

STRATEGIC OVERVIEW

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EXECUTIVE SUMMARY

There are threats to underserved communities around the country that impede their progress and continue to contribute to their decline and inability to grow in lockstep with more affluent communities. Economic and social inequities require education, flexibility, resiliency, and innovation. Evolving economic, political, technological, and social conditions at both the state and local levels offer new and improved opportunities for sustainable solutions. It is more critical than ever that organizations like the Wiley Kennedy Foundation, Inc. (WKF) design programs and services rooted in data derived from credible sources and community engagement activities to ascertain actual needs upon which to base solutions.

The mission of the WKF is to empower, maintain, and sustain. Our focus is on economic empowerment through education, housing, job creation, and business development.



We are “**Building Capacity to Build Community**” is our motto. Our programs promote education and life-long learning activities from pre-school to senior adult to better equip our communities to prepare for new innovations and contribute to a global workforce. Our housing programs positively impact the quality and values in the community, improve the landscape, require better transportation options, and attract small businesses.

Once a thriving community, the 29203 area has been plagued with limited employment opportunities, business closings, health disparities, increased crime, elevated incarceration levels, insufficient reentry programs, and apathy. Building vibrant communities, much like building solid and lasting structures require people working together to achieve a common goal and aspiring to make a difference. Access to employment, housing, transportation, education, health services and open space are critical needs to meet the ever-changing economic, social, and environmental needs of our community.

The Wiley Kennedy Foundation, Inc., because of its strategic planning process, commits its financial resources to an agenda and efforts that impact the overall needs of the 29203 community. The plan was developed from input from community and faith leaders, homeowner’s associations, law enforcement, health, political and educational sectors. A complete SWOT (Strengths, Weaknesses, Opportunity, and Threat) analysis was instrumental in guiding the direction of this strategic plan. These steps assisted us in establishing the objectives and strategies to achieve successful goals.

The plan recognizes current realities while building on three strategic pillars: **economic development, housing, education** as a life-long learning activity, and our existing strengths. Built into the plan is flexibility that allows the organization to better adapt to innovative strategies and new technologies, while also fostering collaboration at all levels. Our planning affects everyone in the community and provides an infrastructure that will accommodate updates and ensure an enduring legacy.

... **We are Building Capacity to Build Community**
Gwendolyn Singletary, Executive Director





INTRODUCTION

The North Columbia and 29203 Zip Code have a rich and proud history. The area prior to the 1970's was once a vibrant and rich collection of strong community neighborhoods, flourishing minority businesses and economic activities, as well as higher level educational opportunities.

These trends and characteristics of the 29203 Zip Code began to change (arguably) as early as the 1990's, a time in which the area began to regress economically, racially, and socially. With this downturn came changes consistent with most communities characterized as declining.

The following list includes. But does not represent an exhaustive list concerns.

**Population
stagnation
or decline
over time**

**Increases in
crime and
random acts
of violence**

**Economic
disinvestment,
particularly public
sector investments in
the local economy of
the communities and
neighborhoods that
comprise the North Main
Street corridor and the
29203 Zip Code**

**A precipitous
decline in
new business
activities.**

**Absence of
diversified
business
activities**

**Slow to
accelerated
deterioration of
neighborhood
housing**

This Strategic Plan's primary focus is on the economic, workforce development, adult education, and housing activities occurring in the 29203 Zip Code. Zip Code 29203 has a current unique distinction that is recognized by the Board of Directors and staff of the Wiley Kennedy Foundation, Inc.

The 29203 Zip Code in 2020 >

- > Ranks 11th out of the top 25 poorest Zip Codes in the state of South Carolina
- > Lags similar areas of geographic size and racial compositions
- > Has been in a twenty to thirty-year state economic and social decline
- > Consists of communities and neighborhoods each which exhibits the "SILO EFFECT" of individual neighborhoods without a sense of cohesiveness
- > Possess a strong major corridor in which business and housing activities could be taking place, but instead are lagging behind the other major corridors in Columbia.

While one could easily focus on the negatives of the 29203 Zip Code, the staff of the WKF instead views the 29203 Zip Code and surrounding areas ripe in the promise of a bright and progressive future.



The bright future of Zip Code 29203 in the eyes of the Wiley Kennedy Foundation rests on the three interrelated pillars:

Economic Development - This area focuses on the restoration of vibrant business which can internally and externally diversify the economy. In addition, efforts through collaborative activities with the City of Columbia, Richland County and the State of South Carolina would attract new businesses to the area, particularly along the North Main Corridor.

Affordable Housing and Housing Stabilization - This area focuses on improving the existing housing portfolio through the attraction of public sector and private investment into the 29203-Zip Code. Investments would incrementally improve the housing portfolio, maintain housing affordability while not creating an environment of gentrification, which would force senior residents and poorer, low-income persons out of the area.

Education, Workforce Development and Lifelong Learning - This area focuses on capturing and revitalizing the labor force and work skills of the youth and adult population to facilitate job development within the 29203 Zip Code as well as the linkage of youth and adults to enable wages and jobs outside of Zip Code 29203

A concentrated focus on the three pillars of the WKF over the next seven to ten years is in keeping with the Foundation's mission:

Given the opening list of facts and trends taking place in the 29203-Zip Code over the past thirty years, one would “throw up their hands” and walk away from the communities in the Zip Code. The Wiley Kennedy Foundation sees ripe areas of opportunity, particularly as activities in the three pillars (areas) occur within a comprehensive strategic overview. A Strategic overview however is only good if it can focus on activities comprehensively and consistently over time in a sustainable fashion, recognizing the four components in a strategic overview

- 1. Identification and Cataloging of Community Strengths**
- 2. Identification of Zip Code and Community Weakness**
- 3. Identification of Zip Code and Community Opportunities**
- 4. Identification of External and Internal Threats.**

Strategic overview Service Area

A key factor contained in a strategic overview is the recognition that a Zip Code does not exist in isolation from other communities, Zip Codes, spatial or geographic areas. Instead, a Zip Code such as the 29203 Zip Code while distinct is part of the larger geographic area of North Columbia. As such, the remainder of this document will speak of the 29203 Zip Code and its neighborhoods within the context of a one, three, and five (or more) mile radius. Listed below, Schematic 1 identifies each of the Zip Codes within the three selected mile radius.





COMMUNITY PROFILE

The racial composition of the community within the 29203 zip >

- 81.5% Black (or African American)
- 14.3% of residents identifying as White

For comparison, Richland County is 45.9% Black and 47.1% White

- South Carolina is 27.7% Black and 67.2% white.
 - The median income for household is \$30,333.
- A figure that is 38% below that of the county (\$48,674).
- Two-thirds of the median income for all of South Carolina (\$45,033).

**The levels of education are a major factor
in the income levels.**

Educational Attainment

EDUCATIONAL LEVEL	POPULATION (AGE)	PERCENTAGE
No High School	1,223	3.99%
Some High School	14,070	45.91%
Some College	7,858	27.75%
Assoc. Degree	1,735	5.66%
Bachelor's Degree	3,231	10.54%
Graduate Degree	1,885	6.15%

Over one-fifth (20.95) of the labor force in 29203 zip code is unemployed. Compared to 10.4% and 10.6 for the county and state, respectively.

Given this lower income level and higher rate of unemployment, it is not surprising that – 32.2% of all people in the 29203-zip code live below the poverty levels.



HEALTH DISPARITIES

Many diseases – including diabetes, cardiovascular disease, HIV/AIDS, and certain types of cancer – strike and kill minority South Carolinians at higher rates than their white counterparts. For example, in our state, African American men are nearly twice as likely as white men to die of diabetes. This is a statistical fact.

- ▶ African American infants are more than twice as likely as white babies to die before their first birthday.
- ▶ Although the number of female breast cancer cases is higher for whites, minority women are more likely to die of the disease.
- ▶ African American women are more than twice as likely to die of cervical cancer.
- ▶ Diabetes disproportionately impacts racial and ethnic minorities, with higher incidents, complications, and death rates for minorities.
- ▶ African Americans are more likely than any other racial or ethnic group to die from heart disease.
- ▶ Seventy-five percent of newly diagnosed HIV/AIDS cases are African Americans. Eight out of ten women diagnosed with HIV are African American.



COVID

Nearly half, or 46% of the South Carolinians who have died from the coronavirus are black, but they make up only 27% of the state's population.

- By county, Richland is number 4 in the state.
- In addition, data showing zip code 29203 is in the top 10 zip codes in the state with the highest number of COVID-19.

Source: COVID Tracking Project

	Reported Cases	Est. Cases	Total Cases
Charleston	7,552	46,391	53,943
Greenville	7,137	43,842	50,979
Horry	5,791	35,573	41,364
Richland	4,799	29,480	34,279

Social Determinants of Health are the economic and social conditions that influence individual and group differences in health status. These determinants include factors like ➤

- Socioeconomic status
- Education
- Neighborhood and physical environment
- Health care
- Social support networks
- Employment

Addressing social determinants of health has an important role in reducing health and societal disparities

ECONOMIC DEVELOPMENT

This Strategic Action Plan contains a roadmap for WKF's economic development efforts over the **next 7-10 years**. It reflects the results of a process that involve staff and Board of Directors collective experience, research, and discussions. Based on this information, major goals and objectives have been identified and should focus its economic development plans for the next 7-10 years.

In general, economic development is about building healthy economies to ensure healthy communities. This Strategic Action Plan is based on the following definition of economic development: creating and/or retaining jobs and supporting or growing incomes and the tax base. These are just a few of the way's successful economic development benefits communities:

- **Increased Tax Base** – supports, maintains, and improves local infrastructure, such as roads, parks, libraries, and emergency medical services.
- **Job Development** – provides better wages, benefits, and opportunities for advancement.
- **Enhanced Quality of Life** – more local tax dollars and jobs raise the economic tide for the entire community, including the overall standard of living of the residents.

Innovation Drives Today's Economy

In the current economic wave, the Knowledge Age, wealth is based on the ownership of knowledge and the ability to leverage said knowledge to create or improve goods and services. It is an economy in which the driving force is innovation and creativity so that companies can continually offer new

and better value to customers and deliver it sooner. The Wiley Kennedy foundation hopes to build on the knowledge economy thus improving the quality of life for its residence.

Investing in 'Place' is Key to Growth

It is well recognized that high quality of life and place are increasingly fundamental to attract and retain today's knowledge-economy based companies and workers. These workers place more emphasis on lifestyle factors such as excellent schools, the environment and the recreational quality of a city and county. In addition, studies demonstrate that this is true across the entire age spectrum, from millennials to baby boomers. And today, companies target spaces where workers want to live and work. Wiley Kennedy foundation service area is unique in that the knowledge economy companies or deficient.

Today a new 'economics of place' is driving economic growth and development. Investing in local amenities and quality of life has become more important than traditional local-government business-recruitment strategies. Wiley Kennedy Foundation supports local government investing in public amenities features that aids in the attraction and sustainment of businesses. Features such as transportation options, affordability, parks, local vitality, health, diversity in people and generations, and presence of friends and family have become strong factors for choosing where to live. Investing in 'Place' building is the key to strong economic growth.



Affordability and Accessibility Are Necessities

Economic health is not the only driver of business and workforce location decisions. The City of Columbia and Richland County Community Development Departments focuses on affordability in housing options in real estate for housing developments which makes it easier to attract **new homeowners**. In addition, healthy communities (**parks, hospitals, and healthy food options**) are critical to attracting and retaining workforce talent.

The ability to “age in place” is another important issue, and not just for Boomers. Active Boomers and Millennials both seek increased and sustainable non-auto transportation options. Both groups also embrace intergenerational diversity, seek greater options for accessibility and walkability, and worry about savings and cost of living

Economic Development Today

The direction of economic development today is to re-examine the importance of everyday settings and experiences that shape our lives – downtown, parks, plazas, streetscapes, neighborhoods, and markets that influence where we live, work and play, and how we interact with each other. Communities that are successful in today’s climate are those who embrace an economic development strategy centered on issues of place, innovation, access, and affordability.



UNDERLYING CIRCUMSTANCES >

The “globalization” of the economy and the advance of technology have made geographic boundaries less important. An increasingly mobile workforce can live almost anywhere, which intensifies the maneuvering for economic activity among cities and regions throughout the world. Wiley Kennedy Foundation must recognize its Community’s unique assets, clearly define them, understand how to capitalize on and continually refine them, as well as clearly communicate them to compete successfully in today’s economy.

To compete, the Eau Claire/ North Columbia corridor must be perceived as safe and business-friendly, which requires a multi-faceted outreach and marketing strategy targeted to four audiences >

1) Stakeholders; 2) businesses; 3) residents; and 4) the external marketplace.

An ongoing outreach and marketing strategy would serve to educate and provide data as needed to all other Community Development Corporations, City and County special interest groups around to how to best support economic development initiatives and integrate efforts for greater mutual efficiencies and support of commercial activity throughout **29203**.





HOUSING DEVELOPMENT

It is difficult finding price-appropriate quality housing options in the rental market. The increasing, high housing costs in Richland County burden households with low and middle incomes and put homeownership opportunities out of reach. Households with higher incomes occupy many of the homes that would be affordable to low-income households.

Many workers, including Millennials and young families, find they are not able to afford to buy a home in our community. The ability of young households to purchase a home in Richland County has dropped precipitously over a ten-year period. In **2005**, more than half of **25 to 34**-year-old in Richland County (**52.9** percent) were homeowners. In **2015**, only **38** percent of young adults in their late **20s** and early **30s** living in Richland County own a home. Recent research has shown that the desire for homeownership among young adults is as strong now as it has ever been, but this cohort faces new obstacles—including rising debt and fewer affordable homeownership options—which are leading to delays in home buying priority measures.

Housing Plan for Economic Success

Housing affordability and community investment are critically important for ensuring that businesses want to re/locate to Richland County and stay here. Housing is a foundational element of economic resilience and competitiveness in local communities: **(1) Improves the local tax base and stabilizes family units; (2) Communities benefit from public investments; (3) Ensures**

opportunities for individuals and families of all income levels are available.

Now is the time to start the conversation about the economic benefits of having price-appropriate housing in our communities. It is time to start showing that it is more than housing assistance; that it is a valuable economic resource that benefits us all. Price-appropriate housing is good for the **29203** Zip Code economy, improves the local tax base, stabilizes family units, allows workers to live where they work, and provides opportunities for individuals and families of all income levels and attracts more businesses. It is not just an issue for the lower-income and underserved populations – it benefits us all.

Housing Promotes Equity

The connection between housing and the City and County's economic success, price-appropriate housing is directly connected to the success of households at the individual level. National research bears out the correlations – having homes that are affordable correlates to better mental health, less stress for our children, more economic mobility; just to name a few examples. One connection that is particularly important in the **29203** Zip Code, is to ensure all individuals in our community have an opportunity to reach their highest level of personal achievement. Stable, affordable, and high-quality housing is the key to increasing access to opportunities and ensuring all residents can prosper.

As a community, we can agree that where a person lives – and the associated opportunities and services present in that neighborhood – should not be a leading determinant in the health of their family. In fact, a person's ZIP code is a stronger predictor of his or her overall health than other factors, including race and genetics. And it is not just life expectancy – access to care, access



to health information, and quality of life are all affected by where one lives. The WKF, Community Development Corporations, other stakeholders as well as affordable housing developers, have an opportunity to create a comprehensive and thoughtful approach to the planning for new housing that can play a role in driving socioeconomic integration, reversing racial disparity trends, eliminating institutional or structural racism, and ensuring that outcomes and opportunities for all people in our community are no longer predicted by where a person lives.

Housing Needs - Rental

More price-appropriate housing is needed to accommodate a range of income levels, in both the rental and homeownership markets. The national post-recession recovery has been slow and has had a particularly strong impact on our area due to housing costs that have continued to rise even as incomes have declined, stayed flat or risen moderately, and due to the region's dependence on manufacturing, retail, and healthcare. In fact, it has become increasingly difficult for many households to find quality, modern, well built and preserved housing they can afford.

As housing costs, particularly rents, increase more than incomes, households find themselves more likely to be cost-burdened. The U.S. Department of Housing and Urban Development (HUD) defines "cost burdened" as any household that spends more than **30** percent of household income for mortgage costs or gross rent. Households spending more than **50** percent are "severely cost-burdened."



Housing Needs - Ownership

As of **2010–2014**, median price of a house in **29203** Zip Code is **\$88,700**, which is lower than the state average of **\$137,600** and is much lower than the national average of **\$175,700**. The **29203** Zip Code median house value has grown by **32.98%** since **2000**. The growth rate for the price of a house in **29203** Zip Code is lower than the state average rate of **44.99%** and is lower than the national average rate of **46.91%**. The median year that a house in **29203** Zip Code was built is **1969**, which is older than the median year for a house built in the state which is **1986** and is older than the median year for a house built in the USA which is **1976**.

House Value

Median Value of a Total of 7,449 Owner Occupied Houses in 29203 Zip Code:

- **29203** Zip Code: **88,700**
- South Carolina: **137,600**
- United States: **175,700**

Median House Price Growth Since 2000

- **29203** Zip Code **32.98%**
- South Carolina **44.99%**
- United States: **46.91%**

Source: USA.com





EDUCATION AND LIFE-LONG LEARNING

There are challenges in our Community demanding a strong vision for sustainable impact. It is crucial to the Community's prosperity that large-scale efforts be undertaken to continuously improve outcomes for adult learners, employers, and communities. Each of the following goal statements were developed by considering the confluence of:

- Key community economic drivers
- The need for continued foundational literacy and education
- The need to equip Adult Education with the ability to develop talent, meet employers' needs, and prepare more college-ready students
- The ability to focus attention into forward-thinking areas, such as the future of work, comprehensive pathways leading to lifelong learning, connections to employment, and integrate enabling technologies to advance scale and digital literacy.

UNDERLYING CIRCUMSTANCES >

Many economically disadvantaged children, youth, and young adults have difficulty succeeding in school. The dropout process begins with young children entering school ill-prepared, and too many are unable to catch up and perform at grade level. With the right support, all children can succeed. Engaging children in the early years and throughout their academic career helps ensure more children, youth and adults develop essential skills and an appreciation for learning. Our education strategy is grounded in this challenge and in our unique role as a capacity-builder for schools and communities.

Our additional focus will be on workforce development, second careers and entrepreneurship for adults. Workforce development and training is essential for business and community growth in today's economy. However, successful workforce training and development initiatives must consider: a demand in skills, how participants learn, impactful tools and tactics and resources to provide the training.

We also understand two things are consistent in workforce development training: a) it is a never-ending cycle and b) continuous improvements require constant monitoring and partnerships. A relatively small chunk of the Americans who missed the conventional on-ramp to higher education or who are looking for new careers or business ownership are now getting a second chance at well-paying jobs/business opportunities through retraining.

The fastest-growing jobs in the country require training and education beyond high school. Between now and **2024**, according to Georgetown University's Center on Education and the Workforce, the United States will be home to some **16** million openings for middle-skill jobs—those that require more education than a high-school diploma but typically not a bachelor's degree. The National Skills Coalition has found that these jobs in sectors such as computer technology, health care, construction, and high-skill manufacturing account for **53** percent of the labor market, but only **43** percent of middle-skill workers are sufficiently trained.

Workforce-development officials and labor economists describe four main trends in the job market that make the road from unemployment to retraining more treacherous now than it was even a decade ago. These trends, according to observers, have turned the government programs to support dislocated workers into relics of the past.



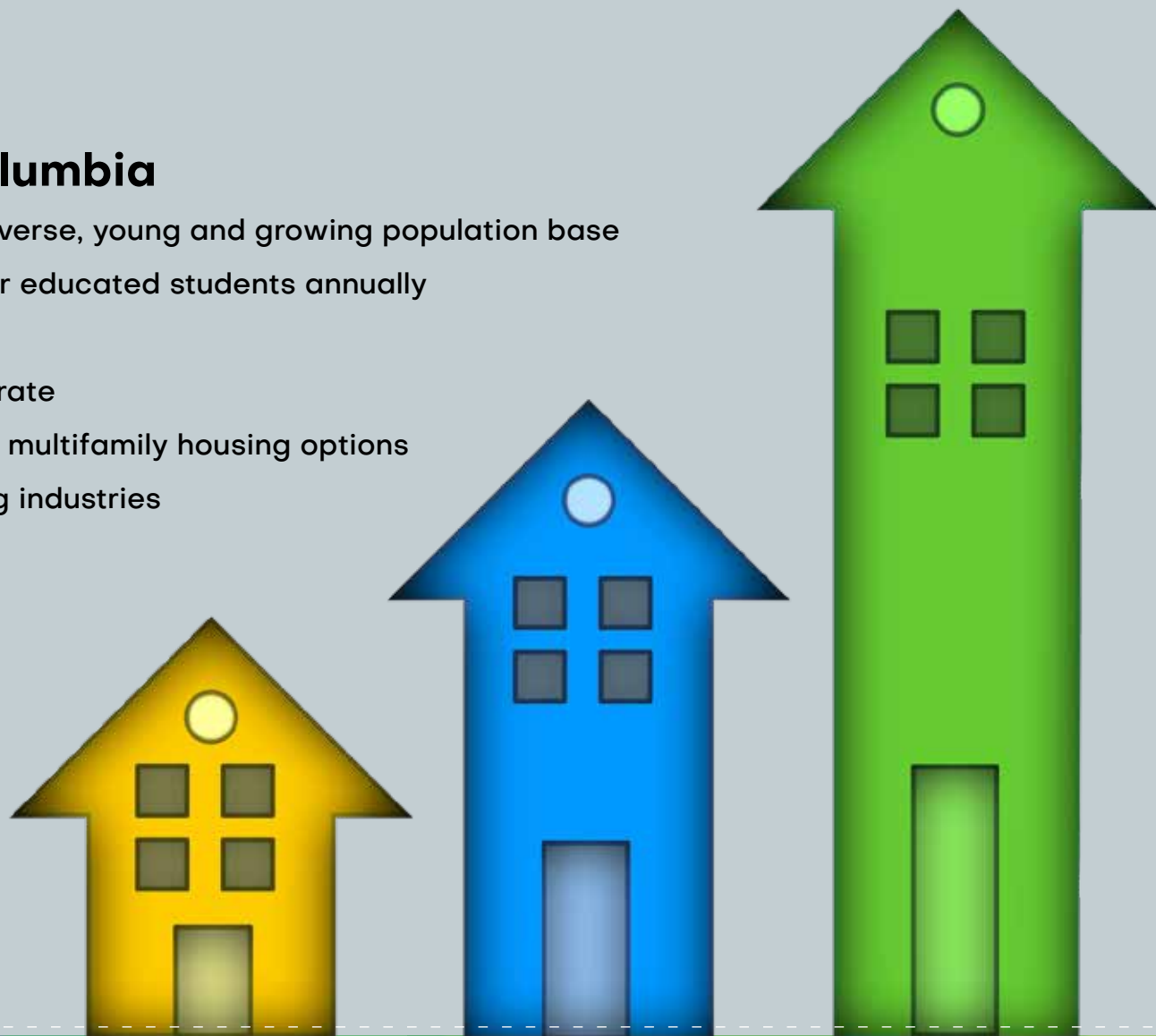
First, entire occupations and industries are expanding and contracting at an alarming pace, and the skills needed to keep up in almost any job are churning at an increasingly faster rate. As a result, there is often a gap between the jobs employers need to fill at a given moment and the skills of available workers. Both employers and trainers are partly to blame for this mismatch. Companies typically are reluctant to reveal their hiring plans too far in advance of filling the actual openings because they do not want to tip off competitors. Meanwhile, colleges can take months, even years, to design and advertise new programs; the requirements for a degree take another two years, further delaying graduates' entry into the workforce.

Another dilemma facing many workers as they consider whether to enroll in retraining programs: They do not always know what they are best equipped to do and consequently picking new careers that might be familiar to them, rather than something that is a good match. The Labor Department's study of the trade-adjustment program found that job trainees who received career assessments were more likely to get a job after training than those who did not because they made better-informed choices about the training options that were most beneficial.

The goal statements are an intentional set of strategies intended to catalyze stronger overall system outcomes. The goal statements are overlapping and interrelated, designed as a strategic framework to equip providers, partners, administrators, and employers with strategies to thrive during the next **7-10** years and beyond in what will certainly be a time of accelerated change and need for advanced skill building.

Benefits - Columbia

- A well educated, diverse, young and growing population base
- Over **60,000** higher educated students annually
- Low cost of living
- Competitive wage rate
- Growing number of multifamily housing options
- New and expanding industries



Benefits -29203

- The **29203** area is situated within and north of the City of Columbia, bounded by interstate **20** to the north, Broad River to the west, downtown Columbia to the south and parts of the railroad and Highway **277** to the east.
- North Main Street is the defining corridor - an extension of the downtown business district. The Corridor is over **4,200** acres - Comprises approximately **25** neighborhoods associations.
- Easy access to Hwy **1-20**, Hwy **1-26**, and Hwy **I-77**
- Well built brick homes
- Opportunities for business expansion
- More housing options;, single/multi
 - family, assistant living and veterans



Benefits - Foundation

- Relationships with city, county and state government, and community leaders
- Partnership with civic, faith, educations and neighborhood groups
- 32 + acres of land available for development



Our Needs

- Funds to commission a strategic neighborhood plan.
 - The WKF will prepare and manage the RFP process
 - Supervise & manage the development process/implementation of the plan
- City, county, business and financial commitment for **7-10 year** period
 - Establish a Business Implementation District in 29203 area
 - Develop and Fund strategic marketing campaign
 - Establish new community development sites
 - Develop unique and specific business incentives to attract desired businesses
 - Limit businesses contributing to the social ills of the community
 - Address community blight - code enforcement



ADDENDUM



FOUNDATION OVERVIEW

The Wiley Kennedy Foundation, Inc. is an IRS 501C3 operating non-profit organization. WKF brings leadership, resources, coordination, focus, and scale to our networks and community sectors. Our programs unite the passion, commitment, and talent of participants with the assets of community organizations and the funding from public and private partnership to build enduring community capacity to solve problems. The Foundation's largest contributor is the Bethlehem Baptist Church an institution of faith in Columbia, SC for over 123 years. Under the leadership of Rev. Anthony McCallum Ph.D., the church quickly ascertained that there were limits of what could be accomplished under the auspices of the church. By leveraging the values and reach of the ministry to spawn an agency that was community focused, the Wiley Kennedy Foundation was created in 1999. Named for one of the communities most notable leaders, Deacon Wiley Kennedy, the foundation has continued his passion for activism and building coalitions to drive education and economic empowerment in the 29203

Today's social and economic challenges are complex and require comprehensive, integrated, and innovative approaches to shape solutions that work. WKF's local area network seeks to continue to be part of the solution. The WKF empowers and supports those we touch with support to tackle persistent challenges. WKF infuses resources into key pillars such as housing, economic development and education which leads to, securing self-reliance for socially and economically stable families, and helping communities build generational wealth and instill a pride of place and rich culture. Through this work, WKF achieves its mission of improving lives, strengthening communities, and fortifying the civic health of our area network.



WKF has hosted numerous community events, provided food and clothing to residents, assisted organizations with outreach, provided health services, re-entry services and counseling to over 10,000 people since our inception.

As a community action organization, the mission of Wiley Kennedy Foundation is rooted in data-driven sources and a commitment to deliver sustainable solutions. Our plans serve as a guide to ensure infrastructures are in place to... **Build Capacity to Build Community**

Throughout this plan WKF's objective is to

- › Respond to social inclusion and community revitalization priorities highlighted in the strategic plan
- › Set clear directions as to how these priorities will be achieved, measured, and monitored
- › Strengthen the capacity of the Foundation to better meet the needs of vulnerable groups in the community who traditionally have difficulty being heard.



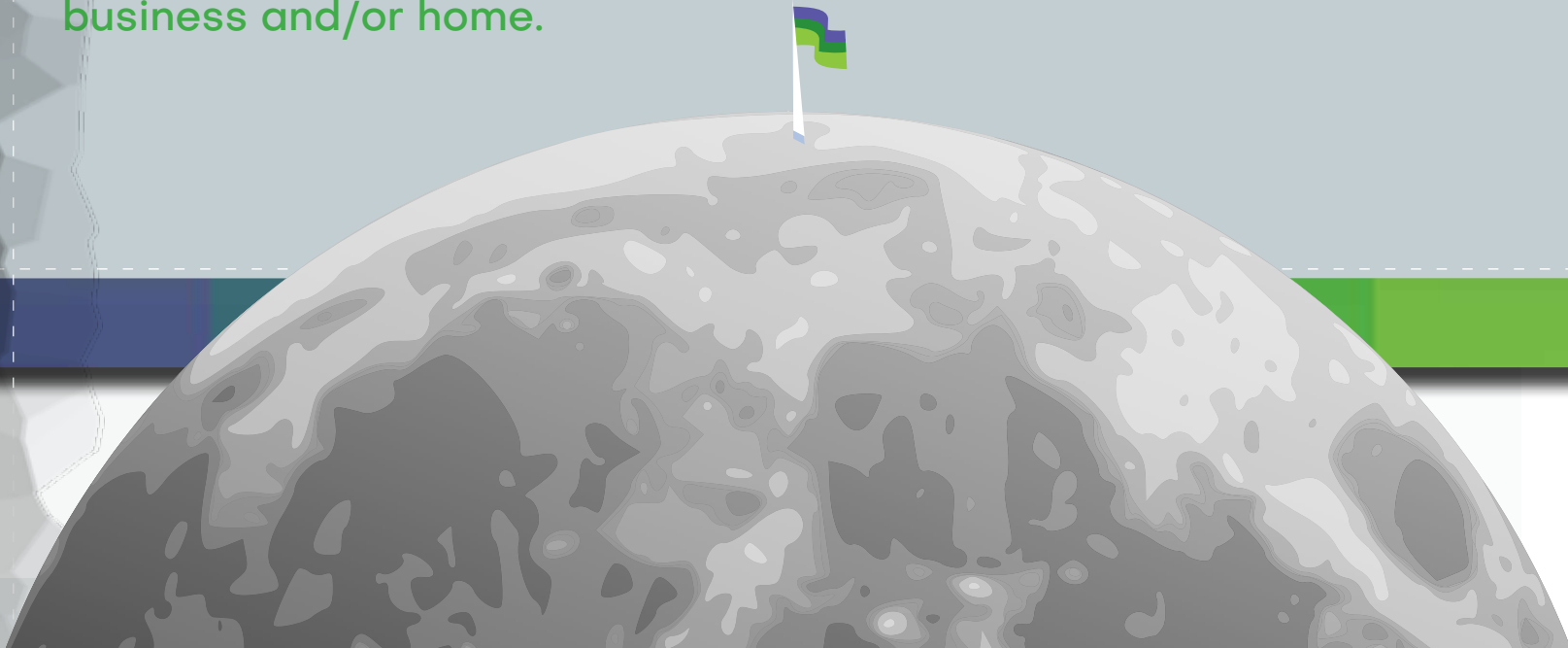
Mission Statement >

Enhance the quality of life for low-moderate income families through economic empowerment, education, and housing.

This mission enables economic viability and employment opportunities to benefit residents, workforce, and local businesses in a manner that incorporates priorities to promote a vibrant economy by reestablishing community character, economic development, innovation, access, and affordability.

Vision Statement >

To build a community where all residents have the opportunity for a higher quality of life, including but not limited to education, employment, entrepreneurship, food, clothing, shelter physical and mental health, and safety resulting in a world-class place to live, work, start and build a business and/or home.



Wiley Kennedy Foundation Strategic Plan 2021-2031

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Foundation

Our Mission

Enhance the quality of life for low-moderate income families through economic empowerment, education, and housing.

Our Core Values

1. Purpose & Growth - our foundation is built on our commitment to rebuild our community
2. Accountability: We serve as stewards for our community investments and honor the
3. charitable intentions of our donors to meet current and future community needs.
4. Integrity - to have honesty and respect for all individuals.
5. Empowering others-building capacity of the underserved
6. Compassion- genuinely concern about people in need.
7. Community Service - to effectively help organizations to make an impact, inspire entrepreneurial leaders.
8. Commitment- Committed to effecting change in community
9. Resiliency- In tough times, seek the next opportunities

Competitive Advantages

What we do best

1. Assessing community needs
2. Providing services to help the most needed citizens
3. Developing community partnerships
4. Economic development in undeserved markets
5. Identifying housing development opportunities
6. Heavily focused on educating youth and adults

Organization-Wide Strategies

How we will get there

Organization-Wide Focus:

- 2021 - Lay the foundation for the organization.
- 2022 - Develop Community Comprehensive Plan
- 2022 - Partners Implement Community Comprehensive Plan
- 2023 - Standardization of all processes.
- 2025 - Develop infrastructure to prepare for growth.

Strategic Objectives and Organization Goals

Financial

1. Leverage and align interest of donors needs identified 1.1 Generate grant funding sources \$1.2mm 1.2 Build public/private partnership to develop community comprehensive plan 1.3 5-8 grant applications per FY	2 Productivity Improvement: Maintain a 30% Net Profit Yrly 2.1 Maintain profitability with a budget allocation of 50% for business re-investment for product development. 2.2 Establish billable service hours 2.3 Establish an annual fundraiser plan
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Economic Development

3 Economic Development Steering Committee 3.1 Entrepreneurial Development Program for minority start-ups 3.2 Enhance capacity to support and attract high performing businesses 3.3 Partner with lending sources, efficient access to capital 3.4 Workforce development program 3.5 Arrange incentive package for expanding/relocating businesses 3.6 Enhance local capacity to support /attract high performing businesses	4. Identify Investors for Opportunity Zones 4.1 Identify investors for opportunity zone 4.2 Develop site tours for developers 4.3 Complete an economic development marketing plan which identifies ways to work with &/or meet the needs of site selection consultants & highlights appropriate business incentives 4.4 More mixed use developments
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Education

5 Innovation: Increase Education and Technology 5.1 Enhance coordination of career coaching and training/education planning for young adults, including exposure to community leadership roles. 5.2 Provide ways for citizens to obtain certification for cyber security 5.3 Educate/train for specific industries 5.4 After-school youth career/job camps
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Housing

6. Assess housing stock and vacant lot 6.1 Reduce apartments footprint, increase single tan homes 6.2 Home Improvement fund grants from COBG (City/County) 6.3 Develop intil design plan throughout service area 6.4 Quality Housing Affordable to various income level 6.5 Partner with Community Development Corporations
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Key Performance Indicators

How we measure success

Measure	Target
Grant Awards/Funding Sources	\$1,200,000
Launch Strategic Plan	2-3 yrs
Attract 5-8 Businesses	3-5 yrs
Onserv Rehabx 3-5 Single Family	3-5 yrs
20% Job Training Programs	1-3 yrs
Social Media Activity	
Website Page view and bounce rate	

Vision

What our Organization will look like

We envision a community where all residents have the opportunity for a high quality of life, including but not limited to education, employment, entrepreneurship, food, clothing, and shelter, health, and safety.

In short, a complete revitalization transformation.

Our motto: "Build Capacity - Build Community "

Implementation

How we make strategy a habit

- Appoint a strategic plan manager
- Hold people accountable, continuous feedback
- Put in place an incentives, measure progress
- Lead for achievement
- Empower managers
- Hold effective strategy meetings - first Tuesdays
- Hold annual retreat - first week in December
- Continuously meeting with partners
- Funding/Investment capital stream

