

PIA Reinvention
DRAFT Proposal for the Board of Directors
November 28, 2011

Since August of this year PIA has undertaken an examination of its mission and role on the Peninsula. On the heels of a leadership transition and the realization that organizational funding was steadily declining, it was decided that PIA leaders needed to assess the political, economic and faith community environment on the Peninsula and project a new vision for the organization. The Steering Committee was formed and tasked with the process of conducting research with public officials, faith leaders and allies in order to compile an assessment of PIA and build a plan for moving forward. From the beginning it was clear that PIA needed to ask the following questions:

- Why is PIA important at this time and place?
- What does PIA need to look like in order to be an effective organization on the Peninsula?
- How can PIA accomplish this vision?

Research was conducted with the following people:

- ✓ Assemblymember Jerry Hill
- ✓ Mike Kromrey, PICO Denver
- ✓ Matt Hammer, PICO San Jose
- ✓ Erika Katske, PICO San Francisco
- ✓ George Wesolek, San Francisco Archdiocese
- ✓ Corey Timpson, PICO California Project
- ✓ Wesley Woo, former PIA Director and Presbyterian Minister
- ✓ Stephanie Gut, PICO National Network
- ✓ Several Funders
- ✓ (Research is still pending with Assemblymember Rich Gordon and State Senator Joe Simitian)

The research process, many discussions of the Steering Committee and an internal examination of PIA have produced several clear recommendations for organizational reinvention. These recommendations can be boiled down to two themes: “Think Big and Take Risks” and “Faith Leadership”. With that in mind, the DRAFT recommendations are:

Why is PIA important? (Purpose and Mission Statement)

The Peninsula is a microcosm of the growing economic and racial disparities that we are witnessing across the country. This part of the world is known as the home of the internet revolution, a place for successful entrepreneurs and the site of some of the most affluent, employment-stable cities in the country. However, this does not tell the whole story, for alongside this economic and political power, others, especially the undocumented and working-class families of color, live in the shadows. Affordable housing, access to quality education, public safety and job stability are harder and harder to achieve for working-class families on the Peninsula.

The Peninsula offers many opportunities for charity and activism. At the same time, the Peninsula has a unique make-up of diverse, progressive faith communities who care about social justice. However, these faith communities have few avenues to act in concert with each other in order to enact significant social change, and very few organizations are positioned to develop grassroots leadership in order that disenfranchised communities can raise a collective voice in the public arena and make concrete, public policy changes to improve their lives. **PIA is an organization that can bridge these two worlds by developing grassroots, multicultural leadership and bring together diverse faith communities who can collectively struggle for justice on the San Francisco Peninsula.**

Our vision is that, in 5 years, PIA is the most powerful grassroots justice organization on the Peninsula.

What does PIA need to become in order to accomplish this vision? (3-5 year plan)

It is suggested that PIA adopt a 3-pronged strategy over the next 3-5 years.

1. Targeted and deep investment of money and staff resources into disenfranchised communities in East Palo Alto, Redwood City, San Mateo, Pacifica, Daly City and Mountain View. PIA needs to identify, recruit and develop 5-10 congregations whose membership is located in disenfranchised communities and who can serve as the base for PIA-wide initiatives.
2. Develop the public leadership of already-powerful congregations and faith leaders to act in solidarity with the power agenda of disenfranchised communities. This means finding and attracting influential power players in faith communities with a clear agenda and role for them to play in passing social justice initiatives on the Peninsula and in California.
3. Attract and develop clergy leadership to build congregations and enact power in the public arena.

Specific steps need to be taken in the following areas of the organization:

Clergy

- ❖ Allow clergy to lead the work of PIA; identify 15 clergy leaders who will become a powerful voice for justice in the public arena; initiate a type of “founding convention” with those committed congregations and clergy to announce PIA’s big vision and launch a federated issue campaign
- ❖ Invest in clergy relationships, and support clergy to enhance their ability to preach and lead a movement for social justice on the Peninsula
- ❖ Create a strong clergy caucus that serves as a place of support, vision and learning for faith leaders
- ❖ Develop and leverage denominational relationships to expand the work of PIA and connect PIA to wider arenas of influence

Leadership Development

- ❖ Focus organizing in 6 cities – Daly City, Pacifica, San Mateo, Redwood City, East Palo Alto and Mountain View – where PIA can build “clusters” of LOCs to receive training and leadership development opportunities from PIA organizing staff
- ❖ Invite leader-organizers to train each other in an exchange between clusters
- ❖ Search for and enable development opportunities through deeper relationships with PICO federations and staff
- ❖ Focus staff resources on rebuilding Latino and Jewish leadership and expanding to Filipino communities

Issue

- ❖ In the short-term (2012-2013), identify a unifying issue that most PIA member congregations can get involved with, which will contribute to collective identity, allow for leadership development and target a central issue of concern on the Peninsula: Housing?? (foreclosures, affordable housing along central transit routes, preservation of affordable housing in East Palo Alto, inclusionary zoning in San Mateo and Redwood City)
- ❖ Build a second issue that local organizing committees can take to action by the end of 2012 and begin developing a federated campaign in 2013-2014: Education (possibly safety) [this is already being seeded in Redwood City and East Palo Alto]
- ❖ Collaborate with other PICO affiliates, PICO California and PICO National Network to address other issues that PIA leaders care about: immigration

Affiliation

- ❖ Share staff with other PICO affiliates, e.g. development, organizer
- ❖ Build stronger partnerships with Bay Area PICO projects
- ❖ See ourselves as part of a movement and collaborate more strategically with other Peninsula-based organizations

Funding

- ❖ Enhance PIA's budget to \$600,000 in order to hire 5 organizing staff by the end of 5 years
- ❖ Seek funding in the areas of education, transit-oriented development, and civic engagement
- ❖ Go after big money in order to support currently unfunded endeavors (e.g. immigration work) and find creative ways to fund this work
- ❖ Allow for new kinds of member-institutions, such as schools
- ❖ Change member structure and increase member dues [needs further research]
- ❖ Add individual membership [needs further research]

Communication