

## Action Steps

Below are action steps and corresponding timelines for each strategy.

### Goal 1. Vollintine Evergreen neighbors act as the primary change agents in their neighborhood.

| <b>Objective a.</b> Increase and maintain the number of neighbors who are official members of VECA.   |   |          |
|---|---|----------|
| <i>Strategy 1. Publish and distribute a communications piece on the benefits of membership.</i>   |   |          |
| Action  | Responsible                                 | Timeline |
| Draft a one-page piece and distribute to the board for feedback.  | Membership and Communications Committees    | Y1, Q1   |
| Finalize piece and develop a list of venues to utilize it (newsletter, welcome baskets, etc.).  | Membership and Communications Committees    | Y1, Q2   |
| Utilize piece in various venues.  | Membership and Communications Committees    | Ongoing  |
| <i>Strategy 2. Develop and implement a menu of “neighbor to neighbor” activities such as frequent meet and greets at the Welcome Center and neighborhood dinner meet ups.</i> |   |          |
| Meet to discuss various possibilities for neighbor-to-neighbor activities, outlining the work needed to implement each. Decide on which seem most promising.                  | Neighbor Networks Committee                 | Y1, Q1   |
| Informally discuss your ideas with board members and neighbors to get feedback.   | Neighbor Networks Committee                 | Y1, Q2   |
| Meet to finalize calendar of neighbor-to-neighbor activities and develop a plan for implementation.   | Neighbor Networks Committee                 | Y1, Q3   |
| Implement events.   | Neighbor Networks Committee                 | Y1, Q4   |
| <i>Strategy 3. Develop a proactive and standardized procedure for identifying and welcoming new neighbors.</i>  |   |          |
| Review current procedures, analyzing strengths and weaknesses.  | Membership Committee                        | Y1, Q3   |
| Outline new procedure and get feedback from the board.  | Membership Committee                        | Y1, Q4   |
| Taking feedback into account, fully develop new procedure. (Note: This will likely entail contacts with block clubs. Be sure to get their advice and buy in.)                 | Membership and Neighbor Networks Committees | Y2, Q1   |
| Develop materials needed for new procedure.   | Membership and Communications               | Y2, Q1   |

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|   | Committees                  |          |
| Implement new procedure.  | Membership Committee        | Y2, Q2   |
| <i>Strategy 4. Develop methods for more frequent communications with potential and current members designed to increase membership.</i>   |                             |          |
| Develop campaign (slogan, etc.), communication mechanisms, and gather feedback from board and neighbors. Communication mechanism include: <ul style="list-style-type: none"> <li>• Annual phone drive</li> <li>• Membership table at every event</li> <li>• Campaign to collect more email addresses of neighbors</li> <li>• Membership forms at neighborhood restaurants and on the Greenline</li> </ul> | Communications Committee    | Y1, Q1   |
| Decide on vehicles for the message and implement campaign.  | Communications Committee    | Y1, Q2   |
| <b>Objective b. Open up multiple pathways for neighbors to engage in neighborhood work around their passions.</b>   |                             |          |
| <i>Strategy 1. Be responsive to the ideas for activities that the quadrant meetings surfaced.</i>   |                             |          |
| Distribute quadrant meeting results to each committee and ask committees to discuss how they address these now and how/if they will in the future.  | Neighbor Networks Committee | Y1, Q1   |
| Gather feedback from committees.  | Neighbor Network Committee  | Y1, Q2   |
| Develop a communications piece to communicate to neighbors how their input was used to develop this plan and how it will be used further in the future.   | Communications Committee    | Y1, Q3   |
| Make a plan for holding periodic quarterly meetings in places without block clubs.  | Neighbor Network Committee  | Y1, Q4   |
| <i>Strategy 2. Hire a part-time Resident Engagement Coordinator to facilitate neighbor involvement in a variety of ways (through committee and board work and also through decentralized neighborhood projects).</i>  |                             |          |
| Develop job description.  | Managing Committee          | Complete |
| Prepare proposal for Plough funding.  | Managing Committee          | Y1, Q2   |
| Approach foundations and corporations for funding various components of the strategic plan.   | Donor Relations Group       | Y1, Q2   |
| Once funding is secured, advertise and hire for this position.  | Managing Committee          | TBD      |

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| <i>Strategy 3. Continue to develop and support block clubs.</i>   |                                       |                   |
|---|---------------------------------------|-------------------|
| Research how other neighborhoods develop and support block clubs (via internet and calling peers in other cities).  | Neighbor Networks Committee           | Y2, Q1            |
| Hold a meeting with block club leaders to share what you discovered, discuss how block clubs get started and are supported now, and how to improve that.  | Neighbor Networks Committee           | Y2, Q2            |
| Develop and implement a plan for block club development and support to possibility include: <ul style="list-style-type: none"> <li>• Holding open houses to recruit block club captains</li> <li>• Focus on new residents when recruiting block club captains</li> </ul>                    | Neighbor Networks Committee           | Y2, Q3            |
| <i>Strategy 4. Connect neighbors to VECA committees.</i>  |                                       |                   |
| Post committees list with short descriptions and contact information for each in various venues (newsletter, in the Welcome Center with a sign up sheet, via block clubs, etc.).  | Communications Committee              | Ongoing           |
| Task board and committee members with intentionally recruiting neighbors for committees when neighborhood improvement discussions arise.  | Managing Committee                    | Y1, Q1            |
| Task Resident Engagement Coordinator with intentionally connecting neighbors to committees during his/her interactions with neighbors.  | Managing Committee                    | TBD               |
| <i>Strategy 5. Develop forums for neighbors to surface ideas they are passionate about and invite others to join them in making these projects come to fruition (examples for consideration include NeighborCircles<sup>1</sup>, Jane's Walk<sup>2</sup>, and Pecha Kucha<sup>3</sup>).</i> |                                       |                   |
| Review ideas for surfacing neighbor passions (i.e. NeighborCircles, Jane's Walk, and Pecha Kucha) and decide on one or two to try in this year.   | Events and Public Relations Committee | Y2, Q1            |
| Discussion decisions with board and neighbors to gather feedback.   | Events and Public Relations Committee | Y2, Q1            |
| Finalize decision and develop action plans for the event(s).  | Events and Public Relations Committee | Y2, Q2 - Annually |
| Implement event(s).   | Events and Public Relations           | Y2, Q3 – Annually |

<sup>1</sup> [http://www.typp.org/media/docs/0155\\_NeighborCircles.pdf](http://www.typp.org/media/docs/0155_NeighborCircles.pdf)

<sup>2</sup> <http://www.janejacobswalk.org/>

<sup>3</sup> <http://www.pecha-kucha.org/>

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|   | Committee   |                   |
| Debrief on the event(s) and adjust plans for next year's event.   | Events and Public Relations Committee                             | Y2, Q3 - Annually |
| <b>Objective C. Engage neighborhood youth as active neighbors and leaders.</b>  |   |                   |
| <i>Strategy 1. Work with neighborhood schools to facilitate school field trips to the V&amp;E Greenline.</i>  |   |                   |
| Send letter or email communication to all neighborhood schools (private and public) inviting them to visit the Greenline.   | V&E Greenline Committee   | Y1, Q2 - Annually |
| Follow up to schedule field trips (VECA representative to meet the classes, give brief history, and relay volunteer opportunities).   | V&E Greenline Committee   | Y1, Q2 - Annually |
| <i>Strategy 2. Work with neighborhood high schools to facilitate youth neighbors fulfilling their service credit (capstone) requirements doing projects within their own neighborhood.</i>  |   |                   |
| Send communication to all neighborhood schools (public and private) encouraging teachers to consider VECA as a site for capstone projects AND requesting youth to serve on the VECA Youth Action Team. Designate a point person to handle follow up and inquiries.                                    | Communications Committee and/or VECA Youth Facilitator            | Y1, Q3 – Annually |
| Send communication to neighbors encouraging parents and youth to consider VECA as a site for capstone projects AND requesting youth to serve on the VECA Youth Action Team.   | Communications Committee and/or VECA Youth Facilitator            | Y1, Q3 - Annually |
| Follow-up with inquires from the schools, parents, and youth with relevant information on youth involvement (i.e. If youth wants to serve on Action Team, give location and time of next meeting. If youth wants to do a capstone project, connect youth to appropriate committee for their project.) | VECA Youth Facilitator  | Y1, Q3 - Annually |
| <i>Strategy 3. Involve youth in the regular work of VECA (such as newsletter distribution and clean ups).</i>   |   |                   |
| Review the inventory of what projects Youth Action Team members want to work on and help each Youth Action Team member decide on VECA project to be active in or to lead.   | Youth Action Team and VECA Youth Facilitator                      | Y2, Q1 – Annually |
| Announce the Youth Action Team work in various VECA communications vehicles and recruit more youth for the work the Youth Action Team members have decide upon.   | Youth Action Team, Youth Facilitator and Communications Committee | Y2, Q1 – Annually |

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**Goal 2. VECA engages in effective and efficient partnerships with surrounding neighborhoods, institutions, and government entities to accomplish mutual goals.**

| <b>Objective a. Work with the Plough Team and other Rhodes stakeholders to develop the next generation of the Rhodes-VECA partnership.</b>                                    |   |          |
|---|---|----------|
| <i>Strategy 1. Develop a long-range plan for Rhodes professors and students from various disciplines (Art, Sociology, Business) to be involved with neighborhood work.</i>    |   |          |
| Action  | Responsible   | Timeline |
| Develop small sub-committee to work on Rhodes-VECA partnership.   | Board President                                     | Y1, Q2   |
| Convene conversation with Plough team regarding mutual interests.   | Sub-Committee                                       | Y1, Q3   |
| Decide on mutually agreed upon action steps and develop a written agreement of partnership.   | Sub-Committee and Plough Team                       | Y2, Q1   |
| <i>Strategy 2. Develop a disaster preparedness plan with Rhodes and other neighborhood institutions, such as churches.</i>  |   |          |
| Meet with the Emergency Management Agency (EMA) to gain guidance on creating a neighborhood plan.   | Safety and Security Committee                       | Y3, Q1   |
| Recruit neighbors interested in disaster response to take the Community Emergency Response Team (CERT) training together (taught by the EMA).                                 | Safety and Security Committee                       | Y3, Q1   |
| Convene neighborhood institutions (VECA, Rhodes, churches, non-profits, schools) to outline what each can offer and what each needs in times of a disaster.                   | Safety and Security Committee                       | Y3, Q2   |
| Develop written agreements resulting from the above conversations.  | Safety and Security Committee                       | Y3, Q3   |
| Publish information to the neighborhood via the Communications Committee.   | Safety and Security Committee                       | Y3, Q4   |
| <b>Objective b. Explore partnership opportunities with City and County departments, initiatives, and elected representatives.</b>   |   |          |
| <i>Strategy 1. Convene conversations with the Director of Housing and Community Development regarding the partnership ideas surfaced in the discovery phase of this plan.</i> |   |          |
| Review interview notes found in the Discovery Phase document developed during the strategic plan.   | Neighborhood Preservation Committee and Plough Team | Y1, Q1   |
| Conduct meeting with Robert Lipscomb to further discuss possibilities.  | Neighborhood Preservation Committee and Plough Team | Y1, Q1   |

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| Develop recommendations and present to the board of directors.   | Neighborhood Preservation Committee and Plough Team | Y1, Q2           |
| Develop written partnership agreement.   | Neighborhood Preservation Committee and Plough Team | Y1, Q2           |
| Implement agreement.   | Neighborhood Preservation Committee and Plough Team | Y1, Q3           |
| <i>Strategy 2. Utilize Welcome Center as a meeting place for neighborhood/government meetings and government agencies doing work in the neighborhood (i.e. Code Enforcement officers).</i>   |   |                  |
| Develop process for scheduling meetings at the Welcome Center.   | Welcome Center Committee                            | Y1, Q1           |
| Develop and distribute invitation letter/emails to various government agencies.  | Welcome Center Committee                            | Y1, Q2           |
| <i>Strategy 3. Develop education agenda/priority items and meet periodically with elected representatives.</i>   |   |                  |
| Develop an education agenda (i.e. code enforcement, flooding, etc.).   | Managing Committee                                  | Y1, Q3           |
| Schedule and meet with representatives to discuss strategic plan and our priorities.   | Managing Committee                                  | Y2, Q1           |
| <b>Objective c. Continue and enhance the supportive relationship with neighborhood businesses.</b>   |   |                  |
| <i>Strategy 1. Encourage and assist the neighborhood businesses to create a business association for the six business districts (VECA Central, Jackson Gateway, McLean Gateway, Springdale Plaza, Vollintine Shops, and Watkins Square).</i> |   |                  |
| Conduct research on structures and benefits of business associations.  | Business Districts Committee                        | Y1, Q2           |
| Meet with key business leaders to test the desirability of starting a formal business association (Who would take leadership positions? What are potential projects?).   | Business Districts Committee                        | Y1, Q3           |
| Conduct meetings to formalize a structure and develop initial projects.  | Business Districts Committee                        | Y1, Q4           |
| <i>Strategy 2. Work the businesses to facilitate major improvements to six business districts.</i>   |   |                  |
| Ensure parking lots and other public-facing areas of businesses are well-maintained, by monitoring areas and taking steps to address any issues (ongoing).   | Business Districts Committee/Business Association   | Y2, Q1 - Ongoing |
| Place bicycle racks at each of the business districts through the  | Business Districts Committee/Business               | Y2, Q1           |

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| city's bike and pedestrian program.   | Association                                       |                  |
| Apply for grants to add landscaping and beautify the common areas of commercial districts (i.e. between sidewalk and street, corners, etc.) and maintain continuous communication with VECA businesses listening to their goals and concerns.                                     | Business Districts Committee/Business Association | Y2, Q2           |
| Utilize the resources of Rhodes and the Rhodes Plough Professor (Elizabeth Thomas) to establish a continuous curriculum for improvement.  | Business Districts Committee/Business Association | Y2, Q3 - Ongoing |
| <i>Strategy 3. Publicize businesses, especially the restaurants, to improve their customer base.</i>  |   |                  |
| Include in Communications Action Plan (Goal 4, Objective d.).   | Communications and Business Districts Committee   | NA               |
| <b>Objective d. Explore partnerships with non-profit organizations, churches, and surrounding neighborhoods for neighborhood advocacy.</b>  |   |                  |
| <i>Strategy 1. Convene a conversation with Crosstown regarding an arts/holiday festival.</i>  |   |                  |
| Schedule an introduction meeting with Crosstown Arts to discuss possible partnership.   | Events and Public Relations Committee             | Y1, Q1           |
| Review conversation with board for feedback.  | Events and Public Relations Committee             | Y1, Q2           |
| Develop written agreement with Crosstown Arts, if appropriate, and implement event.   | Events and Public Relations Committee             | TBA              |
| <i>Strategy 2. Continue work with neighborhood coalitions.</i>  |   |                  |
| Reach out by phone, mail, email to other groups with shared interests (such as Crosstown, Evergreen Historic District Association, Broad Avenue Arts District, and the University Terrace Neighborhood group) and invite them to our neighborhood strategic plan meeting in June. | Events and Public Relations Committee             | Y1, Q1           |
| Invite partnering neighborhood coalitions to use the Welcome Center for meetings, retreats and other functions.   | Welcome Center Committee                          | Y1, Q1           |
| <i>Strategy 3. Connect with churches to explore partnerships.</i>   |   |                  |
| Invite neighborhood churches to the June strategic planning meeting.  | Events and Public Relations Committee             | Y1, Q1           |
| Invite church leaders to a special board meeting so they know our goals and can partner however is best for them.   | Management Committee                              | Y1, Q2           |
| <i>Strategy 4. Develop partnerships with non-profits to advance mutual interests.</i>   |   |                  |

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| Identify which non-profit entities align with the goals of VECA as laid out in this plan (Church Health Center, Grow Memphis, Clean Memphis, Levitt Shell, Livable Memphis, RISE Foundation, etc.). | Managing Committee       | Y1, Q3 |
| Contact leadership of selected non-profits to discuss possible partnerships and mutually beneficial programs.   | Managing Committee       | Y1, Q3 |
| Invite area non-profits to use the Welcome Center for meetings, retreats and other functions.   | Welcome Center Committee | Y1, Q3 |

**Goal 3. VECA works directly, and in partnership with neighbors and the city and county, to improve and maintain properties in the neighborhood.**

|   |                               |                 |
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| <b>Objective a. Maintain VECA rental properties to provide safe and affordable neighborhood housing and a steady revenue stream for the organization.</b> |                               |                 |
| <i>Strategy 1. Secure stable financing.</i>   |                               |                 |
| <b>Action</b>   | <b>Responsible</b>            | <b>Timeline</b> |
| Continue to meeting with financial institutions, City of Memphis, and other financial advisors/investors.   | Homes for Neighbors Committee | Y1, Q1          |
| Develop various scenarios and present to the board of directors for feedback.   | Homes for Neighbors Committee | TBD             |
| Implement solution.   | Homes for Neighbors Committee | TBD             |
| <i>Strategy 2. Secure additional volunteers.</i>  |                               |                 |
| Draft volunteer plea and send to communications committee for revisions and distribution.   | Homes for Neighbors Committee | Y1, Q1          |
| <i>Strategy 3. Complete repairs and install amenities necessary to gain a 90% occupancy rate.</i>   |                               |                 |
| Determine which repairs can be done in house and which require outside labor.   | Homes for Neighbors Committee | Y1, Q2          |
| If outside labor is necessary, get bids from contractors and determine best option.   | Homes for Neighbors Committee | Y1, Q2          |
| Implement repairs, when within the budget. If budget does not allow, determine timetable for repairs.   | Homes for Neighbors Committee | Y1, Q3          |
| <i>Strategy 4. Reevaluate the cost/benefit (in terms of revenue stream and volunteer resources) once the housing market improves.</i>                     |                               |                 |

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| Gather comps from appropriate sources (real estate agents, for example) to determine approximate value of each property.   | Homes for Neighbors Committee | Y3, Q2 |
| Examine property values vs. revenue and expenses (including volunteer time) of current scenario and hold discussion to determine whether to sell some or all properties or to maintain rentals.                            | Homes for Neighbors Committee | Y3, Q2 |
| Take recommendations to the board of directors.  | Homes for Neighbors Committee | Y3, Q3 |
| <b>Objective b. Maintain the Welcome Center as a model property in the neighborhood and as VECA's "open front door."</b>   |                               |        |
| <i>Strategy 1. Improve the curb appeal by making improvements to the façade, driveway, parking lot, and sidewalk areas.</i>  |                               |        |
| Develop wish list of projects (include several phases – short, mid- and long-term).  | Welcome Center Committee      | Y1, Q1 |
| Present to the board for feedback and adjust based on feedback.  | Welcome Center Committee      | Y1, Q2 |
| Get cost estimates for work.   | Welcome Center Committee      | Y1, Q2 |
| Seek funding using three strategies: <ul style="list-style-type: none"> <li>• Seek pro-bono material/labor</li> <li>• Seek foundation and corporate funding</li> <li>• Seek VECA funding through budget process</li> </ul> | Donor Relations Group         | Y1, Q3 |
| <i>Strategy 2. Make improvements on the interior (such as a file room, new floor, etc.).</i>   |                               |        |
| Develop wish list of projects (include several phases – short, mid- and long-term).  | Welcome Center Committee      | Y1, Q1 |
| Present to the board for feedback and adjust based on feedback.  | Welcome Center Committee      | Y1, Q2 |
| Get cost estimates for work.   | Welcome Center Committee      | Y1, Q2 |
| Seek funding using three strategies: <ul style="list-style-type: none"> <li>• Seek pro-bono material/labor</li> <li>• Seek foundation and corporate funding</li> <li>• Seek VECA funding through budget process</li> </ul> | Welcome Center Committee      | Y1, Q3 |
| <i>Strategy 3. Increase the use of the Welcome Center by neighbors.</i>  |                               |        |
| Include this as a communications message in the communications plan (Goal 4, Objective d.).  | Communications Committee      | NA     |
| <i>Strategy 4. Invite adjacent neighborhoods to utilize the Welcome Center.</i>  |                               |        |

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| Include this as a communications message in the communications plan (Goal 4, Objective d.).  | Communications Committee                                   | NA     |
| <b>Objective c. Work to prevent and cleanup problem properties.</b>  |  |        |
| <i>Strategy 1. Develop and introduce neighbors and landlords to the neighborhood standards for property appearance and upkeep.</i>   |  |        |
| <p>Contact rental property owners when issues arise by developing a method for recording and maintaining the contact information for rental properties, to include:</p> <ul style="list-style-type: none"> <li>• Information recording sheet for committee members to keep in their cars</li> <li>• Communicate with neighbors living near problem properties so they can be on the alert for rental signs and to talk to property owners</li> <li>• Tracking spreadsheet (and person who will enter the information)</li> </ul> | Neighborhood Preservation and Neighbor Networks Committees | Y1, Q1 |
| Develop an information piece that communicates the legal requirements and suggestions from neighbors on property appearance and upkeep.  | Neighborhood Preservation Committee                        | Y1, Q2 |
| Gain feedback from board of directors and interested neighbors.  | Neighborhood Preservation Committee                        | Y1, Q3 |
| Send to Communication Committee for help with formatting and distribution.   | Neighborhood Preservation Committee                        | Y1, Q4 |
| <i>Strategy 2. Assist neighbors and block clubs with strategies and information to help them solve code enforcement or nuisance issues on their own or using their block club structure.</i>   |  |        |
| <p>Develop an information piece that communicates:</p> <ul style="list-style-type: none"> <li>• Legal requirements for property upkeep</li> <li>• Ways for neighbors to discuss code enforcement and property upkeep with their neighbors</li> <li>• Ways to report out of code situations to Code Enforcement</li> </ul>  | Neighborhood Preservation Committee                        | Y2, Q1 |
| Gain feedback from board of directors and neighbors.   | Neighborhood Preservation Committee                        | Y2, Q2 |
| Send to Communication Committee for help with formatting and distribution.   | Neighborhood Preservation Committee                        | Y2, Q3 |
| <i>Strategy 3. Strive to develop effective relationships with the Code Enforcement department and its officers.</i>  |  |        |

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| Meet with the City of Memphis Code Enforcement Manager and Shelby County Construction Code Enforcement Administrator to develop a mutually supportive relationship (including offering officers work space in the Welcome Center).         | Neighborhood Preservation Committee | Y1, Q4           |
| Invite officers assigned to the neighborhood to have coffee and donuts from time-to-time at the Welcome Center.  | Neighborhood Preservation Committee | TBA              |
| <b>Strategy 4. Work to enhance/cleanup major properties at VECA's edges (e.g. Cabanas, Saints Court, Sears Crosstown).</b>   |                                     |                  |
| Work with residents and Block Clubs located near major properties (e.g. Cabanas and Saints Court) to identify concerns, such as property upkeep and safety issues.   | Neighborhood Preservation Committee | Y1, Q1 - ongoing |
| Continue to identify problems with Sears Crosstown and, as with other residential, commercial and investment properties, hold accountable, through city and county offices, the owner of Sears Crosstown for its upkeep and safety issues. | Neighborhood Preservation Committee | Y1, Q1 – ongoing |
| Accept invitations for VECA to participate in any community-wide activities held at Sears Crosstown to increase VECA's visibility.   | Neighborhood Preservation Committee | Y1, Q1 – ongoing |
| Ensure VECA is represented at any future meetings related to the development and renovation of Sears Crosstown.  | Neighborhood Preservation Committee | Y1, Q1 - ongoing |

**Goal 4. VECA is an organization that maintains the flexibility necessary to be authentic to its grassroots nature, while at the same time operating under an organizational management structure that helps the organization be sustainable.**

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| <b>Objective a. Create a pipeline to continually develop new neighborhood leaders.</b>  |                          |                 |
| <i>Strategy 1. Identify potential new leaders of committees and for board positions by identifying neighbors with a wealth of energy, passion, and expertise.</i> |                          |                 |
| <b>Action</b>   | <b>Responsible</b>       | <b>Timeline</b> |
| Task each board and committee member with personally identifying new leaders in their day-to-day encounters.  | Board President          | Y1, Q1          |
| Develop job description for Resident Engagement Coordinator to specifically do this (see Goal 1, Objective b.).   | NA                       | NA              |
| Include recruitment of new leaders in annual communications plan (see Goal 4, Objective d.).  | Communications Committee | Y2, Q2          |
| <i>Strategy 2. Track board terms and ensure new leaders are ready to take over from leaders rolling off of the board.</i>   |                          |                 |
| Develop and maintain a spreadsheet of current board members' terms.   | Managing Committee       | Y1, Q1          |

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| Distribute spreadsheet so that all board members are aware of upcoming leadership openings.  | Managing Committee       | Y1, Q1    |
| <i>Strategy 3. Develop and implement an engaging orientation for new leaders.</i>  |                          |           |
| Devote a board meeting to brainstorming methods for an interactive, engaging orientation for new board and committee members.  | Managing Committee       | Y1, Q3    |
| Develop an outline, gather feedback, and finalize the orientation.   | Managing Committee       | Y1, Q4    |
| Gather resources needed and implement orientation.   | Managing Committee       | Y2, Q1    |
| <b>Objective b. Improve the organization's financial status.</b>   |                          |           |
| <i>Strategy 1. Continue to develop an annual budget using input from committees.</i>   |                          |           |
| See Goal 4, Objective e, Strategy 2.   |                          |           |
| <i>Strategy 2. Develop and implement written policies for the financial system.</i>  |                          |           |
| Conduct an analysis on current financial policies and procedures and develop a list of policies needed.  | Managing Committee       | Completed |
| Draft policies and gain board approval.  | Managing Committee       | Completed |
| <i>Strategy 3. Develop a business plan.</i>  |                          |           |
| Develop a request for proposals and send out by various communications vehicles (including personal emails to stakeholders and funders).   | Board of Directors       | Y3, Q1    |
| Gather, review proposals, and select consultant(s).  | Board of Directors       | Y3, Q2    |
| Begin development of a business plan in partnership with consultant(s).  | Board of Directors       | Y3, Q3    |
| <i>Strategy 4. Pursue foundation and corporate investment for project and core support funding.</i>  |                          |           |
| In the various VECA communication vehicles, post an announcement that VECA is looking for neighbors with funds development experience to help secure funding to operationalize the strategic plan. | Communications Committee | Y1, Q1    |
| Select three to four board members and neighbors with development experience to serve as a donor relations group.  | Board Chair              | Y1, Q2    |
| Hold a strategy session(s) to determine who and how to approach and what materials to use (including a discussion about which projects in the plan might be attractive to which funders).          | Donor Relations Group    | Y1, Q2    |
| Develop any materials needed and schedule meetings.  | Donor Relations Group    | Y1, Q3    |
| Follow up on meetings with additional information or grant   | Donor Relations          | Y1, Q4    |

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| application, etc.  | Group  |                   |
| <b>Objective c. Develop an annual calendar of events and meetings.</b>   |  |                   |
| <i>Strategy 1. Determine date, time, and location for board and committee meetings and events.</i>   |  |                   |
| During annual goals and budget setting meetings, determine locations and dates for events.   | All Committees   | Y2, Q3 – Annually |
| <i>Strategy 2. Publish a calendar annually in various venues accessible to all neighbors.</i>  |  |                   |
| Determine formats (i.e. Google calendar, calendar on website, calendar hanging in Welcome Center) for calendar.  | Communications Committee                                     | Y2, Q2            |
| Publish calendar in all formats.   | Communications Committee                                     | Y2, Q4 – Annually |
| <b>Objective d. Develop and market a consistent identity for VECA.</b>   |  |                   |
| <i>Strategy 1. Develop components (logo, color themes, etc.) of identity to be used to create a unified look throughout various public materials used by the organization.</i>   |  |                   |
| <p>Convene Communications Committee to discuss:</p> <ul style="list-style-type: none"> <li>• What is working now and what needs change re: visual VECA identity (i.e. logo, newsletter template, etc.)</li> <li>• Discuss the VECA assets that VECA wants to communicate to the community at-large: <ul style="list-style-type: none"> <li>○ Include walkable, friendly and, diverse</li> </ul> </li> <li>• Develop a list of communications components needed</li> <li>• Decide whether to use in-house (pro bono) services or to engage a paid communications professional to implement</li> </ul> | Communications Committee                                     | Y2, Q1            |
| <p>Create a communications action plan. To include:</p> <ul style="list-style-type: none"> <li>• Redesign plans and timetable (specific to the design of communication pieces – newsletter, website, etc.)</li> <li>• Communications messages (walkable, most neighborly, etc.), venues for those messages (social media, press releases, newsletter, etc.) and timetable for each message release</li> <li>• Include the calendar discussed in Objective c, Strategy 2 above</li> </ul>   | Communications Committee                                     | Y2, Q2 – Annually |
| Implement communications action plan.  | Communications Committee                                     | Y2, Q3 – Annually |
| <i>Strategy 2. Make VECA into and known as one of the most walkable and bike-friendly neighborhoods in Memphis.</i>  |  |                   |
| Develop a strategy to conduct a neighborhood plan from the quadrant level up for a physical walk/bike inventory.   | Special ad hoc committee (to include Greenline, Neighborhood | Y1, Q1            |

**Vollintine Evergreen Community Association**

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|  |   |                   |
|--|---|-------------------|
|  | Preservation, and Neighbor Networks)      |                   |
| Implement inventory for each quadrant using VECA volunteers, AmeriCorps and available expertise.   | Assigned quadrant captains                | Y1, Q2            |
| Conduct a post-inventory debriefing with survey teams to identify potential areas for needed improvements.   | Assigned quadrant captains                | Y1, Q2            |
| Map inventory into the on-line historic resources map.   | Historic committee                        | Y1, Q2            |
| Prepare neighborhood and quadrant-level report with survey teams' recommendations and links to online map.   | Special ad hoc committee                  | Y1, Q3            |
| Present draft report to VECA board and post on VECA Web site and send to public officials for comments.  | Special ad hoc committee                  | Y1, Q3            |
| Consider Sustainable Communities subgrants and other resources to fund additional needed planning, public engagement or improvements as appropriate.   | Special ad hoc committee and VECA board   | Y1, Q4            |
| Represent V&E Greenline and other VECA walk/bike assets at the Regional Sustainable Communities Planning consortium level through an appointment by the board of a VECA representative.  | Managing Committee                        | Y1, Q1            |
| <b>Objective e. Structure the committees to accomplish two things: 1) ensure greater understanding and thus greater access for neighbors looking to engage and 2) create larger discussion forums for greater synergy of ideas and thoughts.</b> |   |                   |
| <i>Strategy 1. Reorganize the standing committees so that each is located under a broader committee (like Managing, Creating and Sustaining Neighbor Involvement, Built Environment, Natural Environment, and V&amp;E Greenline).</i>            |   |                   |
| Make decisions regarding the proposed committee structure.   | Board of Directors                        | Y1, Q1            |
| Create ad hoc committees when the need arises.   | Board Chair                               | Ongoing           |
| <i>Strategy 2. Continue the practice of developing annual committee goals, volunteer activities and budgets.</i>   |   |                   |
| Convene annual goal setting, volunteer opportunities generation, and budget development meeting.   | All Committees                            | Y2, Q3 – Annually |
| Draft annual goals, volunteer opportunities and budgets and gather feedback from all committee members. Include date and locations of all proposed events.   | All Committees Chairs                     | Y2, Q3 – Annually |
| Revise goals and budgets and send to Managing Committee.   | All Committees Chairs                     | Y2, Q3 – Annually |
| Approve (or request adjustments) to committee goals and budgets.   | Managing Committee and Board of Directors | Y2, Q3 – Annually |

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| <b>Objective f. Engage youth as leaders in the VECA organization.</b>  |   |                   |
|--|---|-------------------|
| <i>Strategy 1. Create the “VECA Youth Action Team” to coordinate youth involvement (seeking youth representatives from each neighborhood public and private high school, scout troops, and church youth groups).</i> |   |                   |
| Develop description of activities for a volunteer VECA Youth Action Team Facilitator and secure neighbor to fill this role.  | Board of Directors  | Y1, Q2            |
| Send communication to all neighborhood schools (public and private) encouraging teachers to consider VECA as a site for capstone projects AND requesting youth to serve on the VECA Youth Action Team.               | Communications Committee and/or Youth Action Team Facilitator | Y1, Q3 - Annually |
| Send communication out to neighbors about Youth Action Team to recruit neighborhood youth.   | Communications Committee and/or Youth Action Team Facilitator | Y1, Q3 - Annually |
| Convene first Youth Action Team meeting.   | Youth Action Team Facilitator                                 | Y1, Q3 – Annually |
| <i>Strategy 2. Ensure that youth involvement is considered for every project through the creation of two board positions for Youth Action Team members.</i>  |   |                   |
| Recruit two Youth Action Team members to serve on the VECA board.  | Youth Action Team Facilitator and Youth Action Team members   | Y1, Q3 - Annually |
| Include Youth Action Team Board members in all board communications. Specifically seek the help of these members in ensuring that the youth perspective and engagement is considered in each VECA activity.          | Board of Directors  | Y1, Q3 - Ongoing  |

