Alcy Ball Development Corporation
Preliminary Strategic Plan • 2011-2012

DRAFT: February 1, 2012

Introduction

Both as an idea and organization, Alcy Ball Development Corporation (ABDC) is in its infancy, and as such many of the details of mission, vision, and tactics remain to be crystalized. Following is the initial strategic plan draft for ABDC. This plan is intended to be a fluid document as the leadership team works through all the details.

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Overview

History
The Alcy Ball Development Corporation (ABDC), a Tennessee corporation, is a candidate for 501(c)(3) status with the Internal Revenue Service. ABDC was incorporated in early 2011 to serve the Alcy Ball community through **community advocacy, organization and reconciliation**. ABDC is a partnership that emerged as a result of a long term relationship between Second Presbyterian Church (2PC) and Repairing the Breach Ministries (RTB), a ministry directed to children in the Alcy Ball community, and as a result of personal relationships several 2PC members have developed with Pastor Tony Wade, the Director of RTB and Pastor of Divine Life Church (DLC).

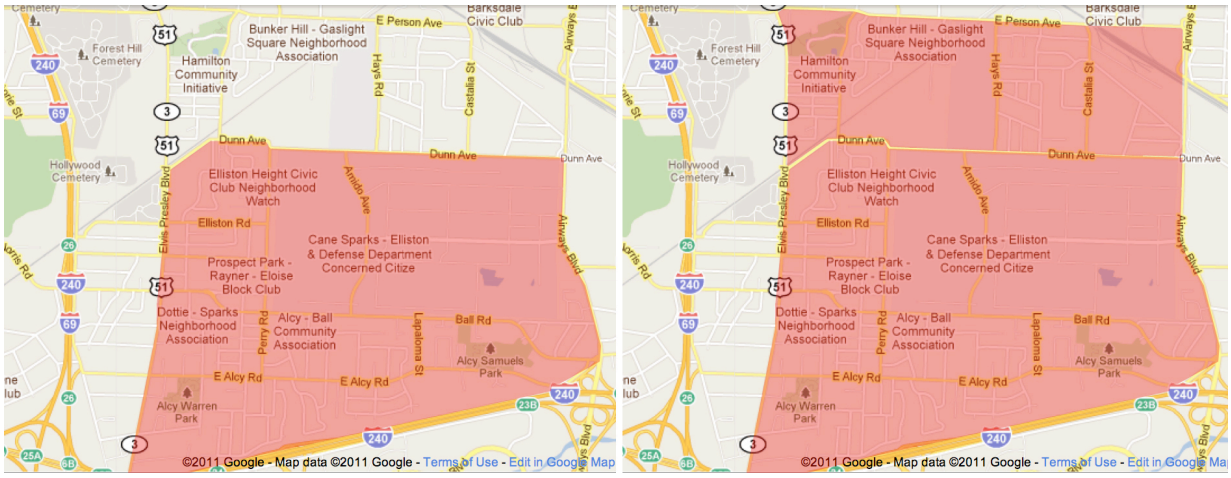
Pastor Wade began ministry in Alcy Ball in 2001 by sharing the Gospel with children at Corey Middle School through RTB. Over the last ten years, RTB has expanded its ministry to serve on the campuses of two elementary schools (Alcy and Norris), two middle schools (Corey and Hamilton), and the local high school (Hamilton). RTB currently serves over 1,000 kids on a monthly basis through after school academic enrichment programs, weekly Bible studies, outreach "club" meetings, and other recreational activities designed to bring kids together to hear the Gospel and grow deeper in their faith.

Future
Pastor Wade has always had a three-part vision for ministry in Alcy Ball. Phase I included the establishment of RTB to proclaim the Gospel and provide extra educational resources (i.e., tutoring) to the young people in the neighborhood. Phase II began in earnest almost five years ago in 2006 when Pastor Wade started DLC, then called Alcy Ball Community Church. DLC has been meeting at the MAM/Grizzlies Center on Ball Road for years, but hosted their first service in their new church building on Ball Road, less than 200 yards from the Grizzlies Center, on February 12, 2012. The new church building serves as the church's permanent location for years to come. Divine Life now has approximately 225 persons attending weekly and over 160 members. Finally, Phase III of Pastor Wade's vision includes leveraging the assets of RTB and DLC, along with outside partners, to organize a community development corporation that can **promote the spiritual, economic, social and educational health of the Alcy Ball community**.

In addition to RTB and DLC, Barnhart Crane and Rigging, led by Alan Barnhart, is engaged in this community development effort. Alan has pledged his eagerness to support the effort however he can, including identifying unique hiring opportunities for ABDC "graduates," and helping to open doors for similar opportunities with other businesses in the community. This type of support, particularly so early in the process, is indicative of the type of momentum ABDC should be able to build upon launch.

Community Profile

Located in South Memphis, Alcy Ball has been defined traditionally by east and west borders Elvis Presley Boulevard and Airways, and north and south borders Dunn Avenue and I-240. Pastor Wade's ministry in the community is deeply invested in Hamilton High School, which is north of this area. To incorporate Hamilton High School, as well as one of the community's most blighted areas, known as Bunker Hill, the northern border of Alcy Ball has been raised for our purposes to Person Avenue.



Left: Alcy Ball, as traditionally defined, outlined by Elvis Presley (west), Dunn (north), Airways (east) and I-240.
Right: Alcy Ball with Person as a revised northern border.

The community is fairly similar to traditionally middle class African-American neighborhoods in Memphis, such as Orange Mound, where homeownership rates remain higher and the housing stock is in far better condition than poorer neighborhoods. However, the closing of the Defense Depot in 1997, "eastern flight" for newer and more modern communities, and the general dilapidation of the city core has affected Alcy Ball, and the neighborhood has a great need for renewed community organization and reinvestment.

According to the *Alcy Ball Community Profile*, published by the Center for Community Building and Neighborhood Action at the University of Memphis, "services and amenities continue to be scarce in the neighborhood, with predatory businesses lining commercial corridors, no department stores, and limited access to fresh groceries. Alcy-Ball is rich in community capital, however, where an active neighborhood association works closely with the area's many churches, and holds membership with the South Memphis Alliance (an umbrella organization for community associations in South Memphis)."

Following is a snapshot of some key statistical data related to the neighborhood, as of 2009:

- Population: 7,618
- Under 18: 30% (~2,285)
- Over 65: 14% (~1,066)
- 2,833 households
- 98% African-American
- Blight rate: 21.75% (consistent with Greater Memphis's 22%)
- Homeownership rate of 55.8%
- Households with AGI under $25,000: 75%
- Median household income: $21,173
- 45% of tax filers received the earned income tax credit in 2007

All of this data would suggest that there is both a high level of working poor and households bordering on this designation in the community.[1] While Alcy Ball is relatively strong in some areas compared to other communities (see table below), the community has struggled over the last several years and the opinion of Pastor Wade is that the community is in danger of falling further into disorder and disrepair.

Neighborhood	Alcy Ball	Glenview	Frayser	Westwood	Uptown
Blight Rate*	22%	35%	21%	25%	35%
Problem Properties*	264	1,148	5,230	1,571	615
Population	7,618	7,691	50,526	12,361	7,338
Under 18	30%	25.42%	29.57%	25.61%	30.51%
Over 65	14%	12.44%	7.90%	12.15%	9.86%
Total Households	2,833	2,813	16,872	3,890	2,489
% w/o Diploma 2000	27.40%	34.18%	29.15%	33.41%	53.56%
Poverty Rate 2000	40.20%	25.56%	25.56%	22.44%	59.10%
Total Housing Units	3,094	3,315	18,705	4,076	2,947
Vacancy Rate	5.70%	11.63%	7.63%	4.71%	15.68%
Home Ownership Rate	55.80%	57.36%	65.41%	58.51%	33.44%

This table illustrates some of the strengths and weaknesses of the Alcy Ball community.

*Neighborhood-by-Neighbor: A Citywide Problem Property Audit of Memphis, Tennessee. 2010. Center for Community Building and Neighborhood Action, University of Memphis. All other data 2009 Geolytics Population Estimates unless indicated "2000" for the 2000 U.S. Census.

[1] All statistics in the preceding list from CBANA's *Alcy Ball Community Profile.* All data therein based on 38106 and 38114 zip codes (not just the Alcy Ball footprint), and Alcy Ball numbers extrapolated therefrom. CBANA's Alcy Ball footprint, and correlating data, relate to the smaller Alcy Ball footprint, bordered to the north by Dunn rather than Person.

Foundations

Philosophy of Ministry
For decades, John Perkins, a former sharecropper and the founder of the (national) Christian Community Development Association, has advocated "Three R's" of community development: Relocation, Reconciliation and Redistribution. This provides a helpful starting point for ABDC's Philosophy of Ministry.

Perkins advocates relocating to communities in need and living among the poor. This is a tangible means of modeling Christ's and the Apostles' ministry, and practically we have seen communities in Memphis, like Binghampton, benefit greatly from "missional gentrification" or "re-neighboring." Already in Alcy Ball's favor is the relative strength of the community. Whereas a neighborhood like Binghampton has a large number of vacant houses and lots, most of the housing in Alcy Ball is in use, but there is still a great need for missional living in the community. As Perkins says in *With Justice for All*, "Living the gospel means desiring for your neighbor and your neighbor's family that which you desire for yourself and your family…Effective ministries plant and build communities of believers that have a personal stake in the development of their neighbors."[2]

Relocation often means affluent families moving into lower income communities. It can also mean families "going back" to a community after growing up, receiving an education and achieving some measure of success outside the neighborhood. Already in Alcy Ball's favor is Pastor Wade's having led the way in this regard. For several years now, he and his family have lived in the community and his children attend school in the community. Whether moving to a community for the first time or returning, "individuals relocating to a community often are able to provide the leadership and inspiration needed to rebuild the fallen community and prepare the next generation for a brighter tomorrow."[3] ABDC will provide leadership in this regard, both with staff who live in the community and by encouraging others to do so.

The importance of "gentrification with justice," as Bob Lupton of FCS Urban Ministries in South Atlanta calls it, should not be missed: "If programs and services are done *for* a community, rather than *with and by* the people of the community," says Perkins:

> These programs do not help the people of the community *develop*. They simply continue the mentality of dependency that the welfare state has created in so many of our urban centers and that suppresses the dignity of the people there. In Christian community development, we want to empower people to take responsibility for their lives and to have the consciousness of their own dignity and worth that comes from being able to

[2] All Perkins quotes taken from John M. Perkins, *With Justice for All: A Strategy for Community Development* (Ventura, CA: Regal, 2011).
[3] Michael Barkley, " Models of Effective Compassion: Dr. John M. Perkins and 'the Three R's of Community Development," *Acton Commentary*, June 29, 2000.

have such control. In order to do so, we need to give responsibility for programs at least in part to them.

Reconciliation is equally important. It is "the reconciliation of people to God, and the reconciliation of neighbor to neighbor. Through the gospel this process requires breaking down every racial, ethnic, or economic barrier to opportunity, such that as Christians people can come together to solve the problems of their shared community."[3] While only God can reconcile people to each other and to Himself, relocation can be a means for His reconciliation.

The final "R" is redistribution. Perkins advocates for the vitality of economic development and in particular the redistribution of resources. He frequently uses the "teach a man to fish" illustration to make his point. Rather than giving a man fish for a day, or teaching him to fish to provide for himself, Perkins suggests that a man must be empowered to own the pond. This commitment does not mean government (or other enterprise) taking from one member of a community to give to another, rather, it requires, "bringing our lives, our skills, our educations, and our resources and putting them to work to empower people in a community of need. [This] is redistribution and it helps people to break out of the cycle of poverty."

"Economic development begins with developing people," says Perkins. "We need to let children know in kindergarten that their education is preparing them for the day when they will have jobs. We need to explain to them that they are developing their skills and their work habits, that what they are learning now will influence the quality of their adult lives. Economic development begins with developing skills and work habits in people. You then teach them that economic development is managing what you own. What you own first is yourself, so you need to turn yourself into an asset that is valuable to others. So economic development then becomes asset management. Asset management finally grows into developing an enterprise that you own." All of this is done with the love of Christ and in partnership with the community church.

To see the "Three R's" put into practice in more communities across America, Dr. Perkins founded the Christian Community Development Association (CCDA) in 1989, hoping to see more Christians express the love of Jesus to the poor at the grassroots level. CCDA has expanded on Dr. Perkins' concepts, outlining eight components of Christian Community Development. Our intention is for ABDC to minister in a manner consistent with these tenets:

- Relocation
- Reconciliation
- Redistribution
- Listening to the Community
- Indigenous Leadership Development
- Church-based Community Development
- Empowerment: Moving from Betterment to Empowerment
- Holistic Ministry: Reaching the Whole Person with the Whole Gospel

Mission

In light of this philosophy, the current working mission statement of ABDC is *to encourage and help facilitate the prosperity and health of the Alcy-Ball community through spiritual, economic, social, and educational development.* A formal mission statement for the organization will need to be fleshed out by the Executive Director and leadership, hopefully in partnership with and in response to feedback from the community.

As points of comparison, following are some sample Mission Statements from other similar organizations.

- BDC – to improve the quality of life in the Binghampton community
- The Works CDC – to work to rebuild, restore and renew our community's families, and the environments in which they live through housing, economic development, and social services.
- Frayser CDC – to work with the community to provide improved housing and stimulate commercial and economic growth.
- Oasis of Hope CDC – to demonstrate Christ's love to an under-resourced community by elevating and improving the quality of neighborhood life through empowerment and partnerships.
- Power Center CDC – to restore the economic, educational, and social foundation of Hickory Hill through sustainable urban development and empowering initiatives designed to instill hope, pride, and a sense of community.
- Brinkley Heights – to meet the physical, social, educational, economic, and spiritual needs of people living in the Brinkley Heights service area.
- FCS Urban Ministries – to create healthy places in the city where families flourish and God's shalom is present.

Vision

Our vision is to promote the economic well-being and independence of the community by

1. Serving as an organizing resource inside the community and as a vehicle of the community's voice outside the community,
2. Leveraging community resources to attract outside investment and partnership, and
3. Providing programs such as home ownership and housing stock improvement, job training and placement assistance, financial literacy counseling, and educational services.

Ultimately, we hope to foster the social development of Alcy Ball through community-wide initiatives led *by the community* that will lead to an overall improvement in the quality of life in Alcy Ball. ABDC's long term vision will be to serve our brothers and sisters in Alcy Ball by enabling them to establish and/or further economic independence, and, in the process, hopefully contribute to a restoration of the community self image, and ultimately of the community itself, in order that they might experience an even greater reconciliation with God through their faith in our risen Lord.

Modeling Shalom

2PC's commitment to the community should be understood independent of the Shalom Project. While the Shalom Project provides a helpful framework for engagement, it should be noted that the Shalom Project organization, although supportive of this effort, is not directly involved with the day-to-day efforts in Alcy Ball. The Shalom Project has provided a wonderful framework, and has served as a connector in the initial phase.

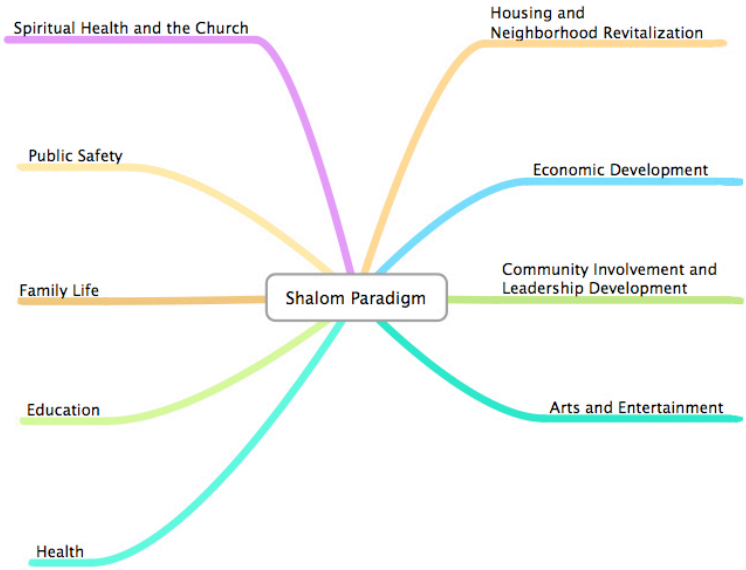
2PC's involvement in the startup of ABDC is directly related to the 2PC plan for a strategic missional engagement with a distressed neighborhood in our city where the vision of the Shalom Project can be achieved with success. A central premise of the Shalom strategy is that in order to develop a healthy neighborhood it is essential to have healthy, Gospel driven, outwardly focused, neighborhood churches at the center of ministry activities. The Shalom strategy contemplates "resource" churches partnering in ministry activities with local neighborhood churches like DLC who are committed to the local community where they serve and have the desire to invest in their community over the long term.

It should come as no surprise that Divine Life is one of the churches championing the Shalom strategy. Pastor Wade serves on the Executive Committee of Shalom, and is an advocate of and committed to the Shalom strategy as an effective means of restoring health to underserved neighborhoods. Pastor Wade's three-part vision for Alcy Ball is a near-perfect model of the type of ministry effort that Shalom seeks to promote. Though he has not necessarily called it by the same name, Pastor Wade is already putting Shalom into practice in part. After spending over a year looking into different areas of the city where 2PC could start a Shalom prototype, Pastor Wade and DLC were selected because he has spent the last ten years putting into practice the basic tenets of the Shalom strategy and is willing to work with the 2PC team.

The Shalom Paradigm

The Shalom Project spent two years studying Memphis and the needs of individual communities throughout the metro area. The results of the finding were organized into nine categories:

- Spiritual Health and the Church
- Public Safety
- Family Life
- Education
- Health
- Housing and Neighborhood Revitalization
- Economic Development
- Community Involvement and Leadership Development
- Arts and Entertainment



Intentionally comprehensive, the Shalom framework for analyzing communities is very broad and touches on virtually all areas of community life. It provides a helpful framework for assessing the health of a community, and with some modest modification, provides an excellent framework for organizing our initial strategy for the Alcy Ball community. In light of the ABDC strategy for the next several years, the Shalom paradigm was reorganized into the following strategic areas:

- Churches
- Family Life
- Education
- Health
- Housing
- Economic Development
- Community Organization
- Food Supply

The most significant variations from the Shalom model are worth noting. In particular, the Public Safety and Arts and Entertainment categories are re-categorized underneath Community Organization. This is not to suggest that these categories are of less value to the health of a community, but to prioritize them according to how we anticipate 'doing' Community Development in Alcy Ball in the near term. Second, Food Supply is added as a primary issue. "Food deserts" have long been studied as phenomena in America's poorest urban communities. In recent years, particularly with housing falling out of favor with funders of community

development, food supply has become a popular theme, giving rise to urban farming, farmers markets and food co-ops. Access to a quality food supply is absolutely critical for the health of a neighborhood, and the issue warrants attention in Alcy Ball.

Community Assets

Alcy Ball is an asset-rich community. By no means a comprehensive asset study, the following highlights some of the community's obvious assets. ABDC should seek to lead an in-depth asset assessment during its first two years with community members to help better understand the strengths of the community and how ABDC can best help leverage existing assets.

Tangible

- Memphis Athletic Ministries
- Repairing the Breach Ministries
- Divine Life Church
- The Defense Depot
- Memphis Police Airways Precinct
- Barnhart Crane and Rigging

Intangible

- Community History
- Community Organization
- Community Pride
- High home-ownership
- Relatively young population
- Memphis "Aerotropolis"

The Shalom Framework

Using the Shalom Project outline as an organizational framework, several additional assets come to light, as well as some gaps:

- Churches – There are some 27 churches in the Alcy Ball community. While there is no shortage of options for Sunday worship, DLC is one of only a few churches in the community with an intentional outreach focus toward the community. ABDC will intentionally seek to cultivate relationships with all churches in the community, encouraging investment in the community, recognizing that different churches will have varying levels of interest and capacity, and some may opt to not participate in the efforts.
- Family Life – Varies widely throughout the community, from relatively affluent middle class homes (at least one indoor pool and one tennis court) to large apartment communities that are physically isolated and 100% Section 8 occupancy. There is little in the neighborhood in terms of community resources, save a few physical resources like the Hamilton Community Center.
- Education – Alcy Ball is home to six K-12 schools: Alcy and Norris Elementary, Corey and Hamilton Middle Schools, Hamilton High School (all MCS), and City University Charter School.
- Health – There are essentially no health care assets in the community. The closest option is the Christ Community Health Services clinic in Orange Mound. Otherwise, residents have to commute to the Methodist South, Methodist University, The Med or Baptist East medical campuses.
- Housing – The housing stock in Alcy Ball is very strong compared to many of Memphis' inner-city communities. Much of the housing in Alcy Ball, particularly south of Ball Road, would be considered solidly middle class. There are, however, several apartment communities and areas that challenge that status, including the neighborhood known as Bunker Hill (south of Hamilton High School and west of Cincinnati Road), the area

southeast of Alcy Road and Perry Road, and the housing and lots between Ball Road and Ketchum Road (east of MAM and west of Airways).

- Economic Development – There is no economic development effort specifically for the community, although Alcy Ball has been included in the Aerotropolis footprint. There was a small staff working to promote the Defense Depot to potential tenants, but with the recent sale this will be replaced by traditional commercial real estate representation by Colliers International. There are a great number of potential job sources in the community, primarily in Depot Park, but also from retail and industrial on or near both Airways and Elvis Presley.
- Community Organization – There are at least seven, sometimes fractious, community organizations in Alcy Ball, including neighborhood associations, civic clubs, block clubs and neighborhood watch associations. The community contains no libraries and no community centers, other than Hamilton, which is located on the high school campus and the operations of which have been outsourced to MAM.
- Food Supply – There are no grocery stores in the community and no known community gardens or food co-ops at this time. There are several corner groceries, but little documentation has been completed regarding their effectiveness at this time.

Community Needs

The question, "What does the community need?," is best answered by the community. To that end, it is important that ABDC's Executive Director and leadership team spend significant time getting to know the community and asking this type of question. It should be noted that carrying out public initiatives (not to be confused with private initiatives, e.g. acquiring derelict property), without meeting with stakeholders and sincerely pursuing their involvement would jeopardize the organization's success long-term. A detached and independent ABDC might be able to renovate houses and help with jobs placement, but a deeper buy-in from community leaders and stakeholders is critical for acceptance, participation/ownership, and ultimately success.

In particular, ABDC leadership will need to get to know:

- All six school Principals
- All 27 church Pastors
- Local Code Enforcement officers
- Local police leadership
- Non-Profits leaders: Gib Vestal and James Armfield at MAM, Trennie Williams at ALBA, Jim Kennedy at EcOp, etc.
- Businesses leaders: the new Defense Depot leadership, Alan Barnhart, etc.
- All Neighborhood Association leadership

Acknowledging that this is incomplete information and (as of yet) lacking community buy-in, but also desiring to begin a long-term work with a feasible initial focus, ABDC will focus preliminarily on the following three areas of need, with the intention of incorporating residents' input and adapting to the needs of the community as those come to light:

- Community advocacy, investment and promotion
- Market readiness (job training) and placement
- Housing revitalization

Initial Focus Areas

Community Advocacy, Investment and Promotion
Currently Alcy Ball does not have a consistent voice outside the neighborhood. Part of Binghampton's success in drawing attention and resources to the community is the advocacy of Robert Montague, Phillip Walkley and others. Other neighborhoods, like Caldwell, would likely have almost zero (missional) awareness outside the neighborhood were it not for their advocates (in Caldwell's case, Terry Hoff). Likewise, Alcy Ball needs someone who can represent the best interest of the community and advocate for it outside the neighborhood.

At present, Pastor Wade is the closest to such an advocate, but he spends the majority of his time serving in the community. While the Executive Director will give a voice to the community in public affairs, she will not exclusively be that voice. It is critical to Alcy Ball's long-term health that the community be engaged in these discussions and have a large role in being their own voice. ABDC will invest heavily in community relationships, including eventual board membership, so that the Executive Director serves as the voice on the community's behalf.

At present, the community is missing out on opportunity because no one is doing this, e.g. until recently Rick Donlon, MD, who is responsible for selecting future sites for Christ Community Health Clinics, did not know where Alcy Ball is located. It will be the responsibility of the Executive Director to promote awareness of Alcy Ball and help draw in outside investors and partners to the community. A primary key to success for ABDC is not trying to be "all things." Instead, ABDC, through its leadership, must be a 'magnetic force' for the community, attracting outside agencies to help address the myriad opportunities and challenges of the community.

There are several examples of community development where it makes more sense to partner than create, including health care, education reform, and potentially even aspects of housing and job training (such as credit counseling). The Executive Director will work to attract outside partnerships like these, for the betterment of the community.

Likewise, there is a tremendous – and challenging – opportunity to build community solidarity by bringing churches, neighborhood associations and others together for the betterment of the community. *Internal* community advocacy may be as simple as meeting with community leaders or could be as complex as starting a neighborhood newspaper. In any case, there is a need to build unity in the community towards the common good of the neighborhood

Economic Development through Market Readiness (Jobs Training) and Placement
Pastor Wade has struggled over the years to help newly converted church members at DLC (both men and women) develop a life pattern that consistently allows them to live out their new faith. Without training and support in the critical areas outlined above, community members in the beginning stages of their relationships with the Lord are often faced with tremendous temptation to return to their "old selves" in order to simply put food on the table.

The health of a community depends in great measure on the ability of its residents to provide for themselves. This means living wage jobs. Perhaps unlike any other isolated inner-city Memphis community, Alcy Ball has a wealth of potential jobs within just a few miles. From the Kellogg's plant to the Defense Depot to the Airport, there are ample sources of living wage jobs nearby. This is not news to many in the community. For years, the Defense Depot and surrounding area have been a source of jobs for those in the community. In fact, it was the shuttering of the Depot that added to the community's economic decline.

Addressing these issues will necessarily involve providing resources to community members who are seeking access to home ownership, job training and placement, financial literacy counseling, and other basic skills necessary for establishing economic independence, as well as earnestly seeking to know God and to follow his leading in their lives.

Jobs for Life (JFL) is one example of a proven, national program (over 240 sites currently operational). Alcy Ball will benefit from an intentional jobs readiness program, and a program like JFL will provide a foundation for equipping community members for workforce entry or reentry.

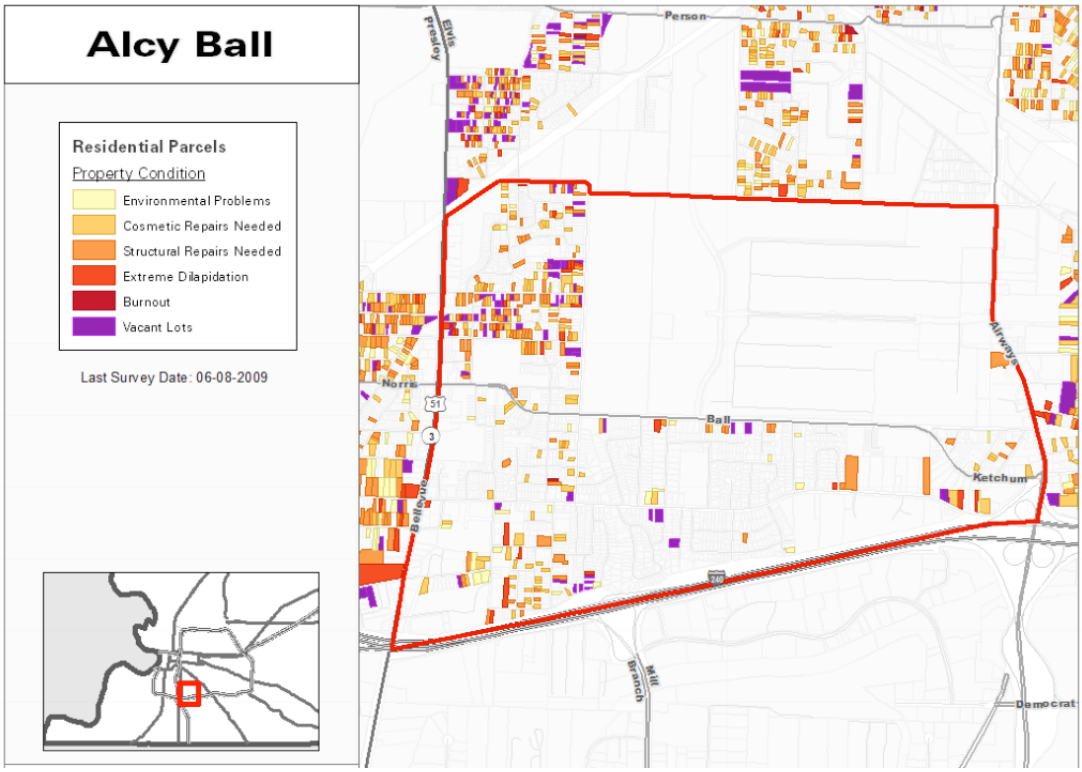
Beyond training, it is important to have job opportunities for graduates. It will be vitally important for ABDC's Executive Director to build meaningful relationships with business in three categories.

- Proximate companies, e.g. Barnhart Crane[4], Kellogg's, MAM
- (Less-proximate) Missional companies, e.g. Lehman Roberts
- Defense Depot

This type of work also creates valuable volunteer opportunities for 2PC members, particularly men and women who want to utilize their business experience to serve the Kingdom, in this case as "Champions." The 'ownership' of this program will involve a second full time staff member to manage training, placement, and volunteer engagement.

Housing Revitalization: Improving quality and creating new ownership opportunities
The Alcy Ball community has a relatively strong stock of housing and a healthy homeownership rate in comparison to Binghampton or Caldwell, but there is much work to be done. ABDC will build on these assets by slowly and systematically addressing areas such as Bunker Hill (west of Cincinnati Road and south of Hamilton High School), the area southeast of Alcy Road and Perry Road, and the housing and (mostly) empty lots between Ball Road and Ketchum Road (east of MAM and west of Airways).

[4] Barnhart Crane is both proximate *and* missional, and will be a critical ally in ABDC's launch and success.



This map indicates some of the "hot spots" in Alcy Ball that ABDC will try to address.

Initially, ABDC will pursue a foreclosure redemption strategy, quietly acquiring property in the neighborhood for renovation, focusing on two specific strategies:

- Strategic (low cost) opportunities in stable areas
- Focused clustering in one or two dilapidated areas, e.g. Bunker Hill

This will provide a chance to place higher risk families (poor credit, etc.) into more stable areas while also slowly addressing the areas of higher density blight. There are multiple uses for property post renovation:

- First time home buyers
- Re-neighboring home owners
- Community rental property (burnout/vagrant/slumlord prevention)

As outlined in the Philosophy of Ministry, encouraging relocation will be a part of ABDC's strategy. ABDC leadership will seek out initial residents, inviting those who feel called to do so to:

- Take their time, not rushing to move
- Take 12 months just to listen to the community
- Come with low expectations
- Continually recruit additional "new neighbors"

Integral to this strategy is providing incentives for moving into the community, where wise. This could result in a mortgage program for higher credit risk (but lower "missional risk") residents, as well as ministry staff who work in the neighborhood and are eager to live there, e.g. ABDC, Repairing the Breach, Memphis Athletic Ministries, etc.

There are other potential needs in the community, including Home Repair and Homeowner Counseling, and opportunities will be evaluated with a mind towards collaboration and leveraging some of Memphis' greatest assets in these areas (e.g. using Binghampton Development Corporation's excellent credit counseling courses or partnering with SOS for home repair work).

Business Plan Outline

Program and Collaboration
As outlined above, programming will focus on jobs training and development, and housing revitalization. While Jobs and Housing are the initial focus areas, the scope and scale of ABDC's work in these areas will take several years of work in and with the community to finalize. We anticipate beginning an employment training program while simultaneously building relationships with area employers, ensuring job opportunity for those successfully completing the training. Housing will likely start small and quietly, hopefully acquiring derelict products quietly and avoiding driving up costs by announcing the presence of a non-profit flush with cash. Longer term, there are likely to be other areas of need related to housing that ABDC may try to address, such as home repair for the elderly.

There are several faith-based non-profits in Memphis that have been successful in these areas. Jobs organizations like Advance Memphis and Hope Works have a wealth of wisdom that can assist ABDC as we make specific program decisions. Likewise, BDC, SOS, Neighborhood Housing and others will provide helpful insight in developing a housing program. In both program areas, we will seek to collaborate with other effective ministries to help maximize the impact on the neighborhood, minimize the capital requirements, and increase awareness of the community outside the neighborhood.

Staff
Early on, staffing will be limited to an Executive Director and Jobs Coordinator. As housing revitalization ramps up, additional leadership staff will likely be necessary to help achieve meaningful scale. ABDC began pursuing an Executive Director in early 2012, with the hopes of making a hire in Spring 2012. We hope to bring a Jobs Coordinator on by Summer/Fall 2012 with jobs training beginning in late 2012.

Budget
The pro forma budget for 2012-13 is $142,000, with 83% of the budget going towards salaries and benefits. The balance of the budget is for program expenses (3%) and general office expenses (14%).

Financial Model
Like most not-for-profits, ABDC will be dependent on the generosity of others to fund its mission. Over time, ABDC may find opportunities to fund some aspects of the organization, such as a rental property, but the majority of operations will depend on outside funding, particularly initially.

As noted above, staff represents the bulk of operating expenses, and funding for this and other expenses will come from a multi-year commitment from Second Presbyterian and a few private donors. Ramping up the housing program will require a significant amount of working capital,

and ABDC is discussing grant funding for this, as well as assistance with access to credit to provide working capital. Likewise, the Tennessee Housing Development Agency's (THDA) relatively new Community Investment Tax Credit could provide access to additional working capital through very inexpensive (less than 2%) financing.

Goals

Over the next three years, we plan to finalize our organization, secure initial keystone capital and multi-year operating income, begin a jobs training program for the community, and begin acquiring and renovating real estate in the neighborhood. Following is an outline of goals for fiscal years 2012, 2013 and 2014.

Three-Year Timeline

- Year 1: 2011-12
  - Start Up Objectives
    - Establish organizational structure including securing 501(c)(3) status, ensuring that we have all necessary legal documentation, etc.
    - Prepare an initial strategic plan for the programming, staffing, budget, and fundraising strategies necessary to sustain the effort in perpetuity.
    - Develop foothold relationships with key local businesses that are willing to consider partnering with ABDC's job training program to hire graduates.
    - Compile an initial list of home and/or rental property assets in the neighborhood that we can pursue for acquisition.
    - Organize and lead the hiring process for Executive Director.
    - Produce a preliminary presentation and other marketing materials that can be used to attract potential donors for the necessary upfront capital needed to purchase real estate.
  - 2PC Foundation Application – Fall 2011
  - Executive Director hired – Winter/Spring 2012
  - Office location – Spring 2012
- Year 2: 2012-13
  - Jobs Coordinator hired – Fall 2012
  - First Jobs class – Fall 2012
  - Quiet property acquisition begins – Winter 2012
  - Second Jobs class – Spring 2013
  - First house remodel completed (strategic family in stable area) – Spring 2013
- Year 3: 2013-14
  - Third Jobs class, on-going – Summer 2013
  - Initial housing cluster plan complete, redevelopment begins – Fall 2013
  - Focused clustering in one or two dilapidated areas begins – Fall 2013
  - New strategic plan complete – Spring 2014