



DOMINICAN CENTER & AMANI UNITED
2019 – 2021 STRATEGIC PLAN
“Amani Means Peace”

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DOMINICAN CENTER: SUPPORTING COMMUNITY CHANGE AMANI UNITED: BUILDING NEIGHBORHOOD CAPACITY WITH A PLAN FOR REVITALIZATION



MISSION: THE DOMINICAN CENTER WORKS WITH AMANI RESIDENTS AND PARTNERS TO BUILD A BETTER FUTURE.

The Amani neighborhood boundaries are from North Avenue to Keefe Avenue and from 20th Street to 30th Street. The Dominican Center is located at the center of the neighborhood it supports. Likewise, the Amani residents are at the heart of the work for the Dominican Center. When asked to describe the Dominican Center and its efforts in the Amani neighborhood, respondents shared terms such as expertise, value, resources, results, inclusive, support, accountable, trustworthy, loving, honorable, approachable, partners, and respect.

When inquiring about the culture of love, honor, and self-efficacy the staff pointed to each other. Every level of the organization owns the values of the Dominican Center and are humbly refusing to take credit for the amazing culture that has been created. One thing is for sure, it is not by accident. It is intentional, required, and continuous! Dominican Center protects this culture and works tirelessly to ensure that any organization hoping to serve the Amani neighborhood understands this expectation. Dominican Center partners with residents to create resident-led social change.

To increase board, staff, and community capacity, Sister Patricia secured the services of Denisha Tate & Associates, LLC (DTA) to lead the completion of the 2019-21 strategic plan. As the 2018 strategic plan draws to a close, the foundation has been laid and the necessary structures are being built. The goal moving forward is to ensure that the work can be identified, executed, and measured

efficiently and effectively. Capacity building is the priority. The group is moving beyond the plan and is now preparing to accomplish the vision.

The Dominican Center’s key stakeholders are a combination of support institutions, organizational partners, and individuals. To obtain a comprehensive view of the accomplishments and opportunities for the Dominican Center and Amani United, a cross section of key stakeholders participated in focus groups, interviews, and surveys:

Surveys – 16

Interviews – 5

Focus Group – 26

***Unduplicated- 31 Respondents**

(residents, board, staff, partners, funders)

A major accomplishment of the 2018 strategic plan is the establishment of Amani United as a resident-led neighborhood association. Additionally, through the Building Neighborhood Capacity Project, the Amani Revitalization Plan has been developed as a guideline for change in the Amani neighborhood. Three priorities have been identified: Neighborhood Safety, Housing & Economic Development, and Education & Family Well-Being. The 2019-21 strategic plan has been designed to ensure alignment with the revitalization plan.

STRATEGIC PLAN OVERVIEW



KEY STAKEHOLDER FEEDBACK

The stakeholder feedback was facilitated to gather details regarding the success and opportunities for the Dominican Center. The questions focused on the areas of:

- Achieving previous goal of supporting the development of Amani United
- Amani residents as self-advocates
- Dominican Center programming and services
- Strengths and areas of mastery for Dominican Center
- Opportunities for improvement for Dominican Center

- Milwaukee (at large) opportunity to support resident-led change
- Capacity building for board, staff, and residents
- Data and resources

SWOT ANALYSIS

The results of the feedback provided the detail for the Dominican Center/Amani United SWOT analysis. The general opinion of Dominican Center is positive and there is confidence in Sister Patricia, the staff, and the organization overall. The feedback on opportunities for improvement were in

alignment with what is expected when an organization has identified its capacity as an area of improvement. Because Amani United is a relatively new entity, there is great excitement around building a strong foundation and securing increased engagement and ongoing leadership.

STRATEGIC PLAN

The strategic plan has the timeline of 2019-2021. The plan is a combined document for both Dominican Center and Amani United. The plan is structured to include overarching goals, strategic objectives, action steps, and revitalization plan priorities.

**All documents are attached in the appendix of the report.*

STRATEGIC PLAN SUMMARY

PURPOSE: BUILDING CAPACITY TO SUPPORT RESIDENT-LED POSITIVE SOCIAL CHANGE



1 GOAL
Leadership Development & Capacity Building

OBJECTIVES

- Dominican Center Staff & Board at Optimal Capacity
- Dominican Center Supports Amani United
- Amani United is Robust & Engaging Residents
- Neighborhood Annual Budget Created

KEY PERFORMANCE INDICATORS

- # Residents Led Engagements
- # New Residents Engaged
- # Employees at Optimal Capacity
- % Board at Optimal Capacity

2 GOAL
Documentation & Communication

OBJECTIVES

- Amani Neighborhood Resident-Led Social Change Strategies Documented
- Amani Neighborhood Marketing/Communications Brief Implemented
- Amani United Structural Documents Created

KEY PERFORMANCE INDICATORS

- Social Media Engagement (push to website and gain contact info)
- Media Hits (all sources)

3 GOAL
Partnerships & Programs

OBJECTIVES

- Strategic Partnerships Developed
- Amani Neighborhood Priority Initiatives Identified and Evaluated by Residents

KEY PERFORMANCE INDICATORS

- # of new strategic partnerships
- % of initiative supported by partners

4 GOAL
Resources & Sustainability

OBJECTIVES

- Dominican Center Financial Sustainability Plan Created
- Dominican Center Facility/Capital Plan Created

KEY PERFORMANCE INDICATORS

- Revenue/Month
- % Annual Budget Secured
- Donor Growth
- Donation Growth

PLAN DETAILS – GOAL #1



**Leadership Development
&
Capacity Building**

DOMINICAN CENTER

OBJECTIVE	<u>Objective 1.1</u> <i>By 2021 Dominican Center’s staff and board are diverse, well-trained, culturally competent, high capacity leaders with a plan of sustainability.</i>	<u>Objective 1.2</u> <i>By 2021 Dominican Center will serve in a support role to the Amani United resident led neighborhood association.</i>
ACTION	<ul style="list-style-type: none"> ■ <u>Action 1.1.1</u> Create a board development plan that includes recruitment, orientation, retention, skill/asset mapping, annual engagement assessment process, and succession planning. ■ <u>Action 1.1.2</u> Create a staff development plan that includes recruitment, orientation, competitive packaging, retention, and succession planning. ■ <u>Action 1.1.3</u> Create staff and board performance development plans including leadership, governance, advocacy, and social change. ■ <u>Action 1.1.4</u> Create staff, board, and resident training programs that increase capacity in leadership, planning, goal setting, and engagement. 	<ul style="list-style-type: none"> ■ <u>Action 1.2.1</u> Assist Amani United in developing a training program that covers leadership orientation and best practices in leadership, governance, and advocacy. ■ <u>Action 1.2.2</u> Assist Amani United in developing a sustainability plan that includes recruitment, engagement, and succession planning. ■ <u>Action 1.2.3</u> Assist Amani United in documenting its structure, job descriptions, convening/meeting practices, and other related historical information.

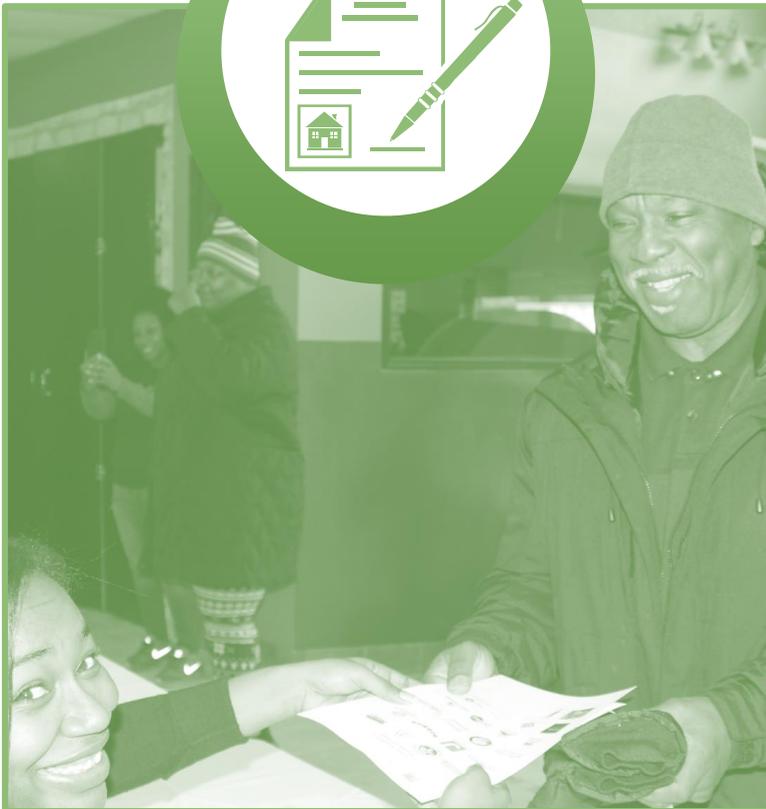
PLAN DETAILS – GOAL #1 (CONT'D)



AMANI UNITED	
OBJECTIVE	<p><u>Objective 1.3</u></p> <p><i>By 2021 Amani United is a robust resident led neighborhood association with a plan of sustainability that engages a broad base of those living in the area.</i></p>
ACTION	<ul style="list-style-type: none"> ■ <u>Action 1.3.1</u> Amani United leadership will participate in a training program that covers leadership orientation, best practices in leadership, governance, and advocacy, as well as, identify additional training topics as needed for residents. ■ <u>Action 1.3.2</u> Establish and formalize the resident communication structure to ensure residents, Dominican Center, and partners remain informed of the ideas, concerns, and needs of the neighborhood. ■ <u>Action 1.3.3</u> Create and distribute “We are Amani” welcome kit for new neighbors including Amani United information, community initiatives, meeting schedule, good neighbor expectations, and engagement opportunities.
	<p><u>Objective 1.4</u></p> <p><i>By 2021 Amani United will develop annual budgets based upon neighborhood priorities and initiatives with support from the Dominican Center.</i></p>
	<ul style="list-style-type: none"> ■ <u>Action 1.4.1</u> Amani United will partner with Dominican Center and others to identify neighborhood priorities, action plans, and measures of success. ■ <u>Action 1.4.2</u> Amani United will partner with Dominican Center to create annual budget needed for neighborhood activities.

REVITALIZATION PLAN
REVITALIZATION PLAN 1.3.A
Foster positive communication and relationship between neighbors. (Priority One: Neighborhood Safety)
REVITALIZATION PLAN 1.3.B
Foster civic engagement in Amani. (Priority One: Neighborhood Safety)
REVITALIZATION PLAN 1.3.C
Encourage Youth Participation. (Priority One: Neighborhood Safety)
REVITALIZATION PLAN 1.3.D
Provide resident and partner leadership development and training opportunities. (Priority One: Neighborhood Safety)

PLAN DETAILS – GOAL #2



**Documentation
&
Communication**

DOMINICAN CENTER		
OBJECTIVE	<p><u>Objective 2.1</u></p> <p><i>By 2021 Dominican Center will create a document of the “Amani neighborhood resident-led social change strategies” that allows others to understand and replicate the process and results.</i></p>	<p><u>Objective 2.2</u></p> <p><i>By 2021 Dominican Center will expand others’ understanding of the neighborhood and its residents by implementing the Amani neighborhood marketing/communications brief.</i></p>
	<p>ACTION</p> <ul style="list-style-type: none"> ■ <u>Action 2.1.1</u> Dominican Center will identify meaningful metrics and outcomes to measure progress of the resident led social change strategies.. ■ <u>Action 2.1.2</u> Dominican Center will identify replicable best practices in data management, trend analysis, and results sharing to inform its outcome documentation plan. ■ <u>Action 2.1.3</u> Dominican Center will draft case studies regarding progress made, including establishing and sustaining a robust resident-driven neighborhood association responsible for community revitalization. 	<ul style="list-style-type: none"> ■ <u>Action 2.2.1</u> Draft and adopt a communications plan that presents the Dominican Center and Amani United story. ■ <u>Action 2.2.2</u> Establish strategic relationships with local, regional, and national outlets to share the Dominican Center and Amani United story. ■ <u>Action 2.2.3</u> Implement an intentional communications plan to share the successes and updates on the Dominican Center and Amani United effort.

PLAN DETAILS – GOAL #2 (CONT'D)



AMANI UNITED

OBJECTIVE

Objective 2.3

By 2021 Amani United will create documentation of the organization's leadership structure with job descriptions, standing meetings, and other related historical information.

ACTION

- Action 2.3.1
Document Amani United roles and job descriptions.
- Action 2.3.2
Create calendar of relevant meetings for Amani United including standing partnership meetings.
- Action 2.3.3
Document historical information such as previous initiatives, activities, photos, actions plans, and resident feedback.

PLAN DETAILS – GOAL #3



Partnerships
&
Programs

DOMINICAN CENTER

OBJECTIVE

Objective 3.1

By 2021 Dominican Center will have formalized strategic partnerships with businesses, governmental bodies, educational institutions, faith and community-based organizations that align with community needs.

ACTION

- **Action 3.1.1**
Create a partnership recruitment document to outline benefits, expectations, relevant neighborhood data, and opportunities for future partners to support the advancing of social change in the Amani Neighborhood.
- **Action 3.1.2**
Catalogue current entities working in the Amani neighborhood, including services offered to assess level in which community needs are being addressed.
- **Action 3.1.3**
Collaborate with Amani United and identify gaps in services offered in the neighborhood and identify potential partners.
- **Action 3.1.4**
Launch strategic partnership development in the area of economic development with Wisconsin Housing & Economic Development Authority (WHEDA), Milwaukee Economic Development Corporation (MEDC), Wisconsin Economic Development Corporation (WEDC), Local Initiatives Support Corporation (LISC), and IFF MKE.

PLAN DETAILS – GOAL #3 (CONT'D)



REVITALIZATION PLAN
<p>REVITALIZATION PLAN 3.1.A</p> <p>Work with residents and partners to address public safety concerns. (Priority One: Neighborhood Safety)</p>
<p>REVITALIZATION PLAN 3.1.B</p> <p>Enhance workforce development and job placement opportunities. (Priority Two: Housing and Economic Development)</p>
<p>REVITALIZATION PLAN 3.1.C</p> <p>Deepen partnerships with neighborhood organizations focused on education and family well-being. (Priority Three: Education and Family Well-being)</p>
<p>REVITALIZATION PLAN 3.1.D</p> <p>Connect residents and families with the services and supports they need. (Priority Three: Education and Family Well-being)</p>
<p>REVITALIZATION PLAN 3.1.E</p> <p>Connect youth with support to address loss, stress, and trauma. (Priority Three: Education and Family Well-being)</p>

AMANI UNITED	
OBJECTIVE	<p><u>Objective 3.2</u></p> <p><i>By 2021 residents will identify and evaluate Amani neighborhood priority initiatives and inform goal setting for the community.</i></p>
	<p><u>Action 3.2.1</u> Dominican Center and Amani United will develop a communication process to share initiative information with residents and received feedback to examine success and opportunities for improvement in each initiative.</p> <p><u>Action 3.2.2</u> Dominican Center will support Amani United in facilitating public milestone and success celebrations for the community and its partners.</p>
ACTION	

REVITALIZATION PLAN
<p>REVITALIZATION PLAN 3.2.A</p> <p>Improve neighborhood conditions related to housing and blight. (Priority Two: Housing and Economic Development)</p>
<p>REVITALIZATION PLAN 3.2.B</p> <p>Support neighborhood entrepreneurship and community-owned businesses (Priority Two: Housing and Economic Development)</p>

PLAN DETAILS – GOAL #4



Resources & Sustainability

DOMINICAN CENTER

OBJECTIVE	<p><u>Objective 4.1</u></p> <p><i>By 2021 Dominican Center will be sustained financially with consistent financial support that aligns with organizational impact strategies.</i></p>	<p><u>Objective 4.2</u></p> <p><i>By 2021 Dominican Center leadership and board will complete a capital plan to address staff and program facility requirements.</i></p>
ACTION	<ul style="list-style-type: none"> ■ <u>Action 4.1.1</u> Complete current revenue analysis including donor database, events, funding diversification, funding timelines, and sunset projections. ■ <u>Action 4.1.2</u> Complete strategic financial projections to identify resources needed to operate Dominican Center and implement key initiatives of the Amani neighborhood. ■ <u>Action 4.1.3</u> Develop initiative-based budgets including implementation timelines and goals. ■ <u>Action 4.1.4</u> Create and facilitate resource development plan that identifies current donors, key potential funding sources, and grant opportunities. ■ <u>Action 4.1.5</u> Build a culture of philanthropy and major gifts with current partners, donors, and volunteers. 	<ul style="list-style-type: none"> ■ <u>Action 4.2.1</u> Complete facility needs projection to serve as foundation to capital plan details. ■ <u>Action 4.2.2</u> Complete capital plan with detailed budget and timeline. ■ <u>Action 4.2.3</u> Identify method(s) of securing resources for capital plan (launch community capital campaign, annual appeal, grants, etc.)

2018-19 Dominican Center Board Members

DC Board Officers

Dennis R. Scherr
DC Board President

Linda Bedford
DC Board Vice-President

Jon Debbink
DC Board Treasurer

Mary Howard Johnstone, OP
DC Secretary

DC Board Members

Brandon Culpepper

Connie Kordsmeier

Arlene D. Patterson

Sarah Schneider

Janine Wagner

Barbara Smith

Sister Patricia Rogers, OP
Executive Director, Dominican Center
Ex officio

Rev. Mary Martha Kannass
Emerita Board Member
Pastor, Hephatha Lutheran Church

Dominican Center Resident Advisory Board

James Lindsey
Amani Resident

Julia Johnson
Amani Resident

Thank you to the stakeholders and partners who participated in our strategic planning process.

DC

DOMINICAN CENTER

*Working with Amani residents and
partners to build a better future.*