PROPOSAL GUIDANCE
For Programs or Projects
Advancing Collective Impact Efforts in Staten Island

Purpose

To provide guidance for organizations seeking funding of programs or projects that advance collective impact efforts in Staten Island.

About The Staten Island Foundation

The Staten Island Foundation is a private foundation established in 1997 to improve the quality of life on Staten Island – particularly for the least advantaged – with a focus on improving education, health, community services and the arts. Given our mission, we constantly strive to center equity and inclusion in how we think about and approach our work. Since our inception, the Foundation has provided over $65 million to hundreds of local nonprofits, and developed strong relationships and deep knowledge of the borough’s vibrant operating ecosystem.

As a place-based funder, we have long valued collective approaches to community change and actively seek ways to strengthen one of Staten Island’s greatest assets: its willingness to come together to address complex challenges. We partner with local community, nonprofit, public and private sectors to co-create community solutions through building the collective commitment, leadership and capacity needed for positive outcomes.

About Collective Impact

Collective impact (CI) is a rigorous form of cross-sector collaboration, pioneered by John Kania and Mark Kramer of the consulting firm FSG, to address complex social and environmental challenges through systems-level, population-wide change. The CI process engages organizations and individuals across the public, private and nonprofit sectors to tackle problems that cannot be solved by any one organization or sector working alone. CI participants designate a Steering Committee, form work groups and work collaboratively to advance meaningful population-level change.

According to FSG, achieving large-scale change through CI involves five key conditions for shared success:

- **Common agenda:** 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.

- **Shared measurement:** *Collecting data and measuring results consistently* across all participants ensures efforts remain aligned and participants hold each other accountable.

- Mutually reinforcing activities: Participant activities must be **differentiated while still being coordinated** through a mutually reinforcing plan of action.

**Collective Impact Principles of Practice:**

- Design and implement the initiative with a priority placed on equity;
- Include *community members* in the collaborative;
- Recruit and co-create with cross-sector partners;
- Use data to continuously learn, adapt, and improve;
- Cultivate leaders with unique systems leadership skills;
- Focus on program and system strategies;
- Build a *culture* that fosters relationships, trust, and respect across participants;
- Customize for local context.
• Continuous communication: Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation.

• Backbone support: Creating and managing collective impact requires a separate organization(s) with staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies.

These conditions help to pave the way for early changes, which over time result in systemic and population-level change.

Learn more about CI here: https://collectiveimpactforum.org/getting-started

Why The Foundation is Pursuing This Approach & The Issues We’re Working On

The Staten Island Foundation became an early adopter of CI when we approached veteran Staten Island community health leaders, looking at data that showed poor health outcomes for Staten Island in comparison to the rest of New York City, and asked: would a collective impact approach help? In 2011, we convened and provided seed funding for our first CI initiative, the Tackling Youth Substance Abuse initiative (TYSA) of the Staten Island Partnership for Community Wellness. Together, TYSA partners went on to achieve major results — for example, in the midst of the opioid crisis they introduced the overdose-reversing drug naloxone, which has saved hundreds of Staten Island lives. TYSA is now recognized nationally as an innovative public health initiative addressing high rates of youth alcohol and substance abuse, and is supported at the federal, state and city levels. To learn more, visit: http://sipcw.org/tysa/.

Today, the Foundation is building on this success to catalyze and champion multiple CI initiatives, providing major technical assistance and financial support to address the following issues on Staten Island:

The Collective Impact Work the Foundation Seeks to Fund

<table>
<thead>
<tr>
<th>Issue</th>
<th>Name of Collective Impact Effort</th>
<th>Backbone Organization</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Youth substance misuse</td>
<td>Tackling Youth Substance Abuse</td>
<td>Staten Island Partnership for Community Wellness</td>
<td>Launched in 2011, this initiative works to decrease youth and young adult substance misuse on Staten Island. It is a dynamic partnership of private and nonprofit organizations, city and state government agencies, philanthropists, parents, teachers, teens, doctors, pharmacists, law enforcement officials, drug treatment providers, hospitals, educators and youth organizations — all working together to combat youth substance misuse.</td>
</tr>
<tr>
<td>Infant Mortality</td>
<td>Staten Island Perinatal Network</td>
<td>Community Health Center of Richmond</td>
<td>Launched in 2015, this initiative aims to improve outcomes for babies and their families, particularly where data shows disparities in communities of color. Launched with federal Healthy Start funding that required a collective impact approach, The Carmine and Lucia Buck Foundation and The Staten Island Foundation have provided additional support.</td>
</tr>
<tr>
<td>Overall well-being of children from birth to 8 years old</td>
<td>Staten Island Alliance for North Shore Children and Families</td>
<td>New York Early Childhood Professional Development Institute</td>
<td>Launched in 2016, this early childhood initiative aims to improve the overall well-being of children from birth to 8 years old on the North Shore. Alliance members work together to drive improvement in family engagement, school readiness, academic success and child health.</td>
</tr>
<tr>
<td>Childhood obesity</td>
<td>Staten Island Child Wellness Initiative</td>
<td>Staten Island Partnership for Community Wellness</td>
<td>Launched in 2015, this initiative is dedicated to improving child health and wellness in Staten Island by bringing 80% of the borough's children through 8th grade to a healthy weight by 2026. The Staten Island Foundation, an initial key funder of the backbone work of this effort, is now joined by America's Promise and New York Community Trust in supporting this effort.</td>
</tr>
<tr>
<td>Opportunity for out-of-school, out-of-work residents aged 18-24</td>
<td>Youth WINS Partnership</td>
<td>JobsFirstNYC</td>
<td>Launched in 2015, this initiative is building capacity on Staten Island to provide out-of-school, out-of-work young adults ages 18-24 with workforce development opportunities and access to college. Approximately one in five of Staten Island’s young adults, and one in four on the North Shore, is out-of-school and out-of-work. To address this complex challenge, this initiative brings a diverse group of local stakeholders together to recruit, educate and connect young adults to education, meaningful employment and, over time, financial security.</td>
</tr>
<tr>
<td>Equity in the borough’s PK-12 public education systems</td>
<td>Equity Alliance of Staten Island</td>
<td>NYCDOE District 31</td>
<td>In 2017, Carnegie Corporation of New York awarded a $1.2M grant to FSG (long-time collective impact thought partners for Staten Island), the Systems Leadership Institute and PolicyLink’s Promise Neighborhoods Institute to create transformative change in a number of PK-12 education systems across the country. Staten Island was selected to participate when The Staten Island Foundation, along with the NYC Department of Education, provided local support. This initiative combines the disciplines of systems thinking, collective impact and equity framing to increase the capacity of community and district leaders to work together and address systemic education challenges — particularly on the North Shore, where schools are ethnically and racially more diverse but have a greater concentration of school families below the poverty line, lower reading and math scores, fewer enrichment programs and lower attendance rates than schools on the South Shore.</td>
</tr>
</tbody>
</table>
Given the breadth of CI issues being addressed, The Staten Island Foundation recognizes that many people and organizations may touch on and contribute to some aspect of a CI initiative’s work across a continuum of engagement – from formal/strongly connected to informal/loosely connected to a CI initiative.

The Staten Island Foundation welcomes proposals from organizations working across this continuum to implement and advance CI initiatives. The Foundation will consider funding to support:

1. Staffing for a CI initiative’s backbone infrastructure;
2. Programs or projects formally linked with and designed to support a specific CI strategy or function;
3. Programs or projects that are informally aligned with and support the overall goals of a CI initiative.

1. Staffing for a CI initiative’s backbone infrastructure.

The backbone organization is key to the success of any CI effort. Backbones play a significant role in a CI initiative, as both change agent and infrastructure support. Backbones build strong partnerships across participant organizations, manage operations, engage with experts and are generally entrepreneurial and creative in mobilizing expertise and capacity to achieve positive outcomes. Given the nature of this work, the backbone must reinforce a CI initiative’s focus on equity and inclusion.

While the Foundation makes its own funding decisions, we work closely and in conjunction with the CI’s Steering Committee to support backbone infrastructure. The backbone role is often played by a single organization; however a shared service model across organizations may also prove effective.

The backbone is a critical function in Staten Island-wide collective impact efforts and requires a significant commitment. At a high level, the backbone helps the initiative to:

- Maintain overall strategic coherence of the effort, providing strategic oversight, external communication, research and evaluation or policy.
- Through the Steering Committee, coordinate and manage the day-to-day operations and implementation of the work, including stakeholder engagement, communications, data collection and analysis, and other responsibilities.
- Support fundraising and outreach.
- Establish and support Working Groups, providing project management, facilitation and support.

This is difficult work and requires motivation and vision to connect it to an organization’s mission, purpose and outcomes, and a deep commitment to working together as a way forward on complex issues. Prospective applicants are therefore encouraged to consider the following roles and responsibilities carefully before deciding to apply:

- Provide overall project strategic coherence.
- Serve as a neutral convener and facilitate effective dialogues while mediating any conflict among stakeholders. The backbone will need to be seen as an honest broker working on behalf of the group, rather than promoting a single viewpoint.
- Manage data collection and analysis, and utilize measurement as a tool for ongoing learning.
- Support community engagement and build key relationships. This will require a deep appreciation for Staten Island’s unique culture, history, assets and challenges, and the ability to quickly establish connections and credibility within the borough to foster trusting relationships create partnerships and build on existing initiatives.
- Develop effective communications and advocacy agendas that create a sense of urgency for change among participants, policymakers, funders and the public.
- Maintain a full-time presence in Staten Island. This will initially require hiring and sustaining 1 FTE staff member with functional skills in leadership, data, facilitation and stakeholder engagement.
- Be able to fundraise to support the backbone function when preliminary Staten Island Foundation funding winds down. While these funds may come from the backbone entity itself and/or through outside
fundraising in conjunction with fundraising for the broader collective impact effort, the backbone should nonetheless possess the capacity to raise a significant share of the required resources.

For additional background, we invite you to review the following:
- Indicators of backbone organization effectiveness (Attachment 1).
- "Backbone Structures," which includes anticipated budgets for years 1-3 (Attachment 2).
- "Backbone Starter Guide," available online at: https://bit.ly/2MzmQe4
- "Sample Backbone Activities" (Attachment 3)
- "Sample Job Descriptions" for key backbone staff (Attachment 4).

2. Programs or projects formally linked with and designed to support a specific CI strategy or function.

Organizations that are formally connected to a CI initiative also frequently require additional support to realize its potential. The Foundation is interested in supporting the work of organizations whose programs and services are directly linked to and designed to support a specific CI strategy or function.

Examples of Foundation support include:
- Programs and services that are being implemented as part of a CI initiative
- Shared measurement systems
- Research on evidence-based practices
- Evaluation and consulting assistance
- Trainings to increase stakeholder expertise in key collective impact skill sets

3. Programs or projects that are informally aligned with and support the overall goals of a CI initiative.

Organizations that are not formally connected to but align with a CI effort may contribute to its success nevertheless. The Foundation is interested in supporting the work of organizations whose programs and services support meaningful change in one of the CI issue areas the Foundation currently supports.

Examples of Foundation support include:
- Programs and services that are informally aligned with the goals of a CI initiative
- Shared measurement systems
- Research on evidence-based practices
- Evaluation and consulting assistance
- Trainings to increase stakeholder expertise in key collective impact skill sets

Checklist for Interested Applicants

The following questions are intended to assist applicants in assessing their own capacity and interest for serving as the backbone organization. Is your organization:

☐ Currently based in Staten Island or willing to develop a full-time presence here?
☐ Perceived as a neutral convener or honest broker, not an advocate of specific viewpoints?
☐ Viewed as credible with deep relationships, partnerships, and knowledge within Staten Island?
☐ Culturally competent in working with under-resourced communities of color, with the ability to reinforce this initiative’s focus on equity and inclusion?
☐ Skilled in: strategy development, group facilitation, data analysis, advocacy or communication?
☐ Able to marshal sufficient financial resources, in conjunction with efforts of the initiative and the initial support of The Staten Island Foundation to sustain a long term CI initiative?
To Submit an Application

The Staten Island Foundation welcomes proposals from interested organizations. Each application starts with a conversation with Foundation staff. If you are given a link to apply, please address each of the following questions, describing your approach to programs and projects that support CI efforts.

1. Please choose which type of funding you are applying for:
   - Backbone organization support
   - For work to be done as part of or in alignment with an ongoing, formal collective impact initiative

2. Why do you want to serve as backbone or provide services for this effort?

3. How does this fit with your existing work or mission?

4. What obstacles might you/your organization face in working as the backbone?
   Please enter N/A if applying to provide services for a collective impact effort.

5. What challenges do you foresee for your organization to implementing this collective impact effort?
   Please enter N/A if applying to serve as the backbone organization.

6. Please detail your background in the following key areas:
   - Topical expertise in the focus area of the initiative
   - Relevant functional experience in: strategy development, group facilitation, data analysis, and public and community advocacy and communication
   - Knowledge of Staten Island, including level of knowledge, relationships, and partnerships with key stakeholders in the borough
   - Cultural competence in working with under-resourced communities of color
   - Potential to achieve anticipated outcomes/indicators of backbone effectiveness

7. If you are applying for backbone organization support how would you implement the functions of the backbone organization:
   - How would you launch, staff and sustain the backbone organization functions for which you are requesting support?
   - Please include a time estimate for how soon you could staff the effort and begin work if selected.
   - If you are not currently located in Staten Island, please indicate how would you establish a physical presence as well as build key relationships in the borough.
     If you are not applying for backbone organization support, enter N/A.

8. What is the need or problem you are seeking to address?

9. How many people do you expect to help or reach with this grant?

10. What results do you anticipate achieving with this grant?

11. Project Description and Activities:
   Please tell us what you will do and how you will do it.
   Be specific regarding your goals, the people you plan to serve, what services will be provided, what resources are necessary to achieve your goals and any potential project partners.

Questions regarding applying for funding may be emailed to watters@thestatenislandfoundation.org.
<table>
<thead>
<tr>
<th>Backbone Organization Effectiveness</th>
<th>Activities</th>
<th>Support Aligned</th>
<th>Measurement</th>
<th>Public Will</th>
<th>Advance Policy</th>
<th>Mobilize Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategies, guidance, and leadership</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Board members and key leaders increase alignment</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Partners' individual work is increasingly aligned with common agenda</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Partners publicly discuss and advocate for common agenda and goals</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Partners accurately describe the common agenda</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Partners feel supported and recognized in their work</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Partners improve efficiency of their work</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Partners improve quality of their work</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Partners increase scope and type of collaborative work</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Partners report increasing levels of trust with one another</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Relevant stakeholders are engaged in the initiative</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Partners articulate their role in the initiative</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Partners understand the value of shared data</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Partners have robust, shared decision-making capacity</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Partners utilize data in a meaningful way</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Community members are increasingly aware of the issue(s)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Community members express support for the initiative</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Community members feel empowered to engage in the initiative</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Public policy is increasingly aligned with initiative goals</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>New resources from public and private sources are being contributed to partners and initiative</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Funders are reducing funds to support initiative goals</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Funders are asking nonprofits to align to initiative goals</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

**Backbone Effectiveness: 27 Indicators**
Backbone Structures

PREPARED FOR THE STATEN ISLAND FOUNDATION

JANUARY 23, 2017
Many types of organizations can serve as backbones.
<table>
<thead>
<tr>
<th>Backbones</th>
<th>Types of Funders Based on Relationship to Local or Issue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pros</td>
<td>Examples Description</td>
</tr>
<tr>
<td>Cons</td>
<td></td>
</tr>
</tbody>
</table>

Specific Context

Backbones differ depending on local or issue.
<table>
<thead>
<tr>
<th>Partners</th>
<th>Providers</th>
<th>Senior Collaboration</th>
<th>Teamwork</th>
</tr>
</thead>
<tbody>
<tr>
<td>Helps Community</td>
<td>Providers with data</td>
<td>Listens, reinforces</td>
<td></td>
</tr>
<tr>
<td>Champions change in groups</td>
<td>Help change occur at senior level</td>
<td>Champions change</td>
<td></td>
</tr>
<tr>
<td>Implement</td>
<td>Provides data to</td>
<td>Strategy setting, goal, plan data</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Issues Complex</td>
<td>Address complex</td>
<td>Leads vision, goal, plan data</td>
<td></td>
</tr>
<tr>
<td>connects</td>
<td>Share data for use</td>
<td>Represents work</td>
<td></td>
</tr>
<tr>
<td>groups/networks</td>
<td>Reports data</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manages accountability</td>
<td>Committee</td>
<td>Oversees effort</td>
<td></td>
</tr>
<tr>
<td>Manages working committees</td>
<td>Advises steering</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Facilitator(s)**

**Data Manager**

**Project Director**

Illustration of a Backbone Structure:

Positions

Backbones typically require at least three key staff
FTEs and budgets have grown with the changing requirements of the role. In year 2, the resources required by the backbone vary with the needs of the initiatives. In some instances, budgets have remained flat or declined. In others, budget growth has occurred.

<table>
<thead>
<tr>
<th>Year 2</th>
<th>Year 2</th>
<th>Year 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Executive Director</td>
<td>1. Executive Director</td>
<td>1. Executive Director</td>
</tr>
<tr>
<td>2. Data Manager</td>
<td>2. Data Manager</td>
<td>3. Facilitator</td>
</tr>
<tr>
<td>4. Project Coordinator</td>
<td>5. Communications Manager</td>
<td>3. Facilitator</td>
</tr>
<tr>
<td>5. Communications Manager</td>
<td>6. Office Manager / Assistant</td>
<td>2. Data Manager</td>
</tr>
</tbody>
</table>

Estimated: $250K-350K

Typical Responsibilities:
- Begin implementation of strategic and target groups
- Support and coordinate existing initiatives and programs
- Build and public will and awareness
- Build public will and awareness
- Guide vision and strategy
- Guide vision and strategy

Potential Staff:
- 1 Executive Director
- 2 Data Manager
- 3 Facilitator
- 4 Project Coordinator
- 5 Communications Manager
- 6 Office Manager / Assistant

Budget: $350K-500K

Year 2

Targets:
- Measures
- Build public will and awareness
- Assist in execution of strategic and target groups
- Coordinating activities
- Support and coordinate existing initiatives and programs

Potential Staff:
- 1 Executive Director
- 2 Data Manager
- 3 Facilitator
- 4 Project Coordinator
- 5 Communications Manager
- 6 Office Manager / Assistant

Over time, the backbone's scope and budget will likely grow.
Attachment 3: List of Sample Backbone Organization Activities

Note: This material was created by and adapted from FSG’s work with the Tackling Youth Substance Abuse, Rio Grande Valley, and Health and Wellness Alliance for Children Collective Impact Initiatives. It is licensed under a Creative Commons Attribution-NoDerivs 3.0 Unported License.

Legend:

<table>
<thead>
<tr>
<th>Strategic Activities:</th>
<th>Activities that involve strategic oversight, external communication, research and evaluation, or policy.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Logistical/Tactical Activities:</td>
<td>Activities that involve logistical support, internal communication, note-taking and dissemination, and scheduling</td>
</tr>
</tbody>
</table>

1. Maintain Strategic Coherence of the Effort

A. Accountability, Evaluation, & Guidance

<table>
<thead>
<tr>
<th>I.</th>
<th>Analyze and monitor progress (including Working Group progress) against specific strategies and goals identified by Working Groups</th>
</tr>
</thead>
<tbody>
<tr>
<td>II.</td>
<td>Continue to develop outcome indicators and performance measures to evaluate progress and to inform system improvement</td>
</tr>
<tr>
<td>III.</td>
<td>Begin to collect indicators and develop data collection processes</td>
</tr>
<tr>
<td>IV.</td>
<td>Encourage sharing of best practices among the Steering Committee members and the Working Groups</td>
</tr>
<tr>
<td>V.</td>
<td>Monitor outcome indicators and performance measures related to Working Group to evaluate progress and to inform system improvement</td>
</tr>
</tbody>
</table>

B. Knowledge Sharing, Overall Logistical Support

<table>
<thead>
<tr>
<th>I.</th>
<th>Foster one-on-one relationships with Steering Committee members and other key stakeholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>II.</td>
<td>Coordinate research and other activities currently underway by participants in the</td>
</tr>
<tr>
<td>III.</td>
<td>Encourage sharing of best practices among the Steering Committee members and the Working Groups</td>
</tr>
<tr>
<td>IV.</td>
<td>Identify potential “quick wins” where Steering Committee can act quickly to advance a particular issue</td>
</tr>
<tr>
<td>V.</td>
<td>Monitor and enable easy dissemination of Common Agenda and/or Blueprint for Implementation (if developed)</td>
</tr>
<tr>
<td>VI.</td>
<td>Provide overall logistical support for meetings</td>
</tr>
</tbody>
</table>

2. Help Coordinate through the Steering Committee

A. Management and Facilitation

<table>
<thead>
<tr>
<th>I.</th>
<th>Identify and raise issues/concerns with the Steering Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td>II.</td>
<td>Assist development of agendas for Steering Committee meetings and other meetings as necessary</td>
</tr>
<tr>
<td>III.</td>
<td>Create decks and materials for Steering Committee meetings and other meetings as necessary</td>
</tr>
<tr>
<td>IV.</td>
<td>Maintain a high-level perspective to guide and participate in Steering Committee meetings as</td>
</tr>
</tbody>
</table>
V. Follow up and manage next steps that come out of Steering Committee and Working Group meetings, as necessary
VI. Manage meeting logistics (e.g., dial-in, attendance, cancellations, etc.)
VII. Consolidate Working Group updates for Steering Committee
VIII. Summarize meeting notes and next steps

3. Support Fundraising and Outreach

A. Coordination, Communication & Policy

I. Engage with and/or facilitate community engagement with a broader audience, as appropriate, to build buy-in from additional stakeholders
II. Facilitate communication between the Steering Committee and Working Groups to understand challenges at the Working Group level and strategic coherence at the Steering Committee level
III. Develop external communications materials and a comprehensive community engagement and communications plan
IV. Coordinate with other major initiatives in the community, as appropriate, to minimize redundancies and align strategies and actions
V. Note potential legislative agenda, policy, and funding recommendations with guidance of Working Groups and Steering Committee and serve as a go-between among the initiative and other partners advocating for particular policies
VI. Respond to requests for information by community partners and allies as appropriate, in coordination with Working Groups and Steering Committee
VII. Develop a plan for on-going funding

4. Establish and Support Working Groups

A. Establish Working Groups

I. Work with Steering Committee to develop a list of priority Working Group members and Co-Chairs
II. Invite Working Group members through letter, calls, and 1-on-1 meetings
III. Orient Working Group Co-chairs and members to their roles
IV. Establish Working Group goals with the Steering Committee, and refine with Working Group Co-Chairs

B. Project Management, Facilitation, and Support

I. Guide Working Groups to develop specific goals, metrics, and implementation strategies based on the Common Agenda
II. Assist development of meeting agendas (i.e. provide draft agenda)
III. Assist co-chairs/develop meeting materials including presentation
IV. Research topics relevant to strategy development
V. Develop talking points for Working Group co-chairs
VI. Assist Working Group co-chairs with completing report-back to groups
VII. Help Working Group co-chairs incorporate Steering Committee feedback on goals, metrics, and strategies
VIII. Follow up and manage next steps that come out of Working Group meetings
IX. Plan and schedule Working Group meetings
X. Support Working Group co-chairs to facilitate meetings
XI. Ensure attendee lists are up to date
XII. Manage meeting logistics (e.g., video conferencing, attendance, lunch, cancellations, send final lists to admin staff etc.)
XIII. Print meeting materials and talking points
Attachment 4: Sample Job Descriptions for Key Backbone Positions

Note: This material was created by and adapted from FSG’s work with the Tackling Youth Substance Abuse, Rio Grande Valley, and Health and Wellness Alliance for Children Collective Impact Initiatives. It is licensed under a Creative Commons Attribution-NoDerivs 3.0 Unported License.

Role: Project Director

Context
<Insert 1-2 paragraphs on the context for the Collective Impact initiative and the overarching goal>

Organizational Overview
<Insert 2-3 paragraphs on the organizational structure of the initiative, key partners, etc.>

Position Overview
To lead this important work, <Insert Initiative Name> is seeking a passionate and entrepreneurial Program Manager. The Program Manager will be a visionary, dynamic leader who can grow and lead the Backbone organization, facilitate the collective success of this regional effort, and serve as a public ambassador for the initiative. More specifically, the Program Manager will also drive <Insert Initiative Name>’s internal and external functions, including strategy, communications, community engagement, and data functions.

Responsibilities
The Program Manager will manage staff and systems and be accountable for nurturing the efficiency and effectiveness of both, providing high-level strategic thinking and facilitation of the <Insert Initiative Name> effort. Key responsibilities include:

Leadership:
- Provide visionary, adaptive leadership, modeling <Insert Initiative Name>’s guiding values at all times and fostering a culture that reflects them
- Developing, coaching and mentoring <Insert Initiative Name> team members
- Establishing, facilitating, and executing effective and open communication with staff, particularly related to internal decisions and strategy
- Developing systems to share organizational decisions with the <Insert Initiative Name> Steering Committee and staff members
- Identifying capacity gaps and creating hiring plans that acknowledge and plan for possible organizational growth and shrinking

Strategic coherence:
- Maintaining understanding of current implementation challenges and developing comprehensive solutions to address them
- In concert with relevant Working Groups, developing annual legislative agenda, policy and funding recommendations with guidance of the <Insert Initiative Name> Steering Committee
- Providing direction and support to partner organizations in aligning their work to the Common Agenda (e.g., identifying opportunities for program work to support specific goals)
- Acting as a neutral arbiter and helping resolve disputes or disagreements in direction among workgroups and Steering Committee
- Developing advocacy priorities and coordinate supporting activities of partners

Supporting Steering Committee and Working Group meetings:
Providing support to Steering Committee and Working Group Co-Chairs to facilitate meetings, assisting in preparation of meeting materials, etc.

- Providing regular reports on progress against goals and indicators
- Building and maintaining relationships with Steering Committee, Working Group Co-Chairs, and Working Group members

**Fund development:**
- Identifying potential funding sources to support *<Insert Initiative Name>*’s goals and priorities:
  - Writing grants, as needed, or overseeing work of grantwriter
  - Working with implementing agencies to provide information to support their grant applications
  - Overseeing *<Insert Initiative Name>* grant reporting to funders as required
- Providing support and guidance to partner organizations in aligning resources to *<Insert Initiative Name>* agenda (e.g., supporting identification of grant opportunities that align to *<Insert Initiative Name>* goals)
- Tracking all *<Insert Initiative Name>* funding, including funds from partner organizations
- Developing relationships with potential funders and participating in relevant networks

**Working with community partners:**
- Coordinating research and other activities with initiative partners to minimize redundancies and align strategies and actions, including conducting individual outreach and education as needed
- Updating outreach strategy as new needs emerge
- Coordinating with other projects and coalitions in the same field to maintain a full understanding of the current landscape of local and regional activities, and integrating their work into Steering Committee and Working Group processes
- Building and maintaining relationships with community partners

**Communications:**
- Communicating the objectives of *<Insert Initiative Name>* to the community and potential partners, including sharing the Common Agenda, Blueprint, or other collateral
- Facilitating communication between *<Insert Initiative Name>* partners and local prevention and treatment agencies by hosting regular conference calls, in-person meetings, or coordinating regular email updates to ensure alignment of activity
- Creating or managing creation of yearly summary reports of *<Insert Initiative Name>* progress for Steering Committee, Partnership Board, and external audiences
- The following duties may be done in coordination with a communications consultant or staff:
  - Developing communications materials as *<Insert Initiative Name>* evolves, potentially including summary documents, brochures, FAQs, and other items
  - Developing web and social media strategy
  - Creating press strategy, including drafting press releases, coordinating with media outlets

**Facilitation and Stakeholder Management:**
- Build the Backbone’s identity as a respected, neutral convener among a broad spectrum of local stakeholders
- Cultivate excellent working relationships with senior community leaders involved in this initiative in a way that can inspire collective action without formal authority
- Ensure effective facilitation of all Working Group meetings, and provide regular reports on group progress against goals and indicators
- Help identify and recruit additional cross-sector stakeholders to participate in the *<Insert Initiative Name>* work

**Shared Strategy and Measurement:**
• Oversee the development of a regional set of strategies that will drive transformative change in the region
• Oversee the development and implementation of a shared measurement system that will track common outcomes and indicators across the initiative and use results to inform learning and continuous improvement

Managing Internal Systems:
• Overseeing daily operations and establishing and maintaining appropriate systems for measuring necessary aspects of operational management
• Selecting, contracting with, and overseeing work of consultants as appropriate (e.g., data management, grantwriting, etc.)
• Monitoring and reporting on operational issues, opportunities, and achievements within agreed formats and timelines
• Identifying improvements in use of data-driven decision-making and ensuring that data is collected, integrated, and communicated effectively across the organization

Data Collection, Analysis, and Reporting:
• Coordinating indicator refinement with Working Groups and Steering Committee
• Ensuring all partners are aware of targets and indicators
• Creating or managing creation of yearly summary reports of <Insert Initiative Name> progress for Steering Committee and external audiences
• Overseeing work of data manager or consultant

Reporting Relationships
The Program Manager will be responsible for recruiting and hiring top talent, building and managing a highly functioning team, and will report to the <Insert Initiative Name> Steering Committee.

Requisite Qualifications
This is an outstanding opportunity to play a critical role in <insert description of the challenge initiative is trying to address>. Therefore, first and foremost, the Program Manager must be committed to the mission and overarching goals of <Insert Initiative Name>.

Additionally, the successful candidate will be able to demonstrate:
• At least 5-10 years of relevant work experience, including at least 3 years managing teams in a fast-paced and high-growth nonprofit, social enterprise, or business start-up environment
• At least five years of fundraising experience and demonstrated success in cultivating fundraiser relationships
• The executive presence to inspire confidence and passion in both internal and external audiences
• Advanced strategy and planning skills, including an ability to think strategically on both organizational and systemic levels over multi-year horizons
• Strong data acumen and ability to oversee complex shared-measurement systems
• Strong facilitation and presentation skills before multiple types of audiences
• Experience with complex project management and stakeholder management
• Existing relationships with, or ability to build relationships with, a cross-sectoral range of stakeholders in the local or regional area, including senior executives
• A track record of leading, inspiring, and developing high performance teams
• Outstanding communication and interpersonal skills, with the ability to build authentic relationships with a diverse set of high profile stakeholders
• Comfort with ambiguity and ability to thrive in a fluid, entrepreneurial environment; willingness to “roll up one’s sleeves” and extend beyond formal responsibilities based on the needs of the work

Desired Qualifications
• Advanced degree in business, education, policy, or related field
• Experience in a start-up environment
• Familiarity with the local area and/or focus of the initiative
• *Language abilities, if needed*

**Compensation**
Compensation for the position is competitive and commensurate with experience.

**Start Date**
<*Insert ideal start date*>  

**Application Instructions**
The Search Committee is soliciting nominations and expressions of interest *immediately*. Nominations or applications (with current resume, letter of interest, and salary requirements) should be sent confidentially, electronically, and *ideally before <insert date>* to: 
<*Insert relevant contact information*>
Role: Project Coordinator

Context
<Insert 1-2 paragraphs on the context for the Collective Impact initiative and the overarching goal>

Organizational Overview
<Insert 2-3 paragraphs on the organizational structure of the initiative, key partners, etc.>

Position Overview
In order for the <Insert Initiative Name> to achieve its ambitious mission, a dynamic and detail-oriented coordinator is required. The Project Coordinator will be part of a small team responsible for driving <Insert Initiative Name>’s work forward, in particular supporting day-to-day communications, day-to-day administration, community engagement, and data functions.

Responsibilities
The Project Coordinator will provide day-to-day support and facilitation of the <Insert Initiative Name> effort. Key responsibilities include:

Working with community partners:
• Developing and maintaining a list of community partners and upcoming events
• Organizing outreach against that list of community partners and upcoming events, including following-up as needed
• Coordinating research and other activities with initiative partners to minimize redundancies and to align strategies and actions, including conducting individual outreach and education as needed
• Working with Program Manager to update outreach strategy as new needs emerge
• Working with Program Manager to coordinate with other related projects and coalitions (i.e., in the same field) to maintain a full understanding of the current landscape of local and regional activities, and integrating their work into Steering Committee and Working Group processes
• Securing letters of support from elected officials and community partners
• Building and maintaining relationships with community partners

Strategic coherence:
• Maintaining understanding of current implementation challenges and developing comprehensive solutions to address them
• Developing, maintaining, and monitoring set of pending and potential legislative and policy priorities, to support Working Group development of annual legislative agenda, policy and funding recommendations
• In partnership with Program Manager, providing support to partner organizations in aligning their work to the Common Agenda (e.g., identifying opportunities for program work to support specific goals)
• In partnership with Program Manager, acting as a neutral arbiter and helping resolve disputes or disagreements in direction among Working Groups and Steering Committee
• Coordinating advocacy supporting activities of partners

Communications:
• Communicating the objectives of <Insert Initiative Name> to the community and potential partners, including sharing the Common Agenda, Blueprint, or other collateral
• Facilitating ongoing communication between <Insert Initiative Name> partners by hosting regular conference calls, in-person meetings, or coordinating regular email updates to ensure alignment of activity
• Planning and managing logistics of, and attending, community events
• Creating or managing creation of yearly summary reports of <Insert Initiative Name> progress for Steering Committee and external audiences
• The following duties may be done in coordination with a communications consultant or Program Manager:
  o Developing communications materials as <Insert Initiative Name> evolves, potentially including summary documents, brochures, FAQs, and other items;
  o Developing web and social media strategy;
  o Compiling and maintaining list of press clippings; and
  o Creating press strategy, including drafting press releases, coordinating with media outlets

Fund development and management:
• Working with Program Manager to identify potential funding sources to support <Insert Initiative Name>’s goals and priorities:
  o Writing grants, as needed, or coordinating work of grantwriter
  o Working with implementing agencies to provide information to support their grant applications
  o Coordinating <Insert Initiative Name> grant reporting to funders as required
• Tracking all <Insert Initiative Name> funding, including allocated funds from partner organizations

Data collection, analysis, and reporting:
• Coordinating indicator refinement with Working Groups and Steering Committee
• Working with Program Manager to ensure all partners are aware of targets and indicators
• Creating or managing creation of yearly summary reports of <Insert Initiative Name> progress for Steering Committee, Partnership Board, and external audiences
• Coordinating work of Data Manager or consultant.

Reporting Relationships
The Project Coordinator will be responsible for building and maintaining strong relationships with the community, day-to-day coordination of the effort and its many moving parts, and being part of a highly functioning team. The Project Coordinator will report to the <Insert Initiative Name> Program Manager.

Requisite Qualifications
This is an outstanding opportunity to play a critical role in <insert description of the challenge initiative is trying to address>. Therefore, first and foremost, the Project Coordinator must be committed to the mission of <Insert Initiative Name>.

Additionally, the successful candidate will be able to demonstrate:
• A minimum of 3 years work experience including 1 or more years of proven community outreach and coordination experience
• Demonstrated success in building and maintaining relationships with senior executives
• The presence to inspire confidence and passion in external audiences and to build effective relationships with a range of stakeholders
• Advanced project management skills
• Ability to thrive in a fluid, unstructured, entrepreneurial environment without formal training;
• Flexibility and the ability to work autonomously as well as take direction as needed
• Commitment to the collective impact concepts
• Strong analytical and critical thinking skills
• Strong community engagement and facilitation skills
• Excellent interpersonal and communication skills (written and oral)
• Experience fundraising or grantwriting
• Existing relationships with, or ability to build relationships with, a cross-sectoral range of stakeholders in the local or regional area, including senior executives

Desired Qualifications
• Experience in a start-up environment;
• Familiarity with the local area and/or focus of the initiative

Compensation
Compensation for the position is competitive and commensurate with experience.

Start Date
<Insert ideal start date>

Application Instructions
The Search Committee is soliciting nominations and expressions of interest immediately. Nominations or applications (with current resume and letter of interest) should be sent confidentially, electronically, and ideally before <insert date> to:
<Insert relevant contact information>.
Role: Data Manager

Context
<Insert 1-2 paragraphs on the context for the Collective Impact initiative and the overarching goal>

Organizational Overview
<Insert 2-3 paragraphs on the organizational structure of the initiative, key partners, etc.>

Position Overview
The Data Manager will lead the planning, analysis, reporting, and coordination for <Insert Initiative Name>’s overall data needs and data infrastructure. The collection, analysis and reporting of data is a major strategic component of the <Insert Initiative Name> effort.

Responsibilities
The Data Manager will participate fully as a key team member in all aspects of the Collective Impact initiative, with a particular focus on the following areas:

Data Collection:
- Inventory existing data landscape for the initiative — including sources, accessible data, and major gaps — and create a plan to collect all data needed for the success of the effort
- Negotiate and draft data sharing agreements with relevant institutions and facilitate data collection
- Cultivate relationships with key data partners; work with these partners to secure timely access to data to support the initiative’s needs
- Coordinate access to and use of data across complementary initiatives

Data Analysis:
- Develop and implement a work plan to produce annual data “dashboard” and results reports
- Analyze or oversee analysis of data to glean useful insights for the Working Group, Strategy Groups, and other local and statewide audiences
- Help to select and oversee the use of high quality data management systems
- Work with partner organizations to prepare topical data reports
- Manage and coordinate all data-related consultant work
- Support the use of data for key project partners, and work with relevant partners to respond to ad-hoc data requests and projects

Internal and External Communication:
- Synthesize data analysis into clear, relevant, and visually appealing materials that can be used by the Working and Strategy Groups to make strategic decisions
- Intelligently and creatively present data in a way that can be easily and quickly grasped by external stakeholders wishing to learn more about the initiative
- Identify and prepare data content for seminars, forums and public communications and presentations
- Interact with outside agencies, consultants, and the public to plan, coordinate and provide periodic progress reports regarding the project’s data work
- Staff relevant work groups, including a data advisory team, to the Collective Impact Initiative

Reporting Relationships
The Data Manager will report to the <Insert Initiative Name> Project Coordinator.
Requisite Qualifications
This is an outstanding opportunity to play a critical role in <insert description of the challenge initiative is trying to address>. Therefore, first and foremost, the Data Manager must be committed to the mission of <Insert Initiative Name>.

Additionally, the successful candidate will be able to demonstrate:
• Bachelor’s degree in a relevant field. An advanced degree is preferred
• At least three years of experience in data analysis and reporting, including a strong command of statistical and data analysis tools and methods
• Experience with complex project management and multiple stakeholder needs
• Good working knowledge of relevant data and databases; experience helping practitioners use data to improve performance is preferred
• Ability to clearly communicate technical information to a wide variety of audiences, possess strong written and oral communications skills
• Results oriented skill at leading and participating in teams, and ability to manage multiple and complex objectives and tasks concurrently with tight deadlines
• Outstanding organizational and interpersonal skills, and ability to function well in high pressure and small team environments
• Comfort with ambiguity and ability to thrive in a fluid, entrepreneurial environment; willingness to “roll up one’s sleeves” and extend beyond formal responsibilities based on the needs of the work

Compensation
Compensation for the position is competitive and commensurate with experience.

Start Date
<Insert ideal start date>

Application Instructions
The Search Committee is soliciting nominations and expressions of interest immediately. Nominations or applications (with current resume and letter of interest) should be sent confidentially, electronically, and ideally before <insert date> to:
<Insert relevant contact information>.