

GU GERMANTOWN UNITED

COMMUNITY DEVELOPMENT CORP.

LOOKING AHEAD TO 2023: ORGANIZATIONAL STRATEGIC PLAN



PREPARED BY:

V. Lamar Wilson Associates, Inc.
Real Estate & Community
Development Advisory Services

2018



ACKNOWLEDGEMENTS

On behalf of the board and staff of Germantown United Community Development Corporation, we greatly appreciate the generous support of the Philadelphia Foundation for the funding needed to make this organizational strategic planning process possible. We also want to acknowledge the time, energy, and information invested in this process by our partners, stakeholders, and constituents who support our mission and provide resources that enable us to be of service to our Germantown community, in general, and to the businesses that provide goods and services supporting our neighborhoods, residents and workers.

Over the next five years, to the year 2023, it is our organization's firm commitment to all of you to use this plan to help inform and guide the work embodied in our mission statement and evident in our vision for a strong and united Germantown.

Julie Stapleton-Carroll
Board President

Andrew C. Trackman
Executive Director



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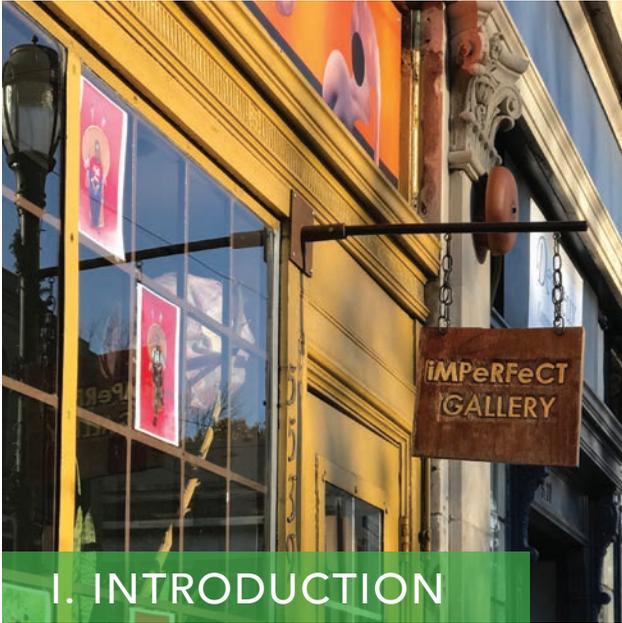
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COVER: A scene from the Germantown Second Saturday Festival, co-produced by GUCDC and Historic Germantown. (photo: Gary Reed)

LEFT: The bustling intersection of Germantown Ave. & Cheltenham Ave. (photo: Monique Brand)



I. INTRODUCTION

LEFT TO RIGHT: iMPeRFeCT Gallery – 5539 Germantown Ave (photo: Emily Busch); Friends of Germantown NW neighborhood cleanup

Germantown United Community Development Corporation (“GUCDC”) contracted with Lamar Wilson Associates, a private consulting firm specializing in community development, in the winter of 2016 to help lead the development of an organizational strategic plan to help guide the organization’s work in and achieve the organization’s vision for the Germantown community. GUCDC’s program activities are of great importance to businesses that operate in the community, other organizations that provide services to the community, and residents who call the community “home”. Over the past several months, the board and staff have invested countless hours and careful thought sharpening the mission, assessing program activities, and looking for opportunities to enhance its work. This report presents observations and impressions of the organization gleaned from primary and secondary sources, and offers recommendations for GUCDC to pursue to help strengthen their overall operations and infrastructure.

I. INTRODUCTION



This is Germantown Heart & Soul community gathering, a project of GUCDC and Just Act; G-town Tees – 5283 Germantown Ave.; Germantown & School House Farmers Market

This plan builds off of the organization’s work that began in 2012 supporting the Germantown business community and the commercial corridors along which they operate. While the board recognizes and values its steady growth over a now five-year history, challenges posed by an ever-evolving local operating system and opportunities emerging in the greater Germantown community require it to sharpen its focus and tools in an increasingly competitive industry. The planning process and products detailed in this report began with the board’s engagement of Wilson Associates to frame and guide the planning process, examine program operations, and solicit different points of view and critiques of the organization—internal and external—all for the purposes of helping advance GUCDC’s relevance, services and impact. The scope of work also included:

- *Facilitating special board and staff sessions to reflect on past performance, review research findings, and set milestones for the organization’s continued growth, development and maturation.*

The mission of Germantown United Community Development Corporation is to promote and facilitate the revitalization of Germantown and its business corridors through a sustainable, creative, and community-driven approach to economic development.

- *Interviewing board directors, staff, stakeholders, and funders on potential opportunities to enhance the organization’s services, service delivery, outcomes, and impact.*
- *Providing feedback on procedures through which program goals are given priority, executive staff is supervised and managed, impact is measured and reported, and accountability is ensured.*

Among the sources of information supporting this work and informing the recommendations include discussions with board members and staff, as a group and individually, and

interviews with a representative cross-section of their public- and private-sector stakeholders. The discussions and interviews were supplemented with a review of GUCDC internal documents and reports describing their infrastructure, functions, program activities, and financial position. A special board and staff session was held June 19th to further inform and shape the priorities and recommendations presented in this report.



II. ORGANIZATIONAL HISTORY & INFRASTRUCTURE

GU CDC's first storefront office, located at 5320 Germantown Ave, at the corner of W. Penn St. (photo: Emaleigh Doley)

MISSION AND ORGANIZATIONAL FOCUS

The mission of the Germantown United Community Development Corporation (GU CDC) is to promote and facilitate the revitalization of Germantown and its business corridors through a sustainable, creative, and community-driven approach to economic development. Its vision is for a Germantown community that embraces and builds upon its rich diversity of residents, businesses and institutions engaged in and committed to equitable development for everyone. In carrying out its work and meeting their fiduciary responsibilities, GU CDC subscribes to the following core values:

- *Integrity in the performance of service to its community;*
- *Transparency in communicating with its clients, customers, and constituents, and*
- *Accountability in its stewardship of resources entrusted to it by funders and stakeholders.*

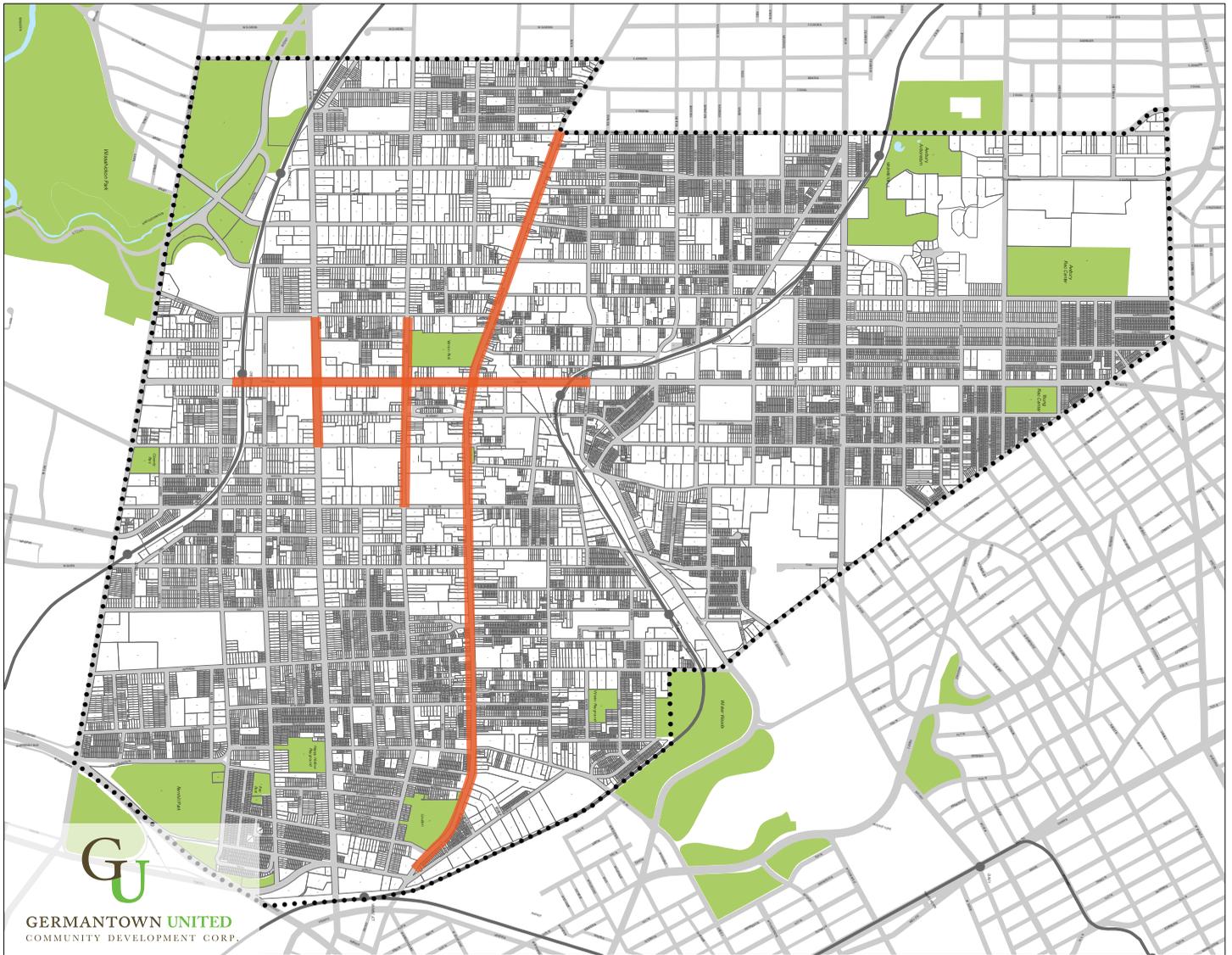
Emerging from this planning process are principles that guide their community development work; namely:

- *To help build and sustain an economically diverse and demographically rich community*

- *To use the literary, visual and performing arts as tools to rebuild and inspire community members and stakeholders to engage one another across generation, race, ethnicity, income-level*
- *To use the heritage of the community—the built environment, historic sites, and the oral history—as a tool to celebrate and advance social and economic justice*

Germantown United pursues the above components through the provision of technical and financial services in support of Germantown merchants and for the improvement of physical, environmental, and market conditions of the commercial corridors along which they operate. Through the Targeted Corridor Management Program—TCMP—the organization works closely with the city's Commerce Department to help address the needs of businesses along Germantown Avenue and Cheltenham Avenue, linking owners with resources to help them sustain and grow their individual businesses, while at the same time enhancing and promoting the overall business environment. GU CDC program activities are in place to advance Germantown's vitality and highlight the community's importance in and to Philadelphia.

II. ORGANIZATIONAL HISTORY AND INFRASTRUCTURE



GUCDC boundaries

GERMANTOWN

PHILADELPHIA, PA



SERVICE AREA

Germantown United CDC is part of the City of Philadelphia's Targeted Corridor Management Program (TCMP) funded by the Department of Commerce. The City supports the redevelopment of commercial corridors by providing funding to community based development organizations, like GUCDC, to hire neighborhood economic development staff. Funding is awarded through a competitive Request for Proposals process. Our staff works closely with representatives from Commerce to funnel resources into Germantown's commercial corridors. GUCDC's work within Germantown's commercial district is focused on the Central Germantown Business Corridor which is bounded by Cheltenham Avenue between Baynton and Morris streets; Germantown Avenue between Washington Lane and Berkley Street; Maplewood Mall; and short stretches of intersecting streets such as Greene Street, Wayne Avenue, and Pulaski Avenue, as shown on the map that follows. GUCDC recently relocated the organization's headquarter from 5219 to 5320 Germantown Avenue, a location that offers greater visibility and accessibility.

MANAGEMENT TEAM AND STAFF

GUCCDC is governed by a volunteer board of directors* comprised of representatives of local business, educational and service institutions.

BOARD OFFICERS

PRESIDENT

Julie Stapleton-Carroll
Program Director, Blackstone Launchpad Philadelphia, Temple University

VICE PRESIDENT

Umi Howard
Director, Lipman Family Prize, Wharton School, University of Pennsylvania

SECRETARY

Luke Smith
Attorney, Radice Law Firm, PC

TREASURER

Mark Sellers
Attorney; Treasurer, Historic Germantown

BOARD MEMBERS

Steven Coleman
*President, Aegis Group + Business Consultant
Awbury Neighbors Association*

Tiffany Collier
Social Impact Communications Manager, Sage Communications

Lillian Hightower
President, Hightower Systems

Clayton Justice
*Personal Trainer
President, Men Who Care of Germantown*

Joe Martin
Founder and CEO, Acclaim Academy (5615 Germantown Ave)

Guthrie Ramsey
*Edmund J. and Louise W. Kahn Term Professor of Music
University of Pennsylvania*

Lynn Washington
Owner, Books & Stuff (23 Maplewood Mall)

GUCCDC would like to acknowledge the following former board members who participated in the strategic planning process:

Yvonne B. Haskins, Esq.
Real Estate Attorney and Developer

Stan Smith
*Principal, Philly Office Retail; President, Smith Houston,
Operator, The Flying Horse Center (5534 Pulaski Ave)*

Corporate bylaws allow up to 21 members, establish a calendar fiscal year basis, and call for indemnification of its directors, which is in place. There are currently five standing committees, including:

- *Finance*
- *Programs/Promotions*
- *Fundraising*
- *Planning and Design*
- *Real Estate Exploration*

A small, dedicated, and accomplished professional staff carry out GUCCDC's day-to-day operations: Andrew Trackman, Executive Director, and Emaleigh Doley, Corridor Manager.

ANDREW originally joined the organization as a board member in 2012, and served as board resident until early 2014. He has over 25 years of corporate business experience in communications and marketing in the telecommunications industry, and is active in the communities in which he has lived and worked. His experience in the arts/culture and community development sectors includes: Company Captain and Business Volunteer for the Arts and Business Council, board member and officer of the Bella Vista United Civic Association, member of the Preservation Alliance of Greater Philadelphia, and as a professional musician.

EMALEIGH joined the organization in 2015. She is an experienced community organizer and lifelong Germantown resident with a deep understanding of both the history and present-life of the neighborhood. Emaleigh has over 10 years' professional experience in community and audience engagement, experiential programming, and marketing and public relations. She has a vested interest in improving cities from the ground up, connecting citizens with local government, and providing people working for socially progressive and fundamental change with vital information to help fuel their work. Relevant past work experience includes: Mural Arts Philadelphia, programming consultant; TEDxPhiladelphia, lead organizer and producer from 2011-2015; and Next City, Audience Engagement Editor. Currently, Emaleigh serves on the advisory board for the Citizens Planning Institute, an initiative of the Philadelphia City Planning Commission, and the Strategic Vision Team for the Healthy Rowhouse Project.

* Current as of July 2018



III. PLAN COMPONENTS

Rose Petals Cafe & Lounge – 322 W. Chelton Ave. (photo: Monique Brand)

The strategic plan and the process used to develop it provided opportunities for the governing board and program staff to assess organizational strengths, challenges and opportunities, ranging from governance and day-to-day operations, to program management and resource development. It provides GUCDC with a framework to set and track business activities and their connection to the mission, conduct its work going forward, and sustain the resources needed to do so—financial, personnel, and systems. Just as important, the organization used the planning process to promote its vision of Germantown and as it rolls out the plan will invite the broader community to embrace it as well.

A. BUSINESS STRUCTURE

To set context for the planning process, early discussions with the board and staff were held to establish the type of information needed from the organization and how that information will be used to describe GUCDC programs, operations and infrastructure. To help accomplish this, the following terminology for their work and how it is carried out was developed:

Program Areas

The broad areas of business that generally serve the mission, drive the vision, and fuel the strategy

Core Activities

Specific program activities that more directly serve the mission, drive the vision, and fuel the strategy

Ancillary Activities

Other functions that support and help advance core activities

Resources

Financial, human, and political capital that are necessary to support and advance all areas of business

Gaps/Needs

Opportunities to enhance services, service delivery, outcomes, and impact (as offered up by directors, staff, stakeholders, and funders).

III. PLAN COMPONENTS

Governance

Policies and procedures through which the organization's goals are set, program areas are established and prioritized, executive staff is supervised and managed, and overall accountability is maintained.

Operations

Day-to-day management through which program services are delivered, outcomes are achieved, and impact is measured and reported.

Infrastructure

Internal systems and mechanisms through which business is carried out, monitored, evaluated, publicized, and feedback is used to inform and refine the mission, vision, and strategies over time.

B. PROGRAM AREAS

This section of the report outlines GUCDC's program areas and activities, most of which are carried out through the city's Targeted Corridor Management Program, or TCMP, under a contract with the Commerce Department. A list of accomplishments over the past year, funding sources that support their work, and new program areas are highlighted to set the context for goals and objectives the organization will pursue through the current decade.

1. CORE BUSINESS AND RELATED ACTIVITIES

Commercial Corridor Revitalization

Corridor Management

- *Attract and retain neighborhood-oriented businesses*
- *Assess retail market conditions and opportunities*
- *Conduct business surveys to assess merchant needs and perspectives*
- *Lead corridor tours to showcase corridor strengths and investments*

Corridor Beautification and Safety

- *Facilitate cleaning, greening and related environmental improvements*
- *Maintain security camera program*

Storefront Activation and Façade Improvements

- *Improve window displays, lighting and signage*
- *Encourage façade improvements on commercial and key historic buildings*
- *Link property owners with financial resources to complete the work*
 - ▶ *Capitalize zero-interest revolving loan fund to help offset costs*

Online Business Directory and Neighborhood Website

- *Connect residents, shoppers, and visitors to corridor goods and services*
- *Celebrate Germantown businesses and the community in general*
- *Promote corridor revitalization activities*

III. PLAN COMPONENTS

Business Engagement

- *Connect merchants to one another and to their customers*
- *Promote corridor as an economic engine of the community*
- *Stimulate entrepreneurial interests and opportunities in the community*

Accomplishments

- *Storefronts activated/facades improved*
- *Pro bono façade design work*
- *Business information sessions*
- *Online business directory and neighborhood website launched*
- *SafeCam security cameras operational*
- *Nuisance businesses mitigated*
- *Survey of vacant properties*
- *Chelton Avenue market study*
- *Trees planted/cared-for*

Funding Support

- *1772 Foundation*
- *Commerce Department*
- *First Niagara Foundation*
- *PNC Foundation*
- *PNC Charitable Trust/Rowell Family Foundation*
- *Wells Fargo Corp Foundation*

New Activities to Consider

- *Branding of Germantown commercial corridors*
- *Develop and promote façade design guidelines*
- *Branding of GUCDC activities and finished products*

2. ANCILLARY BUSINESS AND RELATED ACTIVITIES

Community Building, Outreach and Engagement

Communications

- *Develop and maintain the ThisIsGermantown.com website*
- *Promote Germantown businesses and cross promote historic sites and community calendar*
- *Broaden organizational appeal, reach and constituency*
- *Support programming for Germantown Community Radio 92.9 FM and WRGU-LPFM*

Germantown Second Saturday Festival

- *Convey a united Germantown*
- *Promote business community*
- *Cross promote historic sites*
- *Showcase Germantown's many thriving cultural, civic, and business attractions and activities*

III. PLAN COMPONENTS



LEFT TO RIGHT: The bustling intersection of Germantown Ave. & Chelton Ave., Vernon Park – 5800 Germantown Ave. (photos by Monique Brand)

Public Literary, Visual and Performing Arts Events

- *Showcase community as an exciting place to live, work, shop, play, and worship*
- *Celebrate and bring together community across generation, race, ethnicity, and income-level*
- *Highlight parks, public spaces, and historic sites as cultural destinations*

Civic Engagement

- *Expand reach into underserved areas of Germantown*
- *Conduct community needs survey*
- *Use arts-based storytelling to convey community's richness*
- *Use the arts as an engagement and educational tool*
- *Prepare for neighborhood strategic planning process*

For the Love of Germantown

- *Conduct annual fundraising event*

Community Microgrants

- *Facilitate resident-driven community building and beautification projects through GUCDC's micro-grant programs: Fund for Germantown and Storefront Activation Program*
- *Support low-cost, high impact projects that have an immediate physical impact on Germantown and improve the beauty, cleanliness and safety of Germantown*

III. PLAN COMPONENTS



Germantown Second Saturday Festival (photo: Gary Reed); Yvonne Haskins, GUCDC Founding Board Member, with staff member Emaleigh Doley at 'For the Love of Germantown' FUNdraiser 2018 (photo: Jill Saul)

Accomplishments

- FM radio license/programming hours for Germantown Community Radio 92.9 FM
- Germantown Second Saturday Festival
- Live @ Vernon Park concerts
- Public meetings held

Funding Support

- Friends of Cloverly Park
- Friends of Vernon Park
- Fund for Germantown
- GLEC
- PA Humanities Council
- Samuel Fels Fund

New Activities to Consider

- Facilitation of community- and public-service meetings
- Branding of GUCDC activities and finished products
- Promotion of the Germantown community more broadly
- Promotion and facilitation of affordable housing, homeownership, and housing counseling



IV. FINANCIAL OVERVIEW

UCDC’s operating budget has averaged approximately \$313,000 per year for the past three fiscal years (Table 1). Over that period, the sources of the budget consisted of: corporate and foundation grants (48%); the City of Philadelphia (32%); individual and business support (16%); and board contributions and income earned from events it sponsored (4%). Annual net income averaged approximately \$3,700 over this time period.

TABLE 1: OPERATING BUDGET (IN DOLLARS)
FY 2015 THROUGH 2017

INCOME	3-YEAR TOTAL	AVERAGE	% OF REVENUE
Direct Public Grants			
Corporate and Business Grants	56,000	18,667	
Foundation and Trust Grants	396,700	132,233	
Sub-Total	452,700	150,900	48%
Government Grants			
Local Government Grants	300,250	100,083	
Sub-Total	300,250	100,083	32%
Direct Public Support			
Individual & Business Contributions	154,274	51,425	
Sub-Total	154,274	51,425	16%
Other			
Board Donations	18,955	6,318	
Revenue from Event Sale	16,500	5,500	
Special Events Sales	4,940	1,647	
Special Events Income - Other	1,300	433	
Sub-Total	41,695	13,898	4%
TOTAL INCOME	948,919	316,306	100%

continued on opposite page

IV. FINANCIAL OVERVIEW

EXPENSES	3-YEAR TOTAL	AVERAGE	% OF REVENUE
Payroll Expenses Salaries & Wages Sub-Total	385,958	128,653	41%
Cash Awards and Grants Sub-Total	172,040	57,347	18%
Contract Services Accounting Fees Audit Fees Outside Contract Services Contract Services - Other Sub-Total	215,660	71,887	23%
Facilities and Equipment Event Equipment Rental Janitorial Services Mortgage Debt (Balance Sheet) Mortgage Interest Real Estate, Personal Prop Tax Rent, Parking, Utilities Sub-Total	18,600	6,200	2%
Operations Books, Subscriptions, Reference Postage, Mailing Service Printing and Copying Supplies Event Meals Event Supplies & Materials Telephone, Telecommunications Sub-Total	98,764	32,921	11%
Other Advertising Expenses Insurance - Liability, D and O Memberships and Dues City Event Permits Other Costs Staff Development			
Sub-Total	43,157	14,386	5%
Utilities	3,600		
TOTAL EXPENSES	937,779	312,593	100%
Net Income	11,140	3,713	

Source: GUCDC financial statements

IV. FINANCIAL OVERVIEW

During the latter stages of the plan development process, the Commerce Department notified GUCDC that it is recommending \$63,000 in additional funding in the next fiscal year to support of the organization’s Target Corridor Management Program work activities. The funding would be earmarked for the hiring of a second, full-time corridor manager position and a new administrative assistant position that would start out as part-time and transition to full-time the following year. This anticipated funding increase is reflected in the operating revenue projections as shown below.

TABLE 2: OPERATING REVENUE PROJECTIONS (FY 2018)

Sources	
\$156,000	Government Grants (<i>reflects \$63,000 anticipated funding increase from Commerce Department</i>)
\$143,867	Corporate/Foundation Grants
\$ 57,274	Individual/Business Grants (unchanged from 2017 budget)
\$ 35,151	Income Generation
\$392,292	Total
Expenses	
\$392,292	Total represents a 2.5% increase over 2017 budgeted expenses

Table 3 as shown on the following pages presents three options to close the FY 2018 funding gap that is defined by the \$393,292 budget less government grants (\$156,000) and Direct Public Support (\$57,274):

- **Option 1** - Income Generation alone
- **Option 2** - Fundraising alone
- **Option 3** - Combination of the two (as recommended)

¹ 70% allocated for the Corridor Manager II position and 30% allocated for the Administrative Assistant position

² Represents 80% of gap between total budgeted revenues and total budgeted expenses (same ratio as FY 2017 budget)

³ Represents 20% of gap between total budgeted revenues and total budgeted expenses (same ratio as FY 2017 budget)

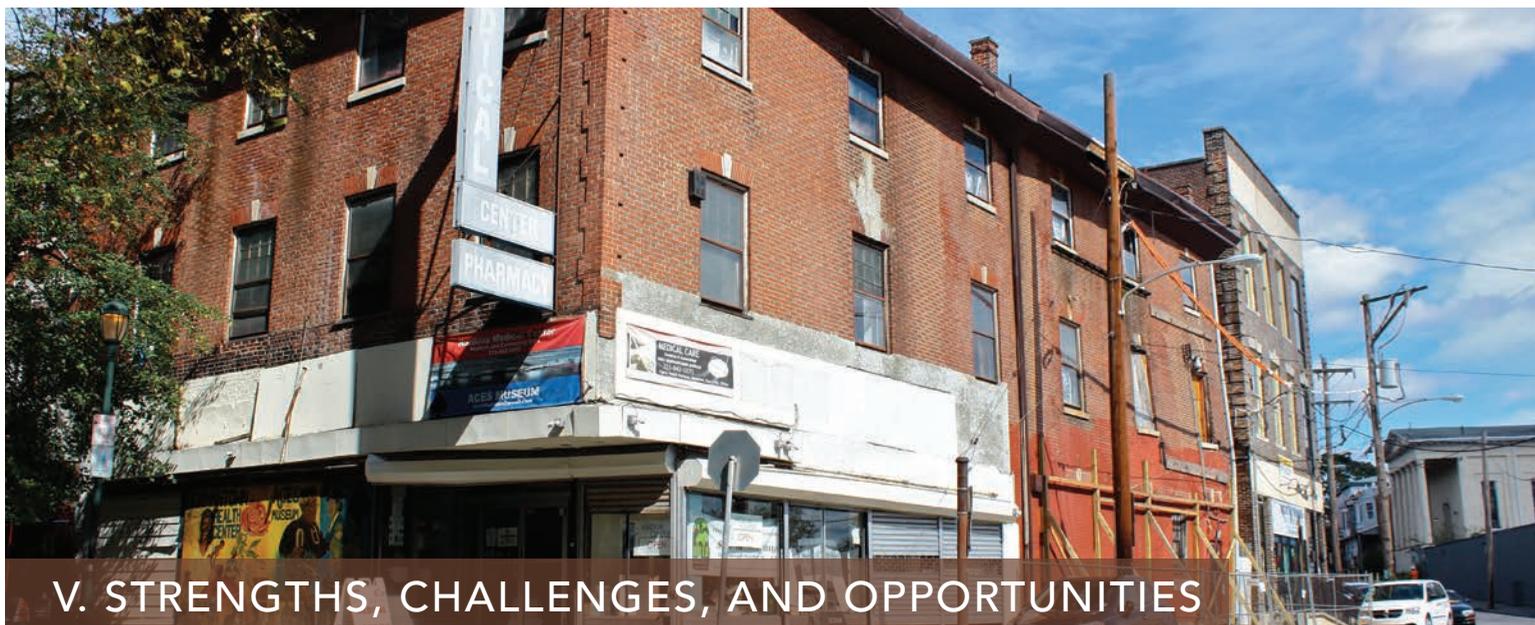
⁴ Includes \$11,100 net increase in rent + utilities: \$24,000 for FY 2018 less \$12,900 for FY 2017

IV. FINANCIAL OVERVIEW

TABLE 3: GAP FILLING SCENARIOS (IN DOLLARS)
FY 2018 OPERATING BUDGET

Gap Filling Strategy Revenue Sources	Income Generation Target %	Fundraising Target %	Combined Target %
Private Grants Corporate and Business Foundation and Trust Sub-Total	128,700 33%	147,573 38%	143,867 37%
Government Grants Local Government Grants Sub-Total	156,000 40%	156,000 40%	156,000 40%
Direct Public Support Individual & Business Contributions Sub-Total	57,274 14%	57,274 14%	57,274 14%
Income Generation Board Donations Revenue from Event Sale Special Events Sales Special Events Income - Other			
Sub-Total	50,318 13%	31,445 8%	35,151 9%
GRAND TOTAL	392,292 100%	392,292 100%	392,292 100%
Gap	0	0	0

Income Generation	\$18,873	Gap filled by income generation
Fundraising	\$147,573	Gap filled by fundraising
Combined	\$179,018	Gap filled by fundraising + income generation
	\$143,867	Fundraising (80%)
	\$35,151	Income generation (20%)



V. STRENGTHS, CHALLENGES, AND OPPORTUNITIES

The office of Dr. Althea Hankins, MD, and the ACES Museum – 5801 Germantown Ave. The building began a facade renovation in 2018, supported by a grant from the National Trust for Historic Preservation secured by GUCDC. (photo: Jill Saul)

This section of the report addresses the strengths and challenges of the organization that emerged from one-on-one interviews of board members, staff and institutional stakeholders, and represents a compilation of the observations, impressions and feedback from those sessions. The interviews were all conducted conversational in style, some by telephone and some in-person.

A. STRENGTHS

Committed, hard working and results-oriented staff

- *Effective in carrying out the core and ancillary areas of business*
- *Works collaboratively with local government and the funding community*
- *Assertive in pursuing resources to support programs and activities*

Passionate, hard working, and collegial board of directors

- *Committed to the mission and vision*
- *Focused in its deliberations and decision-making*
- *Effective accountability and stewardship of resources entrusted to it*

By virtue of the organization's success, GUCDC is in a very good position to play a larger role in advancing a broader community development and economic development agenda for Germantown.

ACCESS RESOURCES
FOR LOCAL BUSINESSES

GERMANTOWN BUSINESS INFO SESSION

ASK QUESTIONS, NETWORK,
MEET YOUR REPRESENTATIVES



Coffee with Commerce. GUCDC offers regular programming about resources that can benefit local business owners and entrepreneurs (photo: Emaleigh Doley)

B. CHALLENGES AND OPPORTUNITIES

GUCCDC's credibility and effectiveness as a community development corporation, built steadily since its inception in 2012, are each recognized by its funders and the businesses it serves. By virtue of the organization's success, it is in a very good position to play a larger role in advancing a broader community development and economic development agenda for Germantown. On the basis of interviews with a cross-section of Germantown businesses, community-based stakeholders, and funders, and in conversations with the board and staff, its continued growth and maturation will largely depend on how it addresses internal and external factors as described below:

INTRA-ORGANIZATIONAL

Communications & Marketing

- Brand products and services, and communicate same to other organizations serving the neighborhood so others know and appreciate the organization's mission, vision for Germantown, what it does, and how its work impacts the business and overall community.
- Highlight and celebrate the recent relocation of the office from 5219 Germantown Avenue to 5320 Germantown Avenue (near the Germantown and Penn intersection) and the organization's goal of having a location that provides greater public visibility and accessibility.

Succession Planning

- Add a co-chair to each standing committee to work with the chair and, thereby, serve as the next line of leadership when the chair's term expires or otherwise becomes vacant.
- Ensure that the current Corridor Manager I has access to professional development/continuing education in general and particularly in nonprofit administration to build capacity to assume executive tasks assigned by the executive director (or to assume executive director responsibilities during any short-term absences should the need arise).

V. STRENGTHS, CHALLENGES AND OPPORTUNITIES

Governance & Stewardship

- Pursue a bigger-picture, community development agenda for Germantown and GUCDC using the vision and guiding principles articulated above to drive and direct the work beyond the core and ancillary business activities into, for example:
 - ▶ *Community building*
 - ▶ *Neighborhood planning*
 - ▶ *Real estate development (directly and/or indirectly)*
- Assess the performance of programs and projects based on goals and objectives, and clear performance indicators to track them and assess outcomes and impact.
- Ensure that programs, projects, and activities that emerge from the bigger-picture and vision developed in this plan inform the process of recruiting and weighing candidates for the board, standing committees, and staff positions as they are created or open up.

Strategic Planning & Resource Development

- Maintain an alignment between organizational mission, vision, strategies and program priorities.
- Broaden the constituency for the work, expand the capital campaign, and generate funding to ensure the financial health and sustainability of the organization.
- Extend the existing base of program support from:
 - ▶ *Commerce Department*
 - ▶ *PNC Regional Foundation*
 - ▶ *1772 Foundation*
- Leverage new potential sources of program support from:
 - ▶ *CDC Tax Credit partner or partners*
 - ▶ *Pennsylvania Horticultural Society*
 - ▶ *Philadelphia Foundation*
 - ▶ *Philadelphia LISC*

Income Generation

- Explore net income generating activities to help build working capital, unrestricted income, and operating reserves.
- Assess the potential to generate net income through the commercial use of the vacant upper-floor space in the new office headquarters.

INTER-ORGANIZATIONAL

Convening & Civic Engagement⁵

- Host regular informational forums for:
 - ▶ *Voicing and sharing concerns, opinions and ideas*
 - ▶ *Conveying and coordinating inter-organization goals, roles and strategies*
 - ▶ *Disseminating program results, outcomes and impacts*
 - ▶ *Building consensus on cross-cutting issues, needs and opportunities*
 - ▶ *Aligning with existing block captain system*
 - ▶ *Exploring and synchronizing grant-seeking activities*
- Ratchet up civic engagement activities to:
 - ▶ *Expand reach into underserved areas⁶*
 - ▶ *Conduct community needs survey*
 - ▶ *Address quality-of-life issues*

Advocacy

- Exercise more leadership in:
 - ▶ *Land use planning and zoning reviews*
 - ▶ *Vacant property redevelopment/repurposing in the context of broader revitalization goals*
 - ▶ *Attracting investors amenable to co-sponsorships or joint-ventures*
 - ▶ *Improving city services with special attention to lighting, sanitation, signage, and human services*
- Improve government relations
 - ▶ *Enhancing working relationships with local and state legislative branches*
 - ▶ *Cultivating working relationships with city agencies, including:*
 - ▶ *Managing Director's Office*
 - ▶ *Philadelphia Redevelopment Authority*
 - ▶ *Streets Department*
 - ▶ *Licenses & Inspections*
 - ▶ *Philadelphia City Planning Commission*

Facilitation

- Initiate preplanning conversations with neighborhood-based organizations focused on:
 - ▶ *Physical development*
 - ▶ *Attack blight block-by-block*
 - ▶ *Address vacant properties through a strategic development plan versus piecemeal approach*
 - ▶ *Establish and use façade design guidelines and standards*

⁵ Potential participants include but are not limited to: Historic Germantown, Germantown Special Services District, Friends of Vernon Park, Penn-Knox Neighbors Association, Faith CDC, SoLo Germantown Civic, Wakefield 49ers CDIA and Improvement, Germantown Life Enrichment Center, Block Captains/Leadership.

⁶ Lower Germantown Avenue, between Coulter Street and Wayne Junction.

V. STRENGTHS, CHALLENGES AND OPPORTUNITIES



Center in the Park – 5818 Germantown Ave (photo: Monique Brand); Artists Emily Birdie Busch and Alison Dilworth work on a new storefront window display at Bargain Thrift Center – 5261 Germantown Ave., supported by a GUCDC micro-grant. (photo: Emaleigh Doley)

Economic development

- Support workforce development focusing on matching job openings and job seekers
- Support entrepreneurs through business development and support services
- Promote Germantown's commercial core using the Cheltenham Avenue market analysis findings
- Address trash, crime/safety issues, and infrastructure needs
- Drive business development and business attraction focusing on:
 - ▶ *Small-scale manufacturing*
 - ▶ *Restaurants/food services*
 - ▶ *Full service bakery*
 - ▶ *Bike shop*
 - ▶ *Gardening supplies*
 - ▶ *Pop-up shops*
 - ▶ *Artists/artisan studios*
 - ▶ *Art supplies*

Strategic Planning & Resource Development

- Leverage new sources of program and project support
 - ▶ *CDC Tax Credit partner or partners*
 - ▶ *Philadelphia Foundation*
 - ▶ *Philadelphia LISC*
 - ▶ *Wells Fargo Regional Foundation*

VI. STAFFING TIME ALLOCATIONS

GUCCDC will begin recruiting activities to fill two new positions given the additional funding commitment by the city⁷:

ADMINISTRATIVE ASSISTANT

- Part-time starting FY 2018
- Full-time starting FY 2019

CORRIDOR MANAGER II

- Full-time starting FY 2018

The impact of adding these two positions is expected to achieve two critically important goals of the board and staff. The first goal is to enable the executive director to devote more time to resource development/fundraising activities and spearhead the convening/advocacy work described above, all the while maintaining a meaningful role in GUCCDC's core and ancillary business activities as follows⁸:

Resource Development/Fundraising:

- Ramp up... from 14% to 60% to 70% to 80%

General/Administrative:

- Ramp down... from 50% to 15% to 10% to 10%

Program Services:

- Ramp down... from 36% to 25% to 20% to 10%

The second goal is to enable the current Corridor Manager I to devote less time on resource development, fundraising, and administrative functions and more time to direct program services as follows:

Resource Development/Fundraising:

- Ramp down... from 10% to 5%

General/Administrative:

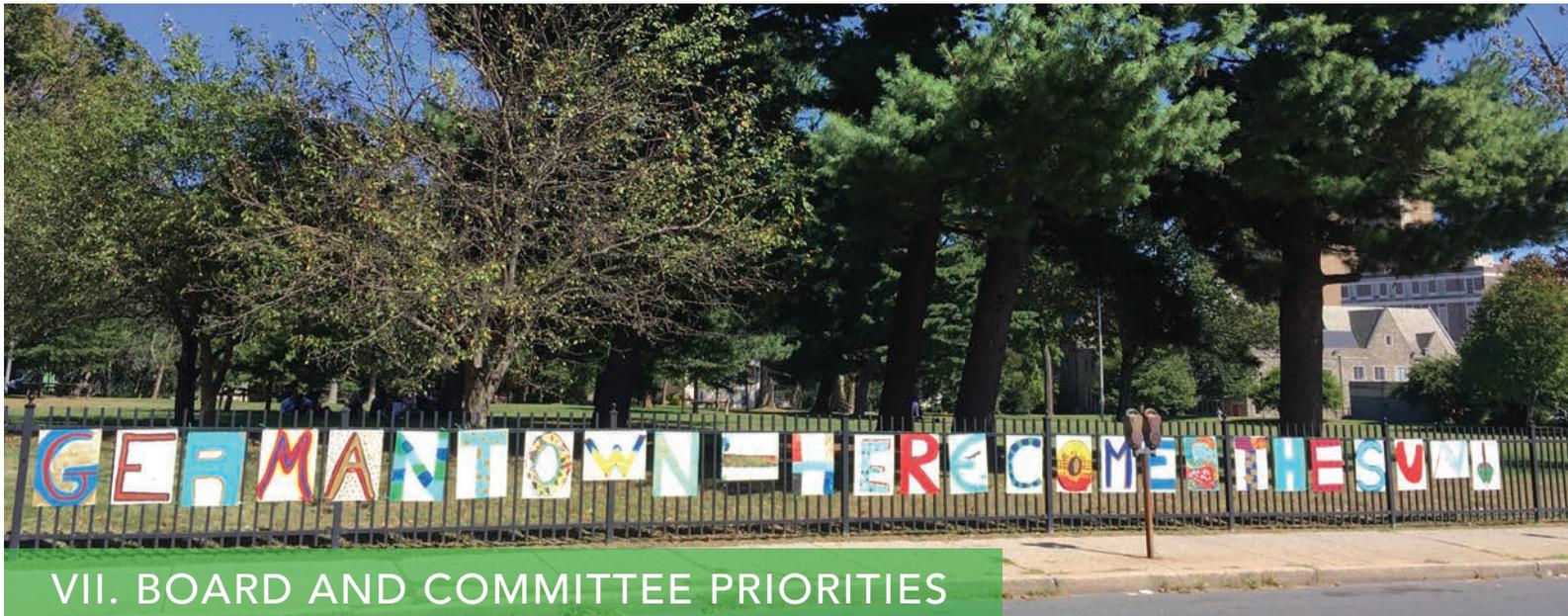
- Ramp down... from 20% to 5%

Program Services:

- Ramp up..... from 70% to 90%

⁷ Predicated on anticipated increase in the City Commerce Department grant under the existing TCMP contract

⁸ Current allocations are based on tracking and recording of the executive director's time in February-March 2017 and the executive director's estimation of the Corridor Manager's time allocation during the same period. Current and projected time allocations for each staff are charted and shown in the Appendix, page 25.



Public art by students from the Waldorf School of Philadelphia – 6000 Wayne Ave. – along the fence of Vernon Park – 5800 Greene St. (photo: Angela Miles)

A. ROLES AND RESPONSIBILITIES REAFFIRMED

The board recommitted itself to and reaffirmed the importance of providing strong and consistent governance guiding the organization and ensuring effective operations through the work of GUCDC standing committees, as follows:

EXECUTIVE COMMITTEE

- Oversee operations of the board and prepare board agendas
- Assign and monitor the work and recommendations of standing and ad hoc committees
- Act as full board to address emergencies that require immediate attention between regular meetings
- Oversee the annual strategic planning process and program evaluation
- Supervise annual performance review of senior management
- Develop succession plan for board officers and senior management

FINANCE COMMITTEE

- Ensure financial stability by providing oversight on budget and investments
- Prepare annual operating budgets and monthly statements to track budget-to-actual performance
- Propose creation of audit subcommittee/task force to commission and coordinate annual financial audits to ensure accurate tracking, monitoring, and accountability of funds

VII. BOARD AND COMMITTEE PRIORITIES



GUCCDC board members Umi Howard and Guthrie Ramsey talk at 'For the Love of Germantown' FUNdraiser 2018 (photo: Jill Saull); Cheltenham Avenue business district (photo: Monique Brand)

FUNDRAISING

- Recommend annual fundraising goals based on short- and long-range financial needs and the donor base
- Design and manage annual campaign to meet short- and long-term funding needs
- Review the funding plan to ensure progress toward annual and long-range funding goals
- Identify and solicit funds from external sources
- Educate full board on the strategies for and techniques of:
 - ▶ *Planned giving, marketing, and seeking grants*
 - ▶ *Soliciting corporations and individuals*

PROGRAMS & PROMOTIONS

- Guide and facilitate design of marketing and promotional materials and media
 - ▶ *Outreach to businesses*
 - ▶ *Business directory and perception surveys*
 - ▶ *Shopper perception surveys*

PLANNING & DESIGN

- Guide and facilitate design standards and design of marketing and promotional materials and media
 - ▶ *Outreach to businesses*
 - ▶ *Business directory and perception surveys*
 - ▶ *Shopper perception surveys*

VII. BOARD AND COMMITTEE PRIORITIES



Resident-driven community planning activities facilitated by GUCDC.

REAL ESTATE EXPLORATION

- Guide, coordinate and facilitate strategies for addressing derelict properties
- Set project development goals and options, and explore mechanisms for achieving them through direct development or in partnership/collaboration with other entities.

B. DECISION-MAKING FRAMEWORK

Going forward, the board will test out a “Go–No Go” and “No-Or At Least Consider” rubric for making decisions on: (1) new programs or projects to consider pursuing; (2) existing programs and projects to continue; and (3) potential funding opportunities that present themselves. “Yes/Go” decisions on any of the above categories will require that three requirements be met:

- A direct relationship to the mission and vision
- Dedicated funding sources and financial break-even are sustainable over a two- to three-year horizon
- Any partners/co-sponsors needed to help carry out the work are committed through board resolution

“No Go/Or At Least Consider” decisions will be governed to the extent:

- Dedicated funding for 12 to 18 months is firm and financial break-even over that term is possible
- Programs are mission-consistent
- Dedicated staff to take on activities is fully funded for that period or a shorter “trial period”.



THIS IS Germantown

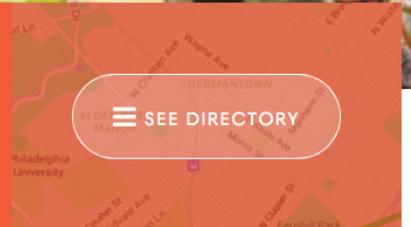
Artistic. Historic. Diverse.

Find Germantown Business & Historic Sites

Vintage Clothing Store, Soul Food Restaurant, Revolutionary Festival...



SEE DIRECTORY



thisisgermantown.com is an online business directory and website exploring Northwest Philadelphia's Germantown neighborhood, published by Germantown United CDC. The website promotes Germantown as a great place to shop and visit, and features information about historic sites, neighborhood amenities and attractions, and community news and events.

Get your business listed and be part of this growing resource for Germantown residents and visitors to the neighborhood.

Got questions? Email: info@germantownunitedcdc.org

VIII. WORK PLAN GOALS AND ROLES

The following charts provided reference GUCDC's core, ancillary, and community organizing activities the board, committees, and staff will use for internal purposes in setting goals and priorities, and affirming lead responsibilities for each. Specific objectives related to operations and infrastructure, and board and staff management of those areas of business are detailed in Table 7, page 23. These tools will be used to help track, monitor, assess and report program performance, as well as for adjustments as may be necessary.

VIII. WORK PLAN GOALS AND ROLES

TABLE 4: CORE PROGRAMS

PROGRAM ACTIVITIES	GOALS/OUTCOMES	LEAD ROLL	SUPPORT ROLL	TIMELINE
Refine Work Plans	Set measurable service/production objectives	Executive Director	Corridor Manager I	2 nd Quarter 2018
Broaden Volunteer Base and Networks	Recruit graduate student interns in <ul style="list-style-type: none"> • Architecture/design • Planning • Business school 	Corridor Manager I	Corridor Manager II	Ongoing
Corridor Management Retain core businesses Attract new businesses based on market study findings Conduct business survey	<ul style="list-style-type: none"> • on Germantown • on Cheltenham • in general <ul style="list-style-type: none"> • on Germantown • on Cheltenham • in general <ul style="list-style-type: none"> • % sample size • % response rate 	Corridor Manager I	Corridor Manager II	Ongoing
Corridor Beautification Promote cleaning, greening/tree planting Maintain security camera program	<ul style="list-style-type: none"> • Blocks • Trees <ul style="list-style-type: none"> • Locations 	Corridor Manager II	Corridor Manager I	Ongoing
Business Directory Connect residents, shoppers, visitors to goods and services	<ul style="list-style-type: none"> • Listings • Brochures 	Corridor Manager II	Corridor Manager I	Ongoing
Business Engagement Connect merchants to one another/customers Promote corridor Connect merchants and commercial property owners to resources Survey entrepreneurs	Publications/events Identify needs/potential resources	Corridor Manager I	Corridor Manager II	Ongoing
Storefront Improvements Improve window displays, lighting, signage Develop/promote: <ul style="list-style-type: none"> • Design guidelines • Revolving Loan fund 	<ul style="list-style-type: none"> • on Germantown • on Cheltenham • in general Publicize/brand completed projects	Corridor Manager I	Corridor Manager II	Ongoing

VIII. WORK PLAN GOALS AND ROLES

TABLE 5: ANCILLARY PROGRAMS

PROGRAM ACTIVITIES	GOALS/OUTCOMES	LEAD ROLL	SUPPORT ROLL	TIMELINE
<p>Outreach/Engagement</p> <p>Maintain ThisIsGermantown.com website</p> <p>Broaden organizational appeal, reach and constituency</p> <p>Support programming for Germantown Community Radio 92.9 FM</p>	<p>Publications Events Programs Advertisements</p>	Executive Director	Corridor Manager I	Ongoing
<p>Street Festivals</p> <p>Convey a united Germantown</p> <p>Showcase the many thriving cultural, civic, and business attractions and activities that make Germantown an exciting place to live and visit</p> <p>Promote businesses</p> <p>Cross promote historic sites</p>	<p>Publications Events Programs Advertisements</p>	Executive Director	Corridor Manager I	Ongoing
<p>Public Literary, Visual & Performing Arts Events</p> <p>Showcase community as an exciting place</p> <p>Celebrate/bring together diverse elements of community</p> <p>Promote arts-based programming</p> <p>Highlight parks, public spaces, and other sites as cultural destinations</p>	<p>Publications Events Programs Advertisements</p>	Executive Director	Corridor Manager I	Ongoing
<p>Civic Engagement</p> <p>Expand reach into underserved areas of Germantown</p> <p>Use the arts as an engagement vehicle to rebuild and inspire community members and stakeholders to engage one another across generation, race, ethnicity, income-level</p> <p>Conduct community needs survey</p>	<p>Publications Events Programs Advertisements</p> <ul style="list-style-type: none"> • % sample size • % response rate 	Executive Director	Corridor Manager I	Ongoing

VIII. WORK PLAN GOALS AND ROLES

TABLE 6: PLANNING AND DEVELOPMENT

PROGRAM ACTIVITIES	GOALS/OUTCOMES	LEAD ROLL	SUPPORT ROLL	TIMELINE
<p>Strategic Planning</p> <p>Facilitate preplanning sessions with civic organizations/service providers focused on:</p> <ul style="list-style-type: none"> • Physical development • Economic development • Human services • Community building 	<p>If “go”, sponsor planning grant application for submission to Wells Fargo Regional Foundation</p>	<p>Executive Director</p>	<p>Corridor Manager I</p>	<p>2nd Quarter 2018</p>
<p>Convening</p> <p>Assess interest among civic organizations and service providers in establishing a formal process to collaborate and engage one another.</p>	<p>Meet with executive and board leadership of other civics and service providers.</p> <p>If “go”, sponsor community forums, develop agendas, co-ordinate logistics, etc.</p>	<p>Executive Director</p> <p>Executive Director</p>	<p>Board President</p> <p>Corridor Manager I</p>	<p>2nd Quarter 2018</p> <p>3rd Quarter 2018</p>
<p>Advocacy</p> <p>Facilitate community agenda for:</p> <ul style="list-style-type: none"> • Land use/zoning reviews • Repurposing of vacant properties • Real estate development partnerships • Improved city services/ service delivery 	<p>Publications</p> <p>Events</p> <p>Programs</p> <p>Promotions</p>	<p>Executive Director</p>	<p>Corridor Manager I</p>	<p>4th Quarter 2018</p>

VIII. WORK PLAN GOALS AND ROLES

TABLE 7: OPERATIONS AND INFRASTRUCTURE

COMPONENTS	GOALS/OUTCOMES	LEAD ROLL	SUPPORT ROLL	TIMELINE
<p>Resource Development</p> <p>Use working relationships with city agencies to enhance existing and generate new funding commitments.</p> <p>Identify potential partners under the CDC Tax Credit Program to leverage new sources of operating capital.</p>	<p>Rollout/present strategic plan to key city departments level to: Commerce, DHCD, PRA, Parks and Recreation, and Streets.</p> <p>Solicit charitable contributions from sources as they are identified and when the program is accepting applications.</p>	<p>Executive Director</p> <p>Executive Director</p>	<p>Executive Committee</p> <p>Treasurer</p>	<p>2nd Quarter 2018</p> <p>Ongoing</p>
<p>Personnel Management</p> <p>Establish/review draft personnel evaluation standards and criteria for measuring performance.</p>	<p>Set performance goals with Executive Director.</p> <p>Assess performance of Executive Director per evaluation standards/criteria.</p> <p>Set performance goals with each staff.</p> <p>Assess performance of each staff per evaluation standards/criteria.</p>	<p>Executive Committee</p> <p>Executive Committee</p> <p>Executive Director</p> <p>Executive Director</p>	<p>Annually</p> <p>Quarterly/Annually</p> <p>Annually</p> <p>Quarterly/Annually</p>	<p>2nd Quarter 2018</p>
<p>Governance</p> <p>Re-acclimate all board members to mission/vision and reaffirm commitments of time and service.</p> <p>Develop and institute a recruitment process for slating and nominating new members.</p> <p>Further diversification and expansion of the board as needed.</p>	<p>Pair current active members with less active members to assess readiness and time commitments to serve.</p> <p>Pair current members with recruits to review mission/goals and assess readiness to serve.</p> <p>Augment experience in areas of finance, fundraising, and human resources.</p>	<p>Board President</p> <p>Board Secretary</p> <p>Board Vice President</p>	<p>Executive Committee</p> <p>Executive Committee</p> <p>Executive Committee</p>	<p>2nd Quarter 2018</p> <p>3rd Quarter 2018</p> <p>3rd Quarter 2018</p>
<p>Staffing</p> <p>Reinforce capacity</p> <ul style="list-style-type: none"> • Information Technology • Project Development • Economic Development • Organizational Management 	<p>Utilize training and professional development programs through PACDC's Community Development Leadership Institute (CDLI)</p>	<p>Executive Director</p>	<p>Executive Committee</p>	<p>As Available</p>

APPENDIX

STAFF TIME ALLOCATIONS

	CORE	ANCILLARY	RES. DEV.	GEN/ADMIN
CURRENT				
EXECUTIVE DIRECTOR	22%	14%	14%	50%
CORRIDOR MANAGER I	40%	30%	10%	20%
FY18				
EXECUTIVE DIRECTOR	10%	15%	60%	15%
ADMINISTRATIVE ASSISTANT	0%	0%	20%	80% <i>part-time</i>
CORRIDOR MANAGER I	40%	30%	10%	20%
CORRIDOR MANAGER II	90%	10%	0%	0%
FY19				
EXECUTIVE DIRECTOR	10%	10%	70%	10%
ADMINISTRATIVE ASSISTANT	0%	0%	20%	80% <i>full-time</i>
CORRIDOR MANAGER I	50%	40%	5%	5%
CORRIDOR MANAGER II	90%	10%	0%	0%
FY20				
EXECUTIVE DIRECTOR	5%	5%	80%	10%
ADMINISTRATIVE ASSISTANT	0%	0%	20%	80%
CORRIDOR MANAGER I	50%	40%	5%	5%
CORRIDOR MANAGER II	90%	10%	0%	0%

STAKEHOLDER PERSPECTIVES OF GUCDC¹⁰

A. COMMUNITY/CIVIC GROUPS

What GUCDC does well?

- Storefront improvements
- Business attraction (e.g. Cheltenham Market IGA but not many know it and appreciate how hard
- Not sure
- Reaches out when they want support for grants

Community needs?

- Lighting
- Banners
- Shopper surveys to find out their needs/wants for stores
- Bus stop improvements

GUCDC role

- Support to business corridor to produce visible impact and make more welcoming
- Clean, green, safe
- Rid the storefront grates
- Signage
- Cameras

Recommendations

- Greater transparency in who GU is, what you do, and what difference it's making (i.e. impact)
- Hold quarterly meetings to convey accomplishments
- Invite others to communicate their accomplishments
- Discuss issues, needs and future projects/activities
- Brochure and "help desk function" (here's who we are and who you call for...)
- Coordinating type council/stakeholder-civic roundtable
- Tap into/create partnerships with Artists Roundtables and Black Writers Group

¹⁰From interviews, as offered and for addressing by GUCDC



Spools of trim at Gaffney Fabrics – 5401 Germantown Ave (photo: Emily Busch); Pillar of the Community honorees Booker Rowe and Patsy Baxter Row with GUCDC board member Guthrie Ramsey at 'For the Love of Germantown' FUNdraiser 2018 (photo: Jill Saull)

Outstanding Issues

- Little attention to Southwest Central¹¹
- Promote Jumpstart Germantown¹² program to deal with empty commercial spaces
- Confusion regarding which organization is doing what along which corridors

Roles GUCDC should take on:

- Zoning advocacy

Opportunities

- Share results of organizational plan and implications
- Have links on GU website page to update community on activities and vice versa

B. FUNDERS/LOCAL GOVERNMENT

General Challenges/Opportunities

- Board has diversified but more business reps needed on board
- Financial transparency (given history of failed groups in Germantown)
- Service area is big and has difficult local politics to manage/negotiate
- Germantown Special Services District's (GSSD) needs to be closely aligned with GUCDC
- Engaging the community in conversation

¹¹ Wayne Junction to Cheltenham, Wissahickon to Wakefield, both sides of Germantown

¹² Jumpstart Germantown, an initiative spearheaded by Philly Office Retail to facilitate the revitalization of the Germantown neighborhood of Philadelphia through high quality residential renovations; identifies fellow developers interested in being mentored to help remove blight and deteriorated properties from its residential neighborhoods.

Neighborhood Assets

- Important section of city that city wants and needs to support/invest in
- Long, storied history
- Attractive stock of historic buildings
- Groups that are active, engaged, and care

Unmet needs

- Plan to guide development, versus project to project
- Zoning/property reuse strategy
 - Low income and market rate housing role and opportunities to seize/balance **Development opportunities**
- Promotion/marketing of the corridors and the community
- Make development sites more attractive
- Creating incentives to entice developers
- Coordinating with potential partners, especially GSSD

Why fund GUCDC?

- Place is important/critical to city goals (deep/long history and legacy)
- Stable organization (steady, have a plan for the corridors, and is strategic), but needs more diverse representation on board and staff to reflect diversity of community, businesses and institutions there (have to be deliberate about that/make it a priority)
- Fulfills TCMP requirements
- Steadily improving with good reputation
- Steady growth in raising dollars
- Recognized as the “go-to” organization and believe in collaboration

C. MERCHANTS

What GUCDC does well?

- Well connected/knows city government-programs
- Proactive in reaching out and engaging businesses

APPENDIX

Community needs?

- Structure for local groups to collaborate and inform one another
- Central clearinghouse for information and funding opportunities

Environmental issues

- Little attention to Southwest/Central Germantown
- Wayne Junction to Cheltenham
- Wissahickon to Wakefield—both sides of Germantown
- Empty commercial spaces
- Tale of two cities:
 - ▶ *Well established/cared for: Schoolhouse Lane to Queen Lane*
 - ▶ *Drop off in conditions: Greene to Berkley*

Ideas/Recommendations

Business Community

- Structure more opportunities for businesses to build collegiality among themselves
- Capitalize on foot traffic to generate/enhance sales

Organizational

- Reassess/refresh GU's core mission given broader Germantown needs
- Connect civics and other service providers

General

- Make area more welcoming through:
 - ▶ *Drop off in conditions: Greene to Berkley Lighting, signage and banners*
 - ▶ *Drop off in conditions: Greene to Berkley Cleanups, trash receptacles, and greening*
- Promote, market, and brand "Germantown" as THE place for...



Germantown Second Saturday Festival (photo: Gary Reed)

STAKEHOLDER INTERVIEWS BY CATEGORY

FUNDERS

Mary Anthony (*1772 Foundation*)
Ken Weinstein

COMMUNITY/CIVIC GROUPS

Ines Love, *Faith CDC*
Trapeta Mayson, *Historic Germantown*
Roz McKelvey, *Wakefield 49ers Community Development and Improvement Association*
Angela Miles, *Friends of Vernon Park*
Ruth Seeley, *Friends of Vernon Park*
Sue Patterson, *Penn Knox Neighbors Association*
Ingrid Shepard, *Germantown Special Services District*
Maurice Walls, *Germantown Life Enrichment Center*
Allison Weiss, *Solo Germantown Civic*

MERCHANTS

Andrew Eisenstein, *Iron Stone Real Estate Partners*
Kate Gaffney Lange, *Gaffney Fabrics (5401 Germantown Ave)*
Bill Hughes, *Citizens Bank (5500 Germantown Ave)*
Ali Muhsin, *A Round of A Paws Pet Boutique (5843 Germantown Ave)*
Tim Oliver, *Cunningham Piano Company (26 E Coulter St)*
Sue Quinn, *Bargain Thrift Center (5261 Germantown Ave and 4530 Germantown Ave)*
Linda Samuel, *The Flower Cafe at Linda's (48 Maplewood Mall)*
Vince Tague III, *Tague Lumber (560 E High St)*

LOCAL/STATE GOVERNMENT

City Councilwoman Cindy Bass' office, District 8 (Angela Bowie)
City Councilman Derek Green's Office - At-Large
City Commerce Department (Karen Fegley)
State Senator Art Haywood's office
State Representative Stephen Kinsey's office
State Representative Chris Rabb's office
State Senator Sharif Street's Office



FUEL THE MOMENTUM

**Get involved.
Make a contribution.
Move Germantown forward.**

Support Germantown United CDC's work in our business corridors and community. We are a 501(c)(3) nonprofit organization, and your contribution is tax deductible. If you have questions about how your gift will be used or would like to explore other ways to support the organization, contact us!

DONATE BY MAIL

All checks should be made out to "Germantown United CDC" and addressed/mailed to:

Germantown United CDC
5320 Germantown Avenue
Philadelphia, PA 19144

DONATE ONLINE

Visit www.germantownunitedcdc.org.

VOLUNTEER

Contact us to find out about volunteer opportunities based on your interests.



Office Headquarters: 5320 Germantown Avenue
215-856-4303 | info@germantownunitedcdc.org | [@GermantownCDC](https://www.instagram.com/GermantownCDC)

GU GERMANTOWN UNITED
COMMUNITY DEVELOPMENT CORP.



The bustling intersection of Germantown Ave. & Cheltenham Ave. (photo: Monique Brand)