



2020-2024

STRATEGIC PLAN

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NWWLA INTRODUCTION

The NWWLA 2020 Strategic Plan was developed to guide the Academy over the next five years, enhance engagement of those who support the academy, and provide a structure that will promote accountability amongst our leadership. It is also intended to serve as a communication tool to share information about who supports the academy, who it serves, and what it is.

Over the last four months, the Cohort members, Leadership Team, and Steering Committee members have participated in an engagement process to define the mission, vision, and values for the NW Women's Leadership Academy. The ideas shared have culminated in the goals and actions that will guide the Academy and enhance its value for women working in local government in Oregon.

The plan was developed through a strategic planning workshop, online survey, and facilitated conversations with the Steering Committee and Leadership Team. The strategic plan provides direction for the Academy and is intentionally flexible in structure – with overarching goals and specific actions that will be evaluated and updated annually to reflect the needs of the Academy and the women it serves.

NWWLA is grateful to everyone's support over the last few years to turn the idea of a statewide women's professional network for local government professionals into a reality. We are thankful to the leaders and volunteers who have shared their expertise and time to create a unique learning and growth opportunity for women in Oregon local government. We are excited to work together to advance these goals in the coming years.

STRATEGIC PLAN

ACKNOWLEDGMENTS

This planning effort was facilitated by Sara Singer Wilson of SSW Consulting and guided by input from the Steering Committee, Leadership Team, and 2019/2020 Cohort. Thank you to all who contributed input, time, and resources in developing the plan.

2019/2020 STEERING COMMITTEE

Cynthia Alamillo, City Manager, City of Manzanita
Alissa Angelo, Administrative Services Manager, City of Stayton
Martha Bennett, City Manager, City of Lake Oswego
Melissa Bradley, Budget & Financial Planning Manager, City of Bend
Rachael Fuller, City Manager, City of Hood River*
Aquilla Hurd-Ravich, Community Development Director, City of Tualatin*
Alexandra Rains, Assistant City Manager, City of Scappoose*
Monica Morris, Administrative Services Officer, City of Hood River*
Andi Howell, Transit Director, City of Sandy*
Jessica Harper, Livability Manager, City of Gresham*
Sara Singer Wilson, SSW Consulting, Principal/Owner*
Kelsey Lewis, Management Analyst, City of Tualatin
Sherilyn Lombos, City Manager, City of Tualatin
Megan Phelan, Assistant City Manager/Human Resources Director, City of Lake Oswego
Marty Wine, City Manager, City of Tigard
(*Members of the 2019/2020 Leadership Team)

2019/2020 NWWLA COHORT MEMBERS

Kerry Prosser, City of Sisters
Janna Moser, City of Stayton
Robyn Christie, City of Bend
Chris Bailey, City of Albany
Courtney Knox Busch, City of Salem
Emily Bower, City of Gresham
Sasha Konell, City of Gresham
Simone Brooks, City of Hillsboro
Niki Iverson, City of Hillsboro
Marcie Wily, City of Hood River
Jennifer Kaden, City of Hood River
Cate Schneider, Multnomah County
Megan George, City of Tualatin

Angela Speier, City of Silverton
Robin Nudd, City of Baker City
Emily Stumpf, Multnomah County Drainage District
Angie Welty, City of Sandy
Juliet Britton, City of Beaverton
Sambo Kirkman, City of Beaverton
Kari Duncan, City of Lake Oswego
Lauren Scott, City of Tigard
Julia Hajduk, City of Sherwood
Fan Burge, Deschutes County
Zoe Monahan, City of Wilsonville
Kate Fagerholm, Metro
Abigail Donowho, City of Lincoln City

IMPLEMENTATION + PROGRESS REPORTING

The strategic plan was developed to be a living document that evolves to meet the needs of the network of women we support.

IMPLEMENTATION GOALS

- » Provide two-way communication with the Steering Committee, Leadership Team, Subcommittees, and Alumnae regarding updates, challenges and progress on goals and action items;
- » Annually update the strategic plan goals and actions to maintain relevance;
- » Sustain engagement and support for the plan through regular communication on emerging issues; and,
- » Foster accountability for implementation across all committees supporting NWWLA.

STRATEGIC PLAN REPORTING

Annually the NWWLA Chair will provide an update to the Steering Committee on the Strategic Plan progress. The Chair and/or Subcommittee Chairs will provide a progress overview by sharing implementation highlights, challenges, opportunities, and other data.

Annually, an update will be distributed sharing the progress highlights from the year and updates for the following year to the NWWLA network. The updates may include changes to actions, priorities, and timelines based on the current environment and input from the NWWLA leadership. Subcommittees, cohort members, and alumnae can suggest annual changes for Steering Committee consideration. The annual updates will be approved by the Steering Committee.

ROLES + RESPONSIBILITIES

There are many stakeholders who play key roles in the successful implementation of the strategic plan. The roles are defined below:

NWWLA Steering Committee

The NWWLA Steering Committee oversees the implementation of the strategic plan by providing direction to the Leadership Team, Subcommittees and support staff and supporting policies and programs that are aligned with the mission, vision, values, and goals outlined in the plan.

Steering Committee Responsibilities:

- » Receive updates on plan progress;
- » Approve annual updates to the plan; and,
- » Serve as champions for NWWLA, provide updates to members, and gather input to inform future strategic plan updates.

Project Lead

The Leadership Team will assign “Project Leads” for each action in the strategic plan. The project leads will oversee the implementation and report progress for the actions in the plan.

Project Lead Responsibilities:

- » Convene their project teams to discuss implementation progress, challenges, and opportunities;
- » Provide information for the annual strategic plan progress report;
- » Communicate annual progress to the Steering Committee;
- » Facilitate ongoing two-way communication with the Steering Committee, Leadership Team and NWWLA network as needed regarding plan updates.

MISSION, VISION, VALUES + GOALS

MISSION

NWWLA advances, connects, inspires, and empowers women in local government.

VISION

We envision talented, powerful, and supported women representing half of the executive leadership positions in local government.

VALUES

Our values guide our leadership, programming, recruitment and curriculum.

- » **Community:** We value our connections, the NWWLA network, and the mentorship opportunities with other women across Oregon and the local government profession.
- » **Diversity, Equity, + Inclusion:** We are a community that accepts all women and we continue to explore ways to expand our inclusivity practices across all of our programs and offerings. We want all women to feel welcome.
- » **Authenticity:** We value the truth and power of telling real, genuine stories. We embrace the authenticity and individuality of all members of our network.
- » **Engagement:** We empower each member of this network to be engaged and own your experience in NWWLA. Your experience is measured by what you invest into it.
- » **Learning + Development:** We value the ability to continually educate ourselves at each stage of our professional journey. We are committed to lifelong learning, development and personal and professional growth.

GOALS

The outreach resulted in four overarching goals to guide NWWLA over the next five years. The following pages include the goals and actions. Each goal includes a statement of the desired future condition and the actions outline the focused approach for achieving each goal. The goals and actions are aligned with NWWLA's mission, vision, and values.

1. Build a diverse and inclusive network of women in local government across Oregon
2. Improve the logistics for the Academy to provide more opportunities for connecting and ensure equitable access for ALL women to NWWLA programs
3. Develop a curriculum that aligns with the needs of incoming cohort members and is responsive to emerging trends in local government
4. Expand partnerships to with other professional groups to reach more women and access additional resources to support NWWLA

NWWLA ACTION PLAN

| GOAL | ACTIONS | PRIORITY | LEAD |
|--|---|----------|---|
| GOAL 1: BUILD A DIVERSE AND INCLUSIVE NETWORK OF WOMEN IN LOCAL GOVERNMENT ACROSS OREGON. | 1.1 Develop an alumnae program that includes opportunities for networking and participation in future NWWLA programming | Year 3-4 | TBD |
| | 1.2 Develop a mentorship program connecting women in the cohort with female mentors across the State | Year 3-4 | TBD |
| | 1.3 Create a member forum for alumnae communication using platforms such as LinkedIn, Facebook, E-Newsletter, or a Listserv | Year 1-2 | Engagement and Communication Subcommittee |
| | 1.4 Identify and promote opportunities for program alumnae to stay engaged in the Academy such as mentoring, serving on a committee, or teaching | Year 1-2 | Recruitment and Selection/ Curriculum Subcommittees |
| | 1.5 Build a directory that provides access to ALL alumnae and committee members involved with the program | Year 1-2 | Engagement and Communication Subcommittee |
| | 1.6 Market NWWLA through a dedicated website, email announcements to local governments and other professional associations (OCCMA, LOC, etc.) | Year 1-2 | Engagement and Communication Subcommittee |
| GOAL 2: IMPROVE THE LOGISTICS FOR THE ACADEMY TO PROVIDE MORE OPPORTUNITIES FOR CONNECTING, ENSURE EQUITABLE ACCESS FOR ALL WOMEN TO NWWLA PROGRAMS | 2.1 Add another overnight session for future cohorts | Year 2 | Admin. and Logistics Subcommittee |
| | 2.2 Promote options for carpooling and other alternative modes of transportation to NWWLA events and activities | Year 2 | Admin. and Logistics Subcommittee |
| | 2.3 Invite local women leaders to share short presentations on leadership, mentorship, or highlight other local programs or resources | Year 1-2 | Curriculum Subcommittee |
| | 2.4 Improve the Academy application process by removing barriers and ensuring all recruitment and selection processes are equitable and inclusive | Year 2 | Recruitment and Selection Subcommittee |

| GOAL | ACTIONS | PRIORITY | LEAD |
|--|--|----------|---|
| GOAL 3: DEVELOP A CURRICULUM THAT ALIGNS WITH THE NEEDS OF INCOMING COHORT MEMBERS AND IS RESPONSIVE TO EMERGING TRENDS IN LOCAL GOVERNMENT | 3.1 Offer a curriculum skill set survey for incoming cohorts, and use the results as an opportunity for cohort members to share or contribute their skills as part of the curriculum throughout the year | Year 1-2 | Curriculum Subcommittee |
| | 3.2 Expand opportunities to hear stories from a variety of speakers and women in leadership throughout the year | Year 2 | Leadership Team |
| | 3.3 Develop a session for working with the media | Year 1 | Curriculum Subcommittee |
| | 3.4 Promote opportunities for cohort alumnae as instructors for future Academy sessions | Year 2-3 | Engagement and Communication Subcommittee |
| | 3.5 Create future training opportunities for women that include more in-depth coverage of topics, are provided to smaller groups, or are offered in the off months of the Academy | Year 4 | Leadership Team |
| | 3.6 Develop a session where cohort members build an executive resume to use for future job opportunities | Year 1 | Curriculum Subcommittee |
| | 3.7 Develop a NWWLA Book Club for members of the cohort and alumnae | Year 2-3 | Engagement and Communication Subcommittee |
| GOAL 4: EXPAND PARTNERSHIPS TO WITH OTHER PROFESSIONAL GROUPS TO REACH MORE WOMEN AND ACCESS ADDITIONAL RESOURCES TO SUPPORT NWWLA. | 4.1 Develop an affiliation agreement with OCCMA and LOC that will ensure future stability of the Academy and provide administrative support services | Done! | Leadership Team |
| | 4.2 Build connections and networks with other professional organizations that serve women (ex./PSU Center for Women, ICMA affiliates, ELGL, other women's state associations, etc.) | Year 3-4 | Engagement and Communication Subcommittee |
| | 4.3 Increase resources through outside funding opportunities such as sponsorships, OCCMA, foundations, recruitment firms, government vendors | Year 2-3 | Leadership Team |
| | 4.4 Evaluate the development of nonprofit status to open up additional funding and endowment opportunities | Year 5 | Leadership Team |



NW WOMEN'S LEADERSHIP ACADEMY

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