Westside Collaboratives’ Summit

OVERVIEW, KEY FINDINGS & VISIONS

May 5, 2016

@westsideontherise

#westsideontherise #changeispossible

www.westsideontherise.org
Westside on the Rise: Positive Transformation of People and Place

Neighborhood Transformation

Placed-Based Focus
- Residential
- Commercial
- Infrastructure

People-Based Focus
- Education & Youth Dev
- Health
- Economic Inclusion
- Crime & Safety
- Civic Empowerment

A collective effort among Westside residents, foundations, civic leaders, nonprofits and businesses to catalyze transformation in Atlanta’s historic Westside neighborhoods.
Community-Building

• Share information and gather opinions to begin shaping a shared vision as Westside Collaborative stakeholders to clearly inform the direction and role that funders can and should play in the landscape.
Three Big Goals

Information Sharing
- Share what each Collaborative is doing and share themes.

Shape a Vision
- Network, exchange ideas and begin to shape a shared vision for our collaborative work and inspired purpose on the Westside.

Strategic Action
- Identify the ways in which the collaboratives intersect and what needs to take place to achieve common purpose.
Agenda

9:00 – 9:30
• Welcome & Introductions

9:30 – 11:00
• Collaborative Sharings

11:00 – 12:00
• Making Meaning & Next Steps
Geographical Tiers

• Westside on the Rise footprint: Three prioritized geographic focus areas

Tier 1
Castleberry Hill
English Avenue
Vine City

Tier 2
Ashview Heights
Atlanta University Center (AUC)
Bankhead
Grove Park
Washington Park

Tier 3
Zip code 30314
Zip code 30318
Westside on the Rise: Positive Transformation of People and Place

A collective effort among Westside residents, foundations, civic leaders, nonprofits and businesses to catalyze transformation in Atlanta’s historic Westside neighborhoods.
Westside on the Rise: Positive Transformation of People and Place

Neighborhood Transformation

People-Based Focus

Health
<table>
<thead>
<tr>
<th>HEALTH</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Medical Association</td>
</tr>
<tr>
<td>Arthur M. Blank Family Foundation</td>
</tr>
<tr>
<td>Atlanta Housing Authority</td>
</tr>
<tr>
<td>Center for Disease Control and Prevention</td>
</tr>
<tr>
<td>Children's Healthcare of Atlanta</td>
</tr>
<tr>
<td>Families First</td>
</tr>
<tr>
<td>Fulton County Dept. Public Health</td>
</tr>
<tr>
<td>GA Department of Public Health</td>
</tr>
<tr>
<td>Grady Health System</td>
</tr>
<tr>
<td>HEALing Community Center</td>
</tr>
<tr>
<td>Health Care GA Foundation</td>
</tr>
<tr>
<td>Integrity Community Development Corporation /English Avenue Neighborhood Association</td>
</tr>
<tr>
<td>Morehouse School of Medicine</td>
</tr>
<tr>
<td>Mosaic Group (Consultant)</td>
</tr>
<tr>
<td>Sisters Action Team/ Vine City Civic Association</td>
</tr>
<tr>
<td>Street Smart Youth Project</td>
</tr>
<tr>
<td>United Way of Georgia</td>
</tr>
<tr>
<td>Urban Perform</td>
</tr>
<tr>
<td>Wellspring Resources</td>
</tr>
<tr>
<td>Westside Future Fund</td>
</tr>
</tbody>
</table>
Westside Health Collaborative Goal

Develop a *data-driven, solution-focused* three-year plan that has the potential to impact priority health issues and produce measurable results.
Westside Health Collaborative

WHC stakeholders include:
- Health institutions
- State, county and city health officials and agencies
- Community based organizations
- Community members

Community Needs Assessment (CNA)
- Quantitative analysis
  Primary and secondary data analysis identifying health needs
- Qualitative analysis
  Community Asset Map
  Resident interviews, surveys, focus groups

WHC Retreat – Nov. 2015
- Develop priority health areas, goals and strategies to impact health
- Identify Year One strategies to focus efforts
- Develop Implementation Plan
- Work with WHC members and resources throughout implementation process

WHC Stakeholders

Methodology

Planning and Implementation
Community Needs Assessment: Key Health Findings

Lack of Health Insurance
- Approximately 25% of the total population and 19% of children in Tier 1 are without health insurance
  - Atlanta: 22% and 8%, respectively

Morbidity and Mortality
- Heart disease, hypertension, and lung/throat cancer → top five causes of death
- Mental and behavioral disorders and HIV are top ten causes of mortality and top five causes of morbidity (hospital discharge)

Maternal and Child Health
- Significantly high percentage of teen birth rates
- High %s of premature and low-birthweight births
- High % of births to females with <12th grade education
Births to Teens 15-19 Years of Age (2009-2013)

Percent of All Births

- Tier 1: 16.1%
- Tier 2: 18.9%
- Fulton County: 6.6%
- Georgia: 8.0%
Over 100 resident surveys were collected to gain insight into Tier 1 and Tier 2 communities’ health needs and healthcare practices.
Community Member Surveys

Healthcare Practices

- % No Regular Source of Healthcare: 55%
- % Do Not Visit Healthcare provider Once Per Year for Checkup: 45%
- % ER Is Main Source of Healthcare Services: 64%

Percent: 0% 20% 40% 60% 80% 100%
Community Asset Gap Summary

- In addition to a number of great assets, resources and organizations to build on through future programming, the asset map identified critical gaps:

  - Food desert with minimal access to nutritious food
  - Lack of quality early childcare programs
  - Gaps in health education programs
  - Lack of home-visiting programs
  - Inconsistent developmental screening
  - Gaps in mental health and addiction treatment services
  - Gaps in physical fitness programming
  - Gaps in social networking activities
Health Priorities
1. Low access to healthcare
2. Poor maternal and child health outcomes
3. High rates of morbidity and mortality associated with cardiometabolic syndrome
4. High rates of HIV infection

Goal 1
Increase Access to Healthcare
- Develop a community health worker program (short)
- Expand available mental health and addiction services for adults, children and families (medium)
- Increase opportunities for social networking and support groups (medium)
- Improve options for public transportation (medium-long)
- Develop mobile units for health education and health services (medium-long)
- Expand school-based health services (long)

Year 1 Strategies

Goal 2
Improve Maternal and Child Health
- Develop a home-visiting program for children 0-5 years of age (short)
- Develop and strengthen parenting education programs (short)
- Integrate comprehensive preventive care practices, including developmental screening, into early childcare and pediatric practices (short)
- Expand pregnancy prevention programs (short-medium)
- Implement CenteringPregnancy Program (CPP) (medium)
- Expand access to quality early childcare and increase enrollment including in-school opportunities (long)

Year 2 and 3 Strategies

Goal 3
Decrease Morbidity and Mortality Associated With Cardiometabolic Syndrome
- Implement Diabetes Prevention Program (DPP) (short)
- Expand opportunities for affordable physical activities (short-medium)
- Integrate comprehensive preventive care practices, including developmental screening, into early childcare and pediatric practices (short)
- Expand pregnancy prevention programs (short-medium)
- Implement CenteringPregnancy Program (CPP) (medium)
- Expand access to quality early childcare and increase enrollment including in-school opportunities (long)

Goal 4
Decrease High Rates of HIV Infection
- Increase the number of HIV testing and treatment services (medium)
- Develop and strengthen HIV prevention program for children and youth (medium)
- Provide access to safe and affordable nutritious foods (medium-long)
- Improve the built environment to provide opportunities for increased physical activity (long)
- Develop an education and outreach campaign to reduce stigma (medium)

Goal 5
Establish a Sustainable Model for Continued Collaborative Efforts Focused on Health Improvements
- Establish long-term structure for WHC sustainability (short)
- Create a forum for service provider communication (short-medium)
- Increase harm reduction services (medium)
- Develop an education and outreach campaign to reduce stigma (medium)

WHC Three-Year Strategic Plan

Year 1
Year 2 and 3

Year One Implementation

- WHC 5 Year-One Strategies for implementation as soon as practicable:
  
  **Goal 1**
  Increase Access to Healthcare
  - Develop a community health worker program *(short)*

  **Goal 2**
  Improve Maternal and Child Health
  - Develop a home-visiting program for children 0-5 years of age *(short)*

  **Goal 3**
  Decrease Morbidity and Mortality Associated With Cardiometabolic Syndrome
  - Implement Diabetes Prevention Program (DPP) *(short)*

  **Goal 4**
  Decrease High Rates of HIV Infection
  - Increase the number of HIV testing and treatment services *(medium)*

  **Goal 5**
  Establish a Sustainable Model for Continued Collaborative Efforts Focused on Health Improvements
  - Establish long-term structure for WHC sustainability *(short)*

- WHC Measurement Subcommittee is identifying objectives, indicators and performance targets for year-one programs
## WHC Three-Year Strategic Plan: Examples: Years 2-3 Strategies

<p>| Expand available mental health and addiction services for adults, children and families <em>(medium)</em> | Develop and strengthen parenting education programs <em>(short)</em> |
| Increase opportunities for social networking and support groups <em>(medium)</em> | Integrate comprehensive preventive care practices, including developmental screening, into early childcare and pediatric practices <em>(short)</em> |
| Develop mobile units for health education and health services <em>(medium-long)</em> | Implement CenteringPregnancy Program (CPP) <em>(medium)</em> |
| Improve options for public transportation <em>(medium-long)</em> | Expand school-based health services <em>(long)</em> |</p>
<table>
<thead>
<tr>
<th>Economic Inclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st Choice Credit Union</td>
</tr>
<tr>
<td>Alonzo F. and Norris B. Herndon Foundation</td>
</tr>
<tr>
<td>Arthur M. Blank Family Foundation</td>
</tr>
<tr>
<td>Atlanta West Economic</td>
</tr>
<tr>
<td>Bank of America</td>
</tr>
<tr>
<td>Box of Chocolates Media</td>
</tr>
<tr>
<td>Center for Civic Innovation</td>
</tr>
<tr>
<td>Clearpoint</td>
</tr>
<tr>
<td>The Community Foundation for Financial Literacy, Inc.</td>
</tr>
<tr>
<td>Emory University</td>
</tr>
<tr>
<td>Enterprise Community Partners</td>
</tr>
<tr>
<td>Equifax</td>
</tr>
<tr>
<td>Fdn. Of Community Development Credit Unions</td>
</tr>
<tr>
<td>Federal Reserve Bank of Atlanta</td>
</tr>
<tr>
<td>Georgia Consortium for Personal Financial Literacy</td>
</tr>
<tr>
<td>GMEN</td>
</tr>
<tr>
<td>Historic Westside Garden</td>
</tr>
<tr>
<td>HTI Catalysts (consultant)</td>
</tr>
<tr>
<td>IBM</td>
</tr>
<tr>
<td>Invest Atlanta</td>
</tr>
<tr>
<td>Lieneur</td>
</tr>
<tr>
<td>Operation Hope</td>
</tr>
<tr>
<td>Opportunity Hub</td>
</tr>
<tr>
<td>PNC Bank</td>
</tr>
<tr>
<td>Prime Connections</td>
</tr>
<tr>
<td>Regionerate LLC (consultant)</td>
</tr>
<tr>
<td>SunTrust</td>
</tr>
<tr>
<td>Urban Asset Builders</td>
</tr>
<tr>
<td>Urban Innovation</td>
</tr>
<tr>
<td>Village MicroFund</td>
</tr>
<tr>
<td>Wells Fargo</td>
</tr>
<tr>
<td>The Women’s Entrepreneurial Opportunity Project, Inc.</td>
</tr>
</tbody>
</table>
Mission Statement and Overview

The Village Micro Fund is a hybrid social enterprise with the mission to help reshape and develop low-moderate income neighborhoods across America via technical assistance, micro lending and a “village” of support.

The nonprofit side, Village Micro Fund, Inc is a 501(c)3 that provides technical assistance to small businesses and entrepreneurs through quarterly cohorts designed to accelerate growth and put businesses on a path towards sustainability and competitiveness.

The for-profit side, Village & Co., hosts a cooperative financing platform that allows customers, citizens, and neighbors alike, to invest in their favorite businesses and ideas for their community, no matter what the amount and get a return.

www.westsideontherise.org
What We’ve Been Up To

Kingonomics x Skate Hack

Center For Civic Innovation x Westside Innovation Lab

Village Micro Fund x Spring 16 Cohort
Westside on the Rise: Positive Transformation of People and Place

Placed-Based Focus

Problem Properties

Infrastructure

Commercial

Residential

Neighborhood Transformation
<table>
<thead>
<tr>
<th>Arthur M. Blank Family Foundation</th>
<th>Enterprise Community Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>APD Urban</td>
<td>Federal Reserve Bank of Atlanta</td>
</tr>
<tr>
<td>Atlanta Housing Authority</td>
<td>GA Appleseed</td>
</tr>
<tr>
<td>Atlanta Police Department</td>
<td>Habitat for Humanity</td>
</tr>
<tr>
<td>Atlanta Police Foundation</td>
<td>Invest Atlanta</td>
</tr>
<tr>
<td>Bain and Co.</td>
<td>Land Bank Authority</td>
</tr>
<tr>
<td>Center for Community Progress</td>
<td>Quest Communities</td>
</tr>
<tr>
<td>City of Atlanta</td>
<td>United States Department of Justice</td>
</tr>
<tr>
<td>Emory Law School</td>
<td></td>
</tr>
</tbody>
</table>

**PROBLEM PROPERTIES**
Problem Properties
Work Group
# Problem Property Goals

- Creating a “system” for identifying, acquiring, and repurposing problem properties for long-term positive community impact in Westside neighborhoods.

### Addressing Blight & Abandonment
(English Ave. & Vine City)
- Approx. 2600 parcels
- Over 1500 vacant buildings & lots
- Less than 15% owner-occupied
- 33% of all structures in poor to dilapidated condition

### Neighborhood Stabilization thru Land Assembly
- Identified Priority Acquisition Areas
  - 40 properties acquired & 16 under contract thru 4/30/16
  - 14 processed through In-Rem Foreclosure
  - Several Donations

### Short-term Impact Projects
- Assembly of vacant apartment buildings to increase supply of affordable rental housing
- Identify vacant parcels on stable blocks for new homeowners
- Homeowner Rehab
Mission and Definition
Community Development Corporation (CDC)
Community Housing and Development Organization (CHDO)

Quest Mission: Develop and implement affordable-supportive housing communities that serve the special need homeless and low-income populations.

CDC: a not-for-profit organization incorporated to provide programs, offer services and engage in other activities that promote and support community development.

- Serve a geographic location such as a neighborhood or a town.
- Focus on serving lower-income residents or struggling neighborhoods.
- Often involved in: economic development, education, community organizing and real estate development.
- Often associated with the development of affordable housing.
Problem Property – Before
283 and 261 Joseph E Lowery Blvd
Problem Property – After
Quest Community Complex I & II
Home of Westside Works
Problem Property - Before

English Avenue
Problem Property - After
Westside on the Rise: Positive Transformation of People and Place

Placed-Based Focus

Land Use

Infrastructure

Commercial

Residential

Neighborhood Transformation
LAND USE

APD Urban (Consultant)
City of Atlanta—Department of Planning and Community Development
Thadani Architects+Urbanists (Consultant)
Westside Future Fund
Land Use Action Plan Goals

• Review existing plans and solicit input from residents to confirm opportunities and challenges of previous plans; create new land use plan based on short and long-term implementation strategies that will inform the use of public and private investment capital.

Determine Gaps in Existing plans
• Respect neighborhoods, build on their strengths
• Determine how Westside neighborhood are linked to each other and to City
• Build on history and culture in determining level density

Resolving Gaps with new Land Use Plan
• Identify commons needs and aspirations
• Identify pedestrian connections between each neighborhood
• Identify best sites for implementation and development

Use Plan to Implement Projects
• Identify developable sites and development partners
• Determine market potential for various product types
• Determine capacity within neighborhood and potential to attract
# Target Neighborhoods

## Land Use Plan Schedule

<table>
<thead>
<tr>
<th>Neighborhood</th>
<th>Sun</th>
<th>Mon</th>
<th>Tues</th>
<th>Wed</th>
<th>Thurs</th>
<th>Fri</th>
<th>Sat</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boone Corrid/Mims Park</td>
<td>Mar 27</td>
<td>28</td>
<td>29</td>
<td>30</td>
<td>31</td>
<td>Apr 1</td>
<td></td>
</tr>
<tr>
<td>English Ave.</td>
<td>May 1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>Vine City</td>
<td>N/A</td>
<td>May 30</td>
<td>31</td>
<td>Jun 1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Ashview/Washington Park</td>
<td>Jun 26</td>
<td>27</td>
<td>28</td>
<td>29</td>
<td>30</td>
<td>July 1</td>
<td>2</td>
</tr>
<tr>
<td>AUC</td>
<td>July 31</td>
<td>Aug 1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Castleberry Hills</td>
<td>Aug 28</td>
<td>29</td>
<td>30</td>
<td>31</td>
<td>Sept 1</td>
<td>Sept 2</td>
<td></td>
</tr>
</tbody>
</table>
Boone Corridor / Mims Park Land Use Plan Highlights

• Mixed Use and Retail along north side of Joseph E. Boone across from Mims Park

• Mid-rise 5 story apartments along west side of park
  • Set aside units for lower income renters

• Maintain existing single-family detached at northeastern edge of Mims Park

• Support new residential/hotel/retail development at Vine City Marta Station

• Create gateway node at inter-section of Boone/Lowery and Boone/Northside
English Ave.
Land Use Plan Highlights

• Framework established through neighborhood based English Ave. Neighborhood Assoc. Vision Plan

• Vision Plan Focus Areas
  • **Lindsay/Oliver Ecology District**
    • Lindsay Street to the West, Proctor Street to the south, Paines and Oliver to the West, and North Avenue to the north
  • **Alexander/Brawley District**
    • Neal to the south, English Avenue to the west, Meldrum to the north and Griffin to the east
  • **Mattie Freeland District**
    • Fox Street to the North, James P. Brawley Drive to the west, North Avenue to the South, and Julian Street to the east
  • **English Avenue Campus District**
    • Pelham Street to the south, Oliver Street to the west, Donald Lee Hollowell Pkwy to the north, and James P. Brawley Drive to the east
Westside on the Rise:
Positive Transformation of People and Place

Neighborhood Transformation

People-Based Focus

Education & Youth Development
Atlanta Housing Authority
Atlanta Public Schools
Atlanta University Center Consortium
Arthur M. Blank Family Foundation
Bellwether Education Partners (consultant)
Georgia Tech
Georgia State University

EDUCATION

HTI Catalysts (Consultant)
Power My Learning
Raising Expectations
Spelman College
United Way of Greater Atlanta
Westside Ready

www.westsideontherise.org

@westsideontherise
#westsideontherise
#changeispossible
Does Atlanta care about its citizens? Consider the new John F. Kennedy School and Community Center as part of that answer. This new 5 million dollar project located in the heart of the Nash-Washington Community stands as a symbol of hope and inspiration for the people of this area. The John F. Kennedy School provides a neighborhood base for numerous educational, health, and social agencies on a seven-day-a-week, twelve-month-a-year basis. The middle school can accommodate over 1,000 students in grades 6th-8th. The design of the center was the result of one of the most extensive, cooperative planning efforts ever undertaken by a city.
Andrea’s Village
A vision

“"I have never encountered any children in any group who are not geniuses. There is no mystery on how to teach them. The first thing you do is treat them like human beings and the second thing you do is love them."”

Dr. Asa G. Hilliard, Ill
Successful schools & communities connect, collaborate, and create

- Early childhood development
- Engaging Instruction
- Expanded Learning Opportunities
- Community Engagement
- Family Engagement
- Youth Development Activities
- Health & Social Support
- College, Career, & Citizenship
- Strategic Alignment
...Community schools require strategic partnerships to become excellent

Community schools are built on a fundamental premise that every child and every school is capable of *excellence given the right conditions for learning*. Of course, *schools cannot create these conditions on their own*. They require strategic partnerships among schools, partner agencies, families, and community members.

Cultural institutions, colleges and universities, foundations, and others expand the number and type of learning opportunities available to help children master skills and content. These opportunities are directly aligned with the children’s academic curriculum while broadening their interests and developing their talents.

By engaging families and community partners with school staff in designing and participating in activities, a community schools strategy fosters shared ownership and collective trust.
Our work with the Collaborative addresses two foundational questions

Building on the current Westside education landscape, both the strengths and the gaps, as well as the community’s vision for success...

1. What should the “shared purpose” of the Collaborative be? What energizes the community and builds on the great work already in motion?

2. How can the Collaborative best work together to achieve this purpose? Together, how can we go farther, faster?

We are drawing on national best practices and the voice of the community to inform our work
To thrive, the Westside education “ecosystem” needs strong core academics and cradle-to-career supports.

**System Influencers**
- Legacy
- Culture
- Systems change
- Policy
- Funder landscape

**Core academic program**
- Early childhood
  - Program design and curriculum
  - Talent management
  - Family and community engagement
- K-12
- Postsecondary

**Alignment**

**Cradle-to-Career Supports**
- Out-of-school supports for students¹
- College & career supports for students
- Workforce development & corporate partners
- Other social supports for families²

**Foundations**
- Community advocacy groups

**Note:** ¹Includes after-school, summer, wrap-around, and youth development programs, etc.; ²Includes criminal justice programs.
STEM is the priority for the core academic program; the Collaborative will support this work...

In this context, APS’ STEM Signature Program has the potential for enormous impact on Washington cluster students

### Priorities as defined by APS Washington cluster plan

1. **Implement Signature Program (STEM)**
   - Implement a STEM-enriched curriculum and interdisciplinary and project-based teaching

2. **Strengthen instructional program (EL)**
   - Implement EL Education as a major component of schools to drive rigor, mastery of standards

3. **Prepare staff for quality teaching**
   - Develop and implement cluster-wide professional development on collaborative planning, interdisciplinary

4. **Align systems and resources for school needs**
   - Leverage resources including partnerships with local school teams (PTA, GO Teams, ALA, etc.)

5. **Drive change in cluster and school culture**
   - Develop strong focus on school culture and climate. Create an environment focused on excellence

---

### Given the importance of STEM to this plan, let’s review what we know about what works...

Research indicates that key drivers of a high-quality, in-school STEM program include...

#### Program design and curriculum

- **Start in early childhood to satisfy kids’ natural curiosity and prepare them for a rigorous K-12 STEM program**
- **Create an interdisciplinary, experiential curriculum that encourages critical thinking, problem solving and teamwork**
- **Capitalize on STEM activities that pique students’ interest and have real-world applications (e.g., robotics, digital media, coding)**
- **Create vertical alignment in math, so there are no gaps in skills / experiences**

#### Talent management

- **Provide innovative professional development (e.g. in a creative, off-campus space) to motivate teachers and model an active learning environment**
- **Institute proven retention strategies: build professional networks, ensure school leadership support, and provide pathways for professional growth**
- **Partner with local universities and professional STEM and PD orgs to bolster recruitment pipeline and support PD**

#### Family and community engagement

- **Help parents understand the importance of STEM and provide opportunities for family engagement**

---

### Case study: Harmony Public Schools is a STEM-themed K-12 charter network serving ~30K students

**About Harmony**

- Founded in 2000, Harmony now serves ~30K students across 40+ schools
- ~60% FRL, 45% Latino, 20% African American, 35% White or other
- Vast majority of schools are in Texas, operating on ~$5K per pupil (in 2016)
- Harmony won a $30M Race to the Top grant related to STEM and the advancement of project-based and inquiry-based learning

**Approach to STEM**

- **Program design**: Instructional approach includes project-based learning (PBL) and sharing of student work around STEM; technology helps bridge skill gaps and enable deep 21st century learning
- **Talent management**: Harmony hires for STEM expertise (even without traditional teacher training) & models learner-centered teaching via personalized PD
- **Community engagement**: Harmony prepares students for STEM competitions and festivals and partners with businesses and universities to give students work-based learning experiences, esp. during summer and weekends

**Strong academic outcomes, especially in high school**

**Real-world STEM experience (e.g., through NASA, Shell partnerships)**
...Through complementary area(s) that will deepen and accelerate in-school instruction

**A. Early childhood (ECE)**

*Highlights:* Strong community support for aligned, quality, coordinated ECE; well-documented best practices to follow; minimal political barriers for WEC

**B. Youth development programs**

*Highlights:* Persistent need for greater coordination and consistency; opportunity to strengthen alignment with APS’s STEM Signature Program

**C. Family and community engagement**

*Highlights:* Opportunity to build on Westside legacy and assets to support sustainable ecosystem change
How will we get there? Through more intentional collaboration vs. independent efforts

<table>
<thead>
<tr>
<th>Independent Operators</th>
<th>Intentional Collaboration</th>
<th>Collective Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Vision / Strategy</strong></td>
<td>★★★★★ ★★ ★★★★</td>
<td>★</td>
</tr>
<tr>
<td><strong>Outcomes Measurement</strong></td>
<td>★★★★★ ★★★☆ ★★★☆</td>
<td>★</td>
</tr>
<tr>
<td><strong>Decision-Making</strong></td>
<td>★★★★★ ★★★★ ★★★★</td>
<td>★</td>
</tr>
<tr>
<td><strong>Communication</strong></td>
<td>★★★★★ ★★★★ ★★★☆</td>
<td>★</td>
</tr>
<tr>
<td><strong>Infrastructure</strong></td>
<td>★★★★★ ★★★★ ★★★★</td>
<td>★</td>
</tr>
<tr>
<td><strong>Investor Approach</strong></td>
<td>★★★★★ ★★★★ ★★★★</td>
<td>★</td>
</tr>
</tbody>
</table>

= Perception of WEC current state  ★ = Aspiration for WEC future state
Now What?

- Pair Share
- Huddles
- Whole Group
Next Steps
Thank you!