Doing More With Less

a sustainable vision for the future

A Five Year Strategic Plan for the Southwest Garden Neighborhood Association

The Harris-Stowe State University Center for Neighborhood Affairs

July 2013
Purpose of the Plan

The Southwest Garden Neighborhood Association (SWGNA) is at a critical juncture in its history. Now thirty five years old, it faces the most daunting challenge of its existence. What has made SWGNA one of the most successful neighborhood associations in St. Louis has been its ability to have dedicated paid staff for thirty years. Since 1983, the aldermen of the 8th and 10th wards have been willing to use a portion of their Community Development Block Grant funds to support an office and a part time executive director for the association. However, the ability of the aldermen to use CDBG funds in this manner is coming to a close. Due to changing HUD policy, aldermen will no longer be guaranteed a portion of these monies. Instead, all CDBG funds will be pooled and will be allocated through a competitive proposal process designed to funnel the St. Louis CDBG allocation to the most distressed sections of the city. The process is also meant to encourage community-based organizations to collaborate in order to ensure that HUD gets the most “bang for the buck.” The bottom line is that the money which SWGNA has depended upon for the last three decades is going away.

The primary purpose of this plan is to suggest ways that SWGNA can successfully address this new financial reality by building capacity throughout the organization—not just its staff. The goal of the plan is that it becomes a “roadmap” for how SWGNA can strengthen its board, expand its financial base, and enhance its volunteer network.

The writing of the plan was done by the faculty and students of the Harris-Stowe State University Center for Neighborhood Affairs. But the real authors of this document were the residents of the Southwest Garden neighborhood. A team of residents met monthly throughout the spring 2013 and conducted a series of “visioning” sessions where they grappled with the issues facing the association and the neighborhood. This five year strategic plan is the product of those sessions.

A plan is not a magic wand. In and of itself, it is powerless. It only has value if it is used and regularly consulted. But it cannot become static. It has to be revised and updated on a consistent basis by the board as it becomes apparent what works and what does not.

In short, the members of the association have to take ownership of the plan. They have to work it and make it their own. An old adage is that “challenges are just opportunities in workman’s clothes.” The challenge of the association’s financial base disappearing could be just the catalyst to make Southwest Garden Neighborhood Association the most vibrant and dynamic neighborhood association in the City of St. Louis.

Analysis of Present Conditions

The first step in any planning process is an examination of present conditions. For a neighborhood association, this means conducting an honest and frank assessment of where it is in terms of organizational capacity. What are its strengths? What are its weaknesses? While a strategic plan is not a crystal ball, this first step also involves thinking about the future in terms of where the association is at the present time. What might be the opportunities and threats in the future that could change the organization’s present state? In other words, part of this initial step in the strategic planning process is to figure out what an organization is doing right, what it is doing wrong, and then try to predict what external forces might change that dynamic either positively or negatively.

Because this evaluation is such an important stage in the process, the planning team spent an entire visioning session devoted to figuring out just where SWGNA is at this moment in its history. These are the team’s conclusions:
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**Strengths**

**Funded staff and office:** Few neighborhood associations in St. Louis—or for that matter, any place in the United States—are as fortunate as SWGNA has been in having dedicated funding for office space and a part time executive director. Unlike most associations, SWGNA has had the capacity to undertake major marketing and redevelopment initiatives. This has been a real plus for the neighborhood. It has also been a real plus for both the neighborhood and the association that the most recent executive director, Dana Gray, has been outstanding and who has a regional reputation as being one of the most dynamic community leaders in St. Louis.

**Strong Board of Directors:** SWGNA has also been blessed with an excellent board. It has had both a number of very committed members who have served a number of years, as well as, a steady influx of new blood. The association has also been fortunate to have had an exceptional president, Floyd Wright, for the last 8 years.

**Network of Community Groups and Stakeholders:** During its 35 year history, SWGNA has developed a deep network of relationships with other community groups and stakeholders. It has excellent relationships with other neighborhood associations, major institutions—both inside and outside the neighborhood—and with city politicians. These relationships have enabled SWGNA to form useful collaborations to undertake major projects.

**Weaknesses**

**Probable Loss of Funding:** While a constant steady stream of outside funding has been a major boon for the association, it would appear that the major source of funding is going to disappear in the very near future. Moreover, it is unlikely that the association can replace this funding in full any time soon. Even if the association is able to secure some additional grants, those monies probably cannot be used for staff and even if they could, those funds simply would not be sufficient to cover the executive director’s salary at its present level.

**Lack of a Succession Plan for Board Leadership:** SWGNA has had an extraordinary board president for several years. However, he cannot serve forever. There needs to be a plan or a process for ensuring that a capable person with extensive experience within the organization will succeed him.

**Not enough members:** Membership in the SWGNA has been flat for several years. Although this is understandable in a neighborhood where many of the residents are renters and are transient, the association must find a way of attracting new members if it is going to remain a viable organization.
Opportunities

Possible New Community Partnerships: While SWGNA has an extensive network of connections with other community groups, there are still a number of untapped partnerships that SWGNA needs to explore. SWGNA has excellent relationships with the major institutional players in the community such as the Missouri Botanical Garden, Tower Grove Park, Malcolm Bliss State Mental Hospital, and the South Side YMCA. But the association could do much more in taking advantage of these relationships in terms of financial help and programming. SWGNA also could do much more in utilizing the area’s institutions of higher education in terms of gaining technical assistance.

Untapped New Membership Potential: Partially because of the work of the association, partially because of the proximity of the Missouri Botanical Garden, and partially because of the uniqueness of its housing stock, Southwest Garden has become a “trendy” place to live in St. Louis. While many of the newcomers are renters and transient, the neighborhood has many talented young adults who need to become members of the association. They represent not only a large pool of potential volunteers. They also represent a large pool of under-utilized skills. It will be a challenge, but the association needs to find a way of luring these young energetic people into the association.

Branding and Marketing Prospects: Although Southwest Gardens has achieved a degree of “trendiness,” SWGNA is one of the best kept secrets in St. Louis. While many Southside St. Louisans know about the work of the Tower Grove Heights Neighborhood Association or the Shaw Neighborhood Association, there are undoubtedly many residents who live in the neighborhood who do not know of the work of the association. There is a tremendous opportunity to change this situation. Because of the advent of social media and the “green” movement, there is now a golden opportunity to take advantage of the association’s name and for the Association to rebrand itself.

Threats

Further cuts by the City of St. Louis: The City of St. Louis has been facing a fiscal crisis for a number of years. This crisis will probably get only worse with further cuts by the federal government. This means that SWGNA will need to do more in the neighborhood to compensate for these cuts at the same time it is facing cuts of its own. The only way of dealing with this threat is to gain more grant monies and volunteer assistance.

Impact of Neighborhood Deterioration: Neighborhood conditions can change rapidly due to both internal and external factors. An uptick in crime rates or a new economic downturn could both damage the neighborhood and put additional pressure on the association.

Continuing Reduction of State and Federal Programs: Discretionary funds have been slashed by the federal government in recent years. This has resulted in less money for home improvement programs, sustainability initiatives, and educational projects. This situation has only been aggravated by the decrease in the number of major corporate foundations. SWGNA, like most community based non-profits, must find a substitute for grants of all descriptions.
Mission / Vision / Core Values

The second step in the strategic planning process is to review the direction that an organization wants to take and why. In addition, it needs to establish a well-defined measure of what success looks like. In other words, before an organization can begin planning on how to get to where it wants to go, it has to have a clear vision of what it hopes to accomplish, a distinct sense of the core values that shape that vision, and an unwavering commitment to its mission of how to go about realizing its objectives.

The planning team was unanimous in what they envisioned as the primary goal of the Association. They want SWGNA to be the best neighborhood association in St. Louis and for Southwest Garden to be the best neighborhood in the city. But for the planning team this means that SWGNA has to be more than just an organizer of social activities. Their vision for the association is that it has the capacity to:

- Enhance the livability of the neighborhood.
- Maintain community amenities.
- Improve the quality of housing in the neighborhood.
- Provide social services.
- Stabilize the neighborhood.
- Promote local businesses.
- Create a strong sense of community and inclusion.

There was also a consensus among team members of what this entailed for SWGNA as an organization if it was going to have this capacity.

- It has to have the financial stability to support staff.
- It has to be able to mobilize effectively its members as volunteers.
- It has to be able to raise funds from a variety of sources.
- It has to be able to identify workable partnerships.

The question for the planning team was how can SWGNA build the capacity to be the organization that it wants—and needs—to become?

Strategic Issues and Long Term Goals

The next step for the planning team, therefore, was to clarify the long term goals for the organization in realizing their vision and to identify those challenges that were impediments in accomplishing those goals.

The session devoted to discussing this task was probably the most energized conversation in the visioning process. The planning team realized that this was the crux of the plan. They knew that the real value of the plan was in whether or not the team accurately articulated what the organization needed to accomplish and what obstacles it needed to overcome. Tactics can always be modified. But just like armies in a war, incorrectly laying out strategy or ultimate objectives often results in failure.

After careful consideration, the planning team identified the following three goals as the association’s primary objectives over the next five years:

I. Building SWGNA’s organizational capacity

II. Making SWGNA a more effective facilitator of neighborhood cohesion and identity

III. Enabling SWGNA to become a champion of community economic and physical development
For a neighborhood association, these goals are not surprising. But where the planning team did an outstanding job was in identifying the hurdles that the association would have to overcome in achieving those goals.

I. **Building organizational capacity**: The goal of every organization is to become better at what it does. The way that it does that is becoming bigger and stronger—building capacity. Some of challenges which the planning team identified in building this capacity include:

- **How to establish new revenue streams?** Community organizations can do a great deal without money. But at the end of day, a community organization’s effectiveness and sustainability is dependent upon a reliable stream of revenue. If SWGNA is going to remain an effective organization it will have to replace the community development block grant (CDBG) funds that it will most likely lose.

- **How to build a stronger board?** A community organization is only as strong as its board of directors. Fortunately, SWGNA currently has a very strong board. However, it could be larger with new members bringing new skill sets. Moreover, at present there is no adequate succession plan in place.

- **How to make do with less or no staff?** One of the things that have made SWGNA one of the strongest neighborhood associations in the city has been its ability to have a dedicated staff with an office. Without CDBG funds, however, this will be difficult—if not impossible—to maintain at least in the short term. The association will have to develop new ways of maintaining programs and services with little or no staff. Undoubtedly, this will involve finding better ways of using volunteers, of attracting interns, and of forging partnerships and collaborations.

II. **Making SWGNA a more effective facilitator of neighborhood cohesion and identity**: The primary reason why a neighborhood organization exists is to promote a sense of community in the neighborhood. But because of physical barriers and how Southwest Garden was formed historically, this role is particularly paramount for SWGNA. Residents and non-residents alike have tended to see Southwest Garden as a collection of neighborhoods rather than as a single entity. As a result, it is both a challenge and extremely important that SWGNA work to forge a common identity in the community if the residents are going to achieve the goals that they have in common. Obstacles and opportunities that the team identified in developing a stronger sense of community in Southwest Garden involved:

- **How to attract more members?** The viability of any community organization is ultimately reflected in its ability to attract members. For SWGNA this has always been a challenge due to the large number of renters and transients that live in the neighborhood. SWGNA needs to find a hook to lure these residents into the association.

- **How to develop a more identifiable “brand” for the neighborhood and the association?** When you say, the “Hill,” or “Shaw,” or “Tower Grove Heights,” clear images come to mind of these neighborhoods and their associations. No comparable image comes to mind for either Southwest Garden or SWGNA. A number of
team members suggested that the both the neighborhood and the association need to play off the word “garden” in establishing a stronger sense of identity.

• How to increase member/resident involvement in the association/neighborhood? The current executive director has done an outstanding job of coming up with innovative and engaging activities that have gotten many residents more involved in the neighborhood and with the association.

SWGNA needs to explore ways of attracting all contingents of the neighborhood into the life of the community.

III. Enabling SWGNA to become a champion of community economic and physical development: With or without staff, no neighborhood association has the resources to undertake economic or physical development. However, there are numerous things that it can do to support those entities that are in a better position to actually do development. The challenge for SWGNA is to identify those things which it can and cannot do. Three activities that the planning team felt SWGNA could do but wanted the association to be better at providing concerned:

• How to attract new businesses to the neighborhood? SWGNA does not have the ability to start businesses or to provide financing. However, it can market the neighborhood to potential entrepreneurs, generate market analysis, and maintain a database of appropriate properties. The challenge is how can it do these things more effectively and efficiently?

• How to provide resources for homeowners and landlords? Southwest Garden already has a property owners association. The strategic issues here are how can SWGNA better market the services of this association and how can it better lobby the City and other funders to increase the resources of this group?

• How to facilitate the drafting of a neighborhood plan? Southwest Garden has never had a neighborhood plan. But neighborhood plans are often very powerful tools in helping a community reach its full potential. They can suggest ways of beautifying streetscapes and other public space; they can propose means of improving transportation and walkability; and they can detail instruments for generating economic and housing development. However, few neighborhood associations have the person-power or the expertise to undertake such a massive undertaking. Fortunately, there are a number of higher education institutions in the region where faculty and students possess the necessary skills to assist in completing a neighborhood plan. SWGNA needs to explore potential partnerships with area universities to generate a neighborhood plan in the next five years.

Short Term Tactics and Implementation Plan
Having identified what the long term goals of association should be and the primary challenges in achieving those goals, the planning team was ready for its last visioning session. The task for the team on the last night of brainstorming was to pinpoint those tactics that SWGNA could undertake over the next five years to address its challenges and to define what progress might look like if those tactics were successful.
I. Building Organizational Capacity

A. Revenue Stream: Obviously, the most pressing challenge facing the organization is to replace the CDBG funds. Tactics which the team proposed involved:

1) **Identifying new grant opportunities:** Grants are becoming fewer and farther between all of the time—especially governmental grants at all levels. Moreover, with St. Louis losing many of its large corporations over the last half generation, it is becoming harder and harder to obtain private foundation monies in the region. However, the association should continue to pursue grant opportunities, particularly as they relate to programming.

2) **Fundraising:** A more promising source of funds to replace the CDBG money is in the form of fundraising. Many of the larger regional community-based nonprofits are able to raise in excess of $100,000/year through fundraising and planned giving. But such activities require a great deal of commitment and imagination. Nonetheless, this type of support is more sustainable than grant support and provides funding that an organization can use for operations or whatever it chooses.

3) **Collaborations:** To be competitive in the new grant environment, organizations are going to be forced to form partnerships with similar organizations in order to demonstrate to funders that they are capable of carrying out their proposed projects. Whenever feasible SWGNA should seek out these partnerships to better position itself to apply for new grants. Areas or themes that the team felt SWGNA should explore included:

   - Gardening or “Green” Initiatives
   - Historic Preservation
   - Urbanism and Walkability
   - Youth/Senior/Family Programming
   - Community Inclusion e.g. Gay/Lesbian + New Americans

B. Stronger Board: In this era of nonprofit streamlining and consolidation, it is imperative that an organization have the strongest possible board if it is going to survive. Towards that end, the team made the following recommendations.

1) **Recruitment:** SWGNA has a particularly strong board, but it is relatively small with most of the members having served a number of years. It is needs new membership especially in terms of nonprofit management, fundraising experience, and existing contacts with financial institutions.

2) **Board Training:** Successful boards are well trained boards. SWGNA should have an annual retreat for its board members where an outside consultant reviews the role of the board and its legal/financial obligations. Washington University Brown School of Social Work, the United Way, and the Nonprofit Consortium are potential providers of this service.

3) **Consideration of President-Elect System and Terms for Board Members:** Successful boards are also sustainable boards. Boards need clear lines of succession and the infusion of new members. SWGNA should consider revising its bylaws to provide for a president-elect (to be elected annually, biannually, or every third year depending upon the will of the membership) and to have set terms for board members. The board should also consider having a recruitment sub-committee.
C. **Adaptation to Less or No Staff**: Although it is not ideal, the reality is that SWGNA will probably lose its outstanding executive director over the next 18 months or at least have her services at a much reduced level. The team suggested these adaptation measures at least until that time when the CDBG funds can be replaced.

1) **Increased Involvement of the Board**: Another reason for expanding the board is that members of the board may have to take on new responsibilities to compensate for the reduction in staff time. This is also why someone who has extensive program experience should be recruited for the board.

2) **Better Coordination of Volunteers**: SWGNA has a long history of successfully utilizing volunteers. However, it would be a mistake to assume that volunteers can simply take over the responsibilities of the director if she indeed is no longer with the organization or in the same capacity. The volunteers would undoubtedly be overworked which would lead to volunteer burn out. A board sub-committee should be created to oversee the recruitment and coordination of volunteers.

3) **Use of Interns and Practicum Students**: One source of “cheap labor” is the use of undergraduate interns and graduate student practicum students. While these students have to careful supervision and there is frequent turnover, they are usually very energetic and have an understanding of what is now considered best practices. Many local universities also place a heavy emphasis on “service learning” where course objectives are tied to community-based projects. SWGNA should seek out university partners to take advantage of these opportunities.

II. **Making SWGNA a more effective facilitator of neighborhood cohesion and identity**: The most important role of any neighborhood association is to foster a sense of community and common identity in the neighborhood. The planning team made several recommendations for how this could be accomplished.

A. **Attracting More Members**: SWGNA needs a larger and more active membership base. These are some of the tactics that were suggested for attracting new members.

1) **Membership Secretary**: The bylaws should be amended to create a new officer position, membership secretary. The role of the position would be to maintain the roster of members, collect annual dues, and to undertake solicitation campaigns.

2) **Membership Incentives**: SWGNA should explore various incentives for residents to become members. Incentives might include raffles, discounts for multi-year memberships, and gift cards at neighborhood eateries.

3) **More Active Block Units**: The best form of membership recruitment for any community organization is for residents to perceive that the organization is useful. For most neighborhood associations this means having a strong nucleus of active block units. SWGNA should strive to have a majority of its blocks organized with recognized block captains. The board should undertake a vigorous campaign to solicit new block captains. Tactics may include door-to-door canvassing, advertising in various publications, and incentives.
B. Establishing a Stronger Organization

“Brand:” In this “green” era, SWGNA should readily emphasize the “garden” in its name by tying its identity to the sustainability movement.

1) **Social Media:** Social media platforms such as Facebook and Twitter have become established instruments of communication—especially for young adults. The association should explore ways of using social media to reinforce its identity with the younger residents of the neighborhood.

2) **Strengthen Blog and Newsletter:** SWGNA should identify issues that will elicit active participation of the association blog. The goal should be to have a majority of the residents reporting that they regularly read SWGNA publications for news about the neighborhood.

3) **New Placement of Association Logo:** Several years ago St. Louis neighborhoods began the practice of placing banners on street light poles as a means of reinforcing neighborhood identity. However, the placement of these banners has become so ubiquitous that they are either no longer noticed or that they become an eyesore with age. A new practice is to paint crosswalks with an association’s logo. These painted crosswalks are more striking than banners and look good longer. The association should consider painting several crosswalks in the neighborhood in prominent locations.

C. Increasing Member Involvement: It is not enough that the association has members in name only. If it is going to remain vital for the long term, the residents need to be active members.

1) **New Activities:** Strong neighborhood associations are constantly experimenting with new programs and services. SWGNA needs to be particularly sensitive to the interests of young adults since they make up such a large portion of Southwest Garden’s population.

2) **Novelty Events:** An interesting idea floated during the visioning session was to introduce novelty events such as opening an adult lemonade stand in a prominent location. Such events would not only draw attention to the association. They might also be successful fundraisers.

3) **Stickers, Tee Shirts, etc.** The “City” bumper stickers have been very successful as a means of creating a sense of community in the city of St. Louis. Maybe a comparable sticker could be created for Southwest Garden and the association. Tower Grove Heights, a nearby South City neighborhood, has had a very distinctive tee shirt for many years that a large number of residents wear. It has become not only a “badge of honor,” but a money–maker. SWGNA should consider a similar type of tee shirt.

III. Enabling SWGNA to become a champion of community economic and physical development: Ultimately the sustainability of any neighborhood is the stability of its economic foundation, the quality of its housing stock, and whether or not it has a livable environment that is attractive and full of amenities. As a result, a successful neighborhood association must be concerned about protecting its assets and adding to them.

A. **Attracting New Businesses:** Businesses are the life-blood of a neighborhood. They both attract new residents to a community, as well as, anchor old ones. They are what give a neighborhood its character. When a neighborhood loses its character. When a neighborhood loses its character, its life oozes away. It is crucial; therefore, a neighborhood association actively supports its
businesses and work to constantly attract new ones. Some of the ways that SWGNA might support its business base is to:

1) **Market Study + Database of Potential Sites:** SWGNA should undertake a market study to better understand what new businesses the residents want and would support. Once this knowledge is in hand, SWGNA can use to target businesses in the areas that were identified and pair potential new entrepreneurs with appropriate sites.

2) **Suggestive Window Dressing:** A tactic that has been successful in other neighborhoods is to place suggestive window treatments in vacant storefronts to promote what businesses might be appropriate in certain venues. SWGNA could something similar on Southwest and Vandeventer.

3) **Research on Governmental Programs + Tools:** The City of St. Louis has a variety of programs and services to promote business growth such as the use of historic districts, community improvement districts, and tax incremental financing. SWGNA should recruit a local university to undertake a class project where students create an inventory of appropriate programs for SWGNA to use in the neighborhood.

B. **Providing Resources for Homeowners and Landlords:** A neighborhood needs not only quality housing. It also needs a diverse array of housing choices to meet resident needs at various life stages. A neighborhood association usually cannot directly provide this housing, but it can facilitate its development.

1) **Better Collaboration with Homeowners’ Association:** Southwest Garden already has a strong homeowners’ association. How SWGNA can best support it is by providing contacts without groups and with the City.

2) **Work with Banks:** SWGNA can also assist the Homeowner’s Association by working with community banks to provide innovative incentives for potential residents such as low interest loans for first time homeowners.

3) **Demonstration Neighborhood for Earthway Center:** SWGNA could facilitate new development in the neighborhood by convincing the Earthway Center of the Missouri Botanical Garden to co-sponsor a demonstration sustainable neighborhood somewhere in Southwest Garden. The demonstration neighborhood would showcase best practices in walkability, environmental design, and housing types for all life stages.

C. **Facilitating the Development of a Neighborhood Plan:** This document is meant to guide SWGNA as an organization for the next five years. Its function has little or nothing to do with Southwest Garden as a neighborhood. What Southwest Garden needs as a neighborhood is a neighborhood plan that will guide its development over the next 20 to 25 years. Southwest Garden has never had a neighborhood plan per se. As a result, it has evolved in a helter-skelter fashion. A neighborhood plan would go a long way in remedying this situation.

1) **Crowd-sourcing + Charettes:** The first step in a neighborhood planning process is to ascertain what the residents would like to see their neighborhood become. SWGNA could facilitate this first step by hosting “visioning sessions” where residents would share their ideas for the future of Southwest Garden.
2) **Collaboration with University Programs:** The usual cost of professional services associated with a neighborhood plan is approximately $100-150,000. This is money that the association simply does not have. However, a neighborhood plan for Southwest Garden might be an interesting studio project for local architecture and planning students, especially if it was tied to the demonstration project described above.

3) **Partnerships with Regional Advocacy Groups + Professional Associations:** Another source of professional services might be eliciting the help of regional intermediaries such as East-West Gateway, Trailnet, or Great Rivers Greenway. Local sections of professional associations like the American Planning Association and the American Institute of Architecture might provide a certain amount of pro bono service.

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**Next Steps and Conclusion**

The next and final step in the strategic planning process is for the plan to be presented to the members of the Southwest Garden Neighborhood Association. Once it has been revised by the board of directors, it should be resubmitted to the membership for a vote to ratify it as the official plan of the association. However, a plan is only as good as it is used. If it simply sits on a bookcase in an office somewhere, this exercise was a waste of time. For a plan to have real value, it needs to be a living document. The designated champions should give the board of directors quarterly updates on their progress. Moreover, these quarterly reports should be the basis of formal written revisions that should be made to the plan annually.

In conclusion, the faculty and students of the Harris-Stowe State University Center for Neighborhood Affairs would like to take this time to thank Floyd Wright, the President of the Board; Dana Gray, the Executive Director of the association; and all of the members of the planning team for giving us the opportunity to participate in this exciting project. It was indeed a pleasure. **We wish SWGNA and Southwest Garden the best of luck in becoming one of the centerpiece neighborhood associations and neighborhoods in the City of St. Louis.**

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# Implementation Plan

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<td>Involvement</td>
<td>1 “Novelty Event” Introduced</td>
<td>Stickers + Tee Shirts Introduced</td>
<td>5 New Activities Institutionalized</td>
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<td></td>
<td>Housing</td>
<td>Homeowner-ship Incentive Program Introduced by Community Bank</td>
<td>Housing Plan Unveiled by Homeowner Association + SWGNA</td>
<td>Demonstration Project with Earthway Center in Place</td>
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<td></td>
<td>Neighborhood Plan</td>
<td>University + Regional Partners in Place</td>
<td>Crowd-Sourcing + Charettes Completed</td>
<td>Neighborhood Adopted by City</td>
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