

2010 Strategic Plan

Greenville Dreams

A Neighborhood Partnership with...



United Way of Greenville County
City of Greenville ~ Community Development Division
Greenville County Redevelopment Authority

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Revision # 4

Greenville Dreams

2010 Strategic Plan

EXECUTIVE SUMMARY

The Greenville Dreams organization was conceptualized in 2003 after a group of diverse Greenville leaders completed an Inter City Visit to Boston, Massachusetts, where they observed how various neighborhood association leaders collaborated to build upon the strengths and assets already present in their neighborhoods. Working in partnership with United Way of Greenville County (UWGC), the City of Greenville (CG), the Greenville Community Foundation and the Greenville County Redevelopment Authority (GCRA), Greenville Dreams consists of neighborhood leaders from several Special Emphasis Neighborhoods in Greenville County collaborating to focus on facilitating positive community changes through resident-centered neighborhood development. In 2010, the organization has recommitted itself to increase its' impact on the Greenville Community through actions outlined in the 2010 Greenville Dreams Strategic Plan.

MISSION STATEMENT

Greenville Dreams is a coalition of neighborhood and community leaders organized to empower residents to improve their neighborhoods through leadership development while leveraging available resources.

VISION STATEMENT

Our vision is that all Greenville residents live in a productive, vibrant, healthy and safe neighborhood.

OUR VALUES

Respect

We are committed to embracing the spirit of inclusion by valuing and appreciating the many diverse talents, ideas and opinions of our stakeholders and partners.

Integrity

We are committed to being accountable for our actions and outcomes and will be prudent in our efforts to improve our neighborhoods.

Proactive

We will be opened minded and forward thinking in our pursuit of innovative solutions to the challenges and opportunities in our neighborhoods.

Collaboration

We will foster a culture of cooperation by establishing and maintaining open and diverse strategic partnerships with organizations that are pursuing similar outcomes for the Greater Greenville Community.

Compassion

We care deeply about our residents and stakeholders and will demonstrate fairness and equality in everything that we do.

STRATEGIC FOCUS AREAS

In order to carry out our **Mission** and realize our **Vision** the Greenville Dreams organization will focus on the following **Strategic Focus Areas**:

1. **Organizational and Leadership Development**
2. **Collaborative Relationships**
3. **Resource Development**
4. **Education and Awareness**
5. **Youth Development and Engagement**

Strategy I: Organizational and Leadership Development

Goal 1: Conduct a leadership needs assessment to identify the critical leadership skills needed to make a significant impact on the success of the Greenville Dreams Organization.

Desired Outcome: Annual Greenville Dreams Leadership Assessment Report.

Long-Range Objectives	Strategic Approaches	Strategic Actions	Accountabilities
A. Assess and evaluate organizational leadership needs on a regular basis.	<ol style="list-style-type: none"> 1. Conduct an annual survey. 2. Use feedback to develop a Leadership Development Curriculum. 3. Prioritize and communicate findings. 	<ol style="list-style-type: none"> 1. Attend Neighborhood Association meetings to identify leadership needs. 2. Develop a program proposal to address leadership needs. 	<ol style="list-style-type: none"> 1. Completed in 2011. 2. Completed in 2011.

Goal 2: Develop and implement a grassroots Leadership Development Program (LDP) to enhance the capability and capacity of community leaders to strengthen and improve their individual neighborhoods.

Desired Outcome: A customized Greenville Dreams Leadership Development Program.

Long-Range Objectives	Strategic Approaches	Strategic Actions	Accountabilities
A. Develop the class curriculum for a pilot LDP.	<ol style="list-style-type: none"> 1. Research best practices. 2. Consider input from external resources. 	<ol style="list-style-type: none"> 1. Review and approve LDP pilot proposal. 2. Complete the development of curriculum. 	<ol style="list-style-type: none"> 1. Completed in 2011. 2. Completed in 2011.
B. Develop a process to identify and select LDP participants.	<ol style="list-style-type: none"> 1. Develop a list of successful Leadership Characteristics. 2. Evaluate the intake process of local leadership programs. 	<ol style="list-style-type: none"> 1. Develop and prioritize desired Leadership Characteristics. 2. Approve a simple selection process for pilot program participants. 	<ol style="list-style-type: none"> 1. Completed in 2011. 2. Completed in 2011.
C. Conduct and evaluate the pilot LDP for 20 participants.	<ol style="list-style-type: none"> 1. Utilize current Greenville Dreams members. 2. Evaluate program and make curriculum revisions. 	<ol style="list-style-type: none"> 1. Implement 2011 pilot LDP. 2. Update and revise the LDP Curriculum based on feedback from the pilot evaluations. 	<ol style="list-style-type: none"> 1. Completed in 2011. 2. Completed in 2011.
D. Implement revised LDP annually for 20 participants.	<ol style="list-style-type: none"> 1. Recruit participants. 2. Conduct and evaluate LDP 3. Update program to enhance overall learning experience. 	<ol style="list-style-type: none"> 1. Develop a schedule and timetable to implement the 2011 LDP. 	<ol style="list-style-type: none"> 1. Executive Leadership Team (ELT).

Strategy II: Collaborative Relationships

Goal 1: Strengthen existing partnerships to better leverage resources used to improve the communities represented by the Greenville Dreams membership.

Desired Outcome: Strong and interactive relationships with key organizations in the Greenville Community.

Long-Range Objectives	Strategic Approaches	Strategic Actions	Accountabilities
A. Enhance the relationship between United Way and municipalities to present a unified approach for the Greenville Dreams program.	1. Review existing programs for opportunities for improvement alignment with common purposes.	1. Review and identify common goals between UWGC, CG, GCRA and Greenville Dreams.	1. Representation from UWGC, GCRA, CG and Greenville Dreams Membership.
B. Enhance communications between Greenville Dreams and the Neighborhood Associations.	1. Establish quarterly meetings to share information. 2. Participate in community meetings to gather first-hand information on specific community issues.	1. Attend Neighborhood Association meetings to gather community needs data and share the Strategic Plan 2. Identify and communicate current available resources.	1. ELT and Neighborhood Association Presidents. 2. Greenville Dreams Partners and ELT.
C. Enhance communications between Neighborhood Associations to encourage collaboration and sharing of best practices.	1. Encourage each Neighborhood to develop a quarterly communication source to share activities and successes.	1. Share quarterly summary of GAP and other program successes at each Greenville Dreams meeting.	1. ELT and Neighborhood Association Presidents.

Goal 2: Create and establish new partnerships with organizations and political officials that have a vested interest in community improvement in Greenville County.

Desired Outcome: Strong and interactive relationships with key movers and shakers in the Greenville Community.

Long-Range Objectives	Strategic Approaches	Strategic Actions	Accountabilities
A. Identify potential new partners for the Greenville Dreams organization.	<ol style="list-style-type: none"> 1. Brainstorm with existing partners. 2. Review best practices with existing organizations outside of Greenville County. 	<ol style="list-style-type: none"> 1. Solicit input from UWGC, CG and GCRA to create a list of potential partners. 	<ol style="list-style-type: none"> 1. ELT and Neighborhood Association Presidents.
B. Identify the names, roles and responsibilities of key elected political officials that can enhance the success of Greenville Dreams.	<ol style="list-style-type: none"> 1. Create a key contact listing of current local, state, and federal political officials. 2. Share contact listing with Greenville Dreams members. 	<ol style="list-style-type: none"> 1. Solicit input from UWGC, CG and GCRA to create a list of current elected officials. 2. Update and share information on a regular basis. 	<ol style="list-style-type: none"> 1. ELT and Neighborhood Association Presidents. 2. ELT and Neighborhood Association Presidents.
B. Develop a process for sharing vital information with potential partners and elected political official.	<ol style="list-style-type: none"> 1. Consider electronic media (Internet) 2. Consider a Greenville Dreams Fact Sheet 	<ol style="list-style-type: none"> 1. Document and communicate results from previous GAP funded projects. 2. Plan and implement a community partners' day. 	<ol style="list-style-type: none"> 1. ELT and Neighborhood Association Presidents. 2. ELT and Neighborhood Association Presidents.
C. Establish strong relationships with new organizations and political officials to enhance opportunities for success.	<ol style="list-style-type: none"> 1. Once list is created, develop a strategic approach leveraging existing relationships. 	<ol style="list-style-type: none"> 1. Plan and participate in a Hands On Greenville event. 	<ol style="list-style-type: none"> 1. ELT and Neighborhood Association Presidents.

Strategy III: Resource Development

Goal 1: Develop a diverse cadre of resources and support to create long-term sustainability.

Desired Outcome: Multiple streams of revenue and resource support.

Long-Range Objectives	Strategic Approaches	Strategic Actions	Accountabilities
A. Perform an annual assessment of available community improvement resources.	<ol style="list-style-type: none"> 1. Conduct website research to identify and assess best practices. 2. Identify existing community assets (churches, businesses, etc.) for neighborhood improvements. 	<ol style="list-style-type: none"> 1. Use the internet to identify local, state and national resources available for community improvement and to conduct best practice searches on how to create long-term sustainability. 	<ol style="list-style-type: none"> 1. UWGC Staff and ELT.
B. Develop and secure funding sources to create and implement a Greenville Dreams Leadership Development Program.	<ol style="list-style-type: none"> 1. Convene a meeting with key stakeholders to discuss available funding strategies. 	<ol style="list-style-type: none"> 1. Secure pilot program resources for 2011 LDP implementation. 2. Develop a sustainability strategy for the LDP. 	<ol style="list-style-type: none"> 1. ELT and Partners. 2. ELT and Partners.
C. Develop, implement and evaluate a plan for securing new community improvement resources.	<ol style="list-style-type: none"> 1. Brainstorm with current stakeholders to develop a planning approach. 2. Review what each organization is currently doing to enhance resources. 	<ol style="list-style-type: none"> 1. Meet with current partners to develop a contact list. 2. Create a resource development committee to oversee resource development plan. 	<ol style="list-style-type: none"> 1. ELT and Partners. 2. ELT and Neighborhood Association Presidents.

Strategy IV: Education and Awareness

Goal 1: To educate and fully inform residents about issues and opportunities that can impact their neighborhoods and to encourage them to participate in the improvement of their community.

Desired Outcome: Increased resident participation in neighborhood improvement.

Long-Range Objectives	Strategic Approaches	Strategic Actions	Accountabilities
A. Ensure that residents have all relevant information about neighborhood meetings and activities.	1. Consider various communication methods including telephone, flyers, community signs, email and door-to-door visits.	1. Create a communications committee to encourage each Neighborhood Association to create monthly calendars and neighborhood phone directories.	1. ELT and Neighborhood Association Presidents.
B. Develop and implement an annual list of educational topics of interest for neighborhood meetings	1. Consider community surveys. 2. Consider joint neighborhood association meetings to brainstorm topics of interest.	1. Review and update current list of 2010 educational topics 2. Select and implement 10 topics to present in 2011.	1. ELT and Neighborhood Association Presidents. 2. ELT and Neighborhood Association Presidents.
C. Identify and share the names of key community ambassadors for each Greenville Dreams' member neighborhoods.	1. Consider establishing "Block Captains" for each neighborhood. 2. Consider creating a deep pool of volunteers ready to serve as ambassadors.	1. Request and review a list of active participants from each Neighborhood Association.	1. ELT and Neighborhood Association Presidents.

Strategy V: Youth Development and Engagement

Goal 1: Develop and implement a structured “Youth Leadership Initiative” to develop and engage the young residents to participate in the improvement of their neighborhoods.

Desired Outcome: Actively engaged young people in every Greenville Dreams’ neighborhood.

Long-Range Objectives	Strategic Approaches	Strategic Actions	Accountabilities
A. Assess and prioritize the interest of young residents in each of Greenville Dreams’ represented neighborhoods.	<ol style="list-style-type: none"> 1. Consider using surveys or community forums. 2. Consider asking a small group of active young residents to lead this effort. 	<ol style="list-style-type: none"> 1. Identify 5 – 8 actively engaged young residents from existing members’ neighborhoods. 2. Develop a simple strategy to organize and facilitate a youth engagement event to gather information. 3. Summarize and share results. 	<ol style="list-style-type: none"> 1. ELT and Neighborhood Association Presidents. 2. ELT & Neighborhood Association Presidents. 3. ELT.
B. Research and document what other community-based programs are currently doing to engage the youth and young professionals.	<ol style="list-style-type: none"> 1. Develop a listing of youth programs currently being implemented in Greenville County. 2. Use the internet to determine what other communities are doing to engage their young citizens. 	<ol style="list-style-type: none"> 1. Appoint a Greenville Dreams ad hoc committee to research current youth programs in Greenville County. 2. Conduct a Google Search on “Youth Engagement Strategies” (Y.E.S.) and share findings and results. 	<ol style="list-style-type: none"> 1. ELT. 2. ELT and Neighborhood Association Presidents.

Strategic Planning Participants

A. We are thankful to the following individuals for providing historical information and future organizational potential through a process of interviews and completion of the Greenville Dreams Stakeholder Questionnaire:

<u>Name</u>	<u>Organization</u>
Ms. Minor Shaw	United Way of Greenville County Advisor & Greenville Dreams Founder
Ms. Diane Smock	United Way of Greenville County Advisor & Greenville Dreams Founder
Mr. Ted Hendry	United Way of Greenville County
Ms. Deborah McKetty	Greenville Housing Fund
Mr. Bob Morris	Community Foundation of Greenville
Ms. Beth Templeton	United Ministries
Ms. Ginny Stroud	City of Greenville
Ms. Yvonne Simpson	City of Greenville
Ms. Leslie Fletcher	City of Greenville
Mr. Martin Livingston	Greenville County Redevelopment Authority
Ms. Rashida Jeffers	Greenville County Redevelopment Authority
Ms. Margaret McJunkin	Greenville Dreams
Ms. Princella Lee-Bridges	Pleasant Valley Neighborhood Association
Mr. Jerry Harmon	West End Neighborhood Association
Rev. Vardrey Fleming	West Greenville Neighborhood Association

B. We are thankful to the following individuals for dedicating their time and energy by participating in the Greenville Dreams Strategic Planning Retreat conducted over a two-day period in February and March of 2010:

<u>Name</u>	<u>Organization / Community</u>
Ms. Margaret McJunkin	Greenville Dreams
Ms. Princella Lee-Bridges	Pleasant Valley Community
Mr. Jerry Harmon	West End Community
Rev. Vardrey Fleming	West Greenville Community
Mr. Eddie Robinson	Freetown Community
Mr. Mark McCullough	Freetown Community
Ms. Yvonne Reeder	Nicholtown Community
Mr. Eddie Byrd	Nicholtown Community
Mr. Alan Mitchell	Nicholtown Community
Ms. Connie Nuhu	Woodside Community
Ms. Mary Duckett	Southerside Community
Ms. Anna Byrd	Gower Community
Ms. Felsie Harris	Haynie-Sirrine Community
Ms. Lillian Garnett	Sterling Community
Ms. Sharlene Black	Dunean Mill Mills Community
Ms. Evelyn Dogan	Greenline Community (Spartanburg)
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Mr. Darrin Goss	United Way of Greenville Count
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Ms. Heather Pritchard	United Way of Greenville County
Ms. Tamela Spann	United Way of Greenville County
Ms. Ginny Stroud	City of Greenville
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