**2019–2021 Strategic Framework**

**OUR MISSION**
We build, engage and support our diverse community through programs, services, and activities that connect neighbors and foster civic engagement.

**WHAT WE DO**
A community organization founded in 1980, the Phinney Neighborhood Association offers diverse programs, services, and activities at five sites in Northwest Seattle, reaching more than 27,000 people a year.

The PNA brings together community for lifelong learning—from parent-infant classes to our award-winning memory loss programs for seniors and their caregivers—and for all ages in between.

**OUR PROGRAMS**
- Ballard Preschool Co-op
- Community education & events
- Greenwood Senior Center
- Hot Meal Program
- Membership Program
- Phinney Center Art Gallery
- Phinney Cooperative Preescolar en Español
- Phinney Neighborhood Preschool Co-op
- PhinneyWood.com blog
- PNA Business Group
- PNA Village
- The Review community newspaper
- Room rentals
- Tampopo Japanese Co-op Preschool
- Tool Lending Library
- Volunteer Program
- Whittier Kids School Age & Preschool Programs

**2018 BY THE NUMBERS**
- **2,809** PNA members: 2,533 households, 276 businesses
- **3,204** Greenwood Senior Center participants
- **188** PNA Village members
- **1,713** volunteers gave **43,853** hours
- **14,500+** people attended PNA special events and classes
- **345** kids in Whittier Kids preschool and school age programs
- **260** kids in four preschool co-ops
- **3,095** visits to the Tool Library
- **19,842** meals served in the Hot Meal Program
- **635** people, organizations, and groups rented meeting space
GOAL 1
Build a culture of equity and inclusion
PNA seeks to create a community center where everyone feels welcome to participate, engage, and lead the way to an inclusive and equitable community.
In 2019, PNA will work to identify and dismantle institutional systems and personal behaviors within the organization that perpetuate and reinforce inequity by:
• Launching an Equity, Diversity, and Inclusion team to identify priority initiatives and public programs.
• Conducting an employee compensation analysis to ensure PNA’s compensation and performance reviews are fair and equitable.

GOAL 2
Nurture broad, diverse revenue streams
PNA works hard to be financially stable with broad community support that keeps us independent and accountable to our community.
In 2019, PNA will increase and diversify our revenue to enable the execution of our other three strategic goals by:
• Expanding our donor base, and deepening relationships with members, donors, and funders.
• Sharing PNA’s planned giving and legacy gift opportunities with new and existing members and donors.
• Continuing to work toward healthy financial reserves to support the organization.

GOAL 3
Foster innovation, engagement, and community partnerships
We will create an inclusive and safe organization that welcomes all people from neighborhoods close and far, offering innovative, high-quality programs, and responding to the interests, hopes, and concerns of the community.
In 2019, PNA will ensure our community is deeply engaged and invested by:
• Offering programming that meets and adapts to the community’s changing needs.
• Piloting new communication channels that are targeted to members’ specific interests and needs.
• Encouraging and supporting neighbors to create and implement their own community projects.
• Exploring fiscal sponsorship opportunities for grassroots community-led projects.

GOAL 4
Steward PNA’s owned and leased facilities
PNA’s buildings, whether owned or leased, are beloved and vibrant gathering places for our community where neighbors connect, learn, play, and care for each other.
In 2019, PNA will care for our historic campus and other buildings by:
• Conducting a capital needs assessment and developing a 10-year capital improvement plan.
• Continuing efforts to secure stable, affordable, and accessible homes for PNA programs serving preschoolers to seniors.
• Auditing the use of our buildings and spaces to ensure usage aligns with our mission and goals.

How this strategic framework was developed
This three-year strategic framework was developed by PNA’s Board of Directors and Leadership Team, with input and participation from the broader community—PNA staff, members, volunteers, program participants and donors.
Over 900 people took the time to share their thoughts through our survey, focus groups, and one-on-one interviews. We incorporated the input as we developed PNA’s strategic priorities for the next three years.