

PINELLAS COUNTY

URBAN LEAGUE

*Empowering Communities. Changing
Lives.*

**STRATEGIC
PLAN**

2017-2021

Approved by PCUL Board of Directors
December 15th, 2016

SUMMARY: PCUL 2016 STRATEGIES:

Housing Strategies

1. **Strategy 1:** Education and awareness program to support housing/financing literacy.
2. **Strategy 2:** Increase home buyer readiness through housing counseling, financial literacy, down payment assistance and first time home buyer classes.
3. **Strategy 3:** Work with city/county, financial institutions, and others to obtain properties to build or rehab homes and develop affordable housing. Train and utilize unemployed and underemployed craft resources. Launch the Suncoast Urban League Design and Build program – partnership with cities/counties to build houses on abandoned land, supports entrepreneurship, construction skills industry.

Economic Development Strategies

1. **Strategy 1:** Stabilizing the family through programs that provide financial health.
2. **Strategy 2:** Create an Incubation Center for Entrepreneurship: Leveraging relationships within the public and private sector (ex. universities, government and businesses)
3. **Strategy 3:** Integrated partnerships with statewide economic development agencies (board participation, minority programs) to drive development in under-served/represented areas.
4. **Strategy 4:** Reaching the economic development goals may take the additional assistance of other resources and programs of the urban league. Stabilize the family through using all the programs together. Take a broader look economic development.
5. **Strategy 5:** Create a chart where we can focus on what we are already doing and then the economic development outcome where we would want the client to end at. The chart will be the baseline of where the client will go. Will show the client their next steps at each point of the process.

Health Strategies

1. **Strategy 1:** Mobilization and use of innovative technology to connect generationally diverse clientele to healthcare education, resources and service providers. Examples include mobile app, mobile unit, online education, webinars, etc.
2. **Strategy 2:** Partner with community based and healthcare organizations/providers to address local community healthcare gaps.
3. **Strategy 3:** Implement preventative care programs and support healthy lifestyle choices among targeted populations.

Education Strategies

1. **Strategy 1:** PCUL should be the leading advocate for the significant improvement of Pinellas County Title I schools to ensure the successful graduation of African Americans and disadvantaged students.
2. **Strategy 2:** Continue to support the existing funded programs that the Urban League operates in the areas of Education and Leadership Development, i.e., Youth Crime Prevention/Black on Black Crime Prevention, Operation SMART, NULITES, STYLE, GED, Supply Chain Management Certification and Nursing certification.
3. **Strategy 3:** Expand partnership that currently exist with Lakewood Elementary making it a model to improve educational outcomes, which would include involvement from corporations on Pinellas County Urban League board of directors, parents and other community partnerships.

Table of Contents

SUMMARY: PCUL 2016 STRATEGIES:.....2

HOUSING STRATEGIES 2

ECONOMIC DEVELOPMENT STRATEGIES 2

HEALTH STRATEGIES 2

EDUCATION STRATEGIES 3

HOUSING GOALS.....5

HOUSING STRATEGIES5

HOUSING RECENT SUCCESSES 5

Housing Tactical Plan Review 6

ECONOMIC DEVELOPMENT GOALS7

ECONOMIC DEVELOPMENT STRATEGIES7

ECONOMIC DEVELOPMENT RECENT SUCCESSES 7

Economic Development Tactical Plan Review 8

Economic Development Tactical Plan Review (Continued) 9

HEALTH GOALS10

HEALTH STRATEGIES10

HEALTH RECENT SUCCESSES 10

Health Tactical Plan Review 11

Health Tactical Plan Review (Continued) 12

EDUCATION GOALS.....13

EDUCATION STRATEGIES.....13

EDUCATION RECENT SUCCESSES 14

Education Tactical Plan Review 15

Education Tactical Plan Review (Continued) 16

CREATING THE PCUL APP17

INFORMATION FOR OUR APP17

HOUSING GOALS

1. Housing: Tampa Bay region witnesses a significant increase in self-sufficient families, first time home ownership and a decreased number of foreclosures, homeless and community members requiring public assistance.
2. Buy back your neighborhood – one house at a time.
3. Urban League programs lead to diversified housing options and increased affordability.
4. Affordable Homes Program reduces homelessness and eliminates blight in St. Petersburg's Midtown area.

Housing Strategies

1. Education and awareness program to support housing/financing literacy.
2. Increase home buyer readiness through housing counseling, financial literacy, down payment assistance and first time home buyer classes.
 - 2.1 Educate families about home ownership – financial literacy, resources that are available – developing candidates that will successfully become a sustaining homeowner.
 - 2.2 Education and awareness program to support housing/financing literacy targeted toward young professionals.
 - 2.3 Increase home buyer readiness through housing counseling, financial literacy, down payment assistance and first time home buyer classes.
3. Work with city/county, financial institutions, and others to obtain properties to build or rehab homes and develop affordable housing. Train and utilize unemployed and underemployed craft resources. Launch the Suncoast Urban League Design and Build program – partnership with cities/counties to build houses on abandoned land, supports entrepreneurship, construction skills industry.

Housing Recent Successes

- Mortgage Foreclosure Assistance
- Property donation from Wells Fargo Bank

Housing Tactical Plan Review				
STRATEGIES & TACTICS	Champions	SUCCESS METRICS	Start Date	Completion Date
	Those responsible for Tactic	How to Quantify Success	Start of Tactic (2017)	Completion of Tactic (2021)
1. Strategy 1: Education and awareness program to support housing/financing literacy.			January 2017	December 2021
1.1. Tactic 1: Establish partnership and calibrations to implement the education programs.				
1.2. Tactic 2: Host and collaborate with community partners to educate around financial literacy and home ownership.				
2. Strategy 2: Increase home buyer readiness through housing counseling, financial literacy, down payment assistance and first time home buyer classes.			January 2017	December 2021
2.1. Tactic 1: Secure funding for affordable housing - houses, apartments, etc. Expand housing strategies to include line of credit for investment to acquire, renovate and/or construct more affordable housing.				
2.2. Tactic 2: Developing candidates that will successfully become a sustaining homeowner.				
2.3. Tactic 3: Education and awareness program to support housing/financing literacy targeted toward young professionals/Increase home buyer readiness through housing counseling, financial literacy, down payment assistance and first time home buyer classes.				
3. Strategy 3: Work with city/county, financial institutions, and others to obtain properties to build or rehab homes and develop affordable housing. Train and utilize unemployed and underemployed craft resources. Launch the Suncoast Urban League Design and Build program – partnership with cities/counties to build houses on abandoned land, supports entrepreneurship, construction skills industry.			January 2017	December 2021

Housing Tactical Plan Review 1

ECONOMIC DEVELOPMENT GOALS

1. Tampa Bay Urban League creates a Center for Economic Vitality...focusing on housing, healthcare, economic development and education.
2. Suncoast Urban League: Bridge Over Uncertain Waters – Bringing Communities Together.
3. The Pinellas County Urban League recognized as the National Model for leading the most significant economic improvement in Urban Communities.
4. Urban League Lifts Thousands Out of Poverty: Creates new Gateway to Prosperity.

Economic Development Strategies

1. Stabilizing the family through programs that provide financial health.
2. Create an Incubation Center for Entrepreneurship: Leveraging relationships within the public and private sector (ex. universities, government and businesses).
3. Integrated partnerships with statewide economic development agencies (board participation, minority programs) to drive development in under-served/represented areas.
4. Reaching the economic development goals may take the additional assistance of other resources and programs of the Urban League. Stabilize the family through using all the Urban League programs together. Take a broader look economic development.
5. Create a chart where we can focus on what we are already doing and then the economic development outcome where we would want the client to end at. The chart will be the baseline of where the client will go. Will show the client their next steps at each point of the process.

Economic Development Recent Successes

- Financial Empowerment Center funding
- Partnership with 2020 Plan Group
- Open dialog with Mayor of Tampa and National Urban League for possible expansion into Hillsborough County
- Access partner site
- Young professional economic empowerment week support of minority-owned businesses

Economic Development Tactical Plan Review				
STRATEGIES & TACTICS	Champions	SUCCESS METRICS	Start Date	Completion Date
	Those responsible for Tactic	How to Quantify Success	Start of Tactic (2017)	Completion of Tactic (2021)
1. Strategy 1: Stabilizing the family through programs that provide financial health.	Economic Development Committee/Staff	Establish baseline	January 2017	December 2021
1.1. Tell a more accurate story of how the Urban League serves those who need assistance with financial health.	Economic Development (Erik Smith and Jose Brito) /Staff	Establish baseline report and a comprehensive report comparing current to future state of the work performed through the year		
1.2. Take partnerships created through the Career Connection Center and turn them into an earned income for the Urban League. (Employment Agency Model-Stretch Goal	Economic Development (Atty. Kanardo Garnett)/Staff	Establish baseline		
1.3. Tactic 3 Collaborate with National Urban League resources	Economic Development (Tom Walrond)/ Staff	Establish baseline		
1.4. Tactic 2 Be responsive to the workforce demand in the marketplace i.e. advanced manufacturing and digital development (higher end positions) / Mentorship Model (LSP)	Economic Development (Jose Brito)/Staff	Establish baseline		
2. Strategy 2: Support and leverage existing resources for Entrepreneurship: Leveraging relationships within the public and private sector (ex. universities, government and businesses)			January 2017	December 2021
2.1. Tactic 3 Serious Business Resource Center	Economic Development (Linda Marcelli) /Staff	Establish baseline		
3. Additional Potential Strategy: Integrated partnerships with statewide economic development agencies (board participation, minority programs) to drive development in under-served/represented areas.			January 2017	December 2021

Economic Development Tactical Plan Review (Continued)				
STRATEGIES & TACTICS	Champions	SUCCESS METRICS	Start Date	Completion Date
	Those responsible for Tactic	How to Quantify Success	Start of Tactic (2017)	Completion of Tactic (2021)
4. Additional Potential Strategy: Reaching the economic development goals may take the additional assistance of other resources and programs of the Urban League. Stabilize the family through using all the Urban League programs together. Take a broader look economic development.			January 2017	December 2021
5. Additional Potential Strategy: Create a chart where we can focus on what we are already doing and then the economic development outcome where we would want the client to end at. The chart will be the baseline of where the client will go. Will show the client their next steps at each point of the process.			January 2017	December 2021
6. Ways to take partnerships to become an earned income for the Urban League.			January 2017	December 2021
7. Ways to take partnerships to become an earned income for the Urban League.			January 2017	December 2021

HEALTH GOALS

1. Education leads to healthy choices and reduces preventable healthcare expenses.
2. There's an app for that. Tampa Bay Urban League goes mobile with healthcare.
3. Pinellas County Urban League achieves 2020 healthcare community outcomes ahead of schedule through improved access and services.
4. Healthcare: Tampa Bay Urban League recognized as the model for building healthy communities through the reduction of common urban health ailments.

Health Strategies

1. Mobilization and use of innovative technology for healthcare education to connect generationally diverse clientele to healthcare education, resources and service providers. Examples include mobile app, mobile unit, online education, webinars, etc.
 - 1.1. Create an app to provide information on resources and services through technology.
 - 1.2. Leveraging other existing mobile platforms by using diverse tools to reach all population groups.
2. Partner with community based and healthcare organizations/providers to address local community healthcare gaps.
3. Implement preventative care programs and support healthy lifestyle choices among targeted populations.
 - 3.1. Support preventative care and healthy lifestyle choices in targeted communities.
 - 3.2. Health assessments and activities with incentives for participation (i.e. questionnaire, check-up, Zumba classes, yoga, cooking classes, etc.).

Health Recent Successes

- New mobile health van
- Funding diabetes intervention
- Expanded partner network – Springfield & Webster, Job Corps, HSAG FIOC – USF-SP
- Interns - & focus on MH/Behavioral Health
- Expanded Class locations/populations

Health Tactical Plan Review				
STRATEGIES & TACTICS	Champions	SUCCESS METRICS	Start Date	Completion Date
	Those responsible for Tactic	How to Quantify Success	Start of Tactic (2017)	Completion of Tactic (2021)
1. Strategy 1: Mobilization and use of innovative technology to connect generationally diverse clientele to healthcare education, resources and service providers.			January 2017	December 2021
1.1. Tactic 1: Create an app to provide information on resources,	Jackie Baron and Mike Boykins	Number of downloads	January 2017	30 May, 2017
1.2. Tactic 2: Identify the tools presently used by various generational groups.	Jackie Baron and Mike Boykins	Conduct surveys	January 2017	31 Jul, 2017
1.3. Tactic 3: Provide educational workshop on the use of and access to technology for healthy lifestyle choices.	Jackie Baron, Pattye Sawyer-Hampton and LaDonna	Conduct 3 workshops by Q1 2017	January 2017	30 Mar, 2017
1.4. Tactic 4: Provide access to on-site technology (at PCUL locations).	Mike Boykins and Pattye Sawyer-Hampton	# people accessing the on-site technology	January 2017	30 Mar, 2017
2. Strategy 2: Partner with community based and healthcare organizations/providers to address local community healthcare gaps.				
2.1. Tactic 1: Create a list of service providers for participant use.	Pattye Sawyer-Hampton and LaDonna Butler	List developed	03 Mar, 2017	30 Jun, 2017
2.2. Tactic 2: Create a list of potential partners that will work with PCUL to address healthcare needs.	Pattye Sawyer-Hampton, LaDonna Butler, Dr William Law, Karen Long	List developed	03 Mar, 2017	30 Jun, 2017
3. Strategy 3: Implement preventative care programs and support healthy lifestyle choices among targeted populations.			January 2017	December 2021
3.1. Tactic 1: Conduct health care screenings and/or assessments to provide a baseline of health status of our participants - so they can make informed health care decisions	Pattye Sawyer-Hampton and LaDonna Butler	Trend number of screenings per month. Baselines established and tracked.	03 Mar, 2017	30 June, 2017

Health Tactical Plan Review (Continued)				
STRATEGIES & TACTICS	Champions	SUCCESS METRICS	Start Date	Completion Date
	Those responsible for Tactic	How to Quantify Success	Start of Tactic (2017)	Completion of Tactic (2021)
3.2. Tactic 2: Use the baseline data to develop programs and/or provide referrals for follow-up care	Pattye and LaDonna	Trend number of referrals made. Trend number of referrals followed up.	03 Mar, 2017	30 July, 2017
3.3. Tactic 3: Coordinate classes or activities supporting of healthy behaviors (e.g., fitness, nutrition)	Pattye and LaDonna	Trend number of classes. Trend number of participants by month.	03 Mar, 2017	30 July, 2017
4. Strategy 4: Maximize use of the mobile medical unit				
4.1. Tactic 1: Use mobile medical unit to provide health screenings, education, services and referrals	Pattye and LaDonna	Trend number of screenings, educational offerings, number of services and referrals.	03 Mar, 2017	30 July, 2017
4.2. Tactic 2: Partner with providers to provide services on the mobile medical unit	LaDonna	# of volunteer providers	03 Mar, 2017	30 July, 2017
4.3. Tactic 3: Establish a comprehensive list of volunteers to staff the mobile medical unit	LaDonna	List is created and maintained	03 Mar, 2017	30 July, 2017
4.4. Tactic 4: Use the mobile medical unit to promote healthy behaviors and the Urban League's brand	Pattye and LaDonna	Quarterly Report on mobile medical unit activity	03 Mar, 2017	30 July, 2017
4.5. Tactic 5: Procure funding for an additional, larger mobile unit to provide more comprehensive care	Board to consider	Board approval, funding received	03 Mar, 2017	30 July, 2017
4.6. Tactic 6: Procure funding for healthcare providers on the mobile medical unit	Board to consider	Board approval, funding received	03 Mar, 2017	30 July, 2017

EDUCATION GOALS

1. Help create sustainable mentorship programs fostered by the Urban League in partnership with our schools, Big Brothers Big Sisters and other organizations (possibly leverage Mayor's Mentors; create accountability).
2. Expand opportunities for at-risk students who dropped out or otherwise left the system to encourage them to graduate (example of existing Charter School in Tampa).
3. Create partnerships with public and private sectors with the intent of development of the skill sets needed for tomorrow's careers.
4. Promote culturally responsive awareness and instruction through collaboration with Pinellas County Schools.
5. Education: High School graduation rates soar through Urban League efforts! Career Connection Center dramatically reduces unemployment and improves job placement and retention.
6. Strategic programs prepare kids and increase graduation rates across Tampa Bay area.
7. From F to A: Five failing schools rescued.

Education Strategies

1. PCUL should be the leading advocate for the significant improvement of Pinellas County Title I schools to ensure the successful graduation of African Americans and disadvantaged students.
 - 1.1. Promote culturally responsive awareness and instruction through collaboration with Pinellas County Schools.
2. Continue to support the outstanding funded programs that the Urban League operates in the areas of Education and Leadership Development E.g. Youth Crime Prevention/Black on Black Crime Prevention, Operation SMART, NULITES, STYLE, GED, Supply Chain Management Certification and Nursing certification.
 - 2.1. Importance of establishing a reading initiative at an early age. Develop a program to fix the reading rate and math competency. Challenge is schools are still segregated. We should support specific programs, i.e., reading, adopting a particular school, parent involvement, advocacy, etc. Develop strategy that PCUL should adopt to mirror successful established program(s). PCUL should have representation at school board meetings.
3. Expand partnership that currently exist with Lakewood Elementary making it a model to improve educational outcomes, which would include involvement from corporations on

Pinellas County Urban League board of directors, parents and other community partnerships.

- 3.1. Build a data culture at Lakewood Elementary School.
- 3.2. Foster parental involvement.

Education Recent Successes
<ul style="list-style-type: none">• Funding Healthy St. Pete – youth anti-smoking• PCUL budget & credit• Expanded partnerships – Federation of Families System of Care• Hosted 1st Teen DV Summit• Dialogue with JWB & United Way on community initiatives for failing schools• Material to educate

Education Tactical Plan Review				
STRATEGIES & TACTICS	Champions	SUCCESS METRICS	Start Date	Completion Date
	Those responsible for Tactic	How to Quantify Success	Start of Tactic (2017)	Completion of Tactic (2021)
1. Strategy 1: PCUL continues to be a leading advocate for the significant improvement of Pinellas County Title I schools to ensure the successful graduation of African Americans and disadvantaged students.	Education Chair and Committee		January 2017	December 2021
1.1. Promote culturally responsive awareness and instruction through collaboration with Pinellas County Schools.				
1.2. Establish position papers and press releases.		# of position papers, press releases and op eds.		
1.3. Educating members of the School Board and leadership of the Urban League's public interest.		# of meetings with School Board members		
1.4. PCUL as a convener for the community to interact and ask questions of school board members.		# of forums hosted by PCUL.		
2. Strategy 2: Continue to support the existing funded programs that the Urban League operates in the areas of Education and Leadership Development E.g. Youth Crime Prevention, Operation SMART, NULITES, STYLE, GED, Supply Chain Management Certification and Nursing certification.			January 2017	December 2021
2.1. Explore opportunities to increase and diversity funding for existing programs	Education Chair and Committee	Amount of increased funding as compared to baseline.	03 Mar, 2017	30 July, 2017
3. Expand partnership that currently exist with Lakewood Elementary making it a model to improve educational outcomes, which would include involvement from corporations on Pinellas County Urban League board of directors, parents and other community partnerships.	Education Chair and Committee		03 Mar, 2017	30 July, 2017
3.1. Build a data culture at Lakewood Elementary School		Meet with Principal of Boca Ciega High School to develop plan for business intelligence system.		

Education Tactical Plan Review (Continued)				
STRATEGIES & TACTICS	Champions	SUCCESS METRICS	Start Date	Completion Date
	Those responsible for Tactic	How to Quantify Success	Start of Tactic (2017)	Completion of Tactic (2021)
3.2. Foster parental involvement.		# of parental forums hosted by PCUL in conjunction with Friends of Northshore and Head of PTA at Lakewood Elementary. # of parents attending PTA meetings as compared to baseline.		

Education Tactical Plan Review 1

Creating the PCUL App

Why is an App Relevant to the PCUL?

- Community members accessing our services use mobile devices vs. other technology devices
- Our community continues to have people in need of assistance (not just healthcare, a variety of services imperative to the well-being of many individuals – the PCUL provides these services)
- Communication can be quickly disseminated
- Our PCUL App would provide all necessary information prior to individuals coming to the office (documents required, verification of assistance, etc.)

Users will be able to self-serve on our app. They can create a profile. They can see all the information they have if they have used our services before. They use Geo Coding instead of GPS. Geo Coding uses cell towers versus GPS that tells us exactly where you are. Geo Coding can't tell *exactly* where a person is – important for HIPPA.

Information for our App

All items were moved to "must haves" and categorized.

Must Haves

1. Bus Fare and Bus Schedule (link to PSTA)
2. Benefit Screening
3. Job Search
4. Lawyer Referral (link to Bar Associations)
5. Holiday Meals and Toys
 - 5.1. Christmas Baskets/Meals
 - 5.2. Holiday Gifts/Toys
 - 5.3. Thanksgiving Meals
6. Health Care
 - 6.1. Prescription Assistance
 - 6.2. Medical Insurance Assistance
 - 6.3. Dental Clinic
 - 6.4. Diabetes

6.5. Schedule for Mobile Health Unit

7. Education

- 7.1. School Board
- 7.2. School Supplies
- 7.3. GED
- 7.4. Early Childhood Education
- 7.5. Tutoring
- 7.6. Parent Advocates
- 7.7. Public Schools

8. Financial Assistance

- 8.1. Utility Assistance
- 8.2. Personal Financial Counseling
- 8.3. Housing
- 8.4. Legal Aid (General)

9. Counseling

10. Crime Victim Advocate

11. Food Pantry

12. Free Daily Meals

13. Low-Income Housing

14. Mentoring - Adult & Child

15. Rent Assistance

16. Tutoring

17. Professional Development

- 17.1. List of Programs
- 17.2. Career Source
- 17.3. St Pete Young Professionals

18. General List of Programs

- 18.1. Youth Programs