



STRATEGIC FRAMEWORK

PILLSBURY UNITED COMMUNITIES

Powering People, Place & Prosperity



CHANGE AT THE SPEED OF COMMUNITY

For 140 years, Pillsbury United Communities has made a remarkable difference in the lives of generations of Minnesotans. We're proud of that fact. But when we look at the persistent rates of inequity in our state, from education to health to wealth, we are determined to go further. We know the transactional model and incremental gains that defined our sector in the 20th century are no longer enough in the 21st. Our communities need disruptive innovation. And urgently.

That means moving our focus upstream — building new systems and infrastructure to make an impact at the population level. It means making uncommon alliances with businesses, nonprofits, and policymakers to pursue radical solutions we can't achieve alone. And it means shaking off the complacency of the nonprofit industrial complex to demand more of ourselves and each other.

The challenges in our communities are ever-changing. To remain relevant, we can't be locked in a one-dimensional approach. That's the purpose of our strategic framework — a radical vision to move Pillsbury United forward at the speed of our community. It's a blueprint for a new social services ecosystem, one that can sustain a thriving and resilient community today and into the next century.

In pursuit of a more just society, we have to be relentless. Because people's lives can't wait.

Adair Mosley
President and CEO

OUR MISSION

WE ARE COMMUNITY BUILDERS CO-CREATING ENDURING CHANGE TOWARD A JUST SOCIETY.

OUR VISION

WE IMAGINE THRIVING COMMUNITIES WHERE EVERY PERSON HAS PERSONAL, SOCIAL, AND ECONOMIC POWER.

OUR VALUES

CREATIVITY / WE BELIEVE IN BUILDING BOLD, TRANSFORMATIVE SOLUTIONS WITH OUR COMMUNITY.

JUSTICE / WE BELIEVE EQUITY COMES FROM HEALTH, SAFETY, QUALITY EDUCATION, AND MEANINGFUL WORK.

RESILIENCE / WE BELIEVE TRUE RESILIENCY IN COMMUNITIES EMERGES FROM EQUITABLE SYSTEMS, INFRASTRUCTURE, AND SOCIAL CONNECTEDNESS.

CONNECTION / WE BELIEVE WE ARE STRONGER TOGETHER; WE STRIVE TO ALWAYS WORK IN PARTNERSHIP.

KINDNESS / WE BELIEVE POSITIVITY, EMPATHY, AND COMPASSION ARE REVOLUTIONARY ACTS.

HOW WE WORK

WITH AND FOR OUR COMMUNITY

The community should own its solutions. This fundamental premise of our work comes out of our settlement house roots: not telling people, "Here's what you need," but asking, "What can we do together?" Everything we do starts with empathy and proceeds with humility. By asking the right questions, we uncover the true needs that lead to meaningful innovation. Using human-centered design processes — from listening sessions to community workshops — we channel the knowledge and energy of the people most affected into relevant solutions that work in practice, not just in theory.

ART-POWERED IMPACT

The arts and artists are instrumental in building the future we want to see. We use creativity to engage diverse viewpoints, reveal constructive tensions, and guide us to more inventive solutions. Art is a powerful tool for achieving social justice, empowering community members to take a leading role in neighborhood revitalization and economic development efforts.

HEALING-CENTERED ENGAGEMENT

The people we serve bring with them a range of life experiences. So we bring understanding and kindness to help our communities advance in their journeys. We hire people who know the culture and communities they serve and train them to deliver sensitive and appropriate care. In the tradition of settlement houses that served as extensions of people's homes, we create an environment of radical hospitality where people feel safe, seen, and appreciated.

OPEN-SOURCE INNOVATION

We don't hoard our innovation but rather seek ways to move our sector forward collectively. We share our learning far and wide by putting our strategies and solutions — from our holistic approach to community health to our expertise in creative placemaking to our blueprint for community media — in the hands of everyone who wants to use them. Beyond sharing with like-minded organizations, we assert our vision in places of institutional power, reaching out to policymakers, business leaders, and other influential partners to move our communities to the center of the conversation.



A UNITED SYSTEM FOR CHANGE

PEOPLE

OBJECTIVE

FORM CROSS-SECTOR PARTNERSHIPS FOCUSED ON SOCIAL DETERMINANTS OF HEALTH TO IMPROVE COMMUNITY OUTCOMES.

- Facilitate a joint community health needs assessment with healthcare systems serving our communities and coordinate a regional response based on the findings.
- Partner with a health plan to create a 'Center for Health Equity' that promotes community innovation in pursuit of more equitable health outcomes.
- Invest in the capacity and capability of community health workers in collaboration with associations, academic institutions, and businesses.

OBJECTIVE

ADVANCE POLICY PRIORITIES THAT PROMOTE, PROTECT, AND GALVANIZE THE COMMUNITIES WE SERVE.

- Build our internal capacity by hiring a dedicated public policy team/director and formalizing PTO for staff to engage in advocacy work.
- Develop curriculum, training modules, and events to build community power around policy priorities.
- Secure 501(c)(4) status to support a larger presence in the public policy arena.

PLACE

OBJECTIVE

ESTABLISH WORLD-CLASS COMMUNITY MEDIA TO AMPLIFY COMMUNITY VOICE AND CHANGE NARRATIVES AT THE CITY, STATE, AND NATIONAL LEVELS.

- Grow the capacity of community media outlets and journalists to cover more aspects of life in their communities.
- Expand the reach of our 'media pathways' youth program and track its impact on students' professional achievement.
- Create accessible community media production spaces that put technology in the hands of diverse creators.

PROSPERITY

OBJECTIVE

INVEST IN STUDENTS OF COLOR AS AN ENGINE OF EQUITABLE AND SUSTAINABLE REGIONAL ECONOMIC PROSPERITY.

- Create a new career and early college enterprise to open middle-skilled career paths to students grades 9 and up.
- Establish partnerships with local employers to create opportunities for paid training and apprenticeships.
- Expand credentialing programs and 'workforce-ready' certifications that reflect soft and hard skills attainment and real-life work experience.

CAPACITY

OBJECTIVE

FOSTER A BRAND-AWARE ORGANIZATIONAL CULTURE WITH THE KNOWLEDGE, TOOLS, AND INFRASTRUCTURE TO IMPROVE THE QUALITY AND CONSISTENCY OF OUR INTERACTIONS WITH THE PUBLIC.

- Create onboarding, training, and performance management tools to aid staff in understanding and implementing our Mission, Vision, and Values, programs, and unique approach.
- Use technology to foster better connection and collaboration between staff, community members, volunteers, and partners.
- Establish a 'Community Concierge' role at all locations and enhance our facilities to create more welcoming spaces and to more efficiently connect community members to the most appropriate services and care.

OBJECTIVE

BECOME A DATA-DRIVEN ORGANIZATION THAT EMBRACES CONTINUOUS LEARNING, IMPROVEMENT, AND MEASURABLE IMPACT.

- Build an evaluation framework that integrates our models and theory of change, built around internally defined key indicators.
- Partner with researchers and/or a research institution to identify qualitative and quantitative data that validates our theory of change.
- Increase organizational capacity with a streamlined data system, dedicated evaluation staff, and agency-wide training.

OBJECTIVE

ENGAGE IN STRATEGIC ALLIANCES THAT ACCELERATE CHANGE.

- Act as fiscal agent for individuals and community groups.
- Incubate new ideas for social innovation and nurture emerging leaders.
- Open new markets through partnerships with organizations engaged in similar or complementary work.





PILLSBURY UNITED COMMUNITIES

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