

Neighbors West-Northwest

4-14-2021

Strategic Planning Proposal



WHY DO WE NEED TO CONSIDER AND BUILD CONSENSUS REGARDING POTENTIAL CHANGES TO OUR ORGANIZATIONAL STRUCTURE AND PROGRAMS?

Portland has changed considerably over the last two decades. If the coalition is to remain a viable conduit for public involvement, it is time to review our role and adapt for relevance in the current setting. The needs of our member neighborhood associations and those of the larger community should be considered to determine how NWNW can best support our neighbors, as well as how to meet the goals attendant to city funding. The public and the city have made it clear that ensuring equity and representation for under-represented communities is critical.



WHY DO WE NEED TO CONSIDER THE REQUIREMENTS FOR A SUCCESSFUL STAFF SUCCESSION PLAN?

Mark has announced that he is retiring at the end of the calendar year, and would like to see a new director in place by early fall so that there is time for a robust handoff. This will be the first major leadership transition in over 20 years. The next leader will face new challenges and opportunities, so we need to be strategic in identifying the skills and experience this person will require to be successful.

WHY DO WE NEED TO BUILD GREATER CLARITY ABOUT OUR BOARD'S DECISION MAKING PROCESSES?

A board retreat in early 2020 resulted in the formation of a Visioning Committee who was asked to recommend changes to the organization's mission, bylaws and potentially, the board's structure, in order to provide the basis for greater equity and representation for underserved communities. Since that retreat, however, little progress has been made.



WHY PAY FOR CONSULTING SERVICES TO HELP WITH THESE NEEDS?

A third-party consultant can enable all our board members the opportunity to confidentially share input. They bring specialized expertise in facilitation, strategic planning, organizational leadership, nonprofit development, and the promotion of diversity, equity and inclusion. It can supplement our limited staff capacity to manage the full scope of this ambitious project on top of existing work duties. This will help us overcome our current decision-making barriers, and allow our staff and board to fully participate in planning discussions rather than facilitate them.

WHY IS A STRATEGIC PLAN IMPORTANT?

A strategic plan spells out where we want to go and how to get there. It will help NWNW do a better job, by focusing the energy, resources, and time of everyone in the organization in the same direction.

- Help us stay relevant for the years ahead
- Gives staff and board members direction and focus
- Align our vision, goals and objectives
- Determine priorities and funding allocation



WHAT IS BEING PROPOSED?

A 3-phase planning process has been proposed by the consultants. It would span over approximately 6 months and include a few large 2-hour group sessions, individual interviews and regular meetings with a small planning committee. It will require a solid commitment from all board members to ensure success.

PHASE 1: LEADERSHIP ENGAGEMENT AND STAKEHOLDER INPUT

In this phase, we will collect input about key issues, clarify how we will work together to manage conflict, and determine how we will make decisions

Deliverables:

- Digital survey & staff interviews
- 2 facilitated strategic planning sessions, plus 4 project team meetings for the purpose of coordinating the strategic planning sessions
- Background research, analysis and recommendations based on surveys and interviews
- Communication plan
- Decision-making and group agreements for the strategic planning process

Duration: Likely 2 to 3 months



PHASE 2: ORGANIZATIONAL AND OPERATIONAL PRIORITIES

In this phase, we will consider the impact of various scenarios for NWNW and the community, facilitate decision-making about strategic priorities, and build consensus around next steps.

Deliverables:

- 1 facilitated strategic planning meeting and 2 project team meetings
- Updated vision, values, strategic goals and strategies

Duration: 1 to 2 months

PHASE 3: BOARD STRUCTURE + STAFF SUCCESSION PLANNING

In this phase, we will identify skill and experience requirements for the incoming Executive Director, and update policies as needed related to board structure

Deliverables:

- ED skills and experience requirements
- Board structure and policy updates
- Possible bylaws updates (if needed)

Duration: 1 to 2 months



OPTIONS TO HIRE CONSULTANTS

WILNER-NUGENT

- Option 1 is to contract for **Phase 1 only** - **\$10,500**
- Option 2 includes **Phases 1 and 2** - **\$13,000**
- Option 3 is to contract for all **3 Phases** - **\$15,500**

WILNER-NUGENT CONSULTING TEAM

Dedee Wilner-Nugent - Principal - [LinkedIn Profile](#)

Dedee has over 20 years of nonprofit consulting experience in capital campaigns, fundraising capacity building, major gift fundraising program development, fundraising assessment, leadership and organizational development, staff training and coaching, board training and engagement, and strategic planning. In 2018, Dedee's consulting firm, Wilner-Nugent Consulting LLC, became a licensed affiliate of The Varga Group, a firm specializing in capital campaigns, fundraising training, retreat facilitation and leadership coaching.

Grace Taylor, Project Lead- [LinkedIn Profile](#)

Grace Taylor is an organizational development and strategic planning consultant, with experience building DEI capacity with grassroots groups, facilitating diversity/oppressions training workshops, and working in diverse coalitions. She has extensive experience in managing nonprofit organizational and financial systems. She holds a Masters degree in Organizational Leadership from Pinchot University, and a certificate in Project Management from Portland State University.