Lawrence CommunityWorks
Strategic Plan
2014 – 2019

Mission, Vision, Principles, and Goals: Approved by the Board of Directors on
March 27, 2013

Outcomes and Indicators: Approved by the Board of Directors on
October 30, 2013

External Goals Update with Annual Assessment: Approved by the Board of Directors on
December 9, 2015

Strategic Plan extended for an additional year through 2019: Approved by Board of Directors on
September 26, 2018

Revised: 9/26/2018
Introduction and Background

Lawrence CommunityWorks (LCW), a nonprofit community development corporation founded in the early 1980s, is dedicated to revitalizing the physical, economic, civic, and social landscape of Lawrence. LCW engages residents and other stakeholders to build resident and community assets. Through four areas of work – Movement City Youth Network, Family Asset Building, Real Estate, and Network Organizing – LCW fosters individual and neighborhood resident empowerment and leadership, produces and preserves safe, decent, and affordable housing, builds the educational and economic assets of the neighborhood’s youth, adults, and families, and builds a sustained institutional infrastructure for community revitalization through strategic local, regional, and national partnerships.

LCW decided to engage in a strategic planning process beginning in the summer of 2012 and hired Diane Gordon to facilitate the process. A Strategic Planning Committee comprised of 13 members of the staff and Board of Directors was formed and launched the process in July. The first step in the process was an organizational assessment, the purpose of which was to gather sufficient data from internal and external stakeholders to be able to paint an accurate picture of LCW’s strengths, weaknesses, opportunities and threats. Over 60 individuals participated in the assessment through either confidential telephone interviews or focus group meetings. The assessment was followed by a day-long full Board/Staff retreat on October 19, 2012.

The key lessons from the assessment process helped to shape the resulting strategic direction. Those included:

1. **Unify**: LCW is one organization and should see and present itself in a unified fashion. With the strategic plan, LCW will set a clear direction and align programs across the whole organization. Implementation steps need to provide opportunities for cross-department interaction and collaboration, and communication strategies will need to be developed to convey a consistent and universally shared message about LCW.

2. **Deepen rather than broaden**: As an organization, LCW would collectively benefit from learning to say no and let go of projects or activities in order to focus on the most important aspects of its work and be realistic about what can be accomplished while still holding onto the vision for the future. As such, a key lesson from the assessment was the need to deepen its work rather than broaden.

3. **Partnerships**: LCW is involved with an extensive list of Lawrence organizations and entities. To achieve the strategic priorities, it will be important going forward to be deliberate in identifying and strengthening the most strategic partnerships that will further the overall goals and vision.

4. **Leadership**: Engaging people is a core value for LCW. Through the assessment LCW reaffirmed its commitment to investing in people and leadership development (members, staff, and board) at all levels.

5. **Evaluation**: For continual program and organizational improvement, LCW should create a discipline of evaluation, planning, and improvement. Through regular evaluation, LCW will be able to define impact, evaluate a project’s feasibility, follow through on

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activities, evaluate results, and refine its work. It is also important going forward to streamline and incorporate evaluation throughout the organization so that it is a realistic activity that all can utilize effectively.

6. **Communication**: Open communication should be fostered throughout the organization and a consistent message for telling the LCW story needs to be developed and consistently utilized.

7. **Structures and roles**: Roles and decision making processes across the organization need to be clarified and widely understood. Internal structures should clear to all and accommodate both the need for some flexibility but also support institutionalization of knowledge to foster sustainability.

8. **Finances**: LCW needs to create and implement a realistic plan for financial stability.

The Strategic Planning Committee held meetings from November 2012 – March 2013. The plan proposed is for a three-year period: Calendar years 2014, 2015 and 2016. The Board and Staff reviewed the plan as it was being developed and provided input which was incorporated into this document.

**Completion and Approval Process**

The Board of Directors reviewed and approved the following components of the strategic plan at its March 27, 2013 meeting:

- Mission
- Vision
- Guiding Principles
- 3-Year Goals

The Board of Directors will review and approve the outcomes and indicators in September 2013.

Implementation of the Plan will begin in January 2014 and conclude in December 2016.

2015 Update: Board of Directors approved the modification to the Strategic Plan External Goals on December 9, 2015 with:

- Extended timeline through FY18 time frame
- Flexibility provided to Staff to update outcomes and benchmarks with a focus on continuous improvement
- Annual performance evaluation and assessment of goals by Board to reflect and adjust to ongoing emerging realities.

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Section I: Mission and Vision

Mission Statement

Lawrence CommunityWorks (LCW) is a community development corporation that weaves together community planning, organizing, and asset-building efforts with high-quality affordable housing and commercial development to create vibrant neighborhoods and empowered residents. By facilitating conversations and action on community priorities, LCW engages partners and a network of youth and adult residents in opportunities to move themselves and the city of Lawrence forward.

LCW Vision for the Future

External Vision: The way we want Lawrence to be in the future

By 2030, Lawrence will be widely known as a vibrant and safe city of promise and opportunity – a great place to live, learn, work and play. The Lawrence of the future has a robust physical landscape marked by a healthy mix of housing options, vital commercial development and attractive open spaces. A variety of responsible companies and organizations call Lawrence home and offer good-paying job opportunities for residents. Community members - adults and youth - have the leadership and capacities to build their own assets, educational skills and financial success, and to co-invest in a stronger community.

Lawrence will be recognized for heightened citizen engagement where residents of all ages are engaged in a dynamic and growing network, and share in a sense of ownership and pride. Through collective action and diverse partnerships, public and private institutions will become even more effective and responsive, neighborhoods will be revitalized, and all of Lawrence will benefit from increased economic vitality and civic opportunities.

Internal Vision: The way we want LCW to be in the future

Lawrence CommunityWorks is widely recognized for excellence and cutting-edge programs on a local and national level. We are proud of our role as a catalyst for change and as a collaborator, working across sectors and in partnership with others to bring change to Lawrence. Our focus on co-investment and cultivating the potential in residents, members, and staff has increased our ability to attract and grow leaders for significant roles at the local, statewide, and national levels in public, private and community life.

Our organization is financially stable and sustainable with flexible and reliable sources of funding and substantial reserves. We are welcoming and inclusive, and foster open, honest communication within and outside of our organization. Our approach to work is intentional and focused – we have mastered what we do well, are effective at executing ideas, and take a cross-cutting, holistic approach to solving problems and seizing opportunities for change in the city.

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LCW supports a collaborative and aspirational environment that attracts and retains employees who are passionately committed to our mission of community development. We foster an ethic of learning that encourages staff to boldly explore meaningful avenues for fulfilling the mission, and groom capable contributors and leaders from within.

Leading the organization is a diverse Board of Directors, reflective of the city, with a healthy balance of newer and veteran leaders, and a broad and diverse membership who are highly invested in all that we do. Across our work, the Network is growing in size and connectivity, while remaining flexible and responsive to people’s lives.

**Section II: Guiding Principles for the LCW Network**

In all of our work, LCW will be guided by the following principles:

1. **Member Engagement and Connectivity**
   We value members as an essential resource to the community and to our organization, and are dedicated to channeling and releasing our collective potential. We promote a sense of reciprocity and shared destiny, believing that everyone has something to give and to learn, and that individual progress is interwoven with community progress.

2. **Adaptive and Responsive**
   We believe in the importance of being responsive to the community, exploring new solutions to meet challenges, seizing opportunities, and adapting to shifts in the environment when it makes the most sense to meet our mission and vision for the future. We place a high value on creating a learning environment where everyone can contribute and effectively using evaluation to ensure that we incorporate the lessons from our experiences in our work going forward.

3. **Sustainable**
   We are committed to sustainability at all levels – for our own organization and its financial health, for leadership in the Network, and for the community as a whole.

4. **Excellence**: LCW is committed to delivering the highest-quality products and practices possible. We will hold ourselves accountable to high standards of program delivery and neighborhood development, foster innovation, and measure ourselves against the outcomes and impact we achieve.

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Section III: Summary of 3-Year Goals

All departments, staff and board and members, will work together across areas to achieve common goals. We intend to work to promote ONE LCW and unite under one umbrella. Goals are organized in two groups – the first focused on our work in the community, and the second focused on our own internal systems and organization.

External/ Community Goals (Updated 12/3/15)

1. **Strong People:** Lawrence has strong residents that are financially resilient, skilled and knowledgeable, civically engaged and connected to common life, and connected to each other.

2. **Strong Place:** Lawrence’s physical landscape promotes an environment of opportunity and high quality of life by generating economic development that increases the supply of affordable housing and creates vibrant mixed-use neighborhoods that link housing to infrastructure, green space and commercial development.

3. **Strong Systems:** Lawrence’s institutions and systems effectively support resident aspirations and meet resident challenges.

Internal/ Organizational 3-Year Goals

1. **Financial Sustainability:** Ensure that LCW as an organization is financially sustainable through a combination of revenue enhancements and expense management that generate annual surpluses.

2. **Organizational Unity and Brand:** Unify and effectively communicate a consistent image and brand for LCW as ONE organization.

3. **Governance:** Increase LCW’s effectiveness by clearly defining its governance and management structures. Increase the effectiveness of the governance structure by ensuring that all members are fully engaged and equipped to participate and that the Board and Committee compositions reflect the community we serve.

4. **Staff Development:** LCW staff have the skills, knowledge, and background necessary for high levels of job performance in order to meet community needs and LCW’s strategic outcomes.

5. **Evaluation and Reflection:** The culture and practice of evaluation, reflection, and ongoing program and organizational improvement are ingrained in LCW and streamlined.

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**Section IV: Outcomes and Indicators**

The following pages illustrate anticipated outcomes and indicators for each of the eight goals listed above.

*Shaded boxes indicate outcomes that are being prioritized for the first year of the plan.*

Activities, outputs, roles and responsibilities, and resources required to reach these outcomes will be presented as part of each department’s annual work plan.
**EXTERNAL GOAL #1: STRONG PEOPLE**

**Objective #1:** Lawrence residents are financially strong, skilled and knowledgeable and have increased upward mobility and choices.

<table>
<thead>
<tr>
<th>Initial</th>
<th>Outcomes</th>
<th>Advanced</th>
<th>Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Adults and Youth</strong></td>
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<tr>
<td>Increased financial knowledge</td>
<td>Residents acquire / accumulate financial assets</td>
<td>Residents increase Financial Well-Being</td>
<td>Initial&lt;br&gt;Outcome 1 – increases in knowledge in pre and post-tests from financial capabilities workshops</td>
</tr>
<tr>
<td>Increased financial management skills</td>
<td>Residents improve their financial position</td>
<td>More residents are skilled and knowledgeable</td>
<td>Outcome 2 – assessment of actions and behaviors that lead to improved financial position: tracking of income and expenses, patterns of saving and investing, making on-time debt payments, decreasing or paying off debts</td>
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<tr>
<td>Greater access to financial resources</td>
<td>Residents achieve their set goals</td>
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<td>Outcome 3 – Acquisition of match savings, down payment assistance, scholarships, public benefits, and other supports with monetary value that help to stabilize or improve financial position</td>
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<tr>
<td>Increased efficacy to set and pursue goals</td>
<td>Residents increase educational advancement</td>
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<td>Outcome 4 – Increase ability to pursue and achieve goals; Identify and sets goals, starts action plan and completes actions steps</td>
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<tr>
<td>Increased access to education post-secondary or vocational educational opportunities</td>
<td>Residents obtain stable or better jobs/careers</td>
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<td>Outcome 5 – Enroll and accepted into post-secondary education institution or vocational/professional certificate program, improvements in test scores from ESL and computer classes, youth academic achievement (TBD)</td>
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<td>Increased hard and soft skills to get and keep better jobs</td>
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<td>Outcome 6 – Hard Skills: assessment of actions and behaviors learned from job related technical skills training or acquisition of a job related degree or certificate. Soft Skills: assessment of actions and behaviors related to personal/people skills learned through training such as sense of self/self-management, stress management, punctuality, time management, critical thinking and problem solving, communication, networking, empathy, patience, motivation, teamwork, work ethic, etc.</td>
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<tr>
<td><strong>Youth</strong></td>
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<td>Intermediate&lt;br&gt;Outcome 7 – # observation, self-assessment, documented conversations demonstrating level of self-esteem and self-awareness, understanding of life choices and career paths</td>
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<tr>
<td>Youth develop strong sense of self</td>
<td>Youth identify and pursue a path for their future: career, artistic or business passion</td>
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<td>Outcome 8 – # of youth demonstrate healthy self-expression</td>
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<tr>
<td>Youth develop healthy expression skills in any personal, professional, or social setting</td>
<td>Increased knowledge, hard and soft skills for young people</td>
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<td>Intermediate&lt;br&gt;Outcome 9 – acquisition/accumulation of hard assets: homeownership, savings and investments.</td>
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<td>Outcome 10 – Increased income, higher credit score, increased net worth.</td>
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<td>Outcome 11 – # of individuals who achieve/complete set goal(s)</td>
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<td>Outcome 12 – more people complete post-secondary education, job related certificate programs or training options</td>
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<td>Outcome 13 – job placements and job retention, small business starts and retention</td>
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<td>Outcome 14 – # who identify and build portfolio towards career, artistic, or entrepreneurial idea</td>
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<td>Outcome 15 – Assessment of projects produced, observation of growth and gained skills, knowledge increase in pre and post-test.</td>
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<td>Advanced&lt;br&gt;Outcome 16 – Increase in CFPB Financial Well-Being Score</td>
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<td>Outcome 17 – # who have obtained higher education degrees, professional certifications, opened/maintained businesses, combined with self-assessments of careers paths/business growth</td>
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<td>Outcome 18 – 5-year self-assessment. Residents have positive outlook about their current position, progress and future (TBD)</td>
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</table>
EXTERNAL GOAL #1: STRONG PEOPLE (Con’t)
Objective #2: Residents are civically engaged and connected to common life, and connected to each other.

**Participants**

- Increased resident connectivity
- Increased resident sense of community
- Increased efficacy for civic engagement
- More residents demonstrate efficacy for community/network action through LCW
- Members demonstrate commitment to LCW Mission

**Outcomes**

<table>
<thead>
<tr>
<th>Initial</th>
<th>Intermediate</th>
<th>Advanced</th>
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<tbody>
<tr>
<td>Increased social capital of residents and members</td>
<td>Increased community cohesion</td>
<td>Increased influence and impact of community residents</td>
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<tr>
<td>Increased work for civic engagement</td>
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**Indicators**

- **Initial**
  - Outcomes 1 – More residents connect to one another and establish social, professional and/or institutional connections.
  - Outcome 2 – Residents increase pride, trust and sense of belonging in community
  - Outcome 3 – Residents improve ability to make a positive difference in the community.
  - Outcome 4 – More residents and stakeholders “opt-in” as members of LCW Network and believe in LCW Mission.
  - Outcome 5 – Greater number of members are active in network engagement activities (completed at least 1 network activity per year = true)

- **Intermediate**
  - Outcome 6: Increases in indicators of social capital: personal relationships, social networks, civic engagement, trust/shared values
  - Outcome 7: # of residents who demonstrate increase in connectivity with their neighbors/community
  - Outcome 8: # of residents who are taking action for improvements in community
  - Outcome 9 – # who demonstrate skills in advocacy, networking, planning/organizing, mobilizing, collective action and participation
  - Outcome 10 – # who increase knowledge of LCW community engagement principles measured by pre/post assessment.

- **Advanced**
  - Outcome 11 – # of LCW participants who’s engagement are influencing policy, program, or practice changes.
  - Outcome 12 – Policy, program, or practice changes led to resident action. Number of members newly taking initiative either on their own or through a group process (2014 will be baseline), number of members engaged in civic activities such as public processes (city council, school committee hearings, meetings; other examples of civic life
  - Outcome 13 and 14 – Community Social Capital survey
EXTERNAL GOAL #2: STRONG PLACE
Lawrence’s physical landscape promotes an environment of opportunity and high quality of life by generating economic development that increases the supply of affordable housing and creates vibrant mixed-use neighborhoods that link housing to infrastructure, green space and commercial development.

<table>
<thead>
<tr>
<th>Initial</th>
<th>Outcomes</th>
<th>Advanced</th>
<th>Indicators</th>
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<tbody>
<tr>
<td>Physical Development</td>
<td></td>
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<tr>
<td>Abandoned dilapidated properties and vacant lots are stabilized&lt;sup&gt;1&lt;/sup&gt;</td>
<td>Increased supply of quality affordable rental housing&lt;sup&gt;6&lt;/sup&gt;</td>
<td>More vacant and abandoned properties returned to productive use&lt;sup&gt;10&lt;/sup&gt;</td>
<td></td>
</tr>
<tr>
<td>More mismanaged properties are legally secured&lt;sup&gt;2&lt;/sup&gt;</td>
<td>Increased commercial office and retail space in the Mill District&lt;sup&gt;7&lt;/sup&gt;</td>
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</table>

| Neighborhood Development | | | |
| Neighborhood activities / social offerings available to residents of North Common and Mill District<sup>3</sup> | NC and the Mill District has a healthy physical landscape that meets the needs of its residents and businesses<sup>9</sup> | |
| More green spaces in North Common and Mill Districts are attractive and maintained<sup>4</sup> | | |
| Businesses benefit from promotional activities in Mill District<sup>5</sup> | | |

Short Term
- Outcome 1 - # of abandoned properties and vacant lots acquired by LCW year to year.
- Outcome 2 - # of mismanaged properties/units that are repaired/restored under Receivership Program (pending)
- Outcome 3 – # of neighborhood and social activities that generate resident participation
- Outcome 4 – # of efforts to generate green spaces, improve existing green spaces and/or reduce trash, graffiti and vandalism in neighborhood
- Outcome 5- # businesses in MD target area that experience an increase in business patronage as a result of promotional activity

Medium Term
- Outcome 6 - # of rental housing units under LCW management exceeds 250 by 2018
- Outcome 7 — #% square footage of commercial space in Mill District (goal of 50,000 sf by 2019)
- Outcome 8 - # of affordable homeownership properties developed by LCW are sold to first-time homebuyers
- Outcome 9 – Healthy mix of neighborhood activity, business activity, resident occupancy, adequate infrastructure, reduced criminal activity?? CIS?

Long Term
- Outcome 10 – Number of acquired properties resulting in quality housing, green space and/or commercial use.
- Outcome 11 — Majority of residents and businesses express satisfaction with conditions of neighborhood/community. Community Impact Survey?
External Goal #3: STRONG SYSTEMS
Lawrence’s institutions and systems effectively support resident aspirations and meet resident challenges.

**Short Term**
- Outcome 1a: Staff knowledgeable about economic issues/barriers affecting residents. Annual Meeting. Participant surveys. Membership “resonance.”
- Outcome 1b: Systemic barrier(s) are identified and substantiated through member resonance and economic/market analysis.
- Outcome 2: Member increases in knowledge and skills from issue-based workshops and training. #s able to articulate issues and participate (need baseline)
- Outcome 3: LCW members’ connectivity with stakeholders increases.
- Outcome 4: joint meetings, shared themes/goals or action steps agreed to; more formal partnerships

**Medium Term**
- Outcome 5: # of LCW members have a seat at the table. Members engage in systems-change coalitions, working groups and activities.
- Outcome 6: Institutions adopt network-engagement practices and/or strategies.
- Outcome 7: Creation of a ‘demand environment’ through which institutions demonstrate commitment to issues of residents and other stakeholders on a permanent basis through organized forums and act on what they hear.

**Long Term**
- Outcome 8: Changes implemented by institutions result in positive systemic outcomes for residents. Barriers are overcome.
- Outcome 9: Lawrence institutions foster an environment of opportunity and stability, supporting upward mobility and promoting high quality of life.
**Internal Goal**

**#1. Financial Sustainability:** Ensure that LCW as an organization is financially sustainable through a combination of revenue enhancements and expense management that generate annual surpluses.

<table>
<thead>
<tr>
<th>Expenses</th>
<th>Outcomes</th>
<th>Indicators</th>
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<tbody>
<tr>
<td></td>
<td><strong>Short</strong></td>
<td><strong>Medium</strong></td>
</tr>
<tr>
<td></td>
<td>LCW internal systems are effective at managing expenses and generating accurate reports for internal and external in order to make good financial &amp; programmatic decisions.(^1)</td>
<td>LCW improves financial stability.(^8)</td>
</tr>
<tr>
<td></td>
<td>Annual expenditures do not exceed revenue;(^2)</td>
<td></td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>Revenue</td>
<td>Increased revenue from individual donors;(^3)</td>
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<tr>
<td></td>
<td>Maintain a healthy # of multi-year funders that contribute $100K+ per year;(^4)</td>
<td>Diverse revenue sources maintained: grants, individuals, real estate, and user fees;(^5)</td>
</tr>
<tr>
<td>Reserves</td>
<td>Board and staff participation in annual giving is 100%;(^5)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Maintain sufficient annual operating contributions from real estate portfolio and projects;(^6)</td>
<td>Operating Reserves are replenished;(^10)</td>
</tr>
<tr>
<td></td>
<td>Maintain and increase cash reserves each year;(^7)</td>
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</table>

**Short Term**

**Outcome 1** – Staff utilize databases monthly to track revenue and expenses; staff process check requests, program fee reports and expense forms on-time and regularly.

**Outcome 2** – 3% annual surplus by end of 2018; each year LCW will set target towards this goal.

**Outcome 3** – Triple revenue from individual donors by 2018. Baseline: In 2013, $194,000 was contributed.

**Outcome 4** – Funding @ $100K + received from at least 6 committed multi-year funders (multi-year defined as a multi-year grant or committed to funding LCW for at least the past 3 years).

**Outcome 5** – 100% board and staff donating.

**Outcome 6** – Real estate portfolio contributions to operating budget exceed $100K each year; real estate pipeline consists of at least one project on annual basis.

**Outcome 7** – Monthly deposits are made to increase the Operating Reserve; 2017 Goal: $480,000; each year LCW will set target towards this goal.

**Medium Term**

**Outcome 8** – By end of FY2020, 3-year trend demonstrates: avg. annual surplus, 3-6 month cash reserves, and account payables are minimal.

**Outcome 9** – Revenue targeted at 5% user fees, 10% individual; 15% real estate; 15% public; 55% foundation/corporate.

**Outcome 10** – Operating Reserves are replenished and maintained above 3-month minimum standard.

**Long Term**

**Outcome 11** – By end of FY2025, 5-year trend demonstrates: avg. annual surplus, 6-month cash reserves, and account payables are minimal.
Internal Goal

#2. Organizational Unity and Brand: Unify and effectively communicate a consistent image and brand for LCW as ONE organization.

<table>
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<tr>
<th>Outcomes</th>
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<tbody>
<tr>
<td>Short</td>
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</tr>
<tr>
<td>Establish a brand identity and unified message for LCW</td>
<td>Short Term - Outcome 1: Branding and collateral materials completed by June 2014</td>
</tr>
<tr>
<td>LCW has sufficient capacity dedicated to strategizing and maintaining LCW marketing and branding standards in a cost effective way</td>
<td>Outcome 2 - Dedicated staff responsible for overseeing and implementing marketing standards and communication strategy, dedicated budget</td>
</tr>
<tr>
<td>Communications plan effectively conveys unified brand and strategy to reach targeted audiences</td>
<td>Outcome 3 - Communication plan completed by June 2015; includes identification of targeted audiences (funders, residents, public officials, other stakeholders) needed to reach mission and specific steps needed to get them on board</td>
</tr>
<tr>
<td>Improved marketing of LCW as a unified organization</td>
<td>Medium Term - Outcome 4: Increase in consistent use of new branding and marketing materials/messaging</td>
</tr>
<tr>
<td>LCW brand is widely understood and consistently articulated by staff, board, and members (internal)</td>
<td>Outcome 5 - LCW brand consistently articulated in internal and external settings by 100% of staff and board</td>
</tr>
<tr>
<td>LCW is widely recognized by internal and external targeted audiences as one unified organization</td>
<td>Outcome 6 - LCW brand consistently understood as reported by 75% of external stakeholders</td>
</tr>
<tr>
<td>Unified message of LCW consistently and effectively conveyed over time</td>
<td>Long Term - Outcome 7: 100% of marketing materials convey consistent message, design, image, and content</td>
</tr>
<tr>
<td>LCW brand is widely understood by community members, stakeholders, funders, public officials, and partners (external)</td>
<td>Outcome 8 - References to LCW by internal and external audiences consistently describe it as unified and illustrate accurate knowledge of how all of the LCW components come together into one organization</td>
</tr>
<tr>
<td>LCW is able to effectively carry out its mission</td>
<td>Dotted Line - Outcome 9 - Longer term outcome</td>
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**Internal Goal**

#3. **Governance:** Increase the effectiveness of the LCW governance structure by ensuring that members are fully engaged and trained to participate and that the Board and Committee compositions reflect the community we serve.

<table>
<thead>
<tr>
<th>Short</th>
<th>Outcomes</th>
<th>Long</th>
<th>Indicators</th>
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<tr>
<td></td>
<td><strong>Increased knowledge and skills of board members in effective governance practices, organizational financial management, real estate development, and fundraising</strong>&lt;br&gt;1</td>
<td>Increased board member utilization of acquired skills and knowledge to effectively serve as stewards and as an ambassador for the organization&lt;br&gt;5</td>
<td><strong>Short Term</strong>&lt;br&gt;Outcome 1 – All board members understand board role; all board members know how to read and understand basic financial statements and real estate pro-formas (understand terms); all board members have ability and initiative to ask questions&lt;br&gt;Outcome 2 – all Board members participate in at least one committee and other activities of LCW&lt;br&gt;Outcome 3 – increased board presence at LCW events; increased staff/member invitations to Board meetings; Board consistently brings information about member needs and priorities to Board discussions&lt;br&gt;Outcome 4 – regular openings on board; Board committees have non-Board member participants; 3 members per year participating in trainings for emerging leaders to build governance skills; more core members running for Board seats</td>
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<tr>
<td>Board members increase their level of engagement in the organization&lt;br&gt;2</td>
<td>Increased # of prepared, qualified and engaged members serving on the board and committees&lt;br&gt;6</td>
<td><strong>Medium Term</strong>&lt;br&gt;Outcome 5 - 100% of board members are actively participating in meetings, taking initiative to ask questions; 50% of board members making public presentations, meeting with funders, serving other roles as ambassadors&lt;br&gt;Outcome 6 – 4-6 people in the pipeline for board seats; 50% of board committees include non-board members: at least 3-4 members annually trained and seeking roles on the Board; multiple qualified candidates for each Board seat&lt;br&gt;Outcome 7 – Board comprises most engaged and active qualified members</td>
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<td>Increased communication and visibility between board members and membership and staff&lt;br&gt;3</td>
<td>Increased accountability of the board to the membership&lt;br&gt;7</td>
<td><strong>Long Term</strong>&lt;br&gt;Outcome 8 - effectiveness measured using Board Source standards&lt;br&gt;Dotted Line - Outcome 9 – longer term outcome</td>
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<td>Increased opportunities and access for emerging leaders to participate in the governance of LCW&lt;br&gt;4</td>
<td><strong>Increased effectiveness and accountability of the LCW governance system – board and committees</strong>&lt;br&gt;8</td>
<td>LCW is able to effectively carry out its mission&lt;br&gt;9</td>
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Internal Goal

#4. Staff: LCW staff have the skills, knowledge and background necessary for high levels of job performance in order to meet community needs and LCW’s strategic outcomes.

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<td>Organized, documented, and implemented staff development plan that is aligned with the need to build staff skills and the overall needs of LCW</td>
<td>Improved understanding of roles and decision making responsibilities across the organization (Board, managers, ED)</td>
<td>LCW has an appropriately trained and effective staff to move the mission forward</td>
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<td>New and current staff have basic knowledge and understanding of LCW’s culture, history, and priorities</td>
<td>Increased confidence, skill and abilities of staff for job performance and collaboration to meet LCW’s strategic objectives</td>
<td>LCW has sufficient capacity (#/types of staff) to meet its programmatic and organizational goals</td>
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<td>Open and consistent communication across the organization leads to improved awareness and knowledge among the staff about key LCW matters – policies, decisions, etc.</td>
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<td>LCW is able to effectively carry out its mission</td>
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**Indicators**

**Short Term**
Outcome 1 – Plan is in writing and used on regular basis; documentation of development needs in staff assessments/evaluations and corresponding training needs identified are evidenced in the plan; results documented annually
Outcome 2 – LCW staff consistently refer to accurate information about history; express confidence in sharing LCW story with others
Outcome 3 – Staff express higher levels of comfort with the information they have and their awareness about pressing and important issues for LCW

**Medium Term**
Outcome 4 – Staff consistently know who to turn to for different issues, express clear understanding of decision-making process
Outcome 5 – Higher performance evaluation results
Outcome 6 – Staff feel that workloads are manageable; decreased levels of work-related stress

**Long Term**
Outcome 7 – Organizational results and community reputation; staff seen and called on as resource for other organizations
Dotted Line - Outcome 8 – longer term outcome
Internal Goal
#5 Evaluation: The culture and practice of evaluation, reflection and ongoing program and organizational improvements are ingrained in LCW and streamlined.

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<td>Systems for evaluation and reflection are established ¹</td>
<td>Performance objectives, benchmarks and metrics are set for organization and departments annually ⁴</td>
<td>LCW is a High-Performing Organization ⁶</td>
</tr>
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<td>Evaluation systems routinely utilized within all departments and across the organization ²</td>
<td>Evaluation systems used effectively to measure progress and improve performance ⁵</td>
<td>LCW is able to effectively carry out its mission ⁷</td>
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<td>LCW is intentional about obtaining feedback and input from the Network to inform strategic programmatic decisions. ³</td>
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**Short Term**
Outcome 1 – Evaluation principles, standard practices and protocols are developed and written; Evaluation Standard Practice Manual.
Outcome 2 – Department results and findings are reviewed, discussed, and recorded at monthly and quarterly meetings within each department and across the organization: Department and senior management check-ins, Board Meetings, Quarterly Department Check-ins, and Data Work Group Meetings.
Outcome 3 – Input and feedback obtained from Members, program participants and stakeholders and how this information is utilized in making decisions is documented through reports, surveys and testimonials.

**Medium Term**
Outcome 4 – Logic Models and Evaluation Plans are proactively developed and/or updated and utilized each year and during planning phase of new program strategies; Dashboards utilized to report on key outcomes.
Outcome 5 – Documented evidence of program changes/improvements following evaluation/reflection

**Long Term**
Outcome 6 – Culture of continuous improvement as core is established; on-going, purposeful data gathering, evaluation and discussion, planning and execution lead to new opportunities, solutions, and enhancements as we strive to achieve our mission.
Outcome 7 – Mission objectives are continuously met.