

**THE ABCD, INC.**

**STRATEGIC  
PLAN**

**2021-2023**



a

# Table of Contents



COMMUNITY ECONOMIC DEVELOPMENT ..... 2



ENERGY CONSERVATION ..... 5



FUND DEVELOPMENT ..... 7



MARKETING & PUBLIC RELATIONS ..... 9



TRANSPORTATION ..... 11



HOUSING DEVELOPMENT ..... 16



GENERAL ADMINISTRATION & FACILITIES..... 20

# ABOUT US

## **Our Mission**

The ABCD, Inc. is committed to improving the quality of life of people through Community Economic Development, Energy Conservation, Housing Development, and Transportation.

## **Our Vision**

The ABCD, Inc. strives to become a self-sufficient Community Development Corporation, which utilizes innovative and creative approaches to reduce poverty, foster self-reliance and to bring about empowerment of the communities that we serve.

# COMMUNITY ECONOMIC DEVELOPMENT



Stark County Minority Business Association



## COMMUNITY ECONOMIC DEVELOPMENT

### Goal I

*Operating the Incubator Center and continued support to the Stark County Minority Business Association*

#### Action Steps

- A. Maintaining viable tenants (Choice Homes Management Co., Kidsummit Against Drugs, WATOES, Medical-in-Touch and Black Nurses Association).  
Name the project – Stephen A. Perry Incubator Center.  
-ongoing – CEO.
- B. Sponsoring at least two networking sessions with tenants, one between January 2021 and June 2021, and one between June 2021 and December 2021.  
-ongoing – CEO.
- C. Provide ongoing support for the minority Business Association and the minority Business Assistance Center.  
-ongoing – CEO/CFO/COO.

#### MEASURES

- The Planning Committee and Stark County Minority Business Association will be responsible for receiving and reviewing periodic Progress Reports and reporting to the Board of Directors.
- Minority business owners in Stark County have new resources to help them grow their enterprises and qualify for government contracts.

## Goal II

*To establish a health initiative which will address physical and mental health needs of the African American Community*

### **Action Steps**

- A. Identify the specific programs to become a part of the initiative by June 2021.  
-ongoing – CEO.
- B. Generate the necessary human and financial resources by December 2021. CEO

### MEASURES

- The Planning Committee, Black Nurses Association, and the UMC Urban Action Team will provide overall monitoring.

## Goal III

*To establish satellite offices*

### **Action Steps**

- A. Determine the type of programming for offices by March 2021.
- B. Determine the feasibility of a site at the former J.S. Thomas UMC by July 2021 by CEO.
- C. To work with others on establishing a food market on Gonder Ave. S.E. by September 2021.

### MEASURES

- The Agency's Planning Committee and Crossroads UMC.

# ENERGY CONSERVATION



*Services include residential heating and insulation*



## ENERGY CONSERVATION

### Goal I

*Evaluate the Housewarming Program Community value  
in comparison to the revenues generated.*

#### Action Steps

- A. To evaluate all expenses and income by March 2021.  
-ongoing – CEO/COO/CFO/ECD/Inspectors.
- B. Continue to access and monitor other appropriate Energy Conservation Programs for future involvement and possible expansion into surrounding counties (i.e., Trumbull)  
-ongoing- ECD/CEO/COO.
- C. To continue improving marketing.  
-ongoing – ECD/COO.
- D. To pursue getting the Community Connection Electrical Program back – by July 2021  
– ECD/COO/CEO/CFO

#### MEASURES

- The Planning Committee in conjunction with (TD, UMC) will provide ongoing monitoring and will be responsible for receiving and reviewing periodically.
- Progress reports and reporting to the Board of Directors.
- Energy Companies, Staff along with the Housewarming Contracting Agency Staff and Ohio Department of Administrative Services make regular telephone calls to those receiving insulation to obtain their feelings on the quality of services.



# FUND DEVELOPMENT

*Thank You!*  
**A VERY SPECIAL THANK YOU TO OUR 2019 SPONSORS!**

**HELPING  
HANDS  
SPONSORS**

STEPHEN & SONDRAPERRY

*Judith Lancaster*  
ATTORNEY AT LAW

**GOLD  
SPONSORS**

KEN N ADVANTAGE GROUP, INC.

MALONE UNIVERSITY  
QUALITY • KINDNESS • FAITH

CANTON REGIONAL CHAMBER OF COMMERCE



OCCH  
OHIO CAPITAL CORPORATION  
FOR HOUSING

**SILVER  
SPONSORS**

CSE  
FEDERAL CREDIT UNION

SARTA



**For 47 years... A Helping Hand for People.**

www.theabcdinc.com ■ 330.455.6385 ■ 1225 Gross Ave NE, Canton, OH 44705





## FUND DEVELOPMENT

### Goal I

*Increase the revenues from the Annual Meeting.*

Fund Development is the essential partner of philanthropy and makes philanthropy possible by bringing together a particular cause and the prospects and donors who are willing to invest in the cause.

#### Action Steps

- A. Plan a virtual Annual Meeting for June 2021 with CR Chair and selected committees. Planning beginning, March 2021.
- B. Increasing the number of Corporate Sponsors by making earlier contact and providing continuous education/cultivation. CEO/CDO.  
  
CR Committee:
  1. Getting at least (3) new “major” sponsors by Annual Meeting, June 2021.  
CEO/COO.
  2. Sending out newsletters and other Public Relations materials on a regular basis.  
CEO/COO/CR Committee.
- C. Continue evaluating the ticket price and commit to selling more tickets to the affair.  
-ongoing – CR Committee.
- D. Reduce expenses without reducing quality.  
-ongoing – CFO.
- E. Sell more ads in the Annual Report with a commitment from Board members and staff.  
-ongoing – CEO/COO/Board.

#### MEASURES

- The Agency’s Community Relations Committee will be responsible for the coordination of the various activities and report to the Board of Directors.

# MARKETING & PUBLIC RELATIONS

# Newsletter



[www.theabcdinc.com](http://www.theabcdinc.com)



## MARKETING AND PUBLIC RELATIONS

### Goal I

*Enhance the agency's overall image.*

#### Action Steps

- A. Hiring an IT staff person by March 2021. CEO/CFO.
- B. Revise and continue updating website and utilizing Social media.  
(i.e., Facebook, Twitter)  
-ongoing- CR Chair/CEO/COO/IT Staff.
- C. Continue printing high quality Annual Reports.  
-ongoing – CEO/CR Chair/CFO/IT Staff.
- D. Sponsor at least one networking event for key stakeholders by July 2021.  
-CEO/CR Committee/IT Staff.
- E. Improve on the agency's mailing list and database.  
-ongoing – CR Chair/CEO/CFO/IT Staff.
- F. Develop and implement an overall Marketing Strategy for the various agency programs.  
-ongoing – CEO/COO/ECD/TD/IT Staff.
- G. Evaluate signage on agency's vehicles to determine how we can get more positive benefits from them.  
-ongoing -CEO/COO/CR Committee/IT Staff.

#### MEASURES

- ABCD's Community Relations Committee will be responsible for ongoing monitoring and evaluation.

# TRANSPORTATION



*ABCD Service Vehicle Fleet*



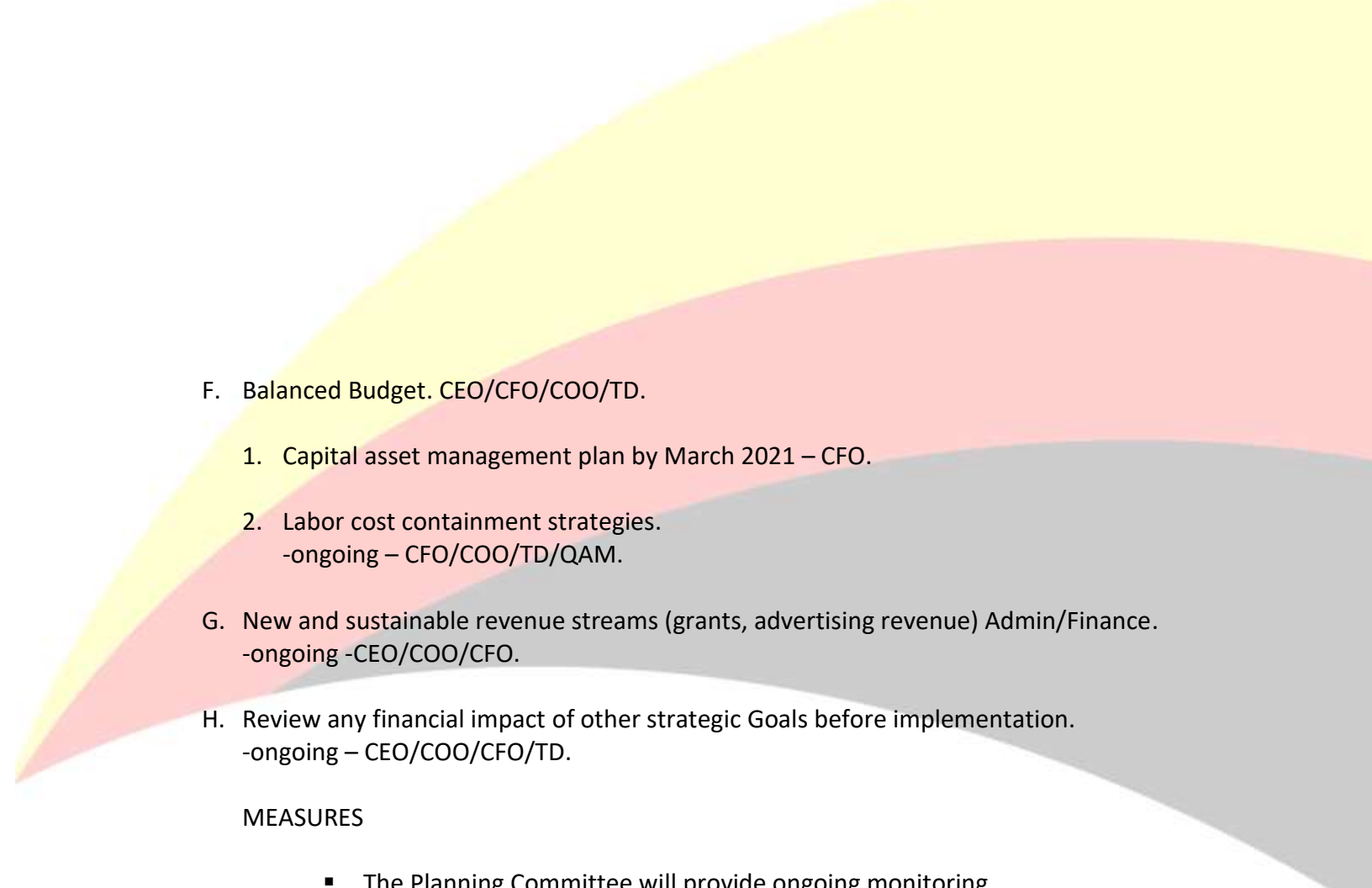
## TRANSPORTATION

### Goal I

*Operational Excellence, Efficiency, Safety and Financial Stability*

#### **Action Steps**

- A. Implement new, updated training programs for Operations and Maintenance including prevention and safety topics.  
-ongoing – COO/TD.
- B. Provide reliable, enhanced fleet.  
-ongoing- COO/TD/CFO.
  - 1. Reduce road calls – increase % of PM's completed on time.  
-ongoing – TD/QAM.
  - 2. Reduce average age of fleet/keep current fleet clean.  
-ongoing COO/TD.
  - 3. Develop and implement vehicle exit program by March 2021. COO/CEO/CFO/TD.
- C. Improved customer service  
(complaints/compliments) – COO/TD/QAM.
  - 1. Enhanced Quality Assurance Program including customer surveys.
  - 2. Provide continuous updated training for drivers.
  - 3. Increase Transportation Office personnel to assist with phones and data entry.
- D. Maintain positive labor and employee relationships.  
-ongoing – TD/QAM.
- E. Analyze current Performance Improvement Plan (PIP) metrics and recommend changes.  
-ongoing – CEO/COO/TD.



F. Balanced Budget. CEO/CFO/COO/TD.

1. Capital asset management plan by March 2021 – CFO.

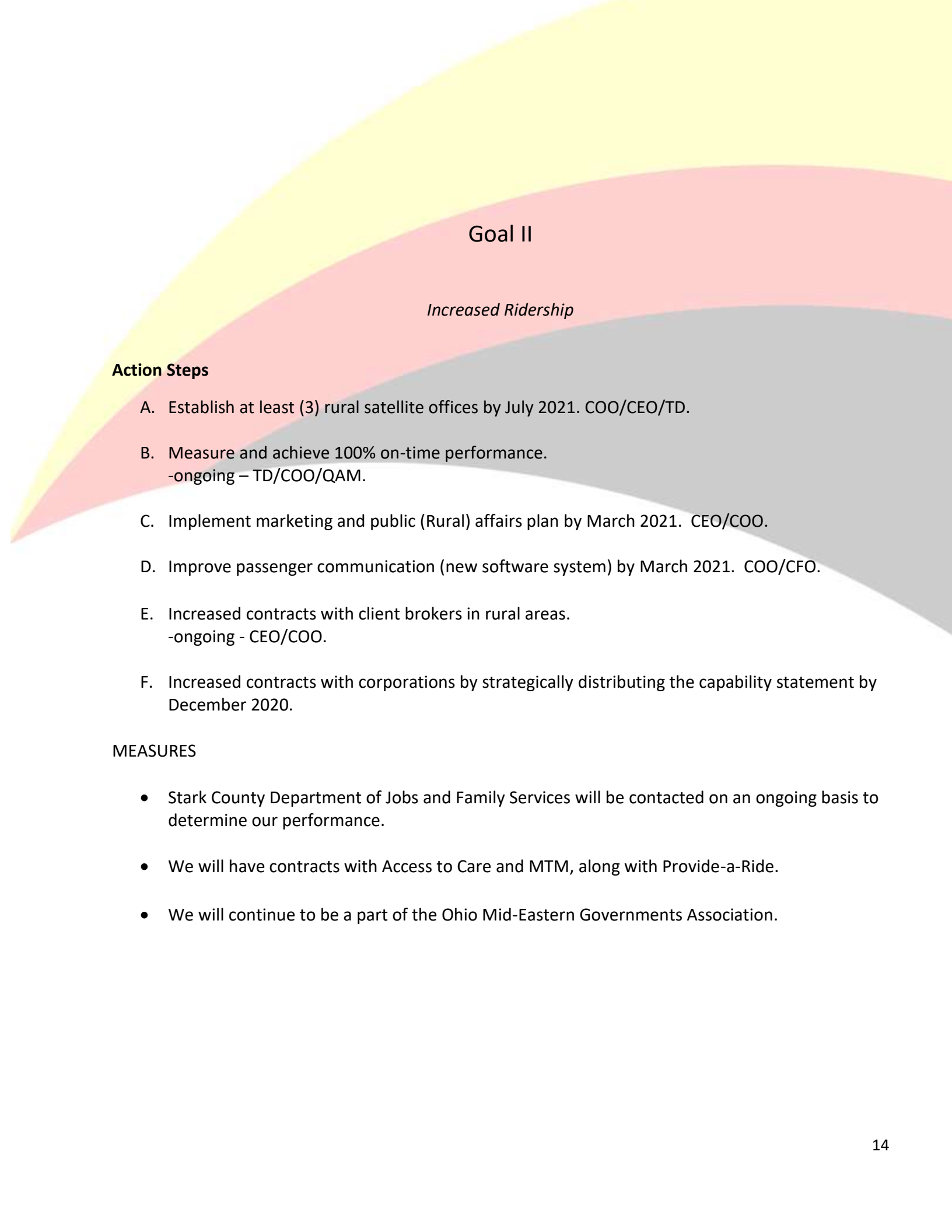
2. Labor cost containment strategies.  
-ongoing – CFO/COO/TD/QAM.

G. New and sustainable revenue streams (grants, advertising revenue) Admin/Finance.  
-ongoing -CEO/COO/CFO.

H. Review any financial impact of other strategic Goals before implementation.  
-ongoing – CEO/COO/CFO/TD.

#### MEASURES

- The Planning Committee will provide ongoing monitoring.
- Drivers will be better trained and thus customers will be satisfied.
- We will have a fleet of vehicles necessary to meet our performance Goals.
- Clean Single Audit.
- Successful grant negotiations.
- Reduction of OT cost, finding the right balance of staffing.
- Research technological methods to improve communication between client, driver, and dispatcher. E.g., Mobile app technology



## Goal II

### *Increased Ridership*

#### **Action Steps**

- A. Establish at least (3) rural satellite offices by July 2021. COO/CEO/TD.
- B. Measure and achieve 100% on-time performance.  
-ongoing – TD/COO/QAM.
- C. Implement marketing and public (Rural) affairs plan by March 2021. CEO/COO.
- D. Improve passenger communication (new software system) by March 2021. COO/CFO.
- E. Increased contracts with client brokers in rural areas.  
-ongoing - CEO/COO.
- F. Increased contracts with corporations by strategically distributing the capability statement by December 2020.

#### **MEASURES**

- Stark County Department of Jobs and Family Services will be contacted on an ongoing basis to determine our performance.
- We will have contracts with Access to Care and MTM, along with Provide-a-Ride.
- We will continue to be a part of the Ohio Mid-Eastern Governments Association.



## Goal III

Operate Efficient and Accessible Medical Transport and Medicaid Services

### Action Steps

- A. Analysis of current service including surrounding rural areas and recommend improvements.  
-ongoing – CEO/COO/TD/CFO.
- B. Evaluation of Non-Emergency Medical Transportation (NEMT & Medicaid) contract services.  
-ongoing- CFO/CEO/COO.
- C. Implement/Review and monitor transportation software.  
-ongoing – COO/CFO/TD.
- D. Reactivate Medicaid number by January 2021. CFO.
- E. Establish a relationship with Broker and Board of Mental Disabilities by February 2021. – COO.
- F. Maintain membership and association with the Community Transportation Association of America.  
-ongoing – CFO.

### MEASURES

- There will regular reports given each month to the Planning Committee by the Staff.
- The Planning Committee will be responsible for ongoing monitoring. Random telephone calls will be made to the ridership by QAM to receive their input on the service.
- The Transportation Director, CEO and members of the Planning Committee will be responsible for making unannounced trips on the vans. The Management Committee will provide ongoing monitoring regarding the fiscal performance of each of the programs.
- The Stark County Department of Jobs and Family Services (SCDJFS) will monitor all complaints. ABCD's Staff will meet with (SCDJFS) on (at least) a semi-annual basis.

# HOUSING DEVELOPMENT



*New construction— Richmond Homes, Canton, OH*



## HOUSING DEVELOPMENT

### Goal I

Provide ongoing monitoring and necessary support to ensure the ABCD Tax Credit Projects fulfill their mission and bring about further neighborhood revitalization.

#### Action Steps

- A. To evaluate management company and make changes if necessary, by March 2021.  
-ongoing - CEO/CFO/Management Committee.
- B. To review and monitor the reports from the Management firm to ensure compliance and occupancy Goals are maintained.  
-ongoing - CEO/CFO/Management Committee.
- C. To initiate various programs/services which will lead to empowerment of residents.  
-ongoing - CEO/COO.
- D. To continue providing technical support to the various Neighborhood Groups and other non-profit organizations.  
- ongoing - CEO/COO.
- E. To work with community groups, churches, and residents on the elimination of crime, blight, and other social ills.  
-ongoing – CEO/COO.

#### MEASURES

- The Planning Committee will monitor reports form the Management Company.

## Goal II

*To establish an Asset Management Strategy for the houses financed by tax credits.*

### **Action Steps**

- A. To monitor the assets and establish a disposition process for the units which will have reached year 15.  
-ongoing – CEO/Management Committee.
- B. To develop alternative financing products.  
-ongoing – CEO, area Financial Institutions.
- C. To explore other options of transferring houses which have completed their 15 years.  
-ongoing – CEO.

### MEASURES

- The Management committee will be providing ongoing monitoring and evaluation.

## Goal III

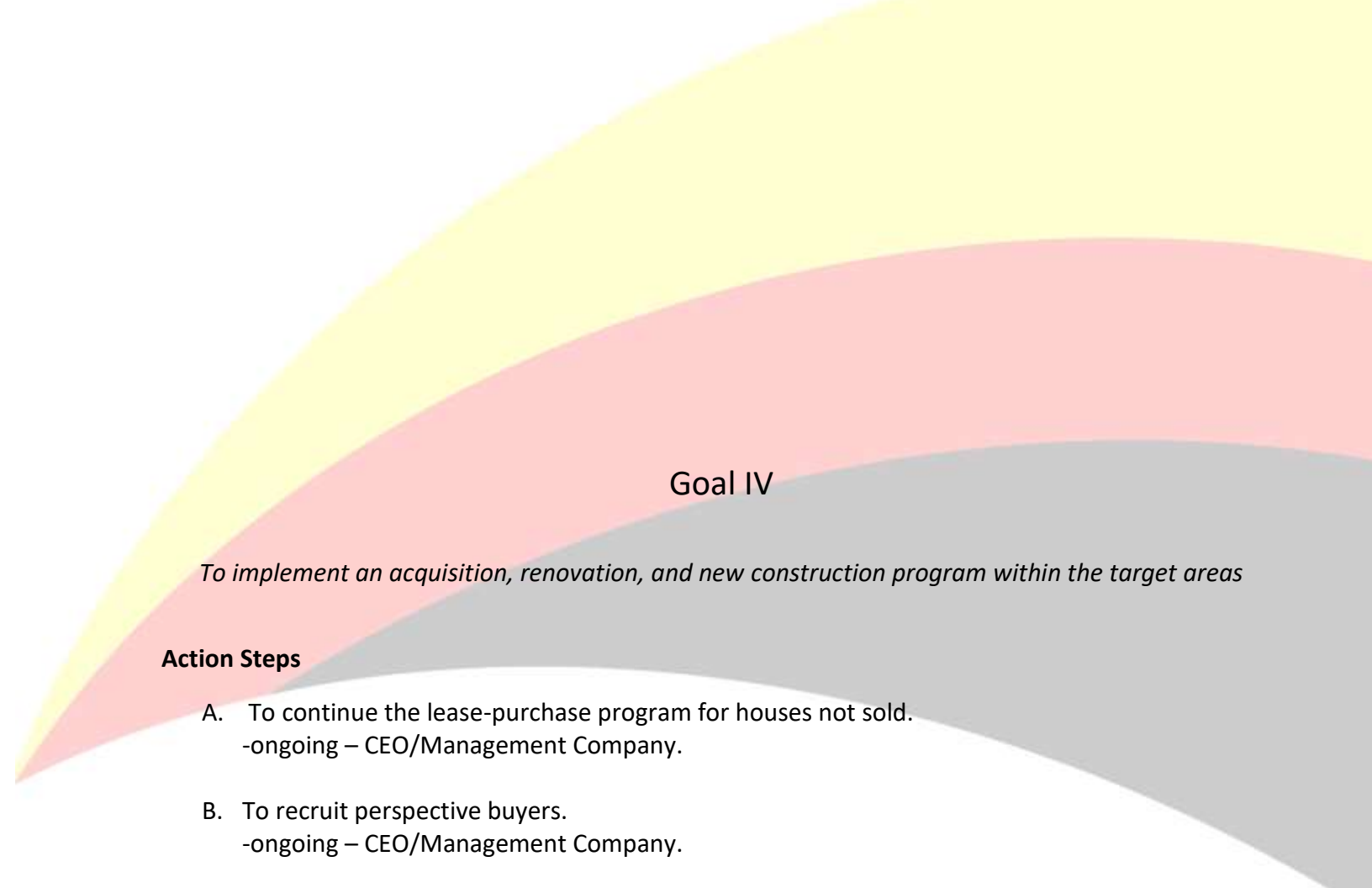
*To submit application for next round of Tax Credits – if feasible*

### **Action Steps**

- A. To prepare a good application.  
-ongoing – OCCH, CEO, and other partners.

### MEASURES

- The appropriate staff of ABCD, Inc. along with the Planning Committee will be responsible for ongoing monitoring and evaluating.



## Goal IV

*To implement an acquisition, renovation, and new construction program within the target areas*

### **Action Steps**

- A. To continue the lease-purchase program for houses not sold.  
-ongoing – CEO/Management Company.
- B. To recruit perspective buyers.  
-ongoing – CEO/Management Company.
- C. To see the Richmond Homes I completed by February 2021 and begin planning for Richmond Village in January 2021.  
-ongoing – CEO/Giltz and Associates/Consultant from FHLB.
- D. To engage a consultant to assist with an application to the FHLB and other related sources by March 2021.  
-ongoing – CEO/Giltz and Associates.

### **MEASURES**

- The Planning Committee will be responsible for providing ongoing monitoring.
- A new LLC will be formed to work on the Richmond Village project.

# GENERAL ADMINISTRATION & FACILITIES



*ABCD Inc. Offices | 1225 Gross Ave, NE | Canton, OH | 44705*



## GENERAL ADMINISTRATION & FACILITIES

### Goal I

*Increase in net revenues.*

#### Action Steps

- A. Assess each program and develop a strategy for reducing expenses along with generating more income.  
-ongoing – CEO/CFO/COO.

#### MEASURES

- The Management Committee will provide ongoing monitoring.

### Goal II

*To begin planning for new facility January 2021  
- CEO/COO/Building Committee*

#### Action Steps

- A. Follow through with land bank and obtaining properties by March 2021.
- B. Get site control on other properties by March 2021.
- C. Zoning change by April 2021.
- D. Determine all the types of services which could be housed in the facility with emphasis on job creation. Some examples of services are vehicle storage garage; barber/beauty salon; restaurant; health clinic; tech store; O'Jays museum store; incubator center for minority businesses and agencies. April 2021 (ongoing).
- E. Architectural drawings and cost.
- F. Develop a fundraising strategy.

#### MEASURES

- The Management Committee will provide ongoing monitoring.

### Goal III

*Obtain a site for vehicle storage and washing.*

#### **Action Steps**

- A. 2318 13<sup>th</sup> St. NE (Auto Site). Prepare for use on a temporary basis until a new facility can be acquired.
- B. Vehicle storage garage to become one of the anchors of a new facility on 12<sup>th</sup> St. NE.

#### **MEASURES**

- We will have a site identified and a plan of action for a new or renovated vehicle storage facility.

### Goal IV

*Assure that the facility at 1225 Gross Ave. is properly maintained and equipment is updated as needed*

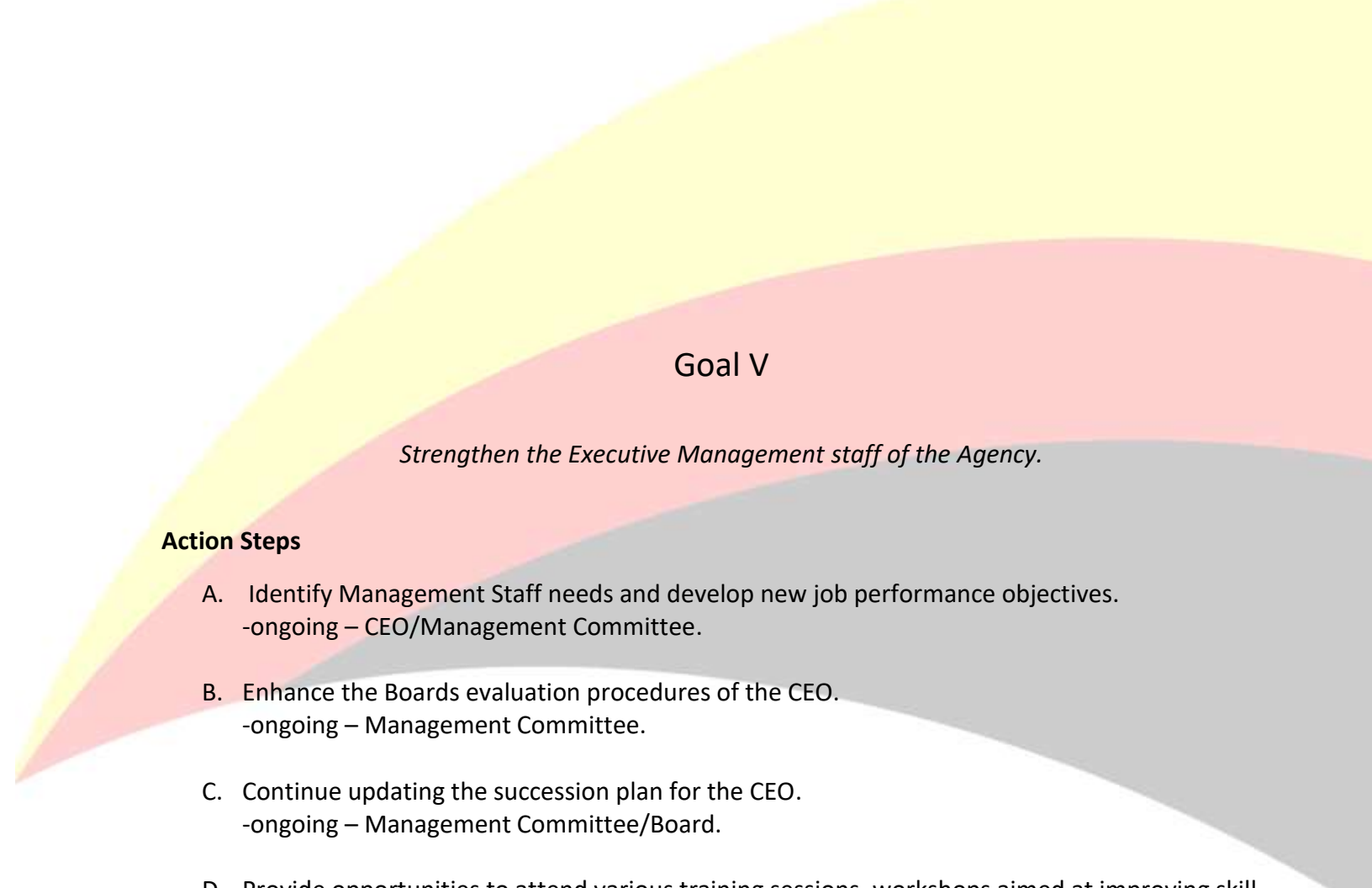
#### **Action Steps**

- A. Continue evaluating and updating office equipment and furnishings, especially computer systems and obtaining Power Point equipment.  
-CEO/COO.
- B. Continue implementing a preventive maintenance program on such items as furnace and air conditioners.  
-ongoing – OM.
- C. Establish a Capital Reserve Fund of \$50,000 by December 2020.  
CEO/CFO.
- D. Establish an operating reserve fund of \$50,000 by December 2020.

#### **MEASURES**

- The Management Committee will provide ongoing monitoring.





## Goal V


*Strengthen the Executive Management staff of the Agency.*

### **Action Steps**

- A. Identify Management Staff needs and develop new job performance objectives.  
-ongoing – CEO/Management Committee.
- B. Enhance the Boards evaluation procedures of the CEO.  
-ongoing – Management Committee.
- C. Continue updating the succession plan for the CEO.  
-ongoing – Management Committee/Board.
- D. Provide opportunities to attend various training sessions, workshops aimed at improving skill levels.  
-ongoing – CEO.

### **MEASURES**

- The monitoring and evaluating of these Goals will be the responsibility of the Agency's Leadership Staff and Management Committee.
- The Management Committee would also have the option to solicit the involvement of Evaluators from outside the agency.
- Progress report of each of the Goals shall become a part of the Management Committee monthly report and a part of its report to the Board of Directors.



## Goal VI

*Increase the Organizational Capacity and Efficiency*

### Action Steps

- A. Sending staff and Board members to workshops sponsored by such groups as the Center for Non-Profit Excellence, Ohio Capital Corporation for Housing, Ohio Housing Finance, NeighborWorks, and the Ohio Association of Community Development.  
-ongoing – CEO.
- B. Recruit new Board Members with specialized skills that are currently lacking.  
-ongoing – CEO/CR Committee.

### MEASURES

- The monitoring and evaluation of these Goals will be the responsibility of the agency's Management Staff and the Management Committee.
- The Management Committee would also have the option to solicit the involvement of evaluators outside the agency.
- Progress reports on each Goal shall become a part of the Management Committee monthly report.



## **Our History**

The ABCD, Inc. was created as a part of the Community Developers' Program of the United Methodist Church (UMC) and was incorporated in 1973.

In 1988 following a major strategic planning session, ABCD shifted from a regular social services organization to a Community Development Corporation still maintaining its affiliation with the U.M.C.

# STRATEGIC PLAN

## 2021-2023



[theabcdinc.com](http://theabcdinc.com)

1225 Gross Ave. NE | Canton, OH | 44705 | 330-455-6385