

Strategic Visioning Workshop

Perkins, Somerset, Oldtown (PSO)

June 15, 2026



At Harlem Children's Zone

Context for today's workshop

- You have been working together as a group since 2018 to improve the quality of life for residents that lived in the **Perkins Homes** public housing community through housing stability, education, health and economic mobility.
- Over the past year, you have collaborated on identifying what it would take to reduce the number of children living in poverty in the broader **PSO geographical area** - resources, data, assets, needs, barriers and opportunities related to childcare and education, health, economic security, and safety.
- Today, we will take a step back to think through what your overall “north star” is for your work. This exercise will help us to set clear, actionable strategies across your work– and serve as a way to communicate your vision for your work together.
- Our goals today are to **define a preliminary strategic vision (or “north star”)** to rally your communities and key stakeholders around, and begin to **discuss strategies we believe will be important** in achieving that vision

Objectives and agenda for our strategic visioning session



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Objectives for today

- Understand what would it take to truly reduce childhood poverty in the PSO footprint
- Reach a shared understanding of PSO's **top needs**—and our partnership's **vision for the future**
- Brainstorm **strategic priorities for our neighborhood** based on these needs and vision

Agenda

Timing	Session	Focus areas
9:30 – 10:20	Welcome and Context	Introductions, norms, overview of PSO / ENOUGH, and session goals
10:20 – 10:50	North Star	Define our collective goal for our partnership's work in the neighborhood
10:50 – 12:15	Top needs and strategic priorities	Data walk, breakout group discussions, and share outs
<i>30-min lunch</i>		
12:45 – 1:00	Voting exercise	As a group, identify top priorities for community needs
1:00 – 2:00	Capacity and assets for implementation	Capacity within our partnership to achieve our strategic priorities
2:00 – 2:30	Decision-making	Proposed decision-making framework and governance structure
2:30 – 3:00	Closing	Follow-up expectations and next steps

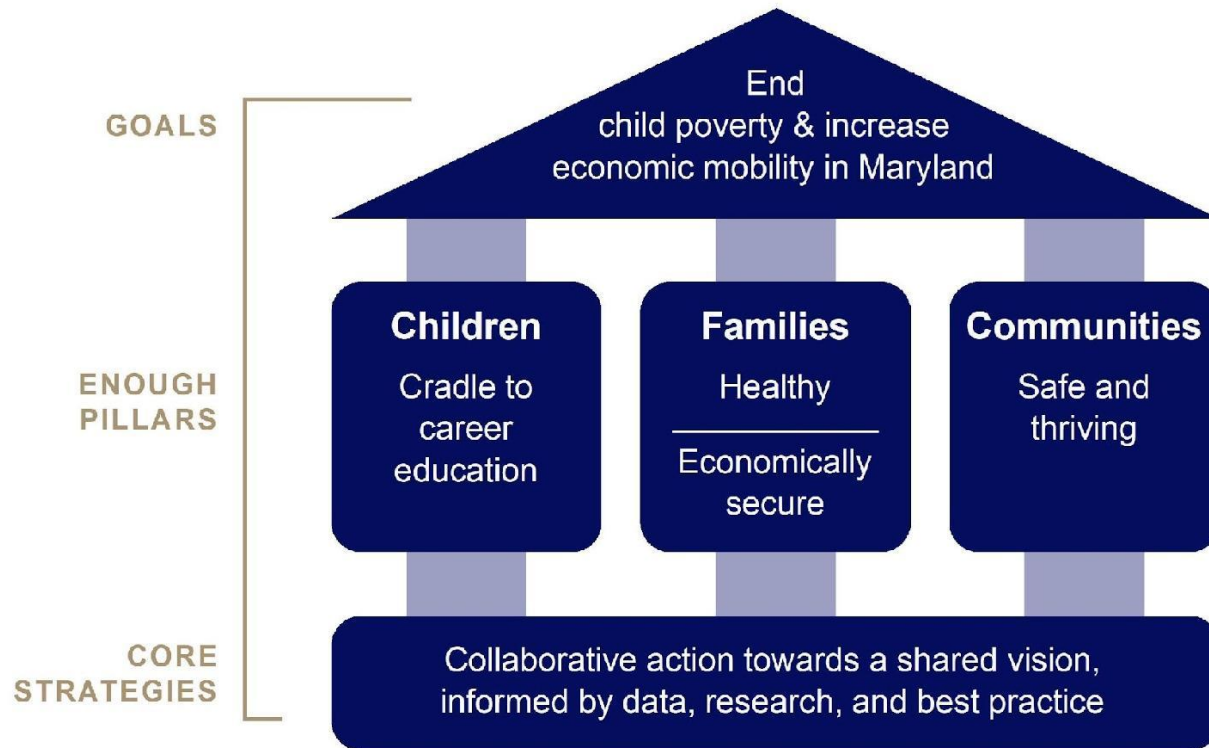
Check-In:

What's one thing you're proud of in the PSO neighborhood?

In addition, please provide your name, organization, and current role when sharing

Our work follows the ENOUGH theory of action to end child poverty and increase economic mobility with community-led solutions

ENOUGH theory of action



PSO's ENOUGH Initiative

Over the coming months, we will work together to translate this theory of action into a **transformative neighborhood plan**

- ① **Strategic Visioning workshop:** Develop a **shared vision and priorities** based on the community's needs
- ② **Plan development:** With community members and partners, design the programs and activities that will make up the **Neighborhood Action Plan**
- ③ **Plan implementation:** Together, put our Neighborhood Action Plan to work to **create lasting impact** in our community

As part of the ENOUGH Act, we are building towards a strategic vision with multiple levels of impact



North Star

Long-term goal for the community, aligned with your ultimate vision for it, even if this partnership is not solely responsible for achieving it



Strategic priorities

3-5 year initiatives that help focus this partnership's efforts, based on:

1. Key assets and vision for the partnership
2. High-impact opportunities within the community

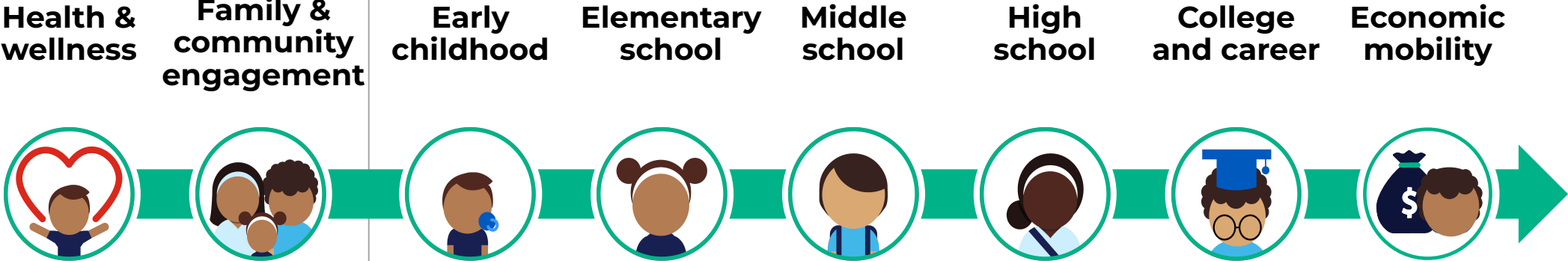


Next steps

Tactical strategies and immediate decisions that this partnership can make in the short-term to jump-start progress on the group's priorities, and clear roles for members of the partnership

The cradle-to-career (C2C) ‘ideal state’ frame captures key supports we know work well for people’s success

Cradle-to-career continuum:



Example programs and services:

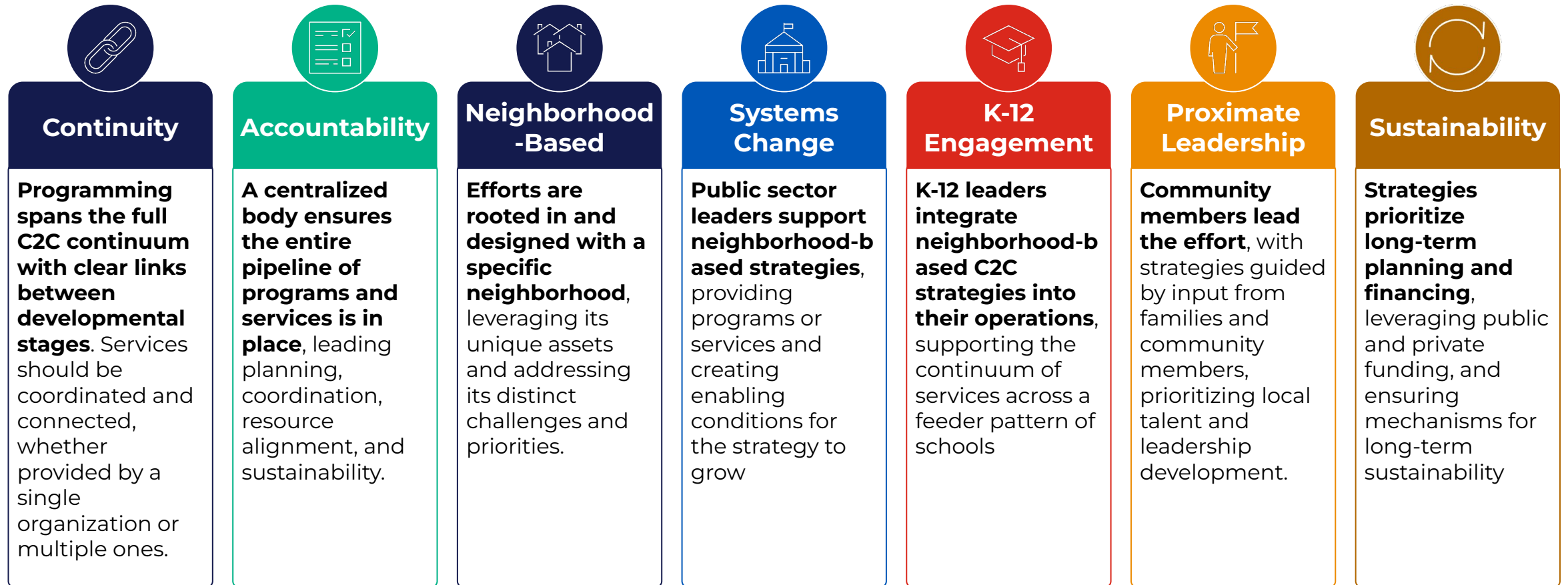
- Physical health & wellness (e.g., fitness programs)
- Emotional and mental health (e.g., trauma counseling)
- Food and nutrition programs
- Community benefits support (e.g., legal counseling, enrollment support)
- Parenting education (e.g., The Baby College)
- Pre-school preparation (e.g., The Three-Year Old Journey)
- Pre-school (e.g., Harlem Gems)
- Quality elementary education
- Wraparound in-school, after-school, and summer programs
- K-5 after-school academic and creative enrichment programs (e.g., A Cut Above)
- Quality middle school education
- Wraparound in-school, after-school, and summer programs
- Grades 6-8 after-school academic and creative enrichment programs (e.g., A Cut Above)
- Quality high school education
- Wraparound in-school, after-school, and summer programs
- College preparation support
- STEM career programs
- Higher education support
- Career support and workforce development
- Financial literacy and mobility programs

In addition, ideal state programming accounts for the relevant socio economic needs of the population (e.g., provides immigration services in areas where relevant) and ties into relevant strategic opportunities

Cross-cutting continuum enablers:

Social environment and political capital	Effects of social network context (e.g., family, friends, peers)
Built environment	Physical infrastructure (e.g., housing, transportation, broadband access, community centers)
Economic environment	Economic prospects available (e.g., job availability, entrepreneurship pathways)
Public systems and infrastructure	Federal, state, and local government infrastructure (e.g., safety net)

There are seven principles that WJWI believes are critical to effective place-based C2C work



Defining our North Star



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First, we will define a north star for the neighborhood



North Star

Long-term goal for the community, aligned with your ultimate vision for it, even if this partnership is not solely responsible for achieving it



Strategic priorities

3-5 year initiatives that help focus this partnership's efforts, based on:

1. Key assets and vision for the partnership
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Next steps

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Story of the future, Step 1



The Year is 2035

Thinking forward: imagine that your efforts in the neighborhood have been successful in improving cradle-to-career outcomes. What is your vision for the community?

Take 10 minutes to reflect on and describe your vision, writing your answers to the questions below. Consider weaving in examples and data points to make the description more concrete

What will the neighborhood be known for?

How will outcomes for children and families change?

How will the role of key actors (e.g., parents, teachers) have changed since 2026?

What positive ripples will have been created by our work?



Story of the future, Step 2

Use your previous answers to write down an overall vision for the neighborhood, anchoring on the following questions:

Who is the population of focus?

What specific outcomes do you wish to achieve?

What **key change** in the community will support achieving this impact?



**By 2036, the
neighborhood will
<outcome> for
<population>, by <key
change>**

A north star is a clearly articulated goal that guides an organization's efforts over time

It should answer four questions:

Who is the population of focus?

What specific outcomes do you wish to achieve?

What **key change** in the community will support achieving this impact?

What is the **timeframe** to achieve this impact?

Illustrative examples:

- **By 2035**, among **middle school students in our neighborhood**, we will **double the participation rate in STEM programs**, with **support and investment from local tech companies** through mentorship and hands-on projects
- Over the **next decade**, we will **improve educational and career outcomes** for **families with children aged 0-18 in our community** by coordinating services (e.g., housing assistance, healthcare access, financial literacy) to **improve family stability and well being**
- Over the **next 5 years**, we will **increase engagement in our schools** by **parents and community members**, **fostering stronger educational support networks** via workshops and volunteer opportunities

Data walk



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Why & Objectives for the Data Walk

Community data often sits as numbers on a page until someone gives it meaning. Community members are the most important people to make meaning of the data representing their experiences.

In today's session you will:

- Develop a shared understanding of community data informing the ENOUGH neighborhood action plan (NAP)
- Highlight what insights are most valuable to inform top priorities in the NAP
- Surface data gaps that need to be filled to better understand resident needs and experiences
- Tell a complete story about the strengths and challenges of the community

We will look together at quantitative and qualitative data from our community in a data walk

Instructions (15-20 min)

1. **Circulate and review** each of the data printouts around the room. Refer to the **questions below** to guide your reflections
1. As you review, use **sticky notes to jot down** answers to the guiding questions
 - *Ideally, answer all four questions at each station*
1. Be ready to **bring one key insight, question, or recommendation** to our breakout group discussions

Guiding questions for reflection

- What are some of our community's **other assets**?
- What **concerns you most** about these patterns?
- What **programs or strategies might we test** to move the needle in a positive direction?
- Where do we see **opportunities for early wins** or targeted interventions?

Strategic priorities breakout groups



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In past partnership meetings, you elevated a preliminary list of strategies

- **Expand Financial Literacy:** Increase access to financial education for both students and adults through community partnerships.
- **Improve Literacy & Engagement:** Grow adult and youth literacy programs and identify barriers to school engagement.
- **Connect Workforce Pathways:** Expand job fairs, training opportunities, GED programs, and youth employment tied to skills development and mobility.

Given the new data walk, are there any additional ones we can add to these preliminary strategies?

Brainstorming strategic priorities



Strategic priorities

3–5-year initiatives that help focus this partnership's efforts, based on:

1. Current efforts and strengths in the community
2. High-impact opportunities within the community

- In today's strategic visioning session, we will **workshop a draft set of strategic priorities for the community**
- These strategic priorities will guide your partnership's roles, actions, and impact measurement
- Ahead of the strategic visioning session, consider: **what would the partnership need to prioritize for action to achieve its North Star vision?**



In small groups, we need to craft actionable strategic opriorities

Strategic Priorities should be:

- **Clear, actionable goals**, achievable over a shorter time frame (3-5 years)
- **Aligned to the north star**
- Something that the group will **hold itself accountable** to achieving
- Helpful for **aligning resources, efforts, and stakeholder engagement** towards the most important objectives
- **Focused on high-impact initiatives**, both strengthening the core and articulating high-stake changes

Reflection questions

- How does the strategic outcome advance the north star?
- What change in outcome will be met through the priority?
- What asset is being leveraged to reach the outcome?
- In what timeframe will the priority be met?
- Who is the focus population?



As you craft the strategic priorities, consider a few key elements and questions

Strategic Priority examples:

- **Scale evidence-based early literacy program** within the next year to increase children served by 50%
- **Launch one community-based "Family Resilience Hub"** within the next three years to increase family stability metrics by 10%
- **Guarantee every elementary and middle schooler has a spot in a high-quality afterschool program** within two years, with the goal of reducing school absences by 15%
- **Increase the number of high school graduates who leave with a career certificate, an apprenticeship, or college credit** by 25% over the next four years.

Priorities should consider:

- How does the strategic outcome advance the north star?
- What change in outcome will be met through the priority?
- What asset is being leveraged to reach the outcome?
- In what timeframe will the priority be met?
- Who is the focus population?

In breakout groups, we will build on takeaways from our data walk to brainstorm strategic priorities



We will split into **four breakout groups** to brainstorm **strategic priorities** for our Neighborhood Action Plan

Instructions

1. **Small group discussion** (~45 min): Work in your small groups to answer the guiding questions below for your group's ENOUGH pillar
1. **Share out** (~15 min): In 2-3 minutes per group, have a spokesperson share your strategic priorities with the full group

Guiding questions for small groups

- What surprised or stood out to you most in the **data walk**?
- Within your group's ENOUGH pillar, what are the **neighborhood's most critical needs**?
- What **2-4 strategic priorities** would help you address the most important neighborhood challenges **related to your group's pillar**?
 - How can these **build on the preliminary strategies** from past meetings?

Implementation roles and capacity



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As a group, we will discuss key assets and capacity for each of our selected strategic priorities



Discussion questions

- What are **your organization's strengths**?
- What are some solutions that you would like to use a **"phone-a-friend"** for?
- **Who** in this room would be helpful for the issue that you are trying to solve for, and what strengths do they bring?
- How might these strengths and assets **support our strategic priorities**?

Governance and decision making



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A tiered framework can help our partnership make decisions together

Under this approach, different types of decisions follow different processes

Decision tiers

- **Tier 1:** Strategic decisions (north Star, strategic priorities, community events) → Full group consensus (Organizations with executed MOU and/or MOU in process)
- **Tier 2:** Programmatic decisions (new initiatives, Lead partnerships) → Only organizations with an executed MOU votes and can serve in lead strategy area roles
- **Tier 3:** Operational decisions (strategy budgets) → Organizations identified to lead strategy areas + backbone org decision-making authority

How it works

- The tiered group reviews proposals and makes recommendations based on data and rationale
- The backbone organization (USI) makes final decisions based on:
 - Alignment with strategy
 - Budget availability
 - Operational feasibility