# National Neighborhood Indicators Partnership (NNIP)

# Strategic Framework 2024-2026 - *DRAFT*

*Revised: 9-14-2023*

# Motivation

Over the past 25 years NNIP has cultivated a robust peer-learning community of local organizations. The network has always aspired to elevate insights from its partners to inform local and national policy debates but has not had dedicated funding and strategies to accomplish this. With support from the Annie E. Casey Foundation (NNIP’s longtime core funder), we embarked on a strategic planning process last summer with CSR Communications. Their discovery confirmed the network’s strengths and that NNIP is well thought of by groups and funders who are aware of NNIP. However, NNIP lacks broad visibility and needs clearer communications about the network’s purpose and value contributions. With our strategic planning committee and the NNIP Executive Committee, we have drafted the following strategic framework to expand NNIP’s impact.

# Our Vision

All neighborhoods and cities across the U.S. are places where people thrive and prosper.

# Our Mission

* Our national network combines local knowledge and data analysis to inform decisionmaking and elevate strategies to eliminate inequities.
* Our evidence base comes from local partners in 31 cities who connect their communities to data and assistance with using information [to ensure neighborhoods are places where people thrive and prosper].

# Our Values

Over the past 25 years, data and technology use has rapidly evolved. NNIP partners have adapted their activities to continue to serve their communities to ensure neighborhoods are places where people thrive and prosper. Remaining constant over time is NNIP’s commitment to a set of values that define our network and guide our work locally and nationally.

**Place matters for equity.** The places where people live affect their health, security, education, and economic success. We need data to understand how issues intersect and vary across neighborhoods and among different groups of people.

**Data is a transformative tool.** With long-term relationships and the trust of communities, we can co-produce data and analyses that ensure people who have been marginalized have relevant information in the format they need to shape decisions, policies, programs, and investments to benefit their communities and realize their own aspirations.

**Quality data requires people.** People are needed to provide context for data and help the community find answers to their questions, which takes trust, time, expertise, and place-based knowledge. People also need to be appropriately made visible, accurately represented, and fairly treated in our data practices and data systems.

**Progress requires collaboration.** Locally, partners connect diverse changemakers in their cities to create a shared understanding of community issues, develop solutions together, and build a culture of using data to advance equity. As a network, we learn from each other to gain insights, improve our methods, and accelerate innovation.

# Our Goals and Strategies for 2024-2026

What does the world need NNIP to accomplish in 2024 to 2026?

**Goal 1: National networks, organizations, and agencies actively promote and invest in the use of data influenced by NNIP values and examples.**

* Example metrics:
	+ Departments in two federal agencies with place-based programs invest in building local data capacity.
	+ Ten groups, such as national foundations or nonprofits or associations of local nonprofits or governments, partner with NNIP and promote and/or invest in the use of data.

**Goal 2: Local actors make data-informed changes through policy and practice to distribute resources more fairly and equitably across neighborhoods in their community.**

* Example metrics:
	+ Examples from NNIP - shared within network and more broadly - influence local actors in 30 places to adapt them for their communities.
	+ The network develops plans for 4 new cross-site action projects and launches 2 of them.

**Goal 3: A stronger and expanded NNIP network supports influence and impact in NNIP cities and nationally.**

* Example metrics:
	+ Strong, effective and engaged NNIP Partners are serving 40 cities and regions.
	+ Partners are in development in 10 additional cities.
	+ The share of departing partner staff who become alumni when they leave the organization is increased by 30 percent.

# Cross-cutting Strategies

The strategies are required to accomplish all the goals and each one goes across the three goals.

**Strategy 1: Expand the roles and engagement opportunities of NNIP Network members.**

* The power of NNIP is in its partners, so to expand our impact we must engage all network members fully, including current local partners, Urban, the alumni network, and potential partner organizations.
* Includes pathways for speeding the development of cross-site projects.
* Example tactics: Deeper engagement with the partners, tactics for network/partners to engage alumni in substantive ways, outreach plan for new partners, partners mentoring other peers related to specific topics or groups interested in the NNIP model.

**Strategy 2: Strengthen the exchange between the network and Urban Institute experts and offices.**

* We know there is greater potential for impact for NNIP and for Urban if we intentionally leverage each other’s assets.
* Example tactics: Identify points of alignment with Urban’s strategic framework; grow 1-on-1 exchange among NNIP partners and Urban experts; co-create cross-site projects; connect/leverage with key cross-cutting offices: ORER, impact office, communications, development, etc.

**Strategy 3: Upgrade the infrastructure to transform NNIP and deliver on the three goals.**

* We need to change the day-to-day and long-term planning operations of the network to increase our impact.
* Example tactics: new Urban staff configurations, new thinking about use of consultants, new processes for relationship-building with national organizations, new procedures to track reach and impact so we know if we are making progress on the goals.

**Strategy 4: Increase visibility and understanding of the network’s values, approach, and insights among our target audiences.**

* To accomplish our goals, we need more people that support or mobilize local actors to know about NNIP, what we stand for, and our partners’ experiences that offer examples for other local contexts.
* Example tactics: strategic communications, website redevelopment, branding, strategic outreach to other national networks, content development; relationship building with the networks/agencies we want to influence.
* Include considerations of ways to influence broader culture of data use (not only 1-time actions).

**Strategy 5: Resource the plan with diversified funding.**

* We will need financial resources beyond this proposal request to support the general network operations as well as special initiatives towards reaching our goals.