

Strategic Area of Focus: Operations & Infrastructure

Improve and update internal systems to ensure SENA is a relevant and effective organization for our constituents and stakeholders.

Programs & Activities	Who is Responsible?	Deliverable	Timeline	Success Measure
HIGH PRIORITY				
<i>Transition to Executive Director staffing structure</i>	Executive/Hiring Committee	Executive Director hired	Completed by early summer	New Executive Director hired by June
<i>Revised staff job descriptions and assessment of staff compensation</i>	Executive/Personnel Committee	Current job descriptions for E.D. and Organizer positions	Summer 2017	Job descriptions in place for all SENA staff
<i>Create a new committee structure and committee work plans</i>	Board of Directors & Executive Director	New committee structure and work plans for each SENA committee	End of year	New committees are meeting regularly, their 2018 work plans are in place, and old/outdated committees are dissolved
MEDIUM PRIORITY				
<i>Board "job description" and expectations created</i>	Executive/Governance Committee	Job description for Board Members		Board Members understand and fulfill responsibilities and expectations
<i>Create clarity on all roles: staff, Board, & volunteer</i>	Executive Committee and Executive Director	Training for Board, staff, and volunteers	Fall 2017	A shared understanding among Board, staff, and volunteers about the respective roles and responsibilities based on best practices
<i>New committee processes and procedures in place</i>	SENA staff and Committee Chairs	Process created for committees of the Board	On-going	Staff send meeting agendas, minutes are taken, and action items are reported to the BOD
<i>Annual work plan</i>	Board of Directors & Executive Director	SENA Work plan	January 1, 2018	Work plan is created and in place for 2018
<i>Create a Sustainable Funding Model</i>	Executive Director and Board of Directors	Balanced budget and sustainable funding model in place for 2018	December 31, 2017 and On-going	SENA ends the next fiscal year with a balanced budget and does not rely on reserves to balance future budgets
LOW PRIORITY				
<i>Review & revise bylaws and engage in improvement efforts</i>	Board of Directors	Revised bylaws	Early 2018	Updated and improved bylaws are approved by Board and in place in 2018
<i>Create annual report for community</i>	SENA Staff and Board of Directors	Annual report produced for community members	Spring 2018	Annual report is created and shared; community is aware of 2017 accomplishments

Strategic Area of Focus: Community Engagement & Community Building

Serve as **the** recognized organization/resource for facilitating conversations and building community. Maximum democracy!

Programs & Activities	Who is Responsible?	Deliverable	Timeline	Success Measure
HIGH PRIORITY				
<i>Organization acts as conduit to ensure neighborhood concerns are addressed when decisions are being made</i>	BOD, Staff, Committees	Community brings concerns to SENA on current issues	On-going	SENA represents and gives voice to community concerns; neighborhood concerns are addressed and/or resolved
<i>Serve as proactive organization advocating for neighborhood</i>	BOD, Staff, Committees		On-going	SENA regularly advocates for the community on issues affecting the neighborhood
<i>Timely distribution of information related to neighborhood affairs</i>	Communications Committee (?)		On-going	Neighbors are informed about neighborhood affairs with enough time to respond and get involved, if desired
MEDIUM PRIORITY				
<i>Host quarterly community "issue" meetings</i>	Community Building/Engagement Committee?	Quarterly meetings	1 meeting/quarter	Neighbors attend quarterly meetings to raise new issues and learn about on-going issues; feel informed and engaged and have a regular opportunity to connect with the organization
<i>Have a presence at neighborhood events (even those not sponsored by SENA)</i>	BOD, Staff, volunteers	Presence at events throughout the neighborhood	On-going	SENA is a consistent, visible presence in the community and widely recognized by neighbors
<i>Host annual, signature SENA event</i>	Community Building/Engagement Committee?	Annual event	1 event/year	Neighbors attend annual event and feel connected to their neighbors and to the organization
LOW PRIORITY				
<i>Series of less formal but social activities (athletic tournaments, cook-offs, movie nights, etc.)</i>	Community Building/Engagement Committee?	Series of events as community building activities	On-going, multiple events throughout year	Participation by a wide variety of neighbors in a wide variety of activities
<i>Connect neighbors around issues social activism</i>	Community Building/Engagement Committee	Help connect neighbors on areas of social activism	On-going	SENA is a connector for neighbors who wish to engage on issues of social activism

Strategic Area of Focus: Local, Small Business Environment

Support, strengthen, and broaden the local business environment.

Programs & Activities	Who is Responsible?	Deliverable	Timeline	Success Measure
HIGH PRIORITY				
<i>Evaluation of the relationship between WRBA and SENA</i>	Board of Directors and Executive Committee	Clear understanding of WRBA and SENA's role with the business community	Summer 2017	SENA Board and WRBA members understand the relationship between the two bodies
<i>Listening session with WRBA</i>	Staff, Board, and WRBA leadership/members	Completed listening session	Summer 2017	SENA understand the needs of WRBA and how to best support their work
<i>Conduct a focused survey of neighbors around what businesses they want</i>	Staff	Completed surveys	Fall 2017	SENA knows what neighbors want to see; List of types of businesses to recruit
MEDIUM PRIORITY				
<i>Host a joint event between WRBA and SENA</i>	Staff, WRBA, Board	Joint event	Late Fall 2017	Event attended by SENA and WRBA
<i>Increase membership in WRBA</i>	Staff, WRBA leadership	More members in the WRBA	On-going	Goal of X new members
<i>Conduct and inventory of storefronts and businesses we have in the neighborhood</i>	Staff, WRBA leadership	Inventory of neighborhood businesses	Fall 2017	Inventory available as tool for variety of uses
<i>Leverage SENA events to encourage patronage of small businesses</i>	Staff, SENA Committee Members	SENA events at neighborhood businesses or featuring neighborhood business products/services	On-going	Businesses featured X number of times/year; stronger relationships between SENA and businesses
<i>Find ways to showcase the wealth of small business already here (ex: in SENA newsletter)</i>	Staff, Board, Communications Cmte.	Businesses showcased in newsletter, social media, etc.	On-going	Increased familiarity and patronage of local businesses
LOW PRIORITY				
<i>Create an app specifically for SENA businesses</i>	Intern/volunteer	App	2018	Neighbors using app to find/patronize SENA businesses
<i>Provide opportunities for small business learning</i>	WRBA leadership, staff	Learning sessions for local businesses	On-going	
<i>Host events by business node</i>	Staff, WRBA leadership	Business node events	On-going	X events/year at X nodes