

## 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 NeighborCircles<sup>1</sup>, Jane’s Walk<sup>2</sup>, and Pecha Kucha<sup>3</sup>).

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

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

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

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

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.

**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.