



Strategic Task Force Report on Critical Community Priorities

Prepared on behalf of

United Way of Allen County

May 28, 2021

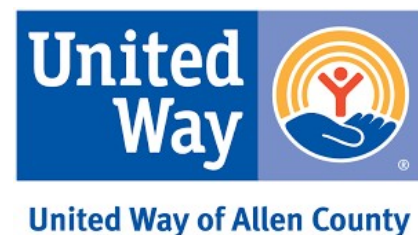


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EXECUTIVE SUMMARY

On May 28, 2021, United Way's Strategic Task Force gathered to create a prioritized listing of community needs. Informed by data that enabled a comprehensive community assessment, task force members worked together to share, synthesize, and aggregate their insights into a meaningful list of community priorities. Using MURAL, a digital workspace for collaboration, the virtual session ensured an inclusive and participatory process, where task force members worked independently to contribute their own expertise and perspectives while also working together to build shared understanding and meaning around community needs.

The prioritization process was divided into four phases and focused on building shared understanding of the data, establishing criteria to measure and compare needs, aligning needs to the criteria, and finally, ranking community priorities.

1. Inequity in distribution of resources
2. Inequitable access to opportunity
3. Lack of diversity and inclusiveness in problem solving
4. Lack of collaboration
5. Siloed approach to care
6. Barriers to advancement in employment / career
7. Education opportunities
8. Employment and family structure are interrelated
9. Siloed approach to funding
10. Mental health struggles
11. Stigma acts as a barrier for accessing local resources

Analyzing the threads between the results, themes identified within the process, and the initial data, the areas of need can be organized into tiers:

- Tier 1: Education, Public health
- Tier 2: Mental health, Childcare
- Tier 3: Connection to others, Employment
- Tier 4: Transportation, Housing, Community activities, Environment, Internet access

The deep systemic relationships between the priority themes and the areas of need emphasize that no single need can be fully prioritized independently. Embedded in the process results, the Strategic Task Force has identified forces that are the enablers, inhibitors, and causes that impact community needs. Addressing the community priority themes will result in positive impact to multiple areas of need, helping Allen County to decrease current gaps and leverage available resources.

PROCESS

The United Way of Allen County (UWACIN) formed a Strategic Task Force by bringing together eighteen experts from across the county to analyze community data in order to identify and prioritize community needs. These experts brought diverse perspectives and experiences representing post-secondary education, economic development, retail, city government, current funded partners, a school district, organized labor, non-funded nonprofits, UWAC, finance, township trustees, healthcare, county government, and real estate.

Strategic Task Force members, in partnership with the Community Research Institute at Purdue University Fort Wayne, reviewed and analyzed community data gathered from the Allen County census data, community needs assessments, community conversations, insights surveys, diversity-equity-and-inclusion gap analysis, and subject matter experts. After being presented the various data, the task force discussed the community needs from multiple perspectives and was given access to review the data independently as well. The preparation of the task force, in concert with the immersive approach of the prioritization event, ensured that the overall process was data informed.

On May 28th, the Strategic Task Force members participated in an online session facilitated by Gensyn Design to explore the shared understanding of the data and develop a ranked list of community priorities. The process was facilitated through the virtual whiteboarding platform MURAL while participants connected over Zoom for video and audio. Working in MURAL helped to identify shared perspectives and common themes within the data while allowing task force members to work independently and anonymously in contributing their own insights. The collaborative process in MURAL leverages the “wisdom of the crowd,” a statistical advantage by which aggregated knowledge from sources with independent biases is typically more accurate than a single expert or small group of experts alone. The results of the prioritization process hence represent the collective intelligence of the Strategic Task Force.

The prioritization process was divided into four phases over three and a half hours:

1. Build shared understanding of the data
2. Establish criteria to measure and compare needs
3. Align needs to the criteria
4. Rank community needs

Nearly half of the event was dedicated to the first phase, which involved creating a landscape view of the network of data, forces, and perspectives that define the needs of the community. Emerging themes from the community conversations, both challenges and aspirations, provided a starting point for the process. Challenges, which were reframed as community



needs, were grouped into eleven comprehensive areas: public health, mental health, education, environment, housing, transportation, Internet access, connection to others, employment, childcare, and community activities. After describing a vision of community needs being met as an activity of empathy, the task force systematically identified enablers, inhibitors, downstream effects, and upstream causes related to the community needs. This output was synthesized, aggregated, and organized into themes which reflected their view of the most critical areas of community need.

In the second phase, the task force defined and ranked potential criteria for evaluating the impact of change in the community. The intent of this process was to reflect the values of the community and understand the lens with which they view change. Criteria were divided into two classes: significance and values. Significance criteria described measurable ways of evaluating impact of outcomes, while value criteria described important principles, morals, and standards that are crucial in the intent of community improvement.

In the third phase, significance and value criteria were applied to the themes from Phase 1 to better understand the positive impacts that could be achieved in the community. Reflecting on the relationship between criteria and needs, the task force began to recognize and distinguish those needs with the highest priority.

In the final phase, having actively immersed themselves in the sensemaking process and relying upon the data from previous sessions, the Strategic Task Force ranked and prioritized community needs from the identified themes. The task force interactively synthesized the collective knowledge of the team to create shared understanding, bringing their individual expertise, perspectives, and insights to the process.

To ensure approval of the process and prevent task force members from disengaging from collaboration, several facilitation techniques were employed to give participants opportunities to voice concerns. In addition to open comments available in MURAL at each step, the task force completed “pulse checks” after every few activities to address any reservations or discomfort with the process or decisions being made. At no point during collaboration did any task force member voice dissent from the process, and by the end of the session any participant that voted to continue with reservations had their reservations alleviated.

RESULTS

The Strategic Task Force identified the eleven themes in Table 1 as the most important to consider in Allen County. The themes represent enablers and inhibitors in providing community needs, as well as upstream causes to the enablers and inhibitors.

Table 1. Results from Phase 1: Build shared understanding of the data

Priority theme	Type of theme
Education opportunities	enabler
Lack of collaboration	inhibitor
Inequity in distribution of resources	inhibitor
Barriers to advancement in employment / career	inhibitor
Mental health struggles	inhibitor
Stigma acts as a barrier for accessing local resources	inhibitor
Lack of diversity and inclusiveness in problem solving	cause
Inequitable access to opportunity	cause
Siloed approach to care	cause
Siloed approach to funding	cause
Employment and family structure are interrelated	cause

The Strategic Task Force identified the eight criteria in Table 2 as the most pertinent ways they collectively view impact of community projects in Allen County. The criteria are made up of significance criteria, which relate to measurable impact, and value criteria, which relate to intrinsic and human-centered intent.

Table 2. Results from Phase 2: Establish criteria to measure and compare needs

Priority criteria	Type of criteria
Addressing causes rather than symptoms	significance
Need among vulnerable populations	significance
Long term sustainability of impact	significance
Number of people potentially impacted	significance
Collaboration	value
Decisions made with people impacted by decisions	value
Access	value
Equity and justice	value



The Strategic Task Force evaluated the relevance for positive impact between the themes from Phase 1 and the criteria from Phase 2, the results of which are shown in Table 3. The larger values in the table represent a deep relationship between positive change in the related theme and impact towards the related criteria. Rows with values in every column show a broad relation that positive change in the related theme will have some impact on every one of the identified criteria.

Table 3. Results from Phase 3: Align needs to the criteria

Positive relationships of themes to criteria (# represents participant evaluation)	Addressing causes rather than symptoms	Need among vulnerable	Long term sustainability of	Number of people potentially impacted	Collaboration	Decisions made with people impacted	Access	Equity and justice
Education opportunities	3	1	3	2	4		3	1
Lack of collaboration	1		1	5	2		1	
Inequity in distribution of resources	3	5			1	2	3	3
Barriers to advancement in employment / career		1	2			2	3	1
Mental health struggles	2					2	1	
Stigma acts as a barrier for accessing local resources		1	1	2		1	1	1
Lack of diversity and inclusiveness in problem solving		4	5		1	5	1	2
Inequitable access to opportunity	2	5	1			4	1	2
Siloed approach to care	1	1	2		5			
Siloed approach to funding			1	1	3			
Employment and family structure are interrelated	4	4	3	2	1	3	2	

Armed with the data, as well as immersion into the themes of community need and significance and value criteria, the Strategic Task Force prioritized the themes into the following list, reflecting community priorities:

1. Inequity in distribution of resources (*inhibitor*)
2. Inequitable access to opportunity (*cause*)
3. Lack of diversity and inclusiveness in problem solving (*cause*)
4. Lack of collaboration (*inhibitor*)
5. Siloed approach to care (*cause*)
6. Barriers to advancement in employment / career (*inhibitor*)
7. Education opportunities (*enabler*)
8. Employment and family structure are interrelated (*cause*)
9. Siloed approach to funding (*cause*)
10. Mental health struggles (*inhibitor*)
11. Stigma acts as a barrier for accessing local resources (*inhibitor*)

The raw data that informed each step of the process in MURAL can be found in the attached Appendices A, B, and C.

CONCLUSIONS

Bringing together a large group of people to collectively prioritize community needs is a complex task that requires individuals to build a shared understanding of the issues, establish criteria that reflect the significance and values held by the community, and use that information to make choices. Informed by community data, the task force brought diverse expertise and perspectives to the process and worked collaboratively to create a collective understanding of community priorities that is reflected in the outcomes. However, the results alone do not fully describe the findings of the Strategic Task Force.

The themes that the task force carried through the process focus more on ways in which Allen County can improve than the themes focus on areas of need. However, these results can be linked back to other emerging themes from Phase 1, and eventually to the original community needs that served as the starting point to the process. Results of this analysis, shown in Table 4, reflect the direct relationship of the final community priorities mapped back to the original eleven areas of need. This final perspective provides a multilayered and rich outcome that can be leveraged to address both the need and essential challenges encumbering those needs. The detailed information used for this analysis is attached in Appendix D.

Table 4. Analysis of priority themes related to areas of community need

Relationship of themes to community needs (X represents linked data in the prioritization process)	Public health	Mental health	Education	Environment	Housing	Transportation	Internet access	Connection to others	Employment	Childcare	Community activities
	1. Inequity in distribution of resources	X	X	X	X	X		X	X		X
2. Inequitable access to opportunity	X	X	X	X	X	X	X	X	X	X	
3. Lack of diversity and inclusiveness in problem solving	X	X	X	X	X		X	X		X	X
4. Lack of collaboration	X		X							X	X
5. Siloed approach to care	X	X	X	X	X		X	X		X	X
6. Barriers to advancement in employment / career	X		X			X			X	X	
7. Education opportunities			X						X		
8. Employment and family structure are interrelated	X	X	X			X		X			
9. Siloed approach to funding	X	X	X					X		X	X
10. Mental health struggles	X	X						X			
11. Stigma acts as a barrier for accessing local resources		X	X			X					
Count:	9	8	10	4	4	4	4	7	3	7	4

Using these relationship threads from the entirety of the collaborative process and weighting the dependencies using group voting results, the priority of needs can be organized into tiers. Details of the weighting analysis are attached in Appendix E.

- Tier 1: Education, Public health (*highest priority*)
- Tier 2: Mental health, Childcare
- Tier 3: Connection to others, Employment
- Tier 4: Transportation, Housing, Community activities, Environment, Internet access

The perspectives of the Strategic Task Force and the results of the process emphasize that the needs cannot be fully prioritized independently. Embedded in the process results, the task force has identified forces that are enablers, inhibitors, and causes that impact community needs. Deep systemic relationships exist between the original areas of need, the ways in which the community values change as reflected in the criteria, and the forces identified as enablers, inhibitors, and causes. Established as community priorities, these forces, if addressed, will impact multiple areas of need, highlighting the opportunities for how Allen County can improve by addressing current gaps and leveraging available resources.

On a final but important note, these outcomes reflect an inclusive, collaborative, and participatory process that was informed by each task force member. Use of MURAL allowed every voice to be heard and eliminated the usual challenges of a select few individual opinions overruling and influencing the rest of the team. As one task force member commented at the end of the experience, “Although the rankings may be a little different than my personal choices, I appreciated the process and that each person was able to share their input through the entire process.”

To truly appreciate the process and the detail of collaboration and input provided by task members, a PDF copy of the completed MURAL can be downloaded [here](#) or use this link: <https://www.unitedwayallencounty.org/our-work/community-impact-programs/community-level-data/>

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APPENDICES

APPENDIX A – PHASE 1 DETAILED RESULTS

Table A-1. Empathy mapping results

If all needs are met related to:	People are doing..	People feel...	People are saying and thinking...
Public health	<ul style="list-style-type: none"> • Attends preventative visits • Has a primary care / regular doctor and dentist • The community cares about one another • Funds public health at a higher level 	<ul style="list-style-type: none"> • Healthy • They have equal access to quality health care • That they can easily access public health • Seen 	<ul style="list-style-type: none"> • My health and well-being matters
Mental health	<ul style="list-style-type: none"> • Promotes / destigmatizes treatment • Utilize the resources for needs without shame 	<ul style="list-style-type: none"> • Comfortable seeking help / treatment • Complete and part of the community • Empowered to live their best life • Empowered to care for themselves 	<ul style="list-style-type: none"> • People ask how each other are doing • Do not have a negative connotation for getting help • Aware of the challenges of others
Education	<ul style="list-style-type: none"> • Provides options for financial assistance w/o student loans • Provides opportunities of both college and trade skills for all • Allows diversity of experiences to help students thrive after graduation • Provides high quality education for all children beginning at age 3 	<ul style="list-style-type: none"> • Confident, capable • Prepared for next steps in life • My child matters 	<ul style="list-style-type: none"> • So many opportunities • Good pool of candidates for jobs in our area • Available at any stage of life • It is a lifelong process
Environment	<ul style="list-style-type: none"> • See environment as more than their own space and as a collective space 		<ul style="list-style-type: none"> • That AC cares about our natural resources

If all needs are met related to:	People are doing...	People feel...	People are saying and thinking...
Housing	<ul style="list-style-type: none"> • Reviews zoning regulations to address lack of multi-family units • Invests in areas that do not have safe/affordable housing • Need more affordable/available options • Preserves aging housing stock 	<ul style="list-style-type: none"> • Safe • Empowered • Safe, stable • Connected to the community 	<ul style="list-style-type: none"> • My community cares that I have a roof over my head • There are enough affordable options through the county • There is equity here in FW
Transportation	<ul style="list-style-type: none"> • Use the resources • Provide ways for people to get where they want to go • Understand that public transportation is needed 	<ul style="list-style-type: none"> • Able to get where they need to go safely • Don't have to worry about getting to a job • They have access 	<ul style="list-style-type: none"> • Public transportation is a great way to travel in our community
Internet access	<ul style="list-style-type: none"> • Access internet on a consistent basis throughout AC • Make it available to all, including those who can't afford it 	<ul style="list-style-type: none"> • Connected 	<ul style="list-style-type: none"> • I have tools to be successful
Connection to others	<ul style="list-style-type: none"> • Provides opportunities in different areas, different communities, etc. • Promotes DEI to welcome and retain new community members 	<ul style="list-style-type: none"> • Respected and valued • Positive well-being 	<ul style="list-style-type: none"> • Minorities don't feel as strong of connections
Employment	<ul style="list-style-type: none"> • Works to provide opportunities across the community and for all individuals 	<ul style="list-style-type: none"> • Accomplished • Jobs are available and pay people what they are worth 	<ul style="list-style-type: none"> • I can make it in Allen County

If all needs are met related to:	People are doing...	People feel...	People are saying and thinking...
Childcare	<ul style="list-style-type: none"> • Provide options for parents to find safe and affordable care • Employers value and understand importance of childcare access 	<ul style="list-style-type: none"> • Their children are safe and learning • Able to focus and advance in career, knowing children are taken care of • They don't need to worry about their kids while at work • Can focus on work 	<ul style="list-style-type: none"> • Our community invests in children from the moment they are born • Our community understands our next generation must be invested in • Career advancement is available to me
Community activities	<ul style="list-style-type: none"> • Collaborate calendars and promotion • Engage in the activities • Want to be involved 	<ul style="list-style-type: none"> • Connected • A part of a larger community 	<ul style="list-style-type: none"> • Coming together makes greater impact

Table A-2. Enablers and inhibitors

Category	Enablers	Inhibitors
Public health	<ul style="list-style-type: none"> • Nonprofits - Neighborhood Health, Matthew 25, Fort Wayne Trails • Options for treatment from three large provider systems • Multiple health systems - Parkview, Lutheran • Collaborations are happening to better utilize data 	<ul style="list-style-type: none"> • Lack of understanding/ability to self-advocate for best care • Disparity of access in rural community • Lack of funding at the state level • Lack of integration of data between health systems, public health, and local non-profits • Local preference towards individual responsibility • Lack of appreciation of how individual choices impact the broader community • Access • Government leaders concerns over cost



Category	Enablers	Inhibitors
Mental health	<ul style="list-style-type: none"> • Nonprofits - Mental Health America, Family and Children's Services • COVID has brought mental health to light more • Courageous Healing focusing on serving our minority population 	<ul style="list-style-type: none"> • Insurance does not always cover access until deductible met – cost inhibitor. • Stigma related to diagnosis or treatment • Lack of culturally competent providers • Lack of providers • Stigma and lack of mental health providers • Disparity of access and quick response • Lack of reliable transportation to facility
Education	<ul style="list-style-type: none"> • High graduation rates • State programs promoting understanding and funding opportunities for trades. • Significant grant dollars for Higher Ed attendance at no/low cost • Specialized schools: STEM, PBL, Career Academy • Nonprofits - Early Childhood Alliance, Don Wood Foundation • Multiple colleges - PFW, IN Tech, Manchester • Afterschool programs for all ages: Boys and Girls Club, Cornerstone, Euwell Wilson Center etc 	<ul style="list-style-type: none"> • Many do not value the impact of higher education • Stigma around advancement and opportunities in the trades. Lack of understand of opportunities beyond college. • Lack of research and development institutions • Connecting industry to education. Work is being done but needs accelerated • Cost of higher education • Not being able to find childcare or transportation to classes
Environment	<ul style="list-style-type: none"> • Fort Wayne Trails, Fort Wayne Parks and Rec • Bike lanes • The increase in community gardens • Great trails • Clean water 	<ul style="list-style-type: none"> • Lack of appreciation for the impact on the community • Inequitable access to parks, trails, etc.



Category	Enablers	Inhibitors
Housing	<ul style="list-style-type: none"> • Passionate leaders in housing locally • Nonprofits - Habitat for Humanity • Available land • Good local developers, not all counties in NE IN have that 	<ul style="list-style-type: none"> • NIMBY neighbors • Lenient housing legislation / eviction rates • State / Federal funding is hard to access / utilize without jumping through hoops • Poor quality housing/high rental prices concentrated in certain areas of county • Zoning regs • sound financial literacy at a young age • Low wages, cannot afford rent • Younger generation debt not allowing for down payment
Transportation	<ul style="list-style-type: none"> • Nonprofits - CTN • Citlink 	<ul style="list-style-type: none"> • Public transportation is not a preferred option for many/people prefer their own cars/schedules • Public transit serves a small amount of folks but is very needed • Lack of public transit to outlying areas • Stigma around using public transportation • cost is a barrier to independent transportation • Limited hours/routes • Lack of walkability; spread out
Internet access	<ul style="list-style-type: none"> • Allows connection virtual to reduce isolation • Internet providers giving reduced rates to families in need 	<ul style="list-style-type: none"> • Still areas in Allen County that cannot access the internet • Not fully appreciated as an economic development tool • Emphasis on urban areas but there are rural areas in Allen County in need
Connection to others	<ul style="list-style-type: none"> • Increase of events downtown that welcome the interaction of all • Parks: Promenade for example • Onboard Fort Wayne - GFW focused on retaining talent • Community calendar 	<ul style="list-style-type: none"> • Stigma • Isolation • Outside / Inside mentality



Category	Enablers	Inhibitors
Employment	<ul style="list-style-type: none"> • Low unemployment numbers • Nonprofits - Bluejacket 	<ul style="list-style-type: none"> • Low livable wages • Benefits becoming more important • Lack of opportunities for advancement • Lack of available workforce • Transportation
Childcare	<ul style="list-style-type: none"> • Nonprofits wanting to advocate • Early Childhood Alliance • Government support/funding 	<ul style="list-style-type: none"> • Lack of employers who recognize the impact on workforce availability • Unfocused advocates • Lack of affordable/subsidized daycare • High numbers of in-home daycares that aren't high-quality (but are more accessible to parents)
Community activities	<ul style="list-style-type: none"> • Brings people together for positive/shared outcomes • Fort Wayne Trails, Promenade Park • Variety of offerings and organizations that provide them (not just govt) 	<ul style="list-style-type: none"> • Lack of a feeling of inclusion for all in the community

Table A-3. Downstream effects

Theme	Structural Effects	Attitudinal Effects	Transactional Effects
Lack of collaboration	<ul style="list-style-type: none"> • Duplication of effort • Funding could be used better instead of splitting between multiple organizations doing the same thing • Lost momentum and impact • Waste of resources • Lack of giving from donors 	<ul style="list-style-type: none"> • Local organizations feel territorial over their work-competitive with each other results in duplicative work 	<ul style="list-style-type: none"> • Peanut butter approach: funds are spread out rather than focused • Organizations work in silos

Theme	Structural Effects	Attitudinal Effects	Transactional Effects
Inequity in distribution of resources	<ul style="list-style-type: none"> • Less local investment, private and public, in certain zip codes • Higher income areas of Fort Wayne continue to get nicer- widening gap in neighborhoods 	<ul style="list-style-type: none"> • Those with resources feel entitled to direct how resources are spent for those without • People internalize the voice they hear on the outside and don't feel as valued as others 	<ul style="list-style-type: none"> • Decisions made about people without include the people in the process • Fair and equitable distribution of resources to all of Allen County • Decisions are made based on population not location or disparity of access
Education opportunities	<ul style="list-style-type: none"> • Diversity of opportunities for students • ESL classes to improve language • Multiple opportunities for scholarships for education 	<ul style="list-style-type: none"> • Opportunities exist locally for our children 	<ul style="list-style-type: none"> • People from outside Allen County coming here for education opportunities and staying in Allen County • Working adults or non-traditional students have opportunity to go back to school to advance career
Stigma acts as a barrier for accessing local resources	<ul style="list-style-type: none"> • Lack of diversity in community leadership • Stifles options as new resources don't thrive • We don't talk about the issues openly- which hinders funding 	<ul style="list-style-type: none"> • We don't talk about how we feel in our conservative community • Public resources are "only for the poor" • Certain resources are valued more than others 	<ul style="list-style-type: none"> • Mass understanding of Allen County is focused on Fort Wayne
Engaged leadership	<ul style="list-style-type: none"> • Passion for their work 	<ul style="list-style-type: none"> • Passion for growing greater FW • AC has content experts in areas that need improvement and/or focus 	<ul style="list-style-type: none"> • Leaders want to advance Allen County



Theme	Structural Effects	Attitudinal Effects	Transactional Effects
Barriers to advancement in employment / career	<ul style="list-style-type: none"> • Ever evolving job market / skills needed • Family dynamics (childcare, lack of transportation, costs of going back to work) • Keeps the wider area from reaching prosperity 	<ul style="list-style-type: none"> • Leadership may be recycled rather than accessible for new ideas • Need to highlight building trades / apprenticeship • Taking lower paid jobs; could get a better job 	<ul style="list-style-type: none"> • Political leaders not recognizing changing family structures
Mental health struggles	<ul style="list-style-type: none"> • Access to mental health professionals • People don't know how to get started 	<ul style="list-style-type: none"> • Individuals who feel they can't access the help they need impacts the larger community's wellbeing • Silence on struggles 	<ul style="list-style-type: none"> • Insurance does not always recognize mental health in affordable manner • Not enough therapist who are bilingual

Table A-4. Upstream causes

Theme	Structural Causes	Attitudinal Causes	Transactional Causes
Lack of collaboration	<ul style="list-style-type: none"> • Not set up locally to share data • Lack of knowledge of what others are doing • Competition 	<ul style="list-style-type: none"> • Non-profits competing for same funding • Pride 	<ul style="list-style-type: none"> • No centralized list/database of non-profits • No "center table" for nonprofits to gather and share thoughts.
Inequity in distribution of resources	<ul style="list-style-type: none"> • Lack of infrastructure such as sidewalks, transportation, etc • Lack of diversity in community leadership • Lack of understanding of what constituents need 	<ul style="list-style-type: none"> • Small population count creates a less urgent mindset • Entitlement to resources by the wealthy 	<ul style="list-style-type: none"> • Decisions are frequently made without inclusion of those who are impacted by decisions • Lack of understanding around the issues in the community • Those with resources have a stronger voice, more power

Theme	Structural Causes	Attitudinal Causes	Transactional Causes
Education opportunities	<ul style="list-style-type: none"> • Multiple colleges in the area • Additional focus on need for skills in trades 	<ul style="list-style-type: none"> • Lack of investment in research & entrepreneurial solutions • College and career focused only on college for many years and did not value the alternatives such as trades 	
Stigma acts as a barrier for accessing local resources	<ul style="list-style-type: none"> • Individuals seeking help having to go to multiple locations 	<ul style="list-style-type: none"> • "Bootstrap" mentality • Concern that he/she will appear weak • Concern of appearance of accessing resources for "poor people" 	
Engaged leadership	<ul style="list-style-type: none"> • Opportunities to get involved 	<ul style="list-style-type: none"> • Responsibility for understanding and addressing underlying causes of challenges not just resulting symptoms • Valuing the community needs above individual interests 	<ul style="list-style-type: none"> • People not afraid to take the lead on an issue
Barriers to advancement in employment / career	<ul style="list-style-type: none"> • Region prefers low skill work rather than innovation • Changing family structures 	<ul style="list-style-type: none"> • Stigma in some communities around advancing out of the neighborhood 	<ul style="list-style-type: none"> • Low wage jobs
Mental health struggles	<ul style="list-style-type: none"> • Lack of providers in some Zip codes • poor physical health • Loss of job, lack of adequately paid job 	<ul style="list-style-type: none"> • Stigma around seeking treatment 	<ul style="list-style-type: none"> • Lack of support provided for various roles an individual must fulfill • Lack of funding



APPENDIX B – PHASE 2 DETAILED RESULTS

Significance criteria

Severity of the problem
 Criticality / immediateness of the problem
 Number of people required to implement
 Need among vulnerable populations
 Time required to implement
 Availability of existing community resources
 Capacity of the community to act
 Long term sustainability of impact
 Number of people potentially impacted
 Ability to have measurable impact
 Willingness of the community to act
 inclusivity and accessibility for all
 Areas reached - how many different issues does it touch
 Addressing causes rather than symptoms
 Cost
 Equalizing power
 Restructuring systems
 Return on investment
 Ability to influence and change policies to address problems
 Availability of funding

Table B-1. Prioritized significance criteria

Significance criterion	Percentage weight
Addressing causes rather than symptoms	19%
Need among vulnerable populations	16%
Long term sustainability of impact	15%
Number of people potentially impacted	14%
Inclusivity and accessibility for all	13%
Severity of the problem	12%
Ability to have measurable impact	12%

Value criteria

Diversity and inclusion
Access
Collaboration
Building strong relationships within the community
Awareness
Sense of belonging
Development of public spaces
Addressing health disparities
Elimination of mental health stigma
Addressing lack of representation
Addressing economic disparities
Shared responsibility
Focus on pedestrians
Evidence-based methods
Safety
Equity and justice
Friendly to our neighbors
Sense of community in your neighborhood
Decisions made with people impacted by the decisions
Retention of talent / growth in job market
Shared commitment
Elimination of duplication of services
Transparency
Welcoming community
Elimination of language barriers by building the correct infrastructure
Eliminating systemic racism

Table B-2. Prioritized value criteria

Value criterion	Percentage weight
Collaboration	25%
Decisions made with people impacted by the decisions	20%
Access	14%
Equity and justice	13%
Diversity and inclusion	11%
Addressing health disparities	9%
Building strong relationships	7%

APPENDIX C – PHASE 3 DETAILED RESULTS

Table C-1. Relationships between themes and significance criteria

	Addressing causes rather than symptoms	Need among vulnerable populations	Long term sustainability of impact	Number of people potentially impacted
Education opportunities		<ul style="list-style-type: none"> Information sharing with differing populations so that all of AC knows what's available 	<ul style="list-style-type: none"> Better education leads to better wages leads to better quality of life 	<ul style="list-style-type: none"> Diverse need for more than college availability
Lack of collaboration	<ul style="list-style-type: none"> Communication and transparency 	<ul style="list-style-type: none"> Ignores the interrelatedness of needs and meeting people where they are rather than burdening them with seeking resources in numerous places 	<ul style="list-style-type: none"> Sustainability of numerous providers 	
Inequity in distribution of resources	<ul style="list-style-type: none"> Political climate Public / Private investment or lack thereof 			
Barriers to advancement in employment / career	<ul style="list-style-type: none"> Public policy on early childhood education 	<ul style="list-style-type: none"> Cost of child care, transportation, etc 	<ul style="list-style-type: none"> Increased prosperity for more Skilled employees going into the future 	
Mental health struggles	<ul style="list-style-type: none"> Need to address traumas that lead to these struggles, not just address symptoms In some communities mental health issues are taboo topics 	<ul style="list-style-type: none"> Need to provide opportunities and access 		

	Addressing causes rather than symptoms	Need among vulnerable populations	Long term sustainability of impact	Number of people potentially impacted
Stigma acts as a barrier for accessing local resources	<ul style="list-style-type: none"> Determine root cause by discussion with those impacted 			
Lack of diversity and inclusiveness in problem solving	<ul style="list-style-type: none"> Lack of recruitment of individuals of diverse backgrounds 	<ul style="list-style-type: none"> Lack of cultural awareness 		
Inequitable access to opportunity				
Siloed approach to care	<ul style="list-style-type: none"> If we communicate, we'll better understand root cause and, together, be able to make positive impact 			
Siloed approach to funding	<ul style="list-style-type: none"> Funding preventative programming as opposed to reactive solutions 		<ul style="list-style-type: none"> Use of some administrative funds to create round table group(s) 	<ul style="list-style-type: none"> Need to collaborate on funding to impact the highest number of community members
Employment and family structure are interrelated	<ul style="list-style-type: none"> Advocacy at public policy level on changing family structure and barriers 	<ul style="list-style-type: none"> Would help those who can make change better understand the interrelated nature 	<ul style="list-style-type: none"> Increase in quality of life 	<ul style="list-style-type: none"> 20% Alice population



Table C-2. Relationships between themes and value criteria

	Collaboration	Decisions made with people impacted	Access	Equity and justice
Education opportunities	<ul style="list-style-type: none"> Colleges working together; businesses working with colleges and trade skills to provide opportunities 	<ul style="list-style-type: none"> Leadership from non-college opportunities represented in decision making 	<ul style="list-style-type: none"> Don Wood Foundation, Questa Foundation providing funding 	<ul style="list-style-type: none"> The same opportunities exist regardless of race, religion, etc
Lack of collaboration	<ul style="list-style-type: none"> Trust is a big barrier to collaboration, especially among vulnerable populations 	<ul style="list-style-type: none"> We see what isn't helping Identify the root cause 		<ul style="list-style-type: none"> Hard to collaborate when you can't get to the table
Inequity in distribution of resources	<ul style="list-style-type: none"> Less duplication of services and NFP agencies 			<ul style="list-style-type: none"> It requires a lens of justice to distribute resources appropriately
Barriers to advancement in employment / career		<ul style="list-style-type: none"> More knowledge of barriers by those impacted 		
Mental health struggles			<ul style="list-style-type: none"> Nonprofits provide services to those that may not be able to access otherwise 	<ul style="list-style-type: none"> People can seek treatment from those that look like them and understand them
Stigma acts as a barrier for accessing local resources		<ul style="list-style-type: none"> If we include those impacted, we will have a clearer vision of how to address stigma 		

	Collaboration	Decisions made with people impacted	Access	Equity and justice
Lack of diversity and inclusiveness in problem solving	<ul style="list-style-type: none"> • Siloed collaborations 	<ul style="list-style-type: none"> • Creates better solutions that are more inclusive and sustaining • Include diverse community members to ensure that our solutions are inclusive 	<ul style="list-style-type: none"> • Find new channels of recruitment for problem solving units/agencies 	
Inequitable access to opportunity				<ul style="list-style-type: none"> • Rooted in systemic racism-need to approach with justice
Siloed approach to care	<ul style="list-style-type: none"> • Collaboration will lead to more comprehensive care 			
Siloed approach to funding	<ul style="list-style-type: none"> • Funders provide opportunities for nonprofits to collaborate but not all may be aware • Will reduce duplication of services and open funding for additional needs 			
Employment and family structure are interrelated				



APPENDIX D – CONNECTION BETWEEN PRIORITIES AND AREAS OF NEED

Inequity in distribution of resources (*inhibitor*)

Relevant inhibitors:

- Emphasis on urban areas but there are rural areas in Allen County in need
- Lack of appreciation for the impact on the community
- Still areas in Allen County that cannot access the Internet
- Disparity of access and quick response
- Inequitable access to parks, trails, etc.
- NIMBY neighbors
- Outside/inside mentality
- Poor quality housing/high rental prices concentrated in certain areas of the county
- High numbers of in-home daycares that aren't high quality (but are more accessible to parents)
- Lack of research and development institutions
- Disparity of access in rural community

Related categories of need:

- Public health
- Mental health
- Education
- Environment (2x)
- Housing (2x)
- Internet access (2x)
- Connection to others
- Childcare

Inequitable access to opportunity *(cause)*

Relevant causes:

- Individuals seeking help having to go to multiple locations
- Lack of access to affordable childcare
- Lack of providers in some zip codes
- Stigma in some communities around advancing out of the neighborhood
- Small population count creates a less urgent mindset

Related inhibitor themes:

- Inequity in distribution of resources
- Barriers to advancement in employment / career
- Mental health struggles
- Stigma acts as a barrier for accessing local resources

Related categories of need:

- Public health
- Mental health
- Education
- Environment
- Housing
- Transportation
- Internet access
- Connection to others
- Employment
- Childcare

Lack of diversity and inclusiveness in problem solving (*cause*)

Relevant causes:

- Decisions are frequently made without inclusion of those who are impacted by decisions
- Lack of understanding of what constituents need
- People not afraid to take the lead on an issue
- Lack of diversity in community leadership
- Responsibility for understanding and addressing underlying causes of challenges and not just resulting symptoms

Related enabler themes:

- Engaged leadership (2x)

Related inhibitor themes:

- Inequity in distribution of resources (3x)

Related categories of need:

- Public health
- Mental health
- Education
- Environment
- Housing
- Internet access
- Connection to others
- Childcare
- Community activities

Lack of collaboration (*inhibitor*)

Relevant inhibitors:

- Lack of integration of data between health systems, public health, and local non-profits
- Lack of a feeling of inclusion for all in the community
- Connecting industry to education
- Unfocused advocates
- Lack of appreciation of how individual choices impact the broader community

Related categories of need:

- Public health (2x)
- Education
- Childcare
- Community activities

Siloed approach to care (cause)

Relevant causes:

- Not set up locally to share data
- Lack of knowledge of what others are doing
- Lack of understanding around issues in the community
- No centralized list / database of nonprofits

Related inhibitor themes:

- Inequity in distribution of resources
- Lack of collaboration (3x)

Related categories of need:

- Public health
- Mental health
- Education
- Environment
- Housing
- Internet access
- Connection to others
- Childcare
- Community activities

Barriers to advancement in employment / career (inhibitor)

Relevant inhibitors:

- Lack of available workforce
- Lack of employers who recognize the impact on workforce availability
- Public transit serves a small amount of folks but is very needed
- Lack of opportunities for advancement
- Lack of affordable / subsidized daycare
- Not being able to find childcare or transportation to classes
- Local preference towards individual responsibility
- Cost of higher education

Related categories of need:

- Public health
- Education (2x)
- Transportation
- Employment (3x)
- Childcare

Education opportunities (*enabler*)

Relevant enablers:

- Multiple colleges – PFW, IN Tech, Manchester
- Specialized schools – STEM, PBL, Career Academy
- Significant grant dollars for higher education attendance at no / low cost
- Non-profits – Bluejacket

Related categories of need:

- Education (3x)
- Employment

Employment and family structure are interrelated (*cause*)

Relevant causes:

- Changing family structures
- Poor physical health
- Loss of job / lack of adequately paid job
- Low wage jobs

Related inhibitor themes:

- Barriers to advancement in employment / career (2x)
- Mental health struggles (2x)

Related categories of need:

- Public health
- Mental health
- Education
- Transportation
- Connection to others

Siloed approach to funding (*cause*)

Relevant causes:

- Competition
- Nonprofits competing for the same funding
- No “center table” for nonprofits to gather and share thoughts
- Lack of support provided for various roles an individual must fill
- Lack of funding
- No centralized list / database of non-profits

Related inhibitor themes:

- Lack of collaboration (4x)
- Mental health struggles (2x)

Related categories of need:

- Public health
- Mental health
- Education
- Connection to others
- Childcare
- Community activities

Mental health struggles (*inhibitor*)

Relevant inhibitors:

- Stigma and lack of mental health providers
- Lack of culturally competent providers
- Lack of understanding / ability to self-advocate for best care
- Stigma
- Isolation

Related categories of need:

- Public health
- Mental health (2x)
- Connection to others (2x)

Stigma acts as a barrier for accessing local resources (*inhibitor*)

Relevant inhibitors:

- Stigma around advancement and opportunities in trades / understanding of opportunities beyond college
- Stigma around using public transportation
- Public transportation is not a preferred option for many / people prefer their own cars and schedules
- Stigma related to diagnosis or treatment

Related categories of need:

- Mental health
- Education
- Transportation (2x)

APPENDIX E – WEIGHTED EVALUATION OF AREAS OF NEED

Table E-1. Weighted relationships of themes to areas of need and computed approximate scores

	Theme Weight	Public health	Mental health	Education	Environment	Housing	Transportation	Internet access	Connection to others	Employment	Childcare	Community activities
1. Inequity in distribution of resources	11.7%	9.1%	9.1%	9.1%	18.2%	18.2%	0.0%	18.2%	9.1%	0.0%	9.1%	0.0%
2. Inequitable access to opportunity	11.0%	10.4%	18.5%	14.8%	4.5%	4.5%	15.6%	4.5%	12.3%	9.4%	5.4%	0.0%
3. Lack of diversity and inclusiveness in problem solving	10.9%	5.5%	5.5%	12.1%	10.9%	24.2%	0.0%	10.9%	5.5%	0.0%	18.8%	6.7%
4. Lack of collaboration	10.8%	40.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	20.0%
5. Siloed approach to care	9.5%	32.3%	2.3%	17.3%	4.5%	4.5%	0.0%	4.5%	2.3%	0.0%	17.3%	15.0%
6. Barriers to advancement in employment / career	8.7%	12.5%	0.0%	25.0%	0.0%	0.0%	12.5%	0.0%	0.0%	37.5%	12.5%	0.0%
7. Education opportunities	8.3%	0.0%	0.0%	75.0%	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%
8. Employment and family structure are interrelated	8.3%	16.3%	20.0%	12.5%	0.0%	0.0%	6.3%	0.0%	20.0%	18.8%	6.3%	0.0%
9. Siloed approach to funding	7.6%	33.3%	13.3%	13.3%	0.0%	0.0%	0.0%	0.0%	13.3%	0.0%	13.3%	13.3%
10. Mental health struggles	6.8%	20.0%	40.0%	0.0%	0.0%	0.0%	0.0%	0.0%	40.0%	0.0%	0.0%	0.0%
11. Stigma acts as a barrier for accessing local resources	6.4%	0.0%	25.0%	25.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Scores:	165	109	199	42	57	65	42	86	79	101	53
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