



**Affton Community Betterment Association**

**Strategic Plan**

**October 2006**

## **MISSION**

*The Affton Community Betterment Association mobilizes residents and resources to strengthen the Affton community.*

## **VISION**

*To be a highly respected and recognized organization through which Affton citizens work to strengthen their community.*

## **CORE VALUES**

### **Inclusive**

*We welcome all who care about Affton.*

### **Respectful**

*We listen to all views, valuing each perspective and keeping an open mind.*

### **Credible**

*We will have full discussion and careful research before taking action.*

### **Progressive**

*We search for innovative ways to strengthen Affton while honoring its historic tradition.*

## **GOALS**

- 1. Maintain and Improve the Quality of and Demand for Affton's Residential Housing*
- 2. Improve Support for the Affton and Bayless School Districts*
- 3. Grow and Strengthen the Affton Community Betterment Association*

## **HOUSING ACTION PLAN #1**

### **What Is To Be Done?**

Increase utilization of selected governmental and non-profit programs that assist homeowners to improve their residences.

### **Who Is Responsible for Doing It?**

Affton Community Betterment Association's Interim Director assisted and guided by the ACBA Housing Committee.

### **How Will It Be Done?**

Establish active liaison with relevant organizations. Key targets include the U.S. Department of Housing and Urban Development's St. Louis office, the Missouri Housing Development Commission, and the St. Louis County Office of Community Development. Develop and disseminate materials about relevant programs. Form groups (e.g., neighborhood association leaders) to encourage utilization. Assist applicants in identifying most appropriate program(s) and in completing forms.

### **By When Will It Be Done?**

January 2007:	ACBA Housing Committee formed.
February 2007:	Liaison established with relevant organizations.
March 2007:	Neighborhood association committee established.
May 2007:	Informational materials developed and disseminated.
June 2007:	Begin seeking applicants.

### **What Are the Criteria for Success?**

At least 40 homeowners obtaining assistance by December 2008. In succeeding years, at least 25 homeowners obtaining assistance annually.

## **HOUSING ACTION PLAN #2**

### **What Is To Be Done?**

Increase utilization of first-time home buyer programs offered by selected governmental and non-profit organizations.

### **Who Is Responsible for Doing It?**

Affton Community Betterment Association's Interim Director assisted and guided by the ACBA Housing Committee.

### **How Will It Be Done?**

Establish active liaison with relevant organizations. Key examples include St. Louis County and Justine Petersen. Develop and disseminate materials about relevant programs. Develop and implement marketing strategy for attracting first-time home buyers. Assist applicants in identifying most appropriate program(s), completing forms, and identifying properties.

### **By When Will It Be Done?**

January 2007:	ACBA Housing Committee formed.
February 2007:	Liaison established with relevant organizations.
April 2007:	Information materials developed.
June 2007:	Marketing plan completed.
July 2007:	Begin implementing marketing plan.

### **What Are the Criteria for Success?**

At least 15 first-time home buyers utilizing programs by December 2008. In succeeding years, at least 15 first-time home buyers utilizing programs each year.

## **HOUSING ACTION PLAN #3**

### **What Is To Be Done?**

Monitor implementation and administration of St. Louis County occupancy permit program for rental (started July 2006) and owner-occupied (starts July 2007) housing so that it meets the Affton community's needs.

### **Who Is Responsible for Doing It?**

Affton Community Betterment Association's Interim Director assisted and guided by the ACBA Housing Committee.

### **How Will It Be Done?**

Establish liaison with St. Louis County officials responsible for implementing and administering occupancy permit program. Establish ACBA Housing Committee subcommittee, largely composed of neighborhood association leaders, specifically charged with monitoring occupancy permit administration. Identify/prepare and disseminate materials explaining the occupancy permit program. For owner-occupied properties, assist property owners in identifying sources of funds for improvements. Mediate cases so that properties do not fail to transfer ownership because violations cannot be corrected.

### **By When Will It Be Done?**

January 2007:	ACBA Housing Committee formed.
February 2007:	Liaison established with St. Louis County officials.
March 2007:	Occupancy Permit subcommittee formed.
May 2007:	Information materials identified/prepared and disseminated.
June 2007:	Monitoring procedures formally developed.
July 2007:	Monitoring begins.

### **What Are the Criteria for Success?**

Process criteria are that the ACBA Housing Committee (including feedback from the community) and St. Louis County officials are both satisfied with how the occupancy permit program is being administered. Outcome criterion is better housing conditions for Affton properties.

## **HOUSING ACTION PLAN #4**

### **What Is To Be Done?**

Coordinate and stimulate efforts to improve aesthetic appearance of key Affton corridors, especially the Gravois Road corridor.

### **Who Is Responsible for Doing It?**

The Affton Community Betterment Association's Interim Director assisted and guided by the ACBA Executive Committee and working in cooperation with the Affton Chamber of Commerce.

### **How Will It Be Done?**

Identify all key stakeholders/actors (e.g., Missouri Department of Transportation, St. Louis County Department of Public Works, St. Louis County Economic Council, Affton Chamber of Commerce). Organize and convene a special task force focusing on the Gravois Road corridor. Review past plans/efforts to identify successes and obstacles. Explore how other communities have handled similar situations. Facilitate the development of a new plan.

### **By When Will It Be Done?**

May 2007: Task force organized and convened.  
December 2007: Plan developed.

### **What Are the Criteria for Success?**

Improved appearance along key corridors, especially the Gravois Road corridor.

# **PUBLIC EDUCATION ACTION PLAN #1**

## **What Is To Be Done?**

Strengthen Bayless Academic Foundation.

## **Who Is Responsible for Doing It?**

Affton Community Betterment Association's Interim Director assisted and guided by the ACBA Public Education Committee, the Bayless School District, and the University of Missouri-St. Louis. The Affton Education Foundation will be available to provide advice.

## **How Will It Be Done?**

Strengthen the Bayless Academic Foundation Board of Directors by attracting business persons, parents, and other stakeholders to become Board members. Conduct training for reconstituted Board of Directors. Create an alumni directory. Create and implement a strategic plan. Create and implement a fund raising plan.

## **By When Will It Be Done?**

February 2007:	Reconstituted Board of Directors recruited.
April 2007:	Board training.
May 2007:	Initiate strategic planning process.
September 2007:	Strategic plan completed and approved.
November 2007:	Alumni directory completed.
December 2007:	Fund raising plan completed and approved.
January 2008:	Implement fund raising plan.

## **What Are the Criteria for Success?**

Reconstituted Board of Directors with 90% of Board members actively participating. Raise at least \$20,000 in 2008, \$30,000 in 2009, and \$40,000 in 2010.

## **PUBLIC EDUCATION ACTION PLAN #2**

### **What Is To Be Done?**

Increase understanding of how the State of Missouri's educational financing policy affects the Affton community.

### **Who Is Responsible for Doing It?**

Affton Community Betterment Association's Interim Director assisted and guided by the ACBA Public Education Committee, the Affton School District, and the Bayless School District.

### **How Will It Be Done?**

The Affton and Bayless School Districts will prepare a clear and accurate description of the State of Missouri's educational financing policy and update it as necessary. These materials will detail the impact on Affton area residents both as educational supporters and taxpayers. The materials will be disseminated in multiple ways (e.g., public summit, media, web site, presentations). Liaison will be established with other parts of the St. Louis area and the State of Missouri which share the Affton area's interests on state educational financing policy in order to facilitate cooperative efforts.

### **By When Will It Be Done?**

January 2007:	Materials produced.
February 2007:	Dissemination begins.
May 2007:	Liaison with other areas established.

### **What Are the Criteria for Success?**

Increased understanding and awareness among Affton area residents.

## **PUBLIC EDUCATION ACTION PLAN #3**

### **What Is To Be Done?**

Expand and deepen awareness of the Bayless School District's financial needs and community contributions.

### **Who Is Responsible for Doing It?**

Afton Community Betterment Association's Interim Director assisted and guided by the ACBA Public Education Committee, the Bayless School District, and the Bayless Academic Foundation.

### **How Will It Be Done?**

Establish a Bayless School District Finance Advisory Committee. Working with the Bayless School District, prepare materials that document the District's needs and its importance to the community. The materials should portray the additional contributions the District could make if it had more resources and should include the negative consequences if these needs are not addressed. Working with and through the Finance Advisory Committee and the Bayless Academic Foundation, organize and implement a grassroots public educational program over a nine month period.

### **By When Will It Be Done?**

February 2007:	Finance Advisory Committee established.
April 2007:	Materials developed.
July 2007:	Grassroots educational plan developed.
September 2007:	Grassroots educational program begins.
May 2008:	Grassroots educational program ends.

### **What Are the Criteria for Success?**

Successful passage of one or more levy requests between 2008 and 2010.

## **PUBLIC EDUCATION ACTION PLAN #4**

### **What Is To Be Done?**

Involve more volunteers—especially adults 60 and over—in public school activities.

### **Who Is Responsible for Doing It?**

Affton Community Betterment Association's Interim Director assisted and guided by the ACBA Public Education Committee, the Affton School District, the Bayless School District, and OASIS.

### **How Will It Be Done?**

Working with two school districts, develop set of volunteer opportunities that special skills needed, hours required, etc. Working with OASIS, St. Louis County Department of Parks and Recreation, St. Louis County Older Residents Program, Mideast Area Agency on Aging, and local community organizations, build data base of individuals willing to volunteer for each type of opportunity. Working with the two school districts, match volunteers with opportunities.

### **By When Will It Be Done?**

May 2007:	Volunteer opportunities data base completed.
July 2007:	Volunteer data base completed.
August 2007:	Matchmaking begins.

### **What Are the Criteria for Success?**

One hundred new volunteers for the 2007-2008 school year.

## **ACBA Structural Action Plan #1**

### **What Is To Be Done?**

Host quarterly ACBA public forum meetings to encourage broader involvement from Affton residents and provide greater visibility for ACBA programs.

### **Who Is Responsible For Doing It?**

Affton Community Betterment Association's Interim Director assisted and guided by the ACBA Executive Committee.

### **How Will It Be Done?**

Widely publicize first public meeting through press releases, news stories, fliers (posted at grocery stores, post office, and sent home with students), signs/marquees, meetings, etc. Have a schedule of meetings for the next year available at the first meeting. Develop ongoing marketing plan to get the word out about future meetings.

### **By When Will It Be Done?**

October 2006:	Plan Public Forum and Set Date for 1st Quarterly Meeting
November 2006:	Host Public Forum
January 2007:	Develop and Implement Marketing Strategy
February 2007:	Quarterly Meeting
May 2007:	Quarterly Meeting
August 2007:	Quarterly Meeting
November 2007:	Quarterly Meeting

### **What Are the Criteria For Success?**

Quarterly meetings with at least 50 members actively participating by November 2007.

## ACBA Structural Action Plan #2

### **What Is To Be Done?**

Revise Affton Community Betterment Association's by-laws and articles of incorporation to coincide with new plan.

### **Who Is Responsible For Doing It?**

Affton Community Betterment Association's Interim Director assisted and guided by the ACBA Executive Committee.

### **How Will It Be Done?**

Use similar organizations' by-laws as examples to review the current ACBA by-laws, determine the limitations of the by-laws, and decide on the most appropriate by-laws for the organization.

### **By When Will It Be Done?**

January 2007:	Collect Organizational By-Laws to serve as examples
February 2007:	Hold By-Law Revision Meetings
May 2007:	Approve By-Laws and File An Amendment of Articles of Incorporation With the State as Necessary

### **What Are the Criteria For Success?**

By-laws that reflect the mission and goals of ACBA, and provide an appropriate structure for the organization in place by May 2007.

## **ACBA Structural Action Plan #3**

### **What Is To Be Done?**

Establish a budget that will support an office, staffing and resources to implement the action plans.

### **Who Is Responsible For Doing It?**

Affton Community Betterment Association's Interim Director assisted and guided by the ACBA Executive Committee and the ACBA Finance Committee.

### **How Will It Be Done?**

Establish an ACBA finance committee. Research and consider possible sources of revenue such as membership dues, grants, fundraising, etc. Determine most effective and efficient means of raising funds for ACBA.

### **By When Will It Be Done?**

January 2007:	Finance Committee Established.
March 2007:	Individual Committee Budgets Submitted to Finance Committee.
July 2007:	Organizational Budget Approved at the Quarterly Meeting
August 2007:	Begin seeking applicants for Executive Director position.

### **What Are the Criteria For Success?**

Have a \$30,000 budget in place and an executive director hired by November 2007. Have a \$50,000 budget in place by November 2008.