

**EXECUTIVE SUMMARY**  
**Northwest Neighborhood Outreach Center (NNOC)**  
[formerly Grace Urban Ministries (GUM)]

The Strategic Plan is in parts: 1. Where we are or our Situation/Environment, 2. What we want to be or our Vision-Mission-Values and 3. How do we get there or our Goals/Objectives/Values.

1. In examining where we are, we looked at demographic trends in census reports, comparing 2000 with 2010, in census tracts 21, 22 & 23 – those within walking distance of our center. The total population is 10,870. The white population has decreased by 32.6% to 35.7%, the black population has increased by 44% to 43.4% and the hispanic population has increased by 45.2% to 19.3% while the Asian population has increased 245.3% to 6%. The number of households is 4,078. 6.9% are owned by occupants, 24.7% are mortgaged and 68.4% are rentals. While the medium income is \$43,037 for the 3 census tracts, the medium income for tract 23, immediately south of the center, is \$29,228.

An analysis of who GUM is currently serving shows 52% white, 43% black & 5% Hispanic mostly in the age-range of 18-54. In terms of services rendered, 95% are for meals/coffee, 5% computer, 4% clothing & 3% food. About 30 persons are helped monthly to receive IDs. The average number served each month is 1,248 and that number is steadily increasing.

Our overall support from Churches and Individuals has tended to decline although a small group of churches and individuals are committed to our programs. Because of changing requirements, we have lost the Emergency Shelter Grant & WEP. The advent of a Golf Tournament was an important boost to our financial well-being. Willmott Foundation has been our largest supporter. GUM has an especially hard time paying its bills, including our modest salaries, in December & January each year; our reserves continue to dwindle.

We have researched the services provided by other agencies in our area. No other group focuses on serving those low income persons who are falling through the cracks of public agencies.

An evaluation of our facilities indicates a great many deficiencies.

2. In focusing on where we want to be, we have chosen the motto “helping others help themselves.” We see ourselves as “a pro-active, sustainable, spiritually-centered organization that serves, develops and empowers our Northwest Rochester neighbors.” We seek “to access and address clients’ needs at whatever point they are in life” and ‘using client peer support and encouragement . . . help [them] advance toward self-sufficiency.”

3. On the basis of that analysis of where we are, we have chosen four goals to move us forward toward where we want to be. The Goals are:

1. Label our Organization so it is relevant to what we want to accomplish, i.e., change the name to NW Neighborhood Outreach Center.
2. Move to a New Facility, i.e., to the former Bookstore facility on the southeast corner of Dewey and Driving Park.
3. Setup and initiate a plan for Income Stability.
4. Setup process to hire a new director (current director desires to retire at end of July) as well as to appraise total staffing.

Objectives as well as strategies with time-lines and responsibilities have been designated for each of these goals.