

Empowering Residents | Strengthening Neighborhoods

2023-2027

STRATEGIC PLAN

QUEST COMMUNITY DEVELOPMENT CORPORATION



#QuestForward



We Believe That Communities Are The Epicenter For Social Change

Our mission is to create resilient communities.



Quest is a Comprehensive Community Development Corporation that provides Affordable and Supportive Housing to underserved individuals on Atlanta's Westside.

Quest is one of the few housing developers in Georgia focused exclusively on housing residents at the lowest income levels to advance social equity and economic inclusion.

Moving ATL's Westside Neighborhoods Toward A Resilient Future

Our vision is to perfect and replicate a collective impact model in underserved communities using affordable housing and a services delivery hub as vehicles for community collaboration and transformation.

Quest develops and manages supportive housing and related services to formerly homeless and extremely low-income residents in metro Atlanta. Our team coordinates a host of social, financial and health-related services for 1,100+ clients and residents annually.





Comprehensive Growth Strategies

P 05

Position Quest As The Premiere CDC In Atlanta

P 07

Scale Up Production of Affordable and Supportive Housing

P 09

Attain Greater Financial Self-Sufficiency

P 11

Expand Quest's Service Capacity For Greater Community Impact

P 13

Build And Implement A Comprehensive Marketing & Brand Awareness Strategy

01

Position Quest As The Premiere CDC In Atlanta

Over the past five years, Quest has entered a season of extraordinary growth. What began with \$23 million in total assets in 2018 has evolved into a bold investment of nearly \$130 million during our 2023–2027 strategic planning period—fueling expansion, innovation, and deeper community impact. Quest now stands as a catalyst for positive change on Atlanta’s Westside.

Our vision is to emerge as a leading community development corporation in metro Atlanta—one that convenes people and partners, strengthens systems of service, shapes policy, and builds enduring community resilience. By leveraging trusted partnerships and forging new collaborations, we will multiply our impact for generations to come.





Measurable Outcomes

- ✓ Investment fund secured
- ✓ Accreditations maintained
- ✓ Number of new partnerships
- ✓ Operating efficiency improved

GOAL 1.1

Establish Quest as a model nonprofit CDC with the capital and capacity to strengthen the organization over this current 5-year period.

Objective 1.1A: Establish a Social Impact Investment Fund with the Community Foundation of Greater Atlanta.

Objective 1.1B: Secure \$10M of new funding to support operations and the growth and expansion of all Quest lines of business over the next 5 years.

Objective 1.1C: Ensure the organization has the proper operational controls, administrative and reporting procedures, and people systems in place to grow the agency.

GOAL 1.2

Maintain all accreditations, affiliations, certifications and/or licenses annually and/or required terms.

Objective 1.2A: Obtain and maintain an exemplary rating with NeighborWorks America.

Objective 1.2B: Continued CARF accreditation status.

GOAL 1.3

Foster and/or establish new strategic public & private partnerships that aligns with our 5-year services growth and expansion plans.

Objective 1.3A: Expand partnerships with existing Quest Westside Impact Center nonprofits.

Objective 1.3B: Identify and encourage new business opportunities and workforce development in the neighborhoods we serve.

Objective 1.3C: Build out new revenue-producing programs that strengthens our collective programming being delivered through new partnerships and collaborations with other organizations.

02

Scale Up Production of Affordable and Supportive Housing

At Quest, we believe everyone deserves the opportunity to build a life from a strong foundation—a safe, secure home where no family is cost-burdened, paying more than 30% of their income on rent or mortgage. Quest has created a unique model that integrates housing, healthcare, and workforce development within apartment communities, and we are committed to expanding this approach across Atlanta’s Westside and the broader metro area.

Our housing production strategy will focus on scaling through multiple pathways: acquiring existing affordable apartments, including naturally occurring affordable housing and 9% Low-Income Housing Tax Credit (LIHTC) units completing their compliance period; developing new ground-up properties; and preserving or substantially renovating blighted units to revitalize the market.





Measurable Outcomes

- ✓ Number of new housing units produced
- ✓ Amount raised through capital campaigns for pipeline projects
- ✓ Revenue generated from commercial projects

GOAL 2.1

Implement and manage the 5-year real-estate development pipeline to expand Quest owned housing communities by 400 units.

Objective 2.1A: Increase housing opportunities for vulnerable populations.

Objective 2.1B: Generate revenue from development projects to sustain and expand the Real Estate Development division.

Objective 2.1C: Develop and implement plans for subsidy and gap funding for all pipeline projects.

GOAL 2.2

Expand real estate development growth activities through acquisition of existing apartment communities.

Objective 2.2A: Initiate a \$10-15 million capital campaign for pipeline projects.

Objective 2.2B: Target for-sale apartment communities that current tenancy base is consider lower-income and/or workforce tenants.

Objective 2.2B: Develop 30 single family homes in Metro Atlanta.

GOAL 2.3

Continue to scale our supportive housing model as housing, healthcare and workforce. Expand efforts to connect housing to health.

Objective 2.3A: Identify and establish written partnerships with potential healthcare and workforce development partners.

Objective 2.3B: Integrate the healthy housing and ready to work model in existing and future pipeline projects.

Objective 2.3C: Implement the Quest for Health program.

03

Attain Greater Financial Self-Sufficiency

One of the biggest challenges for most nonprofit organizations is securing multi-year funding to avoid the risk of scaling back or eliminating programs and services due to financial shortfalls.

Quest is actively pursuing strategies to increase financial self-sufficiency, including revenue from social enterprises, lease income from commercial ventures, and rental income from our properties. By building cash reserves and making strategic long-term investments, we aim to reduce our dependence on grant funding and ensure sustainable growth for the future.





Measurable Outcomes

- ✓ Financial ratios
- ✓ Annual audits
- ✓ Financial forecasts
- ✓ Annual increase in assets

GOAL 3.1

Create a stronger, more financially viable organization through assessments, reporting, evaluating and monitoring financial activities monthly and quarterly.

Objective 3.1A: Strengthen Quest's financial position to ensure fiscal accountability via continuous assessments of our lines of business.

Objective 3.1B: Create a \$2 million reserve fund.

Objective 3.1C: Expand the capacity of the Accounting division to support asset management and construction financing.

GOAL 3.2

Increase net assets by \$130 million via cash and cash equivalent within this 5-year period.

Objective 3.2A: Attract social and impact investments for capital projects.

Objective 3.2B: Explore opportunities to increase commercial property holdings.

Objective 3.2C: Make capital improvements, as needed, to maintain Quest-owned properties.

GOAL 3.3

Board of Directors to raise at minimum of \$500,000 within this 5-year period.

Objective 3.3A: Develop and implement a Board Fundraising Plan.

Objective 3.3B: Board to Hold one corporate donor event per year.

Objective 3.3C: Acquire 3-5 new Board referrals of corporate donors and/or partners from Atlanta Top Corporations and/or Foundations.

GOAL 3.4

Develop fundraising capacity.

Objective 3.4A: Increase capacity to generate unrestricted income to cover core operations.

04

Expand Quest's Service Capacity For Greater Community Impact

Quest is dedicated to building capacity across Atlanta's Westside and neighboring communities through strategic housing developments, community engagement initiatives, and the expansion of supportive services that foster long-term success.

Transforming Atlanta's neighborhoods requires a shift from focusing solely on serving individuals within the Quest Communities network to strengthening local capacity that drives lasting, community-wide outcomes for all residents in need. Quest will achieve this through internal growth and the cultivation of additional third-party partnerships, ensuring ongoing collaboration to maximize collective impact.





Measurable Outcomes

- ✓ New programs and services
- ✓ Increase in staff capacity

GOAL 4.1

Expand community-based and supportive services in additional Westside community's footprint.

Objective 4.1A: Develop new partnerships and programs with a focus on comprehensive case management in the Grove Park and Westlake - Westside communities.

Objective 4.1B: Expand Quest's Supportive Services division to 3rd party opportunities.

Objective 4.1C: Relocate the existing men's transitional short-term housing program to Heritage Village and convert the new use as a women's transitional housing program.

GOAL 4.2

Attract, recruit, and retain credentialed staff.

Objective 4.2A: Increase staff capacity consistent with the agency's growth and development.

Objective 4.2B: Ensure the diversity of staff is consistent with the communities we serve and complies with REDI standards.

GOAL 4.3

Expand community engagement activities.

Objective 4.3A: Tap into existing relationships and build new ones to identify synergic offerings.

Objective 4.3B: Educate surrounding neighbors of Quest's holistic service offerings. Success to be measured by voluntary opt-ins from community members.

05

Build And Implement A Comprehensive Marketing & Brand Awareness Strategy

In the years ahead, Quest will boldly elevate its brand to reflect the power, promise, and progress of our work—emerging as a model nonprofit in housing and community services.

By weaving together compelling stories, meaningful relationships, thoughtful messaging, and a unified visual presence, we will shape public perception, strengthen trust, and inspire greater investment in our mission. This intentional brand evolution will fuel deeper community engagement, expanded partnerships, and long-term growth in fundraising and business development.





Measurable Outcomes

- ✓ **Web & Social Media Analytics**
- ✓ **PR/Media Visibility**
- ✓ **Increased Brand Recognition**
- ✓ **Individual Donor Giving**

GOAL 5.1

Develop a robust Marketing & Brand Awareness Plan.

Objective 5.1A: Develop a compelling, unified brand story that engages diverse audiences and strengthens community involvement in Quest's people, programs, and services.

Objective 5.1B: Align and streamline Quest's brand across all departments and platforms to reflect our holistic community development model and ensure consistency at every touchpoint.

Objective 5.1C: Expand the marketing budget to support consistent, high-quality social media management, content creation, and audience engagement.

GOAL 5.2

Become known as the lead advocate and expert on affordable housing for extremely, low-income and vulnerable residents by attending and/or participation in external engagement activities.

Objective 5.2A: Advocate for system change for true affordable housing to advance policy reforms at the local and state levels.

Objective 5.2B: Use speaking engagement opportunities, social media, and print media to tell the story of the uniqueness and challenges of providing housing for very low wage earners and the need for supportive services.

GOAL 5.3

Expand individual donor engagement and generosity by 20% annually.

Objective 5.3A: Build a thriving individual giving program that reaches \$100,000 per year by 2027.

Objective 5.3B: Launch an employee-driven participation and incentive initiative that strengthens our culture of giving and shared ownership of Quest's mission.

COMMUNITY SOLUTIONS

COMPREHENSIVE COMMUNITY DEVELOPMENT UNITS

Quest CARES

SUPPORTIVE SERVICES

CARF- Community Housing:
Integrated AOD/MH

CARF- Supportive Living:
Mental Health

Case Management

Quest COMMUNITIES

REAL ESTATE DEVELOPMENT

Supportive Housing

Affordable Housing

Community Facilities

Quest FIDUCIARY

FINANCIAL MANAGEMENT

Organizational Payee
Representative

Non-Attorney Direct Pay
Representative

SSA and VA

Quest ENGAGE

COMMUNITY ENGAGEMENT

Quest Westside Impact
Center – Vine City

The Westside Wise Podcast



01



02



03



Quest Residences @ Grove Park

📍 339 Holly Street NW

Heritage Village @ West Lake

📍 239 West Lake Avenue NW

The Simpson West @ Vine City

📍 810 Joseph E. Boone Blvd. NW

Quest Legacy Homes @ Vine City

📍 Historic Vine City Neighborhood

O'Hern House @ Auburn Ave

📍 16 William Holmes Borders Sr Dr.

New Construction

40 Units
30% AMI
Permanent Supportive Housing
55+ | Veterans

\$14M Investment

Historic Preservation

102 Units
30% AMI
Housing | Health | Workforce
Co-Developer: Columbia

\$42M Investment

New Construction

139 Units
30%-60%-80% AMI
Faith-Based Initiative
Co-Developer: Integral

\$53M Investment

New Construction

12 Units
Single Family
Home Ownership Initiative

\$4.2M Investment

Historic Preservation

76 Units
AHA PBRA Beds
Developer: 3 Keys
Co-Developer: QuestCDC

\$5.4M Investment



2001-2006

Founded August 8th, 2001, as Quest 35 Inc. with 3 employees. 1st Program: The Leonard House – Transitional Housing with support from Street to Home, United Way, and a Gov't funded private entity.



2007-2013

Quest 35 Housing: Introduction of PSH and Rep Payee Services. Added Property Management as a business unit. Properties: Quest Village II & III, 878 Office/Commercial with support from Shelter Plus Care, Quasi Gov't funding & other Gov't funding.



2014-2017

Quest CDO. Commercial/ Community Facility focus & Strategic Partnerships. Attracted talent from out of State. Properties: Quest Complex I&II. Partners: Westside Works WFD, & CHRIS 180 Shared Billing. Prior funding +.



2018

Shift to Affordable Housing and Commercial Development. Completion of Quest Complex II. Rehab of 603 James P. Brawley. Acquisition of Heritage at Westlake - Formerly the Job Corp site. (3) New Builds with Habitat for Humanity. Raised \$1.2 M in grants.



2019

Quest Westside. \$29M of Total Development cost in progress. Five (5) projects under construction. \$10M of Construction work in place. Four (4) new projects in pre-development.

2020

COVID year – raised \$1.6 million in program/operating support and \$1.3 M in capital. Continuity Plan/Covid Pandemic. Prior funding + NMTC and LIHTC.

2021

Celebrated our 20-year anniversary. Opened the Quest Westside Impact Center. Became a NeighborWorks affiliate. Secured \$1.5 M in grant support. Opened 53-unit Quest Commons West November 2021 on Rock St.

2022-2025

Launched a Community Engagement Division. Launched the Westside Wise Podcast, connected by AT&T. Awarded \$10 M in Georgia Invests in Housing. Recipient of the Beloved Event. Secured \$110M of impact investments for the Westside Housing Trifecta initiative. Hosted the Grand opening ceremony for Quest Residences @ Grove Park.

Embracing Collective Impact

The QWIC Is A 30,000 SF Facility That Serves As The Central Hub Of Atlanta's Westside.

The Quest Westside Impact Center (QWIC) delivers housing, social services, and community development resources to the residents of Atlanta's Westside via three main pillars of community development: affordable housing, economic inclusion, and workforce development.

[QUESTCDC.ORG/IMPACT](https://questcdc.org/impact)



Executive & Leadership Team



Leonard L. Adams, Jr.
Founder | President | CEO



Marilyn Benton
Chief Financial Officer



Tammi Flowers
Executive Admin Asst.



Olivia Nightingale
Director of QuestFiduciary



Allen Sheppard
Director of Construction
Real Estate Dev.



Melissa Tyson
Director of QuestCares
Supportive Services



S. Tarnace Watkins, Sr.
Director of Business Development
& Strategic Partnerships



Lisa Whitaker
Director of Culture,
People & Compliance



Nichole F. Woods
Senior Property Manager

PROGRESS & STATS

16K CLIENTS &
RESIDENTS
PROVIDED WITH HOUSING &
SUPPORTIVE SERVICES

\$140M
INVESTED IN AFFORDABLE
HOUSING

\$4.2M
INVESTED IN SINGLE
FAMILY HOUSING

Board Of Directors



Marcus Billie
Board Chair



Edward Bradford Jr.
Board Treasurer



Chris Gilmore
Board Secretary



Greg Boler
Board Member



Mariane Brown
Board Member



Dr. Jessica L. Hare
Board Member



Erin Harris
Board Member



Bob Moffat
Board Member



Kyle Smith
Board Member





Reflecting On Our Impact

Our core focus is in developing healthy, safe, opportunity- rich neighborhoods that reflect our residents' history and culture.

Since 2001, QuestCDC has been creating intentional communities that empower Westside residents to build stable, sustainable futures for themselves and their families.

Through affordable and supportive housing solutions, we help reduce displacement, strengthen community retention, and ensure that residents have a safe, affordable place to call home. Our holistic approach to community development reflects our commitment to lasting impact and thriving neighborhoods.



Building Strong Community Connections
Creating Pathways to Housing Stability
Advancing Whole-Person Health
Strengthening Long-Term Financial Sustainability

That's Our Quest.

299 Joseph E. Lowery NW, Suite 301 | Atlanta, GA 30314
 O: 678-705-5318 | F: 678-705-5564

QUESTCDC.ORG



QuestCDC