

NEIGHBORHOOD SERVICES ORGANIZATION (NSO)

THREE-YEAR STRATEGIC PLAN 2019-2022

A STRATEGIC PLAN ANALYSIS

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Introduction

From Bryson's framework, there are seven steps and procedures in strategic planning. However, there is no one acceptable method to carry out strategic planning. This is an attempt to review Neighborhood Services Organization's (NSO) three-year strategic plan according to Bryson's framework for strategic planning for public and nonprofit organizations, he emphasizes a series of systematic steps involving stakeholder engagement, agreement, situational analysis, strategy development, adoption, implementation, and evaluation. Each step is critical for ensuring that the strategic plan remains relevant, realistic, and adaptable in an ever-changing environment.

1. On Initiating and Agreeing on a Strategic Planning Process (Readiness Assessment and Plan for Plan)

The Neighborhood Services Organization (NSO) Strategic Plan has clear ownership, with roles assigned to various committees with a rolling three-year approach allowing continuous reassessment and flexibility. However, the introduction does not clearly outline a comprehensive stakeholder engagement and agreement process. It may benefit from including a more robust rationale for why stakeholders should be involved at this stage and an exhaustive list of all stakeholders involved in initiating and agreeing to the Strategic planning process as well as the readiness assessment and plan for the of the plan of land acquisition, expansion of dental clinic in Tulsa, establish in-kind donations warehouse and parking area for dental clinic clients.

2. Identifying and Aligning Organizational Mandates, Mission and Values

Neighborhood Services Organization (NSO) outlined goals such as land acquisition for parking and a donations warehouse, which are necessary and align with the operational

realities of the organization. There is also a clear alignment between the Chief Executive Officer's (CEO) vision and the broader goals and mission of the organization. However, the strategic plan could improve by more explicitly referencing how these organizational mandates were derived, emphasizing compliance with regulatory frameworks (External Mandates) or community needs assessments.

3. On SWOT: Assessing the Organizational Internal and External Environment

The Neighborhood Services Organization (NSO) three-year strategic plan highlights community needs (e.g., the dental clinic in Tulsa), demonstrating awareness of external demands. - The risk assessment aspect of the Executive Committee's section underscores a proactive approach to potential vulnerabilities. The plan should include a more comprehensive SWOT analysis early. Currently, the committee outlines specific action steps but lacks an overall situational analysis that would clarify internal strengths and weaknesses alongside external opportunities and threats.

4. Identifying Strategic Issues

The Neighborhood Services Organization's (NSO) specific issues such as parking challenges, vulnerability regarding donation storage, and capital campaign needs are directly addressed in action items. The three-year strategic plan does not prioritize these issues effectively or articulate the criteria for determining their priority. A structured prioritization framework would enhance clarity on which issues need immediate attention and those that can be addressed later.

5. Developing and Formulating the Strategic Plan

Each committee has actionable steps with clear goals (e.g., increasing endowment contributions and financial policy reviews). - Strategic initiatives like the Tulsa dental clinic feasibility study indicate forward-thinking. However, the three-year strategic plan could benefit from presenting a more interconnected view of how various strategies support one

another, potentially through a strategy mapping approach. Missing are explicit metrics for evaluating the success of these strategies, making it difficult to measure effectiveness post-implementation.

6. On Adopting and Implementation of the Strategic Plan

The three-year strategic plan by the Neighborhood Services Organization allotted specific responsibilities to committees and detailed action steps suggesting a strong implementation focus. However, there is limited discussion on resource allocation for these actions (staff, financial, etc.). This could lead to potential misalignment between ambitions and capabilities. There's a lack of specificity regarding timelines for each action step, which may hinder accountability in the implementation of the three-year strategic plan.

7. Establishing a Monitoring and Evaluation Plan

Neighborhood Services Organization (NSO) proposals for dashboards and data reports for measuring performance provide a foundation for accountability and oversight. Nevertheless, the plan should articulate more detailed feedback loops based on evaluations from the monitoring methods. For example, how will results drive future strategy adjustments and reassessment?

There is a risk of focusing too much on quantitative indicators without incorporating qualitative assessments that could provide a more nuanced understanding of stakeholder satisfaction and community impact.

Conclusion The Neighborhood Services Organization's (NSO) three-year strategic plan displays a solid structure and commitment to its mission of serving the community. However, for enhanced effectiveness and alignment with Bryson's strategic planning approach, the organization should incorporate a more comprehensive stakeholder engagement plan, a robust situational SWOT analysis, clearer prioritization of strategic

issues, interconnections among strategies, defined resource allocations for implementation, and an explicit monitoring and evaluation feedback mechanism. This critical reflection can help ensure that the plan is not only robust in concept but also effective in achievement.

References

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