Bright Beginnings Theory of Action 7.7.16

	Exploring	Developing	Fostering	Integrating	Applying
Common Vision: All participants share a vision for change that includes a common understanding of the problem and a joint approach to solving the problem through agreed-upon action.	A diverse set of voices and perspectives from multiple sectors develop the common agenda through a common vision statement.	Information is consistently shared on the state of the issue. Dialogues are held to discuss the issue.	CATs consistently inform the community of progress;	CATs effectively communicate attribution of success and recognition of challenges	Communities are implementing systems change and see indicators improving
	All relevant sectors and constituencies pledge commitment	CAT partners achieve a common understanding of the problem	Larger community is aware of CAT work	Systems have been established that hold each other accountable to both celebrate successes and recognize challenges	
	Members of the target population help shape the common agenda	Partners and the broader community articulate the problem	CATs consistently mobilize the community to prioritize the indicators		
Mutually Reinforcing Activities A diverse set of stakeholders, typically across sectors, coordinate a set of differentiated activities through a mutually reinforcing plan of action.	CATs develop a shared valued and accountability statement	CATS develop an action plan that clearly specifies the activities that different partners have committed to implementing	Partners coordinate their activities to align with the Action Plan	Partners strategically (re)allocate resources to their highest and best use in support of the Collective Impact Initiative	Communities are implementing systems change and see indicators improving
	CATs identify opportunities and barriers to improving early childhood	Partners collaborate within and across working groups	Partners routinely review programs and systems to ensure consistent feedback and improvement	CATs have financial and community resources aligned to what works to improve community level outcomes	
		CAT members sign agreements to share relevant data	Funders of partner organizations align their resources to support the Action Plan	CATs have sustainable funding for multiple years	
Shared Measurement All participating organizations agree on the ways success will be measured and reported, with a short list of common indicators identified and used for learning and improvement.	Partners understand the value of the shared measurement system.	Develop a data sharing agreement	Partners use a reporting and reflection of data (feedback loop) for decision making	Partners use a reporting and reflection of data (feedback loop) for decision making	Communities are implementing systems change and see indicators improving
	Partners understand the strengths and challenges of their communities	CAT members sign agreements to share relevant data	CATs continually review selected indicators for accuracy and validity	CATs consistently share appropriate data across partners in a timely manner to enable continuous improvement for the prioritized indicators	
	CATs conduct an asset mapping of current early childhood development resources in the community	CATs adopt a shared data system for recording indicator aggregate data	Quality data on a set of meaningful indicators is available to partners in a timely manner	Partners have the capacity to use a compatible data system	
	CATs prioritize core indicator(s)	Partners have a common understanding of data and terms	CATs adapt the shared data system to report on individual data		

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Continuous Communication — All players engage in frequent and structured open communication to trust, assure mutual objectives, and create common motivation.	Partners discuss and advocate for the goals of the Initiative	The Initiative engages external stakeholders in regular meetings and integrates their feedback into the overall strategy	An external communications plan communicates to the larger community the impact of the Initiative	Partners identify activities/practices that are improving community level outcomes and spread these to increase access and impact	Communities are implementing systems change and see indicators improving
		A series of talking points and presentations exist for a variety of different audiences to connect with the Initiative	Structures and processes are in place to engage the Initiative's external stakeholders, keeping them informed and inspired		
		A variety of different outreach methods, including website, social media, etc. promote the Initiative			
Backbone/Infrastructure Support — An independent, funded staff dedicated to the initiative provides ongoing support guiding the initiative's vision and strategy, supporting aligned activities, establishing shared measurement building public will, advancing policy, and mobilizing resources.	An Initiative Steering Committee is established	The Steering Committee effectively guides the Initiative's vision and strategy	The Steering Committee regularly reviews data from the shared measurement system on progress toward goals and uses it to inform strategic decision making	The Steering Committee and Backbone help align sufficient funding to support the Initiative's goals	Communities are implementing systems change and see indicators improving
	The Initiative includes a diverse set of voices and perspectives from multiple relevant sectors and constituencies	The Backbone effectively informs the Steering Committee members in issues of strategic importance	The Backbone and Steering Committee visibly and vocally communicates the importance of the shared measurement system for the Initiative	The Steering Committee and Backbone create paths for and recruit new partners to engage	
	An effective Bright Beginnings Backbone is established	The Steering Committee and Backbone reach out to policymakers and build relationships	The Backbone provides project management support connecting partners to discuss opportunities, challenges, gaps and overlaps	The Steering Committee and Backbone build public will, consensus, and commitment to the Initiative's goals	
	The Backbone staff is respected by important partners and external stakeholders		The Backbone and Steering Committee celebrate and disseminate achievements of Collective Impact partners internally and externally	New resources from public and private sources contribute to the Initiative	
	An effective accountability structure exists for the Monterey County Children's Council and the Bright Beginnings Backbone			The Steering Committee and Backbone seek out opportunities for alignment with other efforts	
		CAT representatives help identify local, state and national policies they would like to work on.	The Backbone equips partners for effective advocacy	Local communities have the necessary policies in place to sustain improvement	
	Policy Advocacy Network represents a range of communities and partners, including CATs	The Policy Advocacy Network strategizes on policy issues.	CAT members actively participate in Bright Beginnings Policy Advocacy Network events and trainings	The Policy Advocacy Network actively work at implementing local policies to support ECD	

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Learning Culture All participants contribute to an environment dedicated to learning from what has worked and what hasn't, through support, trust and respect.	The Initiative establishes structures and processes to support ongoing learning	The Initiative establishes a culture of trust respect and humility among partners	The Initiative utilizes systems and established structures to make data informed decisions	The Initiative shifts the culture to one of more openness, transparency and inclusion	Communities are implementing systems change and see indicators improving
	Partners regularly make time for group reflection and discussion	People of different cultures and backgrounds feel respected and heard within the Initiative	The Initiative actively solicits and acts on feedback from community members and other external partners	Decision-making processes are open and transparent	
				Partners feel included in major decision-making processes	
Collective Impact Capacity The Initiative has the skills, talents and resources necessary to support moving forward with the vision and mission.	The Initiative has influencers and champions that command the respect of a broader set of stakeholders and bring others to the table	CATs identify the resources necessary to move the Initiative forward	The skills and capacities of participating CAT organizations improve	Sufficient funding is available over a multi-year period to support the Initiative's work	Communities are implementing systems change and see indicators improving
	Leadership of the Initiative comes from multiple sectors with the ability to shift both the public and private sector	An Anchor agency helps to facilitate the CAT process.	Participating organizations report improved management and administrative capacity	Sufficient operating support is available to enable backbone staff and the Initiative's leadership to fulfill their responsibilities	
				Funding received by the Initiative is supportive of the top strategies and approaches used by the Initiative	