Collective Impact Tool

EMPLOYMENT Development Collective Impact Example

Early Years (1-3yrs) Check all that apply below:			
Initiative's Ultimate Expected Outcomes and Targets	**Common Agenda**	**Backbone Infrastructure**	**Mutually Reinforcing Activities**
These could be NPIs or other specific outcomes/targets. The outcome should indicate what you're measuring, and the targets how much and by when. Must have an outcome and specific targets set within a year. *(Select only the ones that apply to your CI)*	All participants have a shared vision for change, including a common understanding of the problem and a joint approach to solving it through agreed upon actions.	Creating and managing collective impact requires dedicated staff and strong leaders who possess a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies.	Participant activities must be differentiated while still coordinated through a mutually reinforcing plan of action.
1. The number (and percent) of jobs created to increase opportunities for people with low incomes available in the specified community.	Partners have identified guiding principles that promote shared values, set the rules of engagement, and draw on best practices for collaboration in the community.	The initiative's steering committee (SC) or other leadership structure has been established.	Partners have developed and are using a collective plan of action.
2. The number (and percent) of jobs maintained for people in the specified community.	Partners have developed a plan for learning to guide how the group will track progress and learn from the efforts of the initiative.	An effective backbone function has been identified or established.	Partners are coordinating their activities to align with the plan of action.
3. The number (and percent) of "living wage " jobs created in the specified community.	Partners have achieved a common understanding of the problem.	The backbone infrastructure (BBI) effectively guides the initiative's vision and strategy.	Partners have filled gaps and reduced duplication of efforts.
4. The number (and percent) of "living wage" jobs maintained in the specified community.	Partners have come to consensus on the initiative's ultimate goal and committed to a shared vision for change.	The backbone infrastructure ensures alignment of existing activities and pursuit of new opportunities toward the initiative's goal.	Partners have (re)allocated resources to their highest and best use in support of the initiative.
5. The number (and percent) of jobs in the targeted community with a benefit package.	Partners have created a framework for change that provides a structure for how the group will split up the work and prioritize resources.	The backbone infrastructure supports the collection and use of data to promote accountability learning and improvement.	**Others please list below:**
6. Other Outcome Indicator.	Partners have committed to solving the problem using an adaptive approach with clearly articulated strategies and agreed upon actions.	When relevant, the backbone infrastructure supports the development of policy goals and ways to achieve them.	
	The development of the common agenda has included a diverse set of voices and perspectives from multiple sectors.	The backbone infrastructure is helping to align sufficient funding to support the initiative's goals.	
	Others please list below:	**Others please list below:**	

Collective Impact Tool

EMPLOYMENT Development Collective Impact Example, cont.

Early Years (1-3yrs) Check all that apply below:					
Continuous Communication		**Shared Measurement**			
Consistent and open communication is needed across the many players and among external stakeholders to build trust, assure mutual objectives, and create common motivation.		Collecting data and measuring results consistently across all participants ensures that efforts remain aligned and participants hold each other accountable.		Reporting on progress toward outcomes and targets	
	Structures and processes are in place to engage CI partners, keeping them informed and inspired.		Targets are agreed upon and established.		1. The number (and percent) of jobs created to increase opportunities for people with low incomes available in the specified community.
	Structures and processes are in place to engage the CI initiative's external stakeholders, keeping them informed and inspired.		Partners understand the value of the shared measurement system.		2. The number (and percent) of jobs maintained for people in the specified community.
	Others please list below:		The process of designing and managing the shared measurement system is participatory and transparent.		3. The number (and percent) of "living wage " jobs created in the specified community.
			The shared measurement system has been designed to track progress toward the CI's outcomes.		4. The number (and percent) of "living wage" jobs maintained in the specified community.
			The shared measurement system is well-designed and user friendly.		5. The number (and percent) of jobs in the targeted community with a benefit package.
			Quality data on a set of meaningful indicators is available to partners in a timely manner.		6. Other Outcome Indicator.
			Partners use data from the shared measurement system to make decisions.		
			Sufficient funding and resources area available to support the technology platform, training and technical support.		
			Others please list below:		

Collective Impact Tool

EMPLOYMENT Development Collective Impact Example, cont.

Middle Years			Late Years
Behavior Change	**Systems Change**		
Behavior Change: To what extent and in what ways are formal actors, organizations/institutions or individuals making changes in their work or their behavior as it relates to the goals of the effort?	**Systems Change: (1) To what extent and in what ways are the flows of philanthropic and public funding shifting to support the goals of the effort?** **(2) To what extent and in what ways are social and cultural norms evolving in ways that support the goals for the effort?** **(3) What progress is being made on the effort's advocacy and public policy goals?**	**Reporting on progress toward outcomes and targets**	**Impact: Ultimate Expected Outcomes and Indicators**
Professional Practice *(Please rate the following on a Likert scale of 1-5)*	**Cultural Norms** *(Please rate the following on a Likert scale of 1-5)*		
Professional education and standards are evolving to support the goals for the effort.	Social and cultural norms that govern individual behaviors are evolving to support the behavior change goals of the effort.	1. The number (and percent) of jobs created to increase opportunities for people with low incomes available in the specified community.	*Summative Evaluation. These could be NPIs or other specific outcomes/targets and as such would be reported on in the* **CSBG Annual Report**
Formal actors and organizations demonstrate increased responsiveness to community needs.	**Advocacy and Public Policy** *(Please rate the following on a Likert scale of 1-5)*	2. The number (and percent) of jobs maintained for people in the specified community.	
Formal actors and organizations have improved services delivery capacity.	The effort is strengthening alliances around effort policy goals.	3. The number (and percent) of "living wage " jobs created in the specified community.	
Organizational and institutional policies evolve to support the goals of the effort.	The effort is strengthening the base of support for effort policy goals.	4. The number (and percent) of "living wage" jobs maintained in the specified community.	
Individual Behavior *(Please rate the following on a Likert scale of 1-5)*	Public policy or components of the effort's policy agenda have been adopted	5. The number (and percent) of jobs in the targeted community with a benefit package.	
The effort is influencing changes in awareness/knowledge related to the desired behavior change.	Policy are being enforced and or maintained in alignment with the effort's goals.	6. Other Outcome Indicator.	
The effort is influencing change in individual behavior.	Policies are blocked that are not in alignment with the effort's goals.		
	Funding Flows *(Please rate the following on a Likert scale of 1-5)*		
	Philanthropic funding in the targeted issue area/system is increasingly aligned with the goals of the effort.		
	Public funding in the targeted issue area/system targeted by the effort is increasingly aligned with the goals of the effort.		
	Philanthropic and public funders leverage funding for the targeted issue area/system through partnerships and collaborative funding efforts.		

Collective Impact Tool

EDUCATION AND COGNITIVE DEVELOPMENT Collective Impact Example

Early Years (1-3yrs) Check all that apply below:			
Initiative's Ultimate Expected Outcomes and Targets	**Common Agenda**	**Backbone Infrastructure**	**Mutually Reinforcing Activities**
These could be NPIs or other specific outcomes/targets. The outcome should indicate what you're measuring, and the targets how much and by when. Must have an outcome and specific targets set within a year. *(Select only the ones that apply to your CI)*	All participants have a shared vision for change, including a common understanding of the problem and a joint approach to solving it through agreed upon actions.	Creating and managing collective impact requires dedicated staff and strong leaders who possess a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies.	Participant activities must be differentiated while still coordinated through a mutually reinforcing plan of action.
1. The number (and percent) of accessible and affordable education assets or resources added to the specified community.	Partners have identified guiding principles that promote shared values, set the rules of engagement, and draw on best practices for collaboration in the community.	The initiative's steering committee (SC) or other leadership structure has been established.	Partners have developed and are using a collective plan of action.
2. Percent increase of children in the community who are kindergarten ready in the specified community.	Partners have developed a plan for learning to guide how the group will track progress and learn from the efforts of the initiative.	An effective backbone function has been identified or established.	Partners are coordinating their activities to align with the plan of action.
3. Percent increase of children at (or above) the basic reading level in the specified community.	Partners have achieved a common understanding of the problem.	The backbone infrastructure (BBI) effectively guides the initiative's vision and strategy.	Partners have filled gaps and reduced duplication of efforts.
4. Percent increase of children at (or above) the basic math level in in the specified community.	Partners have come to consensus on the initiative's ultimate goal and committed to a shared vision for change.	The backbone infrastructure ensures alignment of existing activities and pursuit of new opportunities toward the initiative's goal.	Partners have (re)allocated resources to their highest and best use in support of the initiative.
5. Percent increase in high school (or high school equivalency) graduation rate in the specified community.	Partners have created a framework for change that provides a structure for how the group will split up the work and prioritize resources.	The backbone infrastructure supports the collection and use of data to promote accountability learning and improvement.	**Others please list below:**
6. Percent increase of the rate of youth with low incomes who attend post-secondary education in the specified community.	Partners have committed to solving the problem using an adaptive approach with clearly articulated strategies and agreed upon actions.	When relevant, the backbone infrastructure supports the development of policy goals and ways to achieve them.	
7. Percent increase of the rate of youth with low incomes who graduate from post-secondary education in the specified community.	The development of the common agenda has included a diverse set of voices and perspectives from multiple sectors.	The backbone infrastructure is helping to align sufficient funding to support the initiative's goals.	
8. Percent increase in the number of adults who attend post-secondary education in the specified community.	**Others please list below:**	**Others please list below:**	
9. The number (and percent) increase of the number of adults with low incomes who graduate from post-secondary education in the specified community.			
10. Percent increase in the adult literacy rate in the specified community.			
11. Other Outcome Indicator.			

Collective Impact Tool

EDUCATION AND COGNITIVE DEVELOPMENT Collective Impact Example

Continuous Communication	Shared Measurement		
Early Years (1-3yrs) Check all that apply below:			
Consistent and open communication is needed across the many players and among external stakeholders to build trust, assure mutual objectives, and create common motivation.	**Collecting data and measuring results consistently across all participants ensures that efforts remain aligned and participants hold each other accountable.**		**Reporting on progress toward outcomes and targets**
Structures and processes are in place to engage CI partners, keeping them informed and inspired.	Targets are agreed upon and established.		1. The number (and percent) of accessible and affordable education assets or resources added to the specified community.
Structures and processes are in place to engage the CI initiative's external stakeholders, keeping them informed and inspired.	Partners understand the value of the shared measurement system.		2. Percent increase of children in the community who are kindergarten ready in the specified community.
Others please list below:	The process of designing and managing the shared measurement system is participatory and transparent.		3. Percent increase of children at (or above) the basic reading level in the specified community.
	The shared measurement system has been designed to track progress toward the CI's outcomes.		4. Percent increase of children at (or above) the basic math level in in the specified community.
	The shared measurement system is well-designed and user friendly.		5. Percent increase in high school (or high school equivalency) graduation rate in the specified community.
	Quality data on a set of meaningful indicators is available to partners in a timely manner.		6. Percent increase of the rate of youth with low incomes who attend post-secondary education in the specified community.
	Partners use data from the shared measurement system to make decisions.		7. Percent increase of the rate of youth with low incomes who graduate from post-secondary education in the specified community.
	Sufficient funding and resources area available to support the technology platform, training and technical support.		8. Percent increase in the number of adults who attend post-secondary education in the specified community.
	Others please list below:		9. The number (and percent) increase of the number of adults with low incomes who graduate from post-secondary education in the specified community.
			10. Percent increase in the adult literacy rate in the specified community.
			11. Other Outcome Indicator.

Collective Impact Tool

EDUCATION AND COGNITIVE DEVELOPMENT Collective Impact Example

Behavior Change	Systems Change		Late Years
Behavior Change: To what extent and in what ways are formal actors, organizations/institutions or individuals making changes in their work or their behavior as it relates to the goals of the effort?	**Systems Change: (1) To what extent and in what ways are the flows of philanthropic and public funding shifting to support the goals of the effort?** **(2) To what extent and in what ways are social and cultural norms evolving in ways that support the goals for the effort?** **(3) What progress is being made on the effort's advocacy and public policy goals?**	Reporting on progress toward outcomes and targets	**Impact: Ultimate Expected Outcomes and Indicators**
Professional Practice *(Please rate the following on a Likert scale of 1-5)*	**Cultural Norms** *(Please rate the following on a Likert scale of 1-5)*		
Professional education and standards are evolving to support the goals for the effort.	Social and cultural norms that govern individual behaviors are evolving to support the behavior change goals of the effort.	1. The number (and percent) of accessible and affordable education assets or resources added to the specified community.	*Summative Evaluation. These could be NPIs or other specific outcomes/targets and as such would be reported on in the* **CSBG Annual Report**
Formal actors and organizations demonstrate increased responsiveness to community needs.	**Advocacy and Public Policy** *(Please rate the following on a Likert scale of 1-5)*	2. Percent increase of children in the community who are kindergarten ready in the specified community.	
Formal actors and organizations have improved services delivery capacity.	The effort is strengthening alliances around effort policy goals.	3. Percent increase of children at (or above) the basic reading level in the specified community.	
Organizational and institutional policies evolve to support the goals of the effort.	The effort is strengthening the base of support for effort policy goals.	4. Percent increase of children at (or above) the basic math level in in the specified community.	
Individual Behavior *(Please rate the following on a Likert scale of 1-5)*	Public policy or components of the effort's policy agenda have been adopted	5. Percent increase in high school (or high school equivalency) graduation rate in the specified community.	
The effort is influencing changes in awareness/knowledge related to the desired behavior change.	Policy are being enforced and or maintained in alignment with the effort's goals.	6. Percent increase of the rate of youth with low incomes who attend post-secondary education in the specified community.	
The effort is influencing change in individual behavior.	Policies are blocked that are not in alignment with the effort's goals.	7. Percent increase of the rate of youth with low incomes who graduate from post-secondary education in the specified community.	
	Funding Flows *(Please rate the following on a Likert scale of 1-5)*	8. Percent increase in the number of adults who attend post-secondary education in the specified community.	
	Philanthropic funding in the targeted issue area/system is increasingly aligned with the goals of the effort.	9. The number (and percent) increase of the number of adults with low incomes who graduate from post-secondary education in the specified community.	
	Public funding in the targeted issue area/system targeted by the effort is increasingly aligned with the goals of the effort.	10. Percent increase in the adult literacy rate in the specified community.	
	Philanthropic and public funders leverage funding for the targeted issue area/system through partnerships and collaborative funding efforts.	11. Other Outcome Indicator.	

Collective Impact Tool

INFRASTRUCTURE AND ASSET BUILDING Collective Impact Example

Initiative's Ultimate Expected Outcomes and Targets	Common Agenda	Backbone Infrastructure	Mutually Reinforcing Activities
<td colspan="4">**Early Years (1-3yrs) Check all that apply below:**</td>
These could be NPIs or other specific outcomes/targets. The outcome should indicate what you're measuring, and the targets how much and by when. Must have an outcome and specific targets set within a year. *(Select only the ones that apply to your CI)*	All participants have a shared vision for change, including a common understanding of the problem and a joint approach to solving it through agreed upon actions.	Creating and managing collective impact requires dedicated staff and strong leaders who possess a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies.	Participant activities must be differentiated while still coordinated through a mutually reinforcing plan of action.
1. The number (and percent) of accessible assets/resources created in the specified community (new assets/resources).	Partners have identified guiding principles that promote shared values, set the rules of engagement, and draw on best practices for collaboration in the community.	The initiative's steering committee (SC) or other leadership structure has been established.	Partners have developed and are using a collective plan of action.
a. Commercial	Partners have developed a plan for learning to guide how the group will track progress and learn from the efforts of the initiative.	An effective backbone function has been identified or established.	Partners are coordinating their activities to align with the plan of action.
b. Financial	Partners have achieved a common understanding of the problem.	The backbone infrastructure (BBI) effectively guides the initiative's vision and strategy.	Partners have filled gaps and reduced duplication of efforts.
c. Technological/Communications (e.g. broadband)	Partners have come to consensus on the initiative's ultimate goal and committed to a shared vision for change.	The backbone infrastructure ensures alignment of existing activities and pursuit of new opportunities toward the initiative's goal.	Partners have (re)allocated resources to their highest and best use in support of the initiative.
d. Transportation	Partners have created a framework for change that provides a structure for how the group will split up the work and prioritize resources.	The backbone infrastructure supports the collection and use of data to promote accountability learning and improvement.	**Others please list below:**
e. Recreational (e.g. parks, gardens, libraries)	Partners have committed to solving the problem using an adaptive approach with clearly articulated strategies and agreed upon actions.	When relevant, the backbone infrastructure supports the development of policy goals and ways to achieve them.	
f. Other Public Assets/Physical Improvements)	The development of the common agenda has included a diverse set of voices and perspectives from multiple sectors.	The backbone infrastructure is helping to align sufficient funding to support the initiative's goals.	
	Others please list below:	**Others please list below:**	
2. The number (and percent) of existing assets/resources made accessible to low-income communities in the specified community.			
a. Commercial			
b. Financial			
c. Technological/Communications (e.g. broadband)			
d. Transportation			
e. Recreational (e.g. parks, gardens, libraries)			
f. Other Public Assets/Physical Improvements			

Collective Impact Tool

INFRASTRUCTURE AND ASSET BUILDING Collective Impact Example

Early Years (1-3yrs) Check all that apply below:			
Initiative's Ultimate Expected Outcomes and Targets	**Common Agenda**	**Backbone Infrastructure**	**Mutually Reinforcing Activities**
These could be NPIs or other specific outcomes/targets. The outcome should indicate what you're measuring, and the targets how much and by when. Must have an outcome and specific targets set within a year. *(Select only the ones that apply to your CI)*	All participants have a shared vision for change, including a common understanding of the problem and a joint approach to solving it through agreed upon actions.	Creating and managing collective impact requires dedicated staff and strong leaders who possess a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies.	Participant activities must be differentiated while still coordinated through a mutually reinforcing plan of action.
3. The number (and percent) of barriers/negative conditions			
a. Decreased number of abandoned or neglected buildings in the specified community.			
b. The number of activities designed to improve police and community relations within the specified community.			
c. Percent decrease in emergency response time measured in minutes in the specified community (EMT, Police, Fire, etc.).			
d. Decreased number of predatory lenders and/or lending practices in the specified community.			
e. Decreased number of environmental threats to households (toxic soil, radon, lead, air quality, quality of drinking water, etc.) in the specified community.			
4. Other Outcome Indicator.			

Collective Impact Tool

INFRASTRUCTURE AND ASSET BUILDING Collective Impact Example

Early Years (1-3yrs) Check all that apply below:		
Continuous Communication	**Shared Measurement**	
Consistent and open communication is needed across the many players and among external stakeholders to build trust, assure mutual objectives, and create common motivation.	**Collecting data and measuring results consistently across all participants ensures that efforts remain aligned and participants hold each other accountable.**	**Reporting on progress toward outcomes and targets**
Structures and processes are in place to engage CI partners, keeping them informed and inspired.	Targets are agreed upon and established.	**1. The number (and percent) of accessible assets/resources created in the specified community (new assets/resources).**
Structures and processes are in place to engage the CI initiative's external stakeholders, keeping them informed and inspired.	Partners understand the value of the shared measurement system.	a. Commercial
Others please list below:	The process of designing and managing the shared measurement system is participatory and transparent.	b. Financial
	The shared measurement system has been designed to track progress toward the CI's outcomes.	c. Technological/Communications (e.g. broadband)
	The shared measurement system is well-designed and user friendly.	d. Transportation
	Quality data on a set of meaningful indicators is available to partners in a timely manner.	e. Recreational (e.g. parks, gardens, libraries)
	Partners use data from the shared measurement system to make decisions.	f. Other Public Assets/Physical Improvements)
	Sufficient funding and resources area available to support the technology platform, training and technical support.	
	Others please list below:	
		2. The number (and percent) of existing assets/resources made
		a. Commercial
		b. Financial
		c. Technological/Communications (e.g. broadband)
		d. Transportation
		e. Recreational (e.g. parks, gardens, libraries)
		f. Other Public Assets/Physical Improvements

Collective Impact Tool

INFRASTRUCTURE AND ASSET BUILDING Collective Impact Example

Early Years (1-3yrs) Check all that apply below:			
Continuous Communication	**Shared Measurement**		
Consistent and open communication is needed across the many players and among external stakeholders to build trust, assure mutual objectives, and create common motivation.	Collecting data and measuring results consistently across all participants ensures that efforts remain aligned and participants hold each other accountable.		Reporting on progress toward outcomes and targets
			3. The number (and percent) of barriers/negative conditions
			a. Decreased number of abandoned or neglected buildings in the specified community.
			b. The number of activities designed to improve police and community relations within the specified community.
			c. Percent decrease in emergency response time measured in minutes in the specified community (EMT, Police, Fire, etc.).
			d. Decreased number of predatory lenders and/or lending practices in the specified community.
			e. Decreased number of environmental threats to households (toxic soil, radon, lead, air quality, quality of drinking water, etc.) in the specified community.
			4. Other Outcome Indicator.

Collective Impact Tool

INFRASTRUCTURE AND ASSET BUILDING Collective Impact Example

Middle Years		Reporting on progress toward outcomes and targets	Late Years
Behavior Change	**Systems Change**		**Late Years**
Behavior Change: To what extent and in what ways are formal actors, organizations/institutions or individuals making changes in their work or their behavior as it relates to the goals of the effort?	Systems Change: (1) To what extent and in what ways are the flows of philanthropic and public funding shifting to support the goals of the effort? (2) To what extent and in what ways are social and cultural norms evolving in ways that support the goals for the effort? (3) What progress is being made on the effort's advocacy and public policy goals?	Reporting on progress toward outcomes and targets	Impact: Ultimate Expected Outcomes and Indicators
Professional Practice	**Cultural Norms**		
Professional education and standards are evolving to support the goals for the effort.	Social and cultural norms that govern individual behaviors are evolving to support the behavior change goals of the effort.	**1. The number (and percent) of accessible assets/resources created in the specified community (new assets/resources).**	*Summative Evaluation. These could be NPIs or other specific outcomes/targets and as such would be reported on in the* **CSBG Annual Report**
Formal actors and organizations demonstrate increased responsiveness to community needs.	**Advocacy and Public Policy** *(Please rate the following on a Likert scale of 1-5)*	a. Commercial	
Formal actors and organizations have improved services delivery capacity.	The effort is strengthening alliances around effort policy goals.	b. Financial	
Organizational and institutional policies evolve to support the goals of the effort.	The effort is strengthening the base of support for effort policy goals.	c. Technological/Communications (e.g. broadband)	
Individual Behavior *(Please rate the following on a Likert scale of 1-5)*	Public policy or components of the effort's policy agenda have been adopted	d. Transportation	
The effort is influencing changes in awareness/knowledge related to the desired behavior change.	Policy are being enforced and or maintained in alignment with the effort's goals.	e. Recreational (e.g. parks, gardens, libraries)	
The effort is influencing change in individual behavior.	Policies are blocked that are not in alignment with the effort's goals.	f. Other Public Assets/Physical Improvements)	
	Funding Flows		
	Philanthropic funding in the targeted issue area/system is increasingly aligned with the goals of the effort.		
	Public funding in the targeted issue area/system targeted by the effort is increasingly aligned with the goals of the effort.	**2. The number (and percent) of existing assets/resources made accessible to low-income communities in the specified community.**	
	Philanthropic and public funders leverage funding for the targeted issue area/system through partnerships and collaborative funding efforts.	a. Commercial	
		b. Financial	
		c. Technological/Communications (e.g. broadband)	
		d. Transportation	
		e. Recreational (e.g. parks, gardens, libraries)	
		f. Other Public Assets/Physical Improvements	

Collective Impact Tool

INFRASTRUCTURE AND ASSET BUILDING Collective Impact Example

Middle Years			Late Years
Behavior Change	**Systems Change**		
Behavior Change: To what extent and in what ways are formal actors, organizations/institutions or individuals making changes in their work or their behavior as it relates to the goals of the effort?	**Systems Change:** (1) To what extent and in what ways are the flows of philanthropic and public funding shifting to support the goals of the effort? (2) To what extent and in what ways are social and cultural norms evolving in ways that support the goals for the effort? (3) What progress is being made on the effort's advocacy and public policy goals?	**Reporting on progress toward outcomes and targets**	**Impact: Ultimate Expected Outcomes and Indicators**
Professional Practice *(Please rate the following on a Likert scale of 1-5)*	**Cultural Norms** *(Please rate the following on a Likert scale of 1-5)*		
		3. The number (and percent) of barriers/negative conditions	*Summative Evaluation. These could be NPIs or other specific outcomes/targets and as such would be reported on in the* **CSBG Annual Report**
		a. Decreased number of abandoned or neglected buildings	
		b. The number of activities designed to improve police and	
		c. Percent decrease in emergency response time measured	
		d. Decreased number of predatory lenders and/or lending	
		e. Decreased number of environmental threats to	
		4. Other Outcome Indicator.	

Collective Impact Tool

HOUSING Collective Impact Example

Early Years (1-3yrs) Check all that apply below:			
Initiative's Ultimate Expected Outcomes and Targets	**Common Agenda**	**Backbone Infrastructure**	**Mutually Reinforcing Activities**
These could be NPIs or other specific outcomes/targets. The outcome should indicate what you're measuring, and the targets how much and by when. Must have an outcome and specific targets set within a year. *(Select only the ones that apply to your CI)*	All participants have a shared vision for change, including a common understanding of the problem and a joint approach to solving it through agreed upon actions.	Creating and managing collective impact requires dedicated staff and strong leaders who possess a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies.	Participant activities must be differentiated while still coordinated through a mutually reinforcing plan of action.
1. The number (and percent) of safe and affordable housing units developed in the specified community (e.g. built or units set aside for people with low incomes).	Partners have identified guiding principles that promote shared values, set the rules of engagement, and draw on best practices for collaboration in the community.	The initiative's steering committee (SC) or other leadership structure has been established.	Partners have developed and are using a collective plan of action.
2. The number (and percent) of safe and affordable housing units maintained through WAP or other rehabilitation efforts in the specified community.	Partners have developed a plan for learning to guide how the group will track progress and learn from the efforts of the initiative.	An effective backbone function has been identified or established.	Partners are coordinating their activities to align with the plan of action.
3. The number (and percent) of safe and affordable housing units whose value and quality was improved through WAP or other rehabilitation efforts in the specified community.	Partners have achieved a common understanding of the problem.	The backbone infrastructure (BBI) effectively guides the initiative's vision and strategy.	Partners have filled gaps and reduced duplication of efforts.
4. The number (and percent) of shelter beds established in the specified community.	Partners have come to consensus on the initiative's ultimate goal and committed to a shared vision for change.	The backbone infrastructure ensures alignment of existing activities and pursuit of new opportunities toward the initiative's goal.	Partners have (re)allocated resources to their highest and best use in support of the initiative.
5. The number (and percent) increase of shelter beds maintained in the specified community.	Partners have created a framework for change that provides a structure for how the group will split up the work and prioritize resources.	The backbone infrastructure supports the collection and use of data to promote accountability learning and improvement.	**Others please list below:**
6. Percent decrease in the rate of homelessness in the specified community.	Partners have committed to solving the problem using an adaptive approach with clearly articulated strategies and agreed upon actions.	When relevant, the backbone infrastructure supports the development of policy goals and ways to achieve them.	
7. Percent decrease in the foreclosure rate in the specified community.	The development of the common agenda has included a diverse set of voices and perspectives from multiple sectors.	The backbone infrastructure is helping to align sufficient funding to support the initiative's goals.	
8. Percent increase in the rate of home ownership of people with low incomes in the specified community.	**Others please list below:**	**Others please list below:**	
9. Other (please specify)			

Collective Impact Tool

HOUSING Collective Impact Example

Early Years (1-3yrs) Check all that apply below:				
Continuous Communication		**Shared Measurement**		
Consistent and open communication is needed across the many players and among external stakeholders to build trust, assure mutual objectives, and create common motivation.		Collecting data and measuring results consistently across all participants ensures that efforts remain aligned and participants hold each other accountable.		Reporting on progress toward outcomes and targets
	Structures and processes are in place to engage CI partners, keeping them informed and inspired.		Targets are agreed upon and established.	1. The number (and percent) of safe and affordable housing units developed in the specified community (e.g. built or units set aside for people with low incomes).
	Structures and processes are in place to engage the CI initiative's external stakeholders, keeping them informed and inspired.		Partners understand the value of the shared measurement system.	2. The number (and percent) of safe and affordable housing units maintained through WAP or other rehabilitation efforts in the specified community.
	Others please list below:		The process of designing and managing the shared measurement system is participatory and transparent.	3. The number (and percent) of safe and affordable housing units whose value and quality was improved through WAP or other rehabilitation efforts in the specified community.
			The shared measurement system has been designed to track progress toward the CI's outcomes.	4. The number (and percent) of shelter beds established in the specified community.
			The shared measurement system is well-designed and user friendly.	5. The number (and percent) increase of shelter beds maintained in the specified community.
			Quality data on a set of meaningful indicators is available to partners in a timely manner.	6. Percent decrease in the rate of homelessness in the specified community.
			Partners use data from the shared measurement system to make decisions.	7. Percent decrease in the foreclosure rate in the specified community.
			Sufficient funding and resources area available to support the technology platform, training and technical support.	8. Percent increase in the rate of home ownership of people with low incomes in the specified community.
			Others please list below:	9. Other (please specify)

Collective Impact Tool

HOUSING Collective Impact Example

Middle Years				Late Years
Behavior Change	**Systems Change**			
Behavior Change: To what extent and in what ways are formal actors, organizations/institutions or individuals making changes in their work or their behavior as it relates to the goals of the effort?	**Systems Change: (1) To what extent and in what ways are the flows of philanthropic and public funding shifting to support the goals of the effort?** **(2) To what extent and in what ways are social and cultural norms evolving in ways that support the goals for the effort?** **(3) What progress is being made on the effort's advocacy and public policy goals?**	**Reporting on progress toward outcomes and targets**		**Impact: Ultimate Expected Outcomes and Indicators**
Professional Practice	**Cultural Norms**			
Professional education and standards are evolving to support the goals for the effort.	Social and cultural norms that govern individual behaviors are evolving to support the behavior change goals of the effort.	1. The number (and percent) of safe and affordable housing units developed in the specified community (e.g. built or units set aside for people with low incomes).		*Summative Evaluation. These could be NPIs or other specific outcomes/targets and as such would be reported on in the* **CSBG Annual Report**
Formal actors and organizations demonstrate increased responsiveness to community needs.	**Advocacy and Public Policy** *(Please rate the following on a Likert scale of 1-5)*	2. The number (and percent) of safe and affordable housing units maintained through WAP or other rehabilitation efforts in the specified community.		
Formal actors and organizations have improved services delivery capacity.	The effort is strengthening alliances around effort policy goals.	3. The number (and percent) of safe and affordable housing units whose value and quality was improved through WAP or other rehabilitation efforts in the specified community.		
Organizational and institutional policies evolve to support the goals of the effort.	The effort is strengthening the base of support for effort policy goals.	4. The number (and percent) of shelter beds established in the specified community.		

Collective Impact Tool

Middle Years		Reporting on progress toward outcomes and targets	Late Years
Behavior Change	**Systems Change**		**Impact: Ultimate Expected Outcomes and Indicators**
Behavior Change: To what extent and in what ways are formal actors, organizations/institutions or individuals making changes in their work or their behavior as it relates to the goals of the effort?	Systems Change: (1) To what extent and in what ways are the flows of philanthropic and public funding shifting to support the goals of the effort? (2) To what extent and in what ways are social and cultural norms evolving in ways that support the goals for the effort? (3) What progress is being made on the effort's advocacy and public policy goals?		
Individual Behavior *(Please rate the following on a Likert scale of 1-5)*	**Advocacy and Public Policy** *(Please rate the following on a Likert scale of 1-5)*		
The effort is influencing changes in awareness/knowledge related to the desired behavior change.	Public policy or components of the effort's policy agenda have been adopted	5. The number (and percent) increase of shelter beds maintained in the specified community.	
The effort is influencing change in individual behavior.	Policy are being enforced and or maintained in alignment with the effort's goals.	6. Percent decrease in the rate of homelessness in the specified community.	
	Policies are blocked that are not in alignment with the effort's goals.	7. Percent decrease in the foreclosure rate in the specified community.	
		8. Percent increase in the rate of home ownership of people with low incomes in the specified community.	
	Funding Flows	9. Other (please specify)	
	Philanthropic funding in the targeted issue area/system is increasingly aligned with the goals of the effort.		
	Public funding in the targeted issue area/system targeted by the effort is increasingly aligned with the goals of the effort.		
	Philanthropic and public funders leverage funding for the targeted issue area/system through partnerships and collaborative funding efforts.		

Collective Impact Tool

HEALTH AND SOCIAL/BEHAVIORAL DEVELOPMENT Collective Impact Example

Early Years (1-3yrs) Check all that apply below:			
Initiative's Ultimate Expected Outcomes and Targets	**Common Agenda**	**Backbone Infrastructure**	**Mutually Reinforcing Activities**
These could be NPIs or other specific outcomes/targets. The outcome should indicate what you're measuring, and the targets how much and by when. Must have an outcome and specific targets set within a year. *(Select only the ones that apply to your CI)*	All participants have a shared vision for change, including a common understanding of the problem and a joint approach to solving it through agreed upon actions.	Creating and managing collective impact requires dedicated staff and strong leaders who possess a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies.	Participant activities must be differentiated while still coordinated through a mutually reinforcing plan of action.
1. Health assets or resources.	Partners have identified guiding principles that promote shared values, set the rules of engagement, and draw on best practices for collaboration in the community.	The initiative's steering committee (SC) or other leadership structure has been established.	Partners have developed and are using a collective plan of action.
a. Number (and percent) of accessible and affordable assets or resources for physical health added to the specified community.	Partners have developed a plan for learning to guide how the group will track progress and learn from the efforts of the initiative.	An effective backbone function has been identified or established.	Partners are coordinating their activities to align with the plan of action.
b. Number (and percent) of accessible and affordable assets or resources for behavioral and mental health added to the specified community.	Partners have achieved a common understanding of the problem.	The backbone infrastructure (BBI) effectively guides the initiative's vision and strategy.	Partners have filled gaps and reduced duplication of efforts.
c. The number (and percent) of healthy, accessible, and affordable food options added to the specified community.	Partners have come to consensus on the initiative's ultimate goal and committed to a shared vision for change.	The backbone infrastructure ensures alignment of existing activities and pursuit of new opportunities toward the initiative's goal.	Partners have (re)allocated resources to their highest and best use in support of the initiative.
2. Physical health, wellbeing, and development.	Partners have created a framework for change that provides a structure for how the group will split up the work and prioritize resources.	The backbone infrastructure supports the collection and use of data to promote accountability learning and improvement.	**Others please list below:**
a. Decrease in infant mortality rate in the specified community.	Partners have committed to solving the problem using an adaptive approach with clearly articulated strategies and agreed upon actions.	When relevant, the backbone infrastructure supports the development of policy goals and ways to achieve them.	
b. Decrease in childhood obesity rate in the specified community.	The development of the common agenda has included a diverse set of voices and perspectives from multiple sectors.	The backbone infrastructure is helping to align sufficient funding to support the initiative's goals.	
c. Decrease in adult obesity rate in the specified community.	**Others please list below:**	**Others please list below:**	
d. Increase in child immunization rate in the specified community.			
e. Percent decrease in uninsured families in the specified community.			

Collective Impact Tool

HEALTH AND SOCIAL/BEHAVIORAL DEVELOPMENT Collective Impact Example

Initiative's Ultimate Expected Outcomes and Targets	Common Agenda	Backbone Infrastructure	Mutually Reinforcing Activities
Early Years (1-3yrs) Check all that apply below:			
These could be NPIs or other specific outcomes/targets. The outcome should indicate what you're measuring, and the targets how much and by when. Must have an outcome and specific targets set within a year. *(Select only the ones that apply to your CI)*	All participants have a shared vision for change, including a common understanding of the problem and a joint approach to solving it through agreed upon actions.	Creating and managing collective impact requires dedicated staff and strong leaders who possess a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies.	Participant activities must be differentiated while still coordinated through a mutually reinforcing plan of action.
3. Behavioral and Mental health, emotional wellbeing, and development.			
a. Percent decrease in teen pregnancy rate in the specified community.			
b. Percent decrease in unplanned pregnancies in the specified community.			
c. Percent decrease in rate of substance use in the specified community (e.g. cigarettes, prescription drugs, narcotics, alcohol).			
d. Decreased number (and percent) in domestic violence occurrences in the specified community.			
e. Decreased number (and percent) in child and elder abuse and neglect cases in the specified community.			
4. Public Safety.			
a. Percent decrease in recidivism rate in the specified community.			
b. Percent decrease in non-violent crime rate in the specified community.			
c. Percent decrease in violent crime rate in the specified community.			
d. Decreased number (and percent) in teens involved with the juvenile court system in the specified community.			
5. The number (and percent) of emergency management plans created and/or enhanced in the specified community (earthquake, hurricane, tornado proofing, flood measures, other strategies against natural disasters).			
6. Other Outcome Indicator.			

Collective Impact Tool

HEALTH AND SOCIAL/BEHAVIORAL DEVELOPMENT Collective Impact Example

Early Years (1-3yrs) Check all that apply below:				
Continuous Communication		**Shared Measurement**		**Reporting on progress toward outcomes and targets**
Consistent and open communication is needed across the many players and among external stakeholders to build trust, assure mutual objectives, and create common motivation.		Collecting data and measuring results consistently across all participants ensures that efforts remain aligned and participants hold each other accountable.		
	Structures and processes are in place to engage CI partners, keeping them informed and inspired.		Targets are agreed upon and established.	**1. Health assets or resources.**
	Structures and processes are in place to engage the CI initiative's external stakeholders, keeping them informed and inspired.		Partners understand the value of the shared measurement system.	a. Number (and percent) of accessible and affordable assets or resources for physical health added to the specified community.
	Others please list below:		The process of designing and managing the shared measurement system is participatory and transparent.	b. Number (and percent) of accessible and affordable assets or resources for behavioral and mental health added to the specified community.
			The shared measurement system has been designed to track progress toward the CI's outcomes.	c. The number (and percent) of healthy, accessible, and affordable food options added to the specified community.
			The shared measurement system is well-designed and user friendly.	**2. Physical health, wellbeing, and development.**
			Quality data on a set of meaningful indicators is available to partners in a timely manner.	a. Decrease in infant mortality rate in the specified community.
			Partners use data from the shared measurement system to make decisions.	b. Decrease in childhood obesity rate in the specified community.
			Sufficient funding and resources area available to support the technology platform, training and technical support.	c. Decrease in adult obesity rate in the specified community.
			Others please list below:	d. Increase in child immunization rate in the specified community.
				e. Percent decrease in uninsured families in the specified community.
				3. Behavioral and Mental health, emotional wellbeing, and development.
				a. Percent decrease in teen pregnancy rate in the specified community.
				b. Percent decrease in unplanned pregnancies in the specified community.
				c. Percent decrease in rate of substance use in the specified community (e.g. cigarettes, prescription drugs, narcotics, alcohol).
				d. Decreased number (and percent) in domestic violence occurrences in the specified community.
				e. Decreased number (and percent) in child and elder abuse and neglect cases in the specified community.

Collective Impact Tool

HEALTH AND SOCIAL/BEHAVIORAL DEVELOPMENT Collective Impact Example

Early Years (1-3yrs) Check all that apply below:				
Continuous Communication		**Shared Measurement**		**Reporting on progress toward outcomes and targets**
Consistent and open communication is needed across the many players and among external stakeholders to build trust, assure mutual objectives, and create common motivation.		Collecting data and measuring results consistently across all participants ensures that efforts remain aligned and participants hold each other accountable.		
				4. Public Safety.
				a. Percent decrease in recidivism rate in the specified community.
				b. Percent decrease in non-violent crime rate in the specified community.
				c. Percent decrease in violent crime rate in the specified community.
				d. Decreased number (and percent) in teens involved with the juvenile court system in the specified community.
				5. The number (and percent) of emergency management plans created and/or enhanced in the specified community (earthquake, hurricane, tornado proofing, flood measures, other strategies against natural disasters).
				6. Other Outcome Indicator.

Collective Impact Tool

HEALTH AND SOCIAL/BEHAVIORAL DEVELOPMENT Collective Impact Example

Middle Years		Late Years
Behavior Change / **Systems Change**	**Reporting on progress toward outcomes and targets**	**Impact: Ultimate Expected Outcomes and Indicators**

Behavior Change	Systems Change	Reporting on progress toward outcomes and targets	Impact: Ultimate Expected Outcomes and Indicators
Behavior Change: To what extent and in what ways are formal actors, organizations/institutions or individuals making changes in their work or their behavior as it relates to the goals of the effort?	**Systems Change: (1) To what extent and in what ways are the flows of philanthropic and public funding shifting to support the goals of the effort?** **(2) To what extent and in what ways are social and cultural norms evolving in ways that support the goals for the effort?** **(3) What progress is being made on the effort's advocacy and public policy goals?**		
Professional Practice	**Cultural Norms**		*Summative Evaluation. These could be NPIs or other specific outcomes/targets and as such would be reported on in the* **CSBG Annual Report**
Professional education and standards are evolving to support the goals for the effort.	Social and cultural norms that govern individual behaviors are evolving to support the behavior change goals of the effort.	**1. Health assets or resources.**	
Formal actors and organizations demonstrate increased responsiveness to community needs.	**Advocacy and Public Policy** *(Please rate the following on a Likert scale of 1-5)*	a. Number (and percent) of accessible and affordable assets or resources for physical health added to the specified community.	
Formal actors and organizations have improved services delivery capacity.	The effort is strengthening alliances around effort policy goals.	b. Number (and percent) of accessible and affordable assets or resources for behavioral and mental health added to the specified community.	
Organizational and institutional policies evolve to support the goals of the effort.	The effort is strengthening the base of support for effort policy goals.	c. The number (and percent) of healthy, accessible, and affordable food options added to the specified community.	
Individual Behavior *(Please rate the following on a Likert scale of 1-5)*	Public policy or components of the effort's policy agenda have been adopted	**2. Physical health, wellbeing, and development.**	
The effort is influencing changes in awareness/knowledge related to the desired behavior change.	Policy are being enforced and or maintained in alignment with the effort's goals.	a. Decrease in infant mortality rate in the specified community.	
The effort is influencing change in individual behavior.	Policies are blocked that are not in alignment with the effort's goals.	b. Decrease in childhood obesity rate in the specified community.	
	Funding Flows *(Please rate the following on a Likert scale of 1-5)*	c. Decrease in adult obesity rate in the specified community.	
	Philanthropic funding in the targeted issue area/system is increasingly aligned with the goals of the effort.	d. Increase in child immunization rate in the specified community.	
	Public funding in the targeted issue area/system targeted by the effort is increasingly aligned with the goals of the effort.	e. Percent decrease in uninsured families in the specified community.	
	Philanthropic and public funders leverage funding for the targeted issue area/system through partnerships and collaborative funding efforts.		

Collective Impact Tool

HEALTH AND SOCIAL/BEHAVIORAL DEVELOPMENT Collective Impact Example

Middle Years				Late Years
Behavior Change		Systems Change		
Behavior Change: To what extent and in what ways are formal actors, organizations/institutions or individuals making changes in their work or their behavior as it relates to the goals of the effort?		Systems Change: (1) To what extent and in what ways are the flows of philanthropic and public funding shifting to support the goals of the effort? (2) To what extent and in what ways are social and		Reporting on progress toward outcomes and targets	Impact: Ultimate Expected Outcomes and Indicators
Professional Practice *(Please rate the following on a Likert scale of 1-5)*		Cultural Norms *(Please rate the following on a Likert scale of 1-5)*			
				3. Behavioral and Mental health, emotional wellbeing, and development.	*Summative Evaluation. These could be NPIs or other specific outcomes/targets and as such would be reported on in the **CSBG Annual Report***
				a. Percent decrease in teen pregnancy rate in the specified community.	
				b. Percent decrease in unplanned pregnancies in the specified community.	
				c. Percent decrease in rate of substance use in the specified community (e.g. cigarettes, prescription drugs, narcotics, alcohol).	
				d. Increase in child immunization rate in the specified community.	
				e. Decreased number (and percent) in child and elder abuse and neglect cases in the specified community.	
				4. Public Safety.	
				a. Percent decrease in recidivism rate in the specified	
				b. Percent decrease in non-violent crime rate in the	
				c. Percent decrease in violent crime rate in the specified community.	
				d. Decreased number (and percent) in teens involved with the juvenile court system in the specified community.	
				5. The number of emergency management plans created and/or enhanced in the specified community (earthquake, hurricane, tornado proofing, flood measures, other strategies against natural disasters).	
				6. Other Outcome Indicator.	

Collective Impact Tool

CIVIC ENGAGEMENT AND COMMUNITY INVOLVEMENT Impact Example

Early Years (1-3yrs) Check all that apply below:			
Initiative's Ultimate Expected Outcomes and Targets	**Common Agenda**	**Backbone Infrastructure**	**Mutually Reinforcing Activities**
These could be NPIs or other specific outcomes/targets. The outcome should indicate what you're measuring, and the targets how much and by when. Must have an outcome and specific targets set within a year. *(Select only the ones that apply to your CI)*	All participants have a shared vision for change, including a common understanding of the problem and a joint approach to solving it through agreed upon actions.	Creating and managing collective impact requires dedicated staff and strong leaders who possess a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies.	Participant activities must be differentiated while still coordinated through a mutually reinforcing plan of action.
NATIONAL GOAL 2: Communities where people with low-incomes live are healthy and offer economic opportunity.	Partners have identified guiding principles that promote shared values, set the rules of engagement, and draw on best practices for collaboration in the community.	The initiative's steering committee (SC) or other leadership structure has been established.	Partners have developed and are using a collective plan of action.
1. The percent increase of donated time to support Community Action's delivery of services and/or implementation of strategies to address conditions in the specified community.	Partners have developed a plan for learning to guide how the group will track progress and learn from the efforts of the initiative.	An effective backbone function has been identified or established.	Partners are coordinating their activities to align with the plan of action.
2. The percent increase of donated resources to support Community Action's delivery of services and/or or implementation of strategies to address conditions in the specified community.	Partners have achieved a common understanding of the problem.	The backbone infrastructure (BBI) effectively guides the initiative's vision and strategy.	Partners have filled gaps and reduced duplication of efforts.
3. The percent increase of people participating in public hearings, policy forums, community planning, or other advisory boards related to Community Action's delivery of service and/or or implementation of strategies to address conditions in the specified community.	Partners have come to consensus on the initiative's ultimate goal and committed to a shared vision for change.	The backbone infrastructure ensures alignment of existing activities and pursuit of new opportunities toward the initiative's goal.	Partners have (re)allocated resources to their highest and best use in support of the initiative.
4. Other Outcome Indicator.	Partners have created a framework for change that provides a structure for how the group will split up the work and prioritize resources.	The backbone infrastructure supports the collection and use of data to promote accountability learning and improvement.	**Others please list below:**
	Partners have committed to solving the problem using an adaptive approach with clearly articulated strategies and agreed upon actions.	When relevant, the backbone infrastructure supports the development of policy goals and ways to achieve them.	
	The development of the common agenda has included a diverse set of voices and perspectives from multiple sectors.	The backbone infrastructure is helping to align sufficient funding to support the initiative's goals.	
NATIONAL GOAL 3: People with low-incomes are engaged and active in	**Others please list below:**	**Others please list below:**	
1. Increased percent people with low incomes who support Community Action's delivery of service and/or implementation of strategies to address conditions in the specified community.			
2. Increased percent of people with low incomes who acquire and maintain leadership roles with Community Action or other organizations within the specified community.			
3. Other Outcome Indicator.			

Collective Impact Tool

CIVIC ENGAGEMENT AND COMMUNITY INVOLVEMENT Collective Impact Example, cont.

Early Years (1-3yrs) Check all that apply below:				
Continuous Communication		**Shared Measurement**		
Consistent and open communication is needed across the many players and among external stakeholders to build trust, assure mutual objectives, and create common motivation.		Collecting data and measuring results consistently across all participants ensures that efforts remain aligned and participants hold each other accountable.		Reporting on progress toward outcomes and targets
	Structures and processes are in place to engage CI partners, keeping them informed and inspired.		Targets are agreed upon and established.	**NATIONAL GOAL 2: Communities where people with low-incomes live are healthy and offer economic opportunity.**
	Structures and processes are in place to engage the CI initiative's external stakeholders, keeping them informed and inspired.		Partners understand the value of the shared measurement system.	1. The percent increase of donated time to support Community Action's delivery of services and/or implementation of strategies to address conditions in the specified community.
	Others please list below:		The process of designing and managing the shared measurement system is participatory and transparent.	2. The percent increase of donated resources to support Community Action's delivery of services and/or or implementation of strategies to address conditions in the specified community.
			The shared measurement system has been designed to track progress toward the CI's outcomes.	3. The percent increase of people participating in public hearings, policy forums, community planning, or other advisory boards related to Community Action's delivery of service and/or or implementation of strategies to address conditions in the specified community.
			The shared measurement system is well-designed and user friendly.	4. Other Outcome Indicator.
			Quality data on a set of meaningful indicators is available to partners in a timely manner.	
			Partners use data from the shared measurement system to make decisions.	
			Sufficient funding and resources area available to support the technology platform, training and technical support.	**NATIONAL GOAL 3: People with low-incomes are engaged and active in building opportunities in communities.**
			Others please list below:	1. Increased percent people with low incomes who support Community Action's delivery of service and/or implementation of strategies to address conditions in the specified community.
				2. Increased percent of people with low incomes who acquire and maintain leadership roles with Community Action or other organizations within the specified community.
				3. Other Outcome Indicator.

Collective Impact Tool

CIVIC ENGAGEMENT AND COMMUNITY INVOLVEMENT Collective Impact Example, cont.

Middle Years			Late Years
Behavior Change	**Systems Change**		
Behavior Change: To what extent and in what ways are formal actors, organizations/institutions or individuals making changes in their work or their behavior as it relates to the goals of the effort?	Systems Change: (1) To what extent and in what ways are the flows of philanthropic and public funding shifting to support the goals of the effort? (2) To what extent and in what ways are social and cultural norms evolving in ways that support the goals for the effort? (3) What progress is being made on the effort's advocacy and public policy goals?	Reporting on progress toward outcomes and targets	**Impact: Ultimate Expected Outcomes and Indicators**
Professional Practice	**Cultural Norms**		
Professional education and standards are evolving to support the goals for the effort.	Social and cultural norms that govern individual behaviors are evolving to support the behavior change goals of the effort.	**NATIONAL GOAL 2: Communities where people with low-incomes live are healthy and offer economic opportunity.**	*Summative Evaluation. These could be NPIs or other specific outcomes/targets and as such would be reported on in the **CSBG Annual Report***
Formal actors and organizations demonstrate increased responsiveness to community needs.	**Advocacy and Public Policy** *(Please rate the following on a Likert scale of 1-5)*	1. The percent increase of donated time to support Community Action's delivery of services and/or implementation of strategies to address conditions in the specified community.	
Formal actors and organizations have improved services delivery capacity.	The effort is strengthening alliances around effort policy goals.	2. The percent increase of donated resources to support Community Action's delivery of services and/or or implementation of strategies to address conditions in the specified community.	
Organizational and institutional policies evolve to support the goals of the effort.	The effort is strengthening the base of support for effort policy goals.	3. The percent increase of people participating in public hearings, policy forums, community planning, or other advisory boards related to Community Action's delivery of service and/or or implementation of strategies to address conditions in the specified community.	
Individual Behavior *(Please rate the following on a Likert scale of 1-5)*	Public policy or components of the effort's policy agenda have been adopted	4. Other Outcome Indicator.	
The effort is influencing changes in awareness/knowledge related to the desired behavior change.	Policy are being enforced and or maintained in alignment with the effort's goals.		
The effort is influencing change in individual behavior.	Policies are blocked that are not in alignment with the effort's goals.		
	Funding Flows	**NATIONAL GOAL 3: People with low-incomes are engaged and active in**	
	Philanthropic funding in the targeted issue area/system is increasingly aligned with the goals of the effort.	1. Increased percent people with low incomes who support Community Action's delivery of service and/or implementation of strategies to address conditions in the specified community.	
	Public funding in the targeted issue area/system targeted by the effort is increasingly aligned with the goals of the effort.	2. Increased percent of people with low incomes who acquire and maintain leadership roles with Community Action or other organizations within the specified community.	
	Philanthropic and public funders leverage funding for the targeted issue area/system through partnerships and collaborative funding efforts.	3. Other Outcome Indicator.	

Collective Impact Tool

OTHER Collective Impact Example

	Early Years (1-3yrs) Check all that apply below:		
Initiative's Ultimate Expected Outcomes and Targets	**Common Agenda**	**Backbone Infrastructure**	**Mutually Reinforcing Activities**
These could be NPIs or other specific outcomes/targets. The outcome should indicate what you're measuring, and the targets how much and by when. Must have an outcome and specific targets set within a year. *(Select only the ones that apply to your CI)*	All participants have a shared vision for change, including a common understanding of the problem and a joint approach to solving it through agreed upon actions.	Creating and managing collective impact requires dedicated staff and strong leaders who possess a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies.	Participant activities must be differentiated while still coordinated through a mutually reinforcing plan of action.
		Partners have identified guiding principles that promote shared values, set the rules of engagement, and draw on best practices for collaboration in the community.	The initiative's steering committee (SC) or other leadership structure has been established.	Partners have developed and are using a collective plan of action.
		Partners have developed a plan for learning to guide how the group will track progress and learn from the efforts of the initiative.	An effective backbone function has been identified or established.	Partners are coordinating their activities to align with the plan of action.
		Partners have achieved a common understanding of the problem.	The backbone infrastructure (BBI) effectively guides the initiative's vision and strategy.	Partners have filled gaps and reduced duplication of efforts.
		Partners have come to consensus on the initiative's ultimate goal and committed to a shared vision for change.	The backbone infrastructure ensures alignment of existing activities and pursuit of new opportunities toward the initiative's goal.	Partners have (re)allocated resources to their highest and best use in support of the initiative.
		Partners have created a framework for change that provides a structure for how the group will split up the work and prioritize resources.	The backbone infrastructure supports the collection and use of data to promote accountability learning and improvement.	**Others please list below:**
		Partners have committed to solving the problem using an adaptive approach with clearly articulated strategies and agreed upon actions.	When relevant, the backbone infrastructure supports the development of policy goals and ways to achieve them.	
		The development of the common agenda has included a diverse set of voices and perspectives from multiple sectors.	The backbone infrastructure is helping to align sufficient funding to support the initiative's goals.	
		Others please list below:	**Others please list below:**	

Collective Impact Tool

OTHER Collective Impact Example

Early Years (1-3yrs) Check all that apply below:			
Continuous Communication	**Shared Measurement**		
Consistent and open communication is needed across the many players and among external stakeholders to build trust, assure mutual objectives, and create common motivation.	**Collecting data and measuring results consistently across all participants ensures that efforts remain aligned and participants hold each other accountable.**		**Reporting on progress toward outcomes and targets**
Structures and processes are in place to engage CI partners, keeping them informed and inspired.	Targets are agreed upon and established.		
Structures and processes are in place to engage the CI initiative's external stakeholders, keeping them informed and inspired.	Partners understand the value of the shared measurement system.		
Others please list below:	The process of designing and managing the shared measurement system is participatory and transparent.		
	The shared measurement system has been designed to track progress toward the CI's outcomes.		
	The shared measurement system is well-designed and user friendly.		
	Quality data on a set of meaningful indicators is available to partners in a timely manner.		
	Partners use data from the shared measurement system to make decisions.		
	Sufficient funding and resources area available to support the technology platform, training and technical support.		
	Others please list below:		

Collective Impact Tool

OTHER Collective Impact Example

Middle Years			Late Years
Behavior Change	**Systems Change**		
Behavior Change: To what extent and in what ways are formal actors, organizations/institutions or individuals making changes in their work or their behavior as it relates to the goals of the effort?	**Systems Change: (1) To what extent and in what ways are the flows of philanthropic and public funding shifting to support the goals of the effort?** **(2) To what extent and in what ways are social and cultural norms evolving in ways that support the goals for the effort?** **(3) What progress is being made on the effort's advocacy and public policy goals?**	**Reporting on progress toward outcomes and targets**	**Impact: Ultimate Expected Outcomes and Indicators**
Professional Practice	**Cultural Norms**		
Professional education and standards are evolving to support the goals for the effort.	Social and cultural norms that govern individual behaviors are evolving to support the behavior change goals of the effort.		*Summative Evaluation. These could be NPIs or other specific outcomes/targets and as such would be reported on in the* CSBG Annual Report
Formal actors and organizations demonstrate increased responsiveness to community needs.	**Advocacy and Public Policy** *(Please rate the following on a Likert scale of 1-5)*		
Formal actors and organizations have improved services delivery capacity.	The effort is strengthening alliances around effort policy goals.		
Organizational and institutional policies evolve to support the goals of the effort.	The effort is strengthening the base of support for effort policy goals.		
Individual Behavior *(Please rate the following on a Likert scale of 1-5)*	Public policy or components of the effort's policy agenda have been adopted		
The effort is influencing changes in awareness/knowledge related to the desired behavior change.	Policy are being enforced and or maintained in alignment with the effort's goals.		
The effort is influencing change in individual behavior.	Policies are blocked that are not in alignment with the effort's goals.		
	Funding Flows		
	Philanthropic funding in the targeted issue area/system is increasingly aligned with the goals of the effort.		
	Public funding in the targeted issue area/system targeted by the effort is increasingly aligned with the goals of the effort.		
	Philanthropic and public funders leverage funding for the targeted issue area/system through partnerships and collaborative funding efforts.		