



# Zion Hill CDC 2022-2025 Strategic Plan

The 2022-2025 Strategic Plan is a 4-year road map illustrating the objectives and strategies that will advance the Zion Hill Community Development Corporation (hereinafter “ZHCDC”) toward mission–focused outcomes. These outcomes will result in improving the lives of individuals and families at risk of or affected by homelessness by offering innovative supportive services, providing educational and economic development programs, and developing affordable housing opportunities. These activities will result in the revitalization of communities throughout Metropolitan Atlanta, with a focus on South Fulton.

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## MESSAGE FROM THE CHAIRPERSON, BOARD OF DIRECTORS

The Zion Hill Community Development Corporation's (ZHCDC) 2022-2025 Strategic Plan is designed to outline how we will continue our mission of improving the lives of families at risk of or affected by homelessness, while effectively utilizing and expanding our resources. Since our beginning in 2002, we have realized a tremendous amount of growth and have successfully assisted thousands of families in obtaining and sustaining self-sufficiency. Today, we stand as a viable, respected organization in the community, and can only envision strengthening this position.

Staff and volunteers of the ZHCDC epitomize the organization's core values as they daily meet the challenge of our motto, "Changing lives and serving with love." This plan seeks to capitalize on our current strengths and embrace the opportunities that lay ahead. The Strategic Plan is designed to give readers a mission-focused view of our plans and activities, as well as propel an increased commitment to support the ZHCDC. Implementation of the plan should result in the great strides toward fulfilling the organization's vision for the communities we serve.

Sincerely,

Marilyn B. Cruter, Board Chair  
Zion Hill Community Development Corporation

## MISSION

We endeavor to eradicate homelessness and poverty in the Metropolitan Atlanta area, with a focus on South Fulton, through financial assistance, education, housing, and supportive services.

## VISION

A model organization promoting community revitalization  
Educating and empowering citizens through self-sufficiency

## VALUES

The ZHCDC upholds core values that guide our work, staff, volunteers, and overall organization atmosphere. These values provide the foundation for development and implementation of our programs and services.

Service | Love | Excellence | Respect | Perseverance

## STRATEGY 1

### CONTINUE TO DEVELOP SUSTAINABLE FUNDING PARTNERSHIPS

Goal: Increase private and corporate donors

#### Objectives

- Raise \$150,000 annually to match the church's annual gift to support the operating expenses. Ideal composition of the \$150,000 will be \$30,000 board, \$20,000 individual, and \$100,000 corporate/foundation.
- Annual increase of 25% over the previous years' contributions to support the overall budget. 2022 - \$27,722 - 2023 - \$34,656 - 2024 - \$43,320 - 2025 - \$54,150
- Expand our Recurring Donor campaign. Yielding an increase of 10% each year.
- Secure sponsors for program and event sponsorship cash, in-kind of at least \$500K annually
- Enhance marketing strategy for our annual signature fundraisers i.e.: *Hot Jazz*, Give 8/28, Giving Tuesday, and March Mission.
- List of at least 12 corporations for the board to secure sponsorships/donations of at minimum 100K.

Goal: Improve donor recognition and engagement

#### Objectives

- Develop procedures to enhance recognition of donors.
- Review and analyze donor/sponsor contributions on a quarterly basis.
- Develop the ability to involve and manage our clients and volunteers in fundraising activities.
- Develop procedures to enhance recognition of donors: NFG Video thank you notes, Email Blast thank you after each event
- Create an annual evaluation plan in the form of surveys for donors
- Create a mail out or standard recognition for donors.
- Create a virtual December 2022 annual awards event (or announced on Facebook). Top Donor, Sponsor, Board, Volunteer, etc.
- Increase Board engagement. Ensuring that each member has a sense of having made a remarkable contribution and increases engagement by all members.
- Ongoing training for Zion Hill CDC staff, volunteers, and board expand fundraising knowledge, to equip us to better solicit and secure donations.

Goal: Develop a contingency plan in case of reduced or discontinued grant funding for programs.

#### Objective

- Assess organizational structure and readiness to maintain or revise the capacity of current programs without grant funding.
- Activity we will institute if urgency occurs
- Create a reserve fund as a line item in the budget to fund at least 6 months of organizational costs.
- Review organizational structure and readiness to expand the capacity of current programs, or the addition of new programs and ability to fund programs with grant funding.

Goal: Ensure overall organizational fiscal responsibility.

Objectives

- Maintain an annual budget for actual and projected expenses.
- Conduct a quarterly review of annual budget expenses and projections.
- Ensure timely completion and submission of all fiscal reports, including but not limited to grant reports, 990, audit, etc.
- Create a fundraising plan for the end of year to be presented to the board in October and approved in December.

## STRATEGY 2

### CONTINUE TO REVISE AND IMPLEMENT PROGRAMS AND SERVICES DESIGNED TO ADDRESS COMMUNITY NEEDS

Goal: Assess consumer and community needs to identify gaps or opportunities for shifts in service delivery. This assessment will serve as a basis for expanding or adding new services.

Objectives

- Review client and community needs at least each quarter to identify gaps or opportunities for shifts in service delivery.
- Review national trends and model practice information at least quarterly to identify gaps and opportunities for shifts in delivery service.
- Continue to track and evaluate all programs and services monthly to ensure compatibility with the organization's mission, and to provide evidence that our programs work. Perform regular program evaluation and identify outcome measurements for all programs for continuous program improvement.

Goal: Reestablish Individual Development Account (IDA) Program.

Objective

- Identify sources for matching funds specifically for the IDA program
- Focus on financial literacy and education
  - Create a strong curriculum and program model to help move clients out of poverty.
  - Partner with businesses and financial institutions to aid in program design and delivery.

Goal: Stepping Ahead II & Z Point

Objectives

- Continue to support families in South Fulton County through rental, utility, and food assistance
- Seek additional funding to grow the program and to be able to offer large financial assistance awards per household

## STRATEGY 3

### CONTINUE TO BROADEN LOCAL AND NATIONAL RECOGNITION

Goal: Be a highly visible, well-respected nonprofit organization that attracts increased numbers of volunteers to support operations.

#### Objectives

- Expand the organization's visibility in the community by increasing the total number of volunteer opportunities and participating in a wide range of community initiatives.
- Recruit and train a Volunteer Development Coordinator (volunteer staff member).
- Establish a volunteer development program, including selection, training, tracking, leadership development, and recognition.

Goal: Enhance ZHCDC exposure/marketing/brand.

#### Objectives

- Communicate what is compelling about the ZHCDC in a simple and concise way.
- Promote the organization's brand within the community.
- Ensure consistency of design and use of the logo on signage, website, brochures, and other marketing materials.
- Maintain an interactive website with current information, points of interest, and donation options.

## STRATEGY 4

### CONTINUE TO DEVELOP INNOVATIVE, SUSTAINABLE, AFFORDABLE HOUSING PROGRAMS

Goal: Identify partners to assist in the acquisition, rehabilitation, or construction of affordable housing units.

#### Objective

- Research becoming a Community Housing Development Organization (CHDO).

Goal: Develop Z Village

#### Objectives

- Create an affordable housing complex which will house families and individuals, and create a community resource center, and program office space.
- Secure funding for building project.
- Hire experienced and qualified staff to operate the Z Village Housing Program.

Goal: Convene and Facilitate an Affordable Housing Development Advisory Team

- Create a team comprised of at least a realtor, attorney, city planner, banker, HUD representative, and community residents.
- Meet quarterly to determine resources, cultivate community partnerships, and create community support.

Goal: Explore Next Potential Projects

- Develop a 15-year plan outlining the acquisition and development of future affordable housing projects
- Develop a capacity training component to bolster partner organizations to begin building affordable projects to address the need to build 12-16,000 units.

## OUTCOMES ASSESSMENT

Our 2022-2025 Strategic Plan supports a growth agenda for the ZHCDC. The Plan includes targets and outcomes along with annual progress metrics over the next four years. Areas and measures include:

Organization name recognition      Resource growth      Outreach expansion

To achieve our goals, we will determine appropriate operating strategies and implementation schedules through collaboration with partners, committees, work groups and board members. We will use surveys, current data and reports, and other identified tools to gather information on the impact of our activities. Benchmark reports will be reviewed quarterly by executive staff and the board of directors. Progress toward the goals will be reported in the ZHCDC Annual Report.

### **ZHCDC Board of Directors**

Marilyn B. Cruter (Board Chair)

Dr. Jeffrey Anderson (Vice-Chair)

Candice Courcy (Secretary)

Nicole Anderson (Treasurer)

Wallace House

Willie Edwards

Sam Wilson

Amna Mahmud

Dr. Wendy Labat

Date Plan Adopted: December 14, 2021