

Job Description
Job Title: Director of Impact
Project Name: Building an Impact Ecosystem in Alabama’s Opportunity Zones
Project Goal: Develop a first-of-its kind framework that maps low-income community needs in certain defined geographies (Opportunity Zones), leverages private investment to meet those needs, and measures progress along the way.
<p>Required Skills, Education, and Experience:</p> <ul style="list-style-type: none"> - Bachelor’s degree required - Strong research and analytics skills (like competency in Excel) preferred - Strong communications skills / proficiency in communications tools like Adobe Illustrator preferred - Must have entrepreneurial spirit and capacity to work in high-growth social enterprise that is pioneering a new model for economic development in low-income communities
<p>Summary of VISTA role (including primary activities): The VISTA will do the following:</p> <ol style="list-style-type: none"> (1) <u>Impact Needs Assessment</u>. Assess the strengths and needs/areas for improvement for Alabama’s Opportunity Zones (statutorily designated low-income communities across the state) – e.g., workforce housing, childcare, access to healthy food, etc. (2) <u>Impact-Oriented Recruitment</u>. Identify which community needs can be met through third party investment (via Opportunity Funds, a creation of the OZ program), then build marketing documents and strategies to attract projects, companies, investors, and supporters to fill those needs. (3) <u>Impact Tracking</u>. Develop and implement a strategy for measuring whether primary effects of OZ projects (e.g., jobs created, services provided by businesses), combined with the indirect and induced effects of those projects, are meeting defined community needs. (4) <u>Impact Improvement</u>. Work with OZ projects in the Opportunity Alabama ecosystem to help them deepen and broaden their ability to meet community needs (e.g., by providing higher wage rates, access to transportation or soft-skills training, etc.).
<p>How will the VISTA address the anti-poverty goals of your organization?</p> <p>We founded Opportunity Alabama to build an ecosystem – comprised of community representatives, real estate developers, entrepreneurs, investors, bankers, lawyers, higher education, philanthropy, and more – to drive Opportunity Zone investment towards the places it is needed the most. We exist because we believe that, within the right framework, we can channel private capital towards projects that can positively impact society (and also make a decent return). Our Director of Impact will be our vehicle for accomplishing those ends. He or she will be the one person at OPAL tasked exclusively with thinking about social justice issues (like alleviating poverty) every day. He or she will be the person responsible for creating the materials we need to take the most impactful projects from vision to reality. And he or she will ultimately be responsible for measuring and tracking our progress towards helping low-income communities become the best versions of themselves.</p>
<p>How will the VISTA build the capacity of your organization?</p>

With a full-time staff of two (not including the VISTA), we do not have the time or resources to assess community needs or push projects towards more equitable outcomes, let alone put frameworks in place to measure and track our progress. This VISTA is our answer to how we scale the impact-oriented work we were founded to accomplish.

Activity 1: Impact Needs Assessment		Timeline & Milestones:	
Purpose: Identifying demonstrable needs in Opportunity Zone communities that Opportunity Alabama can address		<ul style="list-style-type: none"> • June 2019: 5-10 Pilot OZ communities identified • July 2019: Finalize needs assessment process • December 2019: finalize first round assessments; refine process • May – December 2020: pilot program expanded 	
Step 1: Identify pilot OZs for SWOT analysis/needs assessment process			
Step 2: Collaboratively develop needs assessment process with existing national partners (e.g., MasterCard, LaunchPad, etc.) and local university partners			
Step 3: Work with partners to implement needs assessment in pilot communities			
Outcomes & Measurement: Create templated community needs assessment and implement across pilot communities			
Activity 2: Impact-Oriented Recruitment		Timeline & Milestones:	
Purpose: Developing the materials necessary to get the private sector excited about distressed areas		<ul style="list-style-type: none"> • June – December 2019: Develop community marketing documents for all AL OZs • January – May 2019: Build pilot community prospectuses based on existing template (to be provided by OPAL) 	
Step 1: Collect information and create two-page community marketing documents to help recruit high-impact businesses, developments, and jobs for all AL OZs			
Step 2: Work with community and university partners to build “community investment prospectuses” from combination of initial marketing materials collected and needs assessments conducted on pilot community OZs			
Outcomes & Measurement: Develop template community marketing materials tailored to SWOT analyses / needs assessments;			
Activity 3: Impact Tracking		Timeline & Milestones:	
Purpose: Creating framework and tools to measure progress towards addressing community needs, then tracking data		<ul style="list-style-type: none"> • July 2019 – Impact Conference 	

Step 1: Prepare for and host national Impact Tracking and Measurement Summit in Birmingham on July 9-10	<ul style="list-style-type: none"> • October 2019 – Impact Framework Complete • December 2019 – Dashboard complete; First Tracking Report • March 2020 – Second Tracking Report • June 2020 – Third Tracking Report
Step 2: Develop a primary, secondary, and tertiary effects impact tracking framework using Summit input and participants	
Step 3: Work with programmer to develop a dashboard capable of producing regular impact reports	
Step 4: Measure and collect data from all projects / aggregate third party data into dashboard to produce reports	
Outcomes & Measurement: Completion of impact tracking framework; Completion of dashboard; Population of data sources for dashboard.	
Activity 4: Impact Improvement	Timeline & Milestones:
Purpose: Building national best practices and replicable models to help show projects that they can be better for the community without shedding profit	<ul style="list-style-type: none"> • October 2019: initial test cases identified • Nov / Dec 2020: initial impact improvement plans developed • Jan – April 2020: strategies implemented • May 2020: white papers / reports finalized
Step 1: Work with national and local partners to identify areas to “improve” impact of existing real estate projects	
Step 2: Build case studies around 2-3 “impact improvement” cases (e.g., hotels, workforce housing, and mixed use developments)	
Outcomes & Measurement: One or more reports highlighting how one or more projects have deepened level of community engagement (e.g., adding solar to a mixed use rooftop, adding a workforce training program to workforce housing, providing free transportation or childcare, etc.)	