

PRACTICAL VISION

Workshop question:

What do we want to see in place in three to five years as a result of our actions?

First Stop Neighborhood Resource Hub

- Increase online / social media presence
- The entry point for new residents
- CONNECT service needs with Volunteer Programs
- Information source
- Resource hub (online and “flyers”)
- Communication and resource hub
- Resource hub, lobby that shares vision

Celebrated, Visible Brand

- Organizational emphasis on highly visible projects
- Share successes
- Telling our story better
- New organizational signage
- Increased online/social media presence
- Marketing of NENA

Fresh, Inviting Office Space

- Community-engaging office space
- An office that give the neighborhood a feeling of “good” – people working and visiting are good, satisfied
- Upgrade workspace
- New, welcoming office
- Collaborative office

Unified, Stable, Visionary Purpose

- Creativity
- Challenging conversations (NENA Board / internal)
- Clear mission, purpose, direction
- Revitalized mission and vision
- Getting beyond the past

Energetic, Supportive Neighborhood

- Energy
- Hub for volunteers
- Energized support base
- Enjoyment and satisfaction from the work

Courageous Dialogue and Follow-Through

- Support consistent neighborhood gatherings
- Town hall meetings
- Advocating for neighbors and neighborhood issues
- Resident advocacy

Reliable, Diversified Funding

- Reliable funding
- Money stream / fundraising

Professional Capable Staff

- Greeter at NENA
- Increase staff capabilities (number of staff plus their capabilities)

Advocate for (Appropriate) Business Growth

- Engage businesses
- Targeted development support

Strong Neighborhood Partnerships

- Neighborhood partnerships

UNDERLYING CONTRADICTIONS

Workshop question:

What is blocking us from moving toward our vision?

Ambiguous Expectations Limit Success	Complex Communication Needs Restricts Neighborhood Awareness	Low Engagement Weakens Organizational Health	Undiversified Funding Threatens Resiliency and Viability
<ul style="list-style-type: none"> • Geographically large and diverse neighborhood • Unknown how to proactively engage business development • Unclear expectations of partners and time commitments • Competing expectations between neighborhood and Board • Ambiguity in our role • What is the process we use to attract business? • Too event-focused 	<ul style="list-style-type: none"> • Communication complexity • Low brand visibility • What and how to communicate: neighborhood to organization and organization to neighborhood • Diverse communication needs • Logistics challenge (communication) 	<ul style="list-style-type: none"> • Irregular communication about meetings • Low awareness of accomplishments • Apathy towards participation amongst community • Alignment of opportunities with interests and schedules • Small, variable participation 	<ul style="list-style-type: none"> • What funding sources should we shoot for? • Need strong programming to draw grant makers • Dependence on single funding source • Too reliant on one source of funding • How do we convince funding sources we merit funds?

Recent Organizational History Narrows Opportunities & Efficacy	Undefined Internal Operations Block Organizational Effectiveness	Current Physical Space Doesn't Meet Our Needs	General Reticence Impedes Open and Productive Communication
<ul style="list-style-type: none"> • How can we rebuild trust in the 'hood? • Damaged partnerships • Engage relevant groups to foster growth 	<ul style="list-style-type: none"> • Hire staff to build organization? OR build organization then hire staff? • Clarity of expectations between board & staff - between staff & board • Outdated policies and procedures • On-boarding of staff, Board and Volunteers 	<ul style="list-style-type: none"> • Irregular meeting location for Board • Crummy office • Non-central office 	<ul style="list-style-type: none"> • Unwilling to be vulnerable • General reticence (Board members)

STRATEGIC DIRECTIONS

Workshop question:

What innovative, substantial, two-year, actions will deal with the underlying contradictions and move us toward our vision?

<p>Diversifying Revenue Streams</p>	<ul style="list-style-type: none"> ▪ Develop giving campaign ▪ Encourage corporate sponsorship ▪ Identify and secure grants ▪ Fundraising plan ▪ Encourage individual donations ▪ Hold annual fundraiser and celebrate success and plans 	<p>Demonstrating Organizational Responsibility</p>
<p>Demonstrating Accountability to Stakeholders</p>	<ul style="list-style-type: none"> ▪ Hold periodic reviews of actions, etc. ▪ Actively solicit feedback on communication/message ▪ Celebrate success ▪ Create process for feedback from community. Protect person sharing in the way they want ▪ Acknowledge what didn't work ▪ Advertise ourselves and success (events, communications and conversations) 	
<p>Improving Governance & Function</p>	<ul style="list-style-type: none"> ▪ Presentable & concise BOD responsibilities ▪ Update bylaws and policies ▪ Develop detailed strategic plan ▪ Clarify vision & mission ▪ Continue BOD trainings ▪ Establish bylaws, policies & procedures ▪ Board and staff inclusivity training (our language and our programs) 	<p>Building Operational Excellence</p>
<p>Building Board Cohesion</p>	<ul style="list-style-type: none"> ▪ Quarterly Board social offsite (build relationships) ▪ Team-Building ▪ Encourage social activities with Board. Promotes openness and dialogue. 	

Workshop question:

What innovative, substantial, two-year, actions will deal with the underlying contradictions and move us toward our vision?

Internally Focused	Creating an Engaging Physical Space	<ul style="list-style-type: none"> ▪ Ask current landlord about remodel options ▪ Engage a commercial broker – office options ▪ Move to highly visible space ▪ Office improvement – Redec./ Reorg. / Remodel, signage 	Building Capacity for Community Engagement
	Increasing Organizational Visibility	<ul style="list-style-type: none"> ▪ Make “open and productive” communication a goal of planning all meetings and programs ▪ NENA to be visible at all neighborhood events 	
	Reformulating Communication Content & Methods	<ul style="list-style-type: none"> ▪ Hire Comm. Spec. to Diversity Comm. ▪ Improve communications content ▪ Adaptable communication plan ▪ Create multilingual communication capability ▪ Make use of <u>more</u> comm. Methods ▪ Continue direct engagement 	

Externally Focused	Building a Reliable Volunteer Base	<ul style="list-style-type: none"> ▪ Create volunteer manag. expertise to build volunteer base ▪ Develop volunteer core (group) ▪ Recruit, train, implement, review volunteer projects 	Engaging the Community
	Revitalizing Community Relationships	<ul style="list-style-type: none"> ▪ Address missteps immediately, learn and move on ▪ Reintroduce refreshed strategy ▪ Develop compact/brief “NENA story” ▪ Reintroduce ourselves ▪ Re-build relationships 	
	Enhancing Committees and Projects	<ul style="list-style-type: none"> ▪ Increased positive visible events ▪ Develop habits to encourage participation ▪ Hold regular town meetings ▪ Explore other meeting management models ▪ Draw community out with compelling projects and events 	

FOCUSED IMPLEMENTATION

Workshop questions:

What will be our specific, measurable accomplishments for Year One?

What does our timeline look like for Year One?

First Year Accomplishments

Strategic Direction: Demonstrating Organizational Responsibility

Current Reality	Year One Accomplishments			Two-Year Accomplishments
	Staff	Board	Committee	
<p>STRENGTHS</p> <ul style="list-style-type: none"> • Awareness of trust issues from a year ago. Acknowledge responsibility for repairing. • Good amount of funding. • Becky / Becky's history of raising funds • Door knocking experience • Making Board representative of neighborhood – we try and it is a challenge • New hire –skills in grant writing • Commitment to two-way dialogue <p>CHALLENGES</p> <ul style="list-style-type: none"> • Making Board representative of neighborhood – we try and it is a challenge 	<ul style="list-style-type: none"> • Developed NENA Fundraising and Grants Prospecting List, seek grants to match NENA programs. • Explored creating a Development Committee. • Developed Individual Giving Campaign and NENA Fundraising Events. • Solicited cash and in-kind donations from local businesses for MMF and NENA. • Posted updated NENA's bylaws, minutes, 990 and annual report. • Created regular communications to community and stakeholders (Website, Social Media E-News, Printed Newsletters, Messenger Articles). 	<ul style="list-style-type: none"> • 100% of members have made a donation to NENA • Actively participated in fundraising efforts • Activated as NENA ambassadors with emphasis on diversifying the Board • Engaged in local neighborhood in ways that make sense for them • Developed process for reporting and utilizing neighborhood feedback • Shared success / challenges of local engagement • Investigated how to engage all Board members in communicating successes 	<ul style="list-style-type: none"> • Supported the planning and organization of fundraising events • Researched other funding streams 	<ul style="list-style-type: none"> • Diversity in funding (20% new or different funding sources) • Used City funds to leverage other funds • Successful fundraiser • Established individual giving campaign, corporate giving • "Something" is in place to celebrate successes, raise awareness, improve public perception of NENA • Established feedback loop for two-way communication

- Not diversified in our funding
- Many folks don't know us. Some who do know us don't love us.

- Researched means to engage in two-way conversations to solicit input and feedback (A modern NENA suggestion box).
- Held one-on-one meetings with community members.
- Utilized NENA Annual Meeting and Report to show off our success and where we are headed.
- Advertised the 'public comment' period at Board meetings more broadly.
- Provided time and means at Town Hall Meetings for ideas and feedback.



First Year Timeline – When We Will Start Working on Our Accomplishments

Strategic Direction: Demonstrating Organizational Responsibility

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Board Responsibilities	<ul style="list-style-type: none"> Investigated how to engage all Board members in communicating successes (All, Dave) (Jan-Feb) Engaged in local neighborhood in ways that make sense for them (All) (Jan-Dec) Actively participated in fundraising efforts (All) (Jan-Dec) Activated as NENA ambassadors with emphasis on diversifying the Board (All) (Jan-Dec) 100% of members have made a donation to NENA (Kent) (Jan-Oct) Shared success / challenges of local engagement (All) (Mar-Dec) 	<ul style="list-style-type: none"> Shared success / challenges of local engagement (All) (Mar-Dec) Developed process for reporting and utilizing neighborhood feedback (Who?) (Apr-Dec) Engaged in local neighborhood in ways that make sense for them (All) (Jan-Dec) Actively participated in fundraising efforts (All) (Jan-Dec) Activated as NENA ambassadors with emphasis on diversifying the Board (All) (Jan-Dec) 100% of members have made a donation to NENA (Kent) (Jan-Oct) 	<ul style="list-style-type: none"> Shared success / challenges of local engagement (All) (Mar-Dec) Developed process for reporting and utilizing neighborhood feedback (Who?) (Apr-Dec) Engaged in local neighborhood in ways that make sense for them (All) (Jan-Dec) Actively participated in fundraising efforts (All) (Jan-Dec) Activated as NENA ambassadors with emphasis on diversifying the Board (All) (Jan-Dec) 100% of members have made a donation to NENA (Kent) (Jan-Oct) 	<ul style="list-style-type: none"> Shared success / challenges of local engagement (All) (Mar-Dec) Developed process for reporting and utilizing neighborhood feedback (Who?) (Apr-Dec) Engaged in local neighborhood in ways that make sense for them (All) (Jan-Dec) Actively participated in fundraising efforts (All) (Jan-Dec) Activated as NENA ambassadors with emphasis on diversifying the Board (All) (Jan-Dec)

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Committee Responsibilities	<ul style="list-style-type: none">• Researched other funding sources (Feb-?)• Supported the planning and organization of fundraising events (Feb-Dec)			

First Year Accomplishments

Strategic Direction: Building Operational Excellence

Current Reality	Year One Accomplishments			Two- to Three-Year Accomplishments
	Staff	Board	Committee	
<p>STRENGTHS</p> <ul style="list-style-type: none"> • Good start on financial training (plus Steve) • Motivated / have vision • Good training on Board / staff responsibilities <p>CHALLENGES</p> <ul style="list-style-type: none"> • Time to move from a Working Board to a Governance Board • Need to increase in Board participation – low turnout at Board events • Potential for going a “mile wide and an inch deep” – where to start? • No sustained Board activities outside of meetings • Outdated bylaws – different perceptions and policies and procedures 	<ul style="list-style-type: none"> • Formed a temporary Governance Committee to review and update bylaws, policies and procedures, and Board member packet. Review options other than Robert’s Rules for Board Meetings. • Working towards the Charities Review Council standard. • Recruited Board members throughout the year. Prepared informational / recruitment documents. Met with potential candidates. Was up front with responsibilities and time commitment of Board members. • Created Board Binders for all current and new Board members. Improve Board member orientation. Assign Board Buddies to help welcome new Board members. • Provided ongoing Board member training at Board 	<ul style="list-style-type: none"> • Recruited future Board members • Approved creation and output of Governance Committee • Served on Governance Committee • Built relationships with other neighborhood organizations • Driven some of the Board training • Completed a semi-annual check-in on strategic plan • Supported the ED and staff with their duties 	<ul style="list-style-type: none"> • Established committee • Updated bylaws • Shared updated bylaws with neighborhood • Invited approval of bylaws from neighborhood • Committee chairs attended meeting facilitation training • Reviewed organization policies 	<ul style="list-style-type: none"> • Updated bylaws and procedures • Strong, engaged Board, staff and other volunteers • Competition for Board seats and Committee Chair seats • Board recruitment strategy in place • Received Charities Review Council’s vote of confidence • Continued tradition of strong Board officers • Reasonably updated strategic plan • Stronger bilingual capacity of Board

	<p>meetings and retreats. Special focus on inclusivity.</p> <ul style="list-style-type: none">• Scheduled social events for Board members to gather.• Provided training for committee chairs. <p>Worked with chairs to enhance meetings to provide a welcoming and informative experience.</p>			
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First Year Timeline

Strategic Direction: Building Operational Excellence

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<p>Board Responsibilities</p> <p><u>NOT ASSIGNED</u> Supported the ED and staff with their duties</p>	<ul style="list-style-type: none"> Completed a semi-annual check-in on strategic plan (Matt) (March-Dec) Driven some of the Board training (Becky) (Jan-Dec) Recruited future Board members (Becky) (Jan-Dec) 	<ul style="list-style-type: none"> Completed a semi-annual check-in on strategic plan (Matt) (March-Dec) Driven some of the Board training (Becky) (Jan-Dec) Recruited future Board members (Becky) (Jan-Dec) Built relationships with other neighborhood organizations (Mike) (May-Dec) Approved creation and output of Governance Committee (Vanessa) (Apr-Oct) Served on Governance Committee (Larry) (May-Dec) 	<ul style="list-style-type: none"> Completed a semi-annual check-in on strategic plan (Matt) (March-Dec) Driven some of the Board training (Becky) (Jan-Dec) Recruited future Board members (Becky) (Jan-Dec) Approved creation and output of Governance Committee (Vanessa) (Apr-Oct) 	<ul style="list-style-type: none"> Completed a semi-annual check-in on strategic plan (Matt) (March-Dec) Driven some of the Board training (Becky) (Jan-Dec) Built relationships with other neighborhood organizations (Mike) (May-Dec) Recruited future Board members (Becky) (Jan-Dec)
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<p>Committee Responsibilities</p> <p><u>No start date indicated</u> • Updated bylaws (Who?)</p>		<ul style="list-style-type: none"> Reviewed organizational policies (Larry) (May-Nov) 		<ul style="list-style-type: none"> Committee chairs attended meeting facilitation training (Becky) (Nov-Nov)

<p>(?-Dec)</p> <ul style="list-style-type: none">• Shared updated bylaws with neighborhood (?-Dec)• Invited approval of bylaws from neighborhood (Larry) (?-Dec)				<ul style="list-style-type: none">• Updated bylaws (?-Dec)• Shared updated bylaws with neighborhood (?-Dec)• Invited approval of bylaws from neighborhood (Larry) (?-Dec)
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First Year Accomplishments

Strategic Direction: Building Capacity for Community Engagement

Current Reality	Year One Accomplishments			Two- to Three-Year Accomplishments
	Staff	Board	Committee	
<p>STRENGTHS</p> <ul style="list-style-type: none"> Established relationship with Messenger MailChimp e-mails New communications staff member Multi-lingual staff and Board Allocating funds for communication +/- Opened meeting space to others <p>CHALLENGES</p> <ul style="list-style-type: none"> Physical office space Diverse communication needs Community is satisfied and/or indifferent Outreach of any kind is challenging in terms of time, money, may need training, no quick return on efforts 	<ul style="list-style-type: none"> Work with current landlord, connect with commercial broker to determine office options. Redo NENA's logo and image for consistent and fresh look. Implement a 'strategic communication plan' that promotes NENA, the neighborhoods, local businesses and partners. Include website, social media, printed and e-newsletters, welcome packet, info packets (i.e. housing resources). Provide more content in Spanish. Develop a NENA story to use to promote the organization. Address mistakes in a transparent manner. Build back community trust and interest in NENA. 	<ul style="list-style-type: none"> Assessed space needs / wants Established office space budget Reacted to office space options Approved budget with emphasis on communication Identified and participated in community events Identified funding needs for multilingual communication 	<ul style="list-style-type: none"> NENA is in an engaging office space We see NENA's name on "something" in the community (a bumper sticker, window decal, etc.) Peers regard us as exciting and innovative in communications Communications vehicles are (at least) bilingual Clear, recognizable brand 	

First Year Timeline

Strategic Direction: Building Capacity for Community Engagement

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Board Responsibilities <u>No end date indicated</u> <ul style="list-style-type: none"> Approved budget with emphasis on communications (Steve) (Immediately-when revised budget is due) Identified funding needs for multilingual communications (Who?) (Immediately- when revised budget is due) 	<ul style="list-style-type: none"> Assessed space needs / wants (Who?) (Jan-June) Established an office space budget (Who?) (Jan-Aug) Reacted to office space options (Who?) (Jan-Dec) Identified and participated in community events (Mike) (Jan-Dec) Approved budget with emphasis on communications (Steve) (Immediately-when revised budget is due) Identified funding needs for multilingual communications (Who?) (Immediately- when revised budget is due) 	<ul style="list-style-type: none"> Established an office space budget (Who?) (Jan-Aug) Assessed space needs / wants (Who?) (Jan-June) Reacted to office space options (Who?) (Jan-Dec) Identified and participated in community events (Mike) (Jan-Dec) 	<ul style="list-style-type: none"> Established an office space budget (Who?) (Jan-Aug) Reacted to office space options (Who?) (Jan-Dec) Identified and participated in community events (Mike) (Jan-Dec) 	<ul style="list-style-type: none"> Reacted to office space options (Who?) (Jan-Dec) Identified and participated in community events (Mike) (Jan-Dec)
Committee Responsibilities	Quarter 1	Quarter 2	Quarter 3	Quarter 4

First Year Accomplishments

Strategic Direction: Engaging the Community

Current Reality	Year One Accomplishments			Two- to Three-Year Accomplishments
	Staff	Board	Committee	
<p>STRENGTHS</p> <ul style="list-style-type: none"> • Outstanding signature events • HCS committee • Good social media presence • Being responsive to advocacy requests, and proactively doing advocacy work for neighborhood • Maria's work / work on Bossen Park CAC • People like our area • Good show in August / September talking about strategic planning effort <p>+/- volunteers show up for events but don't stick around</p> <p>CHALLENGES</p> <ul style="list-style-type: none"> • Don't meet the needs of community to support participation (e.g. childcare, food) • Town Hall meetings not family friendly 	<ul style="list-style-type: none"> • Position NENA as the hub of Nokomis East, (re)establish relationships with businesses, schools, library, nonprofits, etc. • Know all that is going on in the community, share information and network. Draw resources and attention to community. • Create a volunteer management system and orientation. Provide ample opportunities for volunteer recognition. • Expand committee system to include Green Initiatives and Community Building Committees • Curate engaging and welcoming events, programs and meetings to increase NENA's visibility and participation. • Explore how to meet needs of all residents through NENA meetings and events (i.e. - meeting style, language, 	<ul style="list-style-type: none"> • Supported creation of Community Engagement Committee • Supported work of Community Engagement Committee • Volunteered at NENA events • Recruited volunteers • Reviewed program reports, adjusted budget requests 	<ul style="list-style-type: none"> • Developed plan for "signature" event • Green Initiatives Committee formed, developed charter, started workplan, requested budget • Committees have developed project ownership • NENA partners have become committee members 	<ul style="list-style-type: none"> • Established signature Noki event or program • Established core volunteer group • Participants at NENA event are more reflective of neighborhood • Figured out a way to evaluate our work (e.g. number of volunteers, donations, participation levels) • Joint projects have occurred or are occurring • Highly visible project that "stays" with neighborhood and/or green project in process or completed • Noki community calendar owned by NENA

- childcare, hospitality, etc.).
- Plan innovative programming to bolster fundraising and grant writing.
 - Begin meeting with affinity groups in the community to determine needs, interests and programming ideas.
 - Direct outreach to Bossen Terrace residents, hire Spanish-speaking community organizer, focus on renters' rights, building code violations and community building.
 - Advocate for neighborhood issues, host community input sessions to collect community ideas and concerns on projects and issues.
 - Participate in the SUN Project.
 - Increase staff, HCS Committee and NEBA expertise in community development, business support and commercial corridor improvements.
 - Do cool projects and get more people involved through these projects.

First Year Timeline

Strategic Direction: Engaging the Community

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<p>Board Responsibilities</p> <p><u>No start date indicated</u></p> <ul style="list-style-type: none"> Supported creation of Community Engagement Committee (Who?) (?-Feb) Recruited volunteers (Who?) (?-June) Supported work of Community Engagement Committee (Molly) (?-Dec) Volunteered at NENA events (All) (?-Dec) Reviewed program reports, adjusted budget requests (All) (?-Dec) 	<ul style="list-style-type: none"> Supported creation of Community Engagement Committee (Who?) (No start date-Feb) 	<ul style="list-style-type: none"> Recruited volunteers (Who?) (No start date-June) 		<ul style="list-style-type: none"> Supported work of Community Engagement Committee (Molly) (?-Dec) Volunteered at NENA events (All) (?-Dec) Reviewed program reports, adjusted budget requests (All) (?-Dec)
<p>Committee Responsibilities</p> <p><u>No start date indicated</u></p> <ul style="list-style-type: none"> Committees will have 	<ul style="list-style-type: none"> Formed Green Initiatives Committee, developed charter, started work plan, completed budget request (Matt) 	<ul style="list-style-type: none"> Formed Green Initiatives Committee, developed charter, started work plan, completed budget request (Matt) 	<ul style="list-style-type: none"> NENA partners have become committee members 	<ul style="list-style-type: none"> Developed plan for "signature" event (Joe) (?-Dec)

developed project
ownership
(?-Jun)
• Developed plan for
“signature” event
(Joe)
(?-Dec)

(Jan-Apr)

(Jan-Apr)

- Committees will have
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