

North End  
Community  
Improvement  
Collaborative

January 25

2008

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**NECIC Strategic Plan: 2008 – 2012, developed by Consultants Sam Grant and Elena Gaarder to support the newly defined role of the organization as the transformative convener in Mansfield, Ohio**

A Strategic  
Planning  
Framework  
for 2008 -  
2012

### Acknowledgements

NECIC appreciates the role of our strategic consultants in helping to launch this second strategic plan for the organization. We express profound gratitude to Elena Gaarder and Sam Grant for their roles in helping us see our mission more clearly, put it in the context of a compelling vision, and build our capacity to be both strategic and effective over the long-term.

No amount of work by outsiders ever makes the difference. We all know this. It is the assets within each of us and our community that makes the critical difference in facilitating change from the inside out. So, the organization also thanks John McKnight, and the work of the Asset Building Community Development Institute for their work and coaching of NECIC in the development and implementation of an asset-based framework that serves as the core foundation for all of our work.

Finally, it comes down to us, those who live and work in Mansfield, and particularly those with the courage to lead in Mansfield. The Rupp Foundation has been with us from the beginning, and we thank you. The City of Mansfield and Richland County have also been with us all along, and we thank you. We also thank the many community organizations and individuals, too numerous to name, who have helped us get to this point. All staff and Board of NECIC form the inner core that will be responsible for making what we describe in this strategic planning document truly occur – and even, dare we say, be exceeded. So, in honoring our vision, we are honoring each of you. Let’s make it happen on the North End and in Mansfield. Go team!

Sincerely

Deanna West-Torrence , Executive Director,  
 Carol Payton, Board Chair, and  
 Strategic Planning Committee Members<sup>1</sup>

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<sup>1</sup> See list of the strategic planning committee at the end in Appendix A.

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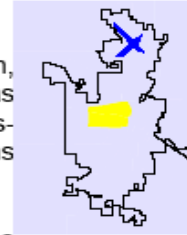
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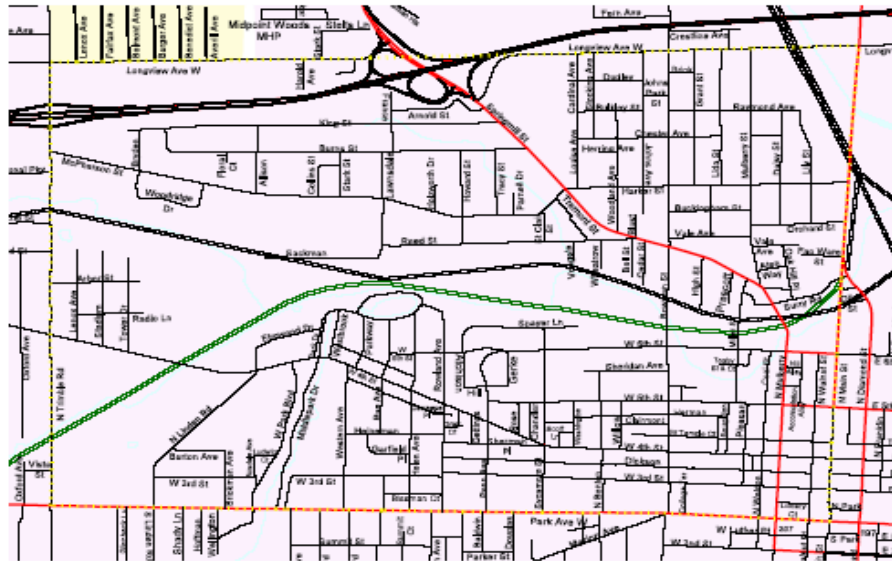
## The North End<sup>2</sup>

### Description

This profile covers an area of Mansfield's northwest side bounded by Main, Longview, Trimble and Park Avenue West. It includes older residential areas as well as areas of new housing marketed to moderate income buyers. Industries drawn by rail and highway access share space with parks and institutions including the city's new senior high school.



The city has undertaken a major redevelopment project to combat blight in the Chamber District immediately west of the downtown Mansfield.

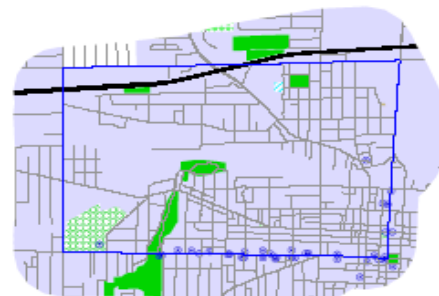


### Key Locations

Churches	18
Hotels	2
Libraries & Branches	1
Major Employers	5
Museums & Galleries	2
Parks & Recreation	9
Public Administration	0
Police & Fire	1
Public & Private Schools	3

### Parks & Historic Sites

National Register	Parks & Recreation
240 Park Avenue West	Ford Hill Park & Pool
250-254 Park Avenue West	John's Park
Jacob Barr House	King Street Park
Seaman Block	Kingwood Center
S.P. Seaman House	Lily Street Tot Lot
Peter Seaman House	Middle Park
Central United Methodist Bldg	North Lake Park
Dow House	Richard Carousel Park
Ruba A. Kern House	Sherman Estate Park (Garden)
Kingwood Center	
John Krause House	
Mansfield Savings Bank	
Oak Hill Cottage	
Park Avenue Baptist Church	
Renaissance Theater	
Richard Trutt Building	
Robert Sarford House	
Soldiers & Sailors Memorial Bldg.	
Vogele Building	
W.S. Ward House	



<sup>2</sup> Taken from Don, analysis of North End

### Strategic Plan Executive Summary:

NECIC contracted with two consultants to complete a five year strategic plan, a 3 year fund development plan, a work plan for fiscal year 2008, and the preliminary development of an evaluation framework. During the days and evenings of January 17 – 20, the consultants worked with all staff, members of the strategic planning committee, and some additional members of the Board of Directors. Inclusive of all participants, 5 staff and 6 Board members participated in all or part of the process.

The early value-add is the strategic planning process itself. The consultants facilitated a level of dialogue that generated a clearer sense of the big picture – what the organization is most critically striving to be and do. The process promoted a greater appreciation for the strengths, the weaknesses, opportunities and threats facing the organization and community. The process also stretched the ‘horizon line’ of the organization – we now see more powerfully into the future that we will lead today.

The process used a variety of tools (mission review, vision construction, SWOT analysis, Gap analysis, force-field analysis, theory of change building and backwards road mapping, strategic issue prioritizing, strategy design, work-planning, and strategic benchmarking), which will be presented and analyzed in this strategic plan. The tools are intended as a way to provide a “baseline assessment” of where things are at now in the North End and in NECIC, and be revisited at least quarterly by Board and staff during each fiscal year of the strategic planning process so that an evolving picture emerges along with evolving capacity in the organization and community.

The organization has identified through this process one most **critical role that defines how the organization will function** – as the transformative convener on the North End. The organization identified three core processes to facilitate 3 strategic goals as a transformative convener.

So, what does this mean? A transformative convener is a new concept created by the organization, which describes a specific approach to convening. Convening, as a transitive verb, means to cause a group of people, associations and institutions to come together that would otherwise not have likely occurred. Transformation, as a process, describes a phase change in a person, an organization or a community. Someone may have been a practicing “addict”, and through a transformation becomes “sober”. A gang-affiliated youth may have been actively involved in criminal behavior in the community and self-destructive behavior internally, and go through a transformation to become a vital contributing member and leader in a community. A neighborhood may once have been going through a stage of significant decline, but through a transformation, becomes a neighborhood of sustainable prosperity.

Therefore, a transformative convener is a person, network or organization that brings diverse people and groups together for the purpose of designing, implementing and leading a process of transformation around the themes and issues for which the people and groups convened mutually desire such transformation. In the case of NECIC, our

themes are assets, prosperity, innovation and transformation. Our strategies are youth development, community economic development, leadership development and organizing. Our issues are the dis-engagement of our young people and their current negative trajectory, our high and growing poverty rate as exemplified by the prevalence of substandard housing and under/unemployment, and the disconnections and isolation of the many assets in our community from each other. Thus, NECIC will play the role of transformative convener – to organize the whole, and each of our parts to create a greater whole – a future for our community and city that is beyond our current foresight and imagination.

There is no other group in the North End, or in the larger spheres of Mansfield or Richland County that currently play this role. It is a special niche “owned” by NECIC, and this offer a substantial value-add to the community. This niche offers a rich return on investment for NECIC at least over the next five years, if and only if it leads well and secures meaningful results with the community.

As a convening force for change, NECIC adopts the collaborative premise defined by Chrislip and Larson (1994): ***“if you bring the appropriate people together in constructive ways with good information, they will create authentic visions and strategies for addressing the shared concerns of the organization and community”***. The critical amendment to this premise for NECIC is that as a transformative convener guided by an asset-based community development framework, it seeks to organize information and leadership feedback loops that harness the diverse assets of the community to realize transformation. It is not operating “on” the community and inputting useful information, but rather building the knowledge base and power cooperatively within the community.

A critical issue identified unanimously by all participants is that the organization is reliant on one funding source currently, and work must be done immediately to diversify the funding base. A second, equally urgent concern is that the organization is so new that it has not yet established a track record as a producer of transformation. In order to secure its own future and work toward a robust vision created in this strategic planning process, NECIC must be highly vigorous over the remainder of fiscal year 2008 to demonstrate concrete results that seed long-term capacity to sponsor transformation in the community. This strategic planning process was explicitly intended to support such an outcome.

NECIC identified three core processes that it will use in all endeavors as a transformative convener. First and foremost, it will always focus on its core role as a convener. The three processes it will consistently use as a convener are: leadership development, community organizing, and collaborations and partnerships. Using these three processes, the organization will work toward realization of 3 core goals: facilitate and foster conditions for positive youth development; facilitate and foster conditions for community economic development; and facilitate and foster conditions for sustainable and effective community-based leadership that drives processes of change according to the vision.

As important as it is to say what the organization IS, it is equally important to emphasize what it IS NOT. **NECIC is not a social service organization.** It has no intention of “running programs”. Its role is to convene people around community objectives and sponsor the establishment of the conditions for transformation to occur and be sustained in the community.

NECIC incubates ideas facilitated by processes that result in change. Through its approach to organizing, leadership development and collaboration, it is constantly “mixing” diverse perspectives and “bridging” social relationships. Given its short history, it is important to highlight 3 phenomenal strengths in the organization.

First, it has a highly committed staff and board who collectively are engaged in and connected to many of the networks of social bonds that exist in the community. Playing the bridging role, it possesses a unique capacity to bring these isolated socially bonded networks together around possibilities for transformation.

Second, it has incorporated a philosophy of leadership and practice that is thoroughly asset-based. The organization does not think first and foremost about what is wrong with people or the community, but rather about the assets among people, associations and organizations that can be mobilized and then organized to sponsor transformation. This core philosophy is critical in its role as the transformative convener.

Third, the organization has already generated waves of excitement and relationship building that effectively seed the necessary and sufficient conditions for it to secure a transformative change agent role during the last half of fiscal year 2008.

The ambitious vision and strategic framework that the organization has set before itself, given a significant negative trajectory of numerous trend lines on the North End, raise many red and yellow flags to recognize and respect as it proceeds. While there are some common dos and don'ts of transformation processes, the significance of these increases exponentially in highly marginalized places characterized by low order, high chaos, and limited existing power for change.

Many consultants would advise NECIC against make an explicit commitment to lead transformation without first establishing a track record of some significance. The two consultants here started with a different vantage point. Since the organization is new, and in a space where significant transformation is both desired broadly and possible, begin with the end in mind – as Steven Covey so simply says in his book *Seven Habits of Highly Effective People* (1990).

By starting with the vision in mind, and organizing all alliances and processes in alignment with that vision, the organization sets the appropriate normative tone for transformation. Such tone-setting is, in fact, the first step in processes of transformation. Once the tone is established, then the organization facilitates broad and deep resonance with the tone in the diverse networks of the community.

So, what are the do’s and don’ts for organizations seeking to facilitate transformation?  
 We will keep it simple and suggest just three primary guidelines of each kind.

Transformation Do’s	Transformation Don’ts
<ol style="list-style-type: none"> <li>1. Do focus concretely on a vision of transformation, leaving it open to revision as you proceed (leaving the transformation intent securely intact of course).</li> <li>2. Do drive transformation, not only with a results-orientation, but a commitment to realizing short-term results that set the conditions for transformation.</li> <li>3. Do use strategic capacity building and communications to prepare and plant both the appropriate leaders and messages that will carry the torch of transformation.</li> </ol>	<ol style="list-style-type: none"> <li>1. Do not make promises that you do not have the capacity to deliver on, and don’t bite off more than you can chew in the short term. In other words, don’t stretch yourself too thin in any stage of transformation leadership.</li> <li>2. Do not preach, but rather perform. Transformation does not occur through words, but through deeds. No matter how necessary your processes, you MUST produce results.</li> <li>3. Don’t forget the vision EVER! Always remember why you started this with each step you take.</li> </ol>

Taking all of this into account, we have developed the following basic strategic framework to guide NECIC over the next five years. Consistent review and improvement of a plan in a complex adaptive system context such as a deteriorating community in an unevenly developed region is mandatory. We recommend, minimally, a thorough strategic review each quarter, and to tie such review in with your evaluation framework and consistently quality improvement process – to be defined later. In order to facilitate the strategic goals, the organization must also implement the operational goals, which are identified below.



**Operational Framework Summary**

Mission: To improve the quality of life for North End residents by identifying, supporting, and connecting local assets and advancing community and economic development in Mansfield’s North End.

Vision: As a result of our efforts over the last 20 years, the North End in 2028 is a community of significant prosperity and innovation. While in 2008 we were considered a drain on the local economy, today we are the leading engine of economic vitality, arts, and positive youth and civic engagement within the city of Mansfield.

<u>Goals</u>	<u>Objectives</u>	<u>Strategies</u>	<u>Timeline</u>
Operational Goal 1: Immediately work to strengthen the sustainability of the organization by adopting and implementing the fund development objectives outlined in this document.	1A. Approval and implementation of fund development framework, starting February 1, 2008.	<ul style="list-style-type: none"> <li>a. Capacity building of staff and board for effective fund development roles.</li> <li>b. Preparation of next grant to Rupp Foundation.</li> <li>c. Identification of other funders and timely submission of compelling grants.</li> <li>d. Implementation of donor organizing, grassroots fund development and endowment campaign.</li> </ul>	Immediate  Early Feb. 08’ Feb.-Apr-08  Apr-Jun 08’ and ongoing
Operational Goal 2: Consider revisions to bylaws that ‘structure’ integrity into the organization’s convening role.	2A. Review and approve, if appropriate, bylaws change at Feb. 08’ Board meeting. 2B. Use convening processes between now and end of year to bring all identified “bridge” roles into Board leadership at next Annual meeting in December 08’.	Strategies <ul style="list-style-type: none"> <li>a. Write re-draft of bylaws.</li> <li>b. Present re-draft for vote by Board.</li> </ul> <ul style="list-style-type: none"> <li>a. Identify and connect with potential “bridge” representatives and prepare them for presentation of how their assets help propel the NECIC vision at the next annual meeting.</li> <li>b. Implement new leadership structure in December 08</li> </ul>	2/01/08 Feb 08’  Feb-Nov 08’  December 2008
Operational Goal 3: Update mission statement with added purpose statement and map.	3A. draft, review and approve updated purpose statement and mission statement with map.	<ul style="list-style-type: none"> <li>a. Draft purpose statement</li> <li>b. Review and approve purpose statement</li> <li>c. Develop and distribute marketing materials with mission, map, vision and objectives.</li> </ul>	Feb. 08 Feb. 08 Mar-Apr 08’

**Strategic Framework Summary**

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Goals	Objectives	Strategies
<p>Goal 1: Develop and implement an inter-generational organizing and leadership development model through which our transformative convening role is facilitated on the North End.</p>	<p>Launch leadership development program with first 20 leaders in March 2008.                      Train and engage 300 leaders in transformative convening roles by 2010.                      Engage leaders and their constituency bases in constant organizing and re-organizing to realize the vision through the strategic planning period and beyond.</p>	<p>Review and approve leadership development model submitted by consultant, Sam Grant.                       Identify and recruit first cohort of trainees to participate in leadership development program, preparing them in a train the trainer model so they help us extend the leadership development campaign.                       Incorporate a participatory empowerment evaluation model, so that we are able to learn through the stories and experiences of our growing leadership base, how their leadership is making a difference, and what opportunities and challenges we need to pay attention to.</p>
<p>Goal 2: Develop and implement a community economic development campaign that builds on our existing work, and addresses the complex and intersecting housing, job and business development challenges on the North End.</p>	<p>Organize and facilitate housing convening by end of April 2008, and use this to begin development of a long-term plan for housing stabilization and renewal.                       Organize and facilitate comprehensive community economic development plan, with the initial planning meeting in June 2008.                       Design and implement the identified strategies through 2012 and beyond to realize outcomes.</p>	<p>This housing convening was already planned before this strategic planning process, and is already set to occur before the end of April.                       The housing convening, will be followed up by a broader comprehensive community economic development planning process that focuses on housing, jobs, business, and community development . This comprehensive plan is intended to spell out more specifically how the community will organize and win viable strategies in the areas of housing, jobs, business and community development.                      - Define outcomes for comprehensive plan                      - Develop outline for comprehensive plan elements                      - Organize participation in planning process                      - Facilitate strategic plan                      - Implement goals and objectives identified in the planning process.</p>
<p>Goal 3: Develop and implement a positive youth development strategy to increase school and life success of young people and connect them through our inter-generational organizing and leadership development model.</p>	<p>Design and implement a positive youth development strategy that constructively engages young people in the community in improving their own lives and the community concurrently.</p>	<p>-Recruit and train first cohort of youth                      -Define positive youth development model                      -Implement train the trainer model with first cohort                      -Connect youth leaders with elders and engage in inter-generational organizing and leadership model</p>
<p>Goal 4: Eliminate Blight                      Goal 5: Promote/Preserve Affordable housing                      Goal 6: Promote Community Driven Housing Redevelopment Activities. Board approved 2/3/10.</p>		

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**NECIC Mission Statement**

***NECIC’s original mission was - to provide and support programs for children, families and individuals who are affected by social and economic problems. The Collaborative helps people discover options, enhance skills and make choices that lead to self sufficiency and positive community involvement.***

This mission was revised, over the summer of 2007, through dialogue of the Executive Director with staff and board input as follows:

***The new mission of NECIC is to improve the quality of life for North End residents by identifying, supporting, and connecting local assets and advancing community and economic development in Mansfield's North End.***

After significant dialogue about the mission, the strategic planning committee determined, on January 19, 2008 to honor it as written without change and to supplement it with a purpose statement that more fully describes how we will carry it out.

**Draft Statement of Purpose for review at February Board meeting**

***NECIC exists to convene residents, churches, businesses, associations and organizations on the North End for the purpose of community transformation. A wealth of assets exists among North Enders that is isolated and under-utilized, and in fact, dis-organized. Playing the role of transformative convener, NECIC will bring the inner assets and wealth of the North End together with supportive external assets (financial institutions, foundations, government, business, universities and colleges, faith-associations) to transform our current reality in accordance with our vision.***

***While our community's current reality is one of significant hardship, isolation and marginalization. NECIC sees beneath these conditions to the untapped wealth through which an amazing opportunity for innovation, prosperity and transformation is born, once organized. NECIC will be that force that organizes our whole community that bridges the divides that isolate the range of assets within our community and between our community and others, and that fosters the conditions for self-organizing of innovation, quality of life across the lifespan, mutual prosperity and sustainable community development.***

This draft statement of purpose will be reviewed, revised and then approved at our February Board meeting.

**NECIC Vision Statement<sup>3</sup>**

**As a result of our efforts over the last 20 years, the North End in 2027 is a community of significant prosperity and innovation. While in 2008 we were considered a drain on the local economy, today we are the leading engine of economic vitality, arts, and positive youth and civic engagement within the city of Mansfield.**

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<sup>3</sup> Adopted during strategic planning process on January 17, 2008.

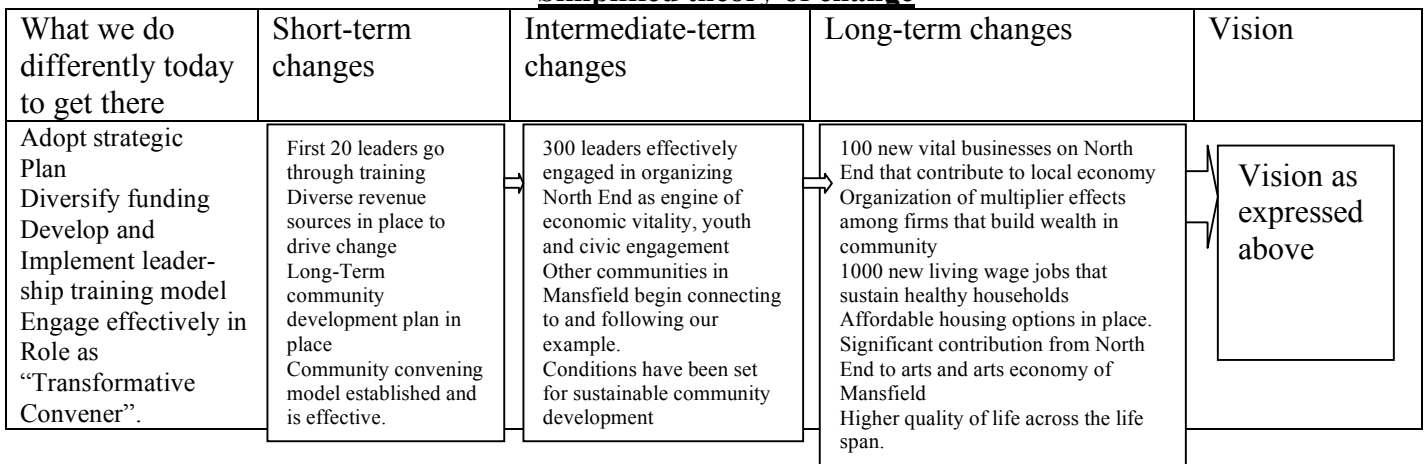
This initial vision draft was brought to us by the two consultants, based on their understanding of NECIC’s mission. They taught us that envisioning is about practicing your imagination muscles, and then using a strategic planning process to build a backwards road map from the vision to your current situation. While this draft vision was intended for instructional purposes only, it so deeply resonated with all of us, that we immediately said, no – we don’t need to go through a visioning process because THAT is our vision! So, as of January 17, 2008 we adopted this as our working vision statement to be tested and open to revision as we implement our strategic plan.

The vision statement describes an end picture of where we will be in 20 years by being successful today. We were encouraged to stretch far enough out into the future to push the organization to really think critically about what is most important today.

The core themes identified in our vision include: “community”, prosperity”, “innovation”, “leading engine”, “economic vitality”, “arts”, “youth and civic engagement”. By simplifying, we reduce this list to three essential thematic areas: prosperity, innovation and sustainable community development. These three themes then become the core drivers in our theory of change.

Two core assumptions are not voiced in the vision statement, which have been core to all our dialogues about community and economic development on the North End: a) that we will always use an asset-based approach; and b) that we will always do our work in a way that delivers a higher level of equity and engages those at the margins socio-economically as co-leaders of the process and co-owners of the outcomes and benefits.

**Simplified theory of change**



Two critical concepts are discussed in this plan, which are not well understood: self-organizing, and leadership in unpredictable contexts. We define these concepts below.

*Self-organizing* – a critical concept in strategic capacity building work that describes the most essential outcome goal of a developmental process – sponsoring a shift in attitudes, commitment, capacity and practice to the tipping point, at which point people will continue to carry out the pattern and practice, shedding those patterns and practices we desire to see replaced. For example, how do we set the conditions so that the marginalized and dis-engaged youth in the North End are completing school and engaging positively in the community, instead of current patterns? How do we reach the point at which our youth and adults have meaningful pro-social outlets and use them consistently, and also have economic means to assert their own healthy lifestyle preferences, and contribute constructively to the community?

*Leading in unpredictable contexts* – If many things are not within our control, how do we then promote change? Leading in unpredictable contexts is possible, and truly necessary, so how does NECIC offer such leadership? First of all, it requires being intimate with the local environment and the way that regional, national and international forces impact our capacities and goals. A good environmental scan is a starting point, but it is important to do environmental scanning processes regularly – so that NECIC stays in step with current and projected environmental conditions. Strategic partnering is essential in such work. NECIC has started in this direction. The strategic planning process must incorporate a long-term plan of action to sustain the capacity of the organization AND build capacity of residents and community partners collaboratively.

*A few key guidance question were used to drive the strategic thinking process, which follows. The questions are:*

1. *What are the patterns we see?*
2. *What can we learn from these patterns?*
3. *What new pattern/s would we like to install, and how do we plan and proceed to realize these new patterns?*
4. *What are the design considerations we need to think about within the organization and with our existing and potential partners?*
5. *How do we Manage Change effectively now, and along the way?*
6. *What conflicts do we need to resolve now, and what potential conflicts are on the horizon as we proceed?*
7. *How do we Evaluate Performance, and put in place a performance management and evaluation framework to guide success?*
8. *How do we efficiently Adapt, so that we remain on the leading edge of change?*

**NECIC Strategic Themes and Benchmarks for capacity building and transformation**

The work of the organization over the next five years will focus on both internal capacity building as well as three primary program areas, including:

**Intergenerational Organizing and Leadership Development-** To act as a catalyst for the engagement, connection, and involvement of all community stakeholders through community organizing strategies.

Goal	Short-term benchmarks (next 6 months)	Intermediate-term benchmarks (6 months to 3 years)	Long-term benchmarks (3 years to 5 years)
Develop and implement organizing and leadership development model that connects all generations together to lead transformation of the North End.	-Establish leadership program -train first cohort of leaders and your leadership development conveners -Raise funds to initial leadership base for their roles. Engage leadership base as co-conveners of community transformation agenda.	300 leaders will be trained and engaged through collaborative convening process. Leaders will effectively work with collaborative partners and residents to facilitate the 3 goals of the NECIC.	Convening leads to emergence of new positive conditions in community.  Leadership base sustains and replaces itself over time.  Healthy inter-relationships between all age cohorts are sustained, leading to positive outcomes in community.

**Community Economic Development-** To stabilize and improve the housing infrastructure of the North End neighborhood in order to promote stability and encourage wealth creation, and stabilize and improve the employment and business infrastructure of the North End neighborhood in order to promote economic vitality.

Goal	Short-term benchmarks (next 6 months)	Intermediate-term benchmarks (6 months to 3 years)	Long-term benchmarks (3 years to 5 years)
We effectively convene community to promote sustainable housing and economic development on the North End.	Housing Convening in March 2008 generates greater capacity for community development  Comprehensive community development planning process launched in June 2008 defines critical benchmarks for success through 2027.	Community implements 20 year comprehensive plan Diverse base of community and external stakeholders commit to partner in realization of the long-term plan.	Community has made substantive headway on implementation of the comprehensive community development plan, and has built capacity to carry out initiatives not earlier imagined, but for which capacity and competence are securely in place.

**Affordable Housing** – On February 3, 2010 the Board of Directors amended this strategic plan to incorporate affordable housing goals as part of the organization core work.

- Goal 1: Eliminate Blight
- Goal 2: Promote/Preserve Affordable Housing
- Goal 3: Promote Community Driven Housing Redevelopment Activities



**Positive Youth Development-** To successfully develop and implement community based organizing with the youth of Mansfield’s North End community through leadership development programs, service learning activities, cultural enrichment programs, academic and personal support components.

Goal	Short-term benchmarks (next 6 months)	Intermediate-term benchmarks (6 months to 3 years)	Long-term benchmarks (3 years to 5 years)
Design and implement a positive youth development strategy, with the support of elders engaged in our elders organizing strategy.	<p>First 20 youth are identified and trained.</p> <p>Positive and sustainable connections established between youth and elders.</p> <p>More community-based organizations enroll in positive youth development approach.</p>	<p>150 youth have been trained as peer leaders, and are guiding more than 500 youth in positive youth development activities in the community.</p>	<p>New resources, including schools are available locally to support positive youth development and engagement.</p>

**North End Strategic Capacity Building and Action Plan**

NECIC needs to build capacity in several areas over the next six months, in order to effectively achieve these objectives. We can think about it as the organization having the “hardware”, which is the people and institutions and networks, and that now we are adding the “software”, which are the tools and capacities to promote and sustain transformation.

Below, we simply identify the areas that we need to work and the next steps we need to take to realize success in each area. The next six months, the remainder of our current fiscal year is critical to success of our plan.

**6 Month Action Plan**

Operational Goals	Transformative Convener Role	Organizing & Leadership Development Roles	Positive Youth Development (PYD) Role	Community Economic Development Role
<p>Diversify funding base</p> <p>Train all Board and Staff in transformative convener role and how to use this role to facilitate organizing, leadership, youth, and community economic development.</p>	<p>Practice with leadership development training in March, and Housing Convening in April. Then take to next level with launch of comprehensive strategic planning process in June.</p>	<p>Define philosophy and approach to organizing and leadership. Train and engage leaders Organizing alliances to support leadership engagement.</p>	<p>-Learn more about PYD -Begin doing one to ones with potential youth leaders. -Do Youth leadership development workshop in June.</p>	<p>Learn more about community economic development planning, look at models of other CED comprehensive plans. Do organizing to prepare for comprehensive plan initiation in June 08.</p>

**NECIC Proposed Evaluation Framework**  
**A FIVE-TIERED APPROACH TO PROGRAM EVALUATION**

TIER	PURPOSE	TASKS
Tier 1: Program Definition	<p>Document need for a particular program in a particular community.</p> <p>Use literature/community wisdom to justify proposed program relative to community needs and assets.</p> <p>Define proposed program.</p>	<p>Work with stakeholders to assess community needs and assets.</p> <p>Review pertinent literature/experience base.</p> <p>Describe the program’s vision, mission, goals, objectives, and characteristics.</p>
Tier 2: Accountability	<p>Examine if the program serves or supports those it was intended to serve in the manner proposed.</p>	<p>Identify stakeholders</p> <p>Document program participation, activities, and how services are delivered.</p>
Tier 3: Understanding and Refining	<p>Improve program by providing program information to program staff, participants, and other stakeholders.</p>	<p>Gather program satisfaction information.</p> <p>Examine “fit” between information collected in Tiers 1 and 2.</p> <p>Examine process-related information and lessons learned.</p> <p>Identify program strengths and weaknesses.</p>
Tier 4: Progress Toward Objectives	<p>Document program effectiveness and outcomes.</p>	<p>Select outcome indicators and identify measures that are considered valid by program stakeholders.</p> <p>Decide on design and data analysis.</p> <p>Report findings</p>
Tier 5: Program Impact	<p>Demonstrate long-term improvements in quality of life for those involved.</p> <p>Demonstrate program sustainability.</p> <p>Suggest program models worthy of replication.</p>	<p>Plan to document long-term impact.</p> <p>Provide evidence of sustainability.</p> <p>Identify and document program components worthy of replication.</p> <p>Distribute findings of impact.</p>

**Appendix A:**

**NECIC Committee Structure and Participants in Strategic Planning Process**

**NECIC Committee Membership Roster**

**Communications/Public Relations Committee:**

Deanna West-Torrence  
Jermaine Bounds  
Paul Kemerling  
Carol Payton

**Finance Committee:**

Joe Mudra (Chair)  
Randy Parker  
Deanna West-Torrence  
Paul Kemerling

**Strategic Planning/Governance Committee:**

Paul Kemerling  
Jermaine Bounds  
Joan Day

**Personnel Committee:**

Paul Kemerling  
Carol Payton  
Rev. James Cosby

**Executive Committee:**

Randy Parker  
Rev. James Cosby  
Joe Mudra  
Carol Payton

**Participants in Strategic Planning**

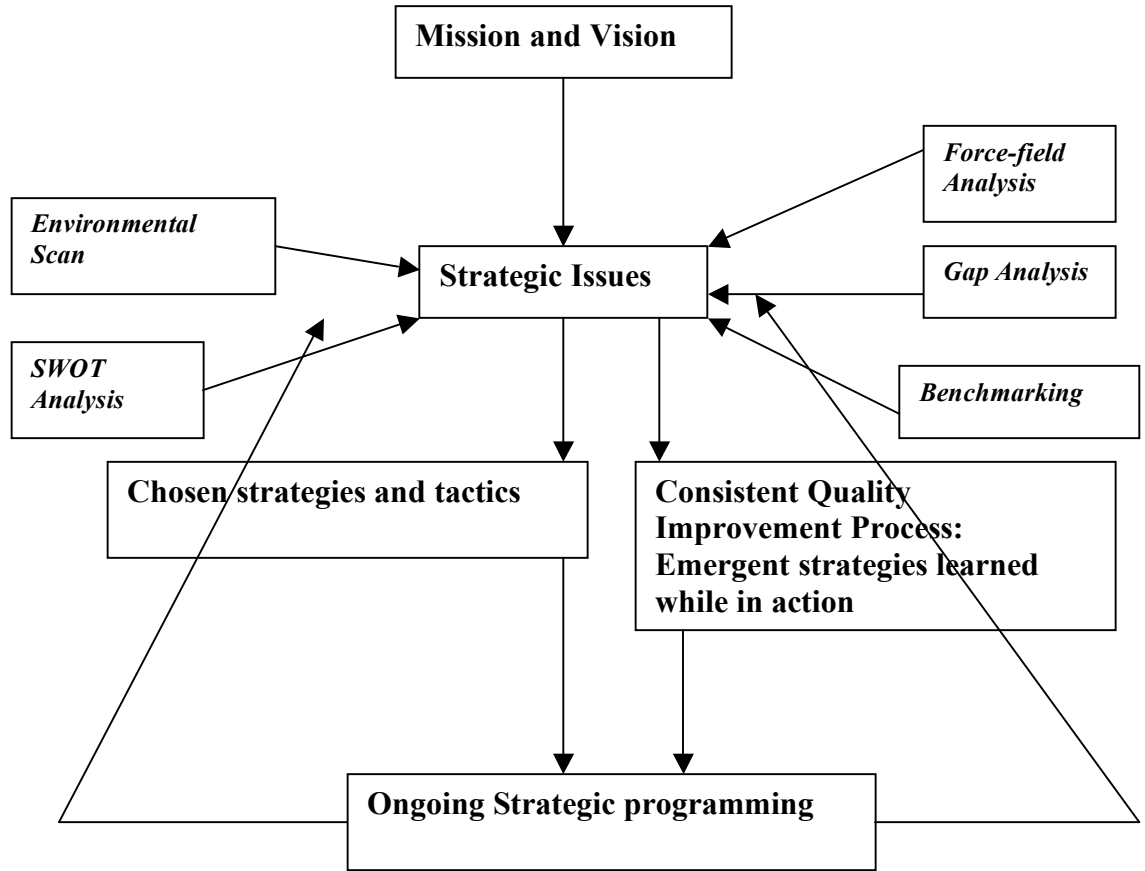
**Deanna West-Torrence, Paul Kemerling, Joan Day, Jermaine Bounds, Staci Wilder, Ducky (insert formal name), Dorothy Brightwell and staff Jean Taddie, Becky (insert last name), Tony (insert last name), Sam Dunn**

**A. The Ujima Creations Consulting Strategic Planning Framework  
Moving From Vision to Action<sup>4</sup>  
(Summary of strategic planning steps)**

<b>Steps</b>	<b>Purposes</b>	<b>Questions</b>
<b>1. Analyze the current situation</b>	<b>Understand what is going on, how issues are being addressed, if at all, and how to organize assets of the community and organization.</b>	<b>What are our strengths, weaknesses, opportunities, and threats? What assets are we building on? What challenges must we overcome?</b>
<b>2. Define a common vision</b>	<b>Develop consensus on a long-term vision.</b>	<b>At its ideal, what would or community be like at the defined point in the future?</b>
<b>3. Develop or refine mission</b>	<b>Develop consensus on role of organization in reaching the vision.</b>	<b>What is our appropriate role?</b>
<b>4. Analyze forces affecting current situation and vision</b>	<b>Identify forces that may support or impede the vision.</b>	<b>What are the forces that may propel or impede progress toward our vision?</b>
<b>5. Involve the community in as many ways as possible and appropriate</b>	<b>Ensure that those critical to success of our initiative are involved as soon as possible.</b>	<b>Who do we need to involve? When will we involve them? How will we involve them?</b>
<b>6. Set goals and objectives to reach vision</b>	<b>Define the goals and objectives that move NECIC from the current situation to the vision.</b>	<b>What specific steps do we need to take to achieve our vision?</b>
<b>7. Analyze factors affecting goals and objectives</b>	<b>Determine the factors that may support or impede realization of goals and objectives?</b>	<b>What factors may get in the way of NECIC achieving the goals and objectives?</b>
<b>8. Develop strategies and tactics to achieve goals and objectives/ revise goals and objectives if necessary</b>	<b>Determine what strategies and tactics best help NECIC achieve goals and objectives.</b>	<b>What strategies and tactics do we need to put in place to make sure we do achieve our goals and objectives?</b>
<b>9. Plan for sustainability (funding, staffing, community relations)</b>	<b>Ensure long-term sustainability of NECIC.</b>	<b>What sources of funds and community support can we draw on to sustain NECIC’s efforts?</b>
<b>10. Implement Strategies</b>	<b>Develop concrete and achievable work plans and define who is responsible for what to keep NECIC on track.</b>	<b>Who will do what? When? How are we accountable to NECIC and community?</b>
<b>11. Evaluate consistently</b>	<b>Design an approach to evaluate the progress NECIC is making, and to consistently improve the way NECIC works.</b>	<b>Is what we are doing working? How can we do even better?</b>

<sup>4</sup> Adapted from “Practical Planning Models” Figure 2 “ Moving from vision to action”, [www.arc.gov/index.do?nodeId=908](http://www.arc.gov/index.do?nodeId=908), based on “Moving from vision to action: A guide for planning community change. June 2002, MDC. Inc.

**The analytical tools used in the Ujima Creations toolkit applied to develop strategic plan with NECIC**



### **Appendix C: Gap Analysis**

Once an organization has defined its mission and vision, it is important to think about the “gap” between where it is and what results it wants from its leadership. Our mission and vision are defined on pages 10-11 of this document. We need to reflect on how we got to where we are, and how we can effectively guide the community forward toward the vision.

We start with a background on the community, and follow it with a background on the organization. In closing the gap analysis, we indicate our “growth strategy” or “engagement strategy” to close the gap between the assets and capacities we have now to those we will need to realize the vision.

#### **Community Background**

The North End has a population of just over 8000 people, more than 70% of whom are low to moderate income. Whites and blacks together make up more than 95% of the population, but there is a stable presence in our community of American Indians, Asians, Hispanics, and mixed racial-ethnic identities.

The population today is about the same as it was in 1980, after a noticeable decline in the mid to late 1980s, which shifted upward after 1990. People filled in to access the cheap housing available, but with our significant portfolio of substandard housing, we do not have an adequate housing stock to support future growth in the community. On the North End, it costs far more to rehabilitate an existing unit of housing than it does to tear one down.

Two negative housing and land conditions are prevalent on the North End: a) too much housing in substandard condition – estimated at 60% or more; or b) too much under-utilized and/or vacant land. The efforts of NECIC are intended to turn around both these conditions, through a partnership of community development organizations, the city, businesses, the county, the state and foundations.

Two negative conditions define the current job and business development climate on the North End: a) while a recent assessment indicates that there are more than 400 businesses on the North End, not included the great range of informal enterprises, most firms do not hire local North Enders at sufficient scale to generate income and assets among households; and b) a combination of forces add up to a spatial and jobs mismatch for North End residents in light of the opportunity structure in this region of Ohio. Residents typically lack access to public transportation or personal vehicles to get to where the good jobs are, and there is also a gap between the skills residents may possess and the range of jobs that are available nearby. Further, many of the jobs that are created locally do not pay a wage sufficient to lift a family above poverty, and are therefore not attractive, even as “starter jobs” to many residents currently.

Two negative conditions also define the current context in which the community seeks to promote a positive youth development strategy: a) the community has experienced a

decline in local school choices and supportive programs available; and b) there is a growing negative perception of our youth coincident with increasing dis-engagement of our young people from positive engagement in our community and in school.

At the present time, NECIC recognizes a critical gap between these negative conditions, and our capacity to guide the community toward their transformation. This strategic plan is intended to boost our internal capacity and community capacity to generate sufficient organizational and community competencies to realize the vision.

Additionally, and significantly, the community has 3 trend lines that are of great concern: a much higher poverty rate, a much lower median income, and a much lower owner occupancy rate than the average for Mansfield as a whole. While our number of single parent households is very high, the city average has been steadily catching up with us since 1990. The employment trajectory has been greater on the North End than for the city as a whole over the last decade, but with our much higher population at or near poverty – the challenge is not only in securing and sustaining work, but also in securing and sustaining wealth.

**Organizational Background**

Established with the support of the Fran and Warren Rupp Foundation as an organization positioned to support grassroots and other community initiated efforts, NECIC will function as a means of community mobilization and organizing within the North End of Mansfield, Ohio. Utilizing an asset based approach, the organization will conduct periodic needs assessments and capacity inventories to assess the current environment, train and support neighborhood residents in solving their own problems, and link grassroots initiatives to existing organizational resources.

The Collaborative works to address systemic issues related to health, poverty, crime, education, employment and overall community development by forming on-going working relationships with businesses, government, non-profit organizations and faith-based institutions. The organization does this by playing the role of “transformative convener” as described in this strategic plan.

**NECIC Accomplishments**

To begin the process of creating sustainable change in the North End, NECIC was established, securing their 501c3 status and appointing a board of directors comprised of residents, government stakeholders and representatives of community based organizations. Over the last year, NECIC has accomplished a number of significant outcomes:

- The Board of Directors conducted an initial strategic planning session in July 2005 to identify initial program and operational focus areas for the organization.
- The organization received support from the Fran and Warren Rupp Foundation, Richland County and City of Mansfield which allowed NECIC to operate with North End community leader, Deanna Torrence as interim director and to hire North End residents as community organizers.

- Organizational by-laws, fiscal policies, insurance and banking relationships have been established, providing the necessary framework for a strong, accountable organization.
- Staff completed a community survey in the summer of 2006 that included feedback from over 100 residents on issues and opportunities in the North End and identified potential volunteers to support future NECIC activities.
- With the support of the Fran and Warren Rupp Foundation, residents and NECIC staff worked to develop and began operating the Community Tool Shed project, which lends tools to North End homeowners for property maintenance and repair. A kick off for the project was held on March 31, 2007.
- With the support from the Fran and Warren Rupp Foundation, a Small Grants Program was launched in March 2007, with 11 small grant applications submitted and funded to date. The program is designed to encourage community building activities in the North End by resident groups of two or more individuals. Example activities include neighborhood barbeques, back to school events and beautification projects. A vacant lot that currently acts as an informal dumping site will be made into a community garden space through the Fran and Warren Rupp funded Small Grants Program.
- The NECIC Youth Council, a group of youth leaders from the North End, partnered with the Renaissance Performing Arts Center (RPA) to organize a *Mansfield Idol* youth talent contest. The partnership, a first for NECIC and RPA, brought together over 300 youth and families to attend a youth organized event at RPA, the premiere theater performing space in Mansfield.
- 10 seriously substandard homes have been demolished to date with our strategic community development partners.
- Households needing emergency support to improve weatherization and viability of their homes have been identified, and we are now implementing an emergency response home improvement strategy to reach those homeowners most in need with grants from a combination of sources of up to \$15,000 to stabilize their housing – and thereby improve our community.
- An elders leadership strategy has emerged. It is not an “elders program”, but rather the engagement of elders in the community as a key convening force for change. So far, 47 elders have participated and will be engaged as an important leadership base to promote community transformation.

Overall, the staff and Board have made significant progress in establishing NECIC as an organization committed to working with residents and stakeholders to create lasting improvements in the North End. NECIC’s successful efforts are turning the North End resident’ resignation and skepticism around as more and more community members engage in the planning and programming in their neighborhood. The larger Mansfield community is also taking notice of the momentum and looking to participate with residents in and organizations that serve the North End.



**Gap Analysis Charts**

Review goals and objectives and consider gaps between where we are and where we need to go to accomplish with necessary capacity. Review strategies and tactics and consider gaps between where we are now and where we need to be to work toward our vision.

1. Define the gap between our current situation and vision. Are we at the starting line, 25% of the way there, 50% of the way there, or just where are we? As much as we have accomplished in a short time as an organization, we sense that when we measure ourselves by the vision, we are just now approaching the starting line.
2. How do we know we are where we say we are?

It is with the firm establishment of our early base of leaders and an effective convening process that organizes partners and assets around our 3 objectives that marks when we are “on the way”.

3. What assets does NECIC currently have to build on?

Assets	How we will engage the assets
Elders	The successful work with elders up to now will be engaged as the starting point to facilitate an inter-generational leadership development and organizing model for the whole community.
Churches	We have 28 churches and 32 pastors on the North End. We have started building relationships with them all, and will determine with each of them how to effectively engage them in partnerships around our three core goals, and their own strategic goals.
Businesses	We have identified more than 400 businesses that exist on the North End, not including many informal businesses that people operate out of their homes. We will encourage businesses to hire residents, invest in our young people, and organize multiplier effects to grow a locally vital economy. We will assess the strengths of our local economy and identify ways in which the North End can become a source of innovation for the region, and organize business alliances accordingly.
Non-Profit Organizations	Establish appropriate partnerships and alliances through convenings.
Schools	Establish appropriate partnerships and alliances through convenings.
Artists	Establish appropriate partnerships and alliances through convenings.
Young People	-Organize as leadership base to implement a comprehensive positive youth development strategy and connect it to our inter-generational organizing model.
Strong Staff and Board of	-Engage, learn, and co-evolve with our community.
NECIC Foundations	-Provide financial and in-kind services as partners in our vision.
Individual Donors and Creativity	Identify, organize and sustain investments

4. What barriers get in the way of NECIC being effective right now?

Barriers	Ways to overcome barriers
1. Lack of diverse funding	Diversity funding base, starting immediately.
2. Lack of long-term support	Develop and implement fund development plan for next three years that seeds capacity for long-term work with locked-in diverse funding sources.
3. Lack of community and institutional will for long-term collaborative approach to change	Use convening process to build community capacity and determination for success according to the vision.
4. Lack of long-term community development and transformation strategy.	Convene community to develop and implement a long-term comprehensive plan for community transformation.

Capacity Mapping: Please rank from 1 for low to 5 for high, the following organizational capacity factors:

1. Do we have a strategic plan in place - Yes
2. Do we have resources in place to carry out the plan – Not yet
3. Do we regularly review and improve the plan – it will be reviewed quarterly by strategic planning committee, staff and board.
4. Do we have a resources sustainability plan in place – Yes, and this will be reviewed monthly.
5. Do we have a good relationship with out funders? Yes – excellent relationship with Rupp Foundation, but have not developed relationships with other potential funders.
6. Do we have a diverse mix of funding sources? No
7. Do we have a good relationship between the executive director and the Board – YES
8. Does the Board effectively demonstrate capacity to manage its fiduciary, mission, and community accountability roles – Yes, but the board is new and will need regular capacity building to serve its role most effectively.
9. Are the appropriate stakeholder connected to our organization in the right way? Or, what is the quality of our partnerships and community relationships? – Yes, the organization has relationships that span the diverse networks on the North End. These networks are currently isolated and the work of NECIC will be to bridge the networks for sustainable community development.
10. \_\_\_\_ Do we have a solid evaluation plan in place and do we revise and improve it – Yes, we developed our initial framework in this strategic planning process and will review it monthly.

**Appendix D: Environmental Scan**

**General Guidance Questions**

1. Who, if anyone, is doing work similar to NECIC in Mansfield, OH? **No other organization is similar to NECIC in the area.**
2. What are the most important things that need to be done, relative to our mission, that are being done insufficiently, if at all? **Significant emphasis needs to be placed on community involvement, starting with our elders, with whom the organization has developed relationships and assets. Additionally, addressing the critical employment and poverty rates is crucial to turning around the North End’s current conditions.**
3. What are the strengths that NECIC brings, around which NECIC ought to consider focusing its priorities? **NECIC is starting to be known as the go to source for social possibilities in the North End. Therefore, establishing a powerful convening capacity is of utmost importance to the future of the organization and community.**

**Specific Guidance Questions**

1. What are the most important challenges facing NECIC and those who are socio-economically marginalized in Mansfield, OH? **People feel a heavy sense of hopelessness and powerlessness, given the dire circumstances in the political economy. With new leadership in place that understands and appreciates the challenges facing North End residents, racism is raising its ugly head – and posing a significant threat to progress. Addressing racism head on with innovative programming and social marketing is just as critical as carrying out the ongoing day to day work of NECIC.**
2. How effective are our current strategies and tactics to address these challenges? **NECIC is new, and this is the greatest internal challenge now. We have to work hard to establish our reputation as an organization that gets things done. To date, our work with elders stands out as a source of momentum. Our recently completed economic survey is also a good start. Now it is important to build on successes and plan next steps strategically to build both the power and capacity of the organization, our residents and our partners.**
3. What are the most important assets within NECIC, and how well are we engaging these assets? **NECIC has a good staff and Board. Board members have stepped up and taken leadership in reaching out to the community. Now, our challenge is to build on these internal assets and connect our capacities to our constituency bases in the broader community – particularly the churches, businesses, elders, youth and families in poverty.**
4. What is the appropriate balance of development, services, advocacy, organizing and capacity building that we ought to be doing as an organization? **NECIC has made a commitment to be a holistic convening collaborative –that mobilizes and organizes the assets of the community for effective self-determination. We cant do everything, so how do we lead in a way that honors our strengths and those of others most strategically? Answering this question over the coming weeks is critical to the utility of this strategic planning process.**

5. How will we reach that balance, and evaluate that balance over time? **The Fund Development Plan helps define a growth plan, which will be tied to the concrete work plan for 2008-2009. The key leadership role to prize for now is the convening role. Strive to enroll residents, associations, and institutions as allies in making the plan happen. A true collaborative process is essential to turn around the critical challenges facing the North End. As we do the gap analysis and recognize where there are not other organizations or associations to step up and co-lead with us, then it is in those situations that the organization should consider building a capacity to respond as a programmatic leader.**
6. What different strategies and tactics do we need to consider putting in place in distinct stakeholders and affected constituencies? **We hear a strong interest in leadership development as critical, as well as making a difference with key campaigns – that with elders and the one on disproportionate minority contact and confinement. We want to support you in building strong programming here, as well as in other areas identified over the next couple of weeks.**
7. What do we do best as an organization, and is this something we should do more of? If so, how? **The *convening role* is the one to highlight – it seems. One respondent to our initial queries stated that “the community has been social serviced to death”, and that such services do not lead to self or community empowerment. We recognize this as a common challenge facing communities similar to the North End.**
8. What are our weak spots as an organization, and what, if anything, should we consider doing to turn weaknesses into strengths or bracket them off to eventually break them off from our portfolio? **The newness of NECIC is our most critical weakness. The way to address this weakness includes two things most fundamentally: a) taken on the appropriate campaigns effectively with broad and deep community engagement; and b) an effective media and communication strategy to use our successes as a momentum building force for community transformation.**
9. What are the most important new challenges facing our community that it is most appropriate for NECIC to lead on – and how close are we to capacity and legitimacy to lead? How do we move and lock ourselves into leadership capacity in this/these roles? **The employment and poverty crises stand out to respondents as most critical, along with the rising tide of racism and the deeply internalized marginalization among the poor and young people in the community. Leadership development, again, as a strong programmatic component will make a critical difference here. It takes some time to get a sufficient base of leaders through a leadership development campaign before they are able to collectively generate tipping points for significant change in the community. Malcolm Gladwell, who wrote the book – The Tipping Point – suggests that a leadership base of around 150 is an appropriate number to gain in order to secure sustainable change in a community.**

## Environmental Scan Analysis

### The Environmental Scan

(analysis of key historical trends and forces, how they are alive today, and what relevance they have in our planning process)

- **Key Trends**
- Over the last 20 years, the North End has experienced a significant decline in industrial mix, housing quality, employment, in living wage work, a loss of schools and community supports for youth, and an increase in poverty, substandard housing, predatory lending, foreclosures, trash, decay, community disorder, unemployment, hopelessness and apathy.
- **General Trend Line: significantly negative**

### The Environmental Scan

(analysis of key historical trends and forces, how they are alive today, and what relevance they have in our planning process)

- **Key Historical Forces**
- Among the key structural forces shaping these trends are:
- Structural Racism
- Deindustrialization -Economic Restructuring (loss of local manufacturing base)
- Pattern of uneven and unequal development in the region
- Loss of businesses, jobs and schools
- Lack of Responsive Local Leadership
- Neoliberal Economic Framework guiding policy decisions and economic development in cities, counties and regions
- Resistance to change among “old guard leadership”

### The Environmental Scan

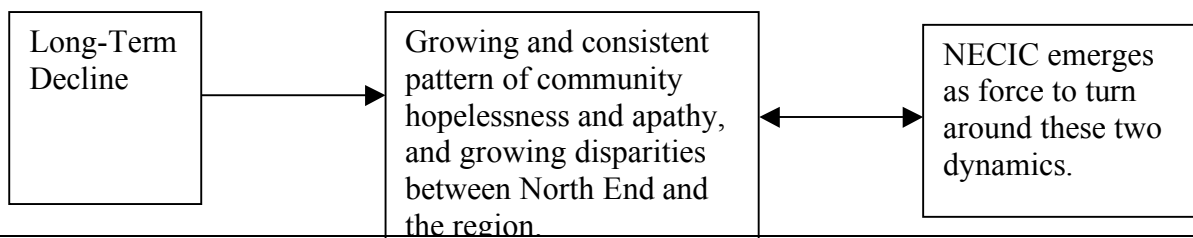
(analysis of key historical trends and forces, how they are alive today, and what relevance they have in our planning process)

- **Most Significant problems and assets today**
- **The most significant problems today include: lack of jobs; lack of a business mix that is owned by, hires and is responsive to North End; significant housing decay and large number of substandard, vacant and boarded properties; increasing poverty; high foreclosure rate and significant portfolio of predatory loans; loss of schools and poor educational status and trajectory for youth in the community; and significant markers of persistent decay and decline.**
- **The most critical constructive assets include: New spirit of collaboration, leadership and organizing fostered by NECIC; significant and diverse local leadership that is responsive and just needs to be better organized and equipped to facilitate community transformation.**

**Appendix E: Force-Field Analysis 1:**  
**weigh the forces for and against change Forces driving or restraining the achievement of our mission and vision. Rank each driving and restraining force, and determine which ones to prioritize addressing. We cannot address all the forces all the time, but we can always learn from the forces we address – and get more efficient at recognize forces as we evolve.**

Driving Forces	Ways to engage driving forces	Ways to reduce or control or limit restraining forces	Restraining Forces
<p>Establishment and development of NECIC as key transformative convener</p> <p>New leadership at Mayor and Superintendent levels that are supportive of NECIC</p>	<p>Strategic momentum building focus – if an activity does not build momentum don't do it.</p> <p>Regular meetings with them, and strategic partnership with their offices on critical initiatives that build capacity, credibility, visibility and power.</p>	<p>Fund development planning that is viable and timely. Marketing and communications plan that reaches and builds both credibility and visibility.</p> <p>Development and implementation of an Anti-Racism, positive healthy diversity framework city and county wide.</p> <p>Use strategic planning to focus concretely on disparities, and a leadership development campaign tied to the organizations convening work that challenges disparities appropriately with short-term effectiveness and long-term focus.</p>	<p>Limited resources, capacity and recognition of organization currently.</p> <p>Rising tide of racism in community.</p> <p>Persistent pattern of disparities and both community and racial inequality.</p>

Notes: consider how these forces interact. We may choose to map them out in an interactions chart.



Appendix F:  
 SWOT Analysis Chart 1: What are the strengths, weaknesses, opportunities and threats facing NECIC?

<p><b>Strengths (internal)</b></p> <p>Capable and committed staff</p> <p>Strong Board with new Executive Committee</p> <p>Strong bonding and bridging capacity of organization in community</p> <p>Asset-based model of leadership, organizing and development</p> <p>Strong relationship with core funder</p> <p>Respect for organization in the community</p>	<p><b>Weaknesses (internal)</b></p> <p><b>Newness – lack of time working our mission, and lack of knowledge by broader community and insufficient resources to address the broad-set critical needs of our community.</b></p> <p><i>Lack of Strategic Communications Capacity</i></p> <p><b>Divergent perceptions and interests on Board</b></p> <p><b>Lack of diverse funding base</b></p>
<p><b>Opportunities (external)</b></p> <p>Establishment of issue organizing campaigns provide opportunity to reach two critical bases of leaders in the community – those at risk for disasters for whom a disaster preparedness plan is being developed, and young people who are disproportionately impacted by contact with police and corrections through the DMC initiative.</p> <p>Lots of low cost housing and land for economic development</p> <p>Clear sense of urgency</p> <p>New municipal leadership in Mayor’s Office and Superintendent’s Office.</p> <p>Lots of untapped and underutilized potential among existing and emerging leadership base in community.</p>	<p><b>Threats (external)</b></p> <p>Lack of employment options and work-skills mismatch – which, until addressed, hopelessness and poverty will remain.</p> <p>High poverty rate</p> <p>Lack of critical amenities, such as financial institutions, dry cleaning, youth centers, etc.</p> <p>Over 60% of the housing stock in the North End rated as being in poor or lower condition, and the amount of investment required to turn around the housing trajectory is substantial.</p>

Notes:

**How will NECIC:**

	Strengths	Weaknesses
Opportunities	<p>S-O strategies (<b>pursue opportunities that are a good fit for organization’s strengths</b>)</p> <p><b>We are the transformative convener. No one else is even attempting to play this role. By leading on the process of bridging we set the conditions for transformation work toward the vision. By leading on the process of bonding, we seed the conditions for each of the diverse constituency groups to build their distinct and mutual power.</b></p> <p><b>We will learn how to do social network analysis, and use this capacity to develop and evaluate social networks for transformation within the community.</b></p>	<p>W-O strategies (<b>overcome weaknesses to pursue opportunities</b>)</p> <p><b>Build organizational capacity to serve our mission and vision, by diversifying the funding base, playing the convening role well, and doing what we say we are going to do in each of our strategic goal areas.</b></p> <p><b>Work to increase internal and external alignment with our mission and vision, using a growing strategic communications capacity to enroll people and networks in transformative possibilities on the North End.</b></p>
Threats	<p>S-T strategies (<b>identify ways to use strengths to reduce vulnerability to threats</b>)</p> <p>Since our path is clear to us, the best way for us to address threats and vulnerabilities is to practice a high level of organizational integrity through our convening, leadership, organizing and development roles.</p>	<p>W-T strategies (<b>establish a defensive plan to prevent weaknesses from increasing vulnerability to threats</b>)</p> <p><b>The best defense is a solid offense that knows what it is capable of doing, and does it well. We will learn through our convening role, and by consistently evolving our environmental scan, we will stay in tune with the realities of both opportunity and risk in our community and remain on the leading edge of positive change.</b></p>





