



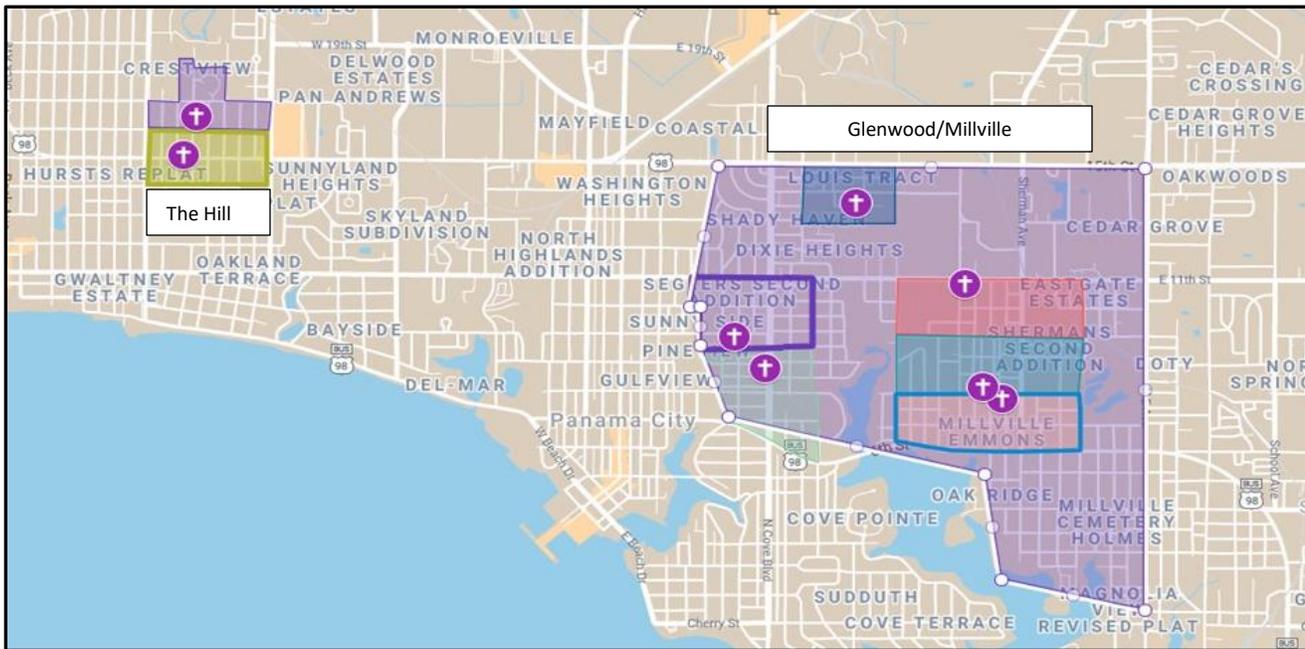
LEADERSHIP \* EMPOWERMENT \* AUTHENTIC \* DEVELOPMENT

# 2020 – 2024 STRATEGIC PLAN



*“Working together to create safe,  
resilient neighborhoods.”*

Janice L. Lucas, Executive Director



## LEAD Mission

To work collaboratively to build trust, increase safety and restore neighborhoods.

## LEAD Vision

Our vision is to have engaged residents actively working together to develop safe, affordable and sustainable neighborhoods. We will achieve this by LEADING by example. We will build trust throughout a unified effort, based on a common vision that creates safe and resilient neighborhoods that benefit the people living there.

## Who is the LEAD Coalition?

LEAD Coalition, Inc., a nonprofit 501(c)(3) tax-exempt charitable organization registered in Florida, is a Community Development Corporation that convenes stakeholders to develop and implement authentic, collaborative solutions to neighborhood challenges. LEAD is an acronym for Leadership Empowerment Achievement Development.

## How Did We Get Here?

The LEAD mission became even more critical in October 2018 when Hurricane Michael devastated Bay County. According to the 2018 U.S. Census Population Estimates, approximately 22 percent of Panama City's 36,900 residents live below the poverty line. Hurricane Michael's catastrophic destruction worsened the pre-existing housing shortage and made it more difficult to find affordable housing, especially in the low-income neighborhoods.

Following Hurricane Michael, LEAD staff learned just how devastating the housing challenges were. Many of our Title I students were displaced. Upwards of 60 percent of our underserved

neighbors are renters, and approximately 70 percent of the rental housing market was heavily damaged or destroyed by the hurricane. As a result, the housing crisis became too big of a challenge for municipal and county governments to resolve alone. Our communities must become involved.

LEAD had been working in the underserved neighborhoods since 2014. The organizational mission was primarily crime prevention, and LEAD Coalition offered programs or activities designed to provide positive alternatives for youth and young adults away from negative influences and dangerous paths. LEAD partnered with Gulf Coast State College and several community agencies and organizations to offer both after-school and summer programs to students and their families at two Title I middle schools. Other programs included a Construction Workers Basic Skills workshop that has more than 120 graduates, a Crime Prevention Summit held for three years with over 400 attendees, and a forums series Voices Against Violence attended by more than 650 people between 2016 and 2018.

In response to the Community Development needs after Hurricane Michael, LEAD partnered with Community Bank and offered Community Credit Workshops to more than 100 attendees. Nearly 60 attendees then signed loans totaling \$43,500 to help them improve their credit. Clearly, the need for such programs was evident. The LEAD Board of Directors adopted this Strategic Plan in December 2019.

## Strategic Priorities at a Glance

To achieve our mission and address our communities' needs, our strategic priorities define our direction over the next five years. These priorities determine how the board and executive team govern and manage organizational capacity while moving these priorities forward.

- I. Restructure the organization to focus on community recovery from natural disasters and to operate more effectively to carry out the mission.
- II. Strengthen organizational sustainability by designing and implementing a strong, diverse, financial operating plan.
- III. Develop neighborhood resiliency by increasing capacity and encouraging active participation in creating and implementing a common neighborhood vision.

## Strategic Priorities Defined

- I. Restructure the organization to focus on community recovery from natural disasters and to operate more effectively to carry out the mission.**
  - A. Became a Community Development Corporation
    1. Increase Board of Directors participation with representatives from Glenwood, Millville and The Hill
    2. Develop a 2020-2021 work plan; update the two-year plan annually thereafter
    3. Develop, complete and receive approval for policy and procedures plan
    4. Determine workload mix between convener/collaborator, direct services and social enterprise
  - B. Increase access to affordable housing and home ownership, and determine the feasibility of becoming a certified Community Housing Development Organization (CHDO) in Panama City

## **II. Strengthen organizational sustainability by developing and implementing a strong, diverse, financial operating plan.**

- A. Activate a fund development committee:
  - 1. Committee to draft a 5-year fund development plan to include all forms of potential revenue (fundraising, grants, etc.)
  - 2. The LEAD Coalition will raise funds sufficient for supporting an annual operating budget of \$250,000 (December 2021), \$300,000 (December 2022), \$350,000 (December 2023) and \$400,000 (December 2024)
  - 3. Plan will include at least **two** fundraising events and at least **three** grant application submissions annually
  - 4. Hire a full-time fund development coordinator (December 2022)
- B. Implement a donor management and stewardship program
- C. Increase brand recognition, organizational visibility and community engagement through earned media, social media data and other metrics. (Annually)
- D. Develop and implement a staffing plan:
  - 1. Enter a professional services contract with executive director
  - 2. Develop personnel structure
  - 3. Clarify board committee structure and development
  - 4. Develop personnel structure and funding for 2-, 3-, and 5-year time frames
  - 5. Develop a tool that defines the scope of work for future projects
- E. Implement a technology plan

## **III. Develop neighborhood resiliency by increasing capacity and encouraging active participation in creating and implementing a common neighborhood vision.**

- A. Submit a proposal to Florida State University with the goal of entering into a partnership with FSU Panama City campus
- B. Develop resilience hubs with the help of the Florida Disaster Resilience Network
  - 1. Draft a multi-phase plan to develop a LEAD Coalition office and community center facility from donated and acquired land in Millville; hubs to support organizational goals and objectives
- C. Develop the FaithBuilders Network
  - 1. Global Giving Resiliency Grant: Facilitate community forums and a disaster simulation exercise (Serious Games) to create a base for recovery efforts for community improvements
  - 2. EPA Indoor Air Quality Grant: Create STEM education activities centered around air quality problem solving, community forums, surveys, indoor air and quality monitoring, public outreach and a multi-stakeholder convening.
- D. Expand the financial literacy program to include a workplan
- E. Research a Micro Enterprise Loan Fund for the Glenwood community
- F. Facilitate development of after school and summer youth programs the Global Arts Society, Rutherford High School and the Bay Arts Alliance