

# PCO Vision Committee

## A VISION FORWARD: FIVE-YEAR STRATEGIC PLAN

September 2021

### OVERVIEW

	<b>Impact Goal</b>	<b>Targeted Growth Areas</b>
<b>MEMBERSHIP</b>	Increase inclusivity and membership so that the PCO becomes the voice of the community.	<ul style="list-style-type: none"><li>● Strive to have the membership mirror the diversity of the neighborhood</li><li>● Expand opportunities and experiences that bridge barriers between community members</li><li>● Increase collaboration with other organizations in and beyond Pullman</li></ul>
<b>STRUCTURE</b>	Ensure community members' voices are heard to promote collaborative leadership and responsibility.	<ul style="list-style-type: none"><li>● Move toward becoming a more inclusive organization</li><li>● Promote active problem-solving with members during meetings and relevant presentations</li><li>● Revitalize the role of zone directors and block captains in engaging residents</li></ul>
<b>COMMUNICATION</b>	Design effective communication practices that authentically connect all stakeholders.	<ul style="list-style-type: none"><li>● Develop structures that more clearly communicate PCO's purpose</li><li>● Expand platforms of community communication (e.g., social media and surveys)</li><li>● Facilitate additional events that foster community relationships through fun, food, information, and team-building</li></ul>
<b>QUALITY OF LIFE</b>	Facilitate targeted community improvement efforts to improve the quality of life of all residents.	<ul style="list-style-type: none"><li>● Deepen initiatives that address community needs related to safety, development, social supports, and youth activities</li><li>● Encourage a stronger school-community partnership with George M. Pullman Elementary School</li><li>● Promote environmental sustainability, green infrastructure, and energy efficiency</li></ul>

# MEMBERSHIP MAP

	Actions	Logic	Supporting data/info
<b>Initial steps</b>	<b>1</b> Make a definitive statement denouncing racism; increase language of inclusivity in the bylaws. (See <i>Appendix A</i> )	Empathy, racial justice, and fairness are more than important, they are necessary. Initiates a critical discussion in Pullman. Pullman can become a model for excellence.	35% of 2020 community survey respondents expressed concerns about racism, diversity, and inclusiveness. Survey respondents' self-identified race/ethnicity were 22% African American/Black, 50% White, 8% Latinx, 2% Other, and the remaining chose not to respond.
	<b>2</b> Target younger residents and strive for a diverse membership by fostering connections between different demographics, homeowners and renters, and young and legacy residents. (Membership Committee, Welcome Committee)	Current PCO membership profile does not mirror that of the neighborhood. Attracting young adults and young families will increase vitality and forward-thinking.	2020 Census for S. Pullman: 58% of occupied housing is renter occupied; 42% is owner occupied. 40% of residents are 40 years or older. 75% of 2020 community survey respondents are 40 years or older. 73% of survey respondents were PCO members. 2020 Census: S. Pullman population=1600 (1280 are ages 20+) PCO Membership ~275 (21% of the current adult residents)
	<b>3</b> Engage a facilitator from outside the community to lead training/feedback sessions that seek to move the community toward racial equity and justice; activities would be carefully designed with member and non-member input.	A neutral facilitator can blunt community member biases and promote understanding and trust among different racial/ethnic groups. Demonstrates that the community is kind, empathetic, and open-minded. Diversity is a fact. Inclusion is a behavior. Equity is the outcome.	2020 Census for S. Pullman: 37% White, 34% Black, 21% Latinx, 8% Other.

Subsequent steps	Actions	Logic	Supporting data/info
4	Designate PCO emissaries from the general membership who are responsible for communicating with outside organizations.	Allows PCO to have a voice in the development going on around us, to advocate for the residents. Expands the sense of ownership and civic responsibility to more PCO members.	
5	Create a series of events to include our entire community through food, fun, and useful activities including both sides of the factory and the use of common spaces (e.g., factory site, community gardens); revitalize the Special Events Committee.	Promotes strong community-building. These activities build productive networks.	27% of 2020 community survey respondents were not current members. 85% of progress occurs through networks.
6	Develop informal relationships with local social/community organizations.	Confronts factionalism within the community (different organizations, groups, etc.) This will create an umbrella of understanding, concern, and trust.	

## STRUCTURE MAP

	<b>Actions</b>	<b>Logic</b>	<b>Supporting data/info</b>
<b>Initial steps</b>	<b>7</b> Align the PCO boundaries to mirror that of the Pullman National Monument.	The current boundary can be seen as a message of exclusion rather than of unity and sustainability.	(1) More than 50% of 2020 community survey respondents favor aligning the PCO and PNM boundaries. (2) Survey data indicated that the majority of residents under 60 and those who have lived in the neighborhood for 20 or fewer years were in favor of aligning the membership boundaries with PNM. (3) 38% of those older than 60 and 32% those who have lived here longer than 20 years favored aligning the boundaries.
	<b>8</b> Examine emotional and physical boundaries to determine where the PCO is as a racially-inclusive organization.	We are all part of the human race. Respect wins the day.	See definitions and progress charts in Appendix A.
	<b>9</b> Ensure the voice of membership is heard in meetings and the Executive Board facilitates the conversation of members in order to continue to strengthen the role of the PCO as an advocate for the residents of the community and a democratic venue for all voices and problem-solving.	PCO facilitation of conversations reinforces the concept of service rather than control, thus ensuring motions are presented by a wide range of members rather than a few. This further promotes public participation in planning, problem-solving, and ownership.	Suggested by the top two responses from the 2020 community survey, the most important functions of a civic organization are “To discuss ideas or developments that will impact the community” and “To be an advocate and voice of the residents in a community.”
	<b>10</b> Provide training to empower Block Captains and Zone Directors; ensure PCO positions are seen as essential to the organization and community.	More informed PCO positions fosters connections with community members and lead to membership growth.	Block Captain vacancies continue to be unfilled for the past several years.
<b>Subsequent steps</b>	<b>11</b> Develop a formal network of kindred organizations in the area, corporations, and government groups; concentrate affiliations within the PNM boundaries and abutting communities.	With increased interest in the PNM, more organizations and businesses have engaged with the community; networking and partnerships position the PCO to always have a seat at the table when decisions are being made that impact Pullman residents.	

## COMMUNICATION MAP

	<b>Actions</b>	<b>Logic</b>	<b>Supporting data/info</b>
<b>Initial steps</b>	<b>12</b> Establish a clear definition of PCO’s role in the neighborhood and how it differs from other organizations and what it does for residents.	Breakdown in communication with newer residents. Of 2020 community survey respondents living here 4 years or less, only one knew “a lot” about the PCO.	43% of 2020 community survey respondents know a lot about the PCO. 57% know some, a little, or none.
	<b>13</b> Ensure the PCO website is navigable and frequently updated.	A central digital platform for neighbors to access up-to-date information encourages active participation through knowledge.	43% of survey respondents know a lot about the PCO. 57% know some, a little, or none.
	<b>14</b> Ensure basic contact information and meeting information is included in the Pullman Flyer.	It is important to have ready access to the executive board, zone directors, and block captains as well as the PCO website and meeting information.	
	<b>15</b> Increase consistent use of digital platforms to engage more community members; use additional survey data to determine the most-used platforms.	Will lead to more active participation and increase in membership in the PCO.	Pullmanalia currently has over 300 subscribers via email. 470 residents are members of the Pullman Virtual Phone Tree on Facebook.
	<b>16</b> Consider continuing a virtual option for monthly PCO meetings to provide additional access for members; childcare could also be provided at meetings.	Virtual option allows for participation when in-person is not viable for members; circumstances such as health, caring for small children, traveling, etc. restrict the ability of members to be engaged.	Target area for membership growth is younger families with children.

<b>Subsequent steps</b>	<b>17</b>	Increase use of surveys for both members and the community at large; strive for the percentage of survey respondents to mirror the demographics of the neighborhood.	Allows formal, ongoing gathering of membership needs and input.	The 2020 community survey recorded over 140 resident responses; 73% of respondents were current members.
	<b>18</b>	Encourage different types of informal communication between residents of our community.	A simple “hello” can work wonders. It can yield to conversations and relationships or a good feeling.	94% of survey respondents either “strongly agreed” or “agreed” with “I feel a sense of community in Pullman.”
	<b>19</b>	Translate bylaws into Spanish and publish them on the PCO website.	Inclusion counts. Informal Latinx networks in the area can contribute significantly to inclusiveness.	2020 Census: 20% S. Pullman residents speak Spanish. No survey respondents who identified as Latinx (11) indicated they knew “a lot” about the PCO.
	<b>20</b>	Develop a PCO organizational chart and flow charts of PCO processes. Publish the charts on the PCO website.	Clarifies and makes information more accessible regarding the structure and functioning of the PCO.	43% of survey respondents knew “a lot” about the PCO.
	<b>21</b>	Increase relevant programming during PCO meetings and invite more people/organizations to present.	Entices more members to come to monthly meetings to interact and learn.	

## QUALITY-OF-LIFE MAP

	Actions	Logic	Supporting data/Info
<b>Initial steps</b>	<b>22</b> Identify and address safety concerns a. Crime Issues--determine the best way to communicate issues with the community (e.g., Safety Committee, CAPS, Pullman Flyer, social media). b. Traffic Concerns--create a subcommittee to address specific traffic issues of stop sign enforcement, trucks, and speeding.	Resident safety is our top priority. Allows residents to breathe easier. Increases pride in the community.	21% of 2020 community survey respondents express safety concerns.
	<b>23</b> Create relationships with real estate developers to give public input to private and public/private projects through regular communications in which the community has a valid stake.	Gives a public voice to real estate development through invitations to meetings and notification of current leadership.	
	<b>24</b> Reconvene the Youth Committee to provide social and recreational activities for children and teens.	Strong youth offerings such as sports, summer day camp, art, cultural experiences, field trips, holiday parties, etc. in the past have developed community engagement and leadership skills for young adults.	According to the 2020 Census, 13% of the population are in the 0-9 year old age range; 7% are age 10-19 years old.
<b>Subsequent steps</b>	<b>25</b> Examine the ways to make George M. Pullman Elementary School a pillar for our neighborhood by encouraging strong school-community partnerships	Supports neighborhood families. Adds to neighborhood stability and neighborhood appeal. Regular updates and exchanges by the Principal or liaison would build dialogue.	Two Pullman residents are on the George M. Pullman Elementary Local School Council.
	<b>26</b> Establish protocol to elicit donations for direct neighbor needs; consider establishing an emergency fund.	The slogan of the PCO is "Neighbors Sharing are Neighbors Caring."	2020 Census: 21% S. Pullman residents are below the poverty line.
	<b>27</b> Initiate regular programs or events to inspire green-thinking (e.g., collective solar, recycling, historic home insulation).	Balance between historic preservation and green innovation is achievable; there are many case studies already in our neighborhood and beyond.	Chicago's waste diversion rate of 8% is the worst of any big city in the nation, according to a 2018 analysis by the Better Government Association; the US EPA national average is 32%.

<b>Actions</b>	<b>Logic</b>	<b>Supporting data/Info</b>
<b>28</b> Embrace local environmental groups with reciprocal reporting on the shared activities; renew corporate membership with our partners, such as the Southeast Environmental Task Force and Active Transportation Alliance.	Current issues include: access to Lake Calumet and path across, protected bike lanes along 111th St and Cottage Grove, connection to existing paths, odors and emissions from Metropolitan Water Reclamation and industry along Stony Island.	Unfulfilled pledge from the 2012 PCO Vision Committee
<b>29</b> Foster community with residents who rent and hold landlords accountable when neglect impacts the neighborhood.	Landlord training classes have proven to enhance renter-owner-community relations.	The 2020 Census reported that 58% of households are renters.

## Appendix A: Continuum on Becoming and Anti-Racist Multicultural Institution

MONOCULTURAL → MULTICULTURAL → ANTI-RACIST → ANTI-RACIST MULTICULTURAL					
<i>Racial and Cultural Differences seen as Deficits → Tolerant of Racial and Cultural Differences → Racial and Cultural Differences seen as Assets</i>					
1. <u>EXCLUSIVE</u> EXCLUSIONARY INSTITUTION	2. <u>PASSIVE</u> 'CLUB' INSTITUTION	3. <u>SYMBOLIC CHANGE</u> MULTICULTURAL INSTITUTION	4. <u>IDENTITY CHANGE</u> ANTI-RACIST INSTITUTION	5. <u>STRUCTURAL CHANGE</u> TRANSFORMING INSTITUTION	6. <u>FULLY INCLUSIVE</u> TRANSFORMED INSTITUTION IN A TRANSFORMED SOCIETY
<p>Intentionally and publicly excludes or segregates people with African American, Latinx, Asian American, and Native American identities</p> <p>Intentionally and publicly enforces the racist status quo throughout institution</p> <p>Institutionalization of racism includes formal policies and practices, teachings, and decision making on all levels</p> <p>Usually has similar intentional policies and practices toward other socially oppressed groups</p> <p>Openly maintains the dominant group's power and privilege</p>	<p>Tolerant of a limited number of "token" People of Color and members from other social identify groups allowed in with "proper" perspective and credentials.</p> <p>May still secretly limit or exclude People of Color in contradiction to public policies</p> <p>Continues to intentionally maintain white power and privilege through its formal policies and practices, teachings, and decision-making on all levels of institutional life</p> <p>Often declares "we don't have a problem."</p> <p>Monocultural norms, policies and procedures of dominant culture viewed as the "right" way" business as usual"</p> <p>Engages issues of diversity and social justice only on club member's terms and within their comfort zone.</p>	<p>Makes official policy pronouncements regarding multicultural diversity</p> <p>Sees itself as "non-racist" institution with open doors to People of Color</p> <p>Carries out intentional inclusive efforts, recruiting "someone of color" on committees or office staff</p> <p>Expanding view of diversity includes other socially oppressed groups <b>BUT...</b></p> <p>"Not those who make waves"</p> <p>Little or no contextual change in culture, policies, and decision-making</p> <p>Is still relatively unaware of continuing patterns, privilege, paternalism and control.</p> <p>Token placements in staff positions: must assimilate into organizational culture</p>	<p>Growing understanding of racism as a barrier to effective diversity</p> <p>Develops analysis of systemic racism</p> <p>Sponsors a program of anti-racism training</p> <p>New consciousness of institutionalizes white power and privilege</p> <p>Develops intentional identity as an "anti-racist institution"</p> <p>Begins to develop accountability to racially oppressed communities</p> <p>Increasing commitment to dismantle racism and eliminate inherent white advantage</p> <p>Actively recruits and promotes members of groups have been historically denied access and opportunity <b>BUT...</b></p> <p>Institutional structures and culture that maintain white power and privilege still intact and relatively untouched</p>	<p>Commits to process of intentional institutional restructuring, based upon anti-racist analysis and identity</p> <p>Audits and restructures all aspects of institutional life to ensure full participation of People of Color, including their world-view, culture and lifestyles</p> <p>Implements structures, policies and practices with inclusive decision-making and other forms of power sharing on all levels of the institution's life and work</p> <p>Commits to struggle to dismantle racism in the wider community, and builds clear lines of accountability to racially oppressed communities</p> <p>Anti-racist multicultural diversity becomes an institutionalized asset</p> <p>Redefines and rebuilds all relationships and activities in society, based on anti-racist commitments</p>	<p>Future vision of an institution and wider community that has overcome systemic racism</p> <p>Institution's life reflects full participation and shared power with diverse racial, cultural, and economic groups in determining its mission, structure, constituency, policies and practices</p> <p>Full participation in decisions that shape the institution, and inclusion of diverse cultures, lifestyles, and interests</p> <p>A sense of restored community and mutual caring</p> <p>Allies with others in combating all forms of social oppressing</p> <p>Actively works in larger communities (regional, national, global) to eliminate all forms of oppression and to create multicultural organizations.</p>

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## Appendix B: Summary of relevant data, U.S. Census, 2020

	S. Pullman	N. Pullman	Chicago	Cook
<b>Population</b>	1,596	2,106	2,693,959	(metro area)
<b>Area (square miles)</b>	0.3	0.8	227.4	(metro area)
<b>Census tract</b>	5003	5002		
<b>Median age (years)</b>	39.6	29.2	34.6	36.8
18 years to 65 years	75%	62%	67%	64%
Age distribution: 0-9 years	13%	19%	12%	12%
10-19 years	7%	13%	11%	12%
20-29 years	13%	21%	18%	15%
30-39 years	18%	11%	17%	15%
40-49 years	14%	14%	13%	13%
50-59 years	15%	11%	12%	13%
60-69 years	15%	6%	9%	11%
70-79 years	4%	2%	5%	6%
80 yrs & over	1%	2%	3%	4%
<b>Gender</b>				
Female	54%	55%	51%	51%
Male	46%	45%	49%	49%
<b>Race</b>				
Latinos	21%	0%	29%	25%
White	37%	2%	33%	42%
Black	34%	93%	29%	25%
Multi-racial	6%	5%	2%	2%
Other	2%	0%	7%	8%

<b>Income</b>	<b>S. Pullman</b>	<b>N. Pullman</b>	<b>Chicago</b>	<b>Cook</b>
Median per capita	\$27,137	\$18,162	\$37,103	\$37,552
Median household	\$42,543	\$31,410	\$58,247	\$64,660

<b>Household income</b>				
Under \$50K	66%	64%	44%	40%
\$50K - \$100K	22%	27%	26%	28%
\$100K - \$200K	11%	9%	21%	23%
Over \$200K	1%	0%	9%	9%

<b>Poverty</b>				
Persons below line	21%	33%	18%	14%
Seniors (65 and older)	3%	6%	16%	11%

<b>Commute to work</b>				
	35 min	44 min	35 min	33 min
Drive alone	46%	55%	49%	61%
Carpool	6%	6%	8%	8%
Public transit	40%	28%	28%	19%
Bicycle	1%	0%	2%	1%
Walk	4%	1%	7%	4%
Work at home	4%	10%	5%	5%

<b>Households</b>				
Size of household	2.0 persons	2.5 persons	2.5 persons	2.6 persons

<b>Population by household type</b>				
Married couple	34%	17%	45%	54%
Male householder	13%	20%	7%	7%
Female householder	19%	46%	23%	20%
Non-family	33%	17%	25%	20%

<b>Marital status (15 years and older)</b>				
	<b>S. Pullman</b>	<b>N. Pullman</b>	<b>Chicago</b>	<b>Cook</b>
Never married male	51%	59%	51%	44%
Never married female	43%	74%	47%	39%
Currently married male	26%	22%	39%	46%
Currently married female	26%	17%	36%	42%
Divorced male	20%	13%	7%	7%
Divorced female 25%	25%	4%	9%	10%
Widowed male 3%	3%	6%	2%	3%
Widowed female 5%	5%	5%	8%	9%

<b>Fertility (women 15 to 50 years)</b>				
During the past year	6%	9%	5%	5%

<b>Housing</b>				
Number of units	991	991	1,214,450	2,193,338
Occupied units	81%	84%	88%	90%
Renter occupied	58%	66%	55%	43%
Owner occupied	42%	34%	45%	57%

<b>Type of housing unit</b>	<b>S. Pullman</b>	<b>N. Pullman</b>	<b>Chicago</b>	<b>Cook</b>
Single unit	42%	56%	29%	46%
Multi-unit	52%	44%	70%	54%

<b>Year moved into current housing unit by percentage of population</b>				
Before 1990	21%	14%	11%	12%
1990s	7%	3%	11%	13%
2000s	22%	32%	22%	25%
2010-2014	22%	39%	28%	26%
2015-2016	18%	7%	17%	15%
Since 2017	11%	5%	10%	9%

<b>Value of owner-occupied housing</b>				
Median	\$124,300	\$124,750	\$258,000	\$246,600
Under \$100K	34%	20%	10%	11%
\$100K-\$200K	51%	64%	26%	27%
\$200K-\$300K	10%	15%	24%	24%
\$300K-\$400K	5%	0%	15%	15%
\$400K-\$500K	0%	0%	9%	8%
\$500K-\$1M	0%	0%	12%	11%
Over \$1M	0%	0%	2%	2%

<b>Population mobility since previous year</b>				
Same house	88%	96%	85%	87%
From same county	10%	4%	11%	9%
From different county	2%	0%	1%	1%
From different state	0%	0%	2%	2%
From another country	0%	0%	1%	1%

	<b>S. Pullman</b>	<b>N. Pullman</b>	<b>Chicago</b>	<b>Cook</b>
<b>Education</b> (for population 25 years and older)				
No degree	12%	14%	15%	13%
High school	21%	28%	23%	23%
Some college	26%	41%	23%	25%
Bachelor	29%	11%	23%	23%
Post-grad	11%	6%	16%	16%

<b>Language at home</b>				
English only	76%	90%	65%	65%
Spanish	20%	10%	23%	20%
Indo-European	4%	0%	7%	9%
Asian/islander	0%	0%	4%	4%
Other	0%	0%	2%	2%

<b>Foreign-born population</b>	18%	0%	21%	21%
Place of birth: Europe	2%	0%	17%	22%
Asia	1%	0%	25%	28%
Africa	0%	0%	5%	4%
Latin America	95%	0%	52%	45%
North America	1%	0%	1%	1%

## **Appendix C: Reflections on Vision Committee's 2012 Report**

### ***Continuous Improvement is a Strong Path Forward***

2012: Real planning, Real outcomes, Continuous improvement, Not empty words.

In the years subsequent to the committee's report in 2012, Pullman's list of successes – either through our direct action or by fate – is significant (cf. Vision Committee Progress Report Revised 5.23.2012).

- We continue to have a healthy building restoration program through the Beman committee and our relationship with Landmarks and now the National Park System, which has brought a robust public relations mechanism with it.
- The new Education committee and local LSC representatives have reached out to support Pullman Elementary School.
- Our viaducts have received impressive art, and some tepid cleanup.
- Plans are underway on 111<sup>th</sup> St., with the hope to make it safer for pedestrians and cyclists. CNI's One-Eleven development introduced us to both new and familiar eateries.
- The Greenstone Church is seeing renewed efforts addressing its physical needs and the relationship between church and neighborhood grows stronger.
- The arts have continued to find a welcome here in many forms, including a new community of artists in ArtSpace development.
- The Welcome Committee provides bags for new residents and developed a directory of Area Information for New Residents.
- The information kiosk in front of the center on 113th street continues to be actively used.
- A cafe has been added to the neighborhood as well as development of nearby restaurants, retail, and services.
- The Pullman Parks Advisory Council is working with the Chicago Park District to oversee the development of parks in Pullman, specifically the site on 114th and Langley.

As this comparison makes clear, we continue to struggle with problems inherent in any urban environment, such as crime, pollution, and traffic; dealing with the bureaucracy of a large machine; gaining access to natural resources at our front door. In a transient world, Pullman has a remarkable percentage of long-time residents and so we continue the conversation of balancing new ideas, tried and true methods, needs met and needs wanting. We rate 21% of our adult population as members, a number any civic organization would be proud of, yet our active representation does not reflect that number nor, we realize, the diverse community that comprises Pullman. It is this reality that we hope to improve together.