



STRATEGIC PLAN

2024-2025

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ABOUT US

OUR MISSION

The ABCD, Inc. is committed to improving the quality of life of people through Community Economic Development, 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.





FACILITIES TASK FORCE CONSTRUCTION TEAM

- Dean Olivieri, Olivieri Construction - Construction Manager
- Gary Barton, B+G Masonry - General Contractor
- John Picard - Architect
- Tim Cugini - Superintendent
- Leonard Stevens - Stark County Minority Business Association-Advisor

MEMBERS

Will Dent | Lydia Lee | Tomier Davenport | John Cihon | Ray Sales
 Kent McClelland | Homaundre Pender | John Ramos III | Darlene Knott
 Brock Walter | Latoya Jones | Eugene Norris



COMMUNITY ECONOMIC DEVELOPMENT

GOAL I

Crystal Park Revitalization Project

Action Steps

- A.** Oversee demolition of the former Diner and Hardware store by February 2024-Construction Team
- B.** Relocate offices to the site of the Former Bank Branch by March 2024
-ABCD's staff-
- C.** Monitor the construction of the storage facility and training center/ O'Jays Plaza - construction completed by September 2024.-Construction team
- D.** Finalize the training program and other activities for the storage facility and training center by September 2024.-Planning committee and Facilities Task Force
- E.** Obtain financing for housing and commercial space -ongoing- CEO/DO.
- F.** Engage a consultant to determine the best use of the commercial space by June 2024.
- G.** To contract with a housing management company.
-ongoing- CEO by May 2024.
- H.** To continue fundraising efforts for the entire project – ongoing- CEO/DO.
- I.** To acquire the drive-thru or construct a barrier around the site
-ongoing- CEO/Facilities Committee by September 2024.
- J.** To sell 1225 Gross N.E. –ongoing- CEO/Realtor by June 2024.
- K.** Develop a plan for the acquisition of adjacent properties around the site.
-ongoing- CEO/Facilities Committee.
- L.** Establish a homeownership and housing rehab program
- ongoing- CEO/ Facilities Committee

MEASURES

- The planning committee and facilities committee will provide ongoing monitoring of the facilities and housing construction.
- City of Canton and other funders will provide ongoing monitoring.

- Minority business owners in Stark County have new resources to help them grow their enterprises and qualify for government contracts.
- There will be new jobs in the construction and transportation industries.
- The area will be revitalized.

GOAL II

Operating a Center for Enterprise Development and the Stark County Minority Business Association

Action Steps

- A.** Moving viable tenants to bank branch (Kidsummit Against Drugs, WATOES, Black Nurses Association, Omega's) by February 2024 -ongoing- CEO.
- B.** Obtaining new compatible tenants. -ongoing- CEO
- C.** Continue as a fiscal agent and provide ongoing support for the Stark County Minority Business Association (SCMBA) and the Minority Business Assistance Center (MBAC). -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.

GOAL III

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

Action Steps

- A.** To work with Stark County Black Nurses Association and affiliate groups. Atty Ray Sales by June 2021. -ongoing- CEO.
- B.** Generate the necessary human and financial resources. -on-going- Sales and Team

MEASURES

- The Planning Committee and Stark County Black Nurses Association will provide overall monitoring.



ENERGY CONSERVATION PROGRAM

GOAL I

Phase out of the initiative if a viable funding source is not obtained

Action Steps

- A.** Begin closing out the contract with Cleveland Housing Partners (Decision by April 2024), the contract ends in June 2024.
- B.** Explore other financial options such as a partnership with the Stark Country Community Action agency. January through March 2024

MEASURES

- The Agency staff and Planning Committee will provide ongoing monitoring and report to the Board, ED/COO/CEO



FUND DEVELOPMENT

GOAL I

Increase the revenues from the Annual Meeting

Action Steps

- A.** Plan an Annual Meeting for June 2024 with the Community Relations (CR) Chair and selected committee. Planning beginning, March 2024.
- B.** Increasing the number of corporate sponsors by making earlier contact and providing continuous education/cultivation. CEO/Board.
- 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.



GENERAL ADMINISTRATION & FACILITIES



ABCD, INC BOARD OF DIRECTORS



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

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

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 Board 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 evaluation of these goals will be the responsibility of the Executive Management Staff of the Agency 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 Executive Management Staff of the Agency 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's monthly report.



HOUSING DEVELOPMENT



HOUSING DEVELOPMENT

GOAL I

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

Action Steps

- A.** To evaluate the management company and make changes if necessary, by March 2024. -ongoing- CEO/CFO/Management Committee.
- B.** To review and monitor the reports from the management company to ensure compliance and occupancy goals are maintained. -ongoing- CEO/CFO/Management Committee.
- C.** To initiate various programs/services which will lead to the 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 from the Management Company.

GOAL II

To establish an Asset Management Strategy for the houses/apartments financed by tax credits

Action Steps

- A.** To monitor the assets and establish a disposition process for the units including apartments 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 an application for the next round of Tax Credits – if feasible

Action Steps

- A.** To prepare a good housing application.
-ongoing- OCCH, CEO, and other partners.
- B.** To partner with an entity that is experienced with tax credits.

MEASURES

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

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 prospective buyers. -ongoing- CEO/Management Company.
- C.** To begin planning for Richmond Village in January 2024.
-ongoing- CEO/Giltz and Associates/Consultant from the Federal Home Loan Bank (FHLB) and other related institutions.
- D.** To engage a consultant to assist with an application to the FHLB and other related sources by March 2024. -ongoing- CEO/Giltz and Associates.

MEASURES

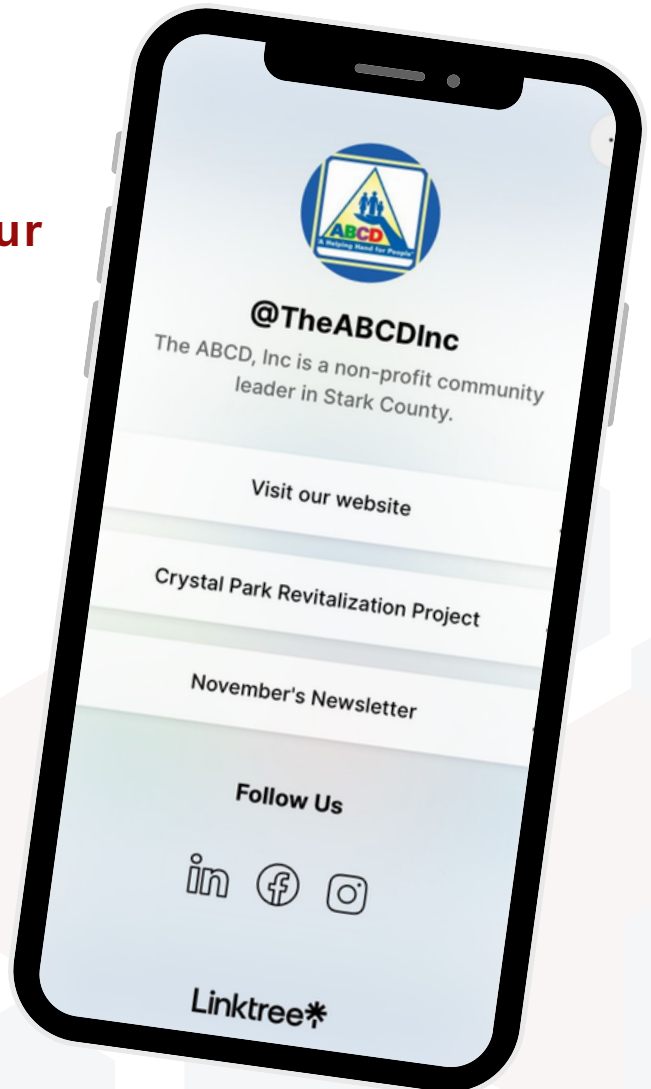
- The Planning Committee will be responsible for providing ongoing monitoring.
- A new LLC will be formed to work on the Richmond Village project.



Follow Us on Social Media



Let's Get Connected for Our Latest News & Updates



GOAL I

Enhance the agency's overall image

Action Steps

- A.** Hiring an IT staff intern by June 2024. CEO/COO.
- B.** Revise and continue updating the 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 June 2024.
-ongoing- CEO/CR Committee/IT Staff.
- E.** Improve 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 the 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



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/Transportation Department (TD).
- B.** Provide a reliable enhanced fleet. -ongoing- COO/TD/CFO.
 - 1.Reduce road calls – increase % of Preventative Maintenance completed on time. -ongoing- TD/Quality Assurance Manager (QAM)
 - 2.Reduce average age of fleet/keep current fleet clean. -ongoing COO/TD.
 - 3.Develop and implement a vehicle exit program by March 2024. COO/CEO/CFO/TD.
- C.** Improved customer service (complaints/compliments)
-ongoing- COO/TD/QAM.
 - 1.Enhanced Quality Assurance Program including customer surveys.
 - 2.Provide continuously updated training for drivers.
 - 3.Increase Transportation Department personnel to assist with phones and data entry.
 - 4.Provide bilingual services.
- 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 2024 -ongoing- 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.

GOAL II

Increased Ridership

Action Steps

- A.** Measure and achieve 100% on-time performance. -ongoing- COO/TD.
- B.** Implement marketing and public (Rural) affairs plan by March 2024. CEO/COO.
- C.** Improve passenger communication (new software system) by March 2024. COO/CFO.
- D.** Increased contracts with client brokers in rural areas. -ongoing- CEO/COO.
- E.** Increased contracts with corporations by strategically distributing the capability statement by December 2024.

MEASURES

- Stark County Department of Jobs and Family Services will be contacted periodically to determine our performance.
- We will have contracts with Access to Care and MTM, Dawson Career Services, 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.** Establish a relationship with the Broker and Board of Mental Disabilities by March 2024. -ongoing- COO.
- E.** Maintain membership and association with the Community Transportation Association of America. -ongoing- CFO.

MEASURES

- There will be 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.



theabcdinc.com

1225 Gross Ave. NE | Canton, OH | 44705

330-455-6385