

Northwest Side Community Development Corporation
2008-10 Strategic Plan
WORKING DRAFT v21 10.26.07

Notes related to strategic plan

A Geographic boundaries in which the NWSCDC will affect change:

- 1) North: City limit
- 2) South: I-94
- 3) East: I-43
- 4) West: City limit

B Rationale for geographic boundaries:

- 1) Each NWS CDC funding source has its own geographic boundaries inside the generally accepted boundaries of the NWS. While the agency would like to focus its limited resources to maximize its impact, if the agency establishes boundaries that are too narrow, the agency would limit the potential for funding that it can use to benefit NWS residents and businesses.
- 2) There is need for community economic development throughout most of the area noted by the broad NWS boundaries.
- 3) For each three-year period covered by a strategic plan, the agency will establish geographic focus areas in which it will focus the result of its programs, activities and resources.

C Three geographic focus areas for the 2008 -10 strategic plan based on need, opportunity and the agency's current capacity or strengths are:

- 1) Villard Avenue
- 2) 30th Street Industrial Corridor
- 3) Historic Granville

D Four strategic focus areas:

- 1) Project development
- 2) Business development
- 3) Connect people with jobs
- 4) Lead the collaboration of all related NWS organizations

E Actions and projects can occur anywhere as long as the benefit of the actions accrue in a clearly measurable manner to the businesses and residents of the community serviced by the NWSCDC

F A project shouldn't take away resources from an existing or planned project that will have greater community impact.

Definitions of terms in strategic plan

- A Community Development Corporation (CDC)** - A private nonprofit entity, serving a low-income community, governed by a community-based board, and serving as an ongoing producer in housing, commercial-industrial development, or business development. CDCs' primary goals are to serve low-income communities and to empower residents. (National Congress for Community Economic Development. *Tying It Altogether: The Comprehensive Achievements of Community-based Development Corporations*, 1995.)
- B Community Economic Development (CED)** - A deliberate process by which a community, and its institutions, organize economic activity in ways that benefit the community as a whole and leads to community and personal empowerment through strategies which encourage cooperation and interdependence and which seek to equalize resources among its rich and poor populations. CED strategic goals include retaining, expanding, and attracting jobs, income and wealth in a manner that improves individual economic opportunities and the quality of human life. (Based on a variety of sources.)
- C Management Accounting** - The techniques used to collect, process, and present financial and quantitative data within an organization to enable effective scorekeeping, cost controls, planning, pricing and decision making to take place.
- D Strategic Management Accounting** - A management accounting system organized so that it is capable of providing the information needed by management to help in making long-term strategic decisions rather than being limited to the more traditional approach of providing short-term costs. For example SMA would provide information that would assist in the decisions relating to the expansion capacity.

Mission

To enhance the standard of living on the northwest side by improving the business environment for our low-income communities through community economic development.

Vision

The northwest side of Milwaukee will be transformed into a preferred destination for businesses and residents. The Northwest Side Community Development Corporation will be recognized as the organization that leads that transformation.

1. "Stakeholder" Strategic Goal: Maximize the impact of our economic development efforts through improved identification, implementation and evaluation.

| OBJECTIVE | OUTCOME | MEASUREMENT | RESPONSIBILITY (Who/What Area?) | COMPLETION DATE |
|--|---|--|---|--|
| A Establish and implement project review criteria/screen based on specific measures or indicators related to NWS CDC business and resident impact in the four strategic impact areas. | 1) Criteria approved by Board. 2) Apply criteria to existing, potential and new projects. 3) Demonstrate business and resident impact. | 1) Reflected in Board minutes 2) Criteria used as screen for potential projects and shown in project plans and reports 3) Outcomes against criteria in Executive Director reports | 1) Ad hoc Criteria Committee with help from the Executive Director 2) Board 3) Executive Director | 1) December 2008 2) 2009 3) 2010 |
| B Identify and evaluate against the four strategic focus areas, all the tools (financial, relationship, programs, etc) that add value in accomplishing our mission. 1) Which tools will have the most impact on NWS? 2) Which tools is the agency best equipped to use? 3) What are the operating costs associated with each tool? | 1) The impact of the available tools in furthering the agency goals has been determined. 2) Tools are applied to projects in the four strategic focus areas. 3) Measurable impact of the different tools. | 1) Progress reports at Board meetings 2) Executive Director reports or "Focus Committee" reports 3) Executive Director reports or "Focus Committee" reports | Executive Director with help from Board. | 1) December 2008 2) 2009 3) December 2010 |
| C Project development: 1) Make application for annually for one: i) Office of Community Service (OCS) grant ii) New Market Tax credit iii) Low Income Tax Credit project | Items 1-4 below apply to objective C1): 1) Successfully submitting an application and closing a deal for each sub-objective indicated; (C1i, ii, iii) 2) Successfully fulfilling the goals indicated in each accepted application. 3) Each project will have a measurably positive impact in the NWS community. 4) Each project should have a measurably positive impact on the agency's financial goals. | 1) Executive Director's report and application acceptance or rejection 2) Executive Director's report – project status reports 3) Executive Director report, Board minutes, 4) Financial/budget reports | 1) Executive Director 2) Executive Director 3) Executive Director 4) Finance Committee | 1) Annually 2) Semi-annual review 3) Quarterly community impact report 4) Quarterly financial impact report |

| OBJECTIVE | OUTCOME | MEASUREMENT | RESPONSIBILITY (Who/What Area?) | COMPLETION DATE |
|--|--|---|--------------------------------------|------------------------|
| <p>2) Complete a project at:</p> <p>i) Villard Avenue (1) Initiate discussions with developers regarding utilization of CDC land related to new library construction. (2) Utilize BID and VABA relationship for community analysis of Villard Square best use options if the Library is not approved.</p> <p>ii) Historic Granville 1) Evaluate projects where the NWSCDC primarily role may be as funding source: Woodlands project , Granville Station project</p> <p>2) Initiate discussions with DCD and developers on project opportunities in: Bradley Woods Business Park, Havenwoods, Park Place , redevelopment of the West Brown Deer Road area across from Granville Station, and in the Fond du Lac/107th /Mill Road Triangle.</p> <p>iii) 30th Street Industrial Corridor (1) Implement at least one of the following possible projects, including the evaluation of the CDC's role in those projects and possible partners: craft training program; Tower site business attraction; housing stock improvement project; supplier diversity program; and hi-technology power electronics laboratory program.</p> | C2i(1) Several plans for use of CDC land are approved by CDC Board as feasible options. | C2i(1) CDC Board minutes indicate plan(s) review and acceptance. | C2i(1) CDC Executive Director. | C2i(1) Q1 - 2010 |
| | C2i(2) Contingency land-use plan is approved by BID and CDC Boards. | C2i(2) BID and CDC Board minutes indicate plan(s) review and acceptance. | C2i(2) CDC Executive Director | C2i(2) Q1 - 2010 |
| | C2ii(1) Project proposal and recommendations based on cost/benefit analysis are approved by the board. | C2ii(1) CDC Board minutes indicate project proposal review and acceptance | C2ii(1) CDC Executive Director. | C2ii(1) Q2 – 2008 |
| | C2ii(2) Project opportunities are identified and timetable for cost/benefit analysis are approved by the board | C2ii(2) (a) CDC Board minutes indicate plan(s) review and acceptance. | C2ii(2) CDC Executive Director | C2ii(2) (a) Q4- 2009 |
| | | C2ii(2) (b) Agreement with DCD | | C2ii(2) (b) Q4- 2009 |
| | | C2ii(2) (c) Agreement with developers | | C2ii(2) (c) Q4- 2009 |
| | C2iii(1) (a) Project proposal and recommendations based on cost/benefit analysis are approved by the board. | C2iii(1) (a) CDC Board minutes indicate project proposal review and acceptance | C2iii(1) (a) CDC Executive Director. | C2iii(1) (a) Q3 – 2008 |
| | C2iii(1) (b) Implementation of at least one of the projects begins. | C2iii(1) (b) CDC Board minutes indicate project implementation has begun and timeline | C2iii(1) (b) CDC Executive Director | C2iii(1) (b) Q4 - 2008 |
| | C2iii(1) (c) Completion of at least one of the identified projects. | C2iii(1) (c) CDC Board minutes indicate project completion | C2iii(1) (c) CDC Executive Director | C2iii(1) (c) Q4 -2010 |

| OBJECTIVE | OUTCOME | MEASUREMENT | RESPONSIBILITY (Who/What Area?) | COMPLETION DATE |
|--|---|---|---|--|
| D Business Development: 1) Attract new businesses. 2) Retain and expand existing businesses. 3) Further develop leadership and governance of BID Board. | 1&2) New businesses move to or expand in NWS with agency's assistance and new jobs created on NWS with agency's assistance. 3) BID Board is more effective in accomplishing its goals. | 1) # of new businesses; 2) # of businesses moving off NWS; # of businesses expanding 3) BID Board minutes indicate accomplishment of BID goals. | 1) Executive Director 2) Executive Director 3) BID Board Chair. | 1&2) Annual plan and goals established and reviewed by Board 3) Q4 2009 & ongoing |
| E Connect people with jobs: 1) Place as many NWS residents in jobs as possible. | 1) Place at least 75 NWS residents in jobs each year. | 1) Executive Director reports | 1) Executive Director | 1) Quarterly Board review |
| F Lead the collaboration of all related NWS organizations: 1) Form strategic and measurably effective collaborations with other agencies to multiply the impact on the Northwest Side generally and the geographic priority areas in particular. | 1) At least one collaborative project that results in a measurably positive NWS impact is established per year. | 1) Executive Director | 1) Executive Director with help from Board | 1) Semi-annual Board review <ul style="list-style-type: none"> • Collaborative projects identified in first quarter • Project selected in second quarter • Project implemented during second half of year |
| G Regularly give and get input from NWS business and community leaders. | 1) Processes and systems will be established to gather input and provide information from/to NWS business and community leaders (two-way communication). 2) Impact of the business and community leaders' communication on the agency's goals and objectives will be demonstrated. | 1) Process and systems approved by Board 2) Executive Director reports | 1) Executive Director 2) Executive Director | 1) 2008 2) 2010 |

2. “Learning and Growth” Strategic Goal”: Align the staff’s, consultants’ and volunteers’ skills and knowledge with the strategic plan.

| OBJECTIVE | OUTCOME | MEASUREMENT | RESPONSIBILITY (Who/What Area?) | COMPLETION DATE |
|---|--|---|--|--|
| A Align the staff’s and identified outside consultants’ skills with the strategic plan in as cost-effective manner as possible. | 1) Needed skills are acquired. 2) Acquired skills are cost effective. | 1) Hiring and training plans reflect skill alignment 2) Cost/benefit analysis on hiring versus procurement of services | 1) Executive Director 2) Finance Committee | 1) Annually/Ongoing 2) Annually |
| B Align the skills and experience of the Board with the strategic plan. | Board and Committees’ composition demonstrate application of necessary skills and knowledge. | Board and Committee nomination process. | Board Governance Committee | <ul style="list-style-type: none"> • 2008 – Board skills assessment • 2009 – Implement necessary changes to Board membership • 2010 – First full year of operation with revised Board |
| C Have board members understand expectations of membership and demonstrate greater involvement and accomplishment of responsibilities. | 1) Regular and full attendance at Board and committee meetings 2) Full financial participation of Board in Annual fund raising appeal | 1) Board and Committee minutes 2) Financial reports | 1) Board Governance Committee 2) Board Governance Committee | 1) Ongoing 2) Annually |
| D Provide more administrative staff support to the Board committees in alignment with other committee objectives. | 1) (Short-term) Board and committee members’ time and work will be more effectively utilized in achieving the strategic goals. 2) (Long-term) The agency will attract and retain good Board and committee volunteers. | 1) Board and Committee survey/feedback 2) Board and Committee minutes | 1) Executive Director with help from Board Governance Committee 2) Executive Director with help from Board Governance Committee | (Following timing applies to full objective and its outcome.) <ul style="list-style-type: none"> • 2008 – Assessment and plan • 2009 – Realignment of staff and committee responsibilities • 2010 – First full year of implementation |

3. "Internal Process" Strategic Goal: Strengthen the infrastructure of the agency.

| OBJECTIVE | OUTCOME | MEASUREMENT | RESPONSIBILITY (Who/What Area?) | COMPLETION DATE |
|--|--|---|---|--|
| A Align the physical space with the agency goals. | The physical space is aligned with agency goals. | Evaluation report and an action plan are developed. | Executive Director with help from the Board | August 2009 |
| B Align the following with the strategic plan: <ul style="list-style-type: none"> • Equipment • Technology • Operational systems | Equipment, technology and operational systems are aligned with the strategic plan. | Evaluation report and an action plan are developed. | Executive Director | (Following timing applies to full objective and its outcomes.) <ul style="list-style-type: none"> • 2008 – Assessment • 2009 - Plan approved • Ongoing - Implementation |

4. "Financial" Strategic Goal: Align the agency's financial resources and systems to meet the increasing needs of the NWS community.

| OBJECTIVE | OUTCOME | MEASUREMENT | RESPONSIBILITY (Who/What Area?) | COMPLETION DATE |
|---|--|--|--|---|
| A Develop and implement a long-term financial investment plan. | 1) Plan created and approved by the Board in alignment with future cash flow and strategic goals. 2) Agency begins to fund and invest in accordance with the approved plan. | 1) Board minutes 2) Financial reports | 1) Finance Committee 2) Finance Committee | 1) December 2009 2) September 2010 |
| B Diversify and increase sources of annual operating income. | 1) Non-governmental source of funding will increase. 2) Government sources of funding will increase. 3) The agency's government sources of funding will be diversified. | 1) Financial reports 2) Financial reports 3) Financial reports | 1-3) Resource Development Committee with help from all Board members | (Following timing apply to full objective and its outcomes.) <ul style="list-style-type: none"> • 2008 – plan • 2009 – implement • 2010 – attain annual funding increases and diversification goals. |
| C Fund the emergency reserve account. | Ensure xx months of operating income in reserve | Financial reports | Resource Development Committee with help from full Board | Annually |
| D Increase unrestricted funds (from philanthropic sources). | X% annual increase in unrestricted funds. | Financial reports | Resource Development Committee with help from full Board | (Following timing applies to full objective and its outcome.) <ul style="list-style-type: none"> • Target established with annual budget approval • Year-end financial report |

Potential Action Items (The following items were drawn from a strategic plan draft and discussions. They may serve as potential action items.)

| <u>Goal/Objective</u> | <u>Action</u> |
|-----------------------|--|
| 1D | <ol style="list-style-type: none"> 1. Determine if the need exists for an additional BID in the NWS. 2. Establish a BID alone or in collaboration with another agency. |
| 1E | <ol style="list-style-type: none"> 1. Obtain an annual contract with the city Workforce Development Agency. |
| 2A | <ol style="list-style-type: none"> 1. Review of current staff skills and alignment with strategic plan 2. Board approval of consultant/supplier contracts after reviewing project skills and consultant skills. 3. Staff training as necessary to align staff skills with strategic plan goals and objectives. |
| 2B | <ol style="list-style-type: none"> 1. Report comparing necessary skills for each SP objective against current Board members' skills 2. Nomination of new Board members with demonstrated skill sets necessary 3. Review adequacy of board recruitment categories/slots required by agency by-laws and recommend any needed changes. |

VILLARD AVENUE ACTIONS RELATED TO GOAL #1C2i

| ACTION | OUTCOME | MEASUREMENT | RESPONSIBILITY | COMPLETION DATE |
|--|---|---|--------------------------------------|---|
| (V1) Place a BID Board member on CDC Board. | (V1) NWSCDC has more involvement with BID direction and actions. | (V1) Election of BID Board member to CDC Board. | (V1) CDC Executive Committee | (V1) Q2 - 2008 |
| (V2) Evaluate programming needs and related revenue needs. | (V2) A plan that can be implemented resulting from the needs assessment. | (V2) BID program evaluation report indicating prioritized needs and estimated costs. | (V2) BID/CDC joint-subcommittee TBD. | (V2) Q4 - 2008 |
| (V3) Develop an anti-crime plan. | (V3) An anti-crime plan is accepted, supported, implemented and tracked by the BID and CDC. | (V3) BID and CDC Board minutes indicate plan approval and implementation tracking indicators. | (V3) BID/CDC joint-subcommittee TBD. | (V3) Plan: Q1 – 2009 Begin Implementation: Q3 - 2009 |