

PHINNEY NEIGHBORHOOD ASSOCIATION STRATEGIC FRAMEWORK 2016 – 2018



*Imagine what real neighborhoods would be like if each of us offered,
as a matter of course, just one kind word to another person.*

– Mr. Rogers

*Taking the time to build community, to get to know your people
will have long-lasting benefits.*

– Clifton Taulber

You won't understand the unabashed power of a community until you're part of one.

– Anonymous

2016 – 2018 STRATEGIC FRAMEWORK

MISSION

Build, engage and support our diverse community through programs, services and activities that connect neighbors and foster civic engagement.

IDENTITY STATEMENT

PNA connects people.

We harness the energy of volunteers, broaden and deepen neighborhood participation and civic engagement, and create space for lifelong learning, arts and culture, and grassroots initiatives of all kinds.

PNA is successful because we are innovative, offer high quality programs, and are trusted by the community and responsive to their interests, hopes and concerns. We have knowledgeable leaders and the organizational infrastructure to support programming that community members want.

Our sustainability depends on earned income from membership dues, activities and programs, facility rentals, events, donations, sponsorships, foundation and government support.

Rooted in northwest Seattle, the PNA welcomes people from neighborhoods close and far.

Community begins here!

VISION STATEMENT

We envision the PNA as a thriving community resource supported by vibrant gathering places where community members connect, learn, play, and care for each other. We are an inclusive organization with diverse members, participants, volunteers, board and staff.

We are known for our broad spectrum of quality programming and our capacity to be nimble, creative and collaborative. We are influential in fostering civic engagement and building community in northwest Seattle and beyond.

We are financially stable with diverse funding sources and broad community support that keeps us independent and accountable to our community. We creatively leverage our resources by partnering with community groups, organizations, local government and businesses.

We are good stewards of our Phinney Center campus, with a focus on accessibility, historic preservation, and environmental stewardship. All PNA programs are housed on campus or in stable, long-term locations in the greater neighborhood.

PURPOSE AND USAGE OF THE STRATEGIC FRAMEWORK

This three-year strategic framework was developed by PNA’s Board of Directors and staff Leadership Team, with input and participation from the broader community—PNA staff, members, volunteers, program participants, community members, funders, donors, and partner agencies. Through surveys, focus groups and one-on-one conversations, we asked critical questions: What are we accomplishing? Who are we reaching? Who are we failing to reach? What are we doing well? Where are we missing the boat? What follows is summary of the themes that emerged and the resulting priorities developed to support those themes.

PNA has a long history of innovation and creativity and every year dozens of ideas for new projects, programs, events and activities are brought forth by local community members in the hopes that PNA will bring them to fruition.

The priorities outlined in this plan will serve as a means for PNA to examine potential projects, programs, events and activities. Do these new ideas fit with or further the strategic priorities? Do they align with our mission? Do they reflect our identity? Are they indicative of our vision?

At the same time, PNA is committed to remaining nimble, flexible and responsive to community ideas and concerns. Ideas that don’t align on the surface will still be considered to see if there is a broader connection.

SUMMARY OF STRATEGIC PRIORITIES

1. Build a visible and authentic culture of inclusion that encourages more diverse participation.
2. Ensure that the PNA continues to operate as a financially responsible organization.
3. Foster and support a culture of innovation, engagement, and neighborhood partnerships.
4. Provide stewardship of all PNA owned and leased facilities in a manner that reflects and enhances the PNA’s mission and values.

We have designed these priorities to be adaptive and will make decisions based on a real-time understanding of what’s happening on the ground. Instead of the old approach of “making a plan and sticking to it,” which led to centralized strategic planning around fixed time horizons, we believe in “setting a direction and testing to it”—as we map out our future, these four principles provide the compass, but not the course. Our priority is to be responsive to and supportive of community needs, while holding fast to our core values.

BUILD A VISIBLE AND AUTHENTIC CULTURE OF INCLUSION THAT ENCOURAGES MORE DIVERSE PARTICIPATION.

Our ultimate goal is for everyone to feel welcome at the PNA. In 2015, we began a series of screenings and discussions with a focus on race and social justice issues called Difficult Conversations, exploring both personal and institutional systems and behavior and how they perpetuate and reinforce discriminatory practices and inequities. We aim to increase our own cultural competence, form alliances and partnerships with diverse groups and organizations and create an even more inclusive culture at PNA.



OUTCOMES

- 1) PNA staff and board support, develop, and engage in programming and education that reflects an increased knowledge of social issues facing the community.

What this could look like:

- Professional development opportunities around cultural competency
- Continued awareness within hiring practices
- Develop alliances and partnerships with diverse organizations

- 2) Continue community engagement efforts and remove barriers that prevent participation.

What this could look like:

- Build new and enhance current partnerships, like Tampopo becoming a PNA program
- Highlight and celebrate our work in PNA publications and social media



ENSURE THAT THE PNA CONTINUES TO OPERATE AS A FINANCIALLY RESPONSIBLE ORGANIZATION.

Over the course of the last Strategic Plan, the PNA established an operating reserve fund and policies to provide a “rainy day fund” for unexpected cash flow shortages, expenses or losses. We aim to continue to grow the operating reserve fund to two months of average operating costs. Our continued investment in the Phinney Center campus ensures tenants and rentals will be an on-going, growing source of income for the PNA. Finally, staff leadership continue to advocate for and develop funding and partnership opportunities.

OUTCOMES

- 1) Analyze, evolve and nurture broad, diverse revenue streams, including both earned and contributed income.

What this could look like:

- Three year plan for strategic partnership development
 - Evaluating our current lease rates and adjusting upwards to be more in alignment with market value
 - Engaging in advocacy to increase grants, like the new social worker funding
 - Being open to new opportunities for revenue, like hosting North Seattle French School for two years, or co-sponsoring the YMCA’s after school programming
- 2) Steward and grow financial reserves for long-range sustainability of PNA’s future.

FOSTER AND SUPPORT A CULTURE OF INNOVATION, ENGAGEMENT, AND NEIGHBORHOOD PARTNERSHIPS.

PNA is distinctive because of strong investment of the community, agility, partnerships and relationships, and the democratic, open and responsive culture. There is a scrappiness about PNA, and community engagement is definitely a key. In the last few years we've helped foster the Fixer's Collective and Repair Café, King County Seed Library, and Garden Party. As we grow and evolve with the community, PNA needs to remain nimble and responsive yet provide a strong, stable infrastructure that supports new ideas, participation and partnerships.



OUTCOMES

- 1) Motivate community members, volunteers and staff and our greater communities to share, explore, and develop their unique ideas.

What this could look like:

- Launch the Innovation Fund that we have talked about, but need to budget and fully implement
- Having our collective ear to the ground for opportunities

- 2) Actively pursue opportunities to convene our community.

What this could look like:

- Being responsive to issues happening in the community and be responsive, whether it is hosting a forum, or a series of classes, or bringing key stakeholders together
- Learn from similar organizations – “How are they doing this? Can we partner with them?”
- Bringing in issue area experts when needed



**ACTIVELY STEWARD
ALL PNA OWNED AND
LEASED FACILITIES IN
A MANNER THAT
REFLECTS AND
ENHANCES THE
PNA'S MISSION AND
VALUES.**

As the Capital Campaign closes with a more accessible Phinney Center, we can turn to the challenges and opportunities presented by the facilities PNA operates from but doesn't own: Greenwood Senior Center and Whittier Elementary.

OUTCOMES

1) Secure stable, affordable and accessible homes for PNA programs.

What this could look like:

- Owning the GSC and planning for its future envisioning what we want a Greenwood Center to look like
- Developing a contingency plan if Preschool needs to shift out of Whittier Elementary.
- Evaluating whether or not the Phinney Center campus should shift to more PNA programming and less leased spaces

2) Model environmental and preservation leadership.

What this could look like:

- Be open and ready to seize opportunities that arise, like solar panels on the roof, or electric car charging stations
- Continue to provide leadership with other organizations similar to ours (University Heights, Fautleroy Community Center, etc); how to preserve, and how best to utilize these unique landmarked spaces