

SOUTH OF SOUTH NEIGHBORHOOD ASSOCIATION

ORGANIZATIONAL DEVELOPMENT PLAN 2005-2006

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EXECUTIVE SUMMARY

The South of South Neighborhood Association (SOSNA) has identified five organizational development goals for 2005-2006 designed to position the organization to best pursue its mission and work in a neighborhood undergoing rapid economic growth and demographic change. These five goals build on the organization's current strengths while encouraging new strategies and objectives to overcome existing challenges and increase organizational capacity.

GOAL ONE:

CONDUCT ORGANIZATIONAL RESTRUCTURING TO BUILD BOARD, STAFF, AND PROGRAM CAPACITY IN SUPPORT OF SOSNA'S MISSION, VISION, AND CORE VALUES.

GOAL TWO:

DEVELOP AND IMPLEMENT A PROGRAM PLAN FOR THE ECONOMIC DEVELOPMENT INITIATIVE.

GOAL THREE:

STRENGTHEN AND DIVERSIFY SOSNA'S FUNDRAISING EFFORTS.

GOAL FOUR:

IMPROVE COMMUNICATIONS AND OUTREACH.

GOAL FIVE:

BUILD STRATEGIC ALLIANCES.

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INTRODUCTION

In mid-2005, the South of South Neighborhood Association (SOSNA) launched an organizational development planning process to identify capacity building priorities for 2005-2006 with the ultimate goal of positioning the organization to conduct long-range organizational development planning and other planning efforts. SOSNA retained a consultant from the Nonprofit Center at LaSalle University to facilitate the planning process. The consultant interviewed key stakeholders, including SOSNA board and staff, funders, community partners, and neighborhood residents, to gather perceptions on the organization's current and future goals and activities. On September 10, 2005, the SOSNA board held a full day retreat to assess the organization's current strengths and challenges and establish organizational development goals and strategies to pursue them. The consultant prepared an organizational development plan based on the retreat and other planning activities. This plan represents the culmination of the planning process. SOSNA board and staff will now move forward by implementing strategies to achieve each of the five goals detailed in this report.

ORGANIZATIONAL ANALYSIS

SOSNA is at a crossroads in its organizational life-cycle. Originally conceived as a neighborhood organization to give voice to residents and improve the neighborhood through community and economic development, SOSNA has spent the last few years focused on two programmatic activities: functioning as the city's Neighborhood Advisory Council (NAC) for the South of South neighborhood and providing housing counseling services to low and moderate income residents. Both activities are funded almost exclusively by the City of Philadelphia. Now, however, SOSNA must respond to the rapid pace of change transforming the neighborhood due to new and rehab construction and business development that is bringing a new population of more affluent residents into the neighborhood. Gentrification, and related issues of race and class, is having an impact on residents both new and old. SOSNA believes it has a role to play in organizing and supporting all residents of the neighborhood to minimize the negative effects of this rapid change. Ultimately, SOSNA's vision is to improve the quality of life for all residents of the community.

SOSNA faces a number of immediate challenges to pursuing this vision. The activities outlined in this plan will help the organization turn these challenges into opportunities. These challenges include:

- Cultivating leadership at the board and staff levels.
- Creating a strong and diverse fundraising plan for long-term sustainability.
- Identifying the needs of both old and new residents.
- Managing the \$100,000 Economic Development Initiative (EDI) grant.

- Building trust with residents and other community-based organizations in the neighborhood.

In addition to the strategies discussed in this report, SOSNA is preparing to take the following steps to swiftly address these challenges by:

- Hiring an executive director.
- Pursuing new fundraising opportunities.
- Conducting program planning for the EDI grant.

SOSNA should use this plan to inform each of these three steps and every other action taken to increase organizational capacity.

MISSION, VISION, AND CORE VALUES

At the planning retreat, the SOSNA board discussed the need for a clear, concise mission statement. The board created the following statement, subject to review and formal approval at a future meeting:

SOSNA, the South of South Neighborhood Association, Inc., is a community-based organization dedicated to preserving and enhancing our neighborhood as a quality place to live and work.

Once a final mission statement is approved by the board, SOSNA can embrace “mission-driven” decision-making in both its governance and operations. This means that all decisions- about policies, funding, programming, and human resources- should ultimately be made based on whether they best serve the mission of the organization. The strategic issues and organizational development goals that follow below should also be pursued in a mission-driven way.

STRATEGIC ISSUES

At the planning retreat, the SOSNA board discussed the following strategic issues the organization must address in the near future after taking steps to build organizational capacity as discussed in this report:

- Neighborhood change due to gentrification.
- Race and class issues in the neighborhood.
- Youth development activities.
- Future business development.
- Providing visual leadership and public voice for all residents.
- Quality of life issues in the neighborhood.

Goal One: Conduct organizational restructuring to build board, staff, and program capacity in support of SOSNA's mission, vision, and core values.

Organizational Development Strategies

- 1.1 Board development.
 - Analyze skill sets of current members.
 - Board recruitment, including needed expertise.
 - Committee restructuring.
 - Volunteer recruitment.
 - Succession planning.

- 1.2 Program development.
 - Separate NAC and housing counseling functions from zoning, EDI, and other economic development initiatives.
 - Explore the transition to a formal neighborhood association structure.
 - Identify the current needs of residents and neighborhood institutions.
 - Develop new programs to meet these needs.

- 1.3 Staff development.
 - Hire an executive director with expertise in personnel and financial management, fundraising, and economic development.
 - Hire administrative support.

Goal Two: **Develop and implement a program plan for the Economic Development Initiative.**

Organizational Development Strategies

- 2.1 Conduct a needs analysis.
- 2.2 Implement current program components.
- 2.3 Conduct program planning.
 - Develop a long-term program plan for the EDI, in consultation with the new executive director and/or program planning consultant.

Goal Three: **Strengthen and diversify SOSNA's fundraising efforts.**

Organizational Development Strategies

- 3.1 Establish a strong and diversified fundraising plan for long-term, sustainable growth in pursuit of SOSNA's mission, goals, and activities.
 - Analyze current and future funding patterns, especially in light of potential loss of city contracts through a shift in population as determined by the 2010 Census.
 - Develop strategies to pursue private grants, individual donations, and special events in addition to service contracts and EDI funds.
 - Provide fundraising training to board members.

- 3.2 Implement fundraising plan.
 - Assign appropriate responsibilities to board, executive director, and/or fundraising staff or consultant.
 - Integrate fundraising plan with communications, marketing, and outreach activities.

Goal Four: **Improve communications and outreach.**

Organizational Development Strategies

- 4.1 Revise meeting structure for community residents.
- 4.2 Identify better meeting space.
- 4.3 Introduce mechanisms for community input, including those who don't attend meetings.
- 4.4 Update website.

Goal Five: **Build Strategic alliances.**

Organizational Development Strategies

- 5.1 Have board members identify and reach out to potential partners on a regular basis.
- 5.2 Facilitate dialogue among residents, neighborhood organizations, and other stakeholder groups.

CONSULTANT'S RECOMMENDATIONS

- Governance and operational decision-making should be mission-driven.
- Recognize that the five organizational development goals are ranked by priority. Thus, higher level goals should receive more time, attention, and resources from board and staff than lower priority goals.
- Seek support for executive hiring, board and staff training, program planning, and fundraising from professionals. The Nonprofit Center at LaSalle University offers a number of services, workshops, materials, and consultants to members.
- Seek funding for capacity building activities from local foundations by using this plan to demonstrate a commitment to managed change in the organization.
- Address concerns about current staffing and office procedures openly, but recognize that the recruitment of a qualified executive director will support and strengthen the work of all employees.
- Work to build trust and improve communication among residents and community organizations that do not currently support SOSNA and its work.

NEXT STEPS

1. Assign oversight for implementation of the plan to an appropriate committee of the board.
2. Develop an action plan for implementation of each goal and strategy, including desired outcomes, action steps, lead responsibilities, measurable objectives, timelines, and resources needed. (see Appendices 1 and 2)
3. Prepare a proposed budget for plan implementation. (see Appendix 6)
4. Finalize the mission statement and distribute to all SOSNA stakeholders.
5. Distribute the plan to key SOSNA stakeholders. (see Appendix 5)
6. Hire executive director.
7. Encourage all board and staff to champion the plan.
8. Establish a protocol to monitor and evaluate progress on a regular basis. (see Appendix 4)

NOTE: AS SOME OF THE MATERIAL IN THE APPENDICES IS CONFIDENTIAL, THE APPENDICES HAVE BEEN REMOVED FROM THIS VERSION OF THE DOCUMENT.