**Draft Strategic Plan – AHNA – November 21, 2017**

Mission:  The Asylum Hill Neighborhood Association (AHNA) empowers and connects residents and stakeholders to improve the quality of life in Asylum Hill.

Vision:  AHNA is a stable, neighborhood catalyst for change.

Values:  AHNA values collaboration as the key strategy for building a healthy, vibrant community.  AHNA values diversity of population, commerce, employment and housing.  AHNA values public safety, both real and perceived, and opportunities for self-expression, neighborhood connections and personal advancement.

Critical Strategic Issues:   (Phrases in quotes are from the City Plan)

* Quality of Life – “Keep our Streets Safe and our Neighborhoods Strong” (public safety, panhandling, safe streets etc.)
* Economic Development  “Promote Economic Development and Job Growth”
* – especially on Farmington Ave and Hawthorne Street
* Literacy and employment issues
* Services for immigrants and refugees
* “Youth Engagement”

STRATEGIC GOALS AND OBJECTIVES:

1.  Increase Public Awareness of AHNA

* Leverage 20 anniversary event
* Continue electronic newsletter and printed supplement
* Engage youth to enhance website and social media
* Create and distribute welcome package to new residents
* Participate in community celebrations

2.  Increase Funding to Hire More Staff:

* Leverage 20th anniversary celebration
* Sustain business sponsorships, NP memberships and individual gifts
* Secure new grants
* Articulate and document tangible benefits
* Create job description and staffing plan

3.  Economic Development – Asylum Hill will have a vibrant small business district on Farmington Ave and will experience economic development throughout the neighborhood that produces jobs, prevents blight and creates a sense of community

* Promote revitalization on Farmington Ave
* Monitor I-84 reconstruction plans and advocate preferred plans
* Restore blighted properties to productive economic use

4.  Public Safety – Asylum Hill will be a safe, pedestrian friendly and inviting neighborhood and will be perceived as such

* Address panhandling
* Work with CSO to increase public awareness of crime and police awareness of trouble spots
* Advocate for traffic safety and calming measures and more security cameras
* Continue to address blight and street lighting issues
* Conduct community survey to determine changes in public perception of crime

5.  Education – Asylum Hill will have an array of high quality schools and job training resources

* Increase involvement in West Middle School Volunteer Resource Center
* Publish directory of educational and job training resources in Asylum Hill
* Engage youth - develop closer ties to Our Piece of the Pie and Youth Services Corp
* Address literacy challenges in the neighborhood

6.  Welcome New Arrivals  (to be drafted by Michelle for discussion at January meeting)

BUSINESS MODEL

AHNA will continue to be largely a volunteer-driven organization.  To maximize the efforts of its volunteers, however, an increased level of professional staff support is required to effectively:

\*Coordinate the neighborhood improvement efforts of AHNA leaders and members

\*Reach out to new members and help develop future leaders

\*Prepare materials for monthly membership meetings and board meetings

\*Maintain a central record of meetings, activities and contact information

\*Serve as the initial point of contact for internal and external stakeholders

\*Facilitate fundraising efforts for the association

\*Ensure that web-site is updated and upgraded, that monthly newsletters are produced and disseminated, that written promotional material is continuously created and shared, and that social media platforms are fully leveraged.

To expand AHNA's scope and to improve its effectiveness, AHNA seeks to increase its staff.  In the short-term, it would move to a two-person staff, with a PT executive director (at least 20 hours/week) who would handle most of the staff functions and with a PT staffer (at least 5 - 10 hours/week) focused on the communications and marketing functions.  Over time, as resources allow, It is hoped that the executive director position could grow to a FT role.

To financially support the association, AHNA will build on its current efforts to institutionalize its business sponsors, its NP organizational members, and its individual donors.  As opportunities arise, grants from government, churches and from private foundations will also be sought.