



NORRIS SQUARE
NEIGHBORHOOD PROJECT

ORGANIZATIONAL
STRATEGIC PLAN

NOVEMBER 2020



INTRODUCTION

Vision Driven Consulting (VDC) was hired by Norris Square Neighborhood Project (NSNP) in February, 2020 to support the development of an organizational strategic plan and corresponding financial strategic plan. In March, the staff and board of NSNP, with the support of VDC, completed a SWOT Analysis (Strengths, Weaknesses, Opportunities, & Threats) and developed a list of questions to be answered throughout the “inquiry” phase of our work together. We developed a comprehensive list of stakeholders who could help answer our questions and whose voices and opinions were integral to the future planning process. Over the course of seven months, nearly 100 stakeholders were engaged in the strategic planning process. Their responses are outlined in detail in the Stakeholder Feedback Research Report & Strategic Plan Recommendations.

It is important to note that our original plan had been to collect most of the stakeholder feedback through in-person gatherings where we would have food, music, engaging activities, and time for community-building. However, we were forced to pivot in order to keep ourselves, our families, and our community members safe during a global pandemic, local/national political uprisings, and social unrest motivated by racial injustices.

All of the research was done virtually or over the phone, more time was given to the whole process, and more questions were added to allow us to check in with community members and identify any urgent needs. While the new process was not the preferred process, it did create opportunities for NSNP board and staff to deepen relationships with stakeholders and to identify gaps in connections.

In September, the board and staff met virtually as a full group and, with the support of VDC, reviewed the Stakeholder Feedback Report, discussed, adjusted, and approved recommendations, and outlined the next steps of the process. Two sub-groups consisting of board and staff worked together to translate the recommendations into this Strategic Plan and a draft Financial Plan. The board Executive Committee developed an implementation process that includes timelines for completion of each goal outlined in the plan. Each goal also has a corresponding board committee whose task is to ensure that their goals are met and outputs are completed within the specified timeline.





MISSION

The mission of Norris Square Neighborhood Project is to unite and inspire youth and families using the strengths of our community: shared cultural wisdom, creative energies, and environmental spaces and experiences.



STRATEGIC PLAN FOCUS AREAS



one

VALUES, PROGRAMS, &
STRUCTURE

two

FISCAL HEALTH

three

COMMUNITY ENGAGEMENT
& INVOLVEMENT

VALUES, PROGRAMS, & STRUCTURE

GOALS

- Arrive at consensus around NSNP's purpose, values, and intentions in order to be more deliberate about who we are as an organization
- Clarify NSNP's purpose and intentions around land ownership and stewardship
- Formalize clear, consistent, and open communication processes with internal stakeholders
- Identify programmatic intentions for the future
- Identify and shift into new, more sustainable staffing and governance structures

FISCAL HEALTH

FOCUS AREA

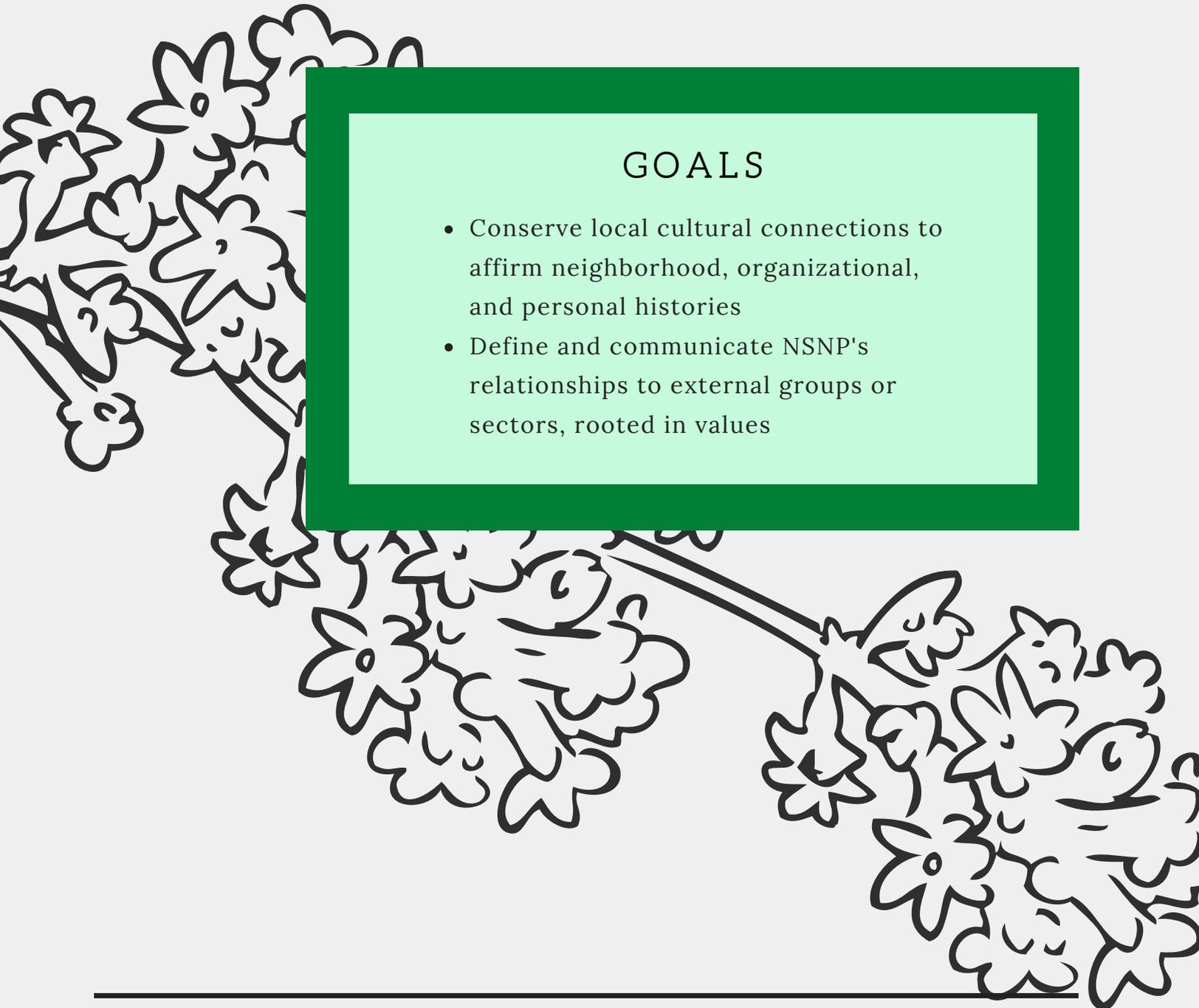
two

GOALS

- Become more fiscally sound by developing a culture of fundraising that is proactive and reflects values and programmatic intentions
- Clarify, write, and share fiscal management systems



COMMUNITY ENGAGEMENT & INVOLVEMENT

A large, stylized black and white line drawing of a flowering branch with leaves and blossoms, positioned on the left and bottom of the page.

GOALS

- Conserve local cultural connections to affirm neighborhood, organizational, and personal histories
- Define and communicate NSNP's relationships to external groups or sectors, rooted in values