

2014 Strategic Plan

Greenville Dreams

A Neighborhood Partnership with...



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

Approved January 2014

Greenville Dreams

2014 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 2013, the organization developed this 2014 Greenville Dreams Strategic Plan to provide a road map to long-term viability and sustainability to deepen its collective impact on the overall Greenville Community.

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 members, 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**:*

Visibility and Communications

Greenville Dreams will increase its visibility and strengthen its communications within its network and the overall Greenville Community. It is essential that the organization develop an awareness campaign while establishing a strong communication channel to reach out to neighborhoods that are currently disconnected from the resources provided by Greenville Dreams.

Organizational and Leadership Development

Greenville Dreams will lead by example so that neighborhood leaders can get first-hand experience with how to improve their neighborhood associations and how to implement the tools and techniques presented in the GLDP. This will provide neighborhood leaders an opportunity to learn from each other while taking valuable lessons back to their neighborhoods for implementation.

Collaborations and Resource Development

To create a pathway to long term sustainability and effectiveness, Greenville Dreams will develop and nurture strong partnerships with Upstate organizations that are mission-driven to enhance the quality of life for residents in underserved communities. These efforts will increase the opportunity to expand the organization's resource base to include local, regional and national foundations.

Education and Programming

To achieve scalable and robust community impact, Greenville Dreams will educate and inform its members and provide them access to a cadre of programs, services and resources that focus on how residents can lead the improvement of their neighborhoods. These program offerings will be driven by priorities established by the membership of Greenville Dreams.

STRATEGIC GOALS AND OBJECTIVES

Visibility and Communications

Greenville Dreams will increase its visibility and strengthen its communications within its network and the overall Greenville Community. It is essential that the organization develop an awareness campaign while establishing a strong communication channel to reach out to neighborhoods that are currently disconnected from the resources provided by Greenville Dreams.

Evidence of Future Success

- Greenville Dreams is well known by community leaders across the Special Emphasis Neighborhoods (SEN) network.
- Politicians, ministers and governmental establishments view Greenville Dreams as a key partner in accessing public input.
- The monthly meetings are well attended and provide valuable opportunities for sharing ideas and best practices.
- Key community leaders are participating in the celebration of Greenville Dreams' successes.

1. Long-Range Goal: Develop a branding, marketing and awareness campaign to increase the visibility of Greenville Dreams.

Long-Range Objectives

1. Develop a Greenville Dreams signature brand to market across the Upstate using multiple media platforms.
2. Partner with local media to publish and broadcast Greenville Dreams success stories and outcomes.
3. Maintain an updated website to communicate timely information to SEN leadership.
4. Build and establish new relationships that enhance the capacity of the organization to deliver its mission.

2. Long Range Goal: Communicate and advocate for the benefits of Greenville Dreams membership and participation.

Long Range Objectives

1. Develop an annual strategy to attend the neighborhood association meetings of member neighborhoods.
2. Present Greenville Dreams' value proposition to each of the membership organizations and solicit their participation.
3. Gather neighborhood needs data to use to improve Greenville Dreams' program offerings.
4. Facilitate the sharing of key community information and best practices between membership neighborhoods.

Organizational and Leadership Development

Greenville Dreams will lead by example so that neighborhood leaders can get first-hand experience with how to improve their neighborhood associations and how to implement the tools and techniques presented in the GLDP. This will provide neighborhood leaders an opportunity to learn from each other while taking valuable lessons back to their neighborhoods for implementation.

Evidence of Future Success

- Strong neighborhood participation in the GLDP.
- The Greenville Dreams organization has a strong leadership infrastructure with a solid succession plan.
- Increased resident participation in neighborhood leadership roles.
- The monthly meetings are actively addressing the needs of membership neighborhoods.

- 1. Long-Range Goal:** Empower capable resident leaders to strengthen and improve their neighborhoods through active participation in Greenville Dreams.

Long-Range Objectives

1. Increase the number of neighborhoods participating in the GLDP.
2. Continuously improve and update the Greenville Dreams Operating Principles and the GLDP curriculum to stay relevant to emerging community needs.
3. Provide opportunities for continuous leadership training focused on individual neighborhood needs.

- 2. Long Range Goal:** Develop and implement a GLDP Alumni Association to enhance the participation of program graduates in the implementation of key Greenville Dreams initiatives.

Long Range Objectives

1. Develop and implement the infrastructure for a GLDP Alumni Association.
2. Develop a Mentoring and Coaching Program for seasoned leaders to work one-on-one with emerging leaders.
3. Develop a list of key programs that the Alumni Association can implement annually.

Collaborations and Resource Development

To create a pathway to long term sustainability and effectiveness, Greenville Dreams will develop and nurture strong partnerships with Upstate organizations that are mission-driven to enhance the quality of life for residents in underserved communities. These efforts will increase the opportunity to expand the organization’s resource base to include local, regional and national foundations.

Evidence of Future Success

- A Stronger Greenville Dreams with a wealth of resources on which to draw.
- Long-term viability and sustainability supported by local, regional and national organizations.
- Collaborating with local companies to sponsor Greenville Dreams programs and activities.

- 1. Long-Range Goal:** Strengthen existing partnerships and create new partnerships to accomplish the Mission and Vision of Greenville Dreams.

Long-Range Objectives

1. The United Way of Greenville County, the City of Greenville and the Greenville County Redevelopment Authority continue to provide financial and staff support to maintain the operation of Greenville Dreams.
2. Develop and confirm a new local strategic partner to strengthen community support for Greenville Dreams.
3. Identify and engage community “influencers” (elected officials, funders, business leaders, etc.) to encourage the support and success of Greenville Dreams.
4. Communicate and share the Greenville Community Resource Guide with each member neighborhood.
5. Assist and support the efforts of member neighborhoods in identifying and leveraging individual and institutional assets within their own communities.
6. Provide robust support systems for individual neighborhood sponsored programs and activities.
7. Identify and establish relationships with regional and national foundations to encourage support for Greenville Dreams.

Education and Programming

To achieve scalable and robust community impact, Greenville Dreams will educate and inform its members and provide them access to a cadre of programs, services and resources that focus on how residents can lead the improvement of their neighborhoods. These program offerings will be driven by priorities established by the membership of Greenville Dreams.

Evidence of Future Success

- Well-attended Greenville Dreams monthly meetings with agenda topics driven by resident leadership needs.
- A structured Youth Development Program with active participation across the SEN network.
- Well-communicated leadership development opportunities outside of the Greenville Dreams network.

- 1. Long-Range Goal:** Maintain an updated list of community needs that can be addressed at the regular monthly Greenville Dreams meetings.

Long-Range Objectives

1. Attend at least one of every member's neighborhood association meetings per year to share Greenville Dreams' Annual Plan and to gather input to improve program offerings
2. Consolidate community needs in November of each year to use in developing Greenville Dreams program priorities.
3. Maintain a list of current community resources that can be shared with neighborhood association leaders.
4. Spotlight one member neighborhood at each monthly meeting to learn more about their challenges and successes.

- 2. Long Range Goal:** Develop and implement Greenville Dreams Youth Development Initiative that includes the participation of multiple neighborhoods across the membership network.

Long Range Objectives

1. Work with each neighborhood association leadership team to identify and prioritize a list of needed youth activities and programs for each SEN.
2. Identify local resources that Greenville Dreams could access to address the needs of youth in each SEN.
3. Work with the GLDP Alumni to plan and implement at least one Youth Development Initiative each year.

Strategic Plan Execution

Critical Success Steps

The execution of this planning document will require the full commitment of the Greenville Dreams' Stakeholders and the Executive Leadership Team (ELT). The assertive nature of the Long-Range Goals and Objectives will require the following accountability steps to achieve success:

1. The Greenville Dreams organization approves and adopts this plan as a road map to move the organization forward.
2. The Greenville Dreams organization maintains at least 15 SEN leaders actively engaged in driving the strategies and objectives in this document to ensure that the organizational structure is strong.
3. The organization elects an effective ELT and establishes a reliable succession pool of ready to serve leaders to pull from if there are disruptions in leadership service.
4. The monthly meetings need to be robust and engaging to add value from the participants' vantage point.
5. The organization must attend individual neighborhood association meetings to demonstrate their commitment to helping those leaders become stronger and more viable to the residents they serve.
6. Greenville Dreams must leverage its GLDP Alumni to realize a return on the investments made in the training of the program graduates. The stakeholders should expect some sort of return on the GLDP investment by keeping graduates engaged in some activity that moves the organization's mission forward.
7. This strategic planning process should be repeated in 2017 to keep Greenville Dreams ahead of the continuous changes in the demographics and quality of life in Greenville's Special Emphasis Neighborhoods.

Following these key critical steps will ensure that Greenville Dreams has the right strategies and processes in place to be a viable asset to the Greenville Community for years to come.

November 2013 Strategic Planning Retreat Participants

We are thankful to the following individuals for dedicating their time and energy by participating in the 2014 Greenville Dreams Strategic Planning Retreat conducted on November 15, 2013:

<u>Name</u>	<u>Organization / Community</u>
Rev. Vardrey Fleming	West Greenville Community
Ms. Inez Morris	West Greenville Community
Ms. Yvonne Reeder	Nicholtown Community
Ms. Glenda Kinard	Nicholtown Community
Ms. Sandra Canty	Green Avenue / Washington Heights Community
Ms. Cynthia Chance	Dunean Community
Ms. Meiko Gary	Valley Brook Community
Mr. Andrew Ratchford	Judson Community
Ms. Tish McCutchen	United Way of Greenville Count
Ms. Lisa Colby	United Way of Greenville Count
Mr. Bradley Robinson	United Way of Greenville County
Ms. Jokeitha Seabrook	United Way of Greenville County
Ms. Yvonne Simpson	City of Greenville
Mr. Martin Livingston	Greenville County Redevelopment Authority
Mr. A. Stan Davis	Leadership Development Consultant