



# 2018 Shared Prosperity Kalamazoo Action Plan

THE CITY OF KALAMAZOO



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kalamazoo  
2025



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City of Kalamazoo

## City of Kalamazoo

Also several staff dedicated considerable energy to Shared Prosperity Kalamazoo and the development of this plan.

They include:

- Dorla Bonner, Community Development Manager
- Kevin Ford, Shared Prosperity Kalamazoo (SPK) Coordinator
- Laura Lam, Assistant City Manager



*“Vision without action is a  
daydream. Action without  
vision is a nightmare.”  
—Japanese Proverb*



# Introduction

Cities do not become great by accident. It is the hard work of visioning, planning, coordinating, relationship building, and acting by which success is achieved. With that in mind, the City of Kalamazoo has begun the hard work of reimagining and acting in a way to create an environment that enhances the quality of life for all, seeks continuous engagement, provides all young people with the jump-start they need in life, and has more equity, and more prosperity and less poverty for all its residents.

The challenges facing residents of Kalamazoo are many. There are a great number of Kalamazoo residents who want to work but cannot find jobs, and for many who find jobs they are only part-time or do not pay enough to support a family at an income above the poverty line. If

we were to do nothing, not only would the future of low income children and their families be jeopardized but also the financial future of the City.

Instead the City has aspired to achieve the opposite. It has aspired to take actions to make a more prosperous and equitable city, where anyone would want to live and raise a family. Everyone has different ideas of what it means to prosper. However, a common denominator of prosperity is that all are free from the kind of economic insecurity that makes it difficult to pursue the dreams we have for ourselves and our families—whatever those dreams may be. Shared Prosperity Kalamazoo is ultimately about the opportunity to pursue and achieve that dream.





City of Kalamazoo

## What is Shared Prosperity Kalamazoo (SPK)?

Shared Prosperity Kalamazoo (SPK) is a bold and ambitious plan to transform our community into a place where every adult and every child thrives and prospers. Our vision is of a community where no adult and no child is isolated or left behind due to poverty and/or inequality of opportunity. This vision is not limited to only growing financial assets, but all assets. Everyone has assets. Everyone has qualities that are valuable and useful to our community. It is important that all people are given opportunities to grow whatever assets they possess and gain whatever assets they

need to be successful. Shared Prosperity Kalamazoo is a campaign to transform the culture of the city so that it truly becomes the City of Promise for everyone. Its fundamental purpose is to create more broadly shared prosperity and eliminate generational poverty in Kalamazoo.

Shared Prosperity Kalamazoo builds on the efforts of many dedicated people who have worked for decades to ensure that every child in our city has an equal chance to achieve his or her dreams, every adult can earn a good living and every family can build a better future for itself and especially for our city's children. In January 2014, the Kalamazoo City Commission voted



to make the reduction of poverty, especially among children, one of its top priorities. With that vote began four years of discussion and planning carried out by a core team of individuals led by Mayor Bobby Hopewell, Commissioner Don Cooney, and Dr. Tim Ready from the Walker Institute for the Study of Race and Ethnic Relations, and other members of the community from the nonprofit, government, and higher education sectors.

Members of this Core Team carried out qualitative and quantitative research related to poverty and its consequences in Kalamazoo, including meeting with residents and service providers to understand their

needs, opinions and recommendations for change. Core team members also analyzed ongoing as well as past efforts to address poverty in our community, such as those led by the Kalamazoo County Poverty Reduction Initiative (2000-2013). Core Team members also researched best practices in poverty reduction and community change strategies occurring nationwide, consulted with national experts and conducted site visits to communities where promising work is being done. Throughout this four year period, the Core Team met on a biweekly and sometimes weekly basis to discuss this work and lay the foundation for a strategy that is right for Kalamazoo. The action plan outlined in this document builds on that foundation.

The Core Team concluded that the City's efforts to eliminate poverty should focus primarily on creating the conditions needed so that all Kalamazoo residents can achieve what they want for themselves, their children and their community. For this to occur, the Team recommended that the City would have to simultaneously make progress on three inter-related goals:

- **Promote the healthy growth, development, and learning of children**
- **Increase access to good jobs**
- **Promote strong families**

The Core Team chose these goals based on research on the causes of poverty, as well as on effective poverty reduction models and strategies to enable more people who endured poverty as children to prosper as adults.

A fundamental premise of Shared Prosperity Kalamazoo is that progress toward achieving any one of these three goals requires that substantial progress also be made on the other two, as well. Thus, the success of Shared Prosperity Kalamazoo requires that the Kalamazoo community develop and implement a campaign that prioritizes these goals in the policies and practices of collaborating SPK partners, and build on the extensive work already being done by existing organizations and programs to accomplish these goals.

Success also requires the use of evidence-based strategies that are attuned to the strengths and needs of our community, setting clear and measurable goals, and tracking progress toward the achievement of those

goals. The strategy must continue to work to improve the effectiveness of services delivered by community institutions, change systems so they can more effectively enable each Kalamazoo resident to prosper, and engage residents as active participants in the change process. SPK is committed to creating the conditions needed to transition families from generational poverty to shared prosperity for generations.

## Who is SPK for?

The SPK 2018 Plan is a living and action-driven document for the people who live, work, and visit Kalamazoo. It is also for those who will make up the community of Kalamazoo in the future—not only our children but also new people who will arrive for education or job opportunities and make Kalamazoo their home. Therefore, SPK's implementation and success relies on current and future residents and community partners in addition to City staff.



# Imagine Kalamazoo 2025 Strategic Vision & Shared Prosperity

The Imagine Kalamazoo 2025 (IK2025) Strategic Vision and Master Plan are guides to help shape the work of the City, both internally for staff and externally to represent the community needs. The Vision guides all plans that are being created within City departments, setting the direction for implementation of the vision. All plans must align with the Strategic Vision and Master Plan to ensure that our community wide goals are met. More than 3,500 community voices gave input on the opportunities and challenges they feel the city

faces. Ideas about policies, investments, and how to achieve the goals set forth were voiced at open houses, community picnics, art hops, and via online surveys. This input was used to inform conversations and subsequent strategies in the SPK planning process to produce alignment with the IK2025 Strategic Vision and Master Plan. The SPK 2018 Plan aligns most closely with the Strategic Vision goals of Shared Prosperity, Complete Neighborhoods, Youth Development, Strength through Diversity and Economic Vitality.



The Vision has set the following goals:



**Shared Prosperity**

Abundant opportunities for people to achieve shared prosperity.



**Connected City**

A city that is networked for walking, biking, riding, and driving.



**Inviting Public Places**

Parks, arts, culture, and vibrant streets.



**Environmental Responsibility**

A green and healthy city.



**Safe Community**

A community where it is safe to live, work, bike, drive, walk, and play.



**Youth Development**

A city with places and supports that help young people thrive.



**Complete Neighborhoods**

Residential areas that support the full range of people's daily needs.



**Strength through Diversity**

An inclusive city where everyone feels at home.



**Economic Vitality**

A supportive infrastructure for growing businesses and stabilizing the local economy.

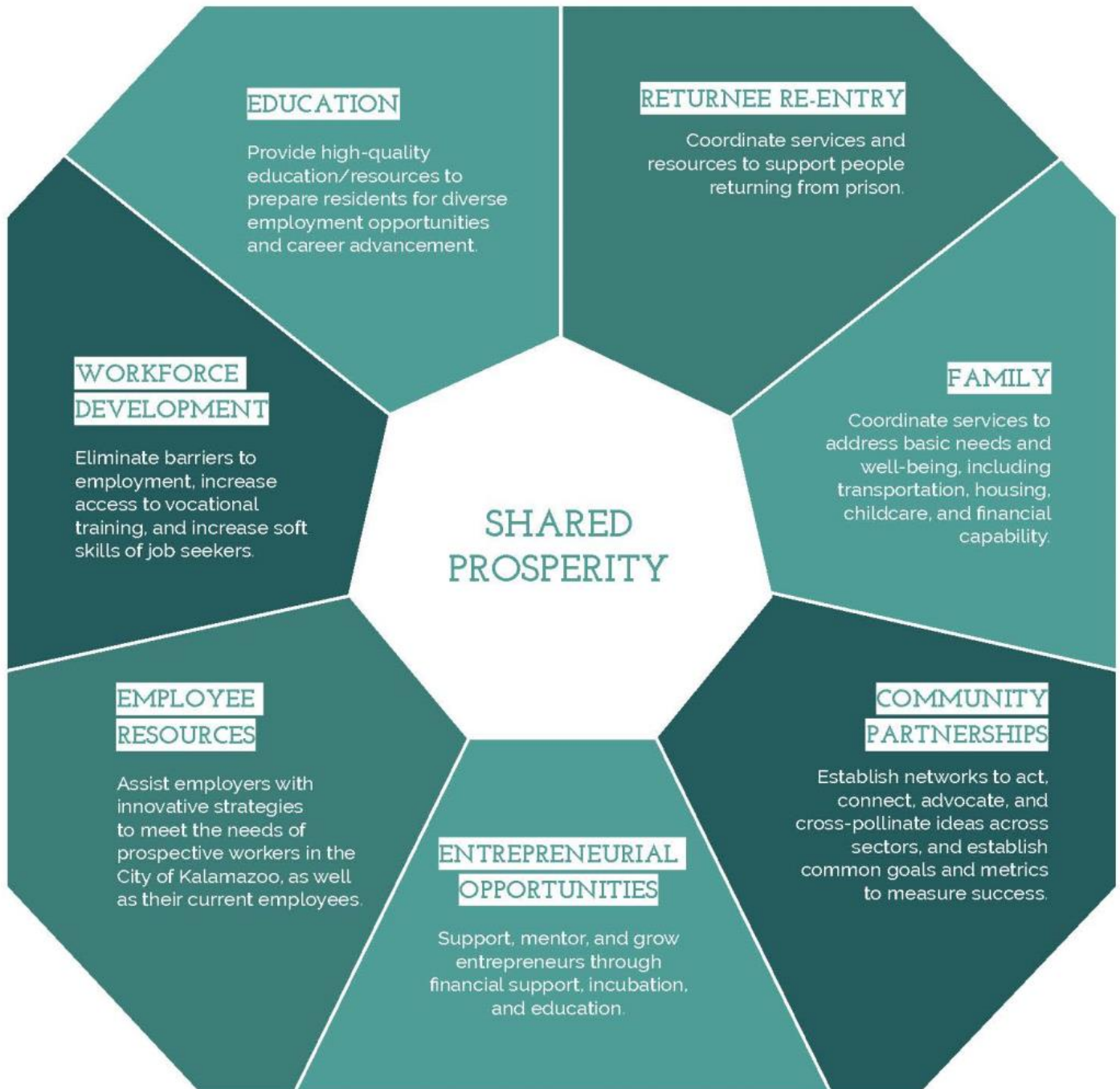


**Good Governance**

A City organization with the community's vision in a sustainable way.

The following diagram, referred to in the Strategic Vision as a Goal Map, details the sub-goals that are critical components to IK2025 Shared Prosperity goal. The Strategic Vision, like SPK, acknowledges the interconnectedness of each of its goals. For progress to be made in one area, we need to make progress in all areas.

STRATEGIC VISION GOAL MAP FOR SHARED PROSPERITY



## SPK Goals

The goals of SPK are to:

- **Promote the healthy growth, development, and learning of children**
- **Increase access to good jobs**
- **Promote strong families**

These goals were chosen based on analysis of research and literature on the causes of poverty and effective strategies to reduce poverty and promote equitable community development. The goals were also informed and supported by the IK2025 engagement which included listening sessions held in 2017 by the Nonprofit Network at agencies that provide community programs or services, including Open Doors, Ministry with Community, Loaves and Fishes, Michigan Works!, Family Health Center and the Douglass Community Center.

An additional goal of “cross-cutting” was identified through these sessions highlighting the ability to take significant action across multiple sectors.

It is important to emphasize a fundamental premise of Shared Prosperity Kalamazoo – that to make substantial progress over the long-term in achieving any one of these three goals, it is necessary to make progress toward the achievement of the other two simultaneously. Successful implementation of all strategies requires the use of evidence-based strategies setting clear and measurable goals, and tracking progress toward the achievement of those goals.

Through SPK, the City will continue to work with community leaders to use cross-sector strategies to change systems so that they can more effectively enable each Kalamazoo resident to prosper. Equally important, the City is developing opportunities to engage residents as active participants in the change process.





# SPK Planning Process

The planning process illustrated on the following page took place over a four month period in partnership with Moore Strategic Consulting. The process was designed to shape a collaborative vision for SPK and create a prioritized action plan of initiatives for the City and its SPK partners to explore. This is an evolving effort in which, through continuous iteration and refinement, we can move toward prevention efforts, remove of obstacles and ultimately create shared prosperity.

## How We Started:

With the three goals identified, the City convened a Task Force and three Goal Teams, comprised of a broad cross-section of stakeholders, to develop and prioritize the critical strategies and actions needed to operationalize the goals. Task Force members were chosen in part based on:

- Their connection to, and within, the community (i.e. neighborhood associations and organizations that work with the most vulnerable or hardest-to-serve populations),
- Natural fit based on the goal areas (i.e. the public school system and higher education for youth), as well as
- An established track record of positive work in the community regarding families, jobs, and youth.

## The Task Force:

- Made recommendations for a long-term SPK infrastructure for implementation,
- Established strategies for ongoing community engagement, participation, and feedback,
- Recommended priority actions and strategies, and
- Nominated Goal Team members based on expertise in the three goal areas.

The SPK Task force held its inaugural meeting in August 2017 to discuss the working vision and goals of SPK. Key themes and questions emerged about the three goals:

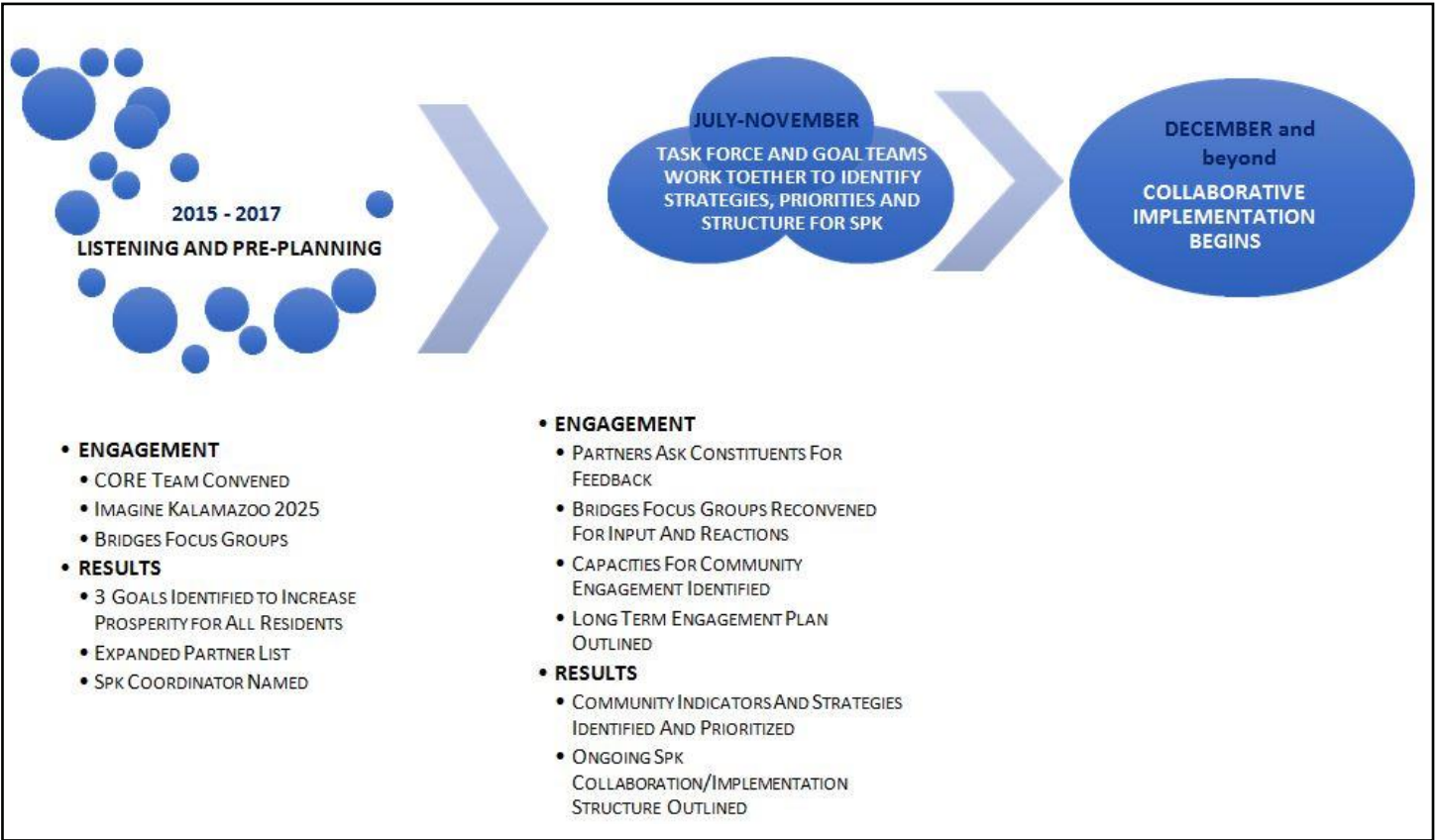
### ***Promote the healthy growth, development and learning of children:***

- Gaps in early learning access and quality keep families from pursuing employment and from getting kids off to a good start.
- We need to support kids outside the school day as they move through school.
- Young people need better access to meaningful pathways for employment.

### ***Promote Strong Families***

- Too many families lose eligibility for benefits (e.g., SNAP, child care) because other benefits go away or they get a small pay raise.

SHARED PROSPERITY KALAMAZOO PLANNING ACTIVITIES



- Families need asset building strategies and products.
- Access to quality affordable housing is a major challenge for families. What would it take to improve these conditions?

***Increase Access to Good Jobs***

- Can people get and keep jobs?
- What jobs are available? For whom? Do they pay a living wage?
- What new businesses are created? What skills will employees need?

**The Goal Teams:**

- Assessed the current reality in Kalamazoo looking at data, research and community experiences,
- Assessed current efforts designed to improve conditions such as housing, employment and education,
- Identified gaps in current efforts and options for expanded or new initiatives to address the gaps, and
- Identified and recommended priority action steps for the 2018 SPK Plan and long-term strategies to the Task Force.

Using an outcome-focused planning process, each Goal Team:

- Established a prioritized list of key community indicators (see long-term indicators in SPK Comprehensive Plan tables starting on page #31) that should improve over time if progress is being made on the goal.
- Discussed the root issues that are creating barriers for the goal area.
- Established critical strategies to remove these barriers.
- Identified short- and mid-term metrics to evaluate progress on these strategies, and named critical implementation partners.
- Reviewed examples of best practices such as root cause analysis; asset based community development, collective impact, and validated quality improvement systems related to children and youth.
- Considered strategies informed by research

To identify the next steps for SPK to make progress on each goal, SPK participants across all groups prioritized strategies. Each strategy was assessed against criteria identified as critical for implementation. The criteria identified by the Task Force were:

- This strategy addresses a key barrier to prosperity for individuals and families.
- This strategy leverages and builds on existing work.
- There is evidence that this strategy is effective.
- This strategy reflects the most pressing needs of residents.
- Progress is possible in the next 6-12 months.
- City government can have a meaningful role in advancing this strategy.

Task Force and Goal Team participants rank ordered strategies within each goal area via a survey. The key strategies identified for action starting in 2018 are listed in the following section.



# 2018 Priority Strategies

## Cross-Cutting Strategies

There were three "cross-cutting" strategies identified early by all three Goal Teams as foundational to making progress overall. The cross-cutting strategies are critical to simultaneously achieving impact in all areas as successful indicators of positive individual and family impact.

Strategies:

1. Build capacity of systems and service providers to identify and address internal and systemic racism and other bias.
2. Streamline coordination and referral between providers throughout systems to provide comprehensive supports.
3. Build partnerships with neighborhoods-including shared decision-making – to create complete neighborhoods as defined in the Strategic and Master Plans.

## Goal: Promote The Healthy Growth, Development And Learning Of Children

Strategies:

1. Ensure families can identify and access affordable, quality child care.
2. Expand family access to tools and resources that support child development and school readiness.
3. Build partnerships with families to support student learning.
4. Ensure students have access to high quality academic and enrichment supports outside of the school day.
5. Connect students with apprenticeships, internships, volunteering, mentoring, etc. to expose them to career options.

## Goal: Increase Access To Good Jobs

### Strategies:

1. Expand training and placement services for high demand skills.
2. Partner with employers to remove barriers to employment and increase socio-economic diversity of candidates and employees.
3. Equip individuals to utilize self-employment/entrepreneurship opportunities.

## Goal: Promote Strong Families

### Strategies:

1. Ensure families have localized access to critical benefits and resources (child care, transportation, etc.)
2. Incentivize the development of affordable, safe housing stock.
3. Improve safety and efficiency of older housing stock.
4. Provide supports to increase homeownership.

## Measurement

Clear indicators for progress are identified in the SPK Comprehensive Plan – Long Term. This plan can be found on page 31 of this document. Identified by the Goal Teams, these initial indicators can drive the creation of an ongoing measurement plan and a community report card to track progress towards shared prosperity. The indicators and report card are intended to demonstrate progress on City actions and other aligned community efforts.

# Immediate Activity For Priority Strategies

Based on the Priority Strategies, and in consideration of actions that the Goal Teams and Task Force were particularly focused on, clear tactics and next steps recommended for 2018 are outlined in the following section. Included are key activities already underway as part of Imagine Kalamazoo efforts and included in the 2018 City budget. These are starting points on a multi-year effort to shift systems and our community towards shared prosperity. Each activity identifies the City's role as: Act, Connect, or Advocate within the goals.

## Connect

The City will bring sectors together to establish connectivity, identify partnerships, and align work around SPK goals, strategies, and tactics. The City may not provide direct resources, but may contribute to some aspect of the activity.

## Act

The City is the leading sector and will direct meetings, resources, and has direct influence over the outcome of the strategy or activity.

## Advocate

The City will act as a guide, resource, or champion for aspects of the activity.



2018 SPK Action Plan  
- Short Term -

## Cross-Cutting Strategies

Activity	Focus	Deliverable	Lead(s)	Notes
Increase capacity and cohesion of neighborhood organizations; strengthen neighborhood partnerships	Act	10 neighborhood capacity / quick win grants	City, Neighborhood associations	\$100,000 in 2018 budget for Neighborhood Activation and Engagement to support neighborhood plan efforts.
Engage residents to develop neighborhood plans aligned with IK2025 and SPK goals and priority strategies; identify solutions and support implementation.	Act	A minimum of 3 neighborhood plans approved	City, Neighborhood associations	Several SPK partners have indicated a strong interest in pursuing a place-based approach to changing systems of youth supports and service delivery.
Establish a community report card to indicate progress against SPK goals and indicators; enhance data collection and sharing.	Act	Report card developed and launched	City, United Way, TRHT partners, Walker Institute	City/GKUW pursuing grant opportunity to build community data hub, report card.
Implement Government Alliance on Race & Equity (GARE) Implementation and Innovation Fund grant in partnership with Michigan Department of Civil Rights, KZCF, and community partners.	Act	Fair Housing plan aligned with SPK and HUD efforts	City, TRHT partners,	GARE grant awarded. Partners planning implementation phase.
Directly engage and draw on Truth, Racial Healing, and Transformation effort in partnership with the Kalamazoo Community Foundation (KZCF) and community partners to racial equity to City of Kalamazoo internal and SPK processes and programs.	Connect	Develop work plan aligned with TRHT	City, TRHT partners	GARE grant awarded. Partners planning implementation phase.



## Promote The Healthy Growth, Development & Learning of Children

Activity	Focus	Deliverable	Lead(s)	Notes
Work directly with partners to adopt a place-based approach to integrate student and family supports and change systems.	Connect	Inventory/assessment and plan development	City, KPS, SPK partners	Work to be aligned with neighborhood plan efforts
Align SPK work with efforts to develop a comprehensive Youth Master Plan	Connect	Youth Master Plan	Parks and Recreation, KYDNet, SPK partners	Integrate SPK Children/Youth goal work into a comprehensive Youth Master Plan

## Increase Access To Good Jobs

Activity	Focus	Deliverable	Lead(s)	Notes
Increase support for entrepreneurial efforts from the City's Economic Opportunity Funds.	Act	Completion of Entrepreneur Feasibility Study	City, LISC	\$3 million in City 2018 budget for economic development activities; \$2 million to be matched 2:1 by LISC.
Expand Financial Opportunity Center (FOC) model to comprehensively serve eligible Kalamazoo residents.	Act	Open FOC new location	City, LISC	
Improve locations for business startup through renovations and improvements.	Act	# of business locations improved	City, LISC	
Incentivize and support creation or expansion of businesses paying a living wage.	Act	# of businesses created or expanded	City, LISC	

## Promote Strong Families

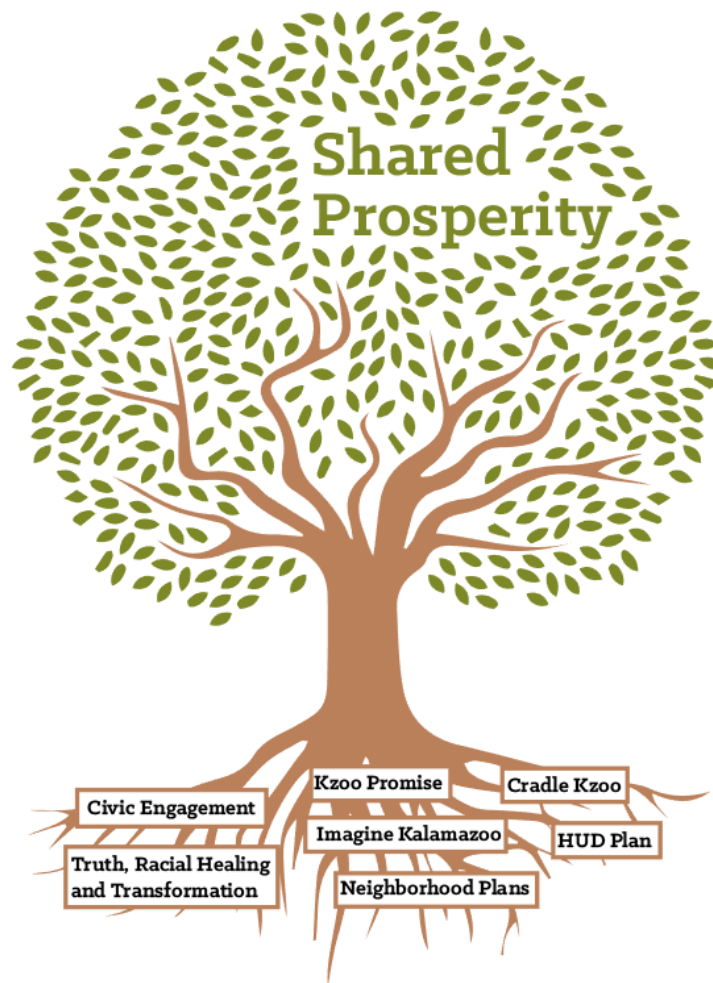
Activity	Focus	Deliverable	Lead(s)	Notes
Partner with Local Initiatives Support Corporation (LISC) to establish Affordable Housing Fund to support new construction and rehabilitation of owner-occupied housing and new construction and preservation of rental housing.	Act	4 new homes, 8 rehabs, 75 families in housing/ financial training, 10 units retained through foreclosure prevention	City, LISC	\$1.5 million in City 2018 budget for affordable housing to be matched 2:1 by LISC.
Increase awareness and support for increased tax refunds by expanding Volunteer Income Tax Assistance (VITA) sites and use of VITA sites. This awareness will come from an increase in Show Me the Money Day (SMTMD) events from two sites to five sites. SMTMD is a statewide financial resource which occurs at the beginning of tax season.	Act	Increase in VITA participation	City, Neighborhood associations	Awarded a Community Reinvestment Act (CRA) grant from the regional CRA association to support the 2018 SMTMD events.
Conduct a series of focus groups to determine specific demand and solutions for expanded support services (childcare, transportation, income supports) as part of a service-learning partnership with a Kalamazoo College class.	Act	Service recommendations developed from engagement summary	City, K College, SPK partners	Staff is tracking and quantifying engagement to inform future actions / recommendations.
Prepare comprehensive HUD Consolidated Plan to align with SPK Action Plan.	Act	Finalized plan	City, SPK / TRHT partners	

# SPK 2018 and Beyond

The future of SPK will be comprised of multiple plans and initiatives working together to form the roots of long term change for residents and the City of Kalamazoo at large. This is illustrated in the graphic below of the "SPK Tree". The roots listed show current initiatives and plans as well as efforts still in the developmental stages. These plans include efforts impacting children, youth, families, neighborhood and economic development as well as racial disparities. The roots will not be limited to those listed below as they will evolve as we continue the journey toward shared prosperity. The culmination of the

SPK Plan, with the inclusion of the aforementioned plans and initiatives from community partners, will result in true community driven change.

In addition to working on plans, 2018 will also be used to develop the ongoing SPK organizational structure (detailed in the next section), holding focus groups to ensure that the plan represents what low to moderate income residents actually need, and sharing and refining the SPK vision with the Kalamazoo community.



# Recommendations for Implementation Infrastructure

Shared Prosperity Kalamazoo is both a strategic goal of the City of Kalamazoo and a campaign to shift the culture of the community to make shared prosperity a way of life. The City Commission and City Administration will continue to lead and connect work with community partners to create shared prosperity. This plan provides a roadmap for this collective effort.

The SPK Coordinator and other City staff will:

- Provide support and leadership to connect SPK activities within City departments and with partners.
- Convene and support the Coalition structure described below to continue to inspire and generate action.
- Ensure ongoing measurement and communication efforts are maintained.

## Coalition Purpose And Activities

The SPK Coalition will be comprised of an Organizing Committee, SPK staff, and the Goal Teams, is intended to organize and coordinate efforts on all strategies to connect and create better results. The recommendation is to create a Coalition that can:

1. Share information about related efforts.
2. Discover opportunities to leverage and accelerate each other's work and SPK goals.

3. Create opportunities for partnerships to develop and increase impact on the SPK goals.
4. Blend, leverage, and maximize existing funding while also seeking opportunities to identify new funding in support of SPK goals.
5. Create collaborative learning, data sharing, and evaluation efforts to encourage ongoing progress for the community.
6. Continually discuss ways to effectively engage community members as active stakeholders in the SPK campaign.

The planning effort defined a set of core principles that will guide future efforts for implementation:

- Maximize inclusivity and prioritize ongoing direct engagement with the individuals and communities directly affected.
- Maximize transparency in our efforts and decisions.
- Commit to action and ongoing continuous improvement.
- Maintain continuity of effort over the long term to see results.
- Build on existing proven programs to better serve a larger population.
- Operate with grace.
- Share the space as colleagues, minimizing title and positional authority when possible.
- Embrace differences and presume positive intent

from others.

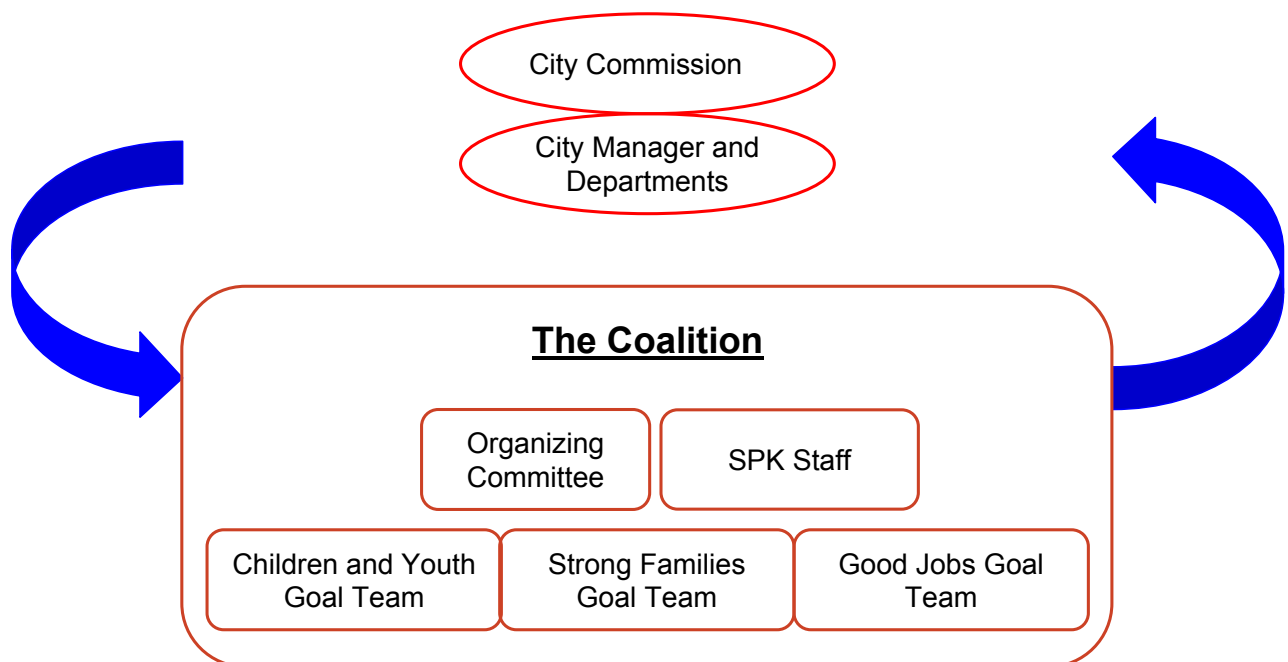
- Exercise patience with each other while maintaining a sense of urgency about the need for improvement.
- Be open-minded about possibilities.
- Demonstrate tolerance for ambiguity and uncertainty.
- Embrace tough questions and challenging conversations.
- Change when necessary to distribute resources to effective efforts.
- Learn and improve – allowing for failure.

The Coalition will be comprised of two parts: 1) An Organizing Committee and 2) Goal Teams.

## Organizing Committee

The Organizing Committee will be a group of individuals who are leading the Goal Team efforts and who commit to regular meetings to track and encourage progress on SPK strategies. The Committee will be supported by the City SPK team. Its main responsibility will be to convene stakeholders for conversations and accountability around the recommendations and core principle listed above. The Organizing Committee will also lead conversations about the deeper systemic changes that are needed to shift conditions for families and the community.

### SHARED PROSPERITY KALAMAZOO ONGOING STRUCTURE



## Goal Teams

Separate Goal Teams will also be organized for the three SPK goal areas. Members of the Organizing Committee will Chair Goal Teams. Goal Teams are intended to meet 4-6 times a year to share information and continue to keep each other informed of activities related to SPK efforts.

## Expected Outcomes

SPK is an effort modeled on successful collaboration that over time creates progress on jointly identified key community indicators. For those results to emerge, a successful coalition needs to strengthen the work of individual members and identify new work that is needed.

The Organizing Committee and Goal Teams, collaboratively working as a Coalition, will:

- Increase the number of active partnerships aligned to SPK strategies.
- Increase the number of people engaged through existing programs and partnerships because of expanded reach of the Coalition.
- Connect and deepen work across the community to deliver on systemic change for families and the community.
- Increase donor support for SPK activities from.
- Deepen the coordination and ongoing commitment of partners to leverage expanded results.

## Immediate Next Steps

To organize the ongoing work of SPK, the following are initial actions needed:

- City Commission endorsement of the 2018 Shared Prosperity Plan.
- Invite people to participate on the Organizing Committee and Goal Teams.
- Plan a schedule of meetings.
- Develop a plan for data gathering, evaluation and sharing related to each goal area.
- Develop a communications plan for sharing the ongoing work of SPK.
- Expand and deepen community engagement with residents.
- Create decision structure showing SPK advisory role in relation to City Manager, City departments and City Commission.



The background of the slide is a teal-tinted photograph of a golf course. A path winds through a grassy area with several trees in the distance. The overall scene is peaceful and natural.

# SPK Comprehensive Plan - Long Term -

## Cross-Cutting

Priority Populations:

- Families of color
- Families at or below ALICE threshold
- Neighborhoods of concentrated poverty
- Individuals with criminal records

Objectives	Strategies	Potential Tactics	Indicators of Progress
I. Ensure children and families have access to equitable, comprehensive, coordinated services	1. Build capacity of systems and service providers to identify and address internal and systemic racism and other bias.	a. Work with partners to define and identify systemic racism in Kalamazoo. b. Anti-racism and cultural awareness training identified/developed. c. Deliver coordinated anti-racism and cultural awareness training to systems and providers. d. Work with service providers to increase equity and remove systemic bias in policies and services. e. Increase awareness and dialogue on culturally responsive service delivery	<p><b>Short term:</b></p> <ul style="list-style-type: none"> <li>• Increase in #% of service providers, employers, financial institution staff, and others trained.</li> </ul> <p><b>Mid-term:</b></p> <ul style="list-style-type: none"> <li>• # new or modified policies to address equity.</li> <li>• # organizations with staff that reflects diversity of constituents.</li> </ul> <p><b>Long-term:</b></p> <ul style="list-style-type: none"> <li>• # of organizations implementing equitable policies</li> <li>• Decrease in disparity in SPK long-term indicators</li> </ul>



Objectives	Strategies	Potential Tactics	Indicators of Progress
	2. Streamline coordination and referral between providers and within systems to provide comprehensive supports seamlessly.	a. Identify coordination platforms such as Efforts to Outcomes b. Establish a community report card c. Support efforts to establish a unique identifier prior to school enrollment	<p><b>Short term:</b></p> <ul style="list-style-type: none"> <li>• #/% Providers convened to brainstorm coordination and tracking solutions</li> </ul> <p><b>Mid-term:</b></p> <ul style="list-style-type: none"> <li>• Increase #/% of providers using shared coordination systems/platform.</li> </ul> <p><b>Long-term:</b></p> <ul style="list-style-type: none"> <li>• Individuals and families are seamlessly connected to and accessing all needed services.</li> </ul>
II. Collaborate with residents to ensure all 22 neighborhoods are safe, accessible, and meet resident needs.	1. Build partnerships with neighborhoods--including shared decision-making--to create "complete neighborhoods."	a. Work with neighborhoods to map assets b. Convene neighborhoods to develop neighborhood plans, identify solutions and support implementation c. Support informal events within neighborhoods to develop social relationships and supports d. Ensure services and resources are accessible within neighborhoods	<p><b>Short term:</b></p> <ul style="list-style-type: none"> <li>• #/% neighborhood participating in hosted convening designed to develop plans and identify solutions.</li> </ul> <p><b>Mid-term:</b></p> <ul style="list-style-type: none"> <li>• Increase #/% financial resources supporting neighborhood associations and their leadership of locally generated solutions.</li> </ul> <p><b>Long-term:</b></p> <ul style="list-style-type: none"> <li>• Increase in neighborhood safety as defined by residents.</li> <li>• Increase #/% feeling that neighborhood is meeting their needs.</li> </ul>

## Promote The Healthy Growth, Development And Learning Of Children

Priority Populations:

- Young children and students of color and their families
- Young children and students whose families are at or below Asset Limited, Income Constrained, Employed (ALICE) threshold
- Students attending Title I schools

Objectives	Strategies	Potential Tactics	Indicators of Progress
I. Ensure children ages 0-5 are thriving and ready for kindergarten.	1. Expand family access to tools and resources that support child development and school readiness.	a. Provide child development workshops/ education to families and informal caregivers b. increase access to and use of early literacy resources c. Launch public awareness campaign about early brain development and importance of quality early learning	<p><b>Short term:</b></p> <ul style="list-style-type: none"> <li>• Increase the knowledge, resources and skills of families to support child development</li> </ul> <p><b>Mid-term:</b></p> <ul style="list-style-type: none"> <li>• Increase the #/% of low-income children utilizing high quality care and early intervention services</li> </ul> <p><b>Long-term:</b></p> <ul style="list-style-type: none"> <li>• Increase #/% of children developmentally ready for kindergarten</li> <li>• Decrease #/% substantiated child abuse and/or neglect cases</li> </ul>
	2. Ensure families can identify and access affordable, quality child care.	a. Increase pre-k utilization for 0-5 year olds b. Advocate for increased subsidy c. Work with employers to scholarship child care slots, provide child care on-site, or otherwise subsidize child care for employees d. Support neighborhoods residents to establish quality in-home child care business e. Increase child care subsidy eligibility to include families at or below ALICE threshold	

Objectives	Strategies	Potential Tactics	Indicators of Progress
	3. Increase trauma-informed services for children and families.	a. Train providers to integrate protective factors and trauma informed practices into service delivery b. Launch public awareness campaign about Adverse Childhood Experiences and Protective Factors	
II. Ensure school aged-children are proficient in language arts, science and math.	1. Build partnerships with families to expand support for student learning.	a. Identify student barriers to attendance and co-develop solutions with families b. Improve technology to communicate with parents c. Provide families with supports/strategies to increase learning at home	<p><b>Short term:</b></p> <ul style="list-style-type: none"> <li>Support families to increase student learning opportunities at home</li> <li>Increase the #/% of students in quality out of school time (OST) programs</li> <li>Increase data-sharing and student planning between service providers and schools</li> </ul> <p><b>Mid-term:</b></p> <ul style="list-style-type: none"> <li>Decrease the number of students missing 10% or more of school days for any reason</li> <li>Increase the #/% of students maintaining literacy skills over the summer</li> </ul> <p><b>Long-term:</b></p> <ul style="list-style-type: none"> <li>Increase #/% of 3rd,5th and 8th graders that are proficient in reading and math</li> </ul>
	2. Ensure students have access to high quality academic and enrichment supports outside of the school day.	a. Develop a data sharing system between OST providers and schools b. Expand KYD Network membership and quality improvement efforts c. Recruit volunteers to support OST programs	

Objectives	Strategies	Potential Tactics	Indicators of Progress
	<p>3. Build capacity and partnerships between service providers and schools to support students.</p>	<p>a. Expand coordination of support services to students and their families                      b. Support school district approaches to increasing positive adult-student relationships                      c. Recruit and train community volunteers to tutor and mentor struggling students                      d. Pilot localized community services through existing Community Centers or Schools in order to build trust and ensure buy-in from neighborhood people and link them with needed resources.</p>	
<p>III. Ensure middle and high school students understand career pathways</p>	<p>1. Expose students to range of career options/ trades that do not require a four-year postsecondary degree.</p> <p>2. Connect students with apprenticeships, internships, volunteering, mentoring, etc. to expose them to potential career options.</p>	<p>a. Establish partnership with schools and labor unions to train teachers, participate in career nights, etc.                      b. Develop or adapt curriculum to reflect diversity of career options, including entrepreneurialism                      c. Investigate corporate partnerships to develop career academies                      d. Revitalize and expand Career Cruising                      e. Expand paid internship and apprenticeship programs                      f. Establish local vocational education technology centers</p>	<p><b>Short term:</b></p> <ul style="list-style-type: none"> <li>Middle school students complete a career pathways curriculum/</li> </ul> <p><b>Mid-term:</b></p> <ul style="list-style-type: none"> <li>#/% of high school students completing apprenticeships, internships and other career pathway programs</li> </ul> <p><b>Long-term:</b></p> <ul style="list-style-type: none"> <li>Increase high school graduation rate</li> </ul>

Objectives	Strategies	Potential Tactics	Indicators of Progress
	3. Establish infrastructure and partnerships to support III.1-2.		
IV. Ensure high school students are on track to enter and complete college/credential/trade/programs	1. Provide college/credential admission and preparation supports (financial aid counseling, application assistance, ACT prep).  2. Provide supports for new college/credential students to persist to completion. (e.g. registration, financial support, mentoring).	a. Provide FAFSA clinics and supports for families. b. Review effectiveness of Summer Melt pilot	<b>Short term:</b> <ul style="list-style-type: none"> <li>Increase the #/% of students enrolling in college/credential/trade programs.</li> </ul> <b>Mid-term:</b> <ul style="list-style-type: none"> <li>Increase high school graduation rate of all subgroups</li> </ul> <b>Long-term:</b> <ul style="list-style-type: none"> <li>#/% obtaining a credential or 24 credits within 24 months</li> <li>Decrease the #/% 16-24 year olds not in school or employed</li> </ul>

## Promote Strong Families

Priority Populations:

- Families of color
- Families at or below ALICE threshold
- Families in neighborhoods of concentrated poverty
- Individuals with criminal records

Objectives	Strategies	Potential Tactics	Indicators of Progress
I. Families and individuals have the skills and resources to decrease debt and accumulate assets.	1. Increase the knowledge and skills of families to build wealth/assets.	a. Expand existing financial literacy programs into workplaces, neighborhoods, etc. b. Help people access and address mistakes in credit and other reports that comprise background check reports ( <i>also in Jobs plan</i> ).	<b>Short term:</b> <ul style="list-style-type: none"> <li>• Increase availability of financial education, coaching, and counseling as well as credit and specialty report review and repair clinics.</li> </ul> <b>Mid-term:</b> <ul style="list-style-type: none"> <li>• Increased knowledge of wealth-building strategies.</li> <li>• Improved credit scores.</li> </ul> <b>Long-term:</b> <ul style="list-style-type: none"> <li>• Increase the #/% of households that can cover 3 mo. living expenses (Net worth/asset poverty rate)</li> </ul>
	2. Ensure all students build financial literacy skills.	a. Educate students and parents about federal aid, federal loans, and private loans. b. Provide debt counseling or student loan debt clinics to help people understand their loans and repayment options. c. Find and promote developmentally appropriate financial education curricula for each grade (K – 12).	

Objectives	Strategies	Potential Tactics	Indicators of Progress
	<p>3. Ensure families have access to affordable, equitable lending products.</p>	<p>a. Work with financial institutions to offer more favorably terms financial products to low income individuals.</p> <p>b. Increase tax refunds by expanding Volunteer Income Tax Assistance (VITA) sites and awareness of VITA sites.</p> <p>c. Educate individuals about predatory lending and availability of affordable alternatives.</p>	<p><b>Short term:</b></p> <ul style="list-style-type: none"> <li>• Increase #/% receiving tax refunds</li> </ul> <p><b>Mid-term:</b></p> <ul style="list-style-type: none"> <li>• Increase number of alternative financial products provided by banks or credit union or Community Development Financial Institutions (CDFI).</li> </ul> <p><b>Long-term:</b></p> <ul style="list-style-type: none"> <li>• Increase the #/% of households that can cover 3 mo. living expenses (Net worth/asset poverty rate)</li> </ul>
	<p>4. Ensure families have localized access to critical benefits and resources (child care, transportation, etc.)</p>	<p>a. Work with employers to subsidize child care slots/provide on-site child care, and develop transportation (carpool, ride share, etc.) options for employees.</p> <p>b. Identify and expand effective Child Development / Child Savings Accounts (CDA/CSA), Individual Development Accounts (IDA)/matched savings accounts, cash transfer, or other wealth-building programs.</p> <p>c. Advocate to expand eligibility for current resources such as child care to include more families at or below ALICE threshold</p> <p>d. Provide grants to child care providers to extend to nontraditional hours and increase slots for infants and toddlers</p>	<p><b>Short term:</b></p> <ul style="list-style-type: none"> <li>• Increase #/% of both employers and service providers in the community know about available resources to ensure families have access to benefits and resources.</li> <li>• Increase #/% of individuals screened for and accessing benefits, resources, and work supports.</li> </ul> <p><b>Mid-term:</b></p> <ul style="list-style-type: none"> <li>• Increased number of employers joining ERN or another employer network.</li> <li>• Increased number of incentivized savings opportunities (IDAs or matched savings programs for example)</li> </ul> <p><b>Long-term:</b></p> <ul style="list-style-type: none"> <li>• Increase the #/% quality affordable child care slots</li> <li>• Increase the #/% of households that can cover 3 mo. living expenses (net worth/asset poverty rate),</li> </ul>

Objectives	Strategies	Potential Tactics	Indicators of Progress
II. Increase the number of individuals and families that purchase or rent safe, energy efficient housing.	1. Provide supports to increase homeownership.	a. Establish down payment match program as part of ERN offerings. b. Require percentage of housing development to include affordable housing stock based on median income of Kalamazoo. c. Provide funding for rehabilitation of existing housing stock where feasible.	<b>Short term:</b> <ul style="list-style-type: none"> <li>Increase #/% of families that have good credit scores</li> </ul> <b>Mid-term:</b> <ul style="list-style-type: none"> <li>Increase #/% of families that qualify for mortgages</li> <li>Increase number of permits filed to build affordable housing units.</li> </ul> <b>Long-term:</b> <ul style="list-style-type: none"> <li>Increase #/% households with housing cost burden below 30%</li> </ul>
	2. Incentivize the development of affordable, safe housing stock.	a. Establish community benefit program b. Incentivize percentage of housing development to include affordable housing stock based on median income of Kalamazoo. c. Provide funding for rehabilitation of existing housing stock where feasible. d. Provide funding or incentives for new development.	



Objectives	Strategies	Potential Tactics	Indicators of Progress
	<p>3. Partner with landlords to increase safe, affordable rental stock.</p>	<p>a. Incentivize a low-barrier model of tenant selection</p> <p>b. Identify opportunities for co-op development with reduced screening for leases.</p> <p>c. Provide guarantee (City-funded pool of money) to landlord if traditional screening methods eliminate someone from landlord's consideration.</p> <p>d. Work with employers to offer payroll deduction for rent.</p>	<p><b>Short term:</b></p> <ul style="list-style-type: none"> <li>• Increase #/% of people accessing credit report review and remediation services.</li> <li>• Increase identification of #/% of rental units that are safe and affordable versus those that are not—develop an accurate inventory.</li> </ul> <p><b>Mid-term:</b></p> <ul style="list-style-type: none"> <li>• Increase in number of people getting apartments with poor credit or other records-related information that would have previously prevented them from renting safe and decent housing.</li> </ul> <p><b>Long-term:</b></p> <ul style="list-style-type: none"> <li>• Increase #/% households with housing cost burden below 30%</li> <li>• Increase affordable housing stock</li> </ul>
	<p>4. Improve safety and efficiency of older housing stock.</p>	<p>a. Explore using Uniform Physical Condition Standards Inspection (UPCS) Code for housing regulations and inspection protocols.</p> <p>b. Direct strategies tied to City housing plan.</p> <p>c. Provide funding for rehabilitation of existing housing stock where feasible.</p>	

## Increase Access To Good Jobs

Priority Populations:

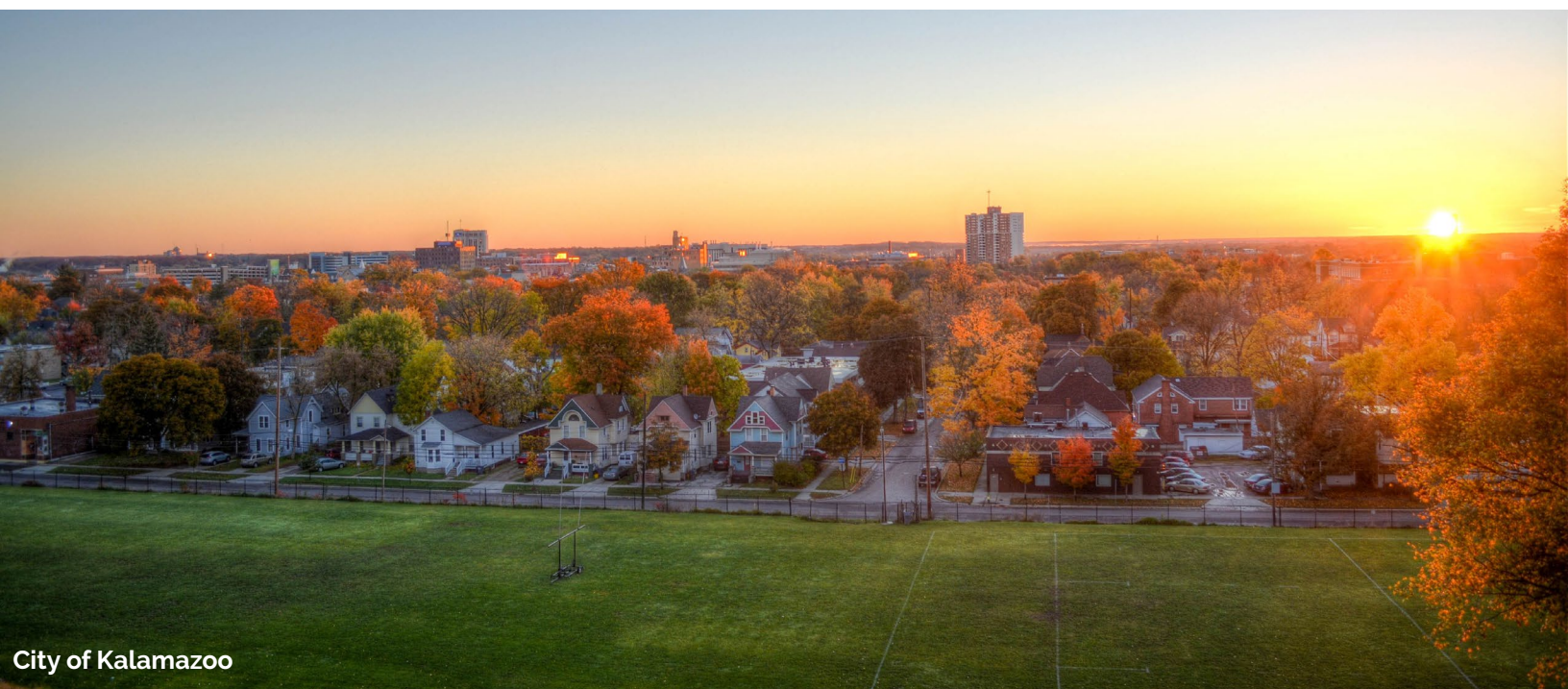
- Working-aged adults of color
- Working-aged adults at or below ALICE threshold
- Working-aged adults in neighborhoods of concentrated poverty
- Working-aged adults with criminal records

Objectives	Strategies	Potential Tactics	Indicators of Progress
<p>I. Increase the number of people that want jobs getting and keeping jobs and advancing within their workplace.</p>	<p>1. Partner with employers to remove barriers to employment and increase socio-economic diversity of candidates and employees.</p>	<p>a. Provide anti-racism/bias training for employers and supervisory staff.</p> <p>b. Meet with Employer Resource Network and corporate leaders to determine how to educate decision makers on barriers to getting and keeping jobs and how to create buy-in among employers.</p> <p>c. Build awareness amongst employers re: Federal Bonding Program to provide clearer path to jobs for returning citizens.</p> <p>d. Set up training or clinics that help people access and address mistakes in credit and other specialty reports that comprise background check reports.</p> <p>e. Expand Employee Resource Network</p> <p>f. Strengthen supports to enable those returning from incarceration to successfully reunite with their families, join the workforce and be productive citizens.</p>	<p><b>Short term:</b></p> <ul style="list-style-type: none"> <li>• Increased numbers of business members in Southwest Michigan Employee Resource Network</li> </ul> <p><b>Mid-term:</b></p> <ul style="list-style-type: none"> <li>• Increased number of business bank accounts opened</li> <li>• Increased use of Federal Bonding Program</li> </ul> <p><b>Long-term:</b></p> <ul style="list-style-type: none"> <li>• Decrease the #/% of unemployed individuals and close the unemployment gap between subgroups</li> </ul>

Objectives	Strategies	Potential Tactics	Indicators of Progress
	2. Equip individuals to utilize self-employment/ entrepreneurship opportunities	a. Provide training and technical assistance for aspiring and emerging small business owners. b. Create incentives for small business development. c. Develop lending products/lines of credit for start-up, emerging, and expanding small businesses.	
II. Reduce barriers to getting to jobs, keeping jobs, and maintaining productivity on the job.	1. Work with employers to provide incentives/ supports for low wage employees  <i>(see also Families plan)</i>	a. Provide transportation supports to employees earning at or below ALICE wage. b. Provide child care supports to employees earning at or below ALICE OR change policy that eliminates subsidy when earnings hit 125% of poverty—eliminate the cliff. c. Provide anti-racism/bias training for employers and supervisory staff. d. Expand ERN and related supports to small and midsized employers. e. Examine workplace policies and procedures to help keep people in jobs	<p><b>Short term:</b></p> <ul style="list-style-type: none"> <li>• Increase in supportive workplace policies and procedures</li> </ul> <p><b>Mid-term:</b></p> <ul style="list-style-type: none"> <li>• Increase connections between employers and service providers</li> <li>• Increased transportation options</li> <li>• Increased child care options</li> </ul> <p><b>Long-term:</b></p> <ul style="list-style-type: none"> <li>• Decrease the #/% of employed adults in poverty</li> </ul>

Objectives	Strategies	Potential Tactics	Indicators of Progress
<p>III. Ensure job training programs are aligned with employer needs and lead to job placements, job retention, and job advancement.</p>	<p>1. Expand training and placement services for high demand skills</p>	<p>a. Expand forums for HR professionals and service providers to build relationships and improve training and placement.</p> <p>b. Establish a consortium of employers to support expansion of employment readiness training and placement.</p> <p>c. Align job training and placement efforts with clearly articulated training needs from business leaders.</p> <p>d. Centrally collect data re: placement and job growth</p> <p>e. Provide training and placement services during nontraditional hours to accommodate working adults</p> <p>f. Expand paid internship and apprenticeship programs</p>	<p><b>Short term:</b></p> <ul style="list-style-type: none"> <li>• Changes to job training programs that align with employer needs</li> <li>• Increase enrollment in job training programs.</li> </ul> <p><b>Mid-term:</b></p> <ul style="list-style-type: none"> <li>• Waiting lists for job training programs.</li> </ul> <p><b>Long-term:</b></p> <ul style="list-style-type: none"> <li>• Decrease the #/% of unemployed individuals and close the gap between subgroups</li> <li>• Decrease the #/% of employed adults in poverty</li> </ul>





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