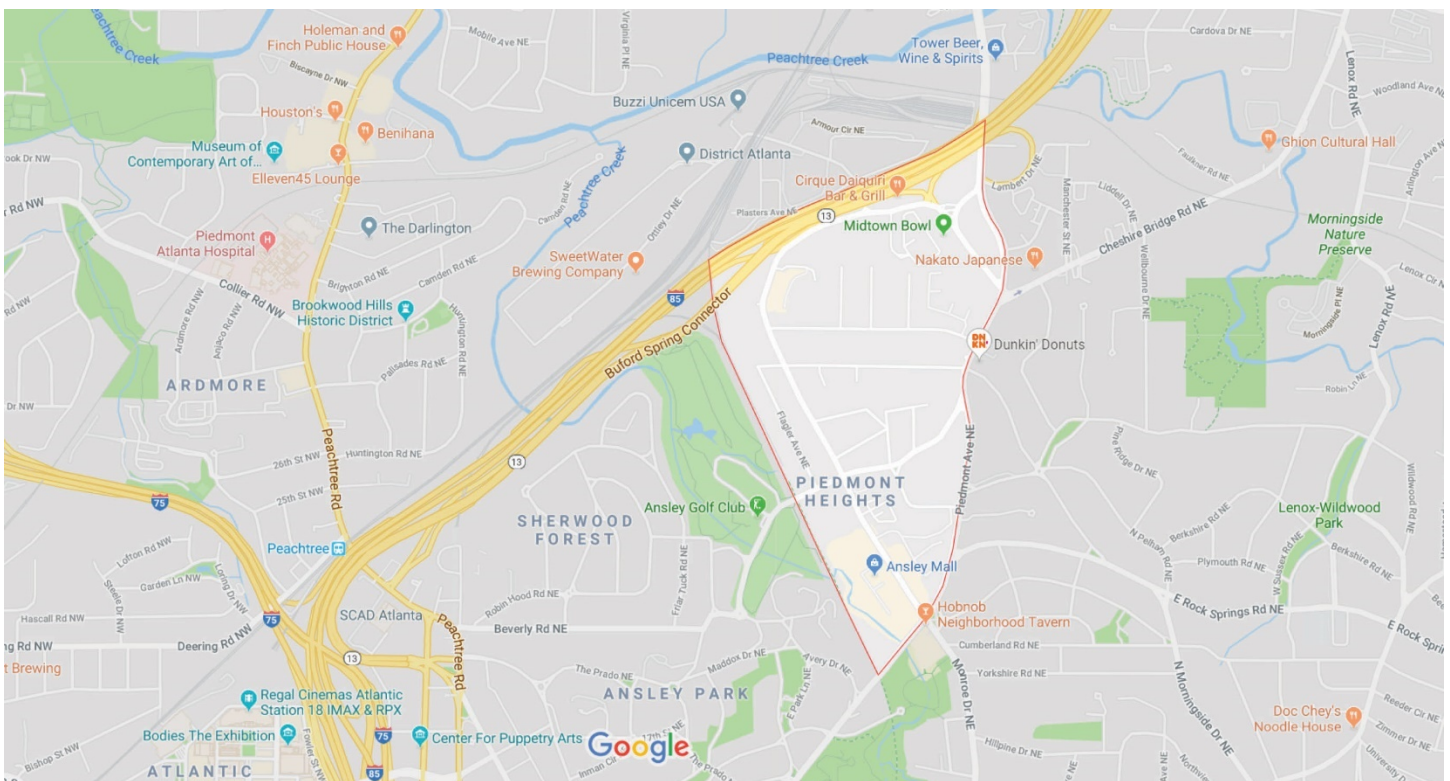


STRATEGIC WORK PLAN OVERVIEW:

1. BOUNDARIES: City of Atlanta/PHCA vs Greater Piedmont Heights Master Framework Plan
2. APPROACH TO FORMING GPHBA: DEFINING THE MEMBERSHIP AREAS:
 - How is PH defined and who are the leaders in each area?
3. PURPOSE OF GPHBA: Values, Challenges and Action Steps
4. ENGAGEMENT: Meetings and Communications
5. ORGANIZATION STRUCTURE: Stand Up Timeline and Systems

1. BOUNDARIES: AREAS OF SERVICE, DEFINING LEADERSHIP AND MEMBERSHIP

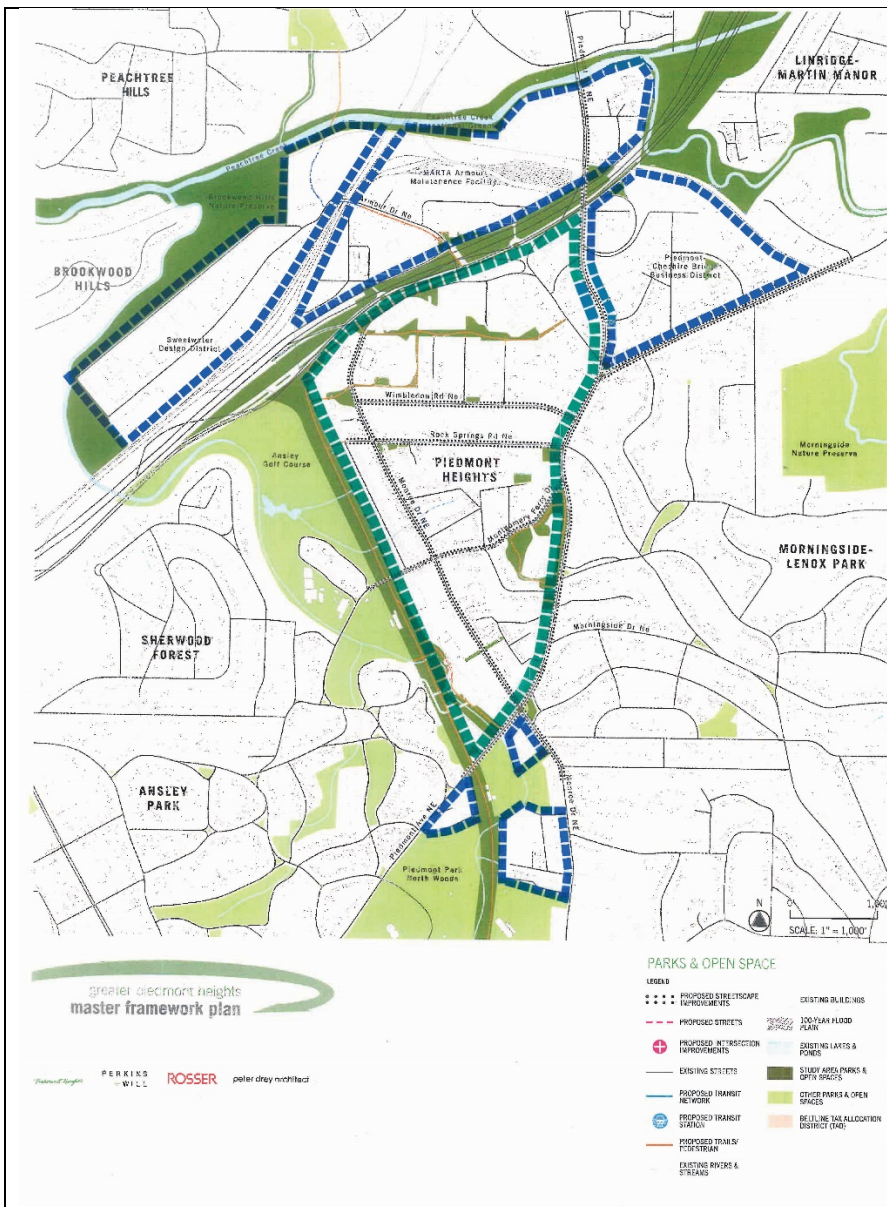
AS DEFINED BY CITY OF ATLANTA AND CIVIC ASSOCIATION: Piedmont Heights boundaries as used by Piedmont Heights Civic Association (PHCA Piedmont Avenue/Road (east), the no longer in use Norfolk Southern railroad bed now called the Atlanta BeltLine (west), and I-85 (north).



- These current boundaries are adhered to for NPU-F and the City of Atlanta planning purposes.
- BENEFIT: The existing area mainly covers a concentration of established businesses grouped together within shopping centers. Three main centers are directly on the Atlanta BeltLine.
 - 300 single family homes, 3000 apartment homes and 150 businesses.

- OPPORTUNITY: To concentrate on existing, well defined land marks and centers that have been the main hub of business in the community for over 20+ years. Define this area as the heart of Piedmont Heights business district.
- CHALLENGE: How to integrate and unify all the independent centers into an identified, well known neighborhood destination?
- ACTION ITEM: Create a brand for the heart of PH business district while supporting all the other businesses not located in a concentrated area.

AS DEFINED BY THE GREATER PIEDMONT HEIGHTS MASTER FRAMEWORK PLAN: Greater Piedmont Heights was created to include areas of interest that are outside of the City of Atlanta and civic association boundaries.



BENEFIT: Creates a larger membership area which means more monetary support for operations of organization. A larger approach to business communications for the entire area including those newly established or long felt on the outside.

OPPORTUNITY: Brings together newly defined areas as well as established areas close to Piedmont Heights that do not have a unified residential or business voice.

CHALLENGE: Adding areas without unified voices today could mean separation in the future when enough concentration is established.

ACTION ITEM: Define each area of interest as a separate district. This would allow each area to have its own unique identity but be a part of a larger network for a unified voice on business.

2. MEMBERSHIP AREAS: HOW IS PH DEFINED AND WHO ARE THE LEADERS IN EACH AREA?

<p>LOCATION: Ansley Mall 1, Ansley Mall 2, Piedmont Ave NE across from Smith Park.</p> <p>Most associated with Piedmont Heights: Piedmont and Monroe</p> <p>ASSETS:</p> <ul style="list-style-type: none"> • Smith Park • Northeast Interim Trail of the Atlanta BeltLine • Proximity to Ansley Golf Course • Long established retail centers: Ansley Mall 1 & 2 • Live music venue <p>LEADERS IN THIS AREA: Focus on Atlanta BeltLine, Shopping Center Branding, heart of PH.</p>	 <p>1. ANSLEY MALL 1 & 2 PIEDMONT @ SMITH PARK</p>
<p>LOCATION: Piedmont Ave NE from Westminster Drive NE to Monroe Drive NE.</p> <p>ASSETS:</p> <ul style="list-style-type: none"> • Northeast Interim Trail of the Atlanta BeltLine • Piedmont Park Trail and Park Access • Ansley Square • Long established retail centers <p>LEADERS IN THIS AREA: Focus on Atlanta BeltLine, Piedmont Park, Shopping Center Branding, heart of PH.</p>	 <p>2. PIEDMONT, ANSLEY SQUARE & MONROE</p>

LOCATION: Armour Yards: (Area of Interest) Armour-Ottley: Armour Yards Access off Armour Drive NE to Armour Circle or Ottley Drive.

ASSETS:

- Contained and defined area
- Northeast Trail of the Atlanta BeltLine
- Peachtree Creek
- SweetWater Brewing Company
- ASW Distillery
- Diverse mix of office, retail and commercial density.
- Proximity to I-85

LEADERS IN THIS AREA: Focus on destination marketing and infrastructure



LOCATION: Monroe Drive at Wimbledon Rd NE to Piedmont Circle

ASSETS:

- Gotham Way Park
- Long-term apartment homes. Gables and Monroe Place.
- WXIA-TV
- Midtown Bowl
- Atlanta Fire Rescue Station 29
- Proximity to I-85

LEADERS IN THIS AREA: Focus on infrastructure and Gotham Way Park



LOCATION: Armour Junction: Off Armour Drive NE to Plasters Ave NE including Mayson St NE, Armour Circle, Plaster Bridge Rd and Plasamour Drive NE

ASSETS:

- Contained and defined area
- New apartment residential
- Diverse mix of office, retail and long-standing commercial density.
- Proximity to I-85

LEADERS IN THIS AREA: Focus on destination marketing and infrastructure

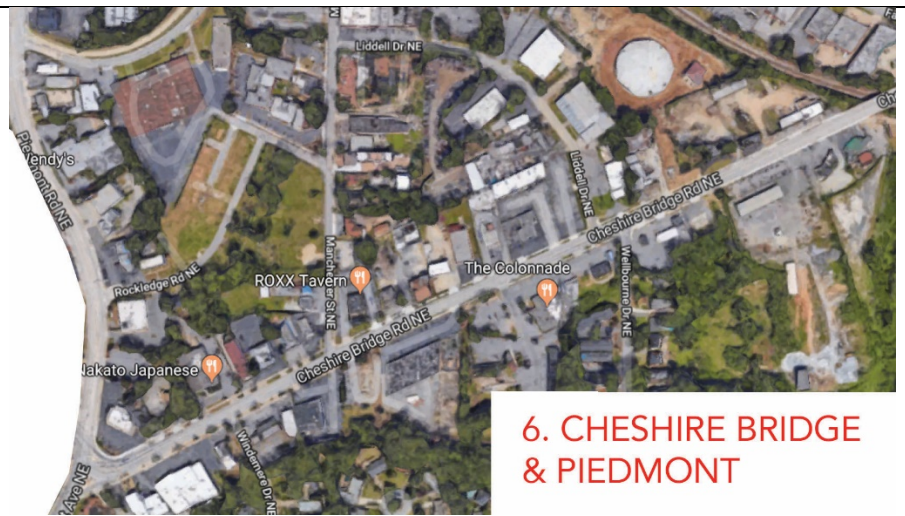


LOCATION: Cheshire Bridge at Piedmont to bridge

ASSETS:

- New apartment residential
- Diverse mix of office, retail and commercial density.
- Long standing businesses and property owners

LEADERS IN THIS AREA: Focus on destination marketing, new development and branding

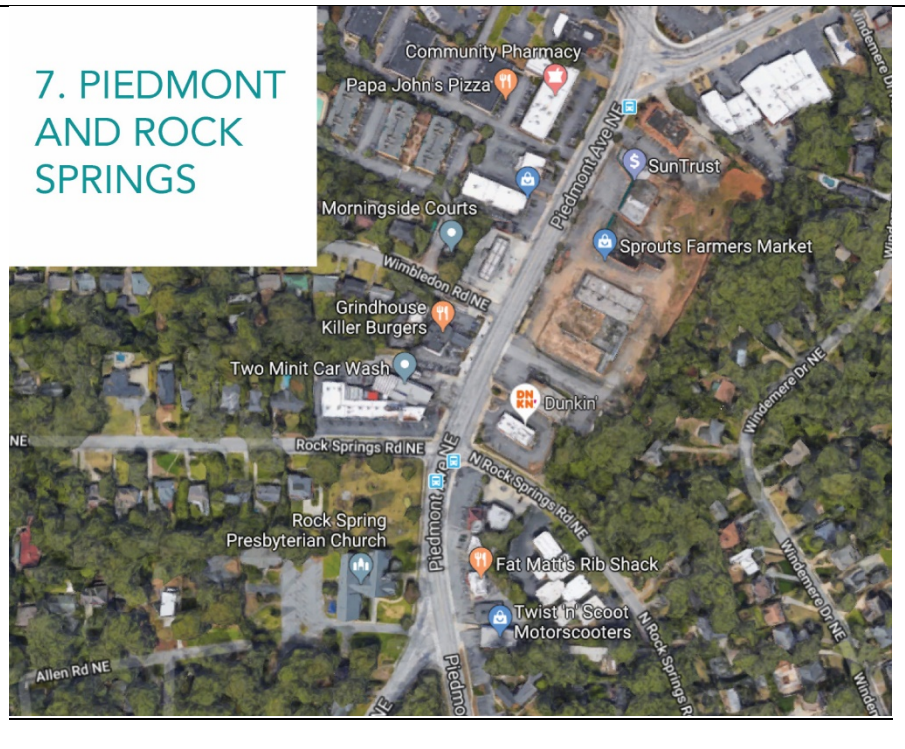


LOCATION: Piedmont Ave NE
from Cheshire Bridge to Allen
Road NE

ASSETS:

- New development including Sprouts Farmers Market
- Rock Spring Presbyterian Church
- Diverse commercial use including restaurants.
- Long standing businesses like Fat Matt's Rib Shack

LEADERS IN THIS AREA: Focus on neighborhood branding, infrastructure and new business integration.



DETERMINE PRIORITY FOR MEMBERSHIP AREAS WITH LEADERS:

- ACTION ITEM: Identify a well-established business leader within each area willing to commit 2 years to build a solid business network within their area. Ideal 7-9 people.
 - This business leader will serve on the stand-up volunteer board of the Greater Piedmont Heights Business Alliance to create the foundation of the organization.
 - Each leader can enroll a committee of business members, employees etc to develop, implement and maintain area's unique function within GPHBA.
 - Start with participating stakeholders within each area to gather information and define committee.
 - Each business leader in the area will start identifying businesses within their area by gathering contact info. Then prioritizing assets and assigning committee members to own each asset. Each asset will inform the needs, connections etc...
 - Consider areas of interest vs areas within established City of Atlanta boundaries.
 - Where to start?
 - 1 & 2 are the heart of Piedmont Heights and most recognized.
 - Where identified leaders are ready to dedicate time, resources and expertise.
 - Leaders of areas will help develop the overall approach and make up of GPHBA by defining their area. The board will connect all similar items into an overall approach. Example: Security, beatification, events, communication etc...

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AREA LEADERS/VOLUNTEER STAND-UP BOARD: VOLUNTEERED AT 4.17.19 MEETING.

AREA	BUSINESS LEADER/BOARD MEMBER
1. Ansley Mall 1&2 and Piedmont @ Smith Park	Bob Glascock: Harry Norman
2. Piedmont, Ansley Square and Monroe Dr	James Hurley: James Hurley Designs
3. Armour Yards (Area of Interest)	Mehesh Mani: Preferred Office Properties
4. Monroe Drive NE, I-85 to Piedmont Rd	Jay McGinnity/Amy Rowen: Perennial Properties
5. Armour Junction (Area of Interest)	Tom Stokes: Epic Partners
6. Cheshire Bridge and Piedmont Ave NE (Area of Interest)	Sachi Takahara: Nakato Restaurant
7. Piedmont & Rock Springs Rd NE	Alex Brounstein Grindhouse Killer Burgers
Piedmont Heights Civic Association Representatives	Bill Seay and Juliana Shields: Co-Chairs of Greater Piedmont Heights Business Alliance committee Jim Hardy: President of PHCA
Communications Team:	Darcel Stewart: The UPS Store #0334

CONFIRMED: First meeting of the volunteer stand-up board of directors will be Wed. May 8th @ 8:30am- Epic Partners conference room in Armour Junction.

3. PURPOSE OF GPHBA: VALUES, AND CHALLENGES

The purpose of the Greater Piedmont Heights Business Alliance collected through two discovery sessions on 2.20.19 and 3.20.19.

- Establish a unified business community to communicate, engage and act towards a sustainable, safe and well recognized commercial areas in the city of Atlanta.

DISCOVERY OVERVIEW: Illustrates the type of stakeholders and level of involvement with the community at large. Every resident, visitor, customer, employee and car that drives on Piedmont or Monroe within Piedmont Heights is connected by this place, bound by geographical markers.

- 23 stakeholders attended: 6 bar/restaurants, 1 church, 1 civic association, 8 real estate/developer or property managers, 2 retail, 2 professional services, 1 event venue, 2 business services.
 - Participating Businesses in Discovery and/or Contributions: Co-Chair GPHBA, Epic Partners, Harry Norman Realtors, Piedmont Heights Civic Association, Preferred Office

Greater Piedmont Heights Business Alliance FOCUS | April 8, 2019

Properties/Armour Yards, Taqueria del Sol, James Hurley Designs, Nakato Restaurant, Edward Jones, Signature Design Collaborative LLC, Smith's Olde Bar/ Fox Brothers BBQ, Atmosphere Restaurant, Carolina Lumber, DEEG Consulting, Domestic Comfort, Dresser Homes LLC, Eclipse di Luna/ Loca Luna, Fashion Aid Cleaners, Luminary Works LLC, Mason Fine Art, Perennial Properties/Monroe Place, Ready Trading, Rock Springs Presbyterian Church, Selig Enterprises, Smith's Olde Bar/Nolen Reeves Music, The UPS Store #0334, Keller Williams, Twin Media, Brun Company, Ready Trading

- Long standing businesses: one established in 1870, 10 with business longevity ranging from 45-17 years and 8 businesses with 9 years or less in business. Most recent established business was 2.5 years.
- 6 out of 18 are residents of Piedmont Heights. (33%)
- 3 out of 18 attend monthly Piedmont Heights Civic Association meetings. Majority never attend or only when important. (16%)
- Only 1 out of 18 attend NPU-F monthly meetings with most never have attended or only when important. A few will start attending.

VALUES RECEIVED FROM OTHER BUSINESS ORGANIZATIONS OR WANT FROM GPHBA:

High Value		Low Value	
11	Networking	4	Development Info: infrastructure....
10	Connection to Residents	4	Participation in Events
9	Know My Businesses Neighbors	4	Social Media Posts
9	Important Updates About Events		
8	Safety and Security Patrol		
8	Business Resources		
8	Advocacy with the City of Atlanta		

CHALLENGES BUSINESSES IN PEIDMONT HEIGHTS:

High Level Challenges		Low Level Challenges	
7	Safety and Security	3	Trash and Unkempt Public Spaces
7	Traffic issues	3	Lack of Residential Support
6	Neighborhood Branding	3	Development Info: infrastructure....
5	Parking (Lack of, City Meters)	2	Small Budget for Marketing & Social Media
4	Finding Qualified Employees	1	Zoning Issues or Lack of Information
		1	Events at Piedmont Park and impact on my business
		1	Lack of Communication between businesses and City of Atlanta

TAKE VALUES AND CHALLENGES AND TURN THEM INTO ACTION ITEMS:

BENEFIT: Stakeholders surveyed want to connect and learn more about incoming initiatives like the Atlanta BeltLine as well as infrastructure issues, traffic and safety for pedestrians.

OPPORTUNITY: Harness the desire to learn more and educate business owners on how to become advocates for the Greater Piedmont Heights community. Encourage them to know their business neighbors, share information, and attend meetings. Participation expands success.

CHALLENGE: Low level of involvement at the civic association and NPU-F level. This also has to do with that a very low percentage of business owners live in Piedmont Heights or surrounding neighborhoods.

ACTION ITEMS:

- Establish a stand-up board of directors made up of area leaders to create the foundation of the organization.
- Work with PHCA to communicate widely via email and in-person handouts regarding both organizations. Have a standing 5-minute agenda item for GHPBA each month at PHCA.
- Determine if GPHBA can have a seat on the NPU-F board. In the interim, have a standing 5-minute agenda item for GHPBA each month at NPU-F.
- Define set schedule and location for general GPHBA meetings that focus on values and challenges. Each value and challenge will need someone to take the lead. More people talking the better.
- Collaborate with existing groups invested in infrastructure, traffic and safety for pedestrians like Atlanta Bicycle Coalition, PEDS (Pedestrians Educating Drivers on Safety) and Run Clubs

4. ENGAGEMENT: MEETINGS AND COMMUNICATIONS

The first step to building a business organization is to create a consistent communication and meeting schedule. Interested business owners depend on it.

PROPOSED MEETING SCHEDULE: BOARD OF DIRECTORS AND GENERAL MEETINGS

- New: Board of Directors: Once Monthly: Second Wednesday of the Month. 8:30am-10am
- New: General Meetings: Every 6 Weeks starting in September.
 - Time: 4:00pm-6:00pm: 4:00-5:00PM Networking. 5:00-6:00PM Business Meeting
 - 2 meetings proposed for 2019. September and November
 - 6 Meetings Proposed for 2020: January 29, April 22, June 3, ~~July 15~~, August 26, October 7, November 18 and Holiday Celebration: first Wednesday of December.

Greater Piedmont Heights Business Alliance FOCUS | April 8, 2019

- Existing: Piedmont Heights Civic Association: First Tuesday of the Month: 7pm @ Loudermilk Center behind Rock Springs Presbyterian Church
 - Add PHCA events to calendar. Gotham Way Park Fundraiser in November.
- Existing: NPU-F meets at 7:00 p.m. on the third Monday of the month at the Hillside meeting room, 1301 Monroe Drive (between Amsterdam and Dutch Valley, across from the CSO). Hillside can also be accessed from Courtney Drive.

May:	PHCA GM: Tuesday 7 GPHBA BOD: Wednesday 8 NPU-F: Monday 20
June:	PHCA GM: Tuesday 4 GPHBA BOD: Wednesday 12 NPU-F: Monday 17
July:	PHCA GM: Tuesday 2 GPHBA BOD: Wednesday 10 NPU-F: Monday 15
August:	PHCA GM: Tuesday 6 GPHBA BOD: Wednesday 14 NPU-F: Monday 19
September:	PHCA GM: Tuesday 3 GPHBA BOD: Wednesday 11 NPU-F: Monday 16 GPHBA GM: Wednesday 26- Launch Party!!!
October:	PHCA GM: Tuesday 1 GPHBA BOD: Wednesday 9 NPU-F: Monday 21
November:	PHCA GM: Tuesday 5 GPHBA GM: Wednesday 6 GPHBA BOD: Wednesday 13 NPU-F: Monday 18
December:	PHCA GM: Tuesday 3 GPHBA BOD: Wednesday 11 NPU-F: Monday 16
January 2020	PHCA GM: Tuesday 7 GPHBA BOD: Wednesday 8 NPU-F: Monday 20 GPHBA GM: Wednesday 29

COMMUNICATIONS:

Consistent communication with community stakeholders is key to the success of the business organization. Every single person in Greater Piedmont Heights is a part of the organization's communications team.

INFORM: Establish a central person and system for sending and receiving communications regarding your business organization. The central point person will:

- Digest and direct incoming inquiries and information to the appropriate board members for action or add as an agenda item.
- Send information to membership and stakeholders about the organization using agreed upon voice and methods.
- Create digital and printed invites.
- Create agendas for board meetings and general meetings.
- All information received and sent is the property of the organization with a dedicated email address for liability and succession purposes.
- Ideally the central point person is a paid administrator or consultant.

ENGAGE: Keep communications brief with a call to action, identified impact or benefit to the audience.

- Email communications, blog posts on website, social media posts are only as good as the person to person communications each advocate has engaged in.
- Written, hand-delivered flyers have the highest return of investment. Each area leader will be responsible for hand delivering, collecting contact info, sending person emails as follow up and encouraging the business owners in that area to share the information widely.
- Value is defined by the amount each business owners participates. In-person attendance to a well-run, informative meeting will show value faster than 100 emails.

ACTION ITEMS: The central point person will work with the board of directors to:

- Establish a GSUITE account with a domain name.
 - Will Greater Piedmont Heights Business Alliance be the name of the new organization? [See ideas here.](#)
- Develop an organization website with online membership and a blog.
 - Interim: Current memberships through PHCA? \$100 per year. When to transfer over to founding member/sponsor program.
 - Wild Apricot Membership Management can be the GPHBA website also.
- Define the times and location for GPHBA board meetings. Quiet, private location is best.

Greater Piedmont Heights Business Alliance FOCUS | April 8, 2019

- Define times and location for GPHBA General meetings.
 - Same location each time? New location at member's location? General meeting and networking need to be at the same location.
 - GPHBA members can sponsor each meeting.
- Create templates for board and general meetings.
 - How will you be effective at board meetings that empower board members to be in action. Board members will lead the general meetings. Determine roles based on strengths.
 - What does the PH business community need? Create your general meetings around values and challenges. Clearly communicate your topics.
 - Promote location, time, topic and networking sponsor.
 - Empower the board to be network leaders. Know stakeholders and make introductions.
- Everything your business organization communicates needs to be inclusive and transparent.

ORGANIZATION STRUCTURE: STAND UP TIMELINE AND SYSTEMS

<p>May</p>	<p>Initial Meeting of Interested Volunteer Stand Up Board Members</p> <ul style="list-style-type: none"> ○ Suggested: Wednesday, May 8: 8:30am-10:00am <p>Determine next steps: hire idealDESIGN, inc or implement internally.</p> <ul style="list-style-type: none"> ○ 2019: 6 months @ \$1800 per month 20/hrs = \$10,800. No July ○ 2020: Jan-June @ \$1800 per month 20/hrs = \$10,800 <ul style="list-style-type: none"> ○ August: Hiring process begins for administrator: <ul style="list-style-type: none"> ▪ \$25/hr for 15 hours per week = \$1500 per month <p>Establish funding sources</p> <ul style="list-style-type: none"> ○ Founding Member Program: ○ 16 founding members @ \$100 each. Paid for discovery sessions + membership dues to date <ul style="list-style-type: none"> ○ Add more levels for development into 2020. <ul style="list-style-type: none"> ▪ \$300, \$500, \$750 and \$1000
<p>May, June, July & August</p>	<p>Develop Stand Up Volunteer Board of Directors (7-9 persons)</p> <p>Develop bylaws and articles of incorporation</p> <p>Submit 501 c(6) paperwork with IRS</p> <p>Create communication systems: Website</p> <p>Establish founding member program and/or current membership</p> <p>Research Atlanta BeltLine, PHCA meetings/events and NPU-F</p> <p>Plan for GPHBA launch party September</p>

Greater Piedmont Heights Business Alliance FOCUS | April 8, 2019

September	Outreach. Engage and Invite!!!! New Website Live! Launch Party Wed. 26 th !
October	Capture engagement from Launch Party and plan for November 6 General Meeting
November	General Meeting: Build membership, plan for first board election in January 2020.
December	2020 planning.

STARTING PROJECTS BASED ON STAND-UP BOARD EXPERTISE

- Deploy a neighborhood wide ATL311 campaign to engage residents and neighbors to report water leaks, potholes, missing street signs, broken sidewalks etc. <https://www.atl311.com/>
 - Via website or Phone APP.
 - Create a central tracking point for issue # and appoint person to follow up. Report progress via social media and at monthly meetings.
- Start a Camera Mapping Program
 - Create public safety email. Use Google Earth with this email. Businesses send screen shot of photo from cameras. This area gets mapped on the Google Earth map with name of contact and phone number. No footage is given to APD or linked to VIC. APD uses this system to figure out who has footage and contacts directly for footage.
- Create Greater Piedmont Heights Business Alliance [Resource Guide](#) for members.
- Consider [PayScape Partner Program](#) for non-dues revenue.

SYSTEMS & OPERATIONS EXPENSE:

GSUITE: Email, Cloud File System, Calendar \$10 per user, per month, 5% discount for annual

WILD APRICOT: Online membership software with built in payments. \$50 per month/ 250 contacts

- Processing fee same as PayPal 2.9% +\$0.30 transaction
- Use for members management, event registration for members and emails to members.
- Can be start of website also, included in price. [10% Discount for annual payment.](#)

MAILCHIMP: Free for up to 1500 emails. Use for public events

SQUARESPACE: Website. Can embed membership application. \$216 per year for upgraded level

QUICKBOOKS ONLINE: Online bookkeeping system. \$20 per month for Essentials.

