



2012-2017

BUSINESS PLAN: Executive Summary

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INTRODUCTION

White Center Promise is a place-based strategy aimed at eradicating poverty and promoting comprehensive, two-generational social change through educational improvement and opportunity. Residents, community leaders, educators, public officials, CBO's and institutions are working together to eliminate barriers to social equity and provide a strong foundation for family and student success. All children, regardless of race, ethnicity or family income, deserve a high-quality education that will enable them to fully develop their human potential.

Accordingly, the WCP goal is that all children in White Center will have access to great schools and strong systems of family and community support to help them succeed academically, graduate from high school and earn a post-secondary credential that leads to a living wage career. The White Center community has a strong commitment to transform itself by improving educational opportunities and outcomes, and playing an active role in meeting the needs of the Puget Sound regional economy for an increasingly skilled and well-educated workforce.

White Center Promise uses a whole family approach, believing that investments must be made, not only in education for children, but in all areas affecting family stability. These include physical, social and economic improvements, such as health and mental health services; basic education and employment training; local job development; safe and affordable housing; and leadership and advocacy skills for families. Without such strategies, long-term change cannot be expected for coming generations.

THE NEIGHBORHOOD

The WCP zone is a 1.36 square mile portion of White Center, an urban, unincorporated area of King County, WA, just south of Seattle. The WCP zone includes a large section of White Center's downtown business district; two Hope VI communities; three parks; as well as many apartment buildings and single family homes. It is home to approximately 28,400 people (6,937 families), including approximately 3,000 children aged 0-18.

White Center is one of the most ethnically diverse, and poorest, communities in Washington State. It has long been home to immigrants and refugees from Southeast Asia, Central America, Mexico, Eastern Europe, and Central and East Africa.

Prior efforts in the area, such as the Making Connections Initiative, the White Center Early Learning Initiative, and the King County Community Enhancement Initiative, have strengthened the partnerships between institutions, community organizations and residents in White Center. However, these efforts have also showcased the need for ongoing and large-scale coordination and alignment, community input, and collaborative efforts in order to truly make lasting change in the neighborhood.

PARTNERS

Leading the WCP collaboration are three core partners who have led this effort from the beginning, ensuring that it is well managed, well resourced and stays true to its inclusive, community-based roots:

- White Center Community Development Association (WCCDA)
- Southwest Youth and Family Services (SWYFS)
- Highline Public Schools (HPS)

Other WCP partners include over 20 committed community-based organizations, government officials and institutions, as well as several regional and national organizations.

USE OF DATA

WCP is building on the legacy of prior data-driven initiatives in White Center by integrating data into the very core of the work. WCP is developing systems to make certain that a regular feedback loop is in place to provide rapid-time reporting and analysis; that ongoing and appropriate course correction is taken; and that WCP is accountable to the community and other stakeholders for meeting outcomes.

In order to best collect and track the range of data needed for this effort, WCP will be using two data tools offered through the Promise Neighborhood Institute (PNI), a subsidiary of PolicyLink:

- The Efforts to Outcomes (ETO) database system from Social Solutions
- Promise Scorecard from the Results Leadership Group

WCP has also created indicators aligned with the work of both PNI and the Roadmap Project from the Community Center of Education Results (CCER), a regional education convener. WCP will also utilize data sharing agreements and data protocols being developed by PNI to ensure alignment with other sites around the country. The partnership with PNI will allow WCP to develop the best possible data practices and make use of the lessons learned nationally. With the indicators and continuum of solutions now in place, an evaluation design will be created and implemented in the coming year. The tools above will provide the data infrastructure to ensure continuous and rigorous evaluation of all WCP programs and of WCP as a whole.

CONTINUUM OF SOLUTIONS

Data from the neighborhood needs assessment have been used to understand design implications which must be included in the continuum of solutions. Such data includes:

- Immigrant households comprise over 49 percent of the WCP zone, and 6 in 10 students speak a language other than English at home. Therefore, WCP will offer culturally- and linguistically-appropriate supports and services to ensure families have their basic needs met, as well as the resources to enhance student learning.
- Fewer than one third of children in White Center enter kindergarten ready to learn. Therefore, WCP will offer learning supports from the time a child is born and continuing through age 5 to ensure children are prepared for kindergarten and to meet academic standards through 8th grade.
- Only two-thirds of students graduate from high school, and only half of these continue on to post-secondary education and training. Therefore, WCP will offer pre-college awareness and preparation for students and families beginning in the elementary grades, with robust supports all along the way.
- White Center students and families are at higher risk than the rest of King County for almost all major health indicators. Therefore, WCP will offer coordinated school health, and food and fitness activities for students.
- Only 47 percent of White Center children report feeling safe at school. Therefore, WCP will provide a range of supports including out-of-school programs to build a sense of community; collaborative learning with school staff, families and community providers; bullying prevention; and the creation of a youth violence prevention network.

To successfully meet student and family needs, WCP has created a continuum of solutions that further includes:

- 1) *a framework for ensuring programs work together in an integrated and well-coordinated effort*, built on a sound theory of change;
- 2) *service delivery methods* that reflect the diverse needs of students and their families; and
- 3) *a management structure*, led by the WCCDA, that organizes many partner organizations, institutions, programs and services into a high-performing system.

IMPLEMENTATION

Implementation will begin in September 2012 and operate on a school calendar year. Years 1-3 will focus primarily on the Early Learning and K-12 strategies. Years 4-5 will lead into full-scale operation. WCP will continue to refine the alignment and coordination of services, while also expanding the focus more fully to include post-secondary and family economic success strategies. By Year 5, more than 3,000 children aged 0-18 and their families will be served.

GOVERNANCE

WCP is transitioning management and fiscal agency functions to the White Center Community Development Association (WCCDA), and will be governed by the WCCDA Board of Directors. Along with this board, the WCCDA governance structure includes the following.

- *The Core Leadership Team*, made up of members of the three lead organizations, will provide ongoing advice, strategic direction and oversight.
- *The Resident Advisory Committee* will ensure that WCP leaders and staff are always listening and incorporating the perspectives of residents into management decisions.
- *The Partners Advisory Committee* will ensure that organizational partners have a forum for feedback on management decisions and are a committed, active stakeholder group.
- Four *workgroups* (Continuum of Solutions, Data Systems and Analysis, Scale and Sustainability and Community Engagement) will address issues related to program alignment and quality, address gaps as they arise, and identify needs for workgroup and project technical assistance and support.

FINANCIAL PROJECTIONS

As each of the strategies is currently operational at some level, the financial projections begin from this baseline and project investment requirements based on plans for expanding the scope and scale of programs and services from 2012 through 2017.

To date, WCP has successfully attracted broad-based support within the Puget Sound region. To achieve its goals over the next five years, WCP has completed a thorough cost analysis of its planned programs and operations. WCP will need \$31.4 million in monetary investments across the entire continuum of solutions through 2017. The five-year financing plan includes an array of coordinated investments to establish and maintain a sound infrastructure; strengthen existing programs and services; and introduce new academic, health, mental health, family support and community safety programs and services.

Of the required \$31.4 million, approximately \$13 million – more than one-third the total amount required – is committed or anticipated from an array of public and private-sector funders to support strategies that will be operational at some level as of September 2012. Financial projections begin from this baseline and outline the investments required for expanding the scope and scale of programs and services from the academic years 2012 to 2017.

As detailed in the full business plan, WCP has identified and is pursuing a number of strategies for addressing immediate financial needs and for building a sustainable foundation over time, which include:

1. Make better use of existing resources;
2. Strengthen and expand partnerships;
3. Create more flexibility in existing categories; and
4. Generate new public- and private-sector funding.

CONCLUSION

In White Center, the majority of children are children of color, low-income, and from diverse cultural and ethnic backgrounds. In order to ensure the future prosperity of Washington and the region, these children will need the knowledge and skills to become a strong and competitive workforce in the global economy. Working closely with community and regional partners, WCP is using data to identify service gaps; develop a set of culturally appropriate and evidence-based strategies; and mobilize resources to implement these strategies.

Thus, WCP will serve as a regional and national model of how a severely disadvantaged, multicultural community can transform itself from a net consumer of public resources into a net generator of public revenue and economic capacity.