

**Healthier, Safer, More Prosperous Milwaukee (HSP-MKE)
Underlying Contradictions**

August 2016

What is blocking us from moving toward our vision?

| Legacy of Historical Trauma & Exclusion | Limited Capacity for Transformational Thinking | Insufficient Political Will & Resistance to Change | Crowded Competitive Community Landscape | Categorical, Disconnected Structures & Thinking | Limited and Fragmented Data, Systems & Policies | Unrefined Message for Multiple Audiences | Undefined Initiative Structure & Capacity |
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| <ul style="list-style-type: none"> • Missing diverse community voices in startup narrative shaping • Hard to pull people together: °Trust is missing °Healing is needed | <ul style="list-style-type: none"> • Lack of big picture thinking in key leadership positions • Pervasive American mythology about individual responsibility for success • Lack of clear questions to drive data integration | <ul style="list-style-type: none"> • Potential conflicting priorities between health, safety & development • Competing priorities for the organizations that our “members” represent • Unidentified champions with resources to support & sustain HSP MKE • Being perceived as a threat to existing power • Reluctant political support; risk aversion • Reluctance to modify current practice • Unclear benefit to policymakers & organizations to take a health/safety/development in all policies approach • Questionable legitimacy of HSP MKE to provide catalytic leadership • Shift in political leadership | <ul style="list-style-type: none"> • Competing big picture, systems change organizations & initiatives in a crowded landscape • Ability to attract others to the project and its goals • Reluctance to commit to a new initiative • Unrealistic expectations (time) | <ul style="list-style-type: none"> • Disjointed community efforts to address health, safety and development • Categorical vs. cross-sector thinking among funders • Regulatory limits restricting reallocation of resources • Wrong pocket problem: the entity that bears the costs may not reap the benefits | <ul style="list-style-type: none"> • Fragmented data collection, analysis & reporting • Fragmented & outdated data systems • Reluctance to share data • Privacy policies that restrict data sharing • Identification of metrics & how we measure success | <ul style="list-style-type: none"> • Unclear audience • Seemingly disjointed language across sectors • Limited awareness of need or clear demand for HSP MKE • Limited communication of the initiative & its needs • Challenge to explain the need and urgency • Unclear or conflicting external messaging • Reclaiming a narrative of possibility & progress | <ul style="list-style-type: none"> • Stronger, broader steering committee • Unproven, underdeveloped capacity for HSP MKE to deliver well on leadership and to serve as a catalyst • Uncertain end-goal • Need to operationalize our goals & expectations • Unclear roles & expectations • Unclear “doer” - who implements? • Restricted availability (time commitment) • Lack of resources • Weak ability to truly build community capacity • Institutional vs. influential approach |

