ABQ Integration Initiative Overview

The ABQ Integration Initiative, Innovation Central, is leveraging the diversity and assets of the community to create a vibrant and supportive environment in which to start and grow a business. We will do this by harnessing the power of multiple resources, leaders, and systems. A planning grant from Living Cities will drive a “grow our own” economic inclusion strategy that develops jobs and businesses in the City, especially targeting low-income and historically disadvantaged populations. The ABQ Initiative is an approach to economic development that involves utilizing the power of collective impact to create more jobs through entrepreneurship and innovation. Research has shown that coordinated investments in infrastructure, education, workforce development and economic development are key to help cities adapt to new economic realities. The ABQ Initiative's goal is to create a climate of robust entrepreneurship and economic development that leads to enduring systems outcomes.

We are working to answer the question of how we strengthen our economy, and provide jobs, economic mobility, and empowerment. This is a complex problem that no one individual or organization can solve alone. Collaborating leaders are the Mayor’s Office at the City of Albuquerque, University of New Mexico, and New Mexico Educators Federal Credit Union and will bring together our best assets to further this initiative. With combined efforts, we will create job growth and economic mobility while helping our City reach its full potential as a place to live, work, and prosper.

To succeed, we must foster an environment of collaboration and build an innovation-based economic development strategy to drive sustainability and equity. Economic development, job creation, and economic mobility at every level is a shared issue for the City and partner organizations. Collaborative leadership — the ability to work together across sectors over a sustained period with a shared vision — is a crucial factor to meeting our goal. We must harness our City's entrepreneurial spirit and unique strengths and underutilized assets. This will allow us to develop new structures to leverage innovation, remove barriers and create an environment for success.

Planning Year Backdrop

We are cultivating a “grow our own” mentality and climate for building jobs from within, capitalizing on entrepreneurial energy and harnessing existing assets to create a more dynamic economy that fosters organic creation of business and rebuts under-education and underemployment. We are championing the range of businesses from high-tech to home-grown kitchen table entrepreneurs.

Emerging technology sector jobs have a supportive climate and are primed for commercialization. Hobbling greater change, though, is a real or perceived perception that entrepreneurship is only for a certain “type” – the techies, the wealthy, and the mainstream players. This perception excludes the “typical” New Mexican, employed in education, health, or social services with a median household income of $47,399 (US is $53,046). The “mainstream” is perceived of being white males, while New Mexico is one of a handful of minority-majority states with ‘white alone’ being 39% (compared to 63% nationally) and 51% of New Mexicans being women (Census.gov, 2010).

This perception manifests itself in people hesitating to start and join small businesses, and limited market access when they do means growth is potentially lean for years. There is also a tendency for thriving urban areas to be consumed by national chains with the jobs created being low-wage. Successful cities are protective of their bright areas, and making this “grow our own” transition requires a big effort and game changing tactics away from this tendency. There has to be enough force and funds and faces behind the effort to reach a tipping point.

In spite of our existing assets and our organization’s greatest strengths, we do expect challenges. These include:

- Mapping the currently fragmented resources to optimize use, clarifying what it takes to make
change, prioritizing sustainability and adaptability, reallocating resources;

- Overcoming multiple frames of reference and self-protective behaviors, making hard decisions about parameters and mission focus;
- Surpassing unilateral solutions to work toward a mutual goal, focusing more on commitments and less on organizational hierarchy; and
- Entering the planning year with an acceptance of the unknown (such as talent/skillsets needed and how partner decisions may affect our outcomes).

We believe in the potential of Albuquerque and New Mexicans to grow our own cadre of entrepreneurs. It is a rigorous process that requires more than a “project” or “program.” Albuquerque is fortunate to have been selected as an Integration Initiative awardee from Living Cities. We are currently in the second half of our planning year, and the need to support our marginalized, nontraditional populations is evident.

### Planning Year Description

Year one is both deliberative and iterative. This Planning Year will allow the ABQ Initiative to build a resilient cross-sector infrastructure that can tackle the complex challenge of creating an innovation-based economic development and drive downtown revitalization. We need to build a plan that will allow us to evaluate our assets, create strategy and tactics, and use data to analyze opportunities. Using the principles of lean startup – continuous cycle of learning, feedback loops, testing and measuring – we’re committed to swarming toward what’s working, pivoting away from what doesn’t, and identifying changes in practices, policies, funding flows, and capacity.

The Planning Year allows us to find the metrics to measure progress and ground our efforts in real-time data to advance outcomes as well as give us time to target capital to realize our vision. The ABQ Initiative will look to see how we can align public policy with initiative goals, harness, blend and deploy capital in catalytic investments for job creation and explore sustainability options. We must also review incentives and reforms to boost growth and foster entrepreneurial growth. Efforts could include providing seed capital for entrepreneurs, building and enhancing innovation hubs, and acceleration of incubation. The bottom line is we first need to assess what is in place and build a framework to address how to make starting, growing, and doing business in Albuquerque easier.

In addition, the Planning Year allows us to look at inclusive, long-term participation and sustainability as we focus on collective impact. An open exchange of ideas will lead to the innovative solutions and catalytic systems change that our City needs. We will hold ourselves accountable for evaluating the Initiative’s effectiveness and will be intentionally self-reflective as we strive to continuously improve, adapt, and inform future innovation.

We will develop goals and strategies **during** the planning year that are grounded in the following:

- Looking at what the community is today
- Vision what we want the community to look like in the future
- Map our assets and networks
- Identify barriers and gaps
- Determine what needs to be added, in what sequence, and what current programs to strengthen
- Design actions
- Implement
- Test
- Measure
- Do it again
Planning Year Progress

We have identified our shared vision: Accelerating job creation and economic mobility through innovation and entrepreneurship to help our city reach its full potential as desirable place to live, work, and prosper. We are harnessing our City’s inherent strengths and underutilized assets to invigorate our downtown, namely:

- An entrepreneurial spirit
- Research, science, and development
- Tenacity of our people
- Innovation and ingenuity of the private sector
- Small business-friendly climate
- Overlap of vital interest and political will
- A team of experts who are entrepreneurial themselves and well-versed in major systems overhaul

We have defined our principles for working together as:

- Maintain the integrity of the shared vision and work together to overcome obstacles, set strategic direction, and make tough decisions
- Step out of our comfort zones or prior roles to participate with a spirit of innovation and be willing to undertake systems change
- Work with urgency while knowing that we are pursuing long term outcomes
- Respect the role that capital brings to economic development and commit to making it accessible in a responsible way
- Pursue other sources of new financing options beyond capital, such as PRI investments, grant funds, government funds, and other opportunities for leverage
- Creatively deploy and/or redirect existing resources, build current assets, look for ways to shift opportunity and maximize what we already have

We will support the 4 types of entrepreneurs:

1. Innovation Led (high tech, biotech, serial entrepreneurs, high tech incubators, commercialization of research)
2. Microenterprise (persons seeking to create personal income/savings, small business, single owner operators, seed capital, education, financing)
3. Main Street (those with employees, e.g. restaurants, retail, local business services)
4. Second Stage (established, looking for new markets and growth of the company to next level)

There are five areas that touch each of these entrepreneur types in different ways and a working group has been convened for each one. Each working group is responsible for researching, understanding, and mapping current resources and gaps, and making recommendations to the implementation team. The five areas of development are:

1. Talent/Skill Development
2. Business Development
3. Capital Development
4. Community Development
5. Culture of Entrepreneurship and Inclusion

Planning Year Community Involvement

The governance structure consists of a steering table, and innovation team, and working group tables for each of the five areas listed above. The working group tables are chaired by members of the innovation team. The role of each are listed below.
Steering Role:
- Mobilize people to address a challenge that does not have an answer
- Provide leadership to disrupt people and systems for a specific purpose
- Set overarching goal of job creation and economic mobility through innovation and entrepreneurship

Working Group Tables: Tables are comprised of leaders/experts in the community in the strategy area in which they are working.

Chair Role:
- Review the importance of the planning year
- Affirm group is comprised of individuals working at both the ground-level and systems level on key initiatives aligned with the larger goal
- Lead implementation including action plan and strategy setting
- Support group in getting to shared aspirations
- Help group members understand the greater system and the complexity of which they are a part
- Active participation in process
- Coordinate with, and learn from, other partners in the initiative
- Help design and implement targeted strategies
- Support aligned activities

Team Role:
- Maintain the integrity of the shared vision and work together to overcome obstacles, set strategic direction, and make tough decisions
- Step out of our comfort zones or prior roles to participate with a spirit of innovation and be willing to undertake systems change
- Work with urgency while knowing that we are pursuing long term outcomes
- Respect the role that capital brings to economic development and commit to making it accessible in a responsible way
- Pursue other sources of new financing options beyond capital, such as PRI investments, grant funds, government funds, and other opportunities for leverage
- Creatively deploy and/or redirect existing resources, build current assets, look for ways to shift opportunity and maximize what we already have
- Foster inclusiveness and engage the “stack” – stakeholders who want to be involved in the geography of innovation
- Understand the horizontal network to identify why certain startup communities work and some don’t
- Create a network effect of entrepreneurs, engineers, professors and artists to create meaningful new forms in the creative class
- Share information, adopt new trends, leverage innovation, and nimbly respond to change
- Commit to the continuous development of the startup community regardless of the economic cycle we’re in
THE BALTIMORE INTEGRATION PARTNERSHIP

Who We Are
A collaborative partnership of anchor institutions, funders, nonprofits and public organizations focused on establishing economic inclusion as the business culture of norm in the Baltimore region.

Our Premise
Anchor institutions are already central to the health and prosperity of our communities. Anchors are the region’s most powerful allies, providing the strongest opportunities to advance economic inclusion and positive economic growth for local citizens and small business owners.

BIP 2.0 will support its anchor partners in developing and implementing economic inclusion policies and practices that will not only be highly impactful on its own, but also establish a proven business model applicable to other industry sectors.

BIP 2.0 Goals for Baltimore and the region
- To connect local, small and minority-owned businesses to anchor procurement opportunities in Baltimore and the region
- To encourage and leverage anchor real estate investment for the intentional benefit of the broader community and small businesses
- To insure equitable opportunities and connect low income residents to jobs within anchors and anchor-supporting businesses

Focus for Progress and Success
BIP collective actions are focused on the following:
- Removing barriers to facilitate the participation of local/small/minority business in anchor purchasing
- Leveraging and supporting anchor real estate investments and small business investment to intentionally maximize benefit for surrounding communities
- Removing barriers to access and training for increased hiring of local and minority residents by anchors and anchor supporting businesses
- Proving the overall business benefit of economic inclusion policy and practice, ultimately creating a model for other industry sectors to adopt

The Partnership is funded by the national Living Cities Integration Initiative and generous local support from the Annie E. Casey Foundation, The Goldseker Foundation, Associated Black Charities, The Baltimore Workforce Funders Collaborative and the Association of Baltimore Area Grantmakers (ABAG). ABAG acts as a backbone organization, coordinating and staffing the partnership.

Association of Baltimore Area Grantmakers
Celeste Amato – Co-Chair
Maryland Institute
College of Art
Michael Molla – Co-Chair
Annie E. Casey Foundation
Sophie Dagenais
Associated Black Charities
Diane Bell-McKoy
Baltimore Metropolitan Council
Michael Kelly
Baltimore Workforce Funders Collaborative
Melanie Styles
Bon Secours Health System
George Kleb
City of Baltimore
Office of the Mayor
Colin Tarbert
Coppin State University
Luwanda Jenkins
Goldseker Foundation
Matt Gallagher
Johns Hopkins Hospital
Kenneth Grant
Johns Hopkins University
Andrew Frank
Loyola University Maryland
Terrance Sawyer
Morgan State University
Ellis Brown
Notre Dame of Maryland University
Ellis Brown
LifeBridge Health
Martha Nathanison
State of Maryland
Office of the Governor
- Vacant-
The Reinvestment Fund
Don Hinkle-Brown
University of Baltimore
Suzanne Tabor
University of Maryland, Baltimore
Ashley Vals
Director
Kurt Sommer

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DETROIT CORRIDOR INITIATIVE

Goal Statement
We seek an inclusive transformation of Detroit’s mixed-use commercial corridors to encourage market momentum and growth while preserving long-term affordable access, equity and opportunity.

The Corridor Strategy: Achieving Inclusive Growth in Detroit

<table>
<thead>
<tr>
<th>Cross-Cutting Tools</th>
<th>Program Investments</th>
<th>Anchor-Driven Economic Development</th>
<th>Mixed-Use Real Estate Development</th>
<th>Entrepreneurship &amp; Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coordination &amp; Measurement</td>
<td>Job Growth, Corridor Density &amp; Income Mix</td>
<td>Increased Opportunity for Residents</td>
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<td>Public Sector Partnerships</td>
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<td>Capital Deployment</td>
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Key Partners and Roles

Implementation Leaders & Strategic Supports
- **Capital Impact Partners**: Woodward Corridor Investment Fund & Detroit Neighborhoods Fund; steward of Detroit Corridor Initiative
- **Detroit Future City**: Strategic Framework for economic growth, systems renewal & land use strategies
- **Midtown Detroit**: Leads execution of Midtown district pipeline, TOD & Corridor business development
- **New Economy Initiative**: Innovation District & job growth strategies across the City
- **TechTown Detroit**: Acceleration & incubation of Detroit based businesses
- **U3 Advisors**: Midtown Anchor strategy development; McNichols commercial corridor pilots & capacity building
- **Detroit Initiative Team**: Collective Impact facilitation to support implementation partners’ strategies. Aligning grants, data and evaluation efforts to achieve inclusive growth corridors. Key partners include Data Driven Detroit, Urban Ventures, Ford Foundation, Kresge Foundation & Living Cities
- **Network Partners**: Invest Detroit, DDP & other lenders; Anchor Institutions; DEGC; City of Detroit; State of Michigan; Private Developers; CDAD; Local Foundations, Entrepreneurs & business owners; residents and other community stakeholders

Metrics & Research to Track Progress in Achieving the Large Scale Result
- Increases in jobs and businesses:
  - Changes in local hiring patterns and raw job growth for the region/target corridors
  - Efficiencies in business start-up process/overall improvements in the business environment
- Increases in district population:
  - In Midtown, 13 people per acre to 20 people per acre
  - Along other corridors, ID similar density metrics and targets
  - Elimination of blighted and/or vacant properties in target corridors
- A broader mix of household incomes, and improvements in neighborhood quality of life:
  - Clear understanding of the economic and demographic profile to achieve income mixes that enable economic mobility for low-income populations (Harvard’s Equality of Opportunity Study)
  - Policies & practices to ensure long-term affordability, access & equity for low income populations
  - Increases in housing units and commercial space utilizations
  - Changes in market rental rates; property appreciation
What is the Strong Healthy Communities Initiative?

The Strong Healthy Communities Initiative (SHCI) in Newark, NJ, is a cross-sector institutional partnership that aims to close the education “opportunity gap” in Newark by improving child health and well-being as a lever to greater student achievement. It is the vision of SHCI and our partners to ensure that all Newark children, regardless of income, are healthy and ready to learn.

As part of The Living Cities Integration Initiative (TII), and through the generous support of the Prudential Foundation, SHCI uses a policy change and a cohesive, “one-table” collective impact approach to tackle complex social problems that challenge the success of Newark’s public school system and deteriorating structural environments of Newark’s low-income neighborhoods. The partners of SHCI aim to rebuild and stabilize Newark’s neighborhoods, align public policy and private investments to sustain innovations and create lasting systemic change to improve student success in all of Newark’s schools.

Why is the Work of SHCI Important?

Research shows that individual health and the quality of a child’s environment are among the greatest determinants of a child’s academic success. In order to improve educational outcomes, SHCI joins with Newark’s educational stakeholders to tackle the social challenges of poverty that effect student performance. Today’s promising reforms of Newark’s public education system will only reach full potential if aligned with transformative change in the systems that impact the health, housing and nutrition of Newark’s poorest children. This is work that our schools cannot do alone.

How Will SHCI Achieve Impact and Transformative Change?

The shared vision of SHCI will be achieved through broad cross-sector coordination around three (3) critical social outcomes:

- Remove blight and create safe, affordable homes to stabilize low-income families
- Integrate & align Newark’s Healthcare System to build school capacity & address child health disparities
- Increase the access, equity and quality of food available for Newark’s low-income families

In order to achieve these outcomes, the partners of SHCI embrace a set of collaborative solutions that are geographically targeted in order to achieve the greatest local impact. SHCI continuously tracks outcomes using key neighborhood and performance indicators, and works with local partners to turn isolated innovations into sustainable, transformative change to local policy and community practice.

59 Lincoln Park, Suite 210, Newark, New Jersey 07102 • (973) 621-1762 Tel • (862) 367-8009 Fax • http://www.shci.org
Using Strategic Partnership Networks (left), SHCI aligns non-education partners in health, nutrition and housing to strengthen the quality of education for every Newark child. SHCI Networks are designed to integrate systems, advance policy and leverage resources to improve the academic achievement of South Ward students, and create strong, supportive school environments across all public schools.

SHCI’s Networks realign the work of hospitals, local businesses, social impact investors, community developers, service-based non-profits, and public-sector agencies to close Newark’s Education Opportunity Gap and provide children with the services and community supports they need to achieve.

For more information, visit: www.shci.org
A workforce collaborative focused on the healthcare sector

With New Orleans emerging as a biotechnology center, and with the opening of the new LSU and VA Medical Center complex slated for 2015-2016, hundreds of jobs will become available in the healthcare and biotech sectors. Do we have a ready workforce? Addressing that question is New Orleans Works, NOW, a workforce collaborative that seeks to match the training and support provided to employees with the skills that employers are seeking to fuel their growth.

NOW is taking a two-tier approach.

Working with employers
NOW is working with employers to identify what employment opportunities will be available and determine what skills are necessary for those jobs. To date NOW has partnerships with four major healthcare employers in New Orleans; Ochsner Health Systems, Southeast Louisiana Veterans Healthcare System, Daughters of Charity Health Centers and Children’s Hospital.

Working with the education/training providers
NOW is partnering with the education and training community to make sure that career support and job trainings are aligned with the needs of employers.

It’s more than a job, it’s a career
NOW is committed to going beyond just filling jobs. NOW wants to strengthen the system by creating an environment where there are opportunities for higher wages, better benefits, and career advancement. With proper training and support, many low-skilled workers can launch a career that pays wages to support a family. High quality collaboration begins with bringing together workers, employers, and education/training providers. NOW has trained over 150 people for jobs in healthcare and has had an impact on over 500 individuals through our employed led partnerships.

Contact:
Bonita Robertson, Site Director
Bonita@gnof.org
504.598.4663
Greater New Orleans Foundation
1055 St. Charles Ave, Ste 100
New Orleans, LA 70130
www.gnof.org

Funding
New Orleans Works, NOW is a public-private collaborative of the Greater New Orleans Foundation. It is funded by a grant from the National Fund for Workforce Solutions and matching funds from local partners including the City of New Orleans, BioDistrict, the Greater New Orleans Foundation, the United Way of Southeast Louisiana, Baptist Community Ministries, and Urban Strategies. National philanthropic partners include the Ford, Kellogg, JPMorgan Chase, Surdna Foundation and Capital One Bank.
HOPE SF SUPPORTS STRONG, VIBRANT COMMUNITIES
**ABOUT**

HOPE SF is the nation’s first large-scale public housing revitalization project to prioritize current residents while also investing in high-quality housing and broad scale community development.

Drawing on the expertise of business, philanthropic, non-profit, academic and city leaders, HOPE SF focuses on San Francisco’s most vulnerable families, ensuring that all of the city’s residents enjoy the hallmarks of thriving communities including good schools, safe neighborhoods, and living-wage jobs.

The HOPE SF public-private-philanthropic partnership is led by the City and County of San Francisco, Enterprise Community Partners, and The San Francisco Foundation, which houses the private fund.
THE CURRENT REALITY

Residents in HOPE SF revitalization communities are geographically and socially isolated from San Francisco’s prosperity, living in dilapidated barracks-style housing developments that lack vibrant retail and employment opportunities. A majority of HOPE SF’s residents are young, poorly educated, unemployed, and living in poverty.

- The four public housing developments include over 1,500 households and more than 4,000 residents.
- 73% of able-bodied adults are unemployed.
- The average family earns less than $14,000 per year.
- Between 16% and 29% of adults report having diabetes versus 4.7% of adults citywide.
- 85% of residents have not completed schooling beyond high school.
- Residents experience high rates of trauma resulting from exposure to violence.

LIFE IN HOPE SF

In 2013, 107 families in Hunters View moved to new homes where their children can play safely, sleep well, and perform in school.
MEET THE RESIDENTS

Residents are at the heart of HOPE SF. They are the change agents for their communities, transforming their neighborhoods from housing-of-last-resort to attractive communities with great schools, safe streets, and living-wage jobs.

Eddie is a HOPE SF Peer Leader at Potrero Hill. He is the “bus driver” for the local walking-school bus – the residents’ solution to high chronic absenteeism, unsafe transit to school, and lack of trust among neighbors. Eddie is more than a bus driver – he is a mentor.

PJ is one of several peer leaders who came together to form the Host and Activities Committee at Hunters View. He leads activities in the community that rebuild hope, trust and social bonding.

“Change is coming! We’re on the right path, and we’re going to get there.”
Your contribution supports more than 1,500 families to improve their education, health, and earning potential.

Private donations support the development of innovative programs to complement the city's HOPE SF initiative. HOPE SF funds are focused in the following areas:

• **Research and incubate best practices and models** designed for families living in isolated and impoverished public housing.

• **Build organizations’ capacity** to implement and evaluate game-changing strategies that transform HOPE SF communities.

• **Ensure impact and continuous improvement** by testing strategies and learning what is effective for HOPE SF residents.

• **Engage in field-building** with other innovative initiatives locally and nationally.

### 2013 TO 2014 INVESTMENTS

- **Resident Leadership and Community Building**: $530,000
- **Impact and Learning**: $350,000
- **Education**: $250,000
- **Economic Mobility**: $200,000
- **Physical and Mental Health**: $190,000

All dollars represented are from HOPE SF private donations, separate from the City of San Francisco-funded projects.
RESIDENT LEADERSHIP AND COMMUNITY BUILDING

The Problem:
Only 15% of residents trust their neighbors.

Our Strategy:
Build strong resident leaders (adults and youth) to improve community health and well-being.

WHAT WE’VE LEARNED

The disconnect between traditional programming and the needs of the residents leaves community members feeling isolated and unprotected.

YEAR ONE SUCCESSES:

- Peer leadership programs established at all HOPE SF sites, supporting 21 leaders. Activities are held twice a week for 500 participants.
- Trained and hired the first group of youth leaders from all HOPE SF site to support their communities.

THE NEXT FOUR YEARS:

Deepen and expand peer leadership programs to foster personal transformation, resident engagement, and social cohesion.

Trauma-informed community building de-escalates chaos and stress, builds social cohesion, and fosters resiliency.

Strengthen the social fabric as a foundation for improved service delivery.

Build social networks to overcome isolation and poor health.
The Problem:
Limited evidence is available around effective strategies to improve outcomes for families living in public housing.

Year One Successes:
• HOPE SF baseline data and tracking metrics established.
• Peer Leadership Phase I evaluation completed.
• Student film developed about HOPE SF youth.
• Trauma-Informed Community Building model developed.

The Next Four Years:
Form a university, city, and private sector collaboration to create a learning center that will support research, evaluation, and strategy development.

Leverage cross-site learning to effectively implement strategy.

Train and engage higher education students to work with HOPE SF communities.

We are committed to long-term investment and sustained programs and services.

Impact and Learning
Our Strategy:
Research, develop strategy, evaluate, build capacity, and share learning.
The Problem:
53% of HOPE SF students are chronically absent from school.

YEAR ONE SUCCESSES:
- The walking school bus program now brings students safely to school.
- All HOPE SF schools now have a plan to reduce chronic absence and all housing sites have education liaisons.

WHAT WE’VE LEARNED
The environment of public housing has a significant impact on chronic absence from school and critical learning. Schools are challenged with limited resources to support families beyond academics.

Our Strategy:
Increase educational engagement and school-family partnerships.

Chronic Absenteeism is missing more than 10% of school for any reason - excused or unexcused.

THE NEXT FOUR YEARS:
Use school-family partnerships as a lever to improve school attendance.

Reduce stress and employment barriers for adults to ensure that students start their day in a safe, stable, and predictable home environment.
ECONOMIC MOBILITY

The Problem:
90% of 18 to 24 year old residents are unemployed.

Our Strategy:
Engage disconnected youth throughout a spectrum of employment opportunities.

WHAT WE'VE LEARNED
Isolation, violence, lack of basic and vocational skills, and low rates of education make it difficult to connect youth to work.

YEAR ONE SUCCESSES:
- Removed barriers to employment, such as union dues, enabling 50 young adults per site to attain jobs.
- Developed an employment and training continuum, aimed at increasing number of young adults who attain education and job skills required for living-wage jobs.

THE NEXT FOUR YEARS
Coach and mentor young adults to set goals and hone their executive function skills, which have been compromised as a result of trauma.

Executive function skills include planning, self-control, and self-monitoring.

Provide long-term, supported employment opportunities that combine education, job skills, and mental health support.
PHYSICAL AND MENTAL HEALTH

The Problem:
Residents feel stressed, worried, and anxious. Chronic disease is higher than the city average.

Our Strategy:
Increase on-site embedded mental and physical health services and support.

WHAT WE’VE LEARNED
In general, the available services are far less effective unless they recognize and address the effects of trauma.

YEAR ONE SUCCESSES:
• Peer leadership programs promoted nutrition and exercise and linked residents to city-sponsored health resources.
• Trained HOPE SF staff and volunteers to address trauma.

THE NEXT FOUR YEARS:
Deepen health knowledge of peer leaders and link the program with onsite professional mental and physical health services.

Trauma is an experience of extreme threat of physical or psychological harm that activates an overwhelming biological “fight or flight” response and may have lasting adverse effects.

Build capacity of non-profit organizations to address trauma.
FOR MORE INFORMATION AND TO INVEST IN HOPE SF

Please contact Ellie Rossiter, HOPE SF Initiative Officer, at 415.733.8578 or erossiter@sff.org for more information.

Private funds supporting the HOPE SF initiative are housed at The San Francisco Foundation, which provides funds management, leadership, collaboration, and grantmaking.
Thank you for your support.
Communities of Opportunity Update

- Communities of Opportunity is an initiative launched in March 2014 in partnership with The Seattle Foundation. It is an early strategy of the King County Health and Human Services Transformation’s Plan.

- Designed with the ambitious goal of creating greater health, social, economic, and racial equity in King County so that all people thrive and prosper.

- Used data to identify census tracts with the greatest inequities in health, housing and economic opportunity measures. The maps confirm that where you live in the County, how much you make, and factors such as race and ethnicity are significant predictors of your chances of living well and thriving, even though King County average measures are among the highest in the country. Examples of inequities include:
  1. The average life expectancy can be 10 years shorter in communities that are just a few miles apart.
  2. The average household income in one ZIP code can be $100,000 less than one nearby.
  3. Poverty rates can range from 6% to 54% by neighborhood and smoking rates vary from 5% to 20%.

- Designed to maximize positive impact by co-designing strategies with community leaders and by catalyzing public and private resources to underinvested neighborhoods.

- Funders and three cities/neighborhoods are analyzing current needs, assets and funding flows across health, housing and economic development systems and using Collective Impact principles to implement mutually reinforcing strategies that leverage multiple funding streams to achieve specific outcomes in the most impacted communities.

- COO is making both place-based investments in specific communities and policy and system changes that will work together to reduce policies and systems that perpetuate inequities.

- Policy and systems grants awarded to date:
  1. African Americans Reach & Teach Health Ministry
  2. Futurewise and partners
  3. Global to Local
  4. Got Green
  5. The Mockingbird Society
  6. OneAmerica and partners
  7. Open Doors for Multicultural Families
  8. Public Defender Association
  9. Puget Sound Sage and partners
  10. Seattle Indian Health Board
  11. Skyway Solutions
  12. White Center Community Development Association

- In February 2015, place-based investments were announced in Rainier Valley in Southeast Seattle (HomeSight), in SeaTac and Tukwila (Global to Local), and in the White Center/North Highline unincorporated area through the White Center Community Development Association. From March to June, co-design meetings will address strategies, shared outcomes measurement systems with the sites.

- A Learning Community workshop will take place in the fall of 2015 on community engagement.

- Contacts: Kirsten Wysen, Kirsten.wysen@kingcounty.gov, 206-263-8757, and Aaron Robertson, a.robertson@seattlefoundation.org, 206-515-2135.
Rainier Valley, population 41,350: Active business association, a community with deep cultural roots and a mosaic of immigrant communities, 59 languages, ethnic community centers, residents aim to prosper in place, youth initiatives.

White Center, population 17,760: Engaged resident leaders, institutional partnerships in place, ethnically & culturally diverse community with a well-supported community development association, vibrant multi-ethnic business district, two Hope VI communities, three parks, affordable housing.

SeaTac & Tukwila, population 46,321: Diverse community, 70 languages, Food Innovation Network in place to create entrepreneurial and employment opportunities, residents interested in catering, food processing, baking, food trucks and urban farming.

Auburn and Skyway: Planning grants awarded.

Data: Public Health-Seattle & King County, King County Health Profile, Health Reporting Areas, December 2014, [http://www.kingcounty.gov/healthservices/health/data.aspx](http://www.kingcounty.gov/healthservices/health/data.aspx)