

04-05-2021

2021-
2022

The Umoja Village Rebuilding The Foundation Community Action Plan



A comprehensive and collective community approach
to reducing crime in Aiken County

Umoja Village

Aiken, SC 29803

2021-2022

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Umoja Village Rebuilding The Foundation Community Action Plan

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Umoja Village Rebuilding The Foundation Community Action Plan

SECTION 1: Executive Summary

The Umoja Village Action Plan model is analogous to building a house.

- ★ Survey the land to determine the status quo
- ★ Pour a foundation of community trust
- ★ Install framing and insulation by determining the requirements to ensure continued sustainability
- ★ Install finishing and customization for each neighborhood
- ★ Inspect through defining metrics to assess progress

The Umoja Village Rebuilding the Foundation Community Action Plan is a comprehensive, strategic, and coordinated community action plan aimed at reducing crime in Aiken County (from 7.51% violent crime to 0% in first year; property crimes from 42.45% to 21% in the first year; down to 10% in the second year; 5% in third year, and 0% in fourth year; reduce offenses involving youth 30% in the first year and down 50% in second year) to establish safe and clean communities.

This action plan will assist Aiken City and County Law Enforcement in eradicating the vicious cycle of senseless crime in Aiken County so every community can enjoy the benefits where crime is mitigated. When citizens feel safe, they can thrive and become productive contributors to society. Previous efforts have not been sustainable, because

there was no cohesive plan to strategically coordinate with all stakeholders, such as law enforcement, social service agencies and providers, local/state/federal elected officials, and the community to connect the dots and effectively manage resources.

The Umoja Village serves as a resource management and strategic advocacy alliance for Blacks and African Americans organized to ensure a high quality of life in every aspect of everyday living. It connects the dots by linking interconnected groups to unpack these interrelated issues and provides lasting solutions. It is the one-stop community resource center, primarily for the underserved communities. There is a job creation element that adds to the value of this plan

The Action Plan implements initiatives in the following areas: youth mentoring, coordinated out-of-school programs, student re-engagement centers, community-based alternatives to detention, services for ex-offenders, mental health programming for adults and youth, parent development and job training/on-the-job training/skill development opportunities, community partnerships with existing organizations with solid missions, funded initiatives, and effective change results, and Training: Leadership/ Mentoring/ Entrepreneurship/ Specialized Services.

The following table presents a tentative implementation schedule:

March 2021	April 2021	July 2021	Sept. 2021	March 2022	Sept. 2022
<ul style="list-style-type: none"> •Submit funding request to The City of Aiken 	<ul style="list-style-type: none"> •Submit funding request to Aiken County Council •Identify stakeholders and partnerships and establish MOUs through July 	<ul style="list-style-type: none"> •Conduct trust building sessions (ongoing) through September 2021 	<ul style="list-style-type: none"> •Identify community resources through Asset Mapping process •Executive the core action plan 	<ul style="list-style-type: none"> •Mid Year Assessment 	<ul style="list-style-type: none"> •Annual assessment based on predefined metrics

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SECTION 2: Introduction

What is the foundation we are rebuilding? Answer: Trust!

Trust is an action verb and a noun. The dictionary defines trust (the noun) as a firm belief in the reliability, truth, ability, or strength of someone or something. The dictionary defines trust (action verb) as when one believes in the reliability, truth, ability, or strength of someone or something.

In order to attain trust (the noun), demonstrations of love or meaningful acts or the state of trustworthiness such that the person in control of trusting is ensured that something or someone is reliable, dependable, and deserving of his/her confidence. These actions must occur in order for the community to trust (action verb).

The Umoja Village Rebuilding The Foundation Community Action Plan starts implementation by conducting a series of trust-building activities and initiatives to undergird this house we are building thereby establishing a strong foundation (trust) on which to build the house of safety, security, and refuge in all Aiken County communities.

The Umoja Village Rebuilding The Foundation Community Action Plan is important and essential, because it will bring an end to the vicious cycle of senseless crime and finally allow Aiken County to enjoy the ancillary benefits of a community where crime is mitigated; citizens are educated, trained, and employed with livable wages; and its children are raised in clean, safe communities.

Shots ring out in the night. Lives are changed. A community mourns. Community leaders express outrage. Law enforcement pledges to use all interagency resources to bring the criminals to justice. Arrests are made... Shots ring out in the night. Lives are changed. A community mourns. Community leaders express outrage. Law enforcement pledges to use all resources to bring the criminals to justice. Arrests are made... Shots ring out in the night. Lives are changed. A community mourns. Community leaders express outrage. Law enforcement pledges to use all resources to bring the criminals to justice. Arrests are made... And the story continues...

This vicious cycle of senseless violence has plagued Aiken County for generations. As the murders of Ahmaud Arbery, George Floyd, and Breonna Taylor opened the doors for new conversations on how communities, governments, and law enforcement interface to create the best places to learn, live, work, play, and pray for all citizens, the Umoja Village began to materialize in Aiken County. Groups were formed to discuss the negative effects and involvement of systemic racism in law enforcement, the justice system, education, healthcare, economic and community development, housing, city/county government, business, and environmental justice, in search of comprehensive solutions encompassing these interconnected areas, which contribute to the complexity of why crime occurs and why Black and African American populations are negatively impacted in every area of daily living.

While the triple waves of the COVID-19, economic, and social justice pandemics washed across the nation, an impromptu community meeting took place in the June 2020 heat of the vacant Aiken Save-A-Lot parking lot after two people were killed and two people were injured in separate shootings earlier that morning. At the gathering, one community member exclaimed, "We're killing each other faster than COVID-19!" The October 2020 murder of 12-year-old Edward McKenzie, Jr., in the Crosland Park neighborhood of Aiken, S.C., again sparked public outrage and trauma. Yet in November 2020, a shooting at the Seventh Lounge night club would

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spark a weekend of shooting across the county. As of this writing, an Aiken man has been charged after allegedly shooting another man on Aiken's Northside on January 28th 2021. Have we really had enough?

As recorded in the imaterecordsfinder.com:

- *Aiken County has an annual prisoner count of 105,722, after an arrest or people who have been transferred to the county from a detention center.*
- *In a 10-year span of 2005 to 2015, violent crime totals per year increased 64% from 327/year to 510/year.*
- *In 2015, the average annual cost to taxpayers of housing an inmate in South Carolina was \$20,053.*
- *In 2019, the percentage of residents living in poverty in Aiken County was 12.6%*

An analysis from AreaVibes, an organization that computes area Livability Scores using a unique algorithm evaluating multiple data points for each location, including amenities, cost of living, crime rates, employment, housing, schools and user ratings, inferred the following:

- Aiken crime rates are 118% higher than the national average.
- Violent crimes in Aiken are 52% higher than the national average.
- In Aiken there is a 1 in 19 chance of becoming a victim of crime.
- Aiken is safer than 8% of the cities in the United States.
- Annual crime in Aiken has increased by 355%.
- Aiken received an employment rating of C-; a C- in schools, and Fs in crime and housing.

At the June impromptu community meeting, Aiken County School Board member, Patrice Rhinehart-Jackson, said, "Please let me remind you that we are all in this together. It takes a village, and I am a villager." It is in the spirit that that the Umoja Village has assembled to develop a comprehensive, effective, and sustainable community action plan through a strategic and coordinated effort aimed at reducing crime to establish safe communities within Aiken County to turn the tide.

A review of the Aiken Public Safety Monthly Activities Report for December 2020 reveals the year-to-date total of offenses involving juveniles was 476 with 126 juvenile arrests compared to the 2019 total year-to-date in December at 640 offenses involving juveniles and 179 juvenile arrests. A review of the January 2021 Aiken Public Safety activities report shows that just in that month, there were 56 offenses involving juveniles. If we assumed an average of 56 offenses per month, by December 2021, we could see nearly 700 juveniles offenses if more deliberate, creative, and effective measures were not taken such as those suggested within this community action plan. These data points alone point to the necessity of more effective youth mentorship initiatives.

Analyses from the National Center for Educational Statistics indicate how strongly literacy relates to other social variables. Nearly 85% of the juveniles who face trial in the juvenile court system are functionally illiterate. Over 70% of America's inmates cannot read above a 4th grade level. One in four children in America grows up without learning how to read. Reports show that the rate of low literacy in the United States directly costs the healthcare industry over \$70 million every year. Teenage girls between the ages of 16 to 19 who live at or below the poverty line and have below average literacy skills are six times more likely to have children out of wedlock than girls their age who can read proficiently. From this simple data string, illiteracy connects to crime, juvenile justice, educational achievement, health care, teenage pregnancy, and poverty. A comprehensive solution is one that addresses each of these areas; connects intersection points of the intervention programs and all stakeholders and solution providers; accepts the fact that systemic racism exists

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and actively seeks changes in policies, procedures, and laws that perpetuate its existence; and provides the funding required for each program to succeed, measures results, and recalibrates as necessary for sustained success.

Furthermore, reviewing the Aiken Public Safety monthly activities report in December 2020 indicates 13,580 “citizen contacts” year to date in December 2020. Although this particular report does not provide demographical detail, previous regional and national statistics suggest a disproportionate rate of African Americans make up the citizen contacts in most cities who track this particular statistic.

We believe the unique approach suggested in this plan will succeed, because we will not operate in silos without addressing the interconnected constraints. Extensive extrapolation of the data provided in the Aiken Public Safety activities report undoubtedly point to the need for comprehensive workforce development initiatives and more community policing in the identified affected Aiken neighborhoods.

In short, the Umoja Village serves as a resource management and strategic advocacy alliance for Blacks and African Americans organized to ensure a high quality of life in every aspect of everyday living. It connects the dots by linking interconnected groups to unpack these interrelated issues and provides lasting solutions. It is the one-stop community resource center, primarily for the underserved communities.

The Umoja Village consists of representatives from law enforcement, education, community groups, the Divine Nine Black Greek Letter Organizations, the faith community, nonprofits, community agencies, informal community leaders, street leaders, community youth, and even those who some deem as criminals who have “street credit,” who, without their knowledge and relationships with that community, our collective efforts could be futile. The Umoja Village has prepared the banquet over which the community can come together and reason.

The model is based on the process of building a house. It begins with “surveying the land” to determine the status quo. The cornerstone of public safety is public trust so the Plan pours a foundation of community trust through trusting-building activities. It frames and insulates the house by determining the requirements to ensure continued sustainability. It establishes finishing through customization for each neighborhood. Finally, it builds in inspection through defining metrics to assess progress.

There is hope. Aiken County is an area where there are opportunities to progress. It is a place where, regardless of ideals, everyone can come to the table to meet with decisions-makers to share what is on their hearts to raise issues and concerns.

Aiken County is amazing. One can walk through miles of sand trails in Hitchcock Woods, walk rural roads into a rich history of triumph and resilience, window shop down the picturesque downtown streets, dine in first-class establishments, stroll along South Carolina’s riverfront, watch baseball in a state of the art stadium, and worship with neighbors that genuinely care.

Imagine a place where citizens can maximize to be their very best and couple that with the current community progress in high technology, education, business, industry, community development, and finance. This foundation of public trust, the final victory against senseless crime, the defeat of racism and hate, and the unified march together into the future can make this a reality. This Umoja Village Rebuilding The Foundation Community Action Plan is the way. Aiken County has nothing to lose and a shining future to gain.

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SECTION 3: Steps to Rebuilding The “Foundation” – The “Foundation” is TRUST!

To help convey Umoja Village’s approach to decreasing crime, we will utilize the steps of building a house to serve as our metaphor.

STEP 1 *Survey the land* – Assess where we are today. Snapshot of what we look like from every angle.

STEP 2 *Clear the land* – Removal of what’s not needed; clear those elements that could destroy the foundation; address perceptions “outsiders” have about the communities we desire to serve; address perceptions the “insiders” have about the “outsiders.”

STEP 3 *Pour foundation* – Initial activities to open the door to building trust. Community meetings where all involved parties recognize each other’s humanity (needs, desires, insecurities, etc.)

STEP 4 *Framing* – Determine the necessary components of this plan that are necessary from inception all the way through the process and beyond.

STEP 5 *Internal utilities* – Identify stakeholders.

STEP 6 *Insulation (sustainability)* – What will be needed in order to ensure sustainability for years to come?

STEP 7 *Interior/exterior finishing* – What elements of this plan are custom made for our communities? Will we need different approaches for different neighborhoods (i.e. Pacers Run, Crosland Park, Toole Hill, Carriage Park Apartments, etc.)

STEP 8 *Inspection* (How will we measure progress?)

STEP 9 *Final walkthrough* Examine the plan closely. (How and when will we make corrections or changes to this plan?)

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The *Umoja Village Rebuilding The Foundation Community Action Plan* recognizes the historic distrust that BIPOC (Black Indigenous Communities of Color) experience due to internalized and externalized biases. The dismantling of systemic racism must first and foremost occur within so that effective, sustainable transformative change can occur.

One of the first actions of the Umoja Village is to create short success goals and achievements that we can celebrate together as we build our “trust muscles” with each other. When we recognize our own humanity, we are far more likely to recognize others with respect, empathy and compassion. Some of the methodologies that will be incorporated into the Rebuilding of the Foundation of our community is an honest assessment (*survey the land*) about the current health of our community, to understand how to dismantle those harmful or toxic mindsets that prevent even leadership from moving forward in a positive direction. Therefore, a major assessment is vital. Not only do we then identify the areas that are damaged (weakness and threats) but we will readily identify those areas that are vibrant (strengths and opportunities).

We recognize that we can then begin to clear the land after honest, and often painful, observations have occurred, either through a thorough *SWOT* analysis or through more thorough utilization of asset mapping tools we can begin to *clear the land*. It is then we will begin to address the crime, violence, graduation rates, lack of education or employment training and opportunities, relationship with community and law enforcement, health disparities, gentrification and redlining, and many other concerns faced daily in our communities. The Umoja Village recognizes that the external perceptions about BIPOC communities must be addressed. The recent civil and social unrest demonstrates that another paradigm has to be instituted for a civil society that is equitable, just and fair.

As we continue using the metaphor of building a house, once we have surveyed our community, clear the land of some of our internal and external stumbling blocks, then we can begin to *pour a new foundation* through team building, trust building, common SMART (Specific, Measurable, Attainable, Relevant/Realistic and Timely) goals. We will engage more segments of our community that historically have not been invited to the tables of discussion, decision making, planning and actions in a manner that demonstrates diversity and inclusion.

The Umoja Village firmly believes that “people do not care how much you know until they know how much you care”. This phase will consist of community gatherings; World Café Sessions, Webinars, Virtual Dialogues, Neighborhood Clean Ups, Voter Education/Registration, Youth Chats, etc. This phase will allow for the identification of solid community partnerships with organizations whose missions can be more effectively accomplished by this streamlined approach toward resource management. We will make every attempt to fully engage our community in a manner that result in needs, ideas and strategies that empower people on how to solve their problems and those of their community.

Rebuilding the Foundation would then require *framework to support* those needs assessments and to utilize the assets that already exists within our community. Some pieces of this infrastructure must address our current educational system from affordable daycare through higher education accessibility, workforce development, economic development, access to health insurance and healthcare, relationship with law enforcement (City and County), the increase of violent crimes, youth mentoring programs, reentry for formerly incarcerated returning citizens, reduction of recidivism and other initiatives that demonstrate healthy communities.

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Developing a strong framework will allow us to identify stakeholders that will be needed to support our structure. Understanding our capacity building needs is essential; therefore an asset map of the Umoja Village and our larger community will be needed in order to evaluate partners already engaged and those that will be needed. We recognize that within the Umoja Village we do not have all components needed for this rebuilding effort, but we do have or will develop those relationships that will augment, support, and collaborate with our efforts.

The sustainability and resilience of our plan comes first with a commitment for the Umoja Village members to lend our wheelhouse expertise, to develop ongoing programming, to establish and support the leadership, to be the agents of change in developing, implementing and evaluating our efforts. This will *insulate* us and protect us from attacks, misunderstandings or missteps by the management of our initiatives with the highest of integrity and transparency. Also, this program will build upon our successes and quickly learn from any missteps.

While we recognize that while we have a big picture focus, we must also be cognizant of the fact that all communities are not cookie-cutter entities. There must not be a one size fits all approach to these efforts. We must also take the time to customize our approach to various communities. Some communities suffer from high crime and violence, some are food deserts, some do not have recreation accessibility, some are simply not conducive to walking, etc. The point made here is that we must *customize some interior and exterior finishes* based upon the needs of a particular community. The engagement of residents will be essential in identifying and addressing those unique needs of each community.

Clearly, once a structure has been completed, an *inspection* must take place. We will develop evaluation tools to assess positive measurable outcomes as well as negative impacts of our plan. We will build into this plan periodic reviews and an evaluation team that will help us stay focused and on task. Each phase of this construction will have evaluation tools implemented to indicate the wisdom of moving to the next phase of construction. We will have an evaluation team established for each phase.

Lastly, in *Rebuilding the Foundation*, we will continually examine, update, remediate and allow proper corrective measures to take place to allow further success of the Umoja Village's initiative. However, we believe that our efforts can become a best practice model of *Rebuilding the Foundation* for other communities that want to live with Umoja...Unity. Then and only then will we have a beloved community where all are valued, needed, and included.

SECTION 4 – The Action Plan

Action Plan Components

- **Youth Mentoring**
- **Strong blocks wraparound**
- **Coordinated out-of-school programs**
- **Student Re-Engagement Centers**
- **Community-based alternatives to detention**
- **Aftercare services for ex-offenders**
- **Mental Health programming for adults and youth**
- **Parent development and job training/On-the-job training/Skill development opportunities**
- **Community partnerships with existing organizations with solid missions, funded initiatives, and effective change results**
- **Training: Leadership/ Mentoring/ Entrepreneurship/ Specialized Services**

Training: Leadership/ Mentoring/ Entrepreneurship/ Specialized Services

Why Plan?

1. What is the motivation behind this effort being initiated?
 - a. Consistency and sustained expertise
 - b. We see programs implemented without sustainability plans.
 - c. Why are we doing this? Answer: To build trust.
2. Are there certain issues in the community that prompted an interest in a planning effort?
 - a visible decline in success of our youth
 - an increase in violence. Multiple shootings in the city and county
 - options for youth afterschool.
 - decision-making skills for youth
3. What problems or situations made us think about looking at a plan for the future?
 - achievement gaps in school
 - a general decline in the injection of Godly principles into all aspects of life
 - social casting derived from economic gaps

Who do we think should be involved?

1. What groups in the community should be included?
 - a. Churches, education reps, youth leaders/ reps, black-owned business community, career counselors/experts
2. How do we ensure that everyone is given an opportunity to participate?
 - a. The mission needs to be made clear, invitations and follow-up need to occur.

What questions are we trying to answer?

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1. What are the issues that prompted the community to undertake the planning process?
 - a. The uptick in violent shootings;
 - b. The current state of national politics;
 - c. Our voting participation demonstrates visible change;
2. What changes are needed?
 - a. Systems to sustain success
3. What are the things that we really like about our community? What is it that makes us unique? What is it that we are most proud of for our community?
 - a. We have a lot of people that are able and willing to come together as a team with very different backgrounds.

Aftercare Services for Ex-Offenders

Why Plan?

1. What is the motivation behind this effort being initiated? Why are we doing this?
 - a. No clear, comprehensive, and collective plan to address this issue in our town and county. If they exist, there needs to be improved communication to the public.
 - b. Hope. We believe there is a connection between the rise in violent crime and the lack of a visible re-entry plan of ex-offenders.
2. Are there certain issues in the community that prompted an interest in a planning effort? What problems or situations made us think about looking at a plan for the future?
 - a. In South Carolina, Black people constituted 29% of state residents, but 53% of people in jail and 60% of people in prison. Since 1978, the Black incarceration rate has increased 76 percent in SC prisons. In 2017, Black people were incarcerated at 3.7 times the rate of white people.
 - b. Unemployment rates are historic lows. How can an ex-offender compete?

Who do we think should be involved?

1. What groups in the community should be included? Government/ civic/ church/ business/ education/ private/ industry/ manufacturing
2. How do we ensure that everyone is given an opportunity to participate? Strategic planning

What questions are we trying to answer?

1. What are the issues that prompted the community to undertake the planning process?

Statistics from recent studies show a growing gap of where the re-entry process shows greatest, in the types of jobs that are growing. We have to build a plan that addresses the following: From 2017 to 2018, employment in Aiken County, SC grew at a rate of 1.12%, from 70.8K employees to 71.5K employees. The most common job groups, by number of people living in Aiken County, SC, are Office & Administrative Support Occupations (8,594 people), Sales & Related Occupations (7,439 people), and Management Occupations (6,879 people). Individuals with a criminal past need to be able to compete and need to be given second chance opportunities to survive, thrive, and support their families.

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2. What changes are needed? Realistic re-entry opportunity in the form of incentive-laden partnerships with business and industry.

Community-Based Alternatives to Detention, Coordinated Out of School Programs, Youth Mentoring & Student Reengagement Centers

Why Plan?

1. What is the motivation behind this effort being initiated? Why are we doing this?
 - a. Promoting and executing purposeful intervention measures for at-risk behavior.
 - b. Raising the consciousness of our community youth displaying at-risk behaviors.
2. Are there certain issues in the community that prompted an interest in a planning effort?

What problems or situations made us think about looking at a plan for the future? Aiken is currently outpacing the national average for violent crimes per capita. We believe that a strategic reset coordinating all of the above is the key that unlocks what is missing. What we do after school with our academic, behavioral/ disciplinary, and tutorial/remedial efforts must have measurable goals with milestones and checkpoints that promote timely adjustments.

Who do we think should be involved?

1. What groups in the community should be included? EVERY church, industry, neighborhood, and civic group represented by students participant in Community-Based Alternatives to Detention, Coordinated Out of School Programs, Youth Mentoring & Student Reengagement Centers should be included. That 100% representation is the community bridge to deliver the message that we are concerned and in the fight.

Community partnerships with existing organizations with solid missions, funded initiatives, and effective change results

2. Who are the critical stakeholders needed to establish partnerships to ensure necessary services and resources are provided to the underserved community to ensure success and consequently a reduction in crime? These are just a few identified partners: Aiken County Solicitor's Office; South Carolina Department of Mental Health; Aiken County Public School District; The Department of Juvenile Justice; The Lower Savannah Council of Governments; Aiken Department of Public Safety; Aiken Sheriff's Office; Aiken Community Action; The Aiken Center; Department of Social Services; and a host of other agencies, organizations, churches, businesses, corporations, and individuals.

What questions are we trying to answer?

1. What are the issues that prompted the community to undertake the planning process? A number of social issues including encouraging youth to finish high school, break the cycle of poverty, and avoid or delay drug and alcohol use. We will address student achievement gaps, college application, admission, and financial aid, technical career opportunity, and community-based consciousness.

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2. What are the things that we really like about our community? What is it that makes us unique? What is it that we are most proud of for our community? We love the potential of our community. There are achievers and excellence in our schools and community that should be promoted above the negative narratives.

Strong Blocks Wrap-Around

Why Plan?

1. What is the motivation behind this effort being initiated? Why are we doing this?
 - a. To effectively meet the urgent needs of students and families during this transitional period in our country's history, state and district leaders should consider establishing and expanding the concept of community schools. Community schools replace the fragmented, bureaucratic, social services gauntlet that families in need must often navigate with a student-focused approach that organizes resources from community partners where they can be most easily accessed: in school. In community schools, students and families are engaged as partners in the educational process and have access to a broad range of well-coordinated supports and services. (*description from a community school advocacy group*)
 - b. Are there certain issues in the community that prompted an interest in a planning effort? What problems or situations made us think about looking at a plan for the future? Student achievement, instructional coherence/ invested educators, socioeconomic factors, parenting, clear or shared vision between school and community.

Who do we think should be involved?

1. What groups in the community should be included? EVERY church, industry, neighborhood, and civic group represented by students should be included. That 100% representation is the community bridge to deliver the message that we are concerned and in the fight.

What questions are we trying to answer?

1. What are the issues that prompted the community to undertake the planning process?
 - a. How do we get our community and schools to fully invest in the strategic planning necessary to develop and convey a shared vision of success for youth that THEY are able to see and WANT to consume for themselves?
2. What changes are needed?
 - a. A community equivalent of our elected school board solely focused on our underserved population.

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SECTION 5 – Timeline

The following Figure 1 depicts an overview of the Umoja Village Rebuilding The Foundation Community Action Plan

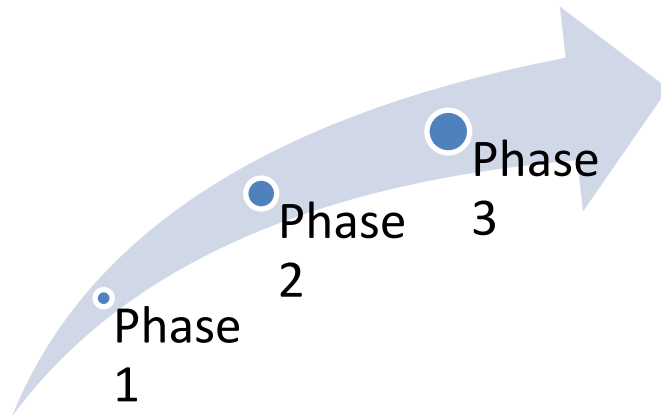


Figure 1: Overview of the Umoja Village Rebuilding The Foundation Community Action Plan

Phase 1: Public Notification and Explanation of the Process

A Public Notification Communication Plan to include utilization of public meetings, television and radio broadcasts, newspaper articles, social media posts, etc., to share with the Aiken County citizens the genesis of this plan, why, and how it is to be executed, tracked, and sustained. Public comment will be accepted.

As articulated throughout this plan, the foundation needed to rebuild is “Trust.” Therefore, program managers and key partners in the Umoja Village Rebuilding The Foundation Community Action Plan will plan and implement trust building sessions with those groups who have a demonstrated (perceived or real) history of distrusting one other. These sessions will be informal, but strictly facilitated by trained experts in the field of culture change, teambuilding, etc. Such groups to gather are to include but not limited to:

1. Community vs. Law Enforcement
2. Minorities vs. Whites
3. Parents vs. School System
4. Blacks vs. Blacks
5. South side Aiken vs. North side Aiken
6. Wealthy vs. Poor

Phase 2: Identify stakeholders and strategic community partnerships

The Umoja Village Rebuilding the Foundation Community Action Plan Program Manager and the original task team will identify stakeholders and strategic community partners integral to the successful integration of every aspect of human life to ensure a holistic approach toward decreasing crime and paving the way for all citizens to journey down the path of opportunity and personal success.

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Phase 3: Execute plan

In order to execute this extremely comprehensive plan, it will take significant coordination and organizational management skills on behalf of the Program Manager. The PM must meet and coordinate with multiple agencies, organizations, and entities, each on their own timetables, to establish a legitimate execution timeline. The execution of this plan must be flexible to include changes in start/end dates, possible changes in methodology, etc. However, what will make this plan solid and of integrity is the frequent and professional communication to all involved. As partnerships are established and dates of programmatic elements are solidified, a more detailed timeline will be developed and tracked.

March 2021	Submit funding request to The City of Aiken
April 2021	Submit funding request to Aiken County Council
April-July 2021	Identify stakeholders and strategic community partnerships, meet and develop Memorandum Of Understandings
July-Sept. 2021	Conduct trust building sessions (ongoing, as needed)
September 2021	Begin Asset Mapping process to identify community resources
September 2021	Execute the more detailed action plan, which will be based on available implementation dates of desired programs, workshops, funding, etc.
March 2022	Mid-year assessment
September 2022	Annual assessment to include community engagement meetings, surveys, review of crime statistics, school retention/discipline reports, employment data, etc.

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SECTION 6 – BUDGET

The Umoja Village Rebuilding The Foundation Community Action Plan is not without a financial cost to the community. *The estimated annual cost to implement the Umoja Village Community Action Plan \$951,500, a marginal amount compared to the significant costs to taxpayers and the negative consequences of high and violent crime, uneducated communities, dilapidated housing, etc., which would result from the negative consequences of an unsafe community.* In addition to seeking funds from our local city and county governments, Umoja Village is submitting for applicable grants and will also institute a “self-accountability” request to area Black/African American churches and businesses. All funds will be used to support the following budget:

Table 1: Umoja Village Community Action Plan Budget

Project	Description	Cost	Completion Date	Responsible Party
Youth development and mentoring programs	Adequately fund existing, proven youth preventative mentoring and developmental programs	\$75,000	Ongoing	Teen After School Center; Arrington Summer Literacy Camp; Carolina Lakers AAU; Hankinson Boxing Club; Aiken Warriors AAU; and others listed in this plan.
Parent training/job training/re-entry programs	Equip parents with parental skills; trust building activities; employment opportunities with emphasis on second chance or re-entry	\$8,000	Ongoing	Program Coordinators of established or new programs; Imani Group, WIA, APS, etc.
Pool of vetted youth workers (50 workers)	Similar to substitute teachers. Umoja will vet and train and dispatch to youth organizations	\$15,600/year each worker TOTAL: \$780,000	Annually	Umoja Village Community Action Plan Program Manager and UV CEO
Program Manager	Manage the day-to-day coordination of all aspects of this plan	\$60,000	Ongoing	Umoja Village Board of Directors
Data collection, surveys, assessments	Tools needed to assess this plan’s effectiveness	\$5,000	Mid-year and annually	UV Community Action Plan Program Manager and UV Board of Directors
Communication efforts	Establish a robust communication plan that ensure the community and all stakeholders are kept abreast of programs, progress, etc.	\$10,000	Ongoing	Program Manager
Equipment, supplies	Office supplies and other necessary supplies and equipment needed to effectively execute plan components	\$6,000	Ongoing	Program Manager
Consulting services	A comprehensive plan of this sort requires use of subject matter experts.	\$7,500	As needed	Program Manager and UV Board of Directors

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Subsequent activities will include youth mentoring, coordinated out-of-school programs, school dropout support, community alternatives to detention, reintegration services for ex-offenders, leadership development, and entrepreneurship coaching.

Specific partner programs include the Teen After School Center at Second Baptist Church, Martial Arts Academy, Hankinson Boxing Gym, Aiken Warriors, Carolina Lakers AAU team, Carolina Vipers AAU team, NAACP Youth Council, Delta Gems, Invictus Group, Super Smart Girls, The Arrington Weston Summer Literacy Camp, The Imani Group's youth programs, Education Matters Nonprofit Corporation activities for youth, et al.

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SECTION 7 – SOURCES

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8. “Aiken, South Carolina Crime Rates,” <https://www.neighborhoodscout.com/sc/aiken/crime>
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10. “Aiken County, SC Inmate Records,” <https://recordsfinder.com/inmate-search/ac/aiken>
11. “Aiken Public Safety Month Activities Report,” January 2021 and December 2020.