

**Southeast Florida
Regional Partnership**

Indian River - St. Lucie - Martin
Palm Beach - Broward - Miami-Dade - Monroe

PARTNERSHIP MEMBER GENERAL INFORMATION

Partnership Member (Name of Organization)	Housing Leadership Council of Palm Beach County, Inc.
Membership Status (Please indicate whether the organization is a General Partner or Consortium Member)	Consortium Member
Address	2101 Vista Parkway, Suite 258 West Palm Beach, FL 33411
Main Contact Name	Suzanne P Cabrera, CFRE
Telephone	561-653-4107
Email/Website	scabrera@hlcpcb.org www.hlcpcb.org
Name of Chief Executive Officer or Director	Suzanne P. Cabrera, CFRE
Number of Years in Business	7 years
Task/s (as defined in the Comprehensive Work Plan) Please list in bulleted form those task areas in which your organization is interested in performing paid work. Greater detail can be provided in the accompanying document.	<ul style="list-style-type: none"> • Activities to engage under-represented and disenfranchised members of the community participate so they have an active voice in the process. Our organization has focused on strategies to overcome barriers to effective community participation which are tailored to different cultural and socio-economic groups. • Monitoring and Technical Assistance in compliance with cross cutting federal regulations. HLC serves as the internal monitor for the Lake Worth NSP \$23.3 million dollar grant and has been through extensive HUD monitoring/audits with no findings or concerns. We have an in-house a contract monitoring specialist. • Grant writing for additional funding to enhance and expand efforts on behalf of the Partnership. HLC has written over \$30 million in successful grant applications in the past 3 years.

Housing Leadership Council of Palm Beach County, Inc. Project Proposal

Overview and Form of Organization: A general overview of the Partnership and Consortium member and its staff, including form of organization.

The Housing Leadership Council is a 501(c) 3 non-profit organization which consists of a coalition of businesses, civic and community leaders working to sustain the economic viability of the community by ensuring that housing is affordable, attainable, appropriate and sustainable. Due to the complexity and enormity of this issue, the HLC accomplishes this through a multifaceted approach including partnerships, collaboration building, information & education, public policy, and housing studies, research and data collection/analysis.

Our goal has never been to produce units directly but to coordinate and maximize the efforts of those that do. We are unique in that our work put us in a collaborative, as opposed to a competitive, role with other housing and community development organizations. We address the core issues that hinder development of affordable/workforce housing stock including capacity building, research, advocacy, regulatory barriers, financing and coordination. Our success in building collaborative partnerships have leveraged much more financing and capacity than if any of us tried to individually produce units. The collaboratives we formed in the past two years have yielded over \$27 million in actual funds and leveraged over \$50 million when combined with local resources. We work to provide comprehensive models and delivery systems that will provide units, as well as enhance sustainability and affordability through incorporating transit oriented development and green principles. Having no vested interest in any particular housing project, whether ownership or rental housing, allows planning based on what is best for the community on a long term basis. This is critically important now that the state has eliminated most of its growth management laws.

The HLC also provides workshops on the most critical and timely issues facing our community including foreclosure prevention and stabilization of neighborhoods overwhelmed by foreclosures. HLC's contacts with HUD, GSEs, Florida Housing Finance Corporation and other entities enables us to provide up-to-date information and resources to the community.

The HLC Public Policy Committee promotes the removal of regulatory barriers which make housing delivery cumbersome and expensive accounting for up to 35 % of development costs in a housing project. It also monitors the housing environment and disseminates findings to housing stakeholders. The collection and interpretation of data is an important role for the HLC because first-line agencies don't have the time or resources to effectively collect and analyze the critical data which will help them effectively manage their programs.

The Housing Leadership Council has a fulltime staff as well as numerous employee consultants who bring the depth and breadth of knowledge and experience to the

organization. The HLC also has a unique volunteer force. The board of directors is made up almost exclusively of top management in business and industry. The board is extremely business savvy and understands the complex relationship between economics and housing, and they bring that talent and knowledge through their work on committees, taskforces and board meetings.

Statement of Qualifications and Project Understanding: A statement of the Partnership Member's experience and qualification relevant to the proposed task

The Housing Leadership Council's mission aligns directly with the Southeast Florida Sustainable Communities Initiative in our shared vision of creating housing that is affordable, attainable, appropriate and sustainable. HLC has a history of collaborating with both the SFRBC and TCRPC on other regional efforts.

The Housing Leadership Council is a Consortium Partner and has been active since the initial stages of writing the grant. Staff has attended all meetings of the Executive Committee and has a strong working knowledge of the grant and its objectives. The CEO, Suzanne Cabrera, has attended numerous national HUD meetings and convenings as both a speaker and participant where the Sustainable Communities Initiative was a focus. She met personally with Shelley Poticha to discuss this program and the possibility of incorporating the Lake Worth HUD grant into with this Initiative.

General description of the proposed project, including desired outcomes and identification of responsibilities of key personnel

HLC will organize and involve traditionally marginalized sectors of the community in the planning and implementation of the Sustainable Communities Initiative in order to secure their meaningful engagement. We will accomplish this through the traditional means such as meetings, as well as more innovative techniques and approaches to ensure full participation from communities members who typically cannot or will not attend regular business day workshops. Increased participation and buy-in by these underrepresented members of the community is vital to developing and implementing a long-range vision for the region.

Suzanne Cabrera, the CEO will have primary responsibility for organizing these efforts. She has a great deal of experience in this area from her many years of work with the homeless and other low income populations. She has received professional training from NeighborWorks America, including the course *Strategies to Meaningfully Engage Stakeholders in Revitalization Planning*. Another full-time staff member, Rachel Lorenzo, brings 15 years of event and meeting planning experience.

The partners who would need to be involved for the project to achieve success

We will engage our membership to reach out to these community members including all the regional housing authorities, CRAs and CDCs, Community Land Trusts, non-profit/social service agencies, churches, and neighborhood associations.

Public Housing Authorities – Laurel Robinson, CEO of the West Palm Beach Housing Authority and Acting Director for the Palm Beach County Housing Authority is an HLC board member and has offered to coordinate outreach efforts for all the housing authorities through the region.

CRAs and CDCs – The HLC works on a regular basis with these agencies and will work through the state and regional associations to enlist engagement.

Non-profit and Social Service Agencies – The HLC works with numerous housing and social service groups including local Continuums of Care, Non-profit Chambers and other groups which give extensive access to housing stakeholders. Many of these organizations have representatives on the HLC Board of directors (i.e. Housing Partnership, CredAbility, Florida Community Loan Fund).

Churches - The HLC works with organizations that bring local churches of all denominations, temples and mosques together for community planning and activism. One local group is PEACE (People Engaged in Active Efforts) which has contacts in all areas of the county and has convenings that attract over 1,200 members.

Neighborhood Associations – The HLC has had an opportunity to work with Neighborhood Associations throughout the area to gain support for housing projects and programs.

The tools and /or resources that would be needed to support the project

The most important tool is the HLC knowledge and access to the community, especially residents who are underrepresented. The HLC will leverage current relationships and funding in order to fulfill our commitment for in-kind match but would require some funding to accomplish the extensive outreach required to make this project successful. The HLC would work closely with the Consortium to keep costs low and fully leverage any investment.

Portfolio: Summary of no more than three (3) examples of successfully completed projects of a similar nature if applicable to the proposed work.

1. Lake Worth Consortium – The HLC was very successful informing the Lake Worth collaborative which successfully competed for a 23.3 million HUD NSP award in 2009. This effort required input from very diverse community members and this had to be accomplished in a very short period of time and involve all the local neighborhood associations. The program was recently monitored by HUD with no findings and no concerns. Additionally, the 5 person HUD review team

recognized and documented numerous best practices. HUD recently filmed a video to document the success of the program.

2. Employer Summit – September 2010 the HLC hosted a very successful Employer Summit on housing in conjunction with BB&T and Freddie MAC. This effort including a 2 hour initial summit of over 50 major employers and included a week long bus tour stopping at major employers including the Children’s Services Council, South Florida Water Management District and two major medical centers.
3. NSP Workshops – The HLC has coordinated numerous Neighborhood Stabilization Program events including a regional meeting at FAU which included all the NSP awardees in the south Florida region, HUD staff and other stakeholders. The HLC also coordinated a regional training for staff members implementing NSP projects in conjunction with Citi and the NDC.

SUZANNE P. CABRERA, CFRE

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EXPERIENCE

Housing Leadership Council of Palm Beach County, Inc.

President & CEO

1/07- present

The primary goal of the Housing Leadership Council of Palm Beach County is to increase the availability of housing in Palm Beach County for workers at all income levels. Despite the recent decrease in the prices of housing in Palm Beach County, there is still a severe lack of housing that is affordable to much of Palm Beach County's current and future workforce.

- Responsible for administration of new agency including community branding and awareness; creation of Education, Public Policy and Finance Committees and the recruitment and cultivation of Board members.
- Strategize and commissioned through Florida International University to create an affordable housing study for Palm Beach County that captures the need and progress.
- Planned and produced seminars (Affordable Housing) and workshops (Rental Housing) to disseminate workforce housing information throughout Palm Beach and Martin Counties.
- Created education venues (housing fairs and workshops) for first time homebuyers and homeowners in financial crisis to preserve the existing workforce housing and create additional housing opportunities

The Lord's Place, Inc.

5/96 – 1/07

Executive Director

Responsible for administration of agency with approximately \$3 million budget and 43 employees. The agency serves homeless families and individuals through a variety of programs including: three residential facilities; Cafe Joshua – a "reservation only" restaurant for the homeless that provides meals and social services; Operation Jump Start (a program for chronically homeless), and a thrift store. Major accomplishments include:

- Revitalization of the agency's fundraising efforts. Grew Fundraising goal from \$350,000 in 1996 to \$2.7 million
- Managed \$3 million in Endowed Funds and \$9 million in Total Assets
- Computerized all donor records. Grew data base from 2,500 to over 13,000 since 1996
- Conducted two successful Capital Campaigns - \$3 million to fund a new building construction, \$2.5 million for building purchase.
- Implemented a highly successful Direct Mail effort
- Wrote over \$1,000,000 in renewable federal, state and local grants in 2006 (from under \$100,000 in 1996)
- Grew Operational Programs from 3 to 10; served over 2,000 individuals annually up from 200 in 1996
- The Lord's Place programs have been documented as *Best Practices* for their innovative service delivery models
- Created a Human Resources Program with emphasis on Staff Motivation, Staff Recognition, and Safety Awareness/Incentives programs, resulting in improved Employee Retention (our turnover rate is half the national average for our industry and sector) and Operating Cost Reductions

Hibiscus Children's Center, Inc.

6/92 - 5/96

Executive Director

Responsible for administration of four major programs, 48 staff members and a total budget of over \$1.4 million including: a 24-bed emergency shelter for abused and neglected children; an advocacy program; a family preservation outreach program; and a Crisis Nursery respite program. Major accomplishments included:

- Revised and enhanced the agency's fundraising efforts
- Increased fundraising capability from \$250,000 (when agency struggled to meet payroll) to \$1.4 million
- Developed Donor Clubs, Special Events, and formed an Auxiliary
- Wrote over \$600,000 in annually Renewable Grants
- Developed a successful Direct Mail campaign and a Capital Campaign (which raised over \$2 million for facility expansion)
- Worked with the board of directors to develop proper bylaws, committee structure (which included 10 standing committees), and a mechanism to appoint taskforces and ad hoc committees. Created an advisory board for retiring board members

American Cancer Society

10/85 - 5/92

Received 5 promotions in my 7 years with this organization
District Deputy Executive Director 1/92 - 6/92
Director of Special Events, Florida Division 6/89 - 1/92
Development Director, Palm Beach 10/87 - 6/89
Special Projects Coordinator, N.Y. Division 10/86 - 10/87
Executive Director, St. Lawrence County, N.Y. Division 4/85 - 10/86

EDUCATION

St. Lawrence University, Canton, NY
B.S., Biology and Chemistry, December 1984
McGill University, Montreal, PQ 184-85
Advanced studies in bio-chemistry

PROFESSIONAL INVOLVEMENT

Palm Beach County Commission on Affordable Housing Advisory Board

- Chair – 2009-10
- Representative Member – 2008-11

West Palm Beach Affordable Housing Advisory Committee

- Representative Member – 2008-11
- Chair – 2008-09

Leadership Palm Beach County, Class of 2003

- Board of Directors 2003-present
- Chair - Youth Leadership Day - 2004, 2005, 2006
- Chair - Adult Leadership Day – 2004, 2005, 2006
- Head of Search Committee for Executive Director

Leadership Martin County 1996

Association of Fundraising Professionals

- Immediate Past President 2005-2007
- President 2003-2005
- President Elect 2002-2003
- Vice President of Programs 2001-2002
- Education/Certification Chair 200-2001
- National Assembly Delegate 2003-2005

NSFRE (National Society of Fund Raising Executives)

- Founding Member of Chapter - 1994
- Board of Directors 1994-95
- Membership Director 1994-95

United Way of Palm Beach County

- United Way Board - Agency Representation Seat on United Way Board
- President – United Way Agency Executive Directors 2005-2007
- Impact Taskforce Planning Committee 2005

Community Land Trust of Palm Beach County 2007-09

- Secretary
- Member of Executive Board

Affordable Housing Collaborative

- Member 2004-present

Housing and Homeless Alliance (Formerly Continuum of Care Committee)

- Lead Writer for the HUD SuperNOFA 1997 (First successful HUD grant for Palm Beach County – 3 million in funding awarded)

- Legislative Committee Chair 2006-2007
- Committee – 10 year Plan to End Family Homelessness
- Chair Bed and Gaps Committee 2002
- Co-Chair Consolidated Planning Committee 2005

Health and Human Services Board District IX

- Governor's Appointment 1997-2001

Family Empowerment Coalition

- Founding Director (filed all 501(c)(3) paperwork, serve as registered agent)
- President 2003
- Director 1997-present

Community Back to School Bash

- Founding Director (filed all 501(c)(3) paperwork, serve as registered agent)
- President 2002
- Board of Directors 1998-2003

Homeless Coalition

- President 2000
- Board of Directors 1997-2001

Place of Hope – Chair of Advisory Board 1992-97 (Hired first staff members)

COMMUNITY INVOLVEMENT

Mary Immaculate Catholic Church

- President of Parish Pastoral Council
- Co-Chairman of Administration Committee
- Lay Eucharistic Minister
- Children's Liturgy Teacher

Cub Scouts – Pack 176, Den 11, Den Leader 2006-08

SUNFEST

- Board of Directors (Beverage Chairman 1988 and 1989)

PTA – Palm Beach Gardens Elementary School

Civitan International

- Board of Directors 1989-90
- Rookie of the Year 1988

CERTIFICATIONS & TRAINING

CFRE (Certified Fund Raising Executive) – Certified through June 2010. Designation received by the National Society of Fund Raising Executives. Requires 5 years professional development experience and 50 CEU's and proven track record of having raised over \$5 million.