



2025

FUTURE FOWARD

Strategic Plan

www.pursuingthedream.org



Future Forward Initiative

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Tuesday, June 24, 2025

With a worldwide pandemic transforming the way we live, teach, and learn, these past two years have been like no other in recent memory. We have all faced many challenges during this time.

In the face of these extraordinarily demanding circumstances, we have never wavered in our dedication to Pursuing the Dream Foundation, Inc. We continue to curate and create transformative resources every single day through our team of volunteers.

Having formed the organization in 2019, I could never have predicted that the phases we had planned would be upended by a global outbreak. Some of the major accomplishments that gave us renewed hope were obtaining our 501(c)(3) designation in July 2020; and feeding over 550 families during the 2020-2023 holiday season.

It has never been more rewarding, challenging, and critical to ensure that the American Dream is accessible to everyone than in these uncertain times. As a non-profit organization and an outlet for underserved and underrepresented communities, our success is dependent on the support of those who support the mission to change lives and improve the quality of life of these communities.

We have set our agenda for the next few years in this Strategic Plan. By charting our course, we establish an even stronger foundation on which to build.

As we progress, the Board of Trustees will rigorously evaluate our performance and make any necessary adjustments. Upon completion of the full evaluation process, the Board will develop the next strategic plan for the foundation within five years.

We are excited about this road ahead, we invite you to read and join us, and we hope to create a lasting impact by empowering and strengthening underserved and underrepresented communities.

With sincere appreciation,


Antwon D. James
President & CEO

EXECUTIVE SUMMARY

Executive Summary: Future Forward Initiative

The Foundation's Future Forward Initiative is a strategic response to the growing disparities and systemic injustices that hinder human potential. We are committed to dreaming bigger, achieving More: Together We Rise., and this initiative represents our blueprint for operational excellence in achieving that vision.

Our Core Principles:

- **Embrace Innovation and Calculated Risk:** We recognize that meaningful progress requires a willingness to experiment and learn from both successes and failures.
- **Value Inclusivity and Equity:** We champion the inherent worth of every individual, regardless of their background or affiliation.
- **Prioritize Transparency and Communication:** We are committed to open dialogue with our stakeholders, sharing both our achievements and challenges.
- **Foster Sustainable and Effective Programs:** We will design and implement programs that are adaptable, technologically advanced, and environmentally responsible.

Addressing Systemic Challenges:

We acknowledge that current economic and social systems have failed to provide equitable opportunities for all. The Future Forward Initiative directly confronts the following realities:

- **Economic Disparity:** We recognize the impact of policies that have disproportionately affected marginalized communities, leading to limited access to education, investment, and wellness.
- **Systemic Oppression:** We understand that systemic racism and other forms of oppression are deeply rooted and require multi-dimensional approaches to dismantle.
- **Climate Crisis:** We acknowledge the devastating impact of climate change on vulnerable populations and are committed to supporting sustainable solutions.
- **Erosion of Democratic Representation:** We are aware of the influence of concentrated wealth and power on political systems, which undermines the voices of marginalized communities.
- **Global Inequality:** We recognize that poverty and injustice are global issues that require international collaboration and action.

Our Approach:

The Future Forward Initiative will employ a multi-faceted strategy to achieve systemic change:

- Empowering Underserved Communities: We will focus on building self-sustaining communities by providing access to resources and opportunities that promote economic and social mobility.
- Advocating for Policy Reform: We will engage in advocacy efforts to promote policies that address systemic injustices and promote equity.
- Investing in Innovative Solutions: We will support the development and implementation of innovative programs that address the root causes of poverty and inequality.
- Building Strategic Partnerships: We will collaborate with diverse stakeholders, including community organizations, government agencies, and private sector partners, to maximize our impact.

Our Commitment:

We are committed to creating a future where everyone has a fair and equal opportunity to succeed. We will work tirelessly to dismantle systems of oppression and create a more just and equitable world for all.

THE UNDERSERVED & UNDERREPRESENTED

We Believe in Empowering People.

We are having to rethink the relationship we have with our development as a society, as the twenty first century advances and forces us to become increasingly dependent on digital technology and infrastructure. The advent of connectivity offers individuals, communities, and decision makers new ways of connecting, learning, and mobilizing around issues of equity, equity, and injustice. It has become clear that digital technologies can open new avenues for holding leaders accountable on all levels.

People who are underserved, face poverty and crisis know that change is possible. They are not afraid of speaking the truth and standing up to the powerful few. They are the ones who raise their voices – mobilizing and building powerful alliances that resist discrimination and exclusion.

There are many in leadership positions and legislative bodies, other institutions and the corporate sector who, like us, want society to be different.

Together, we will move the needle forward to change and completely upend the status quo.

Our ability to have an impact will depend on how we, as Pursuing the Dream Foundation, Inc., join those who fight for a sustainable and more equitable society.

***We will never be isolationist in our attempts to address
and produce programs that serve the underserved.***

Our programs will call attention to the efforts of community development and investment and will incorporate the complex network of individual, social, economic, and environmental factors in order empower and further the voices of underserved communities. This attention plays a substantive and vital role in the sustainability and empowerment of these communities. Underserved communities are most often always the first to feel the effects of economic crises with the highest rates of foreclosure and unemployment. This further exasperates the island and isolation circumstances of little to investment deprive these already underserved communities of the tax dollars to seek the needed improvements. Underserved communities often see their work commute longer than the national average and low performing schools that lack adequate staff to meet the learning needs of their students.

The underserved who find themselves living in these afterthought areas experience greater inequity and often, as a result, more dismal outcomes. People in these areas have limited access to business capital, obstacles to adequate health care and high crime. They often suffice on piecemealed

community efforts to help stem these issues, while a community rallying point, the reality is more needs to be done for generational sustainability.

We will work to ensure the sustained strength of underserved communities through equity and equality, accessing all that has been denied for generations, and in many cases outright stolen. People in underserved communities are overwhelmingly adherers to all the rules of society and paying more in taxes than the elites of American society.

Creating sustainable environments which empower its core residents, must remain a significant focus of the foundation's vision to keep from seeing a regression in areas of success. It must remain a foundational centerpiece to ensure a sustained change. We must be able to depend on local and federal agencies and corporate stakeholders to be genuine collaborators on programs where applicable; especially those that require significant governmental approval and investment.

Our work in these communities empower and help them amplify their voices and will attract more investment and support inclusive and resilient economic growth. Building and partnering with the existing genuine institutions where the foundation does not have a permanent presence.

Underserved communities of society often experience deprivation in many forms that is not just financial but also physical, social, and political. This includes lack of access to resources, opportunities, and quality basic services; poor working wages, inadequate living standards, living in environmentally hazardous areas; underfunded schools, underfunded community centers, disregarded green space and an overall lack of representation.

OUR VALUES

Equality: We believe everyone has the right to be treated with respect and to have the same rights, opportunities, and access to resources as all the rest of society; regardless of socioeconomic standing.

Empowerment: We acknowledge and seek to expand people's rights over their lives and the decisions that impact them, giving them agency over their future.

Solidarity: We unite in support, and collaborate across boundaries in working towards a just and equitable world.

Inclusiveness: We understand diversity and difference and value the perspectives and contributions of all people and communities in their fight against poverty, injustice, and inequality.

Accountability: We will hold ourselves accountable to those who count on us to be a voice of reason and change. We will regularly evaluate and report as to how resources are used to implement and achieve our vision. We believe that a process of continuous improvement is best

Service - We believe service is fundamental to addressing underserved communities. We serve with excellence, compassion, and a sense of urgency to meet the needs of those we serve, both internally and externally.

Integrity – We act with honesty, trust and openness and deliver on commitments. We act within the spirit of agreements, contracts, and the law. Our intentions and actions will be transparent and above reproach. We believe that vigilant governance is a key element in the achievement our vision.

Stewardship – We keep faith with the public trust through the efficient use of resources entrusted to us by our donors. We are always mindful that our vision is accomplished through the generosity of others. We must safeguard our reputation, as it is a powerful tool in our fight to uplift and empower underserved communities. We acknowledge the risks inherent in the execution of our vision and our actions are guided by the best interests of our donors and those we serve.

Respect - We respect the inherent worth and dignity of everyone we serve and treat all persons equitably. We revere the lives, concerns, and feelings the people we help and expect those affiliated with us to do the same.

Collaboration - We believe in the power of the community. We collaborate and build strong partnerships based on trust with and among those who share our values and vision. We team

together to accomplish our goals at all levels, valuing each other's roles and using an unabashed communication process.

We can build change in government when we stand up to the authorities and replace them with true servants of the people.

The underserved and oft neglected or afterthought communities are our primary stakeholders. They have firsthand experience with poverty, injustice, exclusion, and crisis so the programs we develop will be tailored to their needs based on what they have been through before. Our programs will also remain unobtrusive because it does not require a lengthy application process for people in need of help from us. We will always provide proper due diligence to ensure we continue to be great stewards of our resources. We believe removing the clog of red tape from those in need.

Our foundation's work is grassroots centered and aims to reach out to those in the urban areas as well as farmers of color, small business owners, unions, and associations. We will make every effort to be available when we are asked for support by underserved communities.

We pledge to generate megawatts of energy for substantial change that is felt and sustained.

How We Work Is as Important as Those We Seek to Serve.

Pursuing the Dream Foundation, Inc. is guided by our vision, mission, and values. We are seeking to bring about a change in the world that will enable people of all backgrounds live together with dignity while nourishing their spirit.

We will fight poverty and injustice in both rural and urban areas, collaborating with people to build better lives.

Our approach to influencing will always be one of advocacy, using tools and resources available. We advocate for change by exercising our wisdom in this process through a variety of channels that include but are not limited to education campaigns; letter writing campaigns; public speaking events like town halls or workshops where we can engage directly with decision makers on policies. As we advocate to change the status quo, our advocacy and approach will use wisdom as one of its many tools. With so much oppression in this world it is important for us to work together with what resources are at hand--fighting back against ignorance is already half-done.

Our community is an integral part of the success we have achieved so far. We want to continue to grow and reach a network of supporters, who allow us boldness in our vision while also acknowledging their importance for what they are doing with all resources available at this time that will ensure good stewardship going forward when it comes down maintaining valuable relationships as well-something worth mentioning about yourself right off the bat before anything

else happens - just because somebody might not be able or willing now doesn't mean later on there won't come times where you need every ally possible!

Our efforts will be focused where the impact of our action will be most significant; we know that to meet the challenge of a complex and unpredictable future, we need to develop and sharpen skills and improve our ability to adjust to rapidly changing environments.

CRITICAL THINKING ASSESSMENT

We will build and forge trusted partnerships on all levels. To that end we will:

- Utilize the power of wisdom to understand and respond to underserved communities throughout America. We will be relentless in advocating against the policies, systems, and institutions that perpetuate neglect and leave out the forgotten segments of society.
- Support and connect with communities, human and civil rights organizations, and movements across the United States. We will build on their knowledge and partner in unity to influence systems, decision making and solutions, fostering a voice for the voiceless.
- Advocate for the elimination of corporate power networks where it contributes to the increase in policies that adversely affect underserved and marginalized communities. We will be strategic, relentless and, engaging with the progressive private sector to help fulfill the vision and the production of programs for those we serve.

Systemic Change

We will mobilize to transform the systems that perpetuate the oppression of underserved and marginalized communities.

We will:

- Deploy our arsenal of resources to address directly policies that sustain poverty inequality and injustice.
- Make long-term strategic commitments to work with others to transform systemic issues that have been catastrophic to underserved communities, to shift existing development thinking away from old stereotypes.
- Support and engage the power of wisdom, learning, and experience to build on them, finding solutions to complex problems, which are often sidestepped by others.
- Connect skills and resources with funding opportunities to help drive systemic perpetual change in our efforts to fight inequalities, reduce poverty, and open the avenue to much needed resources for those who need them, and relieve suffering.

Equal Equitable Economies

To have a fair economy, we need to ensure that our workers receive livable wages and work in safe environments. This will allow them the ability to sustain their livelihoods through employment opportunities on which they can depend. This economy provides opportunities for all, allowing people to have time off work without being penalized. These employment policies

are achieved by the importance placed on both physical and mental health care in this country's workforce.

Our future is bright as our nation finally begins to value its workers enough that they can take some much-needed rest from their jobs while still making a living wage.

Building a representative economy such as this requires new narratives that expose the policies that lead to marginalization, inequity, injustice, and exclusion. Governments and the private sector, including financial institutions, must be held to account for implementing sustainable, fair, and responsible corporate policies, practices, and wages.

Movement

Collaborating with members of underserved communities will require us to be more intentional and have a direct and deliberate agenda. We will seek to understand better how, and under what circumstances, we can best use our resources; and will help shape and guide our work, recognizing that our commitment is at the heart of our ability to create perpetual change. We will have a concise more activist voice and will strengthen our resolve in our quest to see underserved communities made better. The effective use of our resources will solidify our direction as we advocate for systemic change.

Listening, Learning, And Utilizing Wisdom

Listening, learning, and utilizing wisdom will be part of the core value of our staff, communities, partners. All our work and programs will be knowledge-based and predicate continuous learning and improvement. We aim to be a leader in all areas of our work; and will create a library of resources for future reference allowing us to not only refer but also share with partners and other common causes. We are committed to deliberately seeking to root out the status quo.

Leadership

Our leaders are personally connected with our mission and vision. It helps us be who we strive to become, how we work, and what we aim to achieve. It enhances our effectiveness so that everyone is intentional about their actions for the foundation's goals or main purpose can be achieved successfully. To support forward growth of the business rather than overspend ourselves from when it first started off as a startup, internally and externally; members will try to re-define accountability on every level of leadership accompanied by reinforcing this idea throughout each person involved in leading positions.

FUNDING OUR WORK

As part of our work, we are aware of the challenge of distributing our resources in a manner that ensures that they will be used effectively and efficiently to execute our programs. As such, we will strive to rely on ideas that are valuable to the communities and partners we work with and that are collectively held and understood within the funding areas and the areas in which we operate. Our foundation gratefully acknowledges the contributions of all those who contribute to the foundation by making charitable donations or by supporting us in other ways for us to do our work.

By developing a library of resources and knowledge, we will gradually build our capacity to respond to new funding methods such as fund management, impact investments and social enterprise. It is our intention to consistently follow the requirements from our funders for unified operations and results, so that our engagement with them is as one Pursuing the Dream Foundation, Inc.

The sources of the corporation's income derive from personal resources and public donations. Additional income sources will include grants, sponsorship, and fundraising. The corporation disposes its income through the decisions made by its Board of Trustees or through the decisions of the duly appointed/elected chief financial officer, whose power to pay expenses is set out by the board or the corporation's bylaws in accordance with the corporation's purpose. Expenses paid by the corporation include but are not limited to: equipment purchases and rentals, employee salaries, insurance premiums, web hosting fees, publications, advertising, and miscellaneous operational expenses.

Solid Financial Pathways

The foundation's financial strategies are based on sound financial policies and procedures, thoughtful decision-making, and ongoing financial sustainability.

Outlook

1. Develop policies, standards, and performance measures that result in a financially sustainable organization with a balanced growth approach to staffing, services, and other expenditures as operations expand with the inevitable growth of the foundation.
2. Create a diversified funding strategy that includes a balanced growth approach to identifying and accessing new philanthropic partnerships, corporate sponsorships, and revenue enhancement opportunities.
3. Develop a recession strategy to inform our decision-making during economic downturns.

Capital Dream Campaign

As a nonprofit, and the wide range of human, social, cultural, and artistic services we seek to provide, we can be critical to anchoring communities and stabilizing neighborhoods. When they're invested in the place in which they're located, nonprofits like Pursuing the Dream Foundation, Inc., become important hubs that create opportunities for those they serve; they lift voices, and build place-based power. For these groups to be successful in meeting their missions, they must be resilient themselves.

While funding, recruiting, and retaining talent likely top most organizations' list of sustainability challenges, physical space is also a key factor. In fact, for most organizations, occupancy is the second-largest operating expense. Given the high cost of space, minimizing and stabilizing occupancy costs can be a useful budget strategy. Sometimes organizations can achieve this by leasing space at below market rate from a public agency, friendly owner, or nonprofit center that has affordable rents as part of its mission. More frequently, organizations achieve this by leasing less desirable space, which may achieve their financial goal, but it could also hinder an organization in other ways.

Beyond these clear-cut advantages of ownership, having a permanent home seems to let organizations push on their missions. Not having to tiptoe around a landlord on how it can use a rented space, being seen as an anchor in the community, and other aspects of owning can accelerate an organization's work.

Owning a building can be powerful for an organization. The security of place and financial consistency that comes with ownership can let an organization spread its wings and explore ways to deepen its impact. Buying or constructing a building is a huge decision for an organization to make, but for those looking for greater stability and wanting to deepen their ties to their place, it's a challenge worth sacrificing for.

The power of ownership can let organizations think differently about their work and realign their priorities as they become more rooted in the places they are located and committed to the people they empower.

Nonprofit ownership is not without its challenges. At least three key considerations should be understood as an organization explores ownership:

- **Debt.** An overleveraged project can leave an organization vulnerable because of high mortgage payments.
- **Capital Improvements.** As a building ages, there will be large capital expenses that require attention. From elevators to roofs to HVAC systems, costs like these, if unplanned for, can be debilitating.

- Responsibilities of Ownership. What was once the responsibility of the landlord now falls to the nonprofit. Vendor management, responding to building emergencies, and daily operations become the responsibilities of someone on the organization's staff.

As we drive forward this vehicle, the Capital Dream Campaign, these challenges can mount to a solid argument against owning, but when planned for early in the development process can be overcome. We must take this process step by step in order to ensure that we balance good stewardship coupled with forward progress. In the outset we will be seeking to rent/lease space for use by the foundation and CDC. These phases have been carefully thought out and the simplified understanding is presented.

To accomplish these goals, we need to focus on grants, enhanced marketing, specifically design website for the campaign and adding it to our strategic plan.

PHASE ONE

(2026-2028)

\$350,000.00

In the inaugural phase, we embark on a crucial journey towards sustainability and growth with an allocated budget of \$350,000.00. Our primary objective is to secure a flexible workspace that not only serves as our operational hub but also aligns with our commitment to efficient resource utilization.

This phase will witness the establishment of dedicated office spaces, adeptly designed as flex spaces, to accommodate our evolving needs. These offices will serve as the nerve center for administrative operations, ensuring streamlined communication and efficient management of our initiatives.

Dynamic Distribution Hub: Recognizing the importance of logistics in our mission, a significant portion of our budget will be allocated to creating a distribution center within our flex space. This facility will act as a central hub for the distribution of goods, ensuring that our outreach efforts are agile, responsive, and capable of meeting the dynamic needs of the communities we serve.

The acquisition of flex space will extend beyond operational efficiency. It will encompass meeting spaces tailored for group programs and services, fostering a collaborative and conducive environment for community engagement. These spaces will be thoughtfully designed to accommodate various programs, ensuring that our interventions are not only effective but also adaptable to the diverse needs of our beneficiaries.

In tandem with acquiring our dedicated workspace, we recognize the importance of community integration. Thus, we commit to utilizing established community spaces when necessary or when the scale of our programs demands larger accommodation. This approach reflects our ethos of

collaboration and inclusivity, ensuring that our initiatives seamlessly blend with the existing fabric of the communities we aim to uplift.

In Phase One, we lay the foundation for sustainability and growth by creating a functional, responsive, and community-centric operational space. This phase is not just about physical spaces; it's about setting the stage for impactful, sustainable growth that resonates with our vision of a better, more connected world. As we build the infrastructure, we're also building the framework for lasting change.

| | | |
|-----------------------|---------------------|---------------------------------------|
| RENT/LEASE | \$200,000.00 | |
| UTILITIES | \$20,000.00 | |
| EQUIPMENT/FURNISHINGS | \$15,000.00 | |
| SIGNAGE/MARKETING | \$10,000.00 | |
| VEHICLE(S) | \$25,000.00 | |
| IMMEDIATE NEED FUND | \$10,000.00 | Budget example based on 2022 research |
| CLEANING/MAINTENANCE | \$5,000.00 | |
| OFFICE SUPPLIES | \$5,000.00 | |
| PROGRAMS/SERVICES | \$35,000.00 | |
| STAFF | \$25,000.00 | |
| TOTAL ESTIMATE | \$350,000.00 | |

PHASE TWO

(2028-2030)

\$500,000.00 + *estimate based on 2022 market.*

Entering Phase Two (2028-2030) of our Strategic Plan, we are poised for significant expansion with a budget of \$500,000.00, factoring in estimates based on the 2022 market. This phase marks a crucial step towards sustainability and growth, with a strategic focus on enhancing our operational capacity and fortifying our impact on communities.

As we grow, the need for a more expansive and dedicated office space becomes paramount. A significant portion of our budget will be directed towards securing separate, purpose-designed office space. This dedicated space is not merely a functional requirement but a strategic move to accommodate the burgeoning demands of our expanding programs and services. It's a testament to our commitment to providing efficient and effective support to the communities we serve.

Simultaneously, recognizing the continued importance of our original space, we embark on a redesign and reconfiguration process. This involves optimizing the layout to accommodate increased storage capacity and streamline the distribution of goods. The goal is to ensure that our operational infrastructure is not only adaptable but also optimized for maximum efficiency. This

strategic approach aligns with our commitment to responsible resource utilization and sustainability.

The redesigned original space will serve as a vital component in our logistics chain. By enhancing storage capabilities, we are better equipped to handle larger volumes of goods, responding effectively to the evolving needs of the communities we support. This optimization is not just about space; it's about creating a seamless and responsive distribution network that maximizes the impact of our initiatives.

As part of Phase Two, we also explore opportunities for technological integration. This may involve the implementation of systems that enhance inventory management, streamline distribution processes, and provide real-time data insights. Embracing technology is a strategic move to ensure that our operations remain nimble, efficient, and aligned with industry best practices.

In Phase Two, our focus is on strategic expansion and optimization. By securing a dedicated office space, redesigning our original space, and embracing technological advancements, we are laying the groundwork for sustainable growth. This phase is about not just meeting the demands of tomorrow but exceeding them, ensuring that our foundation remains a dynamic force for positive change.

PHASE THREE

(2030-2035)

\$3,500,000.00 + *estimate based on 2022 market.*

As we propel towards our ambitious goals in Phase Three (2030-2035), envisioning the Pursuing the Dream Foundation as a beacon of sustainability and growth, we are set to secure a robust financial base of \$3,500,000.00+, based on the 2022 market projections. This financial milestone will serve as the foundation for the next chapter in our journey.

A pivotal objective in this phase is acquiring a strategic piece of land to actualize our custom office building, aptly named "The Dream Center." This purpose-built headquarters will serve as the epicenter of our operations, housing administrative offices, program and service classrooms/meeting spaces, and dedicated areas for distribution. The design will embody our commitment to sustainability, with a particular emphasis on the repurposing of abandoned warehouses or buildings as a first consideration. This approach aligns with our ethos of environmental stewardship, ensuring that we not only grow but do so responsibly, minimizing our ecological footprint.

our immediate needs, The Dream Center will also feature versatile office spaces available for lease, rent, or coworking. This multifaceted approach not only optimizes the utilization of our resources

but also creates a symbiotic relationship with the community. By offering dynamic office spaces, we aim to foster collaboration, entrepreneurship, and community engagement.

In this phase, our strategic vision is not just about erecting physical structures but about creating a sustainable ecosystem where our operations, community impact, and environmental responsibility are intricately woven together. Through thoughtful planning and execution, we will lay the foundation for a future where the Pursuing the Dream Foundation not only sustains its impactful work but expands its reach, leaving an indelible mark on the communities we serve. The pursuit of dreams, sustainability, and growth converges in Phase Three, shaping a future that reflects our unwavering commitment to positive change.

FUTURE WORK

Ambassador Program

Pursuing the Dream Foundation, Inc. seeks out opportunities for community outreach through our ambassador program which involves sending ambassador(s) to fulfill our mission of raising awareness and funds for underserved communities by utilizing a variety of means such as charity community fairs, clinics, charity motorcycle and car shows, photography, and writing. Through these means, the issue of underserved communities will be highlighted and brought to the attention of diverse audiences. An example of this program would be a planned Tarrant County Unity Fair, a countywide fair to address the underserved communities in a unique way which receives elaborate media and public attention. The fair reports will be seen on our website.

The funds received through the entirety of the corporation's activities will be used exclusively for charitable purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code and will not be used for personal gains of any sort.

Disaster Relief

Pursuing the Dream Foundation, Inc. aims to provide disaster relief aid in the form of food and water to the severely disadvantaged regions that are affected by either a lack of existing community resources or a lack of funding and supplies to existing local infrastructures in a time of need. Pursuing the Dream Foundation, Inc. operates and focuses its resources locally and nationally to communities who meet the criteria regardless of their U.S. geographical location.

Examples of the severely disadvantaged populations would be those affected by natural disasters and the displaced victims of progressing devastating climate changes such as the devastating and catastrophic wildfires and droughts in the western portions of the country as well as increased tornados and hurricanes in the southern and gulf coast region of the United States.

We will provide disaster relief aid through partnering with established local organizations operating around work and need. By forging these partnerships, we will be able to immediately scale our efforts of coordinating and conducting the distribution of food and water. The provisions will be derived from our general operating fund and public support. As Pursuing the Dream Foundation, Inc. continues to grow the board will have the opportunity to designate the Chief Financial Officer and/or General Counsel to develop individual financial funds for these purposes. The general operating fund could still be used to as needed if the designated need is beyond the determined aid need.

Distribution to Other Organizations and Individuals

We do not fundraise for any specific organization and Pursuing the Dream Foundation, Inc. is not organized solely to contribute or fundraise for any specific entity. However, at the discretion of the Board of Trustees we may at times, choose to contribute to other organizations who share a similar mission and only if the contributions further our exempt status, with the objective to eliminate and alleviate underserved communities.

One example of an organization which we may contribute to is the NAACP which is a U.S.-based, nonprofit, nonpartisan 501 (c)(3) tax-exempt charitable organization that focuses on equality and civil and human rights, as well as organizations like the Urban League, United Negro College Fund, Code Crew, Hip Hop Caucus, Project Eats and the Sunrise Movement among many others.

Pursuing the Dream Foundation, Inc. may exercise its right under law to contribute to non 501 (c)(3) organizations only on the condition that Pursuing the Dream Foundation, Inc. retains control over the use of the funds and maintaining records showing that the funds are used for exclusively charitable purposes in accordance with our vision and mission.

Programs for Volunteers

At times, per the discretion of the Board of Trustees, we may provide internships or volunteer opportunities which will provide opportunities for involvement in outreach activities and programs to have a greater impact for change. One of the activities that volunteers may be involved in is basic education on topics such as nutrition, proper exercise, personal financial wellness, mental health care, scholarships, economic development, and other topics that fall within our vision and mission; to promote sustainability. Such activities shall always be free of charge to participants and will not include compensation to the volunteers; other than small stipends as needed or deemed necessary.

Multimedia

- It is our goal to bring awareness from every medium possible and this does not exclude documentaries and photos of our general activities, projects, and programs. By documenting and reporting our efforts we intend to broaden our outreach. These multimedia features will be recorded by our volunteers during the activities and will be available to the public.
- While we aim to document our work, we pledge and promise to never post individuals we help without their permission. Some photos may be altered to protect the lives and dignity of all we seek to serve and help.

- Foreign Activities
- In general, our foreign activities can be summed up into two categories: contributions, and disaster relief and aid.
- Foreign contributions will include assistance given to organizations outside of the United States which have been selected by the Board of Trustees after conducting due diligence and a thorough investigation. The process of selection is in accordance with all applicable laws and regulations concerning our exempt status such as collecting information (i.e., physical address, phone number, mailing address, website, relationships with other organizations, financial standing which includes past and present, and governance).
- Foreign disaster relief and aid will include our efforts to provide aid to victims of natural disasters and/or of sectarian and ethnic violence.

Pivotal Partnerships

We will build and maintain strong partnerships throughout the country to uplift and empower underserved communities.

Outlook

1. Establish an internal volunteer training program that develops skills in forming strong partnerships that result in a vital voice and resource to those we seek to serve.
2. Develop working relationships with organizations and government agencies to collaboratively provide programs and resources with a greater effect than we could separate.
3. Establish meaningful relationships among leaders, organizations, agencies, other like-minded institutions, and private foundations to expand our work and resources, serving more together than we could apart.

Be Visible. Be Dependable

The foundation's team is a vital part of vision and will be recognized by the public for our service and contributions to uplifting underserved communities.

Outlook

1. Develop and implement a comprehensive marketing and outreach strategy so that the public is fully aware of the support, work, and resources the foundation provides.

2. Improve outreach to underserved communities throughout the county and improve communication.
3. Become a partner of other vision-aligned organizations throughout the county.

Public Engagement

We engage the public through meaningful volunteer opportunities and activities that contribute to the foundation's vision and the advancement of equality and equity for all.

Outlook

1. Develop a robust system-wide foundation volunteer engagement opportunities that provides a variety of meaningful experiences that lead to a stronger operating of the foundation.
2. Establish a consistent volunteer recognition program to thank and recognize our committed volunteers and donors.
3. Develop events that bring people together to hear diverse ideas and opinions, and partner with national, regional, and local agencies to design events that include community service opportunities.
4. Partner with organizations and businesses to recruit community leaders to serve as advisors and pro-bono staff in various projects and programs.

We understand that sound financial practices, smart work processes, a comprehensive fundraising strategy, and a service-centered perspective are vital to the ongoing success of the foundation.

COMMUNITY DEVELOPMENT CORPORATION

Vision

Ensure underserved and underrepresented communities have the capacity to independently build stable housing, create employment, and further the economic and social development of their communities.

Mission

The mission of Pursuing the Dream CDC is to promote the renewal of underserved and underrepresented communities through a community economic development approach. Pursuing the Dream CDC will create a new approach that helps families increase financial security, enables inclusive economic development, and fosters thriving communities.

The Purpose

The Pursuing the Dream Community Development Corporation (Pursuing the Dream CDC) is a planned nonprofit subsidiary of Pursuing the Dream Foundation, Inc.; that will seek to provide comprehensive business development education, capital access, commercial office space, and serve home of the Pursuing the Dream Center.

Pursuing the Dream CDC was formed in 2022 seeking to maximize community empowerment and control over the future economic destiny of underserved and underrepresented communities.

The Board of Directors of Pursuing the Dream CDC will be composed of the Board of Trustees of Pursuing the Dream Foundation, Inc. The board will provide the organizational support it needs until Pursuing the Dream CDC can be financially and operationally self-sufficient.

In the future Pursuing the Dream CDC will seek board members that will include people with direct experience with housing and social enterprise development and the ability to lever expertise, funding, and goodwill. For example, members of the private sector will be invited to participate on the Board of Directors. The governance, as opposed to the control, of Pursuing the Dream CDC will require careful deliberation if the organization is to be accountable to the communities in which it works.

What Pursuing the Dream Community Development Corporation Will Do

Pursuing the Dream CDC will assist small business owners with business development in business planning, lending, and commercial space. Our goal is to help entrepreneurs from underserved and underrepresented communities to minimize their risks by connecting them to resources and information to maximize their success.

We will endeavor to build or transform a commercial space into The Center for Dreams, Development & Innovation (The Center) will help along the path of launch and innovation. The

Center will serve as a distribution point in partnership with local food banks and other distributable charitable needs. The Center will serve as a hub for meetings to address needs in underserved and underrepresented communities such as:

- A range of affordable housing development (including affordable homeownership);
- Commercial real estate revitalization (including mixed-use development);
- Revitalization and education of community heritage and culture
- Business development (retention and attraction, support to existing businesses, creation of new businesses and social enterprises);
- Workforce training and development; and
- Community engagement and community-based market research.

The Pursuing the Dream CDC will seek to develop commercial properties providing a space for new entrepreneurs in their early years. We seek to be an additional voice for incubating and growing businesses by offering commercial space.

Pursuing the Dream CDC team will consist of experienced staff, industry experts and dedicated volunteers. Pursuing the Dream CDC will be funded by program fees (rental income, loan payments and special event registrations), state and federal grants, as well as public and private contributors.

The Pursuing the Dream CDC will:

- Provide guidance with business planning for pre-venture and existing business owners.
- Create a network for business owners with information and referrals.
- Provide financial support for working capital, new equipment, and general business needs.
- Provide commercial space for offices and studio spaces for podcasters and other content creation.

What does the future look like?

Once financial commitments are secured, an Executive Director will be hired, and a high-level business plan and budget developed. Pursuing the Dream CDC will seek to work with cities to identify parcels of City-owned land to be held in trust and eventually transferred to Pursuing the Dream CDC. In its first full year of operation, a community market research process will be undertaken to identify concrete project opportunities.

Pursuing the Dream CDC will assist with the following transformative changes:

- Advocate for livable incomes;
- Improve skills training to help people gain sustainable employment;
- Expand access to higher education;
- Increase affordable housing;

- Grow social enterprises and locally owned businesses to build sustainable livelihoods and assets; and
- Community engagement and education initiatives to change people’s attitudes about underserved and underrepresented communities.

The Role of Pursuing the Dream CDC

Pursuing the Dream CDC is not only focused on community economic development, but also committed to the transformation of underserved and underrepresented communities. These oft forgotten and neglected communities are not likely target markets of continual focus of public or private developers. For example, big developers are less interested in parcels that lend themselves to small-scale co-op housing or some mixed-use development. As a result, Pursuing the Dream CDC will look to open the avenues of increasing community wealth and opportunity.

As a nonprofit Pursuing the Dream CDC will help with equitable growth by activating new resources and better utilizing underperforming assets. The CDC will look unlock vacant land and derelict property, lever existing debt financing and open doors to equity and new investment. City, county, and state-owned land, Social Enterprise Fund debt financing and development expertise, combined, will bring new private sector interest and involvement to the table.

Pursuing the Dream CDC has an outlook to partner with community organizations with expertise in the areas of workforce training, youth employment and social enterprise development. There will be no need to “reinvent the wheel” when such partners are willing and able to quickly replicate successful practices in CDC communities.

Projects initiated by Pursuing the Dream CDC will endeavor to improve small business revenue, reduce reliance on government welfare assistance programs, decrease property crime, and expand small business tax revenues. The development of affordable housing alone helps reduce family destabilization, out-migration of workers and their dependents, homelessness, and related demands for social assistance.

The long-term assurance goals of Pursuing the Dream CDC:

1. Communities have adequate, affordable, safe, quality housing to meet their needs;
2. Communities have thriving businesses that provide vital community services and employ residents; and
3. Communities have committed and unselfish leadership with the capacity to sustain and champion their neighborhoods.

Pursuing the Dream CDC will measure the effectiveness of its work against the following key indicators:

- Number of affordable housing units built or renovated;
- Number of workers trained;

- Number of jobs created;
- Number of new businesses (including social enterprises) opened;

Future Forward

Pursuing the Dream CDC will endeavor to use community wealth-building strategies working collaboratively, tapping large sources of demand, and offering economic institutions and ecosystems of support for enterprises rooted in community.

Pursuing the Dream CDC will seek to offer the following types of services (either directly or in partnership with other local organizations):

- Affordable housing development (including affordable home ownership)
- Commercial real estate revitalization and repurposing;
- Business development (growth and marketing, support to existing businesses and creation of new businesses and social enterprises);
- Workforce training and development;
- Community development financing; and
- Community-based solutions and engagement.

The reality is that poverty is a complex, multi-dimensional challenge, we realize that Pursuing the Dream CDC can't be all things to all people. A CDC must focus its work on community economic development; through the parent organization Pursuing the Dream Foundation, Inc. it will find other partners to help address many other pressing issues that affect underserved and underrepresented communities.

Pursuing the Dream CDC will have a nation-wide mandate. However, in order to maximize the impact of its investments and development activities, Pursuing the Dream CDC will begin its work in Fort Worth. This will allow it to test its model, pursue multiple opportunities in a concentrated area, and stack complementary activity. This laser, focused approach will create maximum impact and help reach a tipping point for renewal.

This endeavor will require a culture of intentional active listening. It must embrace risk as well as challenge. This entails swift yet thorough decision-making processes and a commitment to a sustainable product. In addition, Pursuing the Dream CDC will work to have the capacity to develop projects itself, particularly in cases where there is no other appropriate developer or partnership. Pursuing the Dream CDC must adopt an entrepreneurial mindset if it is to succeed in its mission.

Funding Pursuing the Dream CDC

It is unrealistic to expect Pursuing the Dream CDC to achieve financial self-sufficiency through earned revenue in the near or even medium terms. Instead, Pursuing the Dream CDC will cover its operating costs through a combination of potential earned income, grants, and public and private contributions. It might also earn consulting fees if it provides project development/management expertise to non-profit organizations pursuing residential or commercial construction projects.

Pursuing the Dream CDC will need three types of resources: cash for operations, cash to cover pre-development expenses, and in-kind resources in the form of land and other tangible contributions. The approximate total initial funding requirement representing a combination of land, cash and financing is to TBD.

Over time, the annual budget will allow the CDC to hire a President and an administrative staff. The President will have expertise in the management, planning, and development. The board of Directors will expand the staff under consultation with the President and as the budget would allow.



2025

FUTURE FOWARD

Strategic Plan

www.pursuingthedream.org