



Phinney Neighborhood Association Community Survey Recommendations—

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Acknowledgments

We acknowledge that the PNA service area lies on the unceded and ancestral land of the Coast Salish peoples, the Stillaguamish, Duwamish, Muckleshoot and Suquamish. We honor with gratitude the land itself, the First People – who have reserved treaty rights and continue to live here since time immemorial – and their ancestral heritage.

We acknowledge the loss of lives from recent acts of violence, systemic racism, and the COVID-19 pandemic.

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The Community Survey was planned and coordinated by Mithun and executed by a combination of Mithun staff, PNA staff and volunteers. This work was conducted with funding from PNA.



COAST SALISH PLACE NAMES OF NW SEATTLE

02

Recommendations for PNA—

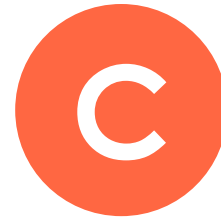
Recommendations Sections—



PNA Context



Non-Profit Context



Suggestions and Opportunities



Connecting with Northwest Seattle



Other Recommendations



Appendices



PNA

Context



D...N...ER

About PNA

The Phinney Neighborhood Association (PNA) is a place-based community non-profit committed to a welcoming, equitable, and inclusive community that offers quality of life to all who live, work, go to school, and visit Northwest Seattle, with a focus on Districts 5 and 6.

PNA serves approximately 20,000 community members per year with 80 staff and 1,500 volunteers, and an annual operating budget of \$3.5M.

Mission

The Phinney Neighborhood Association (PNA) builds, engages and supports our diverse community through programs, services and activities that connect neighbors and foster civic engagement.

Values

We believe the following values create a stronger more connected community:

BELONGING

INCLUSIVITY

INTENTIONAL ENGAGEMENT

RESPONSIVENESS

Services and Programs

PNA offers a range of programs, services, and activities, and is organized around impact areas serving:

- Seniors, including a suite of memory-loss programs, the Hot Meal Program, social services, and a thriving Village enabling seniors to age in place
- Kids, including Preschool Co-Ops and childcare programs, and the Whittier Kids program
- Public programs, classes and activities, including the Tool Library program and a wide range of activities
- Public events that draw participants from all over Seattle and the region and contribute to PNA revenue, such as Winter Fest
- Membership programs offered for individuals or households, as well as businesses and organizations, that offer member resources and contribute to PNA revenue
- Facilities rentals are available

The majority of PNA's Community Programs and Services relate to social connections, support services, and community projects for older adults, children, and families.

These programs and services are centered around the Phinney Center and Greenwood Senior Center facilities, that are the heart of the organization, although PNA operates in five program locations total.

PNA's community programs and services have a unique focus on social connections

compared to other community non-profits in the region that are engaged in real estate development, lending, and other economic development functions, or public policy and evaluation.







Non-Profit Context

Non-Profit Context

Community organizations play a critical role to support community life, individuals, and families.

When PNA was founded in 1981, they were a recipient of a Community Development Block Grant and organized to serve the low-income population in Northwest Seattle.

The Community Development Block Grant program was established in 1974 with the goal of reducing poverty and “urban blight”.

At that time, there was also a shift from federal programs to more local control over funding choices, and when many Department of Housing and Urban Development (HUD) programs were cut or defunded. Intermediary organizations began to pop up to serve those community development organizations, including

the Local Initiatives Support Corporation (LISC), Enterprise Community Partners, and the Community Development Financial Institutions Fund in the Treasury Department (CDFIs).¹

During the late 1970’s and 1980’s, hundreds of thousands of non-profits and community development organizations were formed to serve a range of purposes, from economic development to housing to social services. Most community development corporations (CDCs) were created to serve urban neighborhoods in large cities, including several in Seattle.

Today, the non-profit sector makes up a significant part of our economy.

In the late 2000’s there were 1.6 million non-profit organizations serving the public in the United States, represented the third largest industry workforce, with paid employees

making up 10% of the total U.S. labor force. In the sector, most non-profit revenue goes to health-related organizations. While the highest share of non-profit organizations provide social services at 40%, they account for only 14% of the revenue.²

In the 2000’s, with much urban stabilization and revitalization work accomplished,

people experiencing poverty began moving to the suburbs

at a dramatic rate. CDCs began to expand to these suburban locations and overall priorities began to shift toward building human capital and individual wealth, rather than neighborhood improvement. The number of CDCs had increased to about 8,400 in 2002.

Non-Profit Trends

The last 10-15 years has seen several trends and changes within society, and the non-profit sector and community development as a result.

- Generational changes in organization leadership with many founding members retiring
- A continued trend toward specialization and regionalization
- Movement towards partnerships to leverage resources and coordinate and integrate services through collective impact models including hub or backbone organizational structures³
- Increased complexity of and competition for funding
- Growth of cross-sectoral partnerships, particularly including health and housing investments¹
- A shift in focus on impact, measurement, and evaluation, rather than organizing programs around function or activity²
- With expanding wealth inequities, organizations are turning toward wealth building and diversity, equity, and inclusion (DEI) initiatives⁴ and confronting their own power and privilege⁵

Non-profit Competencies

COMPETENCY AREAS

Organizational and
Administration

Engagement and Policy

Community Programs and
Services

Real Estate and Facilities

CORE COMPETENCIES

Organizational management

Fundraising and capital development

Communications

Community engagement and public policy

Collaboration and partnerships

Performance measurement and evaluation

Program development and management

Planning (incl. community planning)

Lending

Real estate project development

Property and asset management

References

REFERENCES

1. Von Hoffman, *The Past, Present, and Future of Community Development*, 2013, Shelterforce.
2. Salamon, *The Resilient Sector: The Future of Non-Profit America*, 2016, The Brookings Institute.
3. Zdenek, Walsh, *Navigating Community Development: Harnessing Comparative Advantages to Create Strategic Partnerships*, 2018.
4. Watkins-Butler, *A Love Letter to the Next Decade of Community Development*, 2020, Shelterforce.
5. Sisk, et al, *Confronting power and privilege for inclusive, equitable, and healthy communities*, 2020, BMJ.



Suggestions and Opportunities

Community and stakeholder ideas

The 2022 Community Survey identified the top issues and needs for the NW Seattle community today. In addition, multiple engagement methods asked community members and stakeholders how PNA might best support those needs.

A list of about twenty suggestions and ideas have been identified through review of the Community Survey results, covering community non-profit core competency aspects, including Organizational and Administration; Engagement and Policy; Community Programs and Services; and Real Estate and Facilities.

Overall, the suggestions and opportunities to support community needs and key issues center around a few common themes.

—They suggest it is important to reflect on past successes and who has been served, as well as looking forward and **intentionally identifying who PNA would like to serve** and shift accordingly.

—Many suggestions relate to improving service provision through staff training, expanding **trauma-informed services** and **opening PNA's services and programs** more broadly for all to benefit from them.

—Because earning a living wage is a challenge in Northwest Seattle, some suggested strategies include assessing **PNA's staffing and wage approach**.

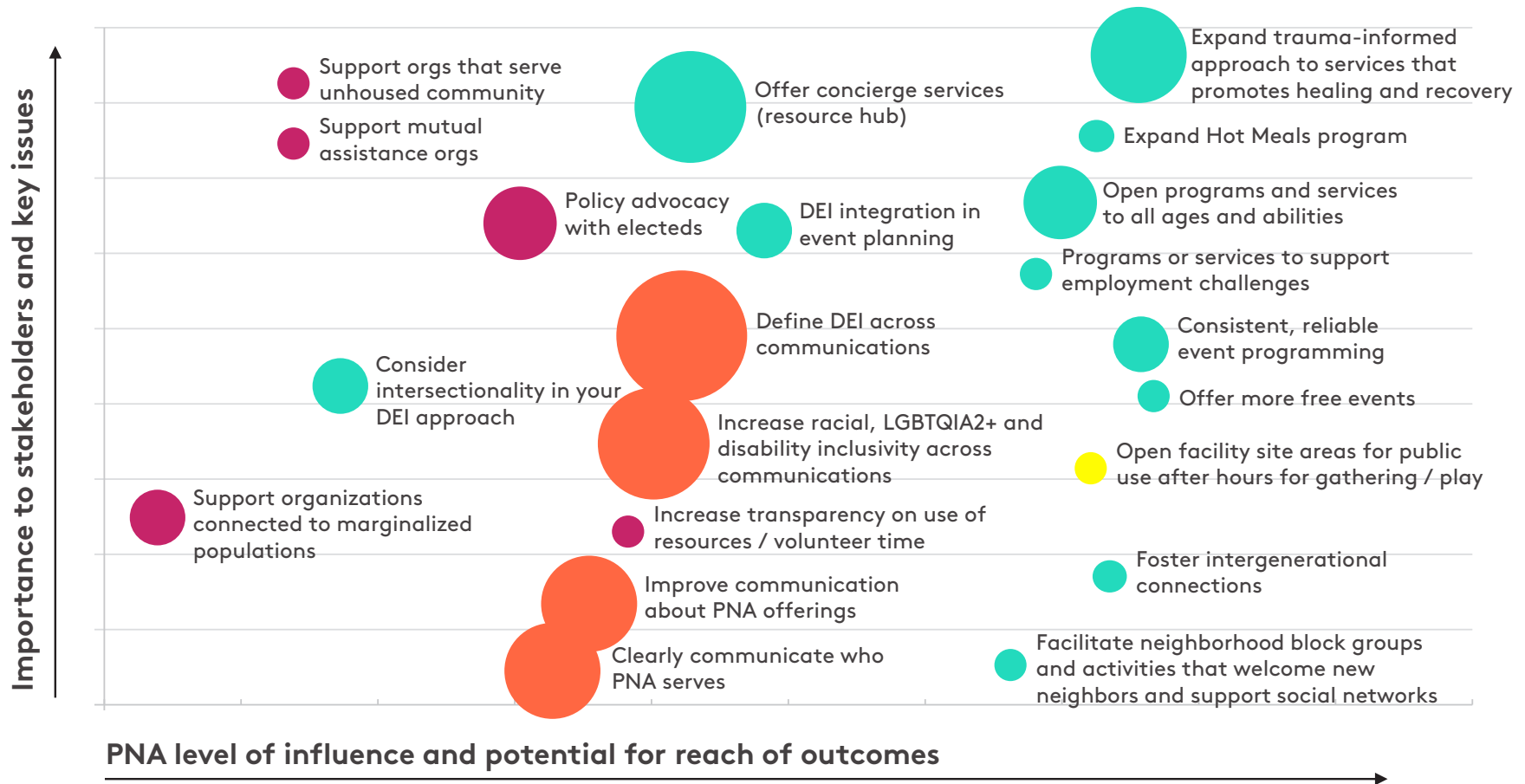
—Finally, many suggestions revolve around **external and inter-organizational connections and collaboration** to help provide a network of services to a more diverse community over the whole service area.

To present these suggested ideas, they are shown in a graphic matrix, ranked based on their perceived importance to stakeholders and key issues identified in the Community Survey, as well as the degree to which PNA has influence over that topic or to which they could influence PNA's operations.

For example, "Offer concierge services or act as a resource hub" was one of the most suggested strategies that could significantly meet community key concerns and need by increasing access to a range of services and programs. Because it would require coordination and collaboration with other external groups, there are some limits to the control PNA has over this strategy and it is shown at a medium level of PNA influence or impact.

It is important to note that **while the strategies are presented individually, many are linked to one another** and their position on the matrix can be understood as such. The strategies located on the upper right area of the matrix are both important to stakeholders and key community issues, and to PNA's organizational influence.

Suggestions Matrix



- Organizational / Admin
- Engagement / Policy
- Community Programs / Services
- Real Estate / Facilities

Ideas are ranked based on their perceived importance to stakeholders and key issues identified in the Community Survey, as well as the degree to which PNA has influence over that topic or to which they could influence PNA's operations. The size of the circle indicates the prevalence of each suggestion.



Connecting with Northwest Seattle

Communication and expanding outreach

One of the goals of the Community Survey process was to expand engagement beyond PNA's existing members. In addition to top community issues and suggested strategies, this process also resulted in a set of feedback around ways to better engage and connect with the broader Northwest Seattle community members. While this feedback directly informed the engagement strategy design for the Community Survey, the engagement recommendations are also summarized below for PNA's future reference.

- Provide information about how engagement results will be used. People want to understand how their time will influence issues they care about
- Be intentional about outreach and engagement, and confirm that information has not been collected before in other ways before making requests of people's time
- Open-ended questions and the ability for people to see themselves in response options are important
- Consider messaging that will facilitate inclusivity and community buy in, especially when reaching out to new audiences
- Outreach is more effective when the 'ask' comes from a recognized community leader or existing networks including schools and PTA's
- To reach marginalized populations, connect with non-profits or organizations who are already serving those populations
- Host neighborhood planning sessions and listening campaigns to gather community input
- Connect with renters in the Northwest Seattle community, in addition to homeowners, on housing issues
- Prioritize Black, Indigenous, and People of Color (BIPOC) community needs in outreach
- Offer translation or interpretation



Other Recommendations

Additional considerations

Finally, the Survey results included some additional recommendations for PNA that capture a few themes.

Make the most of existing programs and services by expanding reach and inviting participation with clear communication

- Most respondents who currently participate in PNA events and programs report a high level of satisfaction and that accessing the facilities does not present any significant challenges
- Removing specific demographics from program and event descriptions can improve inclusivity
- Consider a name change to better reflect the larger Northwest Seattle community outside of Phinney Ridge

- Clarify racial equity, diversity, and inclusion goals in PNA materials, mission, and events. Be explicit, open, and thorough.
- All events should consider people with a range of abilities
- Explore ideas for expanding the PNA Village concept

Take a holistic look at existing and desired programming to determine priorities

- Be connective, rather than attempting to do it all
- Be clear about who PNA's target audiences are
- Balance between good redundancy and too much overlap between PNA and other public/city services

Seek alignment between staff demographics and primary demographics PNA aims to serve

- Support staff to build trust and rapport with clients for more successful staffing outcomes
- Consider staff capacity and compensation, including full-time and part-time positions, and how that impacts who can apply for PNA staff positions and who you hire
- Consider hiring staff who reflect the diverse communities you want to serve
- Consider hiring staff who speak languages other than English to reach more community members



Appendices

Staff Interview Results

WHAT BARRIERS DO YOU FACE IN YOUR JOB OR ROLE AT PNA?

WHAT BARRIERS DOES PNA FACE IN PURSUING ITS' MISSION?

- Budget: concerns for sufficient funding and funding sources to serve BIPOC businesses
- Staffing capacity, including time and full-time/part-time roles
- Staffing income is not livable for Seattle, and limits longevity and diversity of who PNA employs
- Communicating PNA mission and programs to community and clients
- PNA serves white, educated, affluent people well in the neighborhood, and other demographics are not as well included

Staff Interview Results

DO YOU SEE OPPORTUNITIES TO CONNECT ACROSS PNA SITES, PROGRAMS AND STAFF TO SUPPORT YOUR EFFORTS?

- Changing demographics
- Staff are overworked and burnt out
- Historical building with no accessibility, physical challenges
- We probably need to pay people more money
- Staff diversity, low wages
- Flexibility
- Needs more funding to potentially offer free membership to more folks so that we can do better to serve people who can't