





ABUNDANT LIFE
MINISTRIES

STRATEGIC PLAN 2022-25



TABLE OF CONTENTS

Core Values

3

Mission and Vision

4

Geographic Focus

5

Impact Map

7

Community Input

8

Foundational Strategies

9

Five Strategic Goals

10

Tactics for Achieving Goals

11

CORE VALUES

Believing that all people are created in the image of God, are objects of His love, and have value and dignity imparted by God, Abundant Life follows the 8 key principles of the **Christian Community Development Association**.

C | C CHRISTIAN COMMUNITY
D | A DEVELOPMENT ASSOCIATION

1. **Reconciliation** - Seeking to reconcile people to God, themselves, and one another through mutually transformative relationships.
2. **Listening to the Community** - Hearing and acting upon the ideas, hopes, assets, and felt needs of Prospect residents
3. **Church-Based** - The local church is critical to the work of reconciliation and empowerment of all people, especially the poor and disadvantaged
4. **Holistic Approach** - Concerned with all parts of each person's being - including the spiritual, physical, emotional, relational, economic, and other domains.
5. **Leadership Development** - Raising up Christian leaders from Prospect who are committed to leading and serving the neighborhood
6. **Empowerment** - Developing individual and collective resources and assets as a means to achieve their goals
7. **Relocation** - Living and serving in community with our neighbors
8. **Redistribution** - When the people of God are living in community and loving their neighbors, just distribution of resources will follow.

MISSION AND VISION



Mission

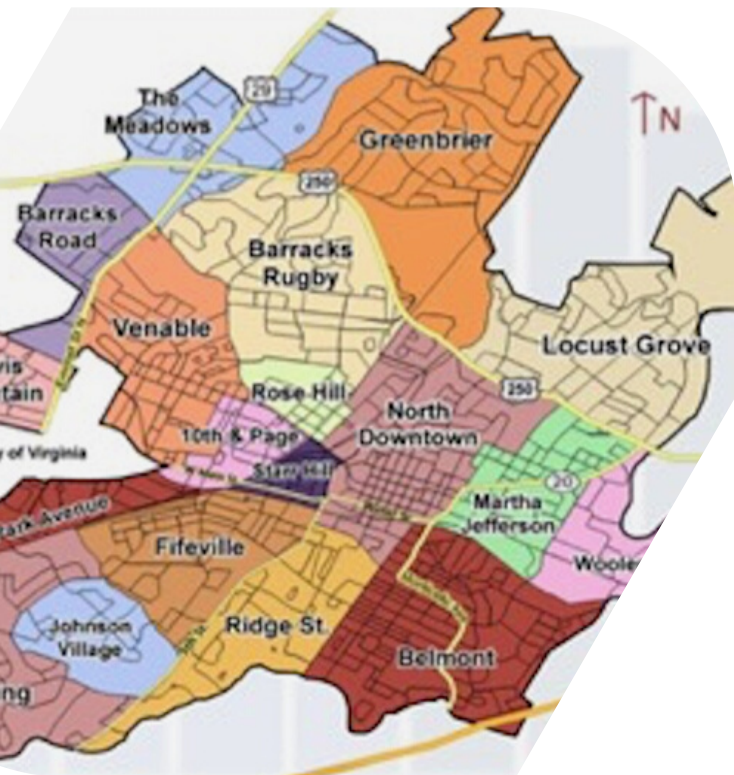
Abundant Life demonstrates God's love through holistic community development in the Prospect neighborhood

Vision

Abundant Life for the Prospect Neighborhood

GEOGRAPHIC FOCUS

Charlottesville Abundant Life Ministries serves and partners primarily with the Prospect Neighborhood, a part of the larger Fifeville neighborhood.



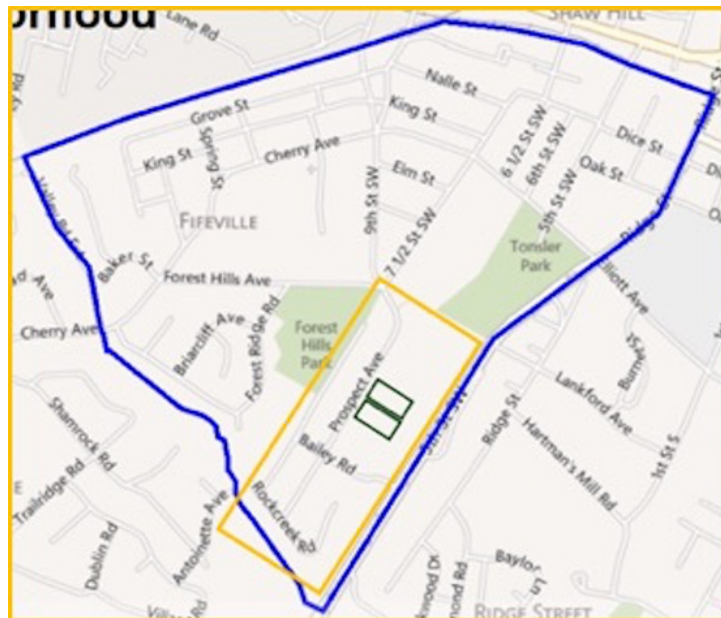
The Prospect neighborhood is defined as: Greenstone on 5th, Prospect Ave, Orangedale Ave, Bailey Road, 900 block of Rockcreek Road, and Harmony Ridge. The Prospect neighborhood is a diverse and vibrant low-income area of approximately 400 households.

In 1995, a team composed of eight Trinity Presbyterian Church members and six neighborhood residents met throughout the year to assess the assets and felt needs of the community, and to formulate plans for an on-site Christian community center. Residents Association President and community prayer warrior, Lula Rogers, and Trinity member, Amy Sherman, shared the vision of a community coming together as family united by faith. Drawing on input from neighborhood residents and lessons learned from Sherman's research on effective Christian community development ministries around the nation, the Abundant Life Family Center opened its doors on June 14, 1996 within the Blue Ridge Commons apartments (now Greenstone on Fifth) at the center of the neighborhood.

Landmark property purchases in 2004 and 2008 combined to give the ministry a 3-acre adjacent property that stretched from Prospect Avenue to Fifth Street. Abundant Life has developed this property in accordance with neighborhood needs, selling parcels to Habitat for Humanity for affordable housing units and market-priced units. And, with the purchase of a second home in 2018, Abundant Life now owns two adjacent lots where all offices and neighborhood programming is housed. Abundant Life is prayerfully considering building a larger Community Center on the remaining property behind the two houses.

Abundant Life serves nearly 50% of the Prospect neighborhood (180 families) through a range of resident-driven programs including after school tutoring and mentoring for grades K-12, a financial literacy program for adults, and advocacy and collaboration with city and community partners to advance neighborhood safety, connectedness, and affordable housing.

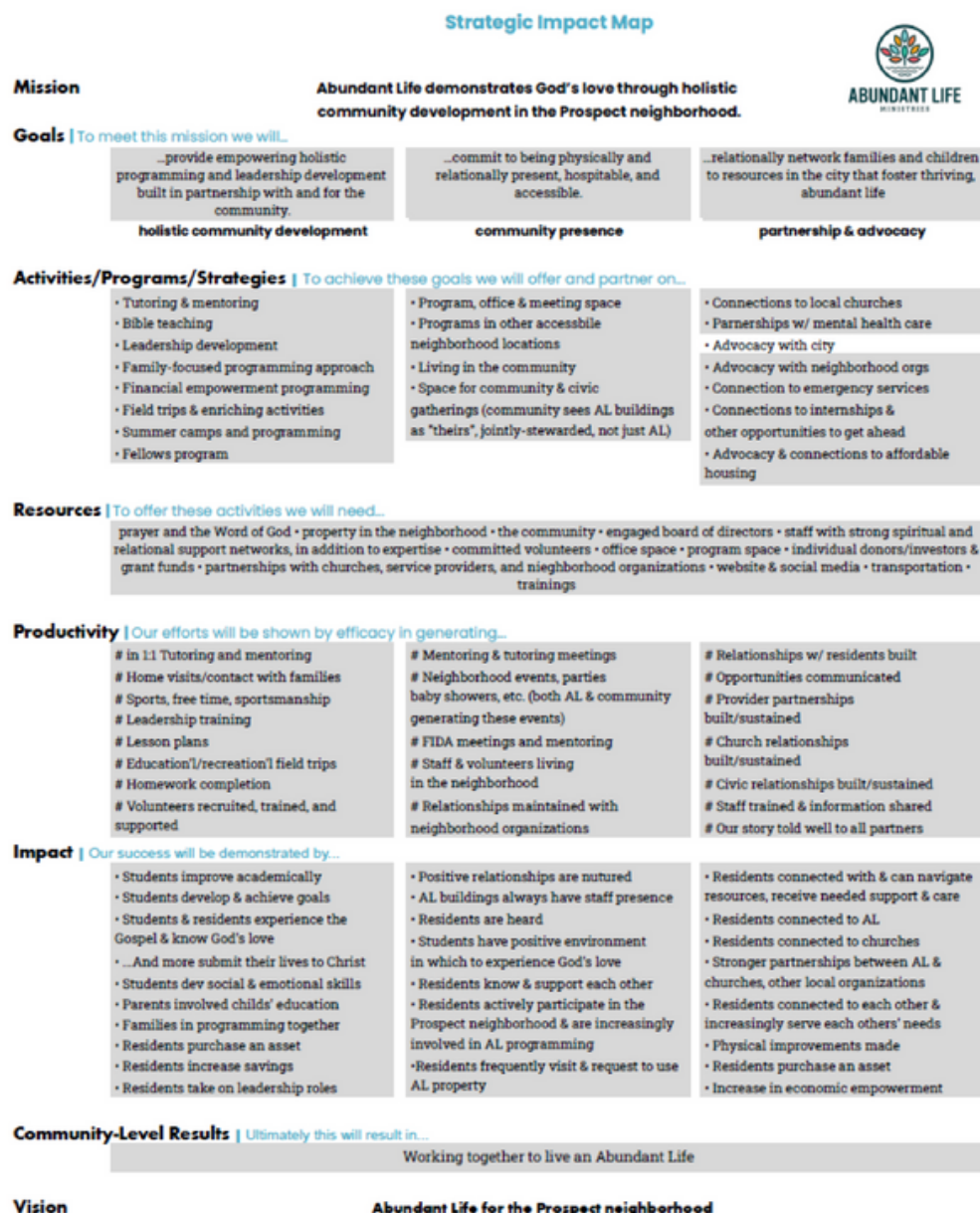
Those with historic ties to the neighborhood are considered part of the neighborhood, even if they do not currently reside there. Abundant Life may also support individuals and families in the broader Charlottesville area when deemed appropriate by the Executive Director and the Board of Directors, with priority given to residents of Fifeville.



IMPACT MAP

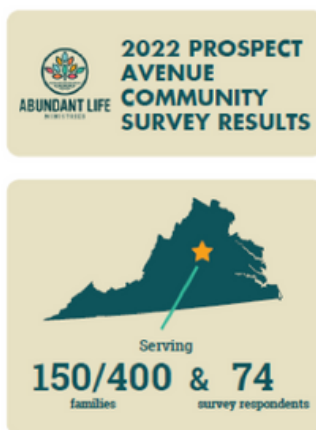
Our Strategic Impact Map is an evergreen document and serves as our “plan on a page” while our three-year Strategic Plan defines specific priorities to live into this vision.

Our mission drives goals, and activities/programs/strategies cascade from those goals. We then outline the resources that enable those activities, and what productivity is, and the immediate and long-term impacts that we hope is the outcome of the actions. All of this leads back to our vision of “Abundant Life for the Prospect neighborhood.”



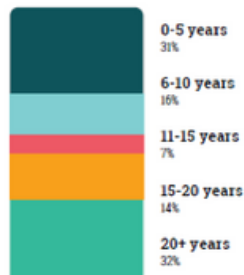
COMMUNITY INPUT

This 2022-2025 Strategic Plan is informed by a February 2022 survey of the community, in addition to feedback from our staff, Board and donors. Our 2019-2021 Strategic Plan was informed by a 2015-2016 survey of the neighborhood residents. Here are the results.



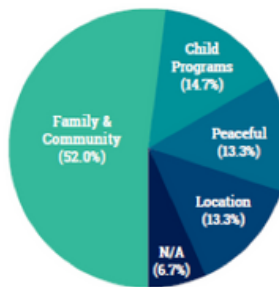
MEET THE COMMUNITY

How long have you lived in this community?

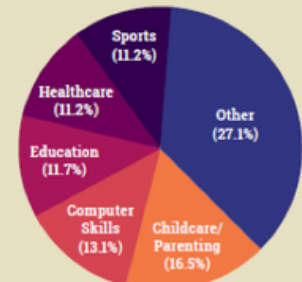


53% have lived in the community for 10+ years.

What do you like most about this community?



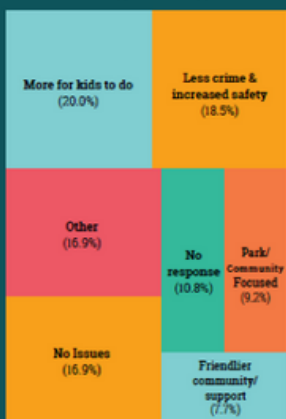
What is you/your family's greatest gift and/or talents?



Other (27.1%): Cosmetology (9.2%), Pet care (5.3%), Repair Skills (5.3%), Cleaning (4.9%), Agriculture (2.9%), Bus driving (2.4%), Mechanic (1.9%)

TOP NEEDS

What changes could be made in this community that would enhance how you work, live, and raise your family?



Key insight: Compared to the 2016 survey, a similar number of people stated that they were satisfied with the community, but children's programs was not top of mind (whereas this was the top result for the 2022 survey, with 20% of respondents listing more programs for children).



KEY TAKEAWAYS

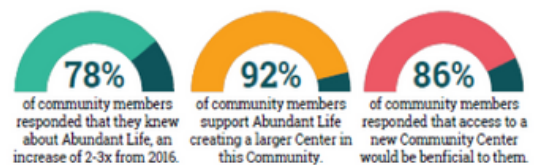
Partner with the community to improve programming
The community would like to see us revive programming for adults, as well as enhance children's programming.

Quality, Affordable Housing
The community expressed a need for housing, health and other basic securities. We will continue to partner and advocate to make these more readily available, including affordable housing solutions.

Increase Wellness Support
The top expressed need, and something not present in prior surveys, was for mental health support, along with physical health support.

Bring back focus on Economic Empowerment
We want programs and partnerships to empower the community members and to use the gifts and talents within the community in order to achieve personal and family focused financial goals.

ABUNDANT LIFE IN THE COMMUNITY



"When I grew up we never had a safe place to go after school. It's nice to see that Abundant life changed that for this generation."

How would you envision a community center?

"A safe place for kids to come after school, or when they have trouble at home with their family or need someone to talk to."

"A place where if parents work later during the day there can be a place for the kids to be able to hangout until the parents come etc."

"A supportive community center that welcomes people from different backgrounds."

kids cooking classes parents learning life skills inclusive kitchen computers group dinner safe place all day workshops legal aid playground after school program relax hang out financial literacy support great opportunities adult supervision tutoring supportive

FOUNDATIONAL STRATEGIES

We will pursue strategies that lead to lasting, holistic, and measurable outcomes. Our strategies are informed by these criteria:

1. Are consistent with our mission, operating from a strengths-based approach
2. Are rooted in the Word of God
3. Reflect CCD values
4. Result from prayerful consideration
5. Are financially responsible
6. Positively contribute to our public reputation
7. Are consistent with best practices
8. Address a felt need
9. Do not overstretch organizational capacity
10. Foster healthy staff and work environment

FIVE STRATEGIC GOALS



Goal #1

Strengthen Staff Care & Formation



Goal #2

Increase Community Empowerment, Leadership Development & Long-Term Flourishing Through Programming & Relationships



Goal #3

Reach Unmet Populations in the Community



Goal #4

Plan for Use of Abundant Life Land



Goal #5

Advance Fundraising & Marketing for Engagement & Financial Sustainability

TACTICS FOR ACHIEVING GOALS

We will achieve strategic goals through clear tactics determined through input from staff, board, and community members.

Goal #1

Strengthen Staff Care & Formation

Ensure that we have policies, plans and a culture that develop and support staff for the difficult and transformative nature of the work of neighborhood ministry. Focus is on supporting spiritual formation and overall wellness, healthy staff and team interactions, and training that equips staff to be culturally fluent and engage with each other and the community with best practices from trauma-informed care, social and emotional skills.

Goal #1 tactics

1. Annual Staff Policy Evaluation
2. Staff Training & Care
3. Staff Evaluations
4. Staff Recognition
5. Staff & Board Connection
6. Provide COLA increases
7. IT and infrastructure evaluations

Goal #2

Increase Community Empowerment, Leadership Development & Long-term flourishing through Programming and Relationships

Assess the foundation of our program design and community engagement approach and ensure that our approach and success metrics focus on long-term impact of flourishing spiritually, emotionally and economically; ideally less dependent on Abundant Life and outside resources over time, and more involved in supporting each other and raising up leaders from the community. Also, ensure that we have a focus beyond academics and children's programs, and that we assess our whole family approach. Address the felt need of mental health and other health care resources through our program approaches, staff and volunteer training, and connecting the community with partners who specialize in those areas.

Goal #2 tactics

1. Program & Metrics audit
2. Institutional Long-term Outcome Goals
3. Year-end program evaluations & Parent Connections
4. Community Focus groups
5. Volunteer surveys
6. Evaluation of Leadership Development Programs & Approach
7. Advance Leadership Development within Young Ladies Programs
8. Resume Adult & Family Programming
9. Quarterly Board Update on Program Metrics
10. Mental Health Access & Partnerships
11. Strengthen Church Partnerships
12. Community Asset Mapping & Nurturing Entrepreneurship
13. Resume Employer & Job Training Connections
14. Affordable Housing Solutions
15. Advocate for neighborhood safety

Goal #3

Reach Unmet Populations in the Community

Listen to Prospect neighbors and provide programs and partnerships to support them, particularly looking to expand our elementary presence into Jackson Via, restart adult programming, and reach more of the immigrant population.

Goal #3 tactics

1. Community Survey and Focus Groups
2. Jackson Via programs
3. Family-focused programs
4. Adult & Senior Programs
5. Staff Neighbor relationships & Connection

Goal #4

Plan for use of Abundant Life Land

Determine—with input from community—how to use our property to support Abundant Life mission and neighborhood desires, including possible capital campaign for larger community center and continued affordable housing opportunities.

Goal #4 tactics

1. Survey & Focus Groups Input
2. Encourage/evaluate residents' use of current AL property
3. 780 & Greenstone connecting path
4. Develop Property Committee
5. Develop Donor Base for new Center

Goal #5

Advancing Fundraising & Marketing for Engagement & Financial Sustainability

Re-evaluate Abundant Life's approach to marketing and communications, and implement an updated fundraising strategy, including donor segmentation, with the purpose of better informing and engaging our individual donors, partners, and reaching more foundations and grants. Continue to train and equip the staff and Board of Directors to play an active role in fundraising.

Goal #5 tactics

1. Marketing & Content Calendar
2. Alumni engagement
3. Increase recurring monthly donors
4. Donor Segmentation strategy
5. Donor & Partner Relationship management
6. Monthly Fundraising/Donor events
7. Revisit Income stream analysis
8. Staff Fundraising & Donor Engagement
9. Re-evaluate AL Branding & Marketing standards
10. Community events & involvement in Fundraising

PROPOSED TIMELINE

Phase 1 Aug-Dec 2022

- Community Focus Groups & Block Captains
- Mental Health Partner Collaborations
- Strengthen Johnson Elementary Tutoring
- City School Transportation Collaboration
- Resume some Adult Programming
- Additional Staff Training
- Alumni Engagement Strategy
- Begin Community Asset Mapping

Phase 2 Jan-July 2023

- Advance Entrepreneurship Conversations
- Program & Metrics Audit
- Committee for Land Use

Phase 3 Aug-Dec 2023

- Possible Capital Campaign
- Expand to Jackson Via Tutoring
- Expand Adult & Senior Programming

Phase 4 Jan-July 2024

- Activate possible Social Venture
- Break ground on new center

Phase 5 Aug-Dec 2024

- New Center operational (additional space for programming, community use, entrepreneurship, and affordable housing)