Southeastern Fairfax County Collective Impact Initiative

Phase 2 Design Document

August 2019

Why This Process, and Why Now?

A 2019 pre-planning and engagement “Phase One” process supported by Northern Virginia Health Foundation, with a Sponsorship Team consisting of United Community (convener), FACETS, Good Shepherd Housing, Neighborhood Health, INOVA – Mt Vernon and INOVA Health System, and Fairfax County Departments of Health, Housing & Community Development, and Neighborhood and Community Services, found that residents of Creekside, Colchester, Audubon and Carydale Village aspire to live a life with dignity, yet feel that they have little or no power to address their most pressing concerns. Their concerns in general include:

- Feeling unsafe and under threat for reasons including gang recruitment activities, theft, and drug use and distribution.
- Dearth of decent jobs, livable wages, and transportation to and from work.
- Lack of family and social supports
- Lack of access to information about county, nonprofit provider, and other resources

Taxpayer supported agencies such as police, schools and County agencies, plus public- and privately-supported nonprofit service providers, exist and work tirelessly in Fairfax County to make safety, learning, earning, and dignity possible for residents and families countywide.

Yet, with all of this effort and investment, why do families living in these neighborhoods still feel unsafe and experience persistent inequity and multigenerational poverty?

In these neighborhoods, historic and pervasive racism has perpetuated a system of structures, practices, policies, and laws that disadvantage residents of color and low-income people. Inequity is built into the system. Until these systems change, inequities will persist--and so will multigenerational poverty.

It does not have to be this way. Now is the time to address inequities with a smarter, more engaged, and community-wide approach that places listening to residents and valuing their voices and insights at the center of problem-solving and opportunity generation.
Inspired by Collective Impact

A model with promise to achieve better and more lasting results is a Collective Impact approach. Elements of a Collective Impact approach include: establishing a common goal across all stakeholders; using shared measurements to track progress in a common way; focusing on strengths and smart division of labor among stakeholders to achieve milestones; continuous and consistent communication; and a strong backbone infrastructure.

The design and launch of a Collective Impact process would take place with an understanding that transformative and sustained change, including paving the way for lasting results, could require at least ten years of sustained collaboration, investment, and effort toward achieving a measurable outcome in Creekside, Colchester, Audubon and Carydale Village, such as decreasing the family poverty rate in these communities by a specific percentage.

Please refer to:
Attachment A for a Provisional Theory of Change framework
Attachment B for an illustrative set of Collective Impact Principles and
Attachment C for an illustrative example of Collective Impact Process Phases.

Phase 2 Desired Planning Outcomes

How will we know whether the Collective Impact-inspired process is successful? Certain questions will guide our evaluation framework. For example:

Did the process…
- actualize Collective Impact principles?
- solve at least one quick-win issue identified in Phase 1?
- clearly define gaps between residents' concerns and current agency/provider solutions?
  - inventory resident barriers and concerns
  - map existing agency and provider solutions to those concerns
  - gaps reveal where concerns lack solutions
- surface examples of how current policies, practices, and norms incorporate bias?
- result in resident input influencing agency and provider behavior?
- produce a provisional ten-year vision statement?

Please refer to Attachment D for an illustrative example of a Ten-Year Horizon.

Stakeholder Groups

Preliminarily, we envision engaging three groups in a Collective Impact-style process:

- Steering Team
- Resident Voices Group
- Collective Impact Community Group
In a process involving a range of stakeholder groups, it can be helpful to discuss and clarify core responsibilities up front. The RACI framework identifies which person or group is Responsible, Accountable, Consulted, and/or Informed in a process.

As the Northern Virginia Health Foundation’s lead grantee on the project for this phase, United Community is accountable (A) for the effectiveness of the process. United Community is a trusted service provider in this community, serves as the lead agency for Opportunity Neighborhood Mount Vernon, and manages the Creekside Village Community Center. United Community will develop knowledge about what is required of backbone organizations in a Collective Impact process, and will convene stakeholders, hire staff and consulting resources, and responsibly manage grant funds received to support the Collective Impact process.

The Project Steering Team is responsible (R) for implementing the process and executing the day-to-day tasks associated with building momentum and achieving results. The Project Steering Team will meet approximately every two weeks and include:

- a United Community leadership representative
- a consultant serving as project manager, with responsibilities that include planning, organizing, facilitating, leading, facilitating actions to achieve Phase Two objectives
- a resident representative(s) paid to serve on the steering team
- a county agency representative with a track record in innovative problem-solving
- an evaluator

The Resident Voices Group will be represented on the Project Steering Team and will be consulted (C) and informed (I) throughout the Collective Impact Process. Participants in the Resident Voices Group include all residents who take time during the process to contribute ideas, perspectives, and insights; to participate in problem identification and problem-solving; and to engage as leaders and participants in community capacity-building activities. We anticipate that certain residents may be more active consistently, while others may choose to participate periodically in-person, online, by phone, or via other creative engagement mechanisms based on their interests and schedules.

The Collective Impact Community Group will be the broadest, interdisciplinary collective of process participants. This group will meet every other month to be consulted (C) and informed (I). This group will include the Project Steering Team, representatives from the Resident Voices Group, representatives from the ecosystem of service providers (nonprofit and government), advocacy organizations, and funders. With a focus on solutions, this group will be called upon to align talent, to direct resources, and to re-work policies and practices in ways that address resident concerns, remove bias and advance equity.

**Milestones & Engagement Opportunities**

During the six-month period from June 2019 through December 2019, United Community will design and convene a process to achieve the Phase 2 outcomes. An illustrative (subject to change) outline of milestones and activities follows.
June 2019: Conduct fact-finding on Collective Impact approaches
- Research models for community empowerment and engagement; seek out information from institutions and nearby communities that will allow us to build our knowledge.
- Interview experts in Collective Impact processes as well as representatives from communities that have implemented Collective Impact processes

July: Specify desired outcomes of a Collective Impact process for two Census Tracts
- Review resident concerns and actionable items from Phase 1
- Revisit theory of change and logic model constructs; refine
- Consult with an evaluator on provisional outcomes framework

August: Sketch Collective Impact process; form Project Steering Team
- Prepare Design Document outlining process outcomes and milestones
- Convene Steering Team to refine design, commit to principles, launch the work
- Schedule & initiate outreach for Resident Voices organizing meeting, September
- Schedule & initiate outreach for Collective Impact Community Group meeting, September

September: Convene the Resident Voices Groups and Collective Impact Stakeholders
- Convene Resident Voices Group(s) organizing meeting(s). Purpose is to share Phase 1 findings and verify relevance; use a process to rank or prioritize quick-win ideas; identify residents who want to participate on quick-win project team and visioning teams (stipended).
- Convene Collective Impact Stakeholder Group. Purpose is to share Phase 1 findings and verify relevance; hear Resident presentation of quick-win priorities; and invite participation on project and visioning teams.
- Document and distill takeaways from all meetings
- Consult with evaluator regarding September process relevance and effectiveness; set frame for October and November

October & November: Residents Supported in Quick Win Project and Visioning Work
- Thread 1: Steering Team supports residents to outline solution for Quick Win Project
- Thread 2: Steering Team supports residents to outline Ten-Year Visioning Project
- Thread 3: Steering Team organizes informational meeting on Route 1 Development
- In November, convene Collective Impact Stakeholder Group for full-day presentation, discussing, and workshop featuring preliminary Quick Win Project Proposal, Ten-Year Vision Statement, and Route 1 Advocacy Agenda.
- Consult with evaluator regarding October and November process relevance and effectiveness; set frame for December and January

December & January: Build Out the Quick Win Project Plan and Vision Statement
- Thread 1: Per input, Steering Team develops detailed implementation plan draft
- Thread 2: Per input, Steering Team develops Ten Year Vision Statement draft
- Thread 3: Per input, Steering Team develops advocacy agenda and action plan
- In early January, convene Resident Voices Group(s) to present and ‘vet’ the plans
● In late January, convene Collective Impact Stakeholder Group to present the plans and seek commitments of funding, resources, shifts in policy or practice, and related.

While the timetable above is designed so that Phase 2 concludes in January, we anticipate that certain threads of work may require more time, e.g., through February or early March 2020.

Immediate Next Steps

United Community’s immediate next steps toward advancing this work include:

- **Share Design Document** with key foundation, county, and resident leaders for feedback
- **Continue researching Collective Impact models** and resources; distill takeaways
- **Designate an existing staff member, or hire a new staff member**, to serve as United Community program lead for the Collective Impact Process
- **Invite proposals and hire a consulting resource**, whether individual or firm, with proven track record in designing and leading Collective Impact processes
- **Identify and hire an evaluator**, if not part of the consulting resource
Attachment A: Provisional Theory of Change - Long Term Outcome & Preconditions

**Family Poverty Rates Decrease By At Least 50% (min=%, max=%) in a 10-Year Period**
(rates may vary by transitional, immigrant, settled, generational family type)

*Message: Families to cut poverty rates in half – just the beginning*

- Child, Youth & Family Development, Attainment, Earning, and Advancement

**Neighborhoods** Rich in Dignity & Equitable Opportunity
- Housing
- Safety
- Food & grocery
- Child & senior care
- K-12 education
- Play & recreation
- Vocation/higher ed
- Jobs & career pathways

**Systems** Designed, Resourced, & Coordinated to Foster Access & Participation
- Civic engagement/empowerment
- Information access
- Transportation access
- Navigation & case management
- Centers and apps for coordination

**Opportunities** Are Accessed & Optimized by Children, Youth & Families
Collective Impact Principles of Practice

Design and implement the initiative with a priority placed on equity.

Include community members in the collaborative.

Recruit and co-create with cross-sector partners.

Use data to continuously learn, adapt, and improve.

Cultivate leaders with unique system leadership skills.

Focus on program and system strategies.

Build a culture that fosters relationships, trust, and respect across participants.

Customize for local context.

collectiveimpactforum.org
## Attachment C: Illustrative, Collective Impact Phases

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<td>Governance and infrastructure</td>
<td>Convene community leaders</td>
<td>Identify champions and form cross-sector Steering Committee to guide the effort</td>
<td>Determine initial Work Groups and plan backbone organization</td>
<td>Launch Work Groups and select backbone organization</td>
<td>Building out the backbone organization; evolve workgroups to meet emergent strategy</td>
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<td>Strategic planning</td>
<td>Hold dialogue about issue, community context, and available resources</td>
<td>Map the landscape and use data to make the case</td>
<td>Create common agenda, clear problem definition, population level goal</td>
<td>Develop Blueprint for Implementation; identify quick wins</td>
<td>Refine strategies; mobilize for quick wins</td>
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<td>Community engagement</td>
<td>Determine community readiness; Create a community engagement plan</td>
<td>Begin outreach to community leaders</td>
<td>Incorporate community voice - gain community perspective and input around issue</td>
<td>Engage community more broadly and build public will</td>
<td>Continue engagement and conduct advocacy</td>
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<td>Evaluation and improvement</td>
<td>Determine if there is consensus and urgency to move forward</td>
<td>Analyze baseline data to ID key issues and gaps</td>
<td>Develop high level shared metrics and/or strategies at Steering Committee level</td>
<td>Establish shared measures (indicators and approach) at Steering Committee and Working Group levels</td>
<td>Collect, track, and report progress (process to learn and improve)</td>
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Attachment D: Illustrative, Ten-Year Horizon

What we want our community to be in 10 years

Where we are

Time....

Pre-Plan: Assess, Design a C.I. Process
Activate: Engage, Prioritize, Vision
Pilot: Quick Wins, Capacity, Advocacy & Policy Shifts
Design: Sustainable Model for Lasting Change
Execute for Sustained Results

6 mo-1 yr 5 mo-1 yr 2-3 yrs 6 mo-1 yr 4 Years