

Vollintine Evergreen Community Association Strategic Plan

2012-2015

5/21/2012

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I. Plan Summary

A neighbor (or resident) membership organization, the Vollintine Evergreen Community Association (VECA) has a long history of neighborhood improvement that ranges from physical redevelopment to neighborhood advocacy to community organizing around quality of life issues. In response to a changed funding landscape, VECA implemented organizational changes in 2009, merging the Vollintine Evergreen Community Development Corporation with VECA. The organization has now developed this strategic plan, and plans to subsequently develop a business and development plan. The strategic planning process goals were to ignite/renew grassroots involvement, to ensure that VECA and the neighbors share a vision for the neighborhood and to plan a path to accomplishing the shared vision.

Mission

To maintain a quality residential neighborhood through volunteer efforts of neighborhood's residents.

Vision

The Vollintine Evergreen Neighborhood is a community of people who have chosen to make Vollintine Evergreen their home. Neighborhood progress is visible and measured through the work put forth by neighbors and this is a motivating force for an ever-growing body of neighbors who are involved in deliberate neighborhood improvement. Neighbors meet and get to know each other on their front porches, along the V&E Greenline, in neighborhood churches, schools, and restaurants and through fun and inspiring activities organized by the community association and block clubs. Beyond just knowing each other, neighbors watch after each other's health, safety and general well being thus acting to protect the neighborhood they create. Neighborhood businesses are thriving and act as portals for people from the wider community to enjoy Vollintine Evergreen. Diversity in all respects is highly valued and there is a place in Vollintine Evergreen for people in all stages of their lives – from children building childhood memories, to young adults just starting down their life path, to older adults who are giving back all they have learned. The streets are clean and lined with trees and flowering shrubs, well-kept gardens, and beautifully maintained historic homes. The V&E Greenline is a popular destination for neighbors and visitors alike, as you frequently see people walking their dogs, kids and adults on bikes, as well as running and walking groups. Our children and adults are educated in schools recognized for excellence and creating life-long learners. Neighbors, business owners, church leaders, and school leaders continually work together to create and maintain the neighborhood they all envision.

Goals and Objectives

Goals	Objectives
Vollintine Evergreen neighbors act as the primary change agents in their neighborhood.	Increase the number of neighbors who are official members of VECA.
	Open up multiple pathways for neighbors to engage in neighborhood work around their passions.
	Engage neighborhood youth as active neighbors and leaders.
VECA engages in effective and efficient	Work with the Plough Team and other

partnerships with surrounding neighborhoods, institutions, and government entities to accomplish mutual goals.	Rhodes stakeholders to develop the next generation of the Rhodes-VECA partnership.
	Explore partnership opportunities with City and County departments, initiatives, and elected representatives.
	Continue and enhance the supportive relationship with neighborhood businesses.
	Explore partnerships with non-profit organizations, churches, and surrounding neighborhoods for neighborhood advocacy.
VECA works directly, and in partnership with neighbors and the city and county, to improve and maintain properties in the neighborhood.	Maintain VECA rental properties to provide safe and affordable neighborhood housing and a steady revenue stream for the organization.
	Maintain the Welcome Center as a model property in the neighborhood and as VECA's "open front door."
	Work to prevent and cleanup problem properties.
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.	Create a pipeline to continually develop new neighborhood leaders.
	Improve the organization's financial status.
	Develop an annual calendar of events and meetings.
	Develop and market a consistent identity for VECA.

II. The Plan's Foundation: *Discovery Phase Findings*

The discovery phase of this plan involved input from neighbors via public meetings, input from other stakeholders via individual interviews, a review and analysis of the resident survey (which was developed and implemented prior to this planning process), and a review of organizational documents provided by VECA.

Overall Major Findings

The following themes emerged from the discovery phase:

- All inputs (neighborhood meetings, survey responses, and interviews) indicated that VECA has a solid reputation as a stable, caring organization made up of volunteers that get things done. Although the survey did reveal that some neighbors believe VECA to be an organization that is a

closed society - one that doesn't welcome new volunteers. However, this doesn't appear to be the predominant perception.

- VECA is known for having long-term committed and effective leaders (as discovered in both the interviews and the survey). This is perceived as both a strength and weakness. To some, veteran leadership is the very foundation of VECA's success and to some it represents a danger to VECA's future stability (with eventual leader burn out) and, at the negative extreme, there is a perception by a few that these leaders are gatekeepers.
- The desire and need for greater neighbor involvement was a major theme appearing in all input sources. While VECA is applauded for being a true grassroots organization, having greater numbers of active neighbors working on a variety of projects is seen as a key to greater neighborhood improvement.
 - The question becomes then, how does the organization nimbly respond to the passion and energy of neighbors? How does the organization keep its virtual doors wide open to surface neighbors who will become truly engaged? What tools will help in that effort?
- Working with other neighborhood associations appears to be a priority. This emerged from the neighborhood meetings, in the context of events such as the idea for an art fair with Crosstown, some interviews, and in the survey.
- There appears to be a call for exploration of a couple of institutional partnerships – one with the City of Memphis and one with Rhodes College to determine the future involvement with the College.

Major Findings from the Neighborhood Quadrant Meetings

Four neighborhood meetings were held, one in each quadrant of the neighborhood. The goals of the meetings were:

- For neighbors to meet neighbors and discuss the future of their neighborhood.
- For neighbors to individually identify how they would like to be involved.

Southwest quadrant had 30 participants; Northeast had 18 participants; Northwest had 20 participants; and Southeast had 15 participants. Neighbors worked in groups to brainstorm ideas for VECA activities/goals that correspond with current topic areas/committees: Communications/Fundraising/Events, Grassroots Involvement, Natural Environment, Built Environment, and Safety. Then, for each topic area, they posted their groups' two or three best ideas alongside of the current activities VECA committees are conducting in those areas (which were written on large pieces of flip chart paper). Each neighbor got to vote for the three activities/goals they think are the most important by placing red dot next to the activity/goal. Furthermore, if they are willing to work on the item(s) they voted for, they placed a check mark on star on their red dot.

The main themes were:

- *Connecting neighbors to neighbors.* Ideas vary from block club organization, neighborhood watches, community gardens, "get to know your neighbor" with community profiles, and neighborhood sports teams.
- *Welcoming new neighbors to the neighborhood.* Ideas included by giving them packets about VECA, welcome baskets, block captain welcome, etc.

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- *Develop activities for youth.* Ideas included after-school programs, getting them involved in volunteering at the Greenline, projects to help youth fulfill volunteer requirements for school, and youth get together with youth from the various neighborhood churches.
- *Developing and marketing a consistent VECA identity.*
- *Partnering with arts organizations for fundraisers.* For example, a Christmas festival with Crosstown.

For several reasons (modest meeting attendance, the long lists of ideas generated, and the fact that some attendees didn't vote) there was no activity/goal that got a large number of votes with stars on them (indicating that neighbors like the idea *and* are personally willing to work on the idea). However, the following ideas received from 3-5 starred votes each:

- Developing Greenline activities (like concerts and events)
- Developing and stabilizing block clubs
- Strengthening "institutions" at the edge of the neighborhood (Cabanas, Sears Tower, etc)
- Placing speed bumps
- Developing neighborhood watches

Lenses To View the Work Through

The VECA planning committee was presented with several lenses with which to view the planning process through. Some were developed in conversations with the planning committee, some emerged during the neighborhood meetings, and some were submitted by the strategic planning consultant (Shannon MB Dixon) for their consideration:

- What work/activities compel neighbors to get actively engaged in neighborhood betterment (self determination), as opposed asking VECA to provide "services?"
- How can VECA respond nimbly to diverse issues/ideas that neighbors bring to the table (when the neighbors have energy and passion around the issue)? It is notable that different quadrants seem to have different personalities (different leadership styles, different ideas of neighborhood activities and needs).
- What promotes neighbor attachment to the neighborhood? Why do people stay in the neighborhood and work to make it the neighborhood they want it to be?
- For neighborhood leaders, what VECA activities add energy to your work and which ones suck the energy out of the room?

III. Mission, Vision, and Guiding Principles

A. Mission

To maintain a quality residential neighborhood through volunteer efforts of neighborhood's residents.

B. Vision

The Vollintine Evergreen Neighborhood is a community of people who have chosen to make Vollintine Evergreen their home. Neighborhood progress is visible and measured through the work put forth by neighbors and this is a motivating force for an ever-growing body of neighbors who are involved in deliberate neighborhood improvement. Neighbors meet and get to know each other on their front porches, along the V&E Greenline, in neighborhood churches, schools, and restaurants and through fun and inspiring activities organized by the community association and block clubs. Beyond just knowing each other, neighbors watch after each other's health, safety and general well being thus acting to protect the neighborhood they create. Neighborhood businesses are thriving and act as portals for people from the wider community to enjoy Vollintine Evergreen. Diversity in all respects is highly valued and there is a place in Vollintine Evergreen for people in all stages of their lives – from children building childhood memories, to young adults just starting down their life path, to older adults who are giving back all they have learned. The streets are clean and lined with trees and flowering shrubs, well-kept gardens, and beautifully maintained historic homes. The V&E Greenline is a popular destination for neighbors and visitors alike, as you frequently see people walking their dogs, kids and adults on bikes, as well as running and walking groups. Our children and adults are educated in schools recognized for excellence and creating life-long learners. Neighbors, business owners, church leaders, and school leaders continually work together to create and maintain the neighborhood they all envision.

C. Guiding Principles

The following are guiding principles for the organization. These act as clarifying statements during decision-making situations and as statements to the neighborhood and other partners about the way VECA operates and its core organizational beliefs.

- First and foremost VECA is an organization for and of neighbors, which exists for self-empowerment in order to create the neighborhood we envision.
- VECA values and encourages new ideas, innovation, and risk-taking - without penalty in the case of failures.
- VECA understands that neighbors engage with the organization for different reasons (because of a crisis, because they want to know their neighbors better, because someone asked them to volunteer); we welcome and value all of these motivations for engagement.
- VECA values partnering with other organizations and institutions to improve our community (both neighborhood and city-wide).
- VECA understands that positive and engaged relationships among neighbors have a direct impact on maintenance and improvements to our physical and social spaces.

- VECA knows that activities creating energy and excitement (in the planning stage and during the activity itself) are the ones that result in the change we want and that help us celebrate who we are.

D. Goals, Objectives, and Strategies

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

Objectives and Strategies:

- a. Increase and maintain the number of neighbors who are official members of VECA.
 1. Publish and distribute a communications piece on the benefits of membership.
 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.
 3. Develop a proactive and standardized procedure for identifying and welcoming new neighbors.
 4. Develop methods for more frequent communications with potential and current members designed to increase memberships.

- b. Open up multiple pathways for neighbors to engage in neighborhood work around their passions.
 1. Be responsive to the ideas for activities that the quadrant meetings surfaced.
 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).
 3. Continue to develop and support block clubs.
 4. Connect neighbors to VECA committees.
 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 NeighborCircles¹, Jane’s Walk², and Pecha Kucha³).

- c. Engage neighborhood youth as active neighbors and leaders.
 1. See Goal 4, Objective e.
 2. Work with neighborhood schools to facilitate school field trips to the V&E Greenline.

¹ http://www.typp.org/media/docs/0155_NeighborCircles.pdf

² <http://www.janejacobswalk.org/>

³ <http://www.pecha-kucha.org/>

3. Work with neighborhood high schools to facilitate youth neighbors fulfilling their service credit (capstone) requirements doing projects within their own neighborhood.
4. Involve youth in the regular work of VECA (such as newsletter distribution and clean ups).

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

Objectives and Strategies:

- a. Work with the Plough Team and other Rhodes stakeholders to develop the next generation of the Rhodes-VECA partnership.
 1. Develop a long-range plan for Rhodes professors and students from various disciplines (Art, Sociology, Business) to be involved with neighborhood work.
 2. Develop a disaster preparedness plan with Rhodes and other neighborhood institutions, such as churches.
- b. Explore partnership opportunities with City and County departments, initiatives, and elected representatives.
 1. Convene conversations with the Director of Housing and Community Development regarding the partnership ideas surfaced in the discovery phase of this plan.
 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).
 3. Develop education agenda/priority items and meet periodically with elected representatives.
- c. Continue and enhance the supportive relationship with neighborhood businesses.
 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).
 2. Work the businesses to facilitate major improvements to six business districts.
 3. Publicize businesses, especially the restaurants, to improve their customer base.
- d. Explore partnerships with non-profit organizations, churches, and surrounding neighborhoods for neighborhood advocacy.
 1. Convene a conversation with Crosstown regarding an arts/holiday festival.
 2. Continue work with neighborhood coalitions.
 3. Connect with churches to explore partnerships.
 4. Develop partnerships with non-profits to advance mutual interests.

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

Objectives and Strategies:

- a. Maintain VECA rental properties to provide safe and affordable neighborhood housing and a steady revenue stream for the organization.
 1. Secure stable financing.
 2. Secure additional volunteers.
 3. Complete repairs and install amenities necessary to gain a 90% occupancy rate.
 4. Reevaluate the cost/benefit (in terms of revenue stream and volunteer resources) once the housing market improves.

- b. Maintain the Welcome Center as a model property in the neighborhood and as VECA's "open front door."
 1. Improve the curb appeal by making improvements to the façade, driveway, parking lot, and sidewalk areas.
 2. Make improvements on the interior (such as a file room, new floor, etc.).
 3. Increase the use of the Welcome Center by neighbors.
 4. Invite with adjacent neighborhoods to utilize the Welcome Center.

- c. Work to prevent and cleanup problem properties.
 1. Develop and introduce neighbors and landlords to the neighborhood standards for property appearance and upkeep.
 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.
 3. Strive to develop effective relationships with the Code Enforcement department and its officers.
 4. Work to enhance/cleanup major properties at VECA's edges (e.g. Cabanas, Saints Court, Sears Crosstown).

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.

Objectives and Strategies:

- a. Create a pipeline to continually develop new neighborhood leaders.
 1. Identify potential new leaders of committees and for board positions by identifying neighbors with a wealth of energy, passion, and expertise.
 2. Track board terms and ensure new leaders are ready to take over from leaders rolling off of the board.
 3. Develop and implement an engaging orientation for new leaders.

- b. Improve the organization's financial status.
 - 1. Continue to develop an annual budget using input from committees.
 - 2. Develop and implement written policies for the financial system.
 - 3. Develop a business plan.
 - 4. Pursue foundation and corporate investment for project and core support funding.

- c. Develop an annual calendar of events and meetings.
 - 1. Determine date, time, and location for board and committee meetings and events.
 - 2. Publish a calendar annually in various venues accessible to all neighbors.

- d. Develop and market a consistent identity for VECA.
 - 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.
 - 2. Make VECA into and known as one of the most walkable and bike-friendly neighborhoods in Memphis.

- 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.
 - 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&E Greenline).
 - 2. Continue the practice of developing annual committee goals and budgets.

- f. Engage youth as leaders in the VECA organization.
 - 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).
 - 2. Ensure that youth involvement is considered for *every* project through the creation of two board positions for Youth Action Team members.

IV. Action Steps

Below are action steps and corresponding timelines for each strategy.

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

Objective a. Increase and maintain the number of neighbors who are official members of VECA.		
Strategy 1. Publish and distribute a communications piece on the benefits of membership.		
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
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.		
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
Strategy 3. Develop a proactive and standardized procedure for identifying and welcoming new neighbors.		
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	Y2, Q1

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	Communications 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"> • Annual phone drive • Membership table at every event • Campaign to collect more email addresses of neighbors • Membership forms at neighborhood restaurants and on the Greenline 	Communications Committee	Y1, Q1
Decide on vehicles for the message and implement campaign.	Communications Committee	Y1, Q2
Objective b. Open up multiple pathways for neighbors to engage in neighborhood work around their passions.		
<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	TBD

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	Committee	
<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"> • Holding open houses to recruit block club captains • Focus on new residents when recruiting block club captains 	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 NeighborCircles⁴, Jane’s Walk⁵, and Pecha Kucha⁶).</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	Y2, Q3 –

⁴ http://www.typp.org/media/docs/0155_NeighborCircles.pdf

⁵ <http://www.janejacobswalk.org/>

⁶ <http://www.pecha-kucha.org/>

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	Relations Committee	Annually
Debrief on the event(s) and adjust plans for next year's event.	Events and Public Relations Committee	Y2, Q3 - Annually
Objective C. Engage neighborhood youth as active neighbors and leaders.		
<i>Strategy 1. Work with neighborhood schools to facilitate school field trips to the V&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.

Objective a. Work with the Plough Team and other Rhodes stakeholders to develop the next generation of the Rhodes-VECA partnership.		
<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
Objective b. Explore partnership opportunities with City and County departments, initiatives, and elected representatives.		
<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
Objective c. Continue and enhance the supportive relationship with neighborhood businesses.		
<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
Objective d. Explore partnerships with non-profit organizations, churches, and surrounding neighborhoods for neighborhood advocacy.		
<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.

Objective a. Maintain VECA rental properties to provide safe and affordable neighborhood housing and a steady revenue stream for the organization.		
<i>Strategy 1. Secure stable financing.</i>		
Action	Responsible	Timeline
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
Objective b. Maintain the Welcome Center as a model property in the neighborhood and as VECA's "open front door."		
<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"> • Seek pro-bono material/labor • Seek foundation and corporate funding • Seek VECA funding through budget process 	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"> • Seek pro-bono material/labor • Seek foundation and corporate funding • Seek VECA funding through budget process 	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
Objective c. Work to prevent and cleanup problem properties.		
<i>Strategy 1. Develop and introduce neighbors and landlords to the neighborhood standards for property appearance and upkeep.</i>		
Contact rental property owners when issues arise by developing a method for recording and maintaining the contact information for rental properties, to include: <ul style="list-style-type: none"> Information recording sheet for committee members to keep in their cars Communicate with neighbors living near problem properties so they can be on the alert for rental signs and to talk to property owners Tracking spreadsheet (and person who will enter the information) 	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>		
Develop an information piece that communicates: <ul style="list-style-type: none"> Legal requirements for property upkeep Ways for neighbors to discuss code enforcement and property upkeep with their neighbors Ways to report out of code situations to Code Enforcement 	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
Strategy 4. Work to enhance/cleanup major properties at VECA's edges (e.g. Cabanas, Saints Court, Sears Crosstown).		
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.

Objective a. Create a pipeline to continually develop new neighborhood leaders.		
<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>		
Action	Responsible	Timeline
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
Objective b. Improve the organization's financial status.		
<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	
Objective c. Develop an annual calendar of events and meetings.		
<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
Objective d. Develop and market a consistent identity for VECA.		
<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"> • What is working now and what needs change re: visual VECA identity (i.e. logo, newsletter template, etc.) • Discuss the VECA assets that VECA wants to communicate to the community at-large: <ul style="list-style-type: none"> ○ Include walkable, friendly and, diverse • Develop a list of communications components needed • Decide whether to use in-house (pro bono) services or to engage a paid communications professional to implement 	Communications Committee	Y2, Q1
<p>Create a communications action plan. To include:</p> <ul style="list-style-type: none"> • Redesign plans and timetable (specific to the design of communication pieces – newsletter, website, etc.) • Communications messages (walkable, most neighborly, etc.), venues for those messages (social media, press releases, newsletter, etc.) and timetable for each message release • Include the calendar discussed in Objective c, Strategy 2 above 	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

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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
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.		
<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&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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Objective f. Engage youth as leaders in the VECA organization.		
<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

V. Addendum

A. Action Steps Organized by Deadlines

Year One						
Goal and Objective	Strategy	Action	Q1	Q2	Q3	Q4
1, a	Publish and distribute a communications piece on the benefits of membership.	Draft a one-page piece and distribute to the board for feedback. (Communications Committee)				
		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)				
	Develop methods for more frequent communications with potential and current members designed to increase membership.	Develop campaign (slogan, etc.), communication mechanisms, and gather feedback from board and neighbors. Communication mechanism include: <ul style="list-style-type: none"> • Annual phone drive • Membership table at every event • Campaign to collect more email addresses of neighbors • Membership forms at neighborhood restaurants and on the Greenline (Communications) 				
1, b	Be responsive to the ideas for activities that the quadrant meetings surfaced.	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)				
	Connect neighbors to VECA committees.	Task board and committee members with intentionally recruiting neighbors for				

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		committees when neighborhood improvement discussions arise. (Managing)			
2, b	Convene conversations with the Director of Housing and Community Development regarding the partnership ideas surfaced in the discovery phase of this plan.	Review interview notes found in the Discovery Phase document developed during the strategic plan. (Neighborhood Preservation and Plough Team)			
		Conduct meeting with Robert Lipscomb to further discuss possibilities. (Neighborhood Preservation and Plough Team)			
	Utilize Welcome Center as a meeting place for neighborhood/government meetings and government agencies doing work in the neighborhood (i.e. Code Enforcement officers).	Develop process for scheduling meetings at the Welcome Center. (Welcome Center)			
2, d	Convene a conversation with Crosstown regarding an arts/holiday festival.	Schedule an introduction meeting with Crosstown Arts to discuss possible partnership. (Events and Public Relations)			
	Continue work with neighborhood coalitions.	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)			
		Invite partnering neighborhood coalitions to use the Welcome Center for meetings, retreats and other functions. (Welcome			

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		Center)			
	Connect with churches to explore partnerships.	Invite neighborhood churches to the June strategic planning meeting. (Events and Public Relations)			
3, a	Secure stable financing (for rentals).	Continue to meeting with financial institutions, City of Memphis, and other financial advisors/investors. (Homes for Neighbors)			
	Secure additional volunteers (for rental upkeep).	Draft volunteer plea and send to communications committee for revisions and distribution. (Homes for Neighbors)			
3, b	Improve the curb appeal by making improvements to the façade, driveway, parking lot, and sidewalk areas.	Develop wish list of projects (include several phases – short, mid- and long-term). (Welcome Center)			
3, c	Develop and introduce neighbors and landlords to the neighborhood standards for property appearance and upkeep.	<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"> • Information recording sheet for committee members to keep in their cars • Communicate with neighbors living near problem properties so they can be on the alert for rental signs and to talk to property owners • Tracking spreadsheet (and person who will enter the information) <p>(Neighborhood Preservation and Neighbor Networks)</p>			
	Work to enhance/cleanup major properties at	Work with residents and Block Clubs located near major properties (e.g. Cabanas and	OG		

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	VECA's edges (e.g. Cabanas, Saints Court, Sears Crosstown).	Saints Court) to identify concerns, such as property upkeep and safety issues. (Neighborhood Preservation)			
		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)	OG		
		Accept invitations for VECA to participate in any community-wide activities held at Sears Crosstown to increase VECA's visibility. (Neighborhood Preservation)	OG		
		Ensure VECA is represented at any future meetings related to the development and renovation of Sears Crosstown. (Neighborhood Preservation)	OG		
4, a	Identify potential new leaders of committees and for board positions by identifying neighbors with a wealth of energy, passion, and expertise.	Task each board and committee member with personally identifying new leaders in their day-to-day encounters. (Board President)			
		Track board terms and ensure new leaders are ready to take over from leaders rolling off of the board.	Develop and maintain a spreadsheet of current board members' terms. (Managing)		
			Distribute spreadsheet so that all board members are aware of upcoming leadership openings. (Managing)		
4, b	Pursue foundation and corporate investment for project and core	In the various VECA communication vehicles, post an announcement that VECA is looking for neighbors with funds development experience to help			

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	support funding.	secure funding to operationalize the strategic plan. (Communications)			
4, d	Make VECA into and known as one of the most walkable and bike-friendly neighborhoods in Memphis.	Develop a strategy to conduct a neighborhood plan from the quadrant level up for a physical walk/bike inventory. (Special ad hoc)			
		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)			
4, e	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&E Greenline).	Make decisions regarding the proposed committee structure. (Board of Directors)			
1, a	Publish and distribute a communications piece on the benefits of membership.	Finalize piece and develop a list of venues to utilize it (newsletter, welcome baskets, etc.). (Membership and Communications)			
	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.	Informally discuss your ideas with board members and neighbors to get feedback. (Neighbor Networks)			
	Develop methods for more frequent	Decide on vehicles for the message and implement			

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	communications with potential and current members designed to increase membership.	campaign. (Communications)			
	Be responsive to the ideas for activities that the quadrant meetings surfaced.	Gather feedback from committees. (Neighbor Networks)			
1, b	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).	Prepare proposal for Plough funding. (Managing)			
		Approach foundations and corporations for funding various components of the strategic plan. (Donor Relations Group)			
1, c	Work with neighborhood schools to facilitate school field trips to the V&E Greenline.	Send letter or email communication to all neighborhood schools (private and public) inviting them to visit the Greenline. (V&E Greenline)		A	
		Follow up to schedule field trips (VECA representative to meet the classes, give brief history, and relay volunteer opportunities). (V&E Greenline)		A	
2, a	Develop a long-range plan for Rhodes professors and students from various disciplines (Art, Sociology, Business) to be involved with neighborhood work.	Develop small sub-committee to work on Rhodes-VECA partnership. (Board President)			
2, b	Convene conversations with	Develop recommendations and present to the board of directors.			

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	the Director of Housing and Community Development regarding the partnership ideas surfaced in the discovery phase of this plan.	(Neighborhood Preservation and Plough Team)			
		Develop written partnership agreement. (Neighborhood Preservation and Plough Team)			
	Utilize Welcome Center as a meeting place for neighborhood/government meetings and government agencies doing work in the neighborhood (i.e. Code Enforcement officers).	Develop and distribute invitation letter/emails to various government agencies. (Welcome Center)			
2, c	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).	Conduct research on structures and benefits of business associations. (Business Districts)			
2, d	Convene a conversation with Crosstown regarding an arts/holiday festival.	Review conversation with board for feedback. (Events and Public Relations)			
	Connect with churches to explore partnerships.	Invite church leaders to a special board meeting so they know our goals and can partner however is best for them. (Managing)			
3, a	Complete repairs and install amenities necessary to gain a	Determine which repairs can be done in house and which require outside labor. (Homes for			

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	90% occupancy rate.	Neighbors)				
		If outside labor is necessary, get bids from contractors and determine best option. (Homes for Neighbors)				
3, b	Improve the curb appeal by making improvements to the façade, driveway, parking lot, and sidewalk areas.	Present to the board for feedback and adjust based on feedback. (Welcome Center)				
		Get cost estimates for work. (Welcome Center)				
3, c	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.	Gain feedback from board of directors and neighbors. (Neighborhood Preservation)				
4, b	Pursue foundation and corporate investment for project and core support funding.	Select three to four board members and neighbors with development experience to serve as a donor relations group. (Board Chair)				
		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)				
4, d	Make VECA into and known as one of the most walkable and bike-friendly neighborhoods in Memphis.	Implement inventory for each quadrant using VECA volunteers, AmeriCorps and available expertise. (Assigned quadrant captains)				
		Conduct a post-inventory debriefing with survey teams to identify potential areas for needed improvements. (Assigned quadrant captains)				

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		Map inventory into the on-line historic resources map. (Historic)			
4, f	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).	Develop description of activities for a volunteer VECA Youth Action Team Facilitator and secure neighbor to fill this role. (Communications Committee and/or Youth Action Team Facilitator)			
1, a	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.	Meet to finalize calendar of neighbor-to-neighbor activities and develop a plan for implementation. (Neighbor Networks)			
	Develop a proactive and standardized procedure for identifying and welcoming new neighbors.	Review current procedures, analyzing strengths and weaknesses. (Membership)			
1, b	Be responsive to the ideas for activities that the quadrant meetings surfaced.	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)			
1, c	Work with neighborhood high schools to facilitate youth neighbors fulfilling their service credit (capstone) requirements doing projects within their	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)			

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	own neighborhood.	Committee and/or VECA Youth Facilitator)				
		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)			A	
		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)			A	
2, a	Develop a long-range plan for Rhodes professors and students from various disciplines (Art, Sociology, Business) to be involved with neighborhood work.	Convene conversation with Plough team regarding mutual interests. (Sub-Committee)				
2, b	Convene conversations with the Director of Housing and Community Development regarding the partnership ideas surfaced in the discovery phase of this plan.	Implement agreement. (Neighborhood Preservation and Plough Team)				
2, b	Develop education agenda/priority items and meet periodically with	Develop an education agenda (i.e. code enforcement, flooding, etc.). (Managing)				

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	elected representatives.					
2, c	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).	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)				
2, d	Develop partnerships with non-profits to advance mutual interests.	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)				
		Contact leadership of selected non-profits to discuss possible partnerships and mutually beneficial programs. (Managing)				
		Invite area non-profits to use the Welcome Center for meetings, retreats and other functions. (Welcome Center)				
3, a	Complete repairs and install amenities necessary to gain a 90% occupancy rate.	Implement repairs, when within the budget. If budget does not allow, determine timetable for repairs. (Homes for Neighbors)				
3, b	Improve the curb appeal by making improvements to the façade, driveway, parking lot, and sidewalk areas.	Seek funding using three strategies: <ul style="list-style-type: none"> • Seek pro-bono material/labor • Seek foundation and corporate funding • Seek VECA funding through budget process (Donor Relations Group)				

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3, c	Develop and introduce neighbors and landlords to the neighborhood standards for property appearance and upkeep.	Gain feedback from board of directors and interested neighbors. (Neighborhood Preservation)				
4, a	Develop and implement an engaging orientation for new leaders.	Devote a board meeting to brainstorming methods for an interactive, engaging orientation for new board and committee members. (Managing)				
4, b	Pursue foundation and corporate investment for project and core support funding.	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)				
4, d	Make VECA into and known as one of the most walkable and bike-friendly neighborhoods in Memphis.	Prepare neighborhood and quadrant-level report with survey teams' recommendations and links to online map. (Special ad hoc committee)				
		Present draft report to VECA board and post on VECA Web site and send to public officials for comments. (Special ad hoc committee)				
4, f	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).	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)				
		Send communication out to neighbors about Youth Action Team to recruit neighborhood youth. (Communications Committee and/or Youth Action Team Facilitator)				

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		Convene first Youth Action Team meeting. (Youth Action Team Facilitator)				
	Ensure that youth involvement is considered for every project through the creation of two board positions for Youth Action Team members.	Recruit two Youth Action Team members to serve on the VECA board. (Youth Action Team Facilitator and Youth Action Team members)				
		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)			OG	
1, a	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.	Implement events. (Neighbor Networks)				
	Develop a proactive and standardized procedure for identifying and welcoming new neighbors.	Outline new procedure and get feedback from the board. (Membership)				
1, b	Be responsive to the ideas for activities that the quadrant meetings surfaced.	Make a plan for holding periodic quarterly meetings in places without block clubs. (Neighbor Networks)				
2, c	Encourage and assist the neighborhood businesses to create a business association for the six business districts (VECA Central, Jackson Gateway,	Conduct meetings to formalize a structure and develop initial projects. (Business Districts)				

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	McLean Gateway, Springdale Plaza, Vollintine Shops, and Watkins Square).					
3, c	Develop and introduce neighbors and landlords to the neighborhood standards for property appearance and upkeep.	Send to Communication Committee for help with formatting and distribution. (Neighborhood Preservation)				
	Strive to develop effective relationships with the Code Enforcement department and its officers.	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)				
		Invite officers assigned to the neighborhood to have coffee and donuts from time-to-time at the Welcome Center. (Neighborhood Preservation)				TB A
4, a	Develop and implement an engaging orientation for new leaders.	Develop an outline, gather feedback, and finalize the orientation. (Managing)				
4, b	Pursue foundation and corporate investment for project and core support funding.	Follow up on meetings with additional information or grant application, etc. (Donor Relations Group)				
4, d	Make VECA into and known as one of the most walkable and bike-friendly neighborhoods in Memphis.	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)				

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Year Two						
Goal and Objective	Strategy	Action	Q1	Q2	Q3	Q4
1, a	Develop a proactive and standardized procedure for identifying and welcoming new neighbors.	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)				
		Develop materials needed for new procedure. (Membership and Neighbor Networks)				
1, b	Continue to develop and support block clubs.	Research how other neighborhoods develop and support block clubs (via internet and calling peers in other cities). (Neighborhood Network)				
		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, Jane’s Walk, and Pecha Kucha).				
	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)					
1, c	Involve youth in the regular work of VECA (such as newsletter distribution and clean ups).	Discussion decisions with board and neighbors to gather feedback. (Events and Public Relations)				
		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)	A			
		Announce the Youth Action Team work in various VECA communications vehicles and recruit more youth for the work	A			

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		the Youth Action Team members have decide upon. (Youth Action Team, Youth Facilitator and Communications)			
2, a	Develop a long-range plan for Rhodes professors and students from various disciplines (Art, Sociology, Business) to be involved with neighborhood work.	Decide on mutually agreed upon action steps and develop a written agreement of partnership. (Sub-Committee and Plough Team)			
2, b	Develop education agenda/priority items and meet periodically with elected representatives.	Schedule and meet with representatives to discuss strategic plan and our priorities. (Managing)			
2, c	Work the businesses to facilitate major improvements to six business districts.	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)	OG		
		Place bicycle racks at each of the business districts through the city's bike and pedestrian program. (Business Districts)			
3, c	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.	Develop an information piece that communicates: <ul style="list-style-type: none"> • Legal requirements for property upkeep • Ways for neighbors to discuss code enforcement and property upkeep with their neighbors • Ways to report out of code situations to Code Enforcement (Neighborhood Preservation)			

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4, a	Develop and implement an engaging orientation for new leaders.	Gather resources needed and implement orientation. (Managing)			
4, d	Develop components (logo, color themes, etc.) of identity to be used to create a unified look throughout various public materials used by the organization.	<p>Convene Communications Committee to discuss:</p> <ul style="list-style-type: none"> • What is working now and what needs change re: visual VECA identity (i.e. logo, newsletter template, etc.) • Discuss the VECA assets that VECA wants to communicate to the community at-large: <ul style="list-style-type: none"> ○ Include walkable, friendly and, diverse • Develop a list of communications components needed • Decide whether to use in-house (pro bono) services or to engage a paid communications professional to implement <p>(Communications)</p>			
1, a	Develop a proactive and standardized procedure for identifying and welcoming new neighbors.	Implement new procedure. (Membership)			
1, b	Continue to develop and support block clubs.	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)			
1, b	Develop forums for neighbors to surface ideas they are	Finalize decision and develop action plans for the event(s). (Events and Public Relations)		A	

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	passionate about and invite others to join them in making these projects come to fruition (examples for consideration include NeighborCircles, Jane’s Walk, and Pecha Kucha).				
2, a	Work the businesses to facilitate major improvements to six business districts.	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)			
3, c	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.	Gain feedback from board of directors and neighbors. (Neighborhood Preservation)			
4, a	Identify potential new leaders of committees and for board positions by identifying neighbors with a wealth of energy, passion, and expertise.	Include recruitment of new leaders in annual communications plan (see Goal 4, Objective d.). (Communications)		A	
4, c	Publish a calendar in various venues accessible to all neighbors.	Determine formats (i.e. Google calendar, calendar on website, calendar hanging in Welcome Center) for calendar. (Communications)		A	
4, d	Develop components (logo, color themes, etc.) of identity to be	Create a communications action plan. To include:		A	

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	used to create a unified look throughout various public materials used by the organization.	<ul style="list-style-type: none"> • Redesign plans and timetable (specific to the design of communication pieces – newsletter, website, etc.) • Communications messages (walkable, most neighborly, etc.), venues for those messages (social media, press releases, newsletter, etc.) and timetable for each message release • Include the calendar discussed in Objective c, Strategy 2 above (Communications) 				
1, b	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, Jane’s Walk, and Pecha Kucha).	Implement event(s). (Events and Public Relations)				
	Continue to develop and support block clubs.	Develop and implement a plan for block club development and support to possibility include: <ul style="list-style-type: none"> • Holding open houses to recruit block club captains • Focus on new residents when recruiting block club captains (Neighbor Networks)				
	Develop forums for neighbors to surface ideas they are passionate about and invite others to join them in making these	Debrief on the event(s) and adjust plans for next year’s event. (Events and Public Relations)			A	

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	projects come to fruition (examples for consideration include NeighborCircles, Jane’s Walk, and Pecha Kucha).					
2, c	Work the businesses to facilitate major improvements to six business districts.	Utilize the resources of Rhodes and the Rhodes Plough Professor (Elizabeth Thomas) to establish a continuous curriculum for improvement. (Business Districts)			OG	
3, c	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.	Send to Communication Committee for help with formatting and distribution. (Neighborhood Preservation)				
4, c	Determine date, time, and location for board and committee meetings and events.	During annual goals and budget setting meetings, determine locations and dates for events. (All Committees)			A	
4, d	Develop components (logo, color themes, etc.) of identity to be used to create a unified look throughout various public materials used by the organization.	Implement communications action plan. (Communications)			A	
4, e	Continue the practice of developing annual committee goals, volunteer activities and budgets.	Convene annual goal setting, volunteer opportunities generation, and budget development meeting. (All Committee Chairs)			A	
		Draft annual goals, volunteer opportunities and budgets and gather feedback from all committee members. Include date and locations of all proposed			A	

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		events. (All Committee Chairs)				
		Revise goals and budgets and send to Managing Committee. (All Committee Chairs)			A	
		Approve (or request adjustments) to committee goals and budgets. (Managing and Board)			A	
4, c	Publish a calendar annually in various venues accessible to all neighbors.	Publish calendar in all formats.				A

Year Three						
Goal and Objective	Strategy	Action	Q1	Q2	Q3	Q4
2, a	Develop a disaster preparedness plan with Rhodes and other neighborhood institutions, such as churches.	Meet with the Emergency Management Agency (EMA) to gain guidance on creating a neighborhood plan. (Safety and Security)				
		Recruit neighbors interested in disaster response to take the Community Emergency Response Team (CERT) training together (taught by the EMA).				
4, b	Develop a business plan.	Develop a request for proposals and send out by various communications vehicles (including personal emails to stakeholders and funders). (Board)				
2, a	Develop a disaster preparedness plan with Rhodes and other neighborhood institutions, such as churches.	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)				
	Reevaluate the cost/benefit (in terms of revenue stream and volunteer	Gather comps from appropriate sources (real estate agents, for example) to determine approximate value of each				

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	resources) once the housing market improves.	property. (Homes for Neighbors)				
3, a	Reevaluate the cost/benefit (in terms of revenue stream and volunteer resources) once the housing market improves.	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)				
4, b	Develop a business plan.	Gather, review proposals, and select consultant(s). (Board)				
		Begin development of a business plan in partnership with consultant(s). (Board)				
2, a	Develop a disaster preparedness plan with Rhodes and other neighborhood institutions, such as churches.	Develop written agreements resulting from the above conversations. (Safety and Security)				
4, a	Reevaluate the cost/benefit (in terms of revenue stream and volunteer resources) once the housing market improves.	Take recommendations to the board of directors. (Homes for Neighbors)				
2, a	Develop a disaster preparedness plan with Rhodes and other neighborhood institutions, such as churches.	Publish information to the neighborhood via the Communications Committee. (Safety and Security)				

OG = Ongoing

A = Annual

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B. Quadrant Meeting Results

The following is a breakdown of meeting results by quadrant. Current activities VECA committees are conducting in those topic areas are indicated by italics:

Southwest Quadrant (St. John Church)		
Communications/Fundraising/Events		
Activity/Goal	# of Red Dots	# of Dots with Checks
<i>Raise \$10,000 through membership (increase membership)</i>	4	2 of 4
<i>Make community aware of VECA plans</i>	0	0
<i>Continue producing and delivering 6 printed newsletter yearly</i>	0	0
<i>Continue electronic communications (Weekly ENews, Facebook, Website)</i>	1	0
VECA and Crosstown/Sears Tower Fundraiser (a holiday event with Christmas trees, public space/art, music and choirs)	9	4
Produce a calendar of city events (for better communication and coordination)	1	0
Grassroots Involvement		
<i>Recruit more Newsletter carriers</i>	0	0
<i>Recruit more writers for the newsletter</i>	0	0
<i>Recruit an editor for newsletter</i>	1	1
<i>Recruit Greenline volunteers</i>	0	0
After school summer program (Rhodes, Snowden, Vollintine)	1	1 (Renee Farr)
Contact newcomers (ID by change of address with post office or MLGW); assign one person per block to give welcome packet	2	0
Natural Environment		
<i>Maintain the VECA Greenline</i>	1	1
<i>Preserve and replace damaged trees community-wide</i>	1	1
<i>Help keep our water, air, and neighborhood clean</i>	0	0
Pave Greenline to make it more accessible to all	1	0
Develop Greenline activities committee for concerts on the Greenline, after school activities for kids, and group exercise/walking club	7	5
Improve Greenline infrastructure with older style street lights and better crosswalk signs	3	2
Improve mechanism to hold owners accountable for yards (including temporary assistance with lawn service/borrowing equipment)	3	1

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Built Environment		
<i>Promote preservation & maintenance of historic & other buildings</i>		
<i>Advocate for “complete streets”– friendly for walking, biking, & cars</i>	1	0
<i>Encourage city maintenance of public infrastructure</i>		
<i>Advocate for public and private amenities</i>		
<i>Sell/maintain homes VECA owns (and currently rents)</i>	1	0
<i>Reduce blight</i>		
<i>Address zoning concerns regarding halfway houses</i>	1	0
<i>Better business relationships</i>	0	0
<i>Join with neighbors to improve sidewalks</i>	3	0
Safety		
<i>Work to decrease crime</i>		
<i>Develop and stabilize block clubs (Develop block club leaders; telephone exchange; various communications)</i>	5	3
<i>Speed bump guides and stop signs (e.g. Stonewall/Faxon/Tutwiler)</i>	7	1
Northeast Quadrant (Cathedral of Faith Community Church)		
Communications/Fundraising/Events		
Activity/Goal	# of Red Dots	# of Dots with Checks
<i>Raise \$10,000 through membership (increase membership)</i>	1	1
<i>Make community aware of VECA plans</i>	0	0
<i>Continue producing and delivering 6 printed newsletter yearly</i>	0	0
<i>Continue electronic communications (Weekly ENews, Facebook, Website)</i>	0	0
<i>Use Welcome Center for other activities (e.g. Holiday Artist’s Market)</i>	4	2
<i>Develop a tagline to describe community identity and use this <u>consistently</u></i>	2	1
<i>Market our neighborhood to professional, government, current residents, and business community as the “Gateway to Downtown”</i>	6	2
<i>Broaden VECA’s base by welcoming new residents with welcome packages and block club participation</i>	0	0
Grassroots Involvement		
<i>Recruit more Newsletter carriers</i>	0	0
<i>Recruit more writers for the newsletter</i>	0	0
<i>Recruit an editor for newsletter</i>	0	0

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<i>Recruit Greenline volunteers</i>	0	0
Strengthen “institutions” (e.g. Cabanas, Saints Court, Sears Crosstown) at the “edges of neighbors”	6	3
Natural Environment		
<i>Maintain the VECA Greenline</i>	0	0
<i>Preserve and replace damaged trees community-wide</i>	0	0
<i>Help keep our water, air, and neighborhood clean</i>	0	0
Educate residents about responsibilities (e.g. upkeep between curb and sidewalk)	2	1
Landscape with safety in mind	1	0
Consider lighting on the Greenline	0	0
Find a source of funding for Greenline through sponsorships and endowments	1	0
Built Environment		
<i>Promote preservation & maintenance of historic & other buildings</i>	0	0
<i>Advocate for “complete streets”– friendly for walking, biking, & cars</i>	0	0
<i>Encourage city maintenance of public infrastructure</i>	0	0
<i>Advocate for public and private amenities</i>	0	0
<i>Sell/maintain homes VECA owns (and currently rents)</i>	0	0
<i>Reduce blight</i>	0	0
Consider preservation standards/guidelines	0	0
Strengthen rental properties (create rental guidelines; find out how to deal effectively with absentee landlords; let tenants know what their rights are; correct misinformation (e.g. about Section 8 program)	8	4
Safety		
<i>Work to decrease crime</i>	0	0
<i>Develop and stabilize block clubs</i> (Develop block club leaders; telephone exchange; various communications)	0	0
Encourage block club Facebook pages	0	0
Support co-act units	3	2
Work effectively with Rhodes College (expand security patrols; control student parties, noise, and neglect)	4	2
Improve safety on high traffic streets (speed bumps, etc)	2	1
Encourage safety awareness through open communication and having safe avenues to discuss crime. Tell the end of the story when the issue is resolved.	2	0

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Northwest Quadrant (Peace Lutheran)		
Communications/Fundraising/Events		
Activity/Goal	# of Red Dots	# of Dots with Checks
<i>Raise \$10,000 through membership (increase membership)</i>	0	0
<i>Make community aware of VECA plans</i>	0	0
<i>Continue producing and delivering 6 printed newsletter yearly</i>	0	0
<i>Continue electronic communications (Weekly ENews, Facebook, Website)</i>	0	0
Gather neighbor testimonials about VECA (explain the value of membership)	7	0
Welcome new neighbors with a pack or kit about VECA	4	2
Cards for neighbors	0	0
Giant neighborhood yard sale with proceeds going to VECA	3	1
Making others aware via computer/newsletter/word-of-mouth	3	0
Competition among streets for membership drives	0	0
Have event combining youth of churches to get youth together	1	1
Directory of various public services made available for all residents as an insert in the newsletter	0	0
Grassroots Involvement		
<i>Recruit more Newsletter carriers</i>	1	0
<i>Recruit more writers for the newsletter</i>	0	0
<i>Recruit an editor for newsletter</i>	0	0
<i>Recruit Greenline volunteers</i>	0	0
Get kids involved in newsletter distribution, clean up events, etc.	1	0
Neighborhood sports teams	0	0
Youth employment/involvement program	0	0
Make project for volunteer hours for high school students (write newsletter articles, deliver newsletter, other community projects)	4	0
Recruit Greenline volunteers to adopt a section of the Greenline from each street	1	0
Sign up sheet for Greenline volunteers in various public places within community	1	0
Natural Environment		
<i>Maintain the VECA Greenline</i>	0	0
<i>Preserve and replace damaged trees community-wide</i>	0	0

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<i>Help keep our water, air, and neighborhood clean</i>	0	0
Educate neighbors to plant trees in right places, not blow grass and leaves into the street, and to fix their sidewalks	3	0
Built Environment		
<i>Promote preservation & maintenance of historic & other buildings</i>	0	0
<i>Advocate for “complete streets”– friendly for walking, biking, & cars</i>	0	0
<i>Encourage city maintenance of public infrastructure</i>	0	0
<i>Advocate for public and private amenities</i>	0	0
<i>Sell/maintain homes VECA owns (and currently rents)</i>	0	0
<i>Reduce blight</i>	0	0
Speed bumps for Avalon and Stonewall and other wide streets	4	1
Address absentee landlords and vacant houses through code enforcement, using VECA as the squeaky wheel	3	1
Monthly Plough grant meeting at VECA office to publicize it and get the people to work on their ideas together (coordinate between streets)	3	1
Signs posted for awareness of bike riders and children play (for speed concerns)	0	0
Hold open houses for VECA owned houses with option of rent to own	2	0
Grant program for needy families to help enhance community	0	0
Sweep around your own front door competition	2	0
Safety		
<i>Work to decrease crime</i>	0	0
<i>Develop and stabilize block clubs</i>	0	0
Encourage help hotlines at schools	1	0
Be alert and become involved with neighbors	0	0
Canvassing your street with information about VECA to education neighbors	0	0
Address stray dogs in neighborhood	9	0
Identify all boarding houses to see if legal and if so hold owners accountable	5	1
Northwest Quadrant (Evergreen Presbyterian)		
Communications/Fundraising/Events		
Activity/Goal	# of Red Dots	# of Dots with Checks
<i>Raise \$10,000 through membership (increase membership)</i>	0	0
<i>Make community aware of VECA plans</i>	0	0

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<i>Continue producing and delivering 6 printed newsletter yearly</i>	0	0
<i>Continue electronic communications (Weekly ENews, Facebook, Website)</i>	0	0
Why VECA? Branded, short, fact sheet (history, assets, neighbor input)	4	1
Silent Auction/Trivia Tournament	0	0
4-Miler or 5 K run	2	1
Welcome new neighbors – tie to membership	2	2
Promote VECA outside of the neighborhood	3	0
Neighborhood unity (promoting unity among the quadrants)	0	0
Grassroots Involvement		
<i>Recruit more Newsletter carriers</i>	0	0
<i>Recruit more writers for the newsletter</i>	0	0
<i>Recruit an editor for newsletter</i>	0	0
<i>Recruit Greenline volunteers</i>	0	0
More activities for neighbors (educational, social, leadership, family-oriented)	2	0
Organizational structure (evaluate block clubs, enhance recruitment)	1	1
Lead by example	1	0
Partner with other neighborhoods and arts organizations	0	0
Get to know your neighbor – community profiles, introductions	0	0
Natural Environment		
<i>Maintain the VECA Greenline</i>	0	0
<i>Preserve and replace damaged trees community-wide</i>	0	0
<i>Help keep our water, air, and neighborhood clean</i>	0	0
Email list just for Greenline volunteers to help with clean up	0	0
Tree tour/garden tour	0	0
“Keep VECA Clean” – organized clean ups, promote neighbors cleaning day-to-day, engage businesses to post signs, etc.	1	0
Special plantings at visible locations	1	1
Community gardens at churches	1	1
Built Environment		
<i>Promote preservation & maintenance of historic & other buildings</i>	0	0
<i>Advocate for “complete streets”– friendly for walking, biking, & cars</i>	2	0
<i>Encourage city maintenance of public infrastructure</i>	1	0

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<i>Advocate for public and private amenities</i>	0	0
<i>Sell/maintain homes VECA owns (and currently rents)</i>	0	0
<i>Reduce blight</i>	0	0
Connect with City Code Enforcement	1	0
Alley maintenance (work with city and neighbors)	0	0
Make it obvious you are in VECA with signage	1	0
Business incubation/recruitment (fill vacancies)	2	1
Rental Property Task Force (identify rentals, inform renters and owners of code issues, engage renters in VECA activities)	5	1
Absentee landlords (rental problems)	0	0
Safety		
<i>Work to decrease crime</i>	0	0
<i>Develop and stabilize block clubs</i>	0	0
Speed bumps (with with city council and mayor to ease restrictions/speed up the process)	6	5
Educate, empower, and connect neighbors	0	0
Crime coming from apartments	1	1
Neighborhood watch	7	3
Link people with city watch	0	0

C. Committee Goals – 2012

<p>VECA Board Paul Herron, President</p>	<p>VECA’s mission is to maintain a quality residential neighborhood through the volunteer efforts of the neighborhood's residents.</p>
<ul style="list-style-type: none"> • Continue using a workable budget and an effective financial management system. • Create public relations documents, including the neighborhood brochure. • Focus on the development of a "We are VECA" theme. • Continue the use of volunteers to manage and staff the organizations. • Support the work of volunteers and committees. • Roll out the strategic plan with dissemination to residents. • Continue the partnership with Rhodes for Plough funding. • Develop a policy on design of public relations material. 	
<p>Managing Committee Mike Kirby Facilitator, Lilly Gilkey, Reports</p>	<p>Mission: To act as the business arm of the neighborhood association by working on management and financial issues to help make the organization operate more efficiently.</p>
<ul style="list-style-type: none"> • Continue meeting monthly, deal with management and financial issues, review grants, and be proactive in addressing issues for the organization. • Develop written policies for such functions as the financial system, organize VECA's policies into a format that can be easily accessed, and work to clean up the records in the accounting room. • Encourage the use of QuickBooks Pro for the 2012 accounting. • Encourage the continued payments on the earlier liabilities. • Use the Capacity Assessment Tool to provide data for a business plan. • Continue working on a management plan for the houses and apartments and determine if it is possible to hire a part time staff member to work on this program. • Support VECA's external relationship with organizations such as the Community Development Council and the Alliance for Nonprofit Excellence. • Continue managing the transition of the vacant lots at McLean and Edward to greenspaces by managing the trees and working to lower the property taxes by changing the tax classification. 	
<p>Homes for Neighbors Committee Mary Wilder and Chuck Fox, Co-Chairs</p>	<p>Mission: To provide funds for VECA and in the process provide good affordable housing and positively impact the neighborhood.</p>
<ul style="list-style-type: none"> • Achieve a 90% rental rate. • Install washer/dryer at 820 Maury. • Repair exterior soffit and gutter at 795 Maury. • Get rents current. • Sell one of the houses. • Do exterior repair at 2111 Howell. • Need to recruit/plan to examine properties on a quarterly basis for repairs and other problems. 	

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<ul style="list-style-type: none"> Recruit volunteers to work on housing. 	
<p>Welcome Center Committee Key Members: Mary Wilder, Andree Glenn, Michael Castellarin</p>	<p>Mission: The VECA Welcome Center is the “crossroads” and “hub” of VECA. It is the symbol of our neighborhood and provides credibility for VECA in dealing with issues. The Welcome Center is available for many neighborhood activities. It is a place for VECA committees to plan for the neighborhood, to meet with public officials and encourage improved services, and for the entire neighborhood to work together.</p>
<ul style="list-style-type: none"> Work on the driveway, sidewalks, and area between the sidewalk and street; secure the east property lines against inappropriate parking. Start a speakers series at the Welcome Center so residents understand its importance to the community. Examples: bike coordinator for city, Union Station Police Colonel and city council members. Work on a VECA event that would be a fundraiser and expose residents to the Welcome Center. Talk to adjacent neighborhoods about how they might use the Welcome Center. Organize file room. Investigate cost and funding to install a new floor in Welcome Center in 2012. Investigate cost and funding to fix parking lot. Establish a regular cleaning schedule/ establish a contract for a regular office cleaning. Make the Welcome Center a better community resource. Better organize key access and situation. Clean rear of building. 	
<p>Membership Committee Mary Wilder, Chair</p>	<p>Mission: To encourage membership in the Vollintine Evergreen Community Association</p>
<ul style="list-style-type: none"> Increase membership by 100 new members. 	
<p>Neighborhood Networks Committee Gloria Singleton, Chair</p>	<p>Mission: To promote neighborhood networks to address communication, safety, problem solving and social interaction among the residents of Vollintine Evergreen.</p>
<ul style="list-style-type: none"> Hold a quarterly neighborhood leaders event to promote communication and sharing of ideas to strengthen our neighborhood networks. Host MLGW EnergySmart Workshop in Fall 2012. Organize Fall Fest Block Party event for 2012. Recruit at least three new committee members. Promote block grants and assist in writing grant requests. Finalize signage design, obtain quotes for fabrication of the signs, and develop a process for block clubs to request and install signage. Conduct a National Night Out Event 	
<p>Business Districts Committee Sarah Beth Larson, Chair</p>	<p>Mission: To develop a commercial revitalization program in VECA that improves the conditions and services in its business districts by working directly with property owners and merchants.</p>
<ul style="list-style-type: none"> Work with business owners and landlords to improve the look and feel of the 6 commercial districts in VECA. 	

Vollintine Evergreen Community Association

Strategic Plan: 2012-2015

<ul style="list-style-type: none"> • Facilitate major improvements to Jackson Gateway. • Monitor waste cans and possibly expand the grant to properly cover the intersection of Jackson and Evergreen. • Meet with businesses at Watkins Square. • Develop relationship with property owner in the former BP at Jackson Ave and Evergreen St so the building gets developed in a positive way. • Publicize businesses, especially the restaurants, to improve their customer base. 	
Events and Public Relations Program	Mission: To promote the Vollintine Evergreen neighborhood by staging events
<ul style="list-style-type: none"> • Hold the following events in 2012: Annual Meeting, Dumpster Day, Summer Jubilee-Ice Cream Social, National Night Out, and Neighborhood Wide Block Parties • As a replacement for Walk the Line, the V&E Greenline will hold an ArtWalk in April that will also be a fundraiser for the V&E Greenline. • No officers. Individuals and committees sponsor and manage these events. There is a need for board members to volunteer as managers of the events 	
Historic Committee Cathy Marcinko, Chair	Mission: To preserve, protect and promote the neighborhood’s history through public information and special events.
<ul style="list-style-type: none"> • Complete Plough Web site mapping project • Work with Family Dollar developer to get best design we can • Sell 6 house histories • Support V&E Greenline Art Walk 	
Lick and Cypress Creeks Committee Mary Wilder, Chair	Mission: To address flooding and maintenance of Lick Creek.
<ul style="list-style-type: none"> • Work with the city to obtain a maintenance plan and work begun on repair of Lick Creek walls. • Work to ensure that Snowden and Auburndale detention are completed. 	
Neighborhood Preservation Committee Chris Floyd, Chair	Mission: To promote and strive for a well-maintained living environment for the Vollintine Evergreen Neighborhood.
<ul style="list-style-type: none"> • Identify neglected properties and report them to the City of Memphis • Work on the community garden and vacant lots on Lyndale • Saturday Seminars: Plan seminars to educate people about what constitutes a code violation and what they can do to report complaints. • Develop a contractors list for homeowners. 	
Safety and Security Committee Jill Williams and Rick Maxwell, Co-Chairs	Mission: To bring information back to the neighborhood and encourage sharing of information with others – each one teach one!
<ul style="list-style-type: none"> • Get speed bumps for high traffic side streets • Increase communication among neighbors, block by block, by getting an email address for every household and making a list of those that do not have email 	

Vollintine Evergreen Community Association

Strategic Plan: 2012-2015

<ul style="list-style-type: none"> • Create block captains and co-captains to spearhead neighborhood networking • Initiate emergency preparedness awareness and EP plan • Recruit more volunteers • Network with Preservation Committee for code enforcement. 	
<p>Communications Committee Jeff Hulett, Chair</p>	<p>Mission: To provide interesting and helpful information about the VECA organization, residents, and stakeholders through the V&E Newsletter and electronic communications.</p>
<ul style="list-style-type: none"> • Continue writing articles about neighbors. • Continue working to improve the distribution process since it involves so many dedicated volunteers. • Investigate the cost/benefit of adding a page to the newsletter. • Handle routine matters (advertising, electronic communications, etc.). 	
<p>Fundraising Chair, to be named</p>	<p>Mission: To develop a culture of fundraising in VECA so that grassroots programs which are treasured by the residents can be funded.</p>
<ul style="list-style-type: none"> • Having the President take the lead in continuing to work on creating a culture of fundraising in VECA. • Continue to collaborate with other committees to integrate fundraising into their missions. • Establish an annual signature fundraising event. • Develop a capital campaign to be initiated in the next couple of years • Establish a viable estate gift program 	
<p>Cleanup Committee Mike Kirby, Chair</p>	<p>Mission: To encourage street level cleanups by volunteers, city agencies, county agencies and community service workers by managing and planning cleanups, providing onsite supervisors, finding funding, managing, fixing and purchasing tools/bags/gloves, and supporting the Police Joint Agency Committee which provides coordination and resources for cleanups and other issues.</p>
<ul style="list-style-type: none"> • This committee is different than Neighborhood Preservation in that the Cleanup Committee will not be involved in code enforcement and complaint issues. • It will have three meetings a year. • The committee will look for grassroots partners who are willing to provide volunteers for cleanups. • The committee is in the process of collaborating on grant proposals to several corporate sponsors in the area. • The committee will have monthly cleanups using community service workers on the second Saturday of each month from 8:30 to 1:00 and it will serve a light lunch to thank the workers. • The committee will work with the VECA Neighborhood Interns on cleanups. • The committee will seek donated supplies from Rhodes, City Beautiful, and Clean Memphis and will use its storehouse of tools which are in the stationhouse. • The cleanups will focus on gateway streets (Watkins and Springdale), special problems (McNeil north of Brown), and business districts with a litter problem (Watkins Square and the Jackson/Watkins Gateway). • The committee will collaborate with other VECA Committees to have the spring Dumpster Day. • The committee will continue collaborating and supporting the Police Joint Agency Committee and report monthly to the VECA board on actions in the committee that affect VECA. 	
<p>V&E Greenline Committee</p>	<p>Mission: To preserve, maintain and enhance the natural beauty of the</p>

Vollintine Evergreen Community Association

Strategic Plan: 2012-2015

Megan Wilkins, Chair; Katherine Laviera, Reports	V&E Greenline as a neighborhood amenity.
<ul style="list-style-type: none">• Significantly grow our contribution base through use of a plan developed in conjunction with a hired consultant funded by an obtained Plough grant.• Continue ongoing maintenance of the Greenline so it remains a high class neighborhood amenity used daily by VECA residents and residents of adjacent neighborhoods.• Continue support of the Vollintine Evergreen Community Association as the parent organization.• Sponsor the Walk the Art Line as a major fundraiser.• Solve the problem of the vandalism to the sculptures.	