

Board of Directors

Strategy 3. Develop a business plan.

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

Strategy 4. Pursue foundation and corporate investment for project and core support funding.

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 application, etc.	Donor Relations Group	Y1, Q4

Strategy 1. 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	Y2, Q3 – Annually
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Strategy 2. 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 committee (to include Greenline, Neighborhood Preservation, and Neighbor Networks)	Y1, Q1
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

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).

Make decisions regarding the proposed committee structure.	Board of Directors	Y1, Q1
Create ad hoc committees when the need arises.	Board Chair	Ongoing

Strategy 2. Continue the practice of developing annual committee goals, volunteer activities and budgets.

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

Strategy 2. 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	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

Business

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).

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

Strategy 2. 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 Committee/Business Association	Y2, Q1 - Ongoing
Place bicycle racks at each of the business districts through the city's bike and pedestrian program.	Business Districts Committee/Business Association	Y2, Q1
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

Strategy 3. Publicize businesses, especially the restaurants, to improve their customer base.

Include in Communications Action Plan (Goal 4, Objective d.).	Communications and Business Districts Committee	NA
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No action steps for Clean Up, Historic, Lick Creek.

Communications

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 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 Communications Committees	Y2, Q1
Implement new procedure.	Membership Committee	Y2, Q2

Strategy 4. 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 Committee	Y1, Q1
Decide on vehicles for the message and implement campaign.	Communications Committee	Y1, Q2

Strategy 1. 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 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

Strategy 4. Connect neighbors to VECA committees.		
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

Strategy 2. Work with neighborhood high schools to facilitate youth neighbors fulfilling their service credit (capstone) requirements doing projects within their own neighborhood.		
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

Strategy 3. Involve youth in the regular work of VECA (such as newsletter distribution and clean ups).		
Review the inventory of what projects Youth Action Team	Youth Action Team	Y2, Q1 –

members want to work on and help each Youth Action Team member decide on VECA project to be active in or to lead.	and VECA Youth Facilitator	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

Strategy 3. Publicize businesses, especially the restaurants, to improve their customer base.

Include in Communications Action Plan (Goal 4, Objective d.).	Communications and Business Districts Committee	NA
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Strategy 3. Increase the use of the Welcome Center by neighbors.

Include this as a communications message in the communications plan (Goal 4, Objective d.).	Communications Committee	NA
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Strategy 4. Invite adjacent neighborhoods to utilize the Welcome Center.

Include this as a communications message in the communications plan (Goal 4, Objective d.).	Communications Committee	NA
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Strategy 1. Identify potential new leaders of committees and for board positions by identifying neighbors with a wealth of energy, passion, and expertise.

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

Strategy 4. Pursue foundation and corporate investment for project and core support funding.

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	Y1, Q3

	Group	
Follow up on meetings with additional information or grant application, etc.	Donor Relations Group	Y1, Q4

Strategy 2. Publish a calendar annually in various venues accessible to all neighbors.

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

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.

<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

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).

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	Y1, Q3 - Annually

	Youth Action Team Facilitator	
Convene first Youth Action Team meeting.	Youth Action Team Facilitator	Y1, Q3 – Annually

Events

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 NeighborCircles¹, Jane’s Walk², and Pecha Kucha³).

Review ideas for surfacing neighbor passions (i.e. NeighborCircles, Jane’s Walk, and Pecha Kucha) and decide on one or two to try in this year.	Events and Public Relations Committee	Y2, Q1
Discussion decisions with board and neighbors to gather feedback.	Events and Public Relations Committee	Y2, Q1
Finalize decision and develop action plans for the event(s).	Events and Public Relations Committee	Y2, Q2 - Annually
Implement event(s).	Events and Public Relations Committee	Y2, Q3 – Annually
Debrief on the event(s) and adjust plans for next year’s event.	Events and Public Relations Committee	Y2, Q3 - Annually

Strategy 1. 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 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

Strategy 2. 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 Committee	Y1, Q1
Invite partnering neighborhood coalitions to use the Welcome Center for meetings, retreats and other functions.	Welcome Center Committee	Y1, Q1

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

² <http://www.janejacobswalk.org/>

³ <http://www.pecha-kucha.org/>

Strategy 3. Connect with churches to explore partnerships.

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

Fundraising

Strategy 1. 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 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

Historic

Strategy 2. 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 committee (to include Greenline, Neighborhood Preservation, and Neighbor Networks)	Y1, Q1
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

Homes for Neighbors

<i>Strategy 1. Secure stable financing.</i>		
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>		
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

Managing

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).

Develop job description.	Managing Committee	Complete
Prepare proposal for Plough funding.	Managing Committee	Y1, Q2
Approach foundations and corporations for funding various components of the strategic plan.	Donor Relations Group	Y1, Q2
Once funding is secured, advertise and hire for this position.	Managing Committee	TBD

Strategy 4. Connect neighbors to VECA committees.

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

Strategy 1. 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	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

Strategy 3. Develop education agenda/priority items and meet periodically with elected representatives.

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

Strategy 3. Connect with churches to explore partnerships.

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

Strategy 4. 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 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

Strategy 2. 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 Committee	Y1, Q1
Distribute spreadsheet so that all board members are aware of upcoming leadership openings.	Managing Committee	Y1, Q1

Strategy 3. 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 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

Strategy 2. Develop and implement written policies for the financial system.

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

Strategy 1. 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	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
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Strategy 2. Continue the practice of developing annual committee goals, volunteer activities and budgets.

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

Membership

Strategy 1. Publish and distribute a communications piece on the benefits of membership.

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 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 Communications Committees	Y2, Q1
Implement new procedure.	Membership Committee	Y2, Q2

Neighborhood Networks

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 Communications Committees	Y2, Q1
Implement new procedure.	Membership Committee	Y2, Q2

Strategy 1. 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 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
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Strategy 3. Continue to develop and support block clubs.

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

Neighborhood Preservation

Strategy 1. 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 Committee and Plough Team	Y1, Q1
Conduct meeting with Robert Lipscomb to further discuss possibilities.	Neighborhood Preservation Committee and Plough Team	Y1, Q1
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

Strategy 1. Develop and introduce neighbors and landlords to the neighborhood standards for property appearance and upkeep.

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	Neighborhood	Y1, Q4

distribution.	Preservation Committee	
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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.

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

Strategy 3. 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 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

Safety and Security

Strategy 2. 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 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

V&E Greenline

Strategy 1. 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 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

Welcome Center

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).

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

Strategy 2. 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 Committee	Y1, Q1
Invite partnering neighborhood coalitions to use the Welcome Center for meetings, retreats and other functions.	Welcome Center Committee	Y1, Q1

Strategy 4. 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 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

Strategy 1. 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 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

Strategy 2. Make improvements on the interior (such as a file room, new floor, etc.).

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

Youth

Vollintine Evergreen neighbors act as the primary change agents in their neighborhood. Engage neighborhood youth as active neighbors and leaders.

Develop activities for youth. Ideas included after-school programs, getting them involved in volunteering at the V&E Greenline, projects to help youth fulfill volunteer requirements for school, and youth get together with youth from the various neighborhood churches.

Work with neighborhood high schools to facilitate youth neighbors fulfilling their service credit (capstone) requirements doing projects within their own neighborhood.

Involve youth in the regular work of VECA (such as newsletter distribution and clean ups).

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 V&E 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	Y2, Q1 – Annually

	Communications Committee	
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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