

# **NLA Strategic Plan: July 2019 – June 2021**

## **History:**

The Neighborhood Leadership Alliance (NLA) provides a direct and continuing means for neighborhood association constituent participation and input to the City Council from a neighborhood and community perspective. NLA membership consists of one member representing each of the 13 recognized Neighborhood Associations (NAs) in Bend. Committee members are recommended by each NA's board and appointed by the Mayor with the consent of City Council.

In August 2017, City staff, the Mayor and several City Councilors began working with neighborhood associations through the leadership of the Neighborhood Association Roundtable (NART) to consider a standing, permanent committee to provide neighborhood associations a cohesive structure for bringing issues before City Council and for Council to seek input and recommendations from neighborhood associations in a more consistent and organized way.

NART was asked to discuss the issue and to supply recommendations for moving forward. At its November 2017 meeting, NART selected a sub-group to identify the requirements of such an effort and then research solutions and best practices engaged by communities like Bend.

This effort resulted in a draft Mission Statement, a draft set of Policies and Procedures and a draft Code Amendment establishing the NLA. The NLA was established as a formal Advisory Committee of the City Council at the Council's June 2018 Session.

This initial 2-year NLA strategic plan is somewhat unique. As a new Advisory Committee to the City Council, the plan is focused on developing a strong foundation for the NLA's new advocacy role. At the same time, the plan is aligned with specific City Council goals related to Bend's neighborhoods and is focused on engaging the NLA in its new advisory role around specific topics.

## **Vision:**

The City of Bend and our community work together to address the effects of growth and to sustain a high quality of life for all.

## **Mission:**

To promote trust between neighborhoods and the City by facilitating communication, education and engagement.

## **Goals and Objectives:**

**Goal 1 – Serve as a resource to City Council and neighborhoods on matters of community interest.**

- a. Work with City staff to improve community knowledge and understanding of current and long range land use planning processes and projects.

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- b. Evaluate land use notification processes for neighborhoods and consider recommending improvements consistent with state law.
- c. Work with the City to address neighborhood traffic safety and other safety issues.
- d. Initiate a review of NA boundaries to ensure effective representation for all community members as Bend grows.

**Goal 2 – Work with City staff to create communication tools and processes that help increase community engagement and participation by all members of the community.**

- a. Work with the City and its resources to identify communication needs of neighborhoods.
- b. Work with City staff to develop a communication tool kit and infrastructure that support all NAs in community outreach opportunities (survey tool, education tools, messaging templates, brochure template, etc.).
- c. Build relationships with individual NAs to identify communication needs on an ongoing basis.

**Goal 3 – Function effectively to improve community trust and confidence in the City of Bend.**

- a. Work to define and request resources to achieve NLA goals for our community.
- b. Determine a work plan, liaisons to other City entities, a communication structure, a system for addressing community input, best practices, and an education curriculum for onboarding new NLA representatives.
- c. Advocate for the promotion and inclusion of the NLA in City governance.

**SWOT Analysis:**

<b>STRENGTHS</b>	<b>WEAKNESSES</b>	<b>OPPORTUNITIES</b>	<b>THREATS</b>
Leadership Engagement Representation Action Chartered Communication Diverse experiences	New mandate A lot to understand Resources Current capacity Turnover	Hot issues Start up Council mandate Staff knowledge & support NAs mobilized Collaborate with stakeholders Public interest Education Growth Diversity, Equity & Inclusion	Hot topics Funding Economy Resistance to change Staff capacity Pace of change

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## **Acknowledgements:**

### **Bend City Council**

Sally Russel, Mayor  
Bruce Abernathy, Mayor Pro Tem  
Barb Campbell  
Gena Goodman-Campbell  
Justin Livingston  
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Chris Piper

## **Special Thanks:**

### **City Staff**

Thank you to the City staff who contributed to this Strategic Plan through their participation in meetings and continuing support for the NLA Advisory Committee.

Eric King, City Manager  
Anne Aurand, Communications Director  
Joshua Romero, Community Relations Manger  
Ian Leitheiser, Assistant City Attorney

### **NLA Members**

And thank you to the founding members of the NLA for your work on this document and all of the time and effort you've given to the community and the City of Bend to launch and participate in this new Advisory Committee.

Hans Jorgensen, Chair (Awbrey Butte)  
Lisa Mushel, Vice Chair (Century West)  
Matthew Bryant (Boyd Acres)  
Susan Sullivan (Larkspur)  
Beth Hoover (Mountain View)  
Brett Yost (Old Bend)  
David Johnson (Old Farm District)  
William Caram (Orchard District)  
Cassie Giddings (River West)  
Courtney Underhill (Southeast Bend)  
Valerie Pharr (Southern Crossing)  
Elizabeth Weltin (Southwest Bend)  
Kathrine Schroeder (Summit West)