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# AFTER THE SCAN:

## WEST VALLEY HUMAN SERVICES ALLIANCE SUMMIT



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EXECUTIVE SUMMARY



# **Executive Summary of After the Scan: West Valley Human Services Alliance Summit Report**

**February 16<sup>th</sup>, 2006**

**Developed by**

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*The full report and additional copies of the Executive Summary  
may be found on the Valley of the Sun United Way web site: [www.vsuw.org](http://www.vsuw.org)*

***Report underwritten by the Arizona Department of Economic Security and Valley of the Sun United Way***

## Overview

The West Valley Human Services Alliance provides human services planning for the West Valley and includes a broad array of representatives including elected officials, grass roots citizenry, the business community, faith-based organizations, non-profit agencies, and local, county, and state agencies. The Alliance was formed in April of 2005 in response to the synergy of like minded groups such as the West Valley Human Services Stakeholders and the West Valley Council on Community Initiatives. Once merged, the Alliance agreed to further the work of the West Valley Scan - publicly unveiled in March of 2005 at a regional summit on Arizona State University's West campus. The Scan was championed by the Valley of the Sun United Way – which directed a process for coalescing the vision of more than 400 individuals representing more than 150 organizations. A series of 19 Community Impact forums were designed to bring focus to the question:

*“What can the community focus on to most impact the quality of life in the West Valley?”*

During the Summit, five thematic issues and opportunities were unveiled as the primary building blocks for West Valley life quality initiatives:

- Communication & Collaboration
- Health, Wellness, & Safety
- Education
- Transportation
- Community Planning & Development

These initiatives are fully explained in the report: *Gathering the Voices of the Community: Mobilizing the West Valley and Improving Lives*, authored by ASU West's Partnership for Community Development and available on the Valley of the Sun United Way web-site at [www.vsuw.org](http://www.vsuw.org).

Three groups operating independently on life quality initiatives within the West Valley sought to join forces in February, 2005, and subsequently chose to bring focus to the five initiatives identified in the Scan. These groups were: The West Valley Human Services Stakeholders (sponsored by the Maricopa Association of Governments), The Council on Community Initiatives (sponsored by the Arizona Department of Economic Security), and the West Valley Coordinating Council on Domestic Violence. The newly-formed Alliance created Sub-Committees to develop an action plan around each of the five life quality initiatives embedded in the Scan.

To guide Alliance activities, a Steering Committee was formed – comprised of the two co-chairs of the Alliance (Councilmember Betty Lynch of Avondale and Paige Garret of Quality of Life Community Services, Inc.), two co-chairs from each Alliance Sub-Committee, and representatives from the Valley of the Sun United Way, Arizona Department of Economic Security and ASU's Partnership for Community Development. The Steering Committee met monthly to provide oversight of the action planning process, and the Sub-Committees met at least monthly to develop areas of priority change, identify barriers, develop action plans, and identify needed partners and resources. On a quarterly basis (since April of 2005), all Alliance members have gathered to maximize information transfer, and to synchronize efforts among all of the Sub-Committees. All meetings have been hosted at the Avondale City Hall.

Activities of the Alliance were guided by the Community Planning Model shown in Figure 1. As the model depicts, each of the five Sub-Committees sought to answer four basic questions pertaining to their thematic area:

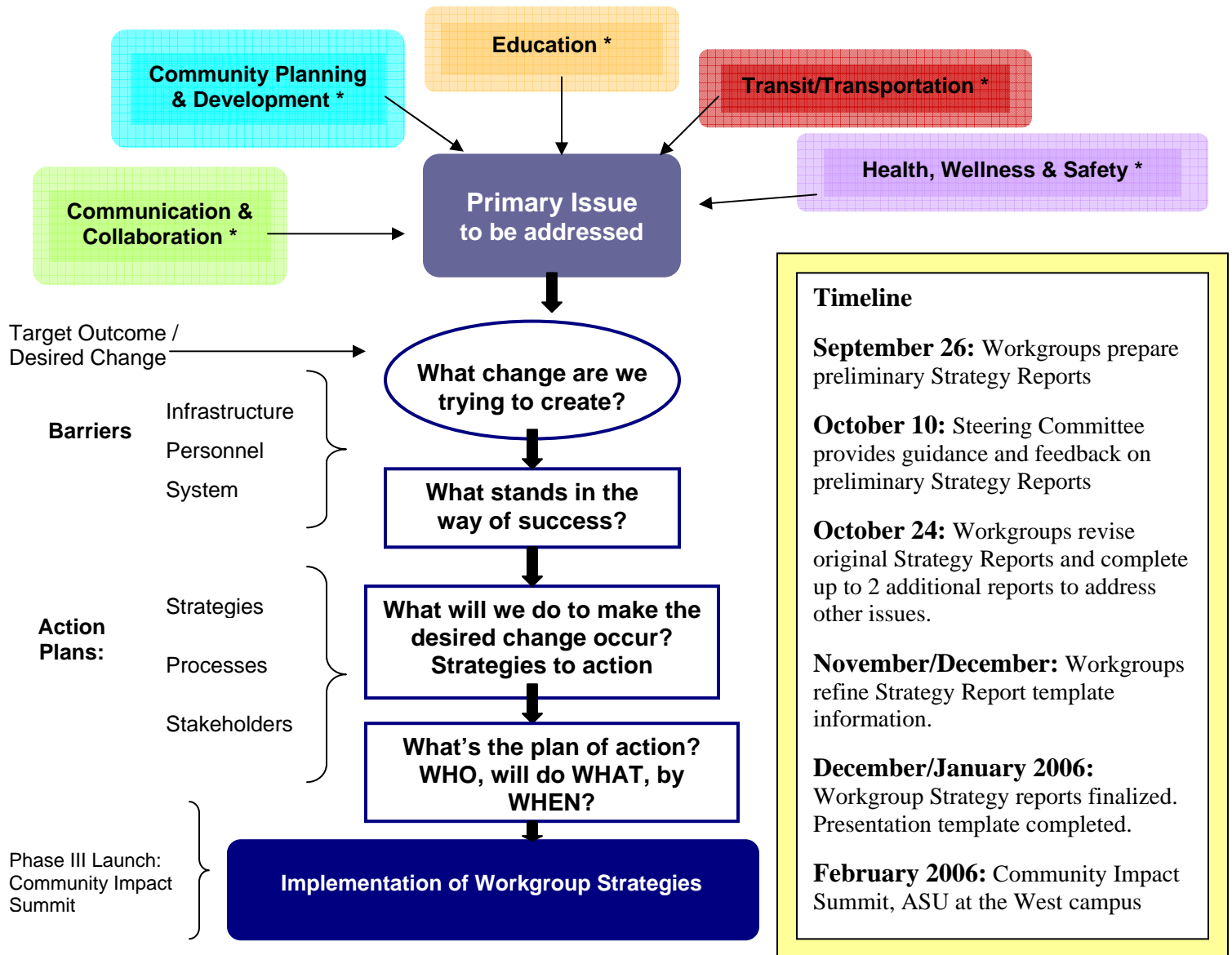
1. What change are we trying to create?
2. What stands in the way of success?
3. What will we do to make the desired change occur?
4. What is the plan of action?

Each Sub-Committee was asked to identify specific strategies for the desired changes they developed based on their analysis of the issues and to specifically articulate who should do what, by when, and what kind of resources are needed to create the desired change. A Strategy Report Template was developed to guide the thought processes and consolidate the ideas generated by each Sub-Committee. It was provided to the Sub-Committees on September 26, 2005, and the Sub-Committees were asked to adhere to the timeline shown in Figure 1 to consolidate their ideas. All Templates were completed in January of 2006. The number of desired change areas identified by each Sub-Committee varied, ranging from one to three per Sub-Committee. Across all Sub-Committees, 13 areas of desired change were identified. Thus, a total of 13 Strategy Report Templates were constructed.

This Executive Summary presents the essence of each proposal produced by the Alliance Sub-Committees. The Templates (reproduced in their entirety), and the minutes of the Alliance Steering Committee meetings are provided in the publication *After the Scan: West Valley Human Services Alliance Summit Report*. The report is available on the Valley of the Sun United Way website at [www.vsuw.org](http://www.vsuw.org).

Many participated as volunteers and contributed immeasurable hours of time to produce these plans of action. The fruits of their labor will continue long after this Summit. The Alliance will shepherd a process for implementing these proposals identified as crucial for the development of West Valley life quality. The citizens of the West Valley will be the ultimate beneficiaries.

**Figure 1. West Valley Human Services Alliance Community Planning Model**



*Extracted and modified from Gathering the Voices of the Community: Mobilizing the West Valley and Improving Lives, by John E. Burk and Richard C. Knopf. (p. 7) (Reproduced on the Valley of the Sun United Way website - www.vsuw.org).*

## **Sub-Committee: Communication and Collaboration**

### **Primary Issue 1: AZ 211 System**

#### **Overview:**

Although the AZ 211 System was implemented in Fall of 2005, many West Valley residents are not familiar with the system or how to access its services. The system provides both a vehicle for accessing services and for providing volunteer opportunities to serve others. To promote safe communities in the West Valley, steps need to be taken to increase citizen awareness of existing services and encourage them to become actively engaged in their community.

#### **Targeted Change:**

The desired change is to increase West Valley citizen awareness of existing local services and to motivate them to be actively engaged in the community. This project seeks to develop a coordinated media campaign to inform West Valley residents of the AZ 211 System created by the Governor's Office, and to make residents aware of other resources currently available to them. This plan will involve partnering with the State of Arizona Governor's Office, soliciting sponsorships from local businesses, and hiring a public relations consultant to design a bilingual media campaign utilizing public service announcements (PSA), radio, and other high usage media.

#### **Specific Strategies:**

- Establish a partnership for outreach with the Governor's Office within one month of project implementation.
- Determine what outreach plans may already exist for the AZ 211 System.
- Identify how to complement the Governor's plan of implementation and coordinate efforts accordingly.
- Secure at least three corporate sponsors within six months of project implementation.
- Secure funding for a part-time public relations consultant to design a targeted outreach campaign.
- Air PSAs and radio spots on at least three media outlets within one year of implementation.
- Solicit sponsorships from local businesses (grocery stores, movie theaters, shopping centers) to strategically locate advertisements.
- Establish advertising in at least one local grocery store chain and one movie theater chain within one year of implementation.
- Implement project by June 2006 and complete project by December 2007.

#### **Resources Required:**

Various resources are needed to move the identified strategies forward. These may include strategic planning, technology development/assistance, personnel, volunteers, facilities, in-kind contributions, corporate sponsorships, and outside evaluators.

#### **How can you help?**

**Contact:**

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Paige Garrett, Executive Director, Quality of Life Community Services, Inc.,  
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## **Sub-Committee: Communication and Collaboration**

### **Primary Issue 2: Support of New Life Center Domestic Violence Shelter**

#### **Overview:**

A recent study by the Maricopa Association of Governments Region indicates that at least 325 more beds are needed in Maricopa County domestic violence shelters to meet current demand. The West Valley offers only two domestic violence shelters out of nine, excluding homeless shelters that also serve victims of domestic violence. Too many individuals and their children encountering violence in their home are turned away daily due to lack of shelter beds in the West Valley.

In an effort to increase accessibility to safe shelter, the goal of this project is to support the expansion of the New Life Center in the West Valley by coordinating efforts among citizens, city officials, and domestic violence providers to access additional funding for new shelter beds.

#### **Targeted Change:**

The desired change is to provide more domestic violence survivors and their children with the opportunity to escape violent households/relationships by increasing the number of beds within the New Life Center by 40.

#### **Specific Strategies:**

- Communicate to the community the dire need to increase the number of domestic violence shelter beds in the West Valley.
- Coordinate with Betty S. Lynch, Councilmember, City of Avondale who serves on Campaign Cabinet to lend name and support for increasing beds.
- Begin efforts in January 2006.

#### **Resources Required:**

Various resources are needed to move the identified strategies forward. These may include strategic planning, technology development/assistance, personnel, volunteers, facilities, in-kind contributions, corporate sponsorships, and outside evaluators.

#### **How can you help?**

#### **Contact:**

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## **Sub-Committee: Communication and Collaboration**

### **Primary Issue 3: Workforce Housing**

#### **Overview:**

There is a need to increase the availability of workforce housing units for families of four and over with household incomes ranging from \$20,000 to \$42,000 per year. A number of barriers exist including market forces that drive up housing prices, the high expense of home construction, and lack of community support and political will.

The goal is to work with the Regional Workforce Housing Task Force to increase the level of workforce housing in the West Valley. This will include an effort to engage commercial developers in the process of creating these opportunities.

#### **Targeted Change:**

The desired outcome is to increase the number of units of rental and owner-occupied housing available to West Valley families with household incomes ranging from \$20,000 to \$42,000 per year.

#### **Specific Strategies:**

- Engage the community and key stakeholders, including homeless advocates, service providers, neighborhood associations, housing providers in targeted areas (those with low rates of homeownership), businesses, economic developers and state agencies.
- Partner with the Regional Workforce Task Force (ongoing).
- Approach cities and towns in the West Valley to make commitments to increase the supply of workforce housing (Summer 2006).
- Research zoning and policy barriers that inhibit the growth of workforce housing and seek to resolve these issues (Spring 2007).
- Increase the supply of workforce housing available in the MAG Region by 15% (Fall 2008).
- Engage the municipalities and developers in increasing the supply of workforce housing by 15% (Fall 2008).

#### **Resources Required:**

Various resources are needed to move the identified strategies forward. These may include strategic planning, technology development/assistance, personnel, volunteers, facilities, in-kind contributions, corporate sponsorships, and outside evaluators.

#### **How can you help?**

**Contact:**

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Paige Garrett, Executive Director, Quality of Life Community Services, Inc.,  
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## **Sub-Committee: Health, Wellness & Safety**

### **Primary Issue 1: Caregiver Training**

#### **Overview:**

There is a lack of training and ongoing support for caregivers in the West Valley communities. Caregivers are individuals who provide care for people of all ages, including elderly, individuals with disabilities and children. Limited funding, fragmented service delivery, transportation issues, and a lack of knowledge have made access to training and resources difficult for these important human service providers.

The goal of this project is to strengthen and expand resources for caregivers. A West Valley Caregiver Training Council will be developed to identify current trainings, resources, and stakeholders. The Council will develop lines of communication among stakeholders, and determine the types of training needed to fill current gaps.

#### **Targeted Change:**

The desired change is to increase the amount and quality of training, resources and supports available to professional and family caregivers in the West Valley. We plan to coordinate training, provide a centralized resource forum by engaging 50% of the care giving agencies to serve on the Council, and train 100 people within the first year of implementation.

#### **Specific Strategies:**

- Identify community stakeholders and volunteer caregiver professionals.
- Develop the West Valley Caregiver Training Council.
- Engage community stakeholders, including all municipalities, Arizona Department of Health, Arizona Department of Economic Security, United Cerebral Palsy, Youth Etc., APECA, community colleges, Maricopa Skills Center, hospitals, Association for Elder Care, Area Agency on Aging, Maricopa County Department of Health, Child Protective Services and non-profit organizations with the capacity to provide training.
- Identify and implement standardized curriculums for professional and family caregivers to ensure consistent, high-quality care.
- Locate resources and currently available training curriculums.
- Revise existing curriculums as needed.
- Develop curriculum in a variety of print and video media.
- Increase public awareness about training opportunities.
- Create website for communication purposes.
- Provide coordinated training for parents and caregivers of all ages.
- Implement program by August 2007.

#### **Resources Required:**

- Volunteer input on existing trainings and resources.
- Lead agency to coordinate West Valley Caregiver Training Council.
- First year funding: \$36,000
  - Staff (.25 FTE with benefits): \$ 20,000
  - Printing (resource materials & supplies): \$ 15,000

- Website (set-up & maintenance):                   \$ 1,000
- Various resources are needed to move the identified strategies forward. These may include strategic planning, technology development/assistance, personnel, volunteers, facilities, in-kind contributions, corporate sponsorships, and outside evaluators.

**How can you help?**

**Contact:**

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## **Sub-Committee: Health, Wellness, and Safety**

### **Primary issue 2: Child Witnesses of Domestic Violence**

#### **Overview:**

There is a lack of infrastructure for children who have witnessed domestic violence to receive services in the West Valley. There is a need to inventory existing services for such children in the West Valley, investigate programs provided by other communities for this population, and increase the capacity to offer services both formally and informally. Lack of funding, coordination and communication are barriers for this project.

#### **Targeted Change:**

The desired changes include developing an inventory of services for child witnesses of domestic violence, an evaluation of successful service delivery models in other communities nationally and an increase in the capacity to offer services in the West Valley. A resource list, a gaps analysis, and a flow chart will be created to demonstrate both the current and ideal capacity for children's domestic violence services. The process will ultimately result in specific recommendations to help increase capacity for services.

#### **Specific Strategies:**

- Identify partners, including Child Protective Services and local schools.
- Create a resource list of current resources by March 2006.
- Create a gaps analysis showing unmet need by April 2006.
- Create a flow chart showing both the current and ideal capacity for children's domestic violence services by May 2006.
- Develop specific recommendations to help increase capacity for services by June 2006.

#### **Resources Required:**

Various resources are needed to move the identified strategies forward. These may include strategic planning, technology development/assistance, personnel, volunteers, facilities, in-kind contributions, corporate sponsorships, and outside evaluators.

#### **How can you help?**

#### **Contact:**

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Teresa Franquiz, Human Services Planner, Maricopa Association of Governments  
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## **Sub-Committee: Health, Wellness and Safety**

### **Primary Issue 3: Mobile Health Care**

#### **Overview:**

Currently there is inadequate access to physicians to accommodate the medical needs of the West Valley. Transportation and language barriers result in the inability for citizens to secure timely, needed services. The goal is to create new mobile health units to provide a new avenue for West Valley residents to access affordable health care.

#### **Targeted Change:**

The desired change is to have increased access to health care services by creating a way for health care services to go into the community, rather than relying on specific facilities that are unevenly distributed throughout the community. This project will provide an avenue for West Valley residents to access affordable primary, behavioral, dental, specialty and preventive care services. By adding just one additional mobile unit, the service area can be expanded beyond the 10 communities currently being served by Clinica Adelante's Rural Health Team and Mission of Mercy, and could potentially double the number of people being serviced by July 2008.

#### **Specific Strategies:**

- Build a Steering Committee with community stakeholders, including representatives from operators of existing mobile units, public health departments, local hospitals, businesses, and schools.
- Determine vision and cost.
- Recruit health care providers to participate in the plan.
- Identify an organization to lead the effort and oversee the operation of the new units.
- Gain commitments from medical schools to partner on the project.
- Begin discussions with existing mobile programs.
- Involve the legislative community through education.
- Get commitment from and work with medical schools to staff units and provide tele-medicine support.
- Work with technology vendors to identify system needs.
- Work with local medical societies to identify retired health care providers willing to volunteer to staff units.
- Begin implementation in Summer 2007 with completion in Summer 2008.
- Evaluate and monitor impact after one year of service.

#### **Resources Required**

- Volunteer physicians and other providers.
- Medical center partners for tele-medicine technologies.
- Funding to support expansion of mobile units:
  - Estimated \$500,000 one-time cost per mobile unit.
  - Estimated \$40,000-\$50,000 for monthly operating expenses.
- Various resources are needed to move the identified strategies forward. These may include strategic planning, technology development/assistance, personnel, volunteers, facilities, in-kind contributions, corporate sponsorships, and outside evaluators.

## **How can you help?**

### **Contact:**

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## **Sub-Committee: Education**

### **Primary Issue 1: Quality Child Care**

#### **Overview:**

Children are entering schools unprepared to succeed. As a result there is need to improve elementary education performance. Eventually, such under performance results in high dropout rates, and gang activities. There is an urgent need for better Pre-K activities offered by home child care providers to empower children for success when they enter school. This is an important target population: it is estimated that 8% of Maricopa County's population is under age 5, approximately 300,000 children.

#### **Targeted Change:**

The desired change is to implement activities that will instill the technical knowledge needed by home child care providers to better prepare children for school success. The plan is to improve the quality of care provided by kith and kin (friends and family) providers by providing them with the necessary resources to develop new skills, gain knowledge and receive support to improve the quality of care and the safety of the children in their care. This will be achieved by implementing practices from the Arizona Kith and Kin Project (KKP) of the Association for Supportive Child Care. Through this methodology, a \$1 investment in quality early education can save \$17 in future costs associated with remedial education, delinquent behavior and other public support services.

#### **Specific Strategies:**

- Create an outreach effort to identify existing home child care providers and recruit home child care providers
- Implement the Kith and Kin Project of the Association for Supportive Child Care to:
  1. Provide training on early childhood related topics (i.e. crib safety, home safety, car seat safety, CPR and First Aid).
  2. Offer opportunities to build supportive relationships with other providers,
  3. Increase providers' knowledge of available community training and support resources.
  4. Provide safety devices to providers (i.e. safe cribs, fire extinguishers, smoke detectors, outlet covers, car seats, First Aid kits).
- Address potential barriers for attendance by providing transportation to and from trainings/meetings and on-site child care during trainings.
- Develop working partnerships with child care organizations and school districts.
- Contract with a local, independent consulting firm to evaluate whether the program goals are being met, including participants self-reporting by participants on child care practices and knowledge, group observations, and interviews with participants, project partners and staff.

#### **Resources Required:**

- Program costs for a 14-week training sessions estimated \$1,500. There are an estimated 209 home child care providers registered in 9 cities of the West Valley.
- Various resources are needed to move the identified strategies forward. These may include strategic planning, technology development/assistance, personnel, volunteers, facilities, in-kind contributions, corporate sponsorships, and outside evaluators.

## **How can you help?**

### **Contact:**

Sarah Ocampo-Schlesinger, Kith & Kin Coordinator, Association for Supportive Child Care, [socampo@asccaz.org](mailto:socampo@asccaz.org), 480-829-0500 x126

Eric Santiago, Early Learning Project Coordinator, [esantiago@vsuw.org](mailto:esantiago@vsuw.org)

## **Sub-Committee: Education**

### **Primary Issue 2: Adult and Senior Education and Employment**

#### **Overview:**

The primary issue being addressed is the need for adult and senior education, training, and employment opportunities. Learning does not end after high school or college – it is a lifelong process that builds continuing life quality and vitality. The goal is to prepare adults and seniors in the West Valley for job opportunities that pay a living wage. There are limited opportunities for affordable ongoing education and technology training. An education campaign needs to be implemented that targets adults and seniors in the West Valley, so that they are better prepared for the work force.

#### **Targeted Change:**

The desired change is to create more opportunities for community-based adult education in the West Valley. This will include offering community-based adult education classes, such as Introduction to Technology, through existing infrastructures (faith communities, schools, skill centers, colleges, and community centers) beginning in June of 2006.

#### **Specific Strategies:**

- Analyze current resources by conducting a survey of education and skills centers, and expand or increase coordination based on findings.
- Increase awareness among business and community leaders.
- Create a consortium of existing programs that target adult/seniors for educational and training purposes.
- Communicate to stakeholders the outcome of developing marketable skills in adults and seniors.
- Create scholarships for adults and seniors.
- Identify existing facilities to utilize for educational courses and trainings (i.e. local community colleges, churches, community centers, and nonprofit organizations).
- Conduct an evaluation of the project's effectiveness within two years of implementation.

#### **Resources Required:**

Various resources are needed to move the identified strategies forward. These may include strategic planning, technology development/assistance, personnel, volunteers, facilities, in-kind contributions, corporate sponsorships, and outside evaluators.

#### **How can you help?**

#### **Contact:**

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Eric Santiago, Early Learning Project Coordinator, esantiago@vsuw.org

## **Sub-Committee: Education**

### **Primary Issue 3: After School Programs**

#### **Overview:**

Arizona has a high proportion of high school dropouts – nearly 10 percent of the school age population. Currently, 43 students per day drop out of Maricopa County schools. Gang activity is an ever increasing activity among children between 7 -15 years of age. Additional school activities are required that are intentionally designed to increase academic achievement, reduce involvement in gang activity, and encourage youth to access post high school education.

#### **Targeted Change:**

The desired change is to increase the availability of after school programming. The plan is to develop supervised, safe after school environments that provide education attainment and leadership skill development for youth. The programs will provide quality educational and enrichment activities for kids while ensuring their safety and diversion from deprecative behavior. Positive alternatives will be provided to children and youth that will contribute to decreased gang activity, decreased dropout rate, and improved academic performance.

We anticipate that given the proper period of time to cultivate success (1-3 years), the high school dropout rate in communities targeted by this program will diminish by one-third, and gang-related crimes will diminish in parallel fashion. Through coordination with schools, we should see an improvement in participant's academic performance as well. Teams comprised of high school seniors, middle school, and elementary school children will provide mentoring opportunities.

#### **Specific Strategies:**

- Identify partners (school districts, community leaders, etc.) and form a coalition to guide the development of this program.
- Identify gaps in existing after school programs in the West Valley.
- Identify funding sources, including federal funding resources available to local Park and Recreation agencies and local funders interested in providing seed money to assist with the coordination process and implementation of program activities.
- Develop a plan for building programs that target children most likely to benefit from involvement.
- Engage youth from the targeted population base in the planning process by surveying their desires and interests.
- Engage youth advisors, counselors, and programmers, as well as representatives of Youth Advisory Councils in the process.
- Engage high school seniors as mentors and provide compensation, thus providing an employment experience to these students as well.
- Ensure that programs include activities, events and recreational outlets that are culturally sensitive and socially interesting.
- Coordinate the program to coincide with the start of the school year in Fall 2006.
- Evaluate and monitor results that accrue at the end of year one of implementation.

**Resources Required:**

- Anticipated annual budget for year-round program: \$150,000
- Various resources are needed to move the identified strategies forward. These may include strategic planning, technology development/assistance, personnel, volunteers, facilities, in-kind contributions, corporate sponsorships, and outside evaluators.

**How can you help?****Contact:**

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## **Sub-Committee: Transportation**

### **Primary Issue: Coordination of West Valley Transportation Services**

#### **Overview:**

There is insufficient knowledge about the coordinated planning around transit services provided in the West Valley, making access to life quality-related programs and services difficult. Improved awareness of and coordination of transit services in the West Valley is essential. Knowing that there are many emerging leaders in this area, the goal is to focus the issue on creating transit coordination to benefit the end user, recognizing that more transit services are needed in the West Valley.

#### **Targeted Change:**

The desired change is to improve awareness and coordination of transit services through a regional approach to transportation planning in the West Valley. This planning process will involve public awareness of existing services, collaboration of transit resources, and seamless “transit” resources across the Valley, inclusion of all potential passengers’ sensitivity to a variety of transit needs, creativity in creating “out-of-the-box” solutions with partners, economies of scale, and balanced solutions.

A Regional Transit Task Force will be assembled to bring transit planners together with members of the community, government, education, faith and business arenas to discuss issues affecting the public regarding transit, and develop methodologies to address them on a regional level. The Task Force will focus on increasing public awareness and promoting a single source for transit resources. Annually, the Transit Task Force will conduct a regional symposium to disseminate information and generate support for transit issues.

#### **Specific Strategies:**

- Communicate with stakeholders affected by the need to expand public transportation.
- Develop a Regional Transit Task Force.
- Develop strategies for overcoming barriers to enhanced transit services (which include: lack of awareness and planning for enhanced services; inadequate leadership support; absence of dedicated funding mechanism; lack of coordination of existing resources).
- Build coordination among transportation providers.
- Create an information/awareness product.
- Provide coordination among current transportation providers.
- Identify funding for program expansion.
- Create and coordinate the annual transit symposium.

#### **Resources Required:**

- Facility host for symposium.
- Symposium sponsorships.
- Promotional materials: design, printing, supplies.
- \$5,000 to \$15,000 annually.

- Various resources are needed to move the identified strategies forward. These may include strategic planning, technology development/assistance, personnel, volunteers, facilities, in-kind contributions, corporate sponsorships, and outside evaluators.

### **How can you help?**

#### **Contact:**

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## **Sub-Committee: Community Planning & Development**

### **Primary Issue 1: Virtual Multigenerational Community Center**

#### **Overview:**

A West Valley Virtual Multigenerational Community Center will link West Valley assets (existing facilities and programs) to provide a breadth and depth of places and events in which West Valley residents of all ages can participate for little cost.

#### **Targeted Change:**

There are many Community, Adult, or Youth Centers throughout the West Valley. There are many more facilities, parks, and programs available. Through use of technology and creative partnerships among government, businesses, faith communities, non-profit organizations and educational systems, a West Valley Virtual Community Center will coordinate offerings among existing programs and create new offerings to meet West Valley demand for recreation programs, arts programs, lifelong learning opportunities and civic engagement. The goal is to create a regionally-organized set of offerings normally contained only in "community centers" but now dispersed across multiple locations serving the needs of residents regardless of where they live. The focus will be on cross-generational programming ensuring that the needs of all ages will be accommodated. The offerings will be made across all jurisdictional boundaries.

The first step is to create a virtual community center that connects and orchestrates programming of existing West Valley community centers. This will be accomplished by the end of 2006. Then, the concept will be expanded to include programming by government, businesses, faith communities, non-profit organizations, and educational systems by the end of 2007.

#### **Specific Strategies:**

- Communicate the process and outcome of desired change to all key stakeholders.
- Assemble stakeholder groups into a steering committee to flesh out details of the action plan, and communicate the action plan to potential sponsors.
- Develop a cogent message of the benefits of this approach to residents of the West Valley, potential service providers, and potential sponsors.
- Incorporate representatives from many potential partners into the process: All West Valley City Mayors and Managers, Maricopa Association of Governments, faith-based leaders, non-profit organization leaders, and residents (consumers).
- Draw upon the promising practices of existing virtual community center models in other communities to develop the West Valley model (e.g., YMCA in Heber).
- Identify one coordinating agency/person to incubate and manage the virtual community center.
- Develop a website and database of resources that will be used to develop the virtual community center.
- Secure funding for contracting with the coordinating agency, developing the database, and maintaining the virtual community center into the future.
- Link all existing community center programming in the West Valley by the end of 2006.
- Expand available programs through creative stakeholder partnerships by the end of 2007.

## **Resources Required**

- Estimated \$300,000 to hire a coordinating agency to provide oversight of the project, acquire staff, and access technology necessary to implement the project.
- Various resources are needed to move the identified strategies forward. These may include strategic planning, technology development/assistance, personnel, volunteers, facilities, in-kind contributions, corporate sponsorships, and outside evaluators.

## **How can you help?**

### **Contact:**

Judith Fritsch, Intergovernmental/Community Liaison, DES Office of Intergovernmental Relations, [jfritsch@azdes.gov](mailto:jfritsch@azdes.gov), 602-542-0284

## **Sub-Committee: Community Planning & Development**

### **Primary Issue 2: West Valley Cultural Assessment & Plan**

#### **Overview:**

The West Valley Arts Council is currently conducting a needs assessment for the development of arts and culture infrastructure in the West Valley. The needs assessment will include an analysis of the role arts and cultural opportunities can play in economic development of the West Valley. This proposal is to build on the results of the assessment, and begin instituting specific recommendations of the assessment.

#### **Targeted Change:**

An arts and cultural opportunity plan will be created that articulates strategies to make arts and culture a priority for all West Valley municipalities. The desired outcome is to raise awareness for the arts and culture by engaging a broad spectrum of the population in the process. The plan will also encourage government leaders to work in tandem to coordinate arts and cultural facility planning to avoid duplication and over-supply throughout the West Valley.

#### **Specific Strategies:**

- Assign a coordinating agency to provide leadership and guidance of the planning process. (West Valley Human Service Alliance recommended the West Valley Arts Council for this role.)
- Identify funding opportunities to create this plan.
- Create an arts and cultural opportunities plan that will:
  1. Develop a long-term regional vision over the next five years.
  2. Conduct an analysis and inventory of existing providers (organizations and individual artists) to determine capacity to implement outcomes.
  3. Assess current programs to determine how they can be improved to reach more residents.
  4. Make arts and culture accessible and valuable to all residents.
  5. Cultivate public perception, and build awareness and excitement about what can be.
  6. Embrace the interests and opinions of areas in which all West Valley arts and culture organizations can extend their reach.
  7. Make arts and culture integral to the West Valley development agendas.
  8. Coordinate and communicate regional facilities planning.
  9. Strengthen the relationship between the West Valley Arts Council, and other area arts and cultural opportunities providers.
- Conduct planning summit to reveal assessment findings and gather input.
- Complete the plan and publicly announce findings by October 2006.

#### **Resources Required:**

- Cultural Assessment & Plan: \$75,000
- Implementation Costs: Will depend on outcomes of assessment and region's priorities (e.g. the region would like to see "blockbuster" art exhibitions in the West Valley, various municipalities have been identified as logical sites for performing arts facilities.)

- Various resources are needed to move the identified strategies forward. These may include strategic planning, technology development/assistance, personnel, volunteers, facilities, in-kind contributions, corporate sponsorships, and outside evaluators.

**How can you help?**

**Contact:**

Julie Richard, Executive Director, West Valley Arts Council,  
jrichard@westvalleyarts.org, 623-935-6384

## **Sub-Committee: Community Planning & Development**

### **Primary Issue 3: Intergovernmental Agreements**

#### **Overview:**

Establish a program to follow the Intergovernmental Agreement (IGA) model that the City of Avondale has established to guide relationships between the City, School Districts and other municipalities to eliminate duplication of capital costs in building human service infrastructure (e.g., parks, sports fields, transportation) for use of West Valley residents.

#### **Targeted Change:**

The goal is to save capital investment dollars by establishing partnerships among cities and school districts to have shared use of both existing and future facilities. This will involve creating shared facilities in each community.

Using Avondale's example, we plan to identify IGA's already in place between West Valley Cities and School Boards, and strongly encourage sharing of facilities. These partnerships and agreements can be put into place immediately through collaborative efforts between West Valley City Councils and School Boards.

#### **Strategies:**

- Identify IGA's already existing between cities and schools.
- Communicate to stakeholders how this process has been effective in Avondale, and how implementation of this process would be beneficial to the West Valley.
- Bring key contacts to the table: City Managers, City Parks and Recreation Officials, School District Superintendents, and City Councils.
- Identify funding for expert attorneys to create IGAs.
- Implement an IGA in each West Valley municipality by 2007.

#### **Resources Required:**

Various resources are needed to move the identified strategies forward. These may include strategic planning, technology development/assistance, personnel, volunteers, facilities, in-kind contributions, corporate sponsorships, and outside evaluators.

#### **How can you help?**

#### **Contact:**

Betty S. Lynch, Council Member, City of Avondale,  
Co-chair West Valley Human Services Alliance,  
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