

“All Pulling Together and in the Same Direction” 2019 – 2021 Strategic Plan for the Greater Rochester Black Business Alliance

Our Vision

Vibrant Black communities with a strong Black economy.

Our Mission

Greater Rochester Black Business Alliance (GRBBA) advocates for the attraction, creation, stability, growth, sustainability, and general wellbeing of Black businesses in the Greater Rochester area and acts as a catalyst to enhance the process of doing business with Black businesses. GRBBA also collaborates across a broad network of strategic partners to foster economic activity in the Black community.

Our Values

The Seven Principles—commonly referred to as the **NGUZO SABA**—have been embraced to guide our how we fundamentally work to serve the needs of the Black business community. As ethical standards, they also represent our expectations for how our members should come to perceive themselves as part of our collective and strive to function in relation to each other.

1. **Umoja (Unity):** To strive for and maintain unity in the family, community, nation and race.
2. **Kujichagulia (Self-Determination):** To define ourselves, name ourselves, create for ourselves and speak for ourselves.
3. **Ujima (Collective Work and Responsibility):** To build and maintain our community together, and to make our sister's and brother's problems our problems and to solve them together.
4. **Ujamaa (Cooperative Economics):** To build and maintain our own stores, shops, and other businesses and to profit from them together.
5. **Nia (Purpose):** To make our collective vocation the building and developing of our community, in order to restore our people to their traditional greatness.
6. **Kuumba (Creativity):** To do always as much as we can, in the way that we can, in order to leave our community more beautiful and beneficial than we inherited it.
7. **Imani (Faith):** To believe with all our hearts in our people, our parents, our teachers, our leaders, and the righteousness and victory of our struggle.

Our Philosophy

“We must always attempt to lift as we climb.” – Angela Davis

- Shared Responsibility + Cooperation = Shared Prosperity
- Black Excellence □ Black Progress

This philosophical view is central to all we do. It suggests all of our activities must feature two essential complementary components. ‘Lifting’ refers to our foremost intentional efforts to build, cultivate, and sustain one another as we partake in the work of GRBBA. Additionally, ‘climbing’ refers to facilitating *doing business with Black businesses* to advance our shared prosperity and prospects for collective Black Progress. This latter point is GRBBA’s second most important reason for existence.

Our Proposition

Our *Values* and *Philosophy* sets the stage for what makes GRBBA the unique affiliation of choice for our members. They can be summarized as follows:

Organizational Members

- Advocacy and lobbying
- Capacity and quality building
- Cost savings through scale and collaboration
- Revenue generation
- Strengthening communities of support

Individual Members

- Build and expand professional networks and partnership opportunities
- Learn from existing businesses about how to start a business
- Stay informed about business development resources and programs
- Strengthen the supplier diversity efforts of their current place of employment

Strategic Directions (In Progress)

This section establishes our priorities and allows us to focus on a clear agenda for the Black business community. The four directions below were chosen because they are comprehensive enough to address a variety of needs and opportunities, but also focused enough to make it possible for our activities can address several goals across multiple directions at the same time.

Direction 1: Awareness and Advocacy

- Goal 1: Play a significant support role with BOBRochester.com.
- Goal 2: Capture and track relevant Black business statistics.
- Goal 3: Raise awareness of members among supplier diversity programs and regional decision-making tables.
- Goal 4: Host events and activities to facilitate warm leads.

- Goal 5: Participate in business attraction activities.

Assumptions

- Centralized resources are vital assets for raising awareness, advocating on behalf of and serving our membership.
- Black businesses often lack access to decision-makers at non-Black owned-managed organizations.

Direction 2: Learning and Development

- Goal 1: Attend regional, state, and national conferences to learn and promote Rochester.
- Goal 2: Disseminate information about existing area training programs offered.
- Goal 3: Establish training in unaddressed areas to build capacity and improve member product and service quality excellence.
- Goal 4: Pair newer business owners with more seasoned owners to promote knowledge transfer among members.

Assumptions

- Improving quality standards and practices of Black businesses is critical to small business success and continuity.

Direction 3: Cooperative Economics

- Goal 1: Mobilize residents and the business community to increase member sales
- Goal 2: Assist members with establishing cooperative buying-marketing-selling agreements
- Goal 3: Pursue the creation of shared assets and vertical partnerships

Assumptions

- TBD

Direction 4: Business Services Coordination

- Goal 1: Work with members to identify practical value-adding fee-for-service and subscription-based activities to offset dues revenue

Assumptions

- TBD

Performance Metrics

- Revenues generated by GRBBA operations for all directions, goals, and activities
- Membership subscriptions by membership level; GRBBA members are also subscribed members of BOB Rochester
- Participation rate by directions, goals, and activities (e.g., conferences, events, learning and development, meetings, affinity programs, and primary activities)
- Deals made (e.g., supplier contracts procured and subscriber partnerships among “BOBs and non-BOBs;” and cooperative and reciprocity agreements among “BOBs”)

- Grants and sponsorships secured from public and private foundations, mission and impact investors, and business enterprises
- Black businesses and organizations attracted and retained within Greater Rochester from external markets
- Member satisfaction rates and net promoter scores annually and year-over-year
- BOB Rochester site statistics tracked within the platform

Membership Levels

- Supporting Members (\$250)
- Supporting Associate Members (\$250)
- General Members (\$50)
- Associate Members (\$50)

Founding Members/Board of Directors

Board Officers

- Lomax R. Campbell, President
- Clayton Osborne, Vice President
- Matthew Augustine, Treasurer
- Kate Washington, Secretary
- William Davis Jr., Development Committee Chair
- Jessica Lewis, Communications Committee Chair
- Kimberly Mitchell, Events & Programs Committee Chair
- Van L. Smith Jr., Membership Committee Chair

Board Members At-Large

- Alan Caine
- Adrian Hale
- Tyrone Reaves
- Dale Trott
- Tracy L. Williams

Standing Committees & Ad Hoc Workgroups

- Communications – Standing
- Development – Standing
- Events & Programs – Standing
- Executive – Standing
- Membership – Standing
- Black Business Cooperatives – Ad Hoc
 - Black Investors Circle
 - Black Media Empowerment
 - Executive Leadership Forums
 - Capital Development

- For start-up capital, shared asset, and leadership development

Strategies & Milestones

Our competitive strategy is to position GRBBA as an essential partner ensuring the long-term economic interests and vitality of the Black community. We are change we have been waiting for. To these ends, the strategies below represent mission-critical activities.

Note: Each will be individually fleshed out in separate documents

Primary 2019 Activities:

- Forming GRBBA (e.g., Organizing meetings, file EIN and 501c3 papers, establish banking)
- Communications (e.g., Create meeting schedules, email distributions, etc.)
- Membership Drive (e.g., Invite-a-friend to events, member referral program, etc.)
- Brand Identity Development (e.g., Logo, stationary, SM presence, paraphernalia, etc.)
- Black Investor Circles (e.g., Facilitate access to investments in new markets)
- 21st Century Dealmaking (e.g., Hosting “wealth rallies” and “power hour” events)
- BOB Rochester (e.g., Drive the use and content management, etc.)
- Harvest Launch (e.g., Plan an event to introduce/publicly declare GRBBA’s intentions)
- Signature Event Planning (e.g., Framing a “2020 State of the Black Business” Brunch)

Primary 2020 Activities:

- Sales Programs (e.g., “The Black Card” and “Black media advertising bundles”)
- Learning & Development (e.g., Help promote existing training programs)
- Supplier Diversity (e.g., Hosting “matchmaker” events and advocating for members)
- Capital Campaign (e.g., Grant writing, pledged gifts, etc.)
- Signature Event (e.g., Hosting the “2020 State of the Black Business” Brunch)

Primary 2021 Activities:

- Benefits Programs (e.g., Negotiate new subscription-based resources for members)
- Business Attraction (e.g., Representing GRBBA externally and promoting Rochester)
- Employment Opportunities (e.g., Create a GRBBA job board, host a job fair, eBlasts, etc.)
- Lobbying Power (e.g., Form a business league under Section 501(c)(6) to enable lobbying activities that support Black businesses. Examples include participating in a broad-based coalition to encourage NYS to sanction MWBE credentialing at the regional level and earmarking economic development resources for historically disadvantaged businesses regardless of certification status.)

Essential Alliance Resources

Potential Subscription-based Affinity Programs for Members:

- Health & dental insurance program
- Homeowners & rental insurance program
- Life & disability insurance program
- Auto insurance program
- Business insurance program
- Small business reciprocity program
- NYS Supplier diversity program
- The Discount Card - <https://www.thediscountcard.com/program-options/>

Allied Chamber of Commerce Resources:

- Association of Chamber of Commerce Executives - <https://secure.acce.org/index.php>
- National Black Chamber of Commerce - <https://www.nationalbcc.org/>
- U.S. Black Chambers, Inc. - <http://www.usblackchamber.org/>
- New York State Black Chamber of Commerce - <https://www.nysbcc.org/>
- Greater Rochester Chamber of Commerce - <https://greaterrochesterchamber.com/>
- Rochester Hispanic Business Association - <https://rochesterhba.org/>
- Brighton Chamber of Commerce - <https://www.brightonchamber.org/>
- Henrietta Chamber of Commerce - <http://www.yourhcc.org/>
- Greece Chamber of Commerce - <https://greecechamber.org/>
- Gates-Chili Chamber of Commerce - <https://www.gcchamber.com/>
- Webster Chamber of Commerce - <https://www.websterchamber.com/>

Economic Development Resources:

- Rochester Economic Development Corporation - <https://www.cityofrochester.gov/article.aspx?id=8589941225>
- Greater Rochester Enterprise - <https://www.rochesterbiz.com/>
- Rochester Downtown Development Corporation - <http://www.rochesterdowntown.com/>
- Empire State Development - <https://esd.ny.gov/>
- Monroe County Economic Development Division - <https://www2.monroecounty.gov/economic2-index.php>
- National Diversity Supplier Development Council - <http://www.nmsdc.org/>
- NY and NJ Minority Supplier Development Council – <http://nynjmsdc.org/>
- Greater Rochester Visitors Association - <http://www.visitrochester.com/>
- Greater Rochester Association of Realtors - <https://www.grar.org/>
- The Housing Council - <http://www.thehousingcouncil.org/>
- Sustainable Developers Guide Handbook - <https://www.cityofrochester.gov/sustainabledevelopersguide/>
- City Geographic Information Systems - <https://www.cityofrochester.gov/propinfo/>
- City Neighborhood Data Map - <https://www.cityofrochester.gov/neighborhooddatamap/>

- City Interactive Real Estate Map - <https://www.cityofrochester.gov/properties.aspx?id=8589944885>

Community Development Resources:

- United Way of Greater Rochester - <https://www.uwrochester.org/>
- Rochester Area Community Foundation - <https://www.racf.org/>
- Rochester-Monroe Anti-Poverty Initiative - <https://www.uwrochester.org/RochesterAnti-PovertyInitiative.aspx>
- ACT Rochester - <https://www.actrochester.org/>
- Center for Governmental Research - <https://www.cgr.org/>
- Landmark Society of Western New York - <http://www.landmarksociety.org/>

Business Development Resources:

- Owner-Worker Network Rochester - <https://www.ownrochester.coop/>
- Center for Urban Entrepreneurship - <https://www.rit.edu/business/cue/>
- Brockport Small Business Development Center - <http://www.nyssbdc.org/centers/centers.aspx?centid=22>
- U.S. Small Business Administration - <https://www.sba.gov/offices/district/ny/buffalo>
- Service Corps of Retired Executives - <https://greaterrochester.score.org/>
- NextCorps - <https://nextcorps.org/>
- Digital Rochester - <https://techrochester.org/>

Financial Resources:

- NY Funders Alliance - <http://nyfunders.org/>
- Rochester Economic Development Corporation - <https://www.redcoroc.com/>
- Kiva Rochester - <https://www.cityofrochester.gov/Kiva/>
- PathStone Enterprise Center - <http://www.pseci.org/>
- Venture Jobs Foundation - <http://www.venturejobs.org/>
- ESL Charitable Foundation - <https://www.esl.org/community/esl-charitable-foundation>
- M&T Charitable Foundation - <https://www.mtb.com/about-mt/community-involvement/charitable-contributions>

Community Wealth Building Resources:

- Aspen Institute, The (website). Retrieved from <https://www.aspeninstitute.org>
- City Roots Community Land Trust (website). Retrieved from <https://www.cityrootsclt.org/>
- Democracy Collaborative (website). Retrieved from <https://democracycollaborative.org/>
- Dubb, S. (2005). Building wealth: The new asset-based approach to solving social and economic problems. Washington, D.C.: Aspen Institute.
- Dubb, S. (2016). Conversations on community wealth building. Washington, D.C.: Democracy Collaborative.
- National Center for Employee Ownership (website). Retrieved from <https://www.esop.org/>
- Owner-Worker Network Rochester (website). Retrieved from <https://www.ownrochester.coop/>
- Richmond Office of Community Wealth Building (website). Retrieved from <http://www.richmondgov.com/CommunityWealthBuilding/>
- Rochester Office of Community Wealth Building (website). Retrieved from <http://www.cityofrochester.gov/wealthbuilding/>
- Wealth Works (2014). The eight capitals. Retrieved from <https://www.wealthworks.org>