- Provide affordable for-sale housing units to qualified low- and moderate-income individuals through a wide spectrum of products, including: single-family and duplex homes, new modular solutions, and high-efficiency dwellings
- Generate additional net income to strengthen the organization's operating expense budget and net assets
- Acquire a recognized track record as a community-wide affordable housing developer

**Brownsville Town Villas (for sale, fee-simple Fourplex units):**

- Demonstrate the existence of pent-up market demand for affordable for-sale units at price points substantially lower than traditional single-family home products
- Sharply expand future operating capacity by enhancing operating expense budget and net assets
- Establish the CEG as a trusted, experienced developer of affordable housing, with operating depth capable of supporting continuing housing production

**Enterprise Community Partners (*Faith Based Development Initiative*):**

- Strengthen our collaboration with this key strategic partner, to continue assisting CEG-member churches wishing to develop their vacant sites and to repurpose any existing properties, to meet community needs for affordable housing and commercial and community services
- Develop an in-house technical assistance team capable of continued planning and support of the human and property development needs of CEG member churches and others wishing to participate under our programs
- Provide such services to our member churches under a framework that leads to sustainable additional revenue to the CEG, from fees accrued in joint-venture collaborations with member churches and from additional philanthropic and grant contributions from existing and new strategic partners