Table of Contents
Acknowledgements .......................................................................................................................... 3
Introduction ..................................................................................................................................... 4
   Convening of Stakeholders ........................................................................................................... 5
Key Findings .................................................................................................................................... 8
   Critical Issues Facing Arizona’s Vulnerable Children and Families ........................................... 8
   Identification of Collaborative Initiatives ....................................................................................... 8
   Viable Strategies Proposed by Community Leaders ................................................................. 9
   Status Updates ............................................................................................................................. 9
   Opportunities for Collective Impact ............................................................................................. 12
   Arizona’s Readiness for a Collective Impact Approach .............................................................. 12
Recommended Next Steps ............................................................................................................. 13
Appendix 1. Background and Qualifications for FSG ................................................................. 14
Appendix 2. List of Organizations contact or in the process of being contacted and invited to discuss proposed collective impact initiative (12.23.2016) ........................................................................................................ 16
Appendix 3: Reports and Research on Issues, Viable Approaches, Collaborative Efforts and Opportunities for Collective Impact ........................................................................................................ 18
Appendix 4: Preliminary estimate of financial and in-kind resources needed to launch and sustain a collective impact initiative in Arizona for 3 years. ................................................................................ 20
Acknowledgements

Casey Family Programs is grateful to the 121 individuals representing 77 organizations for the contributions to the continuing conversation about the viability of a collective impact approach with opportunities for cross-sector collaboration for Arizona. Through our collaborative efforts in 2016 we have made significant progress toward creating a framework and path to implementation by completing a Feasibility Assessment, interviews, meetings and convening of three workshops of stakeholders.

Included in this Addendum is a summary of the efforts and key findings following completion of the Feasibility Assessment in March 2016 and activities through December 2016.

We look forward to working together with community leaders and stakeholders in 2017 to move the collective impact effort forward as a strategy to improve outcomes for vulnerable children and families through integration of safety, permanency and well-being.

Respectfully,

Janet Garcia
Senior Director, Arizona
Casey Family Programs
Introduction

Improving Safety and Well-being for Arizona’s Children - Collective Impact Feasibility Assessment Report was completed in March 2016 and provided the foundation for further consideration and discussion with stakeholders. Beginning in October 2016 Casey Family Programs convened key stakeholders to review findings and continue discussions about a collective impact approach for Arizona. Feedback from stakeholders along with developments and progress toward implementation of a collective impact initiative in Arizona are summarized in this Addendum.

Supported by the results of the feasibility assessment report, Casey Family Programs engaged FSG (www.fsg.org) to assist key stakeholders in guiding this effort forward. FSG is a recognized leader in collective impact, defined as the commitment of a group of cross-sectoral actors to a common agenda for solving a complex social problem. FSG has been directly engaged in helping to launch and support collective impact efforts in areas such as education, health, youth development, and economic development. FSG’s approach has employed rigorous, fact-based analysis and strong facilitation to:

- Develop a common vision and agenda across a range of stakeholders
- Determine shared goals and indicators
- Create coherent multi-agency, multi-sector strategies based on differentiated, aligned activities
- Put in place ongoing learning and communication loops
- Ensure appropriate backbone infrastructure and capacity is built to sustain the effort in the long term

Fay Hanleybrown, FSG Managing Director, led the workshops along with Cara Priestley, FSG Associate Director. Profiles of experience and qualifications for FSG and consultants Fay Hanleybrown and Cara Priestley are included in Appendix 1.
Convening of Stakeholders

FSG Consultants Fay Hanleybrown and Cara Priestley worked with Casey Family Programs to plan and facilitate three workshops of stakeholders to further explore a collective impact initiative that would build on successful collaborative efforts and provide opportunities for cross-sector collaboration to address the scope, urgency and complexity of issues facing children and families at risk of entering the child welfare system.

Convening large groups of stakeholders around collective impact presented some challenges. The list of interested stakeholders continued to expand following the completion of the Feasibility Assessment and it was impossible to convene all of the stakeholders together in a series of meetings. Casey Family Programs addressed these challenges by taking steps to facilitate communication and information sharing through meeting invitations, email updates, disseminating the Feasibility Assessment Report and PowerPoint Presentations from the Workshops and conducting individual meetings and phone calls with additional organizations to engage them in the collective impact effort. In some instances, follow up meetings were initiated with organizations that had experienced leadership changes since initial interviews or meetings were conducted. As of

December 23, 2016, 121 individuals representing 77 organizations were contacted or are in the process of being contacted and invited to discuss the proposed Collective Impact Initiative. A list of these organizations is included in Appendix 2. Organizations and stakeholders responded by enthusiastically attending meetings, initiating phone conversations, sending representatives to meetings and sharing information among senior staff to promote continuity. As a part of this effort Casey Family Programs conducted individual meetings with 27 representatives of 17 organizations between November 14 - December 23, 2016 to obtain additional perspectives from stakeholders and engage them in the collective impact effort. The list of participating organizations and individuals for this period includes:

Arizona Community Foundation, Steve Seleznow, CEO, Kim Covington, Senior Director of Community Initiatives, and Elisa de la Vara, Chief Community Officer
Arizona Department of Child Safety, Mike Faust, Deputy Director
Arizona Department of Economic Security, Michael Wisehart, Assistant Director, Division of Employment and Rehabilitation Services and Angelica Garcia, Strategic Initiatives Manager
Arizona House of Representatives, Representative John Allen
Arizona Governor’s Office, Christine Corieri, Senior Advisor to Governor Doug Ducey
Arizona Health Care Cost Containment System (AHCCCS), Anika Robinson, Foster Care Community Liaison Office of Individual & Family Affairs, Division of Health Care Advocacy & Advancement
Arizona State University Morrison Institute for Public Policy, Thom Reilly, Director and Erica Quintana, Policy Analyst
Chicanos Por la Causa, Andres Contreras, Executive Vice President Social Services and Education, Alica Nunez, Executive Vice President Chief Financial Officer and Erin Tangen, Coordinator, Community Services Children’s Action Alliance, Members of the Fostering Advocates Arizona Young Adult Leadership Board (Jesus, Brianna and Adrian) along with Meghan Arrigo, Associate Director of Child Welfare Policy and Andrea Kappas, Fostering Advocates Arizona Consultant.
Community Foundation of Southern Arizona, Clint Mabie, CEO
Foster care Initiatives, Berisha Black, Executive Director
Maricopa County Juvenile Court, The Honorable Colleen McNally, Presiding Judge
Bob and Renee Parsons Foundation, Laura Mitchell, Executive Director and Mayra Flores, Program Associate
Pima County Juvenile Court, The Honorable Kathleen Quigley, Presiding Judge
Pima Prevention Partnership, Claire Scheuren, Executive Director
Protecting Arizona’s Family Coalition (PAFCO), Sam Richards, Executive Director
TERROS, Ron Carpio, Chief of Health and Family Services
**Workshop I: October 28, 2016**

Casey Family Programs distributed the Feasibility Assessment Report and invited the 48 individuals from 34 organizations who participated in interviews to inform the Feasibility Assessment to the initial meeting held on 10.28.2016 at the AZ Council of Human Services Providers (AZCHSP). A group of 40 stakeholders attended the meeting including FSG Facilitators, representatives of government, health care, human service providers, behavioral health providers, courts, advocacy organizations, Casey Family Programs, university think tanks and philanthropic foundations. Participants reviewed key findings from the Feasibility Assessment, listened to presentations on collective impact concepts and examples, and discussed readiness for a collective impact effort in Arizona. At the end of the day, the consensus of this group was to move forward with the next steps in the process.

**Workshop II: December 6, 2016**

Workshop II was held on December 6 and attended by 34 stakeholders. Although there was strong continuity among organizations represented at Workshops I and II, approximately half of the individual participants attending Workshop I on 10.28.2016 also attended Workshop II on 12.6.2016.

The focus of Workshop II was to review activities to date, discuss participation from sectors, and identify who else needs to be at the table. Participants brainstormed and prioritized a list of individuals and organizations to be potential Steering Committee members and developed key...
criteria for identifying Steering Committee members. These conversations focused on proposed models and infrastructure required for a collective impact initiative, potential steering committee members, and focus areas. For example, the majority of the group indicated a collective impact initiative should have a statewide focus with regional input. Participants shared different views on focus areas and opportunities. A large majority of those in attendance believed that the focus of the effort should be on prevention. It was also acknowledged that many opportunities exist to strengthen the focus on permanency and transition from foster care for older youth including data sharing and linking initiatives. Some attendees advocated that the effort focus on the entire system continuum.

Backbone support was discussed as critical to all collective impact efforts, and they perform five major functions:

- Guide Vision and Strategy
- Support Aligned Activities
- Establish Shared Measurement Practices
- Cultivate Community Engagement and Ownership
- Advance Policy
- Mobilize Resources

Based on experience of other initiatives, backbone structures can be successfully managed by a single organization or share management functions among multiple partners as long as functions are clearly delineated.

**Workshop III: December 7, 2016**

A meeting to discuss resources needed to launch and sustain a collective impact effort to improve child safety and well-being was held on 12.7.2016 with 12 community leaders and potential funders. Focus areas included an overview of infrastructure needed to sustain a collective impact initiative for 2-3 years, role of funders and ways funders can work together to support and invest in collective impact. The discussion was geared to answer questions potential funders and partners have regarding the structure and cost of a collective impact initiative. The meeting included a virtual call with Ken Thompson, Senior Fellow, Aspen Institute – Forum for Community Solutions and Former Senior Program Officer, The Bill and Melinda Gates Foundation with specific emphasis on collaborative funding strategies utilized for the Road Map Project in Seattle, WA.

“The Road Map Project’s goal is to double the number of students in South King County and South Seattle who are on track to graduate from college or earn a career credential by 2020. We are committed to nothing less than closing the unacceptable achievement gaps for low income students and children of color, and increasing achievement for all students from cradle to college and career.”

Examples of Backbone organization structures and budgets from Collective Impact Initiatives were presented to provide a framework for Arizona. In addition, FSG presented cost estimates for an array of options for consulting to help launch Arizona’s effort.

**Identify and Secure Funding for Support for Collective Impact Initiative for 3 years**

Funding partners need to be identified to support and sustain the launch and Backbone functions for the Collective Impact Initiative for a period of three years. The backbone’s scope and budget will likely grow over time. Resources are likely to be a combination or money and in-kind contributions.
Key Findings

Critical Issues Facing Arizona’s Vulnerable Children and Families

Many of the stakeholders interviewed between November – December 2016 and/or attending Workshops I and II identified a similar array of critical issues outlined in the initial Feasibility Assessment Report. Additional critical issues identified include:

- Training and support is needed to provide trauma informed care by caregivers from prevention to aging out (of foster care)
- Need for increased capacity for trained clinicians with mental health expertise
- Lack of connectivity between behavioral health and child welfare especially for youth transitioning from children’s to adult services
- Children and parents lack timely access to mental health services following removal by DCS often waiting for six months or longer
- Parents and children have difficulty understanding the roles of all of the people who are assigned to help in their case and navigating the process can be overwhelming
- Continuing need to address challenges of data sharing and consistency among government agencies and providers. Recent examples include difficulty in data sharing to meet educational requirements such as ESSA (Every Student Succeeds Act)
- Normalcy is a serious issue for children placed in foster care, especially group homes. Youth struggle to be able to attend school, have contact with friends and family and adjust to rules set forth by DCS and the placement
- Funding for housing and homeless services is lacking

Identification of Collaborative Initiatives

Many of the stakeholders interviewed between November – December 2016 and/or attending Workshops I and II identified collaborative initiatives listed in the initial Feasibility Assessment Report. Additional successful collaborative initiatives mentioned include:

**Maricopa Family Support Alliance** – was formed in April 2011 with the support of the Virginia G. Piper Charitable Trust to unite service providers and coordinate their efforts to get families the specific help and support they need more quickly and efficiently. More than 70 member agencies work collaboratively on initiatives to address goals that focus on expanding capacity, accelerating access and increasing availability of family support services that respond to needs defined by families and improve quality of services by adopting and promoting appropriate family support practice standards.

**Southern Arizona Family Support Alliance** – represents a network of more than 11 funded partners and 14 affiliated partner organizations to focus on better serving home visitation and parent education programs in Southern Arizona. Funding support was provided by First Things First

*Improving Safety and Well-being for Arizona’s Children- Collective Impact Feasibility Assessment Report Addendum 1-31-17*
Regional Councils in Pima County and the United Way of Tucson and Southern Arizona and partnering organizations involved in the United Way of Tucson and Southern Arizona First Focus on Kids strategic workgroup.

Arizona 1.27 is a faith-based collaboration made up of local churches united around the issue of foster care and adoption. Founded in 2012 by (City of Grace, Terry Crist, Mission Community Church, Mark Connelly and Redemption Church, Tyler Johnson) combined funds and visions to birth Arizona 1.27. A lead team was quickly assembled under these pastors and they began working with government and licensing agencies, as well as other local and national organizations to align a faith based process for church families. By 2013, another cohort of significant churches had officially committed to partnership and have been catalytic leaders in the movement of foster care and adoption in Arizona. Since that time many churches have become owners in the Arizona 1.27 movement across the state. Together they have brought roughly 2,400+ people to an Arizona 1.27 Orientation, put nearly 500 through a day long intensive faith training and have seen hundreds become new foster and adoptive families. The approach focuses on training local churches on how to best recruit and care for the members of their congregation engaged in foster care and adoption. Wrap Around Teams offer every member of that congregation a means of caring for the foster or adoptive child.

Viable Strategies Proposed by Community Leaders

Status Updates

Since publication of Improving Safety and Well-being for Arizona’s Children- Collective Impact Feasibility Assessment Report in March 2016, Arizona has implemented programs or initiatives that address recommended Viable Strategies outlined in the report. These updates are promising approaches and stand to benefit vulnerable children and families at risk of entering Arizona’s child welfare system. Highlights include:

Arizona Department of Child Safety Director, Greg McKay, presented progress updates at the Workshop on 10.28.2016 including: ¹

- Current data indicates a positive trend with population in care of under 17,500 as of December 31, 2016 down from a high of 19,200

- The number of inactive investigations (those without activity for 60 days or more) has fallen from 16,400 cases to under 1,500 cases by December 31, 2016.

- Arizona Department of Child Safety (AZDCS) has implemented a proposed IV-E Waiver as a part of an ongoing effort to gain more flexibility with IV-E federal funding which will be used to reduce the population of children in shelter and group homes. The IV-E Waiver was one of the recommended Viable Strategies noted in the Feasibility Assessment Report. ²

- DCS is in the process of implementing some new prevention initiatives including:

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¹ Presentation by Greg McKay, Director, and Sue Smith, Prevention Director, AZ Department of Child Safety, Workshop I 10.28.2016.

Improving Safety and Well-being for Arizona’s Children- Collective Impact Feasibility Assessment Report Addendum 1-31-17
- DCS collaborating with other state agencies (DES and AHCCCS) to create rapid access (Fast Pass) to needed services such as child care, mental health services and prescriptions for families served by DCS.
- Substance Exposed Newborn Services will roll out statewide
- Assisting in the statewide distribution of Safe Sleep Baby Boxes for infants

FosterEd – The signing of the Every Student Succeeds Act by President Obama on Dec. 10, 2015, has significant foster-youth education provisions so that a student gets to stay in school of origin. ESSA reauthorized the Elementary and Secondary Education Act, which now contains key protections for students in foster care to promote school stability and success and required collaboration with child welfare partners. Research tells us that school mobility and attendance are the two greatest contributors to poor outcomes. Governor Doug Ducey signed legislation in 2016 that gives school-age foster children enrollment preference at the public school of their choice. FosterEd is an initiative of the National Center for Youth Law, a nonprofit law firm that has worked on behalf of at-risk children since 1970 and is running its third pilot in the country in Arizona. FosterEd: Arizona began as a pilot program in Pima County but will go statewide in July 2017.

The Morrison Institute for Public Policy at Arizona State University and AZ Department of Child Safety have partnered on a multi-year project to gather and analyze data on neglect reports which account for 80% of cases in which children are removed from their home. This project is being funded by the Arizona Community Foundation. Morrison Institute will independently evaluate prevention programs to identify proven and innovative approaches, and work with AZ DCS and other human service agencies to develop public policy options for effective strategies. The findings from the research will be presented to legislators, state agency officials, court and law enforcement personnel, child advocates, business leaders and others during quarterly leadership forums to develop Arizona-specific policies to enhance prevention strategies and combat neglect.

Children's Health Insurance Program (KidsCare) was reinstated in Arizona in July 2016 after nearly six years of unstable coverage. An estimated 30,000 low-income children are now eligible for benefits. Arizona’s program, KidsCare, began enrolling children who live in households with income between 133 percent and 200 percent of the federal poverty level for coverage to begin Sept. 1, 2016. In 2010, the state froze enrollment for KidsCare, citing budget woes that made it difficult to meet the state matching rate requirements. About 46,000 children lost coverage. The state, responding in 2012 to public concerns about uninsured children, created KidsCare II, a more limited program which took in 37,000 kids. That program expired in 2014. About 23,000 kids under six years old then were shifted into Medicaid, while the others were forced to find coverage elsewhere. The uncertainty led to a growing uninsured rate for children. In 2014, Arizona had the third-highest rate of uninsured children among all the states and the District of Columbia for the fifth year in a row, according to a Georgetown center study. However, when the state expanded Medicaid coverage, those losses were mitigated. Between 2013 and 2014, the rate of uninsured Arizona children went down from 11.9 percent to 10 percent, with about 30,000 fewer children uninsured.3

**Normalcy in Foster Care** A new Federal law called the Preventing Sex Trafficking and Strengthening Families Act (SFA) requires states to implement “normalcy” requirements into their own state laws and regulations in an effort to better ensure permanency, positive development and overall well-being for those of us in foster care. Arizona has taken steps to implement the SFA using the already existing state law - A.R.S. § 8-513. Also, the Arizona Department of Child Safety has embedded pieces of the SFA requirements into their Foster Home Licensing Rules (Article 3, R21-6-307) and created a Reasonable and Prudent Parenting Standard (Chapter 4, Section 14) in their Policy and Procedure Manual. The AZDCS is currently working with community stakeholder groups such as Fostering Advocates AZ, guided by young adults who have experienced foster care, to incorporate the RPPS into the Residential Group Care Facilities (Group Home) Rules.

Many of the stakeholders interviewed between November – December 2016 and/or attending Workshops I and II mentioned strategies outlined in the initial Feasibility Assessment Report. Additional viable strategies noted include:

- Develop capacity through support and training to provide Trauma Informed Care through informed caregivers from prevention to aging out.
- Community responses to FY 2016 Continuum of Care (CoC) Program Competition: Funding Availability HUD NOFA Homeless Youth Grant- Policy Priority to End Youth Homelessness by Maricopa Continuum of Care and Tucson Continuum of Care with special efforts on data sharing for this project
- Build capacity for trained clinicians with mental health and trauma expertise.
- Integrated health care initiatives are promising approaches to increasing access to health care where community is gathering. The Vitalyst Health Foundation has provided support for an array of projects with examples in South Phoenix and Maryvale.
- Availability and access to Substance Exposed Newborn Services SENS
- **Building Resilient Families** – is an AZDCS initiative launched in September 2015 with $4 million in funding. AZDCS awarded seven service providers contracts to provide in-home services. Cases considered either potential or low risk are eligible when a DCS investigation has been completed, the children have been found to be safe, and the case has been approved for closure. Providers deliver expedient, appropriate services to keep children in their own homes with their own families. Families receive training in skills such as how to use social service programs, keeping children safe from hazards, living within a budget, and other assistance programs. Nearly all the families that receive services are expected to have reduced risk once the case is closed, with the goal being that fewer than five percent would be referred to DCS again within six months.
- Develop partnerships with providers serving vulnerable children and parents to leverage ADES Employment and Training Services and funding.
- Explore a Foster Family Hotline for Foster Family Support.
- Develop navigation tools via multi-media to share all resources.
Examine and measure disparities by race, geography and income.

Include voices of lived experience Include those with lived experience such as former foster youth in effort from beginning such as AZ Fostering Advocates Jim Casey Youth Opportunities Initiative at the Children’s Action Alliance.

Important differences in race and demographics whose voices need to be represented in setting policy and practices.

Opportunities for Collective Impact

Stakeholders interviewed between November – December 2016 and/or attending Workshops I and II also identified successful collaborative efforts in Arizona that provide opportunities to build on utilizing a collective impact approach. Examples of these collaborative efforts include:

Examples include:

- Arizona Adverse Childhood Experiences (ACE) Consortium
- Arizona FIRST THINGS FIRST (FTF)
- Arizona Families F.I.R.S.T. (Families in Recovery Succeeding Together- AFF)
- Arizona KIDS COUNT
- Arizona Youth Opportunities Initiative - Fostering Advocates (FAAZ)
- Juvenile Justice Improvement Project-Crossover Youth
- Foster-Ed
- Healthy Families Arizona

Descriptions of these and additional collaborative initiatives are included in the Improving Safety and Well-being for Arizona’s Children Collective Impact Feasibility Assessment Report (March 15, 2016).

Arizona’s Readiness for a Collective Impact Approach

Stakeholders noted that Arizona has decades of cross-sector collaboration for children and youth but not yet at the level of the Collective Impact Model. Arizona needs more experience with statewide collaboration. Examples of some recent successful large scale cross-section collaborations at the regional level include:

**Cradle to Career Partnership** – United Way of Tucson and Southern Arizona together with community leaders in Tucson representing multiple sectors are in the planning phase for a community-wide collective impact initiative focused on moving education outcomes for children from cradle to career. The Tucson community is working together with Strive Together, a nationally recognized organization utilizing a collective impact approach that enables communities to create local education ecosystems to support children and youth from cradle to career. 4

**Read On Arizona** is a statewide, public/private partnership of agencies, philanthropic organizations and community stakeholders committed to creating an effective continuum of services to improve language and literacy outcomes for Arizona’s children from birth through age eight over the next ten years. Because reading is the foundation for success in school

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4 [www.strivetohgether.org](http://www.strivetohgether.org), [www.unitedwaytucson.org](http://www.unitedwaytucson.org)  
**Improving Safety and Well-being for Arizona’s Children- Collective Impact Feasibility Assessment Report Addendum 1-31-17**
and life, more than 500 partners at the state level and in over 20 Arizona communities are working together to advance early literacy as part of Read On Arizona. Named a 2014 Pacesetter by the Campaign for Grade-Level Reading, Read On Arizona is committed to helping create an early literacy system that delivers the right program at the right time for every child. The effort receives support for the Director and coordination from the Virginia G. Piper Charitable Trust.

**Ending Homelessness** - Using a Collective Impact approach, Valley of the Sun United Way mobilized businesses, elected officials, nonprofits, faith-based organizations and others to launch Ending Homelessness, a cross-sector initiative that focuses on three solutions.  

### Recommended Next Steps

Significant progress was made in the three Collective Impact Workshops and expanded interviews and meetings completed in the fall of 2016. However, more work lies ahead in creating a path forward to launching a collective impact initiative. Establishing a formal structure for continuing dialogue among community leaders and stakeholders is essential to launching a successful collective impact initiative in Arizona. Next steps need to focus on establishing a Steering Committee, Backbone structure and funding partners to launch and sustain a three year effort.

**Key activities going forward**

- Recruit Steering Committee members
- Identify and convene a Steering Committee whose role will be to create a long term vision and common agenda and high level framework for addressing the specific issues
- Identify and organize relevant reports on issues, viable approaches, collaborative efforts and opportunities suited for a collective impact. Appendix 4 provides a preliminary list of reports utilized in the Feasibility Assessment Report.
- Gather research on potential backbone structures and capacity
- Conduct secondary research on similar initiatives
- Facilitate building of an organizational infrastructure for a collective impact initiative examining several models for staffing and management. Identify backbone organization and structure.
- Develop a structure and process for communication about the Collective Impact initiative among stakeholders
- Facilitate Steering Committee meetings to move toward a finalized common agenda
- Begin mapping data to frame the problem
- Draft and refine common agenda
- Research working group structures and strategies, and draft mission statements
- Gather end beneficiary perspectives
- Identify influential champions who can provide leadership for the collective impact initiative.
- Rank and refine quick wins
- Create high-level implementation plan

Working groups will be organized around key elements of the common agenda and broader plan. Examples of tasks include organize and review recent reports along with supporting data stakeholder perspectives, system maps and other tools to help stakeholders assess each area for issues, viable strategies and opportunities for collective impact.

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5 [http://www.vsuw.org]

*Improving Safety and Well-being for Arizona’s Children- Collective Impact Feasibility Assessment Report Addendum 1-31-17*
Appendix 1. Background and Qualifications for FSG

FSG (www.fsg.org) is a mission-driven consulting firm of over 150 staff worldwide supporting leaders in creating large-scale, lasting social change. FSG has published several highly acclaimed articles on collective impact in the Stanford Social Innovation Review and conducted dozens of workshops, trainings, panel sessions, and speeches on collective impact over the past three years.

FSG also partners with the Aspen Institute’s Forum for Community Solutions to operate the Collective Impact Forum, with a goal to create the knowledge, networks and tools that accelerate the adoption and increase the rigor of collective impact. Membership in the Forum has surpassed 17,000 nonprofits, backbone entities, foundations, and others.

FSG Team Biographies

**Fay Hanleybrown, Managing Director**

Fay leads FSG’s Seattle office and Collective Impact Practice. She has nearly twenty years of experience advising foundations, corporations, and nonprofit clients across a range of social and environmental issues. At FSG, Fay has led over 50 engagements in the areas of strategy, program design, cross-sector collaborations, and evaluation. This has included the design and launch of multiple collective impact efforts, including an effort to increase educational outcomes from cradle to career in Seattle that won a $40M Race to the Top grant. Recent clients include the Bill & Melinda Gates Foundation, the Schultz Family Foundation, Microsoft, the Rockefeller Foundation, the Meyer Memorial Trust, and the Aspen Institute.

In addition to her client work, Fay is a thought leader on structuring cross-sector collaborations for large-scale impact. She has published several articles, including “Channeling Change: Making Collective Impact Work” and “Essential Mindset Shifts for Collective Impact” in the Stanford Social Innovation Review and “Collective Impact for Opportunity Youth.” She speaks regularly about philanthropic effectiveness, including collective impact and shared measurement. Fay is also closely involved with the Collective Impact Forum, which is a field-building partnership between FSG and the Aspen Institute to provide tools and support to practitioners of collective impact.
Having helped to establish FSG in Boston, Fay subsequently worked for McKinsey & Company, where she served both nonprofit and corporate clients before returning to FSG in 2002. Prior to that, Fay worked for UBS Warburg in Hong Kong, where she was a Vice President and Co-Head of Regional Bank Research. She holds an M.B.A. from Harvard Business School and a B.A., cum laude, from Princeton University.

Cara Priestley, Associate Director

Cara has expertise advising clients on the design and launch of collective impact initiatives in a range of sectors and geographies, including: workforce development for English learners in the San Francisco Bay Area, child and family welfare in Kent County, Michigan, and comprehensive community revitalization in South Dallas. Cara has also been extensively involved in FSG’s catalytic philanthropy work, advising foundations on place-based strategy development and capacity building. This includes providing ongoing support to a learning community of Pacific Northwest-based United Ways and community foundations as part of the Bill & Melinda Gates Foundation’s Building Community Philanthropy Initiative.

Prior to joining FSG, Cara was a vice president in the Customized Fund Investment Group at Credit Suisse. Cara holds a Master of Public Policy from the Luskin School of Public Affairs at the University of California at Los Angeles. She also earned a Bachelor of Arts in Business Administration from Seattle University.
Appendix 2. List of Organizations contact or in the process of being contacted and invited to discuss proposed collective impact initiative (12.23.2016)

AHCCCS
Amistades
Arizona's Children Association
ASU Center for Child Well-being
ASU Morrison Institute
ASU School of Social Work
AVIVA Children's Services
AZ Administrative Office of the Courts
AZ Chapter American Academy of Pediatrics
AZ Coalition to End Sexual and Domestic Violence
AZ Community Foundation
AZ Council of Human Services Providers
AZ Department of Child Safety
AZ Department of Economic Security
AZ Department of Health Services
AZ First Things First
AZ Friends of Foster Children Foundation
AZ Governor's Office
AZ Governor's Office for Faith, Youth & Families
AZ House of Representatives
AZ Parents Commission
AZ State Senate
Banner Cardon Children's Medical Center
Banner Health Network
Banner U of A Medical Center
Casa De Los Ninos
Casey Family Programs
Catholic Charities
Catholic Community Services of Southern Arizona
Cenpatico Integrated Care AZ
Chicanos Por La Causa
Child and Family Resources
Childhelp
Children's Action Alliance
Community Foundation of Southern Arizona
Cradle to Career Pima County's Partnership for Graduation and Beyond
Desert Schools Federal Credit Union
Devereux Arizona
Diane and Bruce Halle Foundation
Dion Initiative for Child Well-being and Bullying Prevention
Easter Seals Blake Foundation
Faith Opportunity Zone
FosterEd AZ
Fred Acosta Job Corps Center
Gap Ministries
Goodwill of Central Arizona
Greater Phoenix Leadership
Jewish Children and Family Services
Jewish Children and Family Services of Southern Arizona
Kathy Pidgeon Attorney
Maricopa County Adult Probation Department
Maricopa County Attorney's Office

Improving Safety and Well-being for Arizona’s Children- Collective Impact Feasibility Assessment Report Addendum 1-31-17
Appendix 3: Reports and Research on Issues, Viable Approaches, Collaborative Efforts and Opportunities for Collective Impact


Administration on Children, Youth and Families (ACYF), Promoting Social and Emotional Well-Being for Children and Youth Receiving Child Welfare Services (ACYF-CB-IM-12-04), April 2012.

Arizona Department of Child Safety, (https://dcs.az.gov/resources/dcs-facts-figures)

Arizona Department of Child Safety Strategic Plan, State Fiscal Year 2016.

Arizona’s Children Association, Kinship Information and Return on Investment Summary provided by Denise Ensdorff, CEO.

ASU Center for Child Well-being, Annual Program Evaluation for Cradle to Crayons Program, Maricopa County Juvenile Court


Casey Family Programs 2014 data.


Chapin Hall at the University of Chicago, Arizona Department of Child Safety, June 2015.

Kids Count Data Book for 2015. Compiled by the Annie E. Casey Foundation in collaboration with Children’s Action Alliance.

(http://fostercaretech.com)


Reilly, Thom and Keiran Vitek, TANF cuts: Is Arizona shortsighted in its dwindling support for poor families? Morrison Institute for Public Policy, Arizona State University, June 2015. (MorrisonInstitute.asu.edu)

Improving Safety and Well-being for Arizona’s Children- Collective Impact Feasibility Assessment Report Addendum 1-31-17
Appendix 4: Preliminary estimate of financial and In-kind resources needed to launch and sustain a collective impact initiative in Arizona for 3 years.

<table>
<thead>
<tr>
<th>Backbone Scope and Budget*</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Potential Staff</td>
<td>1. Executive Director</td>
<td>1. Executive Director</td>
<td>1. Executive Director</td>
</tr>
<tr>
<td>2. Data Manager</td>
<td>2. Data Manager</td>
<td>2. Data Manager</td>
<td></td>
</tr>
<tr>
<td>3. Facilitator</td>
<td>3. Facilitator</td>
<td>3. Facilitator</td>
<td></td>
</tr>
<tr>
<td>Typical Responsibilities</td>
<td>Guide vision and strategy</td>
<td>Guide vision and strategy</td>
<td>Expand priority strategies and partners based on data</td>
</tr>
<tr>
<td></td>
<td>Liaison with Working Groups and Strategy Groups</td>
<td>Support and coordinate aligned activities</td>
<td>Build public will/awareness</td>
</tr>
<tr>
<td></td>
<td>Build public will/awareness</td>
<td>Deepen shared measurement practices</td>
<td>Communicate progress</td>
</tr>
<tr>
<td></td>
<td>Begin implementation of strategies and shared measures</td>
<td>Build public will/awareness</td>
<td>Advance policy</td>
</tr>
<tr>
<td>Estimated Budget</td>
<td>$4-600K</td>
<td>$6-700K</td>
<td>$7-900K</td>
</tr>
</tbody>
</table>

*In Year 2 the resources required by the Backbone vary with the needs of the initiatives. In some instances budgets have remained flat or declined; in others FTEs and budgets have grown with the changing requirements of the role. Source: FSG case work and analysis.

Sample Initiative Budget (12 Months)

<table>
<thead>
<tr>
<th>Expense Category</th>
<th>Budget</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>95,000</td>
<td>1 FTE Project Director</td>
</tr>
<tr>
<td>Benefits</td>
<td>70,000</td>
<td>1 FTE Project Coordinator</td>
</tr>
<tr>
<td>Communications</td>
<td>33,000</td>
<td>At 20% of salaries</td>
</tr>
<tr>
<td>Community Engagement</td>
<td>36,500</td>
<td>Website, materials design, paid media</td>
</tr>
<tr>
<td>Data Support &amp; Evaluation</td>
<td>5,300</td>
<td>Space rental, youth stipends</td>
</tr>
<tr>
<td>Professional Fees</td>
<td>77,500</td>
<td>Data consultant, data system (technology)</td>
</tr>
<tr>
<td>Travel and Meetings</td>
<td>20,000</td>
<td>Grantwriting and recruiting services</td>
</tr>
<tr>
<td>Technology</td>
<td>7,000</td>
<td>Workshops, events</td>
</tr>
<tr>
<td>Office</td>
<td>4,900</td>
<td>hardware, software, IT</td>
</tr>
<tr>
<td>Other</td>
<td>74,000</td>
<td>rent, utilities, supplies</td>
</tr>
<tr>
<td></td>
<td>6,500</td>
<td>Additional misc. overhead (IT support, etc.)</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>429,700</strong>*</td>
<td></td>
</tr>
</tbody>
</table>

(Source: FSG, Tackling Youth Substance Abuse Staten Island Source: Roughly based on TYSA’s 2012)

*Resources are typically a combination of in-kind, partner contributions and philanthropic contributions.

FSG Consulting Support

Funder support will also be required to support FSG’s scope of work to help Arizona’s Backbone organization and Steering Committee for the first 6 months. The following options present an estimate of proposed levels of consulting support.
Option 1  FSG provides full support (6 months); assumes CFP or other partners will provide high-level guidance as necessary  $355k

Option 2  FSG provides lighter touch support (6 months); assumes significant dedicated capacity from CFP or other partners  $285k

Proposed FSG Roles

- Project planning, management, and execution
- Thought partnership to CFP and co-chairs
- Meeting planning and preparation (materials, agenda, activities, etc.)
- Lead on interviews and on synthesizing qualitative and quantitative data
- Support facilitation as needed
- Advise on data and research

Proposed Arizona Partner Roles

- Logistics (meeting scheduling, attendance, etc.)
- Support data analysis, synthesis, and communication
- Conduct research on similar initiatives
- Assume a larger role in creation of meeting materials and facilitation plans
- Assume a larger role in gathering beneficiary perspectives

Initiative Organization Budget for Arizona (12 Months)

<table>
<thead>
<tr>
<th>Expense Category</th>
<th>Budget</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>100,000</td>
<td>1 FTE Project Director</td>
</tr>
<tr>
<td></td>
<td>75,000</td>
<td>1 FTE Project Coordinator</td>
</tr>
<tr>
<td>Benefits</td>
<td>52,000</td>
<td>At 30% of salaries</td>
</tr>
<tr>
<td>Communications</td>
<td>36,500</td>
<td>Website, materials design, printing, media</td>
</tr>
<tr>
<td>Community Engagement</td>
<td>5,300</td>
<td>Space rental, youth stipends</td>
</tr>
<tr>
<td>Data Support &amp; Evaluation</td>
<td>100,000</td>
<td>Contract</td>
</tr>
<tr>
<td>Professional Fees</td>
<td>20,000</td>
<td>Consultants</td>
</tr>
<tr>
<td>Travel and Meetings</td>
<td>7,000</td>
<td>Workshops, events</td>
</tr>
<tr>
<td>Technology</td>
<td>4,900</td>
<td>In kind hardware, software, IT</td>
</tr>
<tr>
<td>Office</td>
<td>45,000</td>
<td>In kind/paid rent, utilities 1500 sq. ft. @ $30 sq.</td>
</tr>
<tr>
<td></td>
<td>10,000</td>
<td>In Kind/supplies, meeting expenses</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>455,700</td>
<td>12 months ($455,700) x 3 years = $1,367,100</td>
</tr>
</tbody>
</table>

FSG Consulting Support

Scope of Work

Below is a potential division of responsibilities. Upon entering into an agreement, AZ would specify responsibilities that would leverage the respective strengths of both organizations.

Proposed FSG Roles

- Project planning, management, and execution
- Thought partnership to AZ Backbone Org and co-chairs
- Meeting planning and preparation (materials, agenda, activities, etc.)

Proposed AZ Backbone Org Roles

- Logistics (meeting scheduling, attendance, etc.)
- Support data analysis, synthesis, and communication
- Conduct research on similar initiatives
- Assume a larger role in creation of meeting materials

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6 Proposals by FSG to Casey Family Programs June 6, August 15 and November 3, 2016.

Improving Safety and Well-being for Arizona’s Children- Collective Impact Feasibility Assessment Report Addendum 1-31-17
- Lead on interviews and on synthesizing qualitative and quantitative data
- Support facilitation as needed
- Advise on data and research

**FSG Consulting Fees (6-12 Months duration to launch) = $285,000 to $355,000**

**Option 1** $355,000 - FSG provides full support (6 months); assumes AZ Backbone Organization or other partners will provide high-level guidance as necessary

**Option 2** $285,000 - FSG provides lighter touch support (6 months); assumes significant dedicated capacity from AZ Backbone Organization or other partners

**Option 3 (Suggested)** $TBD - FSG provides lighter touch support on an extended schedule (12 months); assumes significant dedicated capacity from AZ Backbone Organization or other partners