2016-2020 Strategic Plan
Contents

• Confirm organizational mission and objectives of Strategic Planning effort
• Review progress to date in delivering the mission
• Inventory strategic priorities for next five years and activities associated with accomplishing those priorities
• Next Steps
Organizational Mission and Objectives of Strategic Planning Effort
**Mission:** The East Lake Foundation provides the tools for families of the Villages of East Lake and students of Drew Charter School to build a better life for themselves and future generations through education, mixed-income housing and community wellness.
Goals and Objectives of Strategic Planning Effort

• Goal is a five-year plan effective through end of 2020

• Plan will include key strategic priorities and with progress against those priorities tracked with updates back to the Board

• Environmental landscape in Atlanta and East Lake will evolve so plan must be nimble
Progress to Date in Delivering the Mission
We measure progress against four major categories of neighborhood health

Key Outcomes

• Are people being productive?

• Are kids being educated?

• Is the place safe?

• Are people living healthy lives?
Of the 300 working age adults in public housing units, 180 (60%) are required to work.

Of the adults required to work, 100% are in compliance.
PHA residents who work earn nearly $21K annually on average

Distribution of Incomes for Market Rate and Work-Required PHA Households

<table>
<thead>
<tr>
<th>Category</th>
<th>Median Income</th>
<th>Average Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall</td>
<td>$29,016</td>
<td>$36,608</td>
</tr>
<tr>
<td>PHA</td>
<td>$16,320</td>
<td>$17,972</td>
</tr>
<tr>
<td>PHA Work Required</td>
<td>$19,710</td>
<td>$20,910</td>
</tr>
<tr>
<td>Market Rate</td>
<td>$48,000</td>
<td>$56,129</td>
</tr>
</tbody>
</table>

Note: Numbers taken from VoEL Community Demographics report generated on 1/23/15; household income profile amounts rounded to the nearest dollar; excluded from income distribution chart at top of page are two outliers, both four person market rate households--$266,461/year and $306,314/year
Despite compliance with the work requirement, 60% of people living in PHA households remain in poverty

Although 100% of the work-required adult population meet employment classification requirements ...

... a large segment are not earning a living wage

Note: Numbers taken from VoEL Community Demographics report generated on 1/23/15; household income profile amounts rounded to the nearest dollar; 179 PHA households (out of the 265 occupied) have at least one person who is work required (do not have a work exception); poverty determined using 2015 federal poverty guidelines (http://aspe.hhs.gov/poverty/15poverty.cfm, accessed 3/11/15)
Low income children are performing well in school

% of Students Meeting/Exceeding Standards
(CRCT Grades 3–8, All Subjects)

2006-09 average FRL/non-FRL gap: 9.3 percentage points
2010-13 average FRL/non-FRL gap: 4.4 percentage points

FRL status not recorded properly for 2005 CRCT
And, they are more likely to exceed state standards compared to those attending other neighborhood schools.

% Exceeding Expectations on 2013-14 CRCT

% Meet or Exceed Standards: Almost all students at Drew meet state standards (as measured by the CRCT) outpacing Toomer Elementary, King Middle School, Atlanta Public Schools, and GA.

Notes: CRCT scores are publicly available at the GA DOE website (http://www.gadoe.org/Curriculum-Instruction-and-Assessment/Assessment/Pages/CRCT-Statewide-Scores.aspx, accessed 3/11/15); In 2014-15 Coan Middle School was closed and King Middle School now serves those families.
Crime at the Villages is down significantly...

Change in Number of Crimes Committed (1993-2014)
.. and public safety in the neighborhood continues to outperform the city

**Crime Rates (per 100,000 pop)**

- **All Crime**
  - East Lake
  - Kirkwood
  - City

- **Violent**
  - East Lake
  - Kirkwood
  - City

- **Property**
  - East Lake
  - Kirkwood
  - City
The residents within the neighborhood have a much healthier mix of incomes

Percentage of East Lake/Kirkwood Residents in Selected Income Cohorts
The poverty rate in the neighborhood as declined significantly.

Number of People Living in Poverty East Lake/Kirkwood

- 1990: 6000
- 2000: 2000
- 2010: 1000

40% reside in the Villages of East Lake.
The demographic composition of the neighborhood has shifted to more closely align with the city overall.

- City of Atlanta:
  - AA: 51%
  - White: 37%
  - Other: 12%
Investment in residential property has created “durable” wealth for residents.

[Map of East Lake/Kirkwood and Dixie Hills/Vine City]
Although physical and mental health is critical to a healthy neighborhood, we lack good data.

We know we have a vulnerable population:
- 25% of Villages families live below the poverty level.
- 90% of Villages residents are African American, a population typically at higher risk for hypertension and diabetes.
- There is limited health literacy and access leads to unnecessary hospitalizations, overuse of local emergency rooms and untimely deaths.
- Residents encounter significant barriers, including transportation, to accessing available health care resources.

Ideally, we would be tracking some key health outcomes:
- Infant mortality
- Life expectancy
- Obesity rates
- Rates of hypertension and diabetes.
Inventory strategic priorities for next five years and activities associated with accomplishing those priorities
Over the next five years, the East Lake Foundation will focus on four strategic priorities:

1. **Broaden** our work with children by attracting more low-income families with children to the Villages of East Lake

2. **Deepen** our work with children from low-income families by expanding our education pipeline to be cradle-**through**-college

3. **Deepen** our efforts in “breaking the cycle of poverty” by moving low-income families “in-up-and out” of the Villages of East Lake.

4. **Ensure** the foundation’s long-term sustainability by strengthening its Board, fundraising and communications.
By adjusting the admittance procedures, we can potentially add 211 more children to the PHA units.

**Capacity of PHA Units to Support Mission**

<table>
<thead>
<tr>
<th>Units</th>
<th>Capacity</th>
<th>Child</th>
<th>Current</th>
<th>Potential</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Assump</td>
<td>Total</td>
<td>Assump</td>
<td>Capacity</td>
</tr>
<tr>
<td>Public Housing</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 Bedroom</td>
<td>23</td>
<td>1.5</td>
<td>35</td>
<td>0.5</td>
</tr>
<tr>
<td>2 Bedroom</td>
<td>125</td>
<td>3</td>
<td>375</td>
<td>1.5</td>
</tr>
<tr>
<td>3 Bedroom</td>
<td>93</td>
<td>4.5</td>
<td>419</td>
<td>3</td>
</tr>
<tr>
<td>4 Bedroom</td>
<td>23</td>
<td>6</td>
<td>138</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>966</td>
<td>570</td>
</tr>
</tbody>
</table>

- Change policies about admittance to encourage “child intensive” use of the units
- We can potentially broaden our impact within your existing footprint by at least 35% (966-719/719)
We will also collaborate with Drew Charter to prioritize children from low-income families in East Lake and Kirkwood

**Strategic Initiatives**

1. For 2017-18 school year, introduce procedure to prioritize low-income children in the East Lake/Kirkwood tier (Tier 2)

2. Identify low income families in East Lake/Kirkwood to be recruited going forward
We will plan and implement a pilot program for ensuring that Drew students complete post-secondary education

- Size the challenge
  - Understand landscape of college access and completion supports for low-income and African American students nationally, GA, and Atlanta
- Identify the potential interventions
  - Work with Drew on cradle-to-college pipeline
  - Explore cradle-through-college programs and services (ex. scholarships, college prep and access, etc.)
- Assess alternative delivery mechanisms
  - Internally provided by Drew/ELF or externally by partners?
- Estimate costs (already secured $700k in College and Career support; leverage Achieve Atlanta)
ELF currently supports VOEL residents in PHA units:

• ELF received a small grant from CAHEC to aid VOEL residents in obtaining GEDs and continuing their post-secondary education
  • Connecting residents to partners who deliver programming and provide resources
  • 25 adults have been connected to date

• Potential is to expand program and make it permanent
  • Decision pending an evaluation of pilot
  • Potential participation of over 220 adults
We will also work to improve the earnings potential of VOEL residents in PHA households

• Today, we:
  ◦ Provide quality housing in the Villages of East Lake
  ◦ Offer Resident and Community Support Program (RCSP)

• In the future, we can:
  1. Customize RCSP Economic Stability services
  2. Support PHA residents with some High School to get GED
  3. Align job readiness with employers that offer living wage
  4. Provide parental education across education pipeline
  5. Connect residents to continuing education opportunities
ELF has a plan to align job readiness with employers which offer living wage

Today, we:

• Host site-based career fairs at VOEL every month
  • Attracts 10 employers annually
• Partner with DeKalb County Mobile Workforce unit to provide additional workforce support periodically
• Connect with additional employers based on specific job listing

In the future, we can:

1. Perform an assessment of current efforts and increase focus on employers who offer living wages
2. Reach out to Golf Club members for direct participation in workforce development (training, employment, etc.)
We will deepen education services through college and career supports

Today, we:

• Support high quality cradle to college education pipeline offered by Drew Charter School and its partners
• Offer CREW Teens

In the future, we can:

1. Support cradle through college programs and services for education pipeline (including scholarships)
2. Explore internship training and placement
3. Engage Drew alumni volunteer as Drew mentors
4. Offer Young Adult Education (18 – 20 yrs. old)
The full rollout of Healthy Connections will deepen our services in promoting good health

Today, we:

• Assist East Lake families to enroll in any health insurance programs (adults and children) for which they are eligible.
• Assist East Lake families in selecting a new medical home.
• Teach East Lake families how to utilize the medical home.
• Educate Villages families caring for children or adults with diabetes, hypertension, or asthma on effective disease management.
The full rollout of Healthy Connections will deepen our services in promoting good health.

In the future, we can:

• Assess the pilot
• Plan scaled implementation and sustainability of the program
• Be a model for Purpose Built Communities network members on community health program
Ensure Foundation’s long-term sustainability by strengthening Board

Today:

• 87% of Board Members gave to last Annual Campaign
• Board members participate on Board committees
• We leverage professional resources and networks for gifts to Foundation

In the future, we can:

• Create a Nominating and Governance Committee to strengthen Board engagement, orientation and transition
• Collaborate with Board to create opportunities for Foundation to tell its story
• Increase Board member engagement in fundraising (ex. donor visits, Annual Campaign)
• Explore direct opportunities for Board to engage youth (ex. internships)
• Challenge Board with structured and targeted Board Campaign for Annual Giving
Ensure the Foundation’s long-term sustainability by strengthening its fundraising and communications

In the future, we can:

• Developing a five-year strategic fundraising plan inclusive of corporate giving strategy

• Develop a communications and marketing strategy to support five-year fundraising plan

• Enhanced 2016 Annual Campaign with heightened communications and marketing

• Increase local and regional awareness of ELF’s work
Two key strategic questions for future (medium-term) consideration

• Should ELF develop a specific strategy for increasing the stock of mixed income housing in the neighborhood?
• Should ELF be seeking opportunities to take on other Purpose Built Communities within the metro area?

The Board will launch an effort to address these two issues in the 2016-2017 time frame