

# Lyndale Neighborhood Association Strategic Plan for 2009 – 2011



**Adopted by the LNA General Membership on March 23, 2009**

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## **Lyndale Neighborhood Association**

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**Lyndale Neighborhood Association**  
Strategic Plan  
2009 to 2011

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## **EXECUTIVE SUMMARY**

The strategic plan for the Lyndale Neighborhood Association is designed to guide the organization's direction from 2009 through 2011. The impetus for developing this strategic plan is an outgrowth of the merger between the old Lyndale Neighborhood Association and Lyndale Neighborhood Development Corporation into the new Lyndale Neighborhood Association in the spring of 2007.

### **Environmental Scan**

To help understand LNA's position in the environment that it is working in, the Strategic Development Group (SDG) conducted a survey of Lyndale community members, held focus groups with Latino and Somali community members and had several discussions at LNA's monthly General Membership meetings.

The results of the scan show that LNA is well known in the community and that people think LNA is effectively representing them on the issues that are important to them. The survey also showed that respondents think LNA is doing a good job with its programs and services.

Overall the scan also identified five key issues for the neighborhood to address over the next three years. The issues are: dealing with the economy and combating poverty; creating a sustainable neighborhood; making the neighborhood safe; guiding future development; and building a working multi-cultural community.

Moving forward community members would like LNA to continue to focus on expanding its outreach activities and increase the number of volunteers involved in the organization. Respondents also place a very high value on the community building work that LNA does.

There was some concern identified throughout this process that a small number of people are carrying a large portion of the burden for keeping LNA running at such a high level; which people fear could lead to volunteer and staff burnout.

The survey also made it clear that one of the main reasons people are not getting more involved is because of scheduling conflicts, rather than a lack of interest. The challenge this lays out is to find ways to increase the perceived value of getting involved, since the responses show that once people are involved in LNA, their involvement becomes a highly valued activity. This challenge also establishes the need for a concentrated effort to institutionalize leadership development within the organization.

### **Strategic Direction**

LNA's strategic direction for the next three years builds off of the neighborhood's strong history of community driven action.

#### **Vision**

Create a safe, vibrant, sustainable community.

#### **Mission**

The Lyndale Neighborhood Association is a diverse community driven organization that brings people together to work on common issues and opportunities to ensure all community members have the opportunity to live, work, and play in a safe, vibrant, and sustainable community.

### Goals

LNA's goals for the next three years embody what the organization is trying to accomplish in order to create a safe, vibrant, and sustainable neighborhood:

#### **LNA's goals for 2009 to 2011**

- Be the 'go-to' resource for the neighborhood.
- Have an active diverse cross-section of community members working to improve their neighborhood.
- Engage community members to actively work to improve the neighborhood.
- Have the human, financial, and organizational resources necessary to accomplish its goals.

### Accomplishing LNA's Vision

To understand LNA's vision to create a safe, vibrant, and sustainable community, it is important to understand what a safe, vibrant, and sustainable community could look like.

In a safe neighborhood people feel comfortable walking down the street by themselves, they don't have to worry about whether their property is safe from harm and violence is a thing of the past.

A vibrant neighborhood teems with life throughout the day, it's a place where people know each other, and they have interesting places to go and things to do.

A sustainable neighborhood is a neighborhood that has achieved balance between the resources the neighborhood uses and the resources the neighborhood produces.

### Values

LNA's values are the underlying motivation for why the organization operates the way it does.

#### *Community Building*

LNA believes that building strong relationships between community members makes the neighborhood healthier by providing people with the connections they need in order to pool their resources to take advantage of opportunities to improve their quality of life and to address issues in the community.

#### *Asset Based Organizing*

LNA believes the most effective way to improve the neighborhood is to start with the assets that already exist in the community. LNA further believes that community members, through their ideas, time, and energy, are the neighborhood's most important asset.

#### *Commitment to Diversity*

LNA believes that the neighborhood's diverse population is an asset to the community that is best utilized when people understand each other and when connections are made across the neighborhood's diverse communities.

### *Engagement*

LNA believes that all community members have the right and responsibility to be involved in determining the neighborhood's direction. LNA further believes that neighborhood organizations play a vital role in Minneapolis' ecosystem by providing a positive vehicle for people to channel their energy and ideas.

### **Implementation**

To achieve these goals LNA will utilize the following strategies.

#### Be the go-to resource for the neighborhood

To be the go-to resource in the neighborhood LNA will:

- Work to increase its volunteer and staff capacity to meet community members' needs.
- Develop a marketing and communication plan to help tell LNA's story to community members and the larger public.
- Improve its information management systems and practices.

#### Have an active diverse cross-section of community members working to improve their neighborhood

To attract and retain a cross-section of community members who are actively working to improve their neighborhood LNA will:

- Provide and facilitate a diverse set of programs and activities.
- Engage families.
- Promote cultural understanding.

#### Engage community members to actively improve the neighborhood

To engage community members who are actively working to improve the neighborhood LNA will:

- Support the work of LNA's committees.
- Build strategic partnerships with other neighborhoods, nonprofits, businesses, and local units of government.
- Work to make sure that community members have access to the broad range of programs and services that they need to maintain a high quality of life.
- Support the work of community members through Community Action Plans (CAP).

#### Have the human, financial, and organizational resources necessary to accomplish its goals

To ensure that LNA has the resources necessary to accomplish its goals LNA will:

- Start a system to intentionally develop neighborhood leaders.
- Continue to support a professional staff.
- Increase the amount and sources of financial resources supporting the neighborhood.

### **Measuring Success**

An important part of any community based organization is that the organization is accountable to the community it serves. To this end LNA will involve the community in making sure that the organization is making progress on the goals it is establishing as part of this strategic plan.

A full description of the outcome measures for LNA can be found in the measuring success portion of the plan.

## **INTRODUCTION**

The strategic plan for the Lyndale Neighborhood Association is designed to guide the organization's direction for the next three years (2009 to 2011). The Lyndale Neighborhood Association (LNA) is the officially recognized neighborhood organization for the Lyndale Neighborhood. The boundaries for the neighborhood are Lake Street on the North, I-35W on the East, Lyndale Avenue on the West, and 36<sup>th</sup> Street on the South.

The development of this strategic plan is an important step for the neighborhood to focus the organization's work on improving the quality of life in neighborhood. LNA's strategic plan will establish a framework to guide the organization's work during the next three years. This framework is intended to provide a roadmap for LNA's motivation, what LNA will accomplish, and how it will accomplish it.

The impetus for developing this strategic plan is an outgrowth of the merger between the old Lyndale Neighborhood Association and Lyndale Neighborhood Development Corporation into the new Lyndale Neighborhood Association in the spring of 2007.

This strategic planning effort was led by the LNA Board and a Strategic Development Group (SDG) consisting of current and former LNA board members: Linda Alton, Randy Ferguson, Holly Reckel, and Tricia Silpala as well as LNA Executive Director Mark Hinds. To help with the development of the plan and with facilitation throughout the plan LNA contracted with Christine Hammes, MAP for Nonprofits Director of Strategic Development Services. The development of this plan was generously supported through a grant by the Greater Twin Cities United Way.

### **Neighborhood History**

The Lyndale Neighborhood Association (LNA) is a community member led organization, established in 1992, with a remarkable story of success. Over the past 15 years Lyndale residents have worked together to fight crime, transform the neighborhood's housing stock, initiate economic development, provide youth enrichment programs, promote the arts, create a more sustainable environment, and most importantly build community.

The Lyndale Neighborhood developed and operates under the "Lyndale Model." A nationally recognized asset based model of community organizing that encourages individual community members with the resources, respect, and encouragement they deserve to propose, develop, and lead programs for their neighborhood. Using this model has helped Lyndale develop one of the strongest and most active neighborhoods in Minneapolis. Lyndale's programs and activities involve over a thousand community members each year as volunteers and participants.

LNA's focus on community member led, asset based community building activities allow the organization to strive towards making Lyndale a safe, sustainable neighborhood where all community members are active stakeholders in establishing the neighborhood's direction.

As a neighborhood, Lyndale has always worked tenaciously to engage and empower community members to work collectively to identify the opportunities and challenges facing the neighborhood. By working together Lyndale's community members have successfully leveraged over \$50 million of investment in their neighborhood. Investment in time, money, and resources that have dramatically improved the neighborhood and community members' lives.

<b>Figure 1 – Ethnic Breakdown of Lyndale Neighborhood</b>			
	<b>1980</b>	<b>1990</b>	<b>2000</b>
White	5,915	4,511	3,786
Black	737	1,772	1,477
American Indian	166	308	101
Asian	117	378	330
Hispanic	111	250	1,646
Other	121	20	350
2000 Census Numbers			

### **ENVIRONMENTAL SCAN**

The purpose of an environmental scan is to gain a solid understanding of how an organization fits into its environment. A majority of the work needed for this environmental scan was done prior to the start of this planning process. An extensive community input process was undertaken as part of LNA's Neighborhood Revitalization Program (NRP) Phase II planning process - this information serves as the foundation for this plan.

In addition to the NRP Phase II planning work, the SDG used the work done through the recent merger of the old Lyndale Neighborhood Association and Lyndale Neighborhood Development Corporation into the new Lyndale Neighborhood Association as the basis for the work relating to organizational structure and governance questions.

To build on this existing base of work the SDG undertook a survey of community members in the spring and summer of 2008. The purpose was to develop a baseline for how well community members felt LNA was working as an organization, why they were or were not involved in the organization, and what issues they would like LNA to address in the future. The survey was administered in person at several events, through the Lyndale Neighborhood News, and through LNA's website.

The overall response to the survey was 90 respondents who have both been involved (41.3 percent) and who have not been involved (58.7 percent) in an LNA Committee or on the LNA Board.

To make sure LNA was gathering input from across the spectrum of its diverse community members, the SDG also organized and hosted two focus groups and held several discussions at LNA's monthly General Membership meetings. The focus groups were targeted towards Lyndale's Latino and Somali community members, with one focus group held in Spanish and one in Somali.

Several themes emerged from this work around LNA's role in the community, what its future direction should be, how committed people are to their community, and what issues the neighborhood should focus on.

### **LNA in the Community**

The responses from the survey show that LNA is well known in the community with 56.1 percent of respondents saying they were either familiar or very familiar with LNA. There was also a high regard for LNA's work with 48.8 percent of respondents saying LNA was either effective or very effective in addressing issues important to respondents compared to 7.3 percent of respondents who said LNA was either ineffective or very ineffective.

Respondents also gave LNA's events and programs high marks with 64.5 percent of respondents rating LNA's programs as good or outstanding compared to 2.6 percent who rated them as poor.

The most common thoughts for what LNA should do in the future were that the organization should build on what has worked in the past, learn and incorporate ideas from the feedback it gathers, and to do a better job of documenting what works and what does not to help create institutional knowledge.

### **Neighborhood Issues**

There were five specific issues that emerged through this work that people felt LNA should directly address during the next three years. The issues are dealing with the economy and combating poverty; creating a sustainable neighborhood; making the neighborhood safe; guiding future development; and building a working multi-cultural community.

#### **Economy and Combating Poverty**

There was a high level of concern that the diminishing economy will have an adverse impact on the neighborhood as community members lose their jobs and have a harder time finding new ones. Tough economic times also apply considerable pressure to families, by limiting the options for youth programming, and by increasing levels of stress at home.

Many of the suggestions in this area relate to having LNA take a lead role in trying to help community members impacted by the economic downturn by increasing LNA's programs and activities.

#### **Creating a Sustainable Neighborhood**

There was a strong consensus that LNA should continue its work towards making Lyndale a sustainable neighborhood. LNA has been working towards this goal by running programs on waste reduction, energy efficiency, water conservation, etc. for several years. This is in addition to LNA's work on maintaining several urban green spaces in the neighborhood, which currently includes two garden lots, one demonstration rain garden, and a pocket park.

#### **Future Development in the Neighborhood**

The input from community members is that they would like LNA to play an active role in guiding future development in the neighborhood. The input was that LNA should take the lead in developing plans for what we want the neighborhood to become and to work to attract the type of programs and development that the neighborhood needs to make this happen.

#### **Making the Neighborhood Safe**

At the very top of people's concerns for the future is how LNA can continue its work to keep the neighborhood safe. There was a lot of input that people would like to see LNA and its Crime and Drug Committee expand on the programs it already is running, such as the bike cops, block clubs, and Lyndale walkers. There were also a lot of suggestions for making sure that there are

good, high quality youth programs in the community, which people felt helped to keep kids out of trouble.

### **Building a Working Multi-Cultural Community**

A long standing LNA goal is to build a working multi-cultural neighborhood where all community members are a part of LNA's work. The goal of building a working multi-cultural community is shared across all parts of LNA's diverse community members. One of the things that was clear from both the Somali and Latino focus groups is that there is a desire to build connections both within their communities and to other community members in the neighborhood.

### **Future Activities**

The most common response when people were asked about what that LNA could do in the future to make the organization and the neighborhood stronger was to continue to expand its outreach activities and increase the number of volunteers involved in the organization.

It was also very clear that one of the most valuable things LNA does is to build community by bringing people together and strengthening their relationships with each other. There also was a consensus that LNA's structure of utilizing committees to develop expertise and manage programs works well and that it should be strengthened and supported. In addition to its active committees there was clear indication that people wanted to maintain a vehicle for community member led programs and activities, such as through the Community Action Plans (CAPs) that LNA currently uses.

For future activities people indicated a preference towards neighborhood improvement activities (74 percent) and social activities (66.2 percent). This corresponds to the relative involvement levels that LNA has seen during the past few years with significant numbers of people coming to projects like the Walldogs on Nicollet and Litter Outa Lyndale where they can work on physically improving the neighborhood and more social events like the Open House and Fish Fest.

### **People's Commitment to Community**

There were several themes that emerged throughout this process that relate to people's commitment to LNA and the neighborhood in general. The first is that people believe it's important to have a strong neighborhood organization and a safe sustainable community, people felt like it was a small number of people who carry the workload for the whole neighborhood; which causes a lot of people to be concerned about volunteer and staff burnout.

The second theme in this area is why people are not more involved in the neighborhood. The most common response to why people did not volunteer more (60.3 percent) and why they did not attend more General Membership meetings (64.4 percent) was schedule conflicts. This rated much higher than a lack of awareness (25.5 percent & 19.2 percent respectively). This suggests that LNA's challenge is to increase the perceived value of involvement to the point where it comes first when people are scheduling their time.

A third theme in this area is that people who are involved with LNA find their work both important and rewarding. As one respondent put it "I wanted to make a positive difference in my community and to be aware of what is going on" when asked why they were involved with LNA. There were also a lot of respondents who indicated that they had been involved at one time, but had decreased their level of involvement as things changed in their lives.

The cycle of involvement that people go through in organizations like LNA is the impetus in this plan towards developing a structured leadership development system to help make sure that

LNA is constantly grooming the next generation of community leaders to help replace people as things change in their lives.

## **STRATEGIC DIRECTION**

LNA's strategic direction for the next three years builds off of the neighborhood's strong history of community driven action.

### Vision:

Create a safe, vibrant, sustainable community.

### Mission:

The Lyndale Neighborhood Association is a diverse community driven organization that brings people together to work on common issues and opportunities to ensure all community members have the opportunity to live, work, and play in a safe, vibrant, and sustainable community.

### Values

LNA's values are the underlying motivation for why the organization operates the way it does.

#### *Community Building*

LNA believes that building strong relationships between community members makes the neighborhood healthier by providing people with the connections they need in order to pool their resources to take advantage of opportunities to improve their quality of life and to address issues in the community.

#### *Asset Based Organizing*

LNA believes the most effective way to improve the neighborhood is to start with the assets that already exist in the community. LNA further believes that community members, through their ideas, time, and energy, are the neighborhood's most important asset.

#### *Commitment to Diversity*

LNA believes that the neighborhood's diverse population is an asset to the community that is best utilized when people understand each other and when connections are made across the neighborhood's diverse communities.

#### *Engagement*

LNA believes that all community members have the right and responsibility to be involved in determining the neighborhood's direction. LNA further believes that neighborhood organizations play a vital role in Minneapolis' ecosystem by providing a positive vehicle for people to channel their energy and ideas.

### Goals

LNA's goals for the next three years embody what the organization is trying to accomplish in order to create a safe, sustainable, and vibrant neighborhood:

LNA will:

- Be the 'go-to' resource for the neighborhood.
- Have an active diverse cross-section of community members working to improve their neighborhood.

- Engage community members to actively work to improve the neighborhood.
- Have the human, financial, and organizational resources necessary to accomplish its goals.

### **Accomplishing LNA's Vision**

To understand LNA's vision to create a safe, vibrant, and sustainable community, it is important to understand what a safe, vibrant, and sustainable community could look like.

In a safe neighborhood people feel comfortable walking down the street by themselves, they don't have to worry about whether their property is safe from harm and violence is a thing of the past.

A vibrant neighborhood teems with life throughout the day, it's a place where people know each other, and they have interesting places to go and things to do.

A sustainable neighborhood is a neighborhood that has achieved balance between the resources the neighborhood uses and the resources the neighborhood produces.

### **IMPLEMENTATION**

For LNA's strategic plan to be a success, let alone worth the paper it is printed on, it needs to be a living document that guides the organization's work during the next three years. Successful implementation of this plan will take a concerted effort by LNA's board, committee members, volunteers, and staff, with each person taking ownership in the plan and the neighborhood.

The implementation of the plan provides context for each of LNA's goals and the strategies that LNA will use to accomplish those goals. The LNA Board will be responsible for evaluating the organizations' progress on this plan on an annual basis and communicating it to the broader community.

### **Be the go-to resource for the neighborhood**

As the go-to resource for the neighborhood, LNA will be the first place community members call when they have an issue or idea for the neighborhood. To accomplish this goal LNA will need to build the knowledge and capacity to provide quick and meaningful responses. LNA will also need to have the organizational knowledge and resources to help community members take action.

### **Build Volunteer & Staff Capacity**

LNA will build the volunteer and staff capacity necessary to provide community members with the information and support they need to address their issues and accomplish their ideas.

### **Strengthen and Improve LNA's Marketing & Communication Abilities**

LNA will develop and implement a marketing and communications plan that clearly communicates to community members, policy makers, and the larger community about the positive things LNA does for the neighborhood.

### **Improve Information Management**

LNA will develop information management systems that provide the support needed to communicate with people about the things they are interested in. The information system will also serve to support the committees' work by providing them with an opportunity to better

understand what is happening in the neighborhood and how to influence these trends to accomplish LNA's vision and goals.

### **Have an active diverse cross-section of community members working to improve their neighborhood**

For LNA to achieve its mission and goals there needs to be active participation from people across Lyndale's diverse communities. To engage a diverse cross-section of community members LNA will:

#### **Provide Diverse Programming**

LNA understands that not every type of program and activity will be interesting to every person in the neighborhood. To engage its diverse community, LNA will strive to engage a diverse group of community members to develop and implement a wide range of programming and activities that meet people where they are at in life and encourages them to explore and grow as community members.

During 2009 LNA will develop a system to design, implement, and evaluate the organization's programs around five categories: age; economic status; ethnicity; renters/homeowners/businesses; and families/singles/couples to help make sure that the organization is offering a diverse set of programs that meet the community's needs.

#### **Engage Families**

A core component to LNA's successful history has been engaging youth and their families in neighborhood activities. LNA will continue this effort by working with community members to create programs that bring families together and provides for quality out-of-school time activities.

#### **Promote Cultural Understanding**

LNA, through its programs and activities will strive to create opportunities for people to get to learn and experience each others cultures.

### **Engage community members to actively improve the neighborhood**

#### **Empower LNA Committee's to be a Source of Neighborhood Leadership and Action**

LNA will support the ongoing work of committees in order to provide a place for community members to focus on issues they are interested in and are important to the neighborhood's health. Committees also provide LNA with a place to develop expertise on important issues and to develop leaders.

#### **Build & Maintain Strategic Partnerships**

LNA will actively build and maintain partnerships with other neighborhood organizations, nonprofits, businesses, units of government, and policy makers that advance LNA's vision and help to accomplish LNA's goals.

#### **Provide and Facilitate Programs & Services**

LNA will work to make sure that community members have access to the broad range of programs and services they need to maintain a high quality of life. LNA will do this by facilitating program development, implementation, and services with service providers and where it makes sense for LNA to be a provider of direct services.

### Redefine Community Action Plans (CAP)

The CAP process is an important part of LNA's work because it provides LNA with a systematic way to support community members coming together to work on specific projects. Over the next year LNA will work to refine the CAP process to make it more accessible to community members from all backgrounds.

### **LNA will have the human, financial, and organizational resources necessary to accomplish its goals**

#### Create and Implement a Leadership Development System

The reality of an organization like LNA is that community members' involvement will ebb and flow based on where they are at in life. To thrive as an organization it is important for LNA to create a leadership development system to ensure that the organization has people ready to take on leadership roles in the community.

#### Invest in Staff Resources & Development

LNA will continue to invest in a professional staff. A professional staff of full-time and part-time employees and contractors provides LNA with the expertise and capacity necessary to have a high functioning organization. A professional staff also allows community members to focus on the areas they are interested in working on, instead of on administrative tasks.

#### Strengthen Financial Resources

In order to successfully accomplish all of the goals in this plan LNA will have to increase its fundraising ability. To this end, LNA will continue to increase the funds it raises through individual giving, grants, sponsorships, and government funding. LNA's goal is to develop a set of diverse revenue streams from funders committed to helping LNA achieve its vision.

### **MEASURING SUCCESS**

An important part of any community based organization is that the organization is accountable to the community it serves. To this end LNA will involve the community in making sure that the organization is making progress on the goals it is establishing as part of this strategic plan.

In order to understand the level of progress LNA is making on achieving its goals it is important to have clear, definable outcomes for each strategy. This section provides benchmarks for each strategy in the plan and a description for how LNA will evaluate its success in reaching these goals.

<b>LNA will be the “go-to” resource for the neighborhood</b>			
<b>Strategy</b>	<b>Outcome Measures</b>	<b>Current Status</b>	<b>Notes</b>
Build Volunteer and Staff Capacity	LNA will increase the number of volunteers and amount of volunteer time contributed to the organization by 10 percent in each of the next three years.		<i>Annual Evaluation</i>
	Committees will have the volunteer resources necessary to complete their annual work plans.		<i>Annual Evaluation</i>
	Staff and Volunteers will have demonstrated expertise to address pertinent issues.		<i>Annual Evaluation</i>
	LNA will have the capacity to either address community members' issues or to connect them with appropriate resources.		<i>Annual Evaluation</i>
Improve marketing and communications	LNA will develop and implement a marketing and communication plan in 2009.		2009 2 <sup>nd</sup> qtr
	Increase web usage by 10 percent in each of the next three years.	Running average for previous 9 months is 372 visitors per month.	<i>Annual Evaluation</i>
	Increase the number of users for LNA's E-News by 10 percent in each of the next three years.	<ul style="list-style-type: none"> <li>• 2008 – 502 subscribers.</li> <li>• 2009 – 600 subscribers.</li> </ul>	<i>Annual Evaluation</i>
Develop a working information management system	Develop a system to efficiently organize and track LNA's contacts and activities.		1 <sup>st</sup> qtr 2009
	Complete the LNA website overhaul in order to make <a href="http://www.lyndale.org">www.lyndale.org</a> a valuable, interactive community resource.		2 <sup>nd</sup> qtr 2009
	Develop a system to effectively track and manage problem properties in the neighborhood.		2 <sup>nd</sup> qtr 2009

<b>LNA will have an active diverse cross section of community members working to improve their neighborhood</b>			
<b>Strategy</b>	<b>Outcome Measures</b>	<b>Current Status</b>	<b>Notes</b>
Provide Diverse Programming	LNA will develop a system to design, implement, and evaluate the neighborhood's programming across the following categories: <ul style="list-style-type: none"> <li>• Age</li> <li>• Economic Status</li> <li>• Ethnicity</li> <li>• Renters/Homeowners/Businesses</li> <li>• Families/Singles/Couples</li> </ul>		3 <sup>rd</sup> qtr 2009
LNA will promote cultural understanding among Lyndale's diverse cultures	LNA will actively utilize our meetings, communication tools, programs, and activities to promote cultural understanding among Lyndale's diverse communities. This will include: <ul style="list-style-type: none"> <li>• At least three events a year that have a cultural specific component.</li> <li>• Have at least four articles a year in the Lyndale Neighborhood News that focus on promoting cultural understanding.</li> <li>• Have at least 75% of communication materials in multiple languages.</li> </ul>		<i>Annual Evaluation</i>
LNA will engage families	LNA will work with its community partners to ensure there are quality out of school time activities at least three days a week during the school year and five days a week during the summer.	Currently working on developing a baseline catalog of available programs.	<i>Annual Evaluation</i>
	LNA will work to connect families and program providers to communicate out-of-school time programming. This will include: <ul style="list-style-type: none"> <li>• At least two community events annually</li> <li>• Special sections in the Lyndale Neighborhood News.</li> <li>• Information on the website.</li> </ul>	<ul style="list-style-type: none"> <li>• LNA currently hosts the Open House and Summer Sampler which connect community members and providers.</li> <li>• LNN currently runs special sections for summer and fall programming.</li> <li>• Website does not currently have a section for this info.</li> </ul>	<i>Annual Evaluation</i>

<b>LNA will be an active participant in addressing issues important to the neighborhood</b>			
<b>Strategy</b>	<b>Outcome Measures</b>	<b>Current Status</b>	<b>Notes</b>
LNA will support the work of Committees to provide people with the opportunity to work on important issues affecting the neighborhood	Each LNA Committee will create an annual work plan for each year that outlines what the Committee hopes to accomplish for the year and how they will accomplish it.	The Environment, Housing, and Crime & Drug committee's are all working on developing annual work plan's for 2009.	<i>Annual Evaluation</i>
	LNA will increase the number of people involved and the amount of volunteer time contributed to committees by 10 percent in each of the next three years.		<i>Annual Evaluation</i>
Build Strategic Partnerships	<ul style="list-style-type: none"> <li>LNA will maintain active memberships in organizations that help LNA accomplish its goals.</li> <li>LNA will work with other neighborhood organizations and other nonprofit service providers</li> </ul>	<ul style="list-style-type: none"> <li>LNA is currently a member of the Lake Street Council, Lyn-Lake Business Association, Nicollet-Lake Business Association, the Minnesota Consortium of Community Developers and the Minnesota Council of Nonprofits.</li> </ul>	<i>Annual Evaluation</i>
Programs and Services	<ul style="list-style-type: none"> <li>LNA will develop and implement programs that help to promote the welfare of the neighborhood.</li> </ul>		<i>Annual Evaluation</i>
LNA will support the work of Community Action Plans (CAP) as a vehicle for community members to propose and enact programs and activities	<ul style="list-style-type: none"> <li>LNA will revise the CAP process during 2009 to make sure it is easy to use and understandable to community members.</li> <li>LNA Board Members, staff, and committees will support community members who propose CAPs.</li> </ul>		(3 <sup>rd</sup> qtr – 2009)

<b>LNA will have the human, financial, and organizational resources necessary to accomplish the organization's mission</b>			
<b>Strategy</b>	<b>Outcome Measures</b>	<b>Current Status</b>	<b>Notes</b>
LNA will develop and implement a systematic approach to developing neighborhood leaders	LNA will develop a formal leadership development plan that will establish goals and strategies that will include specific plans to: <ul style="list-style-type: none"> <li>• Increase participation on the board and committees.</li> <li>• Develop a training program for the board and committees that will include training about nonprofit management, public policy, and information on committee specific topics.</li> <li>• Develop an orientation process for new committee and board members.</li> </ul>		(4th qtr – 2009)
LNA will continue to invest in a professional staff	LNA will continue to invest in a professional staff by providing competitive benefits, an excellent work environment, and room for professional growth and development for all staff. <ul style="list-style-type: none"> <li>• Salary's will between 40 and 60 percent of the median for comparable positions of comparable organizations based on the Minnesota Council of Nonprofits annual salary survey.</li> <li>• LNA will make sure all staff have the opportunity to participate in professional development activities that promote their professional growth.</li> </ul>	<ul style="list-style-type: none"> <li>• Setting annual professional development goals is now a part of the annual staff evaluation process.</li> </ul>	<i>Annual Evaluation</i>
LNA will have the financial resources necessary to achieve its mission.	To have the financial resources necessary to accomplish LNA's mission LNA will: <ul style="list-style-type: none"> <li>• Increase the amount of individual giving by 10 percent in each of the next three years.</li> <li>• Start a sustaining membership program.</li> <li>• Increase the percentage of funding for LNA from nonNRP sources by five percent in each of the next three years.</li> <li>• Start to hold an annual fundraising event to compliment LNA's existing programs.</li> </ul>	<ul style="list-style-type: none"> <li>• 2008 individual giving was roughly \$14,000.</li> <li>• Sustaining membership program is being started 1<sup>st</sup> qtr 2009 – goal for year is 100 donors with an average of \$10 per month.</li> <li>• LNA currently receives 60 percent of its funding through NRP and City contracts.</li> </ul>	<i>Annual Evaluation</i>