

## **Executive Summary**

# **CHESAPEAKE THRIVES: A PLAN FOR COMMUNITY WELL-BEING**

*“Making Chesapeake an Exceptional Place to Live, Learn, Work, Farm and Play”*

### **INTRODUCTION**

Chesapeake has a well-established and well-earned reputation in the human services’ arena for strategically and successfully implementing plans through five broad, inclusive coalitions. To remain aligned with the City’s Strategic Anchors of being an exceptional place to live, learn work, farm, and play, which provides outstanding service and remains fiscally responsible and sustainable, it was necessary to combine plans and coalitions. One of the best outcomes from the previous plans was the effective communication achieved through regular meetings, however, membership was duplicated, and the same people attended the same meetings. This resulted in a substantial overlap of goals and activities. While these coalitions fostered teamwork and coordination, the goals of meeting unmet needs and providing seamless service delivery continue to be hindered due to policies, procedures, and at times, limited resources.

In January 2020, the city committed to a process that would create a unified human infrastructure plan through a collective impact approach. The new plan would meld the five coalitions into one, and guide policies and programs over the next five years. The ultimate result of this effort would produce a cohesive system of well-being in which all of Chesapeake’s residents could thrive and achieve their best quality of life.

This Executive Summary presents the Chesapeake Thrives’ model and plan. It summarizes the major elements of the process that the City of Chesapeake and Health Management Associates (HMA) undertook to develop the model and plan and includes recommendations for the next steps to achieve positive outcomes for the community at large.

### **THE STORY IN DATA**

To help ground the development of the Chesapeake Thrives’ model and plan, HMA collected and analyzed both qualitative and quantitative data. The qualitative data collection and analytic process included focus groups, key informant interviews, and the development of a Strengths, Weaknesses, Opportunities, and Threats (SWOT) via gleaned analysis. An assessment of key themes and discussions with the Working Group has also been incorporated.

### **PRIORITY SETTING**

HMA gathered numerous data points, detailed in the full report, that reflect several interesting trends and indicators of note. Housing, transportation, and childcare are some of the most challenging areas for economic self-sufficiency and well-being that impact households across the age continuum. While generally, the City of Chesapeake is a community with improved health, well-being and socio-economic mobility outcomes compared to other jurisdictions, there are

pockets of poverty. The presence of rent-burdened households, especially amongst seniors, has grown significantly. There are evident disparities in early education and health outcomes for low income and minority households as well as a rise in youth violence.

## **THE PROCESS**

A Working Group composed of subject matter experts with diverse experiences and perspectives from city agencies and non-profit organizations was created to establish values, goals, and objectives, articulate and define outcomes, and identify priority focus areas. The Working Group built out dashboards for each priority area to be used for plan monitoring and accountability.

## **THE CHESAPEAKE THRIVES MODEL**

Using collective impact, governed by the Commission on Health and Well Being that serves as the Steering Committee, the Chesapeake Thrives Plan for Community Well-being establishes a framework for addressing City-wide and neighborhood-specific challenges. These challenges can be addressed through both a systems response and, where appropriate, a service delivery practice response. This framework allows a team consisting of public and private entities to partner and address universal issues that impact all communities, as well as provide individual services to residents in need using a coordinated and collaborative approach.

# CHESAPEAKE THRIVES COALITION: COLLATIVE IMPACT MODEL



Broadly inclusive, Chesapeake Thrives keeps individuals, families, and communities at the center of services and programming. The Well-being Plan engages all sectors of the community to leverage talents, resources, and diverse perspectives to produce successful outcomes for neighborhoods and residents.

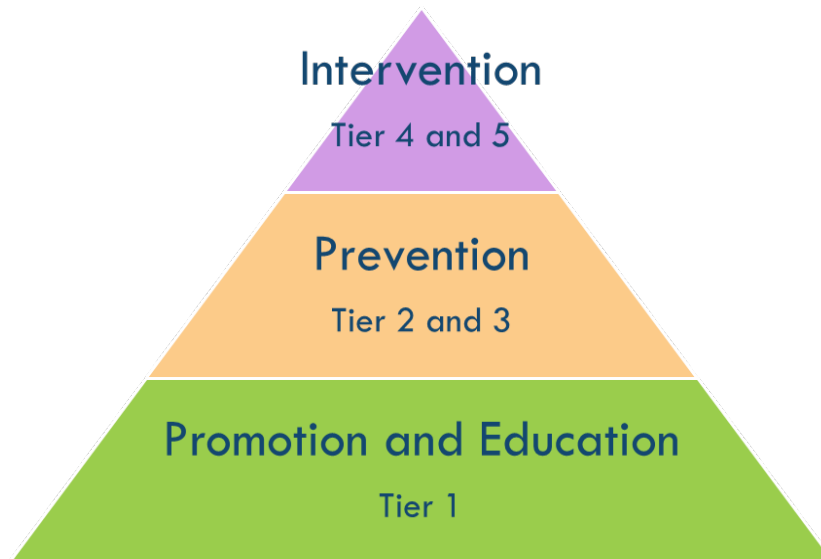
### **SYSTEMS PLANNING INTEGRATION**

Chesapeake has a well-developed and well-utilized foundation of plans, focusing on early childhood through young adulthood, homelessness, health, and older residents, all guided by respective coalitions. Chesapeake Thrives builds on these existing plans to create the system’s responses around policy, infrastructure, funding, and workforce development. Existing groups are consolidated into one coalition, maintaining subject matter expertise, issue advocacy, and constituent representation, while maximizing efficiency, reducing duplication, and supporting coordination.

### **“NO WRONG DOOR” APPROACH for RESIDENT SERVICES**

Chesapeake Thrives operationalizes the systems planning and integration to establish a “no wrong door” approach for residents entering the service delivery system at any point. Parallel to the system’s response, Chesapeake Thrives sets forth a resident entry practice model, using tiers of collaborative service delivery, ranging from education and promotion (information and referral), short-term and long-term case management, prevention, and crisis response.

This innovative model for resident entry allows for individuals and families in need to acquire responses and services in real-time with policy consideration of equity and accountability. True gaps in services can be identified through ongoing data collection and reporting as well as independent experiences, thereby supporting fiscal responsibility and effective and efficient allocation of resources.



## PRIORITY AREAS, GOALS, and POPULATIONS

The Working Group, composed of subject matter experts representing City and nonprofit agencies analyzed data and used cases to identify eight priority areas. The objectives and strategies within each priority area support the goals of **poverty reduction and mitigation**, **enhanced community health and safety**, and **increased neighborhood vitality**.



The following population groups will be the focus of the priority areas:

- Prenatal to age five
- Transition youth (ages 18-24)
- All families with children under the age 18, especially those identified as Assets Limited Income Constrained Employed (ALICE) households
- Residents age 55 and older
- Homeless individuals and families

The complete list of objectives, strategies, and tactics supporting the priority areas can be found in the Chesapeake Thrives Plan dashboards. The dashboards also include timelines, lead conveners, partners, and success measures.

## **OVER-ARCHING OBJECTIVES**

As the Plan developed, common relevant objectives emerged within each priority area. These over-arching objectives relate directly to the City's values and provide cohesion to the Plan. They are also in alignment with the City's Well-being and Quality of Life Functional Team's goal of providing successful outcomes in accessibility and awareness/education for both internal and external customers. Plan strategies will:

- **Prioritize prevention** in all focus areas.
- **Embed equity** in all aspects of programming and services.
- **Commit to the utilization of best practices** throughout City operations and relationships
- **Embrace collaboration and build partnerships** to maximize talent and resources.
- **Engage to expand access and utilization** using a universal resident entry model.
- **Educate and inform** residents about available programs and services.

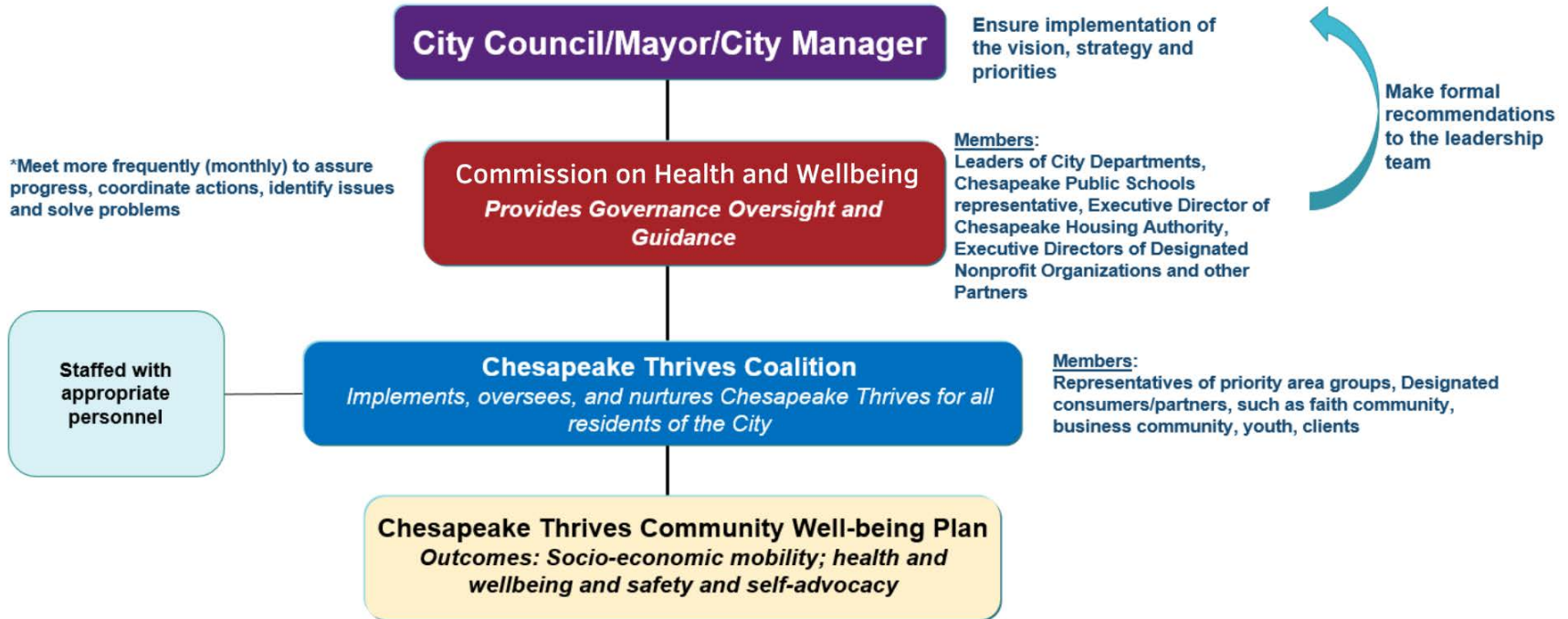
## **IMPLEMENTATION and OVERSIGHT OF THE PLAN**

The success of the Chesapeake Thrives Plan is highly dependent upon the creation and support of Chesapeake Thrives Programs, formerly known as Community Programs within the Department of Human Services. Consistent with the Collective Impact model, Chesapeake Thrives Programs will serve as the backbone that supports a complex and critical ecosystem made up of public and private partners.

This team will reinforce that Chesapeake Thrives is a core driver for City initiatives throughout the community, focused on the safety, socio-economic mobility, and health and well-being of residents, and is not solely a human services' systemic response to resident well-being.

The Chesapeake Thrives Plan's priorities and goals align with the City's Strategic Anchors to make Chesapeake an exceptional place to live, learn, work, farm, and play, which provides for outstanding service and fiscally responsible and sustainable practices. The complementary nature of the two will support the success of the population-level goals that the city has set for itself and its residents through an integrated entry and service delivery approach.

# Chesapeake Thrives: A Community Well-being Plan Strategic Planning Structure



*Help make Chesapeake an exceptional place to live, learn, work, farm, and play.*

*Provide outstanding service to Council, our community, our customers, and each other.*

*Be fiscally responsible and sustainable.*

## **DESIRED OUTCOMES**

Chesapeake Thrives is focused on the following specific outcomes, established, and adopted by the Working Group:

- Improving Protective Factors and Mitigating Risk
- Improving Health and Well-being
- Increasing Self-sufficiency
- Building Capacity for Self-advocacy
- Fostering Community Connection, Empowerment, and Resilience

The Chesapeake Thrives Plan includes a dashboard by which performance on outcomes can be measured and monitored.

## **LAUNCHING THE PLAN**

The adoption of a plan is the beginning of the work. Successful execution of the Plan depends on the commitment to implementation. The following immediate next steps are recommended:

- Adopt the Chesapeake Thrives Plan
- Appoint the Commission on Health and Well Being as the oversight and governance body to include additional members as noted by the code changes
- Establish Chesapeake Thrives Programs formerly known as Community Programs