

Our Fundraising Search

Little Five Points Alliance Proposed Strategic Plan

“Little Five Points: Come As You Are.”





Our Conversation Today

- Executive Summary
- The Work Completed
- Safety Deep-Deep Dive
- The Key Strategic Plan Components
- The Next Steps



Context

This is the Strategic Plan for **the Little Five Points Alliance** (L5PA) a 501(c)(3) organization based in Atlanta, Georgia.

At the beginning of our conversations, we struggled with the differentiation between the Alliance and the Little Five Points District, CID, and Business Association.

As we conducted our work, the need for clarification of “Lanes of Authority” on different topics and efforts emerged as a necessary element of this work. Although the Lanes of Authority was outside the scope of this strategic plan, we have initiated and made progress in defining those lanes.

Executive Summary



There are high levels of agreement as to what is important in the district.

1. There is a strong desire to preserve the unique, authentic nature of L5P, while addressing key structural issues.
2. Overwhelmingly, safety and the perception of safety underlay every conversation. Addressing certain quality of life elements also lend themselves to this discussion. The neighborhood values free expression but not lawlessness.
3. The true value of the L5PA is that, as a 501(c)(3) it can access philanthropic funds to help drive key initiatives.
4. The experience and culture of L5P is primarily created by the businesses in the neighborhood. There is a sense that the neighborhoods have had too much say in the district. There is also a desire to see the L5BA be a stronger, successful partner in these efforts.
5. Beyond the L5PA bylaws, there is a key need for a code of conduct, relationship governing documents tied to the lanes of authority, and governance training.



What We are Trying to Accomplish Together



Preserve the L5P Culture & Improve the Experience

Support Local Businesses & Promote the District

Public Safety & Quality of Life



The Work Completed

- Our work began by conducting an environmental scan, SWOT for both the district and the L5PA, and revising the mission statements, vision statements, and value proposition of the L5PA.
- Safety, business and programming teams met to discuss initiatives, ideas and priorities.
 - For all teams, **safety was identified as a key priority** and enabler.
 - The safety conversations led us to seek out feedback and advice from former APD Chief Erika Shields.
- In Phase 2, we created goals and initiatives for each of the “pillars” of the organization. We had three critical conversations about how to work together. We also identified the need to clarify the “lanes of authority” as a key enabler to this work.
 - Although out of scope, the lanes of authority work was initiated. Completion is pending.
- In Phase 3, we created the appropriate metric categories for the organization going forward. However, because the organization currently has relatively few metrics, we can’t actually create targets for them until we start measuring them.



Public Safety & Quality of Life

The Foundation of the Strategic Plan

Safety: The Conversation Began

Key Areas of Agreement

1. Safety (real & perceived) has been a core priority for all conversations.
2. Safety perceptions get mingled with quality of life issues.
3. We must agree on what we want to do in order to figure out how to pay for it.

A Framework for Moving Forward

1. Crime prevention
 1. Role of APD
 2. Value of technology
 3. Value of mini-precinct
2. Quality of life
 1. Prevent public defecation
 2. Drug paraphernalia
3. License enforcement/illegal activities
 1. Revenue opportunity from street performers?
 2. Minimizing illegal street vendors.





Advice from Erika Shields

1. Meet with the new Zone 6 Commander and clearly outline expectations regarding the level of policing.
 1. Major Peter Ries - FOD AO is new.
 2. **Officers walking around on the streets is the most effective at prevention.**
 3. "Before you start funding local security organizations, have a clear understanding of what APD can and will do."
 4. Expect pushback on business owner support regarding vagrancy, drugs. Countering argument: L5P values nonconformity but not lawlessness. **There is agreement that we don't want to be the city's heroin distribution center.**
2. Cameras do not prevent crime; they aid in quickly solving crime which **does** prevent crime.
 1. Cameras are most effective when monitored at the Zone Precinct, not headquarters.
 2. Existing business owner cloud-cameras can be integrated into APD'S Project Shield to further expand capacity.
3. An empty mini-precinct does not prevent crime unless it is staffed.
 1. APD has never been staffed to support it.
 2. Asking Zone 6 to base a bike patrol (a desirable assignment) out of the mini-precinct is reasonable. (Note: 10-month coverage.)



Crime Prevention & Technology

Suggested Goals & Initiatives

Draft goal: “Being an eclectic, diverse community means that we should be safe and welcoming for all. Our goal is to create an environment that everyone who comes to L5P should feel safe to be themselves without fear of victimization.

- **Initiative:** Create and implement a new relationship with APD to investigate new crime prevention programs & techniques.
- **Initiative:** Leverage technology to improve crime solving capabilities.
- **Initiative:** Evaluate & implement the best solutions for supplemental security solutions.
- **Barrier/Key Enabler:** Create a safety and security committee to manage this.

Quick Wins

1. APD Expectations Meeting
2. Integrate existing cloud-cameras into Project Shield
3. Bicycle patrols operating out of mini-precinct?



Quality of Life

Suggested Goal & Initiatives

Draft Goal: “Part of L5P’s charm lies in its value of free expression and lack of conformity. Our goal is to ensure that expression does not detract from the quality of life our residents, visitors or business owners.”

- **Initiative 1:** Address “public defecation” problem.
- **Initiative 2:** Address “drug paraphernalia disposal.”
- Note: Public Health & Wellness Issue

Quick Wins

- Could much of this problem be solved by two public restroom facilities at each end of the neighborhood, each with a sharps removal box?



Business Support and License Enforcement

Suggested Goal & Initiatives

Draft Goal: “L5P is a great neighborhood for small businesses to start and thrive. Our goal is to ensure that community is served by licensed, legal, appropriately regulated businesses.”

- **Initiative 1:** Develop and implement a street-vendor licensing and monitoring program.
- **Initiative 2:** Develop and implement a street-entertainer licensing and monitoring program.
- **Enabler:** District needs to decide what and when it wants for street vending.

Quick Wins

- Further work is needed on this front. It is closely tied into the Lanes of Authority conversation.



The Strategic Plan Elements



Value Proposition

Little Five Points

The value proposition of Little 5 Points is its authenticity. It is a center of arts, culture, food & fashion, health & wellness; a livable, walkable community with an engaged citizenry; and a place where small businesses can start, grow & thrive.

Little Five Points Alliance

The value proposition of the L5PA is, as a 501(c)(3), its ability to secure resources; and to contract services to improve L5P. It acts a voice and advocate for L5P.

Core Values, Ethics & Beliefs



1. There is a mutual respect and affection among all the players for the authentic, unique place that is L5P, and a resolve to preserve the “specialness” of the place.
2. L5P is a place where everyone should feel welcome, welcomed to be themselves, and safe.
3. We value free and creative expression, equity, diversity and a lack of conformity, but not lawlessness.
4. Respect for other others, whether it is their persons, their property or their opinions is essential to this place.



Our “Dream
Big” Idea

Little Five Points becomes the
“model” for a walkable arts &
culture community in the
southeast.



Our Goals

1. Being an eclectic, diverse community means that we should be **safe and welcoming for all**. Our goal is to create an environment that everyone who comes to L5P should feel safe to be themselves without fear of victimization.
2. Part of L5P's charm lies in its value of free expression and lack of conformity. Our goal is to ensure that expression **does not detract from the quality of life our residents, guests or business owners**.
3. L5P is a great neighborhood for independent businesses to start and thrive. Our goal is to **ensure that the community is served by licensed, legal, appropriately regulated businesses**.



Mission Critical Processes, Teams and/or Activities

1. The Public Safety & Community Outreach Committee
 1. Homeless initiatives now roll up under here
2. The successor to the mobility study (to be determined)
3. Fundraising
4. Beauti5
5. Governance
6. Government relations
7. Marketing, brand management, media and communications
 1. For Little Five Points Alliance: "The adults in the room."
 2. For the Little Five Points district. Ownership TBD.
8. Volunteer recruiting and engagement.



Initiatives for 2021-2023

1. Create and implement a new relationship with APD to investigate new crime prevention programs & techniques.
 - Owner:
2. Leverage technology to improve crime-solving capabilities.
 - Owner:
3. Evaluate & implement the best solutions for supplemental security solutions.
 - Owner:
4. (NOTE: THIS MAY MOVE TO THE L5PBA) Develop and implement a street-vendor & street-entertainer licensing and monitoring program.
 - Owner:
5. (NOTE: THIS MAY MOVE TO THE L5PBA) Develop, fund and implement new programming.
 - Owner:



Mission Critical Dependencies

- A code of conduct / rules of engagement. The Delta Rules of the Road was provided as a template.
- Codify procedures in a relationship-governing document outside of the bylaws. The Georgia Water Coalition documents have been provided as examples.
- Provide Governance training for the entire board. Consider Governance training for the combined boards of all organizations.



Recommended Next Steps

1. **Governance**: adopt the strategic plan.
2. **Organizational Effectiveness**: complete the Lanes of Authority discussion and negotiate outcomes as necessary.
3. **Public Safety & Community Outreach**: Initiate meeting with APD to discuss what they can and cannot do.
4. **Organizational Effectiveness**: codify relationship of the member organizations as necessary.
5. **Fundraising**: develop a fundraising plan around key safety and quality of life initiatives.
6. **Governance**: consider providing governance and fundraising training to all organizations.