FY2023–2027 Strategic Plan

May 2023

Five-year key objectives and implementation strategy

Presented to:
Hobart's Run
Board of Directors

Presented by:
Twila Fisher
and Cathy Skitko

COMMUNITY ACTION. NEIGHBORHOOD PRIDE. REAL PROGRESS.
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Acknowledgments

This strategic plan was developed and reviewed through a collaborative effort of the Hobart's Run staff, board of directors, and Block Captains.

Hobart's Run Staff

Twila Fisher, Executive Director
Cathy Skitko, Director of Communications and Community Relations
Jacque Steinman, Administrative Coordinator

Hobart's Run Board of Directors

Michael Harris, Chairman
David Archer
Matthew Bates
Doug Bishop
David Charles
Paul Fulmer
Jay Lankford
Dennis Maguire
Annie McLaughlin
Andrew Monastra
James Sheward
Tracy Steele
Jessica Sykes

Hobart's Run Block Captains

Gloria Boswell, Block Captain
Melody Hartman, Block Captain
Beckie Richmond, Block Captain
Bill Richmond, Block Captain
Jessica Sykes, Block Captain

The Hobart's Run Board of Directors will assume an ongoing advisory role to provide accountability and to measure progress during execution of the five-year strategic plan.
Hobart's Run Neighborhood is comprised of approximately 900 parcels located in the green area as shown. The focus area boundaries are roughly Jackson Street (north); N. and S. Keim Streets (east); Queen Street (south); N. Washington Street (west).
Borough of Pottstown Demographics

Population: 23,433
Median Home Value (Owned): $131,100
Persons in Poverty: 15.3%
Mean Travel Time to Work: 27.3 minutes

United States Census Bureau 2021

Race and Hispanic Origin

- White: 65.1%
- Black: 20.3%
- Latino: 6.1%
- Two+ Races: 8.5%

Housing Occupancy

- Rented: 51.2%
- Owned: 48.8%

Businesses

- Male Owned: 50%
- Female Owned: 25.6%
- Minority Owned: 15%
- Veteran Owned: 9.4%

Education

- Bachelor’s+: 17.6%
- High School+: 82.4%
Communications Highlights

Hobart's Happenings Newsletter

<table>
<thead>
<tr>
<th>TOTAL SUBSCRIBERS</th>
<th>OPEN RATE</th>
<th>DISTRIBUTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>900</td>
<td>24.4%*</td>
<td>Monthly</td>
</tr>
</tbody>
</table>

*Industry averages for e-newsletter open rates vary from 17%/Mailchimp, to 15-25%/Constant Contact

Social Media Engagement

Facebook is our primary social media platform, with an organic and steadily increasing number of followers; Instagram also is increasing.

Facebook Page followers: 2,095

Instagram followers: 726

Community Leaders Breakfast Invitations

<table>
<thead>
<tr>
<th>TOTAL INVITATION LIST</th>
<th>AVERAGE ATTENDANCE</th>
<th>EVENT FREQUENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>133</td>
<td>25-35</td>
<td>10X/YR, monthly, with breaks January and July</td>
</tr>
</tbody>
</table>
Hobart’s Run will use monthly and annual reports to document projects, cash flow and finances, employee performance, marketing strategies, social media engagement, and more.

Our Key Performance Indicators (KPIs) will serve as primary benchmarks for success in the areas below. Each area will outline five levels of goals, which will correspond to a fiscal year for implementation, as seen on the left.

1. **Quality of Life**
   - a. Safe Community
   - b. Clean Streets and Sidewalks
   - c. Environmental Stewardship
   - d. Housing

2. **Equitable Community**
   - a. Inclusive Community Standards
   - b. Culture and Recreation
   - c. Workforce Development
   - d. Food Coop and Hill Community Gardens

3. **Economic Opportunity**
   - a. East High Street Innovation District
   - b. Business Incentive Grant
   - c. Zoning Overlay District
   - d. Micro Lending Program

4. **Organizational Effectiveness**
   - a. Planning, Monitoring, and Documenting
   - b. Awareness of Top Priorities
   - c. Feedback from Residents and Business Owners

5. **Public Trust**
   - a. Financial Reviews
   - b. Networking with Area Leaders
   - c. Board and Committee Involvements
Goal 1: Quality of Life

We commit to creating and maintaining a safe and clean community with crime reduction and prevention as a top priority. We will support public spaces, arts and culture, recreational facilities, parks and trails, and community wellness initiatives that increase the quality of life in our neighborhood.

Our Mission

To be a community where all feel welcomed, secure, and encouraged to enjoy beautiful public spaces and life-enriching amenities.
<table>
<thead>
<tr>
<th>KPIs</th>
<th>Safety Cameras</th>
<th>Block Captain Program</th>
<th>LED Lights/Lamp Posts</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2022 Baseline</td>
<td>6</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td>FY2023</td>
<td>Install 1</td>
<td>Add 4 in West Quadrant</td>
<td>Apply for $150,000 MMT grant ($45k match)</td>
</tr>
<tr>
<td>FY2024</td>
<td>Install 2</td>
<td>Add 2 in South Quadrant</td>
<td>Install 6 lights on 600 block Beech St.; replace sidewalks</td>
</tr>
<tr>
<td>FY2025</td>
<td>Install 2</td>
<td>Add 4 in East Quadrant</td>
<td>Apply for $150,000 MMT grant ($45k match)</td>
</tr>
<tr>
<td>FY2026</td>
<td>Install 2</td>
<td>Add 4 in Northwest Quadrant</td>
<td>Install 6 lights on 500 block Beech St.; replace sidewalks</td>
</tr>
<tr>
<td>FY2027</td>
<td>Install 2</td>
<td>Add 5 in Innovation District</td>
<td>Apply for $150,000 MMT grant ($45k match)</td>
</tr>
<tr>
<td>Total Impact</td>
<td>15 cameras</td>
<td>25 block captains</td>
<td>$450,000 in MMT funding ($135,000 Hill match)</td>
</tr>
</tbody>
</table>
## Clean Streets and Sidewalks

<table>
<thead>
<tr>
<th>Level KPIs</th>
<th>Block Cleanups</th>
<th>Adopt-a-Trashcan</th>
<th>Replace Sidewalks</th>
<th>Curb Prep and Sealant</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FY2022 Baseline</strong></td>
<td>6</td>
<td>75</td>
<td>500 ft.</td>
<td>0</td>
</tr>
<tr>
<td><strong>FY2023</strong></td>
<td>Add 2</td>
<td>Add 5 (added 6; total 81 as of 5/23)</td>
<td>Part of MMT grant app</td>
<td>500–900 Beech St.</td>
</tr>
<tr>
<td><strong>FY2024</strong></td>
<td>Add 2</td>
<td>Add 5</td>
<td>500 ft. on 600 Beech St.</td>
<td>500–900 E. High St.</td>
</tr>
<tr>
<td><strong>FY2025</strong></td>
<td>Add 2</td>
<td>Add 5</td>
<td>Part of MMT grant app</td>
<td>N. Adams and Washington Sts.</td>
</tr>
<tr>
<td><strong>FY2026</strong></td>
<td>Add 2</td>
<td>Add 5</td>
<td>500 ft. on 500 Beech St.</td>
<td>Walnut and Chestnut Sts.</td>
</tr>
<tr>
<td><strong>FY2027</strong></td>
<td>Add 2</td>
<td>Add 5</td>
<td>Part of MMT grant app</td>
<td>N. Keim St.</td>
</tr>
<tr>
<td><strong>Total Impact</strong></td>
<td><strong>16 cleanups</strong></td>
<td><strong>100 trashcans</strong></td>
<td><strong>1,000 ft. sidewalks replaced</strong></td>
<td><strong>9,000 ft. curbs sealed</strong></td>
</tr>
</tbody>
</table>
### Environmental Stewardship

<table>
<thead>
<tr>
<th>Level KPIs</th>
<th>Participation in Recycling Events</th>
<th>Climate Action Workshops</th>
<th>Zero Waste Cafe</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FY2022 Baseline</strong></td>
<td>0 residents</td>
<td>None</td>
<td>None</td>
</tr>
<tr>
<td><strong>FY2023</strong></td>
<td>Add 25</td>
<td>Discuss with Pottstown CARES and local residents</td>
<td>Launch Zero Waste Cafe</td>
</tr>
<tr>
<td><strong>FY2024</strong></td>
<td>Add 25</td>
<td>Hold quarterly workshops with planning committee</td>
<td>Apply for community impact grant with PAHWF</td>
</tr>
<tr>
<td><strong>FY2025</strong></td>
<td>Add 25</td>
<td>Add Town Halls</td>
<td>Expand Zero Waste Refill Bins</td>
</tr>
<tr>
<td><strong>FY2026</strong></td>
<td>Add 25</td>
<td>Add MontCo and Borough Goals</td>
<td>Add 50 customers</td>
</tr>
<tr>
<td><strong>FY2027</strong></td>
<td>Add 50</td>
<td>Publish on Borough Website</td>
<td>Add 50 customers</td>
</tr>
<tr>
<td><strong>Total Impact</strong></td>
<td>150 residents participating</td>
<td>Published Climate Plan</td>
<td>100 active users at Zero Waste Cafe</td>
</tr>
</tbody>
</table>

Hobart’s Run also actively partners with the Friends of Edgewood Historic Cemetery, working to hold two major annual cleanups (fall and spring) and conduct various awareness and fundraising events benefitting the mowing and beautification fund for this abandoned resting place and green space in our focus area.
<table>
<thead>
<tr>
<th>Level KPIs</th>
<th>Blight Remediation</th>
<th>Homeowner Incentive Program (HIP)</th>
<th>Facade Improvement Program (FIG)</th>
<th>Housing Education and Assistance</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2022 Baseline</td>
<td>5 &quot;Walk-to-Work&quot; Homes</td>
<td>2 awarded ($10,000)</td>
<td>10 awarded ($5,000)</td>
<td>2 homebuyer seminars</td>
</tr>
<tr>
<td>FY2023</td>
<td>Form housing strategy group</td>
<td>Add 2</td>
<td></td>
<td>2 homebuyer seminars</td>
</tr>
<tr>
<td>FY2024</td>
<td>Develop five-year goals and budget</td>
<td>Add 3</td>
<td>Apply for DCED FIG Add 5</td>
<td>Create transitional housing fund</td>
</tr>
<tr>
<td>FY2025</td>
<td>Secure funding</td>
<td>Add 4</td>
<td>Apply for DCED FIG Add 5 contiguous with &quot;Paint the Town&quot; Add 5 scattered site</td>
<td>Award 2 Temporary Housing Assistance (THA) grants</td>
</tr>
<tr>
<td>FY2026</td>
<td>Identify and secure five parcels for housing trust</td>
<td>Add 5</td>
<td>Apply for DCED FIG Add 10 contiguous with &quot;Paint the Town&quot; Add 5 scattered site</td>
<td>Award 4 Temporary Housing Assistance (THA) grants</td>
</tr>
<tr>
<td>FY2027</td>
<td>Find occupants for housing trust homes</td>
<td>Add 6</td>
<td>Apply for DCED FIG Add 10 contiguous with &quot;Paint the Town&quot; Add 5 scattered site</td>
<td>Award 6 Temporary Housing Assistance (THA) grants</td>
</tr>
<tr>
<td>Total Impact</td>
<td>5 WTW homes 5 HT homes</td>
<td>22 HIP incentives awarded ($110,000)</td>
<td>50 incentives awarded ($25,000)</td>
<td>10 homebuyer seminars 14 THA grants ($7,000)</td>
</tr>
</tbody>
</table>
Goal 2: Equitable Community

We will build individual and community capacity by enhancing the inclusivity of social, physical, cultural, and economic assets in our focus area and supporting equity-enhancing initiatives throughout our greater community.

Our Mission

To be an active partner in promoting social justice by enhancing understanding and removing economic and social barriers to community resources.

Hill Afternoon Community Service now falls under the Hobart’s Run umbrella. Through this program we work to address issues of inequity and need, not only in Hobart’s Run but throughout the Borough.

A Hill alumnus has made a significant gift that will be used, in part, to fund a program at the Ricketts Center, one of the main Hill Community Service partner sites, a facility that addresses underserved families in our neighborhood. This initiative, entitled "Pick You," will encourage children and youths enrolled in Center programming to practice positive, anti-bullying behavior. The donor has pledged $5,000 over the coming year to get the program started. We will work with the Center to evaluate Pick You’s progress and determine possible future funding.
## Equitable Community

### FY2023–2027 Strategic Plan

<table>
<thead>
<tr>
<th>Level KPIs</th>
<th>Inclusive Community Standards (ICS)</th>
<th>Culture and Recreation</th>
<th>Workforce Development</th>
<th>Food Coop and Hill Community Gardens</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FY2022 Baseline</strong></td>
<td>Create and conduct a community needs survey</td>
<td>Promote availability of free tickets to events at Hill's Center For The Arts (ongoing).</td>
<td>Four Pottstown Area Social Innovation Lab (PASIL) cohorts</td>
<td>Committee Participation on Pottstown Area Food Collaborative Trellis MOU (3 yrs.)</td>
</tr>
<tr>
<td><strong>FY2023</strong></td>
<td>Form ICS strategy group and five key goals with survey results</td>
<td>Launch free bikeshare site with Bike Pottstown and Schuylkill River Greenways.</td>
<td>Open PASIL Learning Lab at 249 E. High Street with Hill students (30)</td>
<td>Maintain Memorandum of Understanding with Trellis for Tomorrow</td>
</tr>
<tr>
<td><strong>FY2024</strong></td>
<td>Implement Goal 1</td>
<td>Hold an outdoor concert with 100 attendees</td>
<td>Apply for PAHWF grant; maintain PASIL Learning Lab (10)</td>
<td>Work with Trellis for Tomorrow to expand gardens</td>
</tr>
<tr>
<td><strong>FY2025</strong></td>
<td>Implement Goals 2 &amp; 3</td>
<td>Purchase and develop a lot for placemaking per survey needs</td>
<td>Apply for PAHWF grant; maintain PASIL Learning Lab (20)</td>
<td>Maintain Trellis MOU to increase food distribution by 20%</td>
</tr>
<tr>
<td><strong>FY2026</strong></td>
<td>Implement Goals 4 &amp; 5</td>
<td>Install a pop-up park that attracts regular community use (100)</td>
<td>Apply for PAHWF grant; maintain PASIL Learning Lab (30)</td>
<td>Maintain Trellis MOU to increase food distribution by 20%</td>
</tr>
<tr>
<td><strong>FY2027</strong></td>
<td>Reconvene with team to review results and revise strategy</td>
<td>Offer four community clinics in basketball, football, squash and climbing wall (100)</td>
<td>Apply for PAHWF grant; maintain PASIL Learning Lab (40)</td>
<td>Maintain Trellis MOU to increase food distribution by 20%</td>
</tr>
<tr>
<td><strong>Total Impact</strong></td>
<td>Full implementation of ICS strategy</td>
<td>Attendees: 400 Creation of community space</td>
<td>PASIL Learning Lab launched with 130 participants</td>
<td>Increased food distribution by 60% from baseline Trellis MOU (8 yrs.)</td>
</tr>
</tbody>
</table>
Goal 3: Economic Opportunity

We commit to renewing, stabilizing, and developing our local business community -- with a focus on the 500 through 900 blocks of High Street as a neighborhood catalyst -- while supporting economic growth and stability throughout Pottstown.

Our Mission

To advance the Hobart's Run commercial corridor as a competitive, innovative, and sustainable economic hub.
<table>
<thead>
<tr>
<th>Level KPIs</th>
<th>E. High Street Innovation District</th>
<th>Business Incentive Grant (BIG)</th>
<th>Zoning Overlay District</th>
<th>Small Business Microlending</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2022 Baseline</td>
<td>Formalize commercial corridor with owner and business meetings</td>
<td>3 incentives awarded ($4,500)</td>
<td>Begin conversations with Zoning Administrator</td>
<td>Research community microlending programs</td>
</tr>
<tr>
<td>FY2023</td>
<td>Support opening of one new retail or restaurant on E. High 800–900 blocks</td>
<td>Add 2</td>
<td>Retain attorney to draw up paperwork and present to Borough Council</td>
<td>Form microlending committee to structure program; secure seed money</td>
</tr>
<tr>
<td>FY2024</td>
<td>Support opening of one new retail or restaurant on E. High 800–900 blocks</td>
<td>Add 2</td>
<td>Promote established Zoning Overlay District from 800–900 blocks of E. High St.</td>
<td>Approve 2 microloans</td>
</tr>
<tr>
<td>FY2025</td>
<td>Support opening of one new retail or restaurant on E. High 800–900 blocks</td>
<td>Add 2</td>
<td>Offer four support sessions for new businesses</td>
<td>Add 2</td>
</tr>
<tr>
<td>FY2026</td>
<td>Support opening of one new retail or restaurant on E. High 800–900 blocks</td>
<td>Add 2</td>
<td>Offer four support sessions for new businesses</td>
<td>Add 2</td>
</tr>
<tr>
<td>FY2027</td>
<td>Support opening of one new retail or restaurant on E. High 800–900 blocks</td>
<td>Add 2</td>
<td>Offer four support sessions for new businesses</td>
<td>Add 2</td>
</tr>
<tr>
<td>Total Impact</td>
<td>Five new retail shops or restaurants opened on 800–900 E. High Street</td>
<td>$15,000 in BIG incentives awarded</td>
<td>New Zoning Overlay District 12 support sessions for new businesses</td>
<td>Creation of microlending program 8 approved loans</td>
</tr>
</tbody>
</table>
Goal 4: Organizational Effectiveness

We commit to enhancing awareness of our top priorities, improving public perception in our community, providing support to our residents, analyzing program impacts, developing professionally, and collecting feedback from residents and community partners.

Our Mission

To be a community leadership organization that is pioneering, adaptable, transparent, and metrics-focused.
<table>
<thead>
<tr>
<th>Level KPIs</th>
<th>Planning, Monitoring, Documenting</th>
<th>Awareness of Top Priorities</th>
<th>Feedback from Residents and Business Owners</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2022 Baseline</td>
<td>Excel spreadsheet with Hobart’s Run resident info</td>
<td>Community Impact Statement (CIS); revise as needed.</td>
<td>None</td>
</tr>
<tr>
<td>FY2023</td>
<td>Document community assets. Regular reviews with Scott for accounting purposes.</td>
<td>Ongoing, intentional distribution of current CIS and key content via multiple mediums. Work with Hill’s Academic Council / H Term planners to connect faculty to community for experiential, place-based learning utilizing Pottstown resources.</td>
<td>Create, distribute a community survey; expand knowledge of demographics via door-to-door survey.</td>
</tr>
<tr>
<td>FY2024</td>
<td>Evaluate current staffing levels. Consider increasing hours in current part-time position.</td>
<td>Evaluate website content, format, functionality; explore options/costs for website CMS upgrade/redesign. Review CIS and vision to ascertain mission creep; re-evaluate and revise to align with core values. Renew and enhance Hobart’s Run Neighborhood placemaking initiatives.</td>
<td>Collect and analyze results. Discuss at neighborhood meetings.</td>
</tr>
<tr>
<td>FY2025</td>
<td>Discuss implications for Hobart’s Run staff leadership transition; create plan.</td>
<td>Execute work to launch redesigned website.</td>
<td>Create a three-year action plan that addresses key concerns and goals</td>
</tr>
<tr>
<td>FY2026</td>
<td>Ensure all board members review annual 990 and sign the Conflict of Interest Statement</td>
<td>Update CIS, adjust planning based on re-evaluation/revisions.</td>
<td>Implement Phase 1 of Community Action Plan</td>
</tr>
<tr>
<td>FY2027</td>
<td>Review mission and vision statement</td>
<td>Continue to measure community impact of top priorities.</td>
<td>Implement Phase 2 of Community Action Plan; prepare to implement Phase 3.</td>
</tr>
<tr>
<td>Total Impact</td>
<td>Increased compliance and organizational management</td>
<td>Consistent evaluation and realigning of top priorities as needed</td>
<td>Organic input from residents that shape mission and goals</td>
</tr>
</tbody>
</table>
Goal 5: Public Trust

We commit to clear communication, transparency, consistent follow through, and genuine concern for matters facing our neighborhood. We will intentionally gather input, share information, ask questions, and seek to provide solutions through networking and leveraging access to resources.

Our Mission

To affirm and enhance public trust through ethical business practices, responsive and professional communications, and transparent governance.
### FY2022 Baseline
- **Financial Reviews**: n/a
- **Networking with Area Leaders**: Community Leaders Breakfast Regular neighborhood meetings. Serve on various nonprofit Boards/Committees
- **Board and Committee Involvements**: Quarterly Board Reports

### FY2023
- **Financial Reviews**: Twila resume monthly meetings with Scott
- **Networking with Area Leaders**: Explore reimagining, re-establishment of a Pottstown Investors Conference focused on affordable housing
- **Board and Committee Involvements**: Publish board reports on website. Ensure that HR board meets DEI standards

### FY2024
- **Financial Reviews**: Regular financial reports at board meetings; Obtain board input on finances
- **Networking with Area Leaders**: Hold spring and fall investor/landlord meetings with owners of Hobart's Run properties
- **Board and Committee Involvements**: Release additional newsletter with consolidated Board Reports

### FY2025
- **Financial Reviews**: Focus on fundraising 20% of annual budget
- **Networking with Area Leaders**: Evaluate the re-installation of Mid-day Cafe or HR Happy Hours (spring to fall)
- **Board and Committee Involvements**: Evaluate board involvements. Drop or add as deemed most effective by the board.

### FY2026
- **Financial Reviews**: Re-evaluate annual program budget with SWOT analysis
- **Networking with Area Leaders**: Increase attendance by 10% at the above events
- **Board and Committee Involvements**: Re-evaluate board composition

### FY2027
- **Financial Reviews**: Increase annual budget by 40% (20% fundraised, 20% Hill contribution)
- **Networking with Area Leaders**: Increase attendance by 20% at the above events
- **Board and Committee Involvements**: Form a Hill student advisory board for Hobart's Run

### Total Impact
- **Fundraising increased by 40% of annual budget**
- **Networking with Area Leaders**: Increased attendance by 30% at the above events
- **Board and Committee Involvements**: Improved board performance, reporting, and DEI composition

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Hobart's Run will continue to create and distribute strategic communications to local news media, sharing information about key initiatives, events, and outcomes affecting the public. We will follow best media and public relations practices by being honest, responsive, proactive, and professional in all interactions with all local organizations and individuals.
Summary and Call to Action

We commit to advancing the quality of life in Hobart’s Run by maintaining a safe and clean community, with a proactive focus on crime reduction.

We will support public spaces, arts and culture, recreational facilities, parks and trails, and community wellness initiatives that increase neighborhood quality of life and Hobart’s Run’s connections to the greater community.

We will adopt policies and programs that support equity, developing initiatives that engage diverse stakeholders in planning and implementation. We will build individual and community capacity by enhancing social, physical, cultural, and economic assets.

We strive to renew, stabilize, and/or improve our neighborhood economy and develop local business ties to our overall Pottstown community.

We will work to enhance local and regional awareness of our top priorities; improve public perception of Hobart’s Run and The Hill School’s commitment to our community through this initiative; analyze program impacts; and collect feedback from residents and community partners. We also will strive to ensure that The Hill School family understands, values, and supports the work of Hobart’s Run.

We pledge to communicate clearly and transparently, consistently follow through on objectives, and demonstrate tangible concern for matters facing our neighborhood. We will intentionally gather input, share information, ask questions, and facilitate solutions as possible through networking and leveraging access to resources.