



The **COMMUNITY** Foundation *for* Greater New Haven

Developing Outcomes & Outcome Measures

January 30th, 2026

Webinar Overview

1. Trust-Based Evaluation & Results Based Accountability Frameworks
2. Community vs. Organizational Impact
3. Developing Community Impact Outcomes
4. Developing Organizational Impact Outcomes
5. Putting it all together – Outcomes, Measures, & Statements
6. Break Out
7. Q&A



Trust Based Evaluation & Results Based Accountability Frameworks

Trust Based Framework for Learning & Evaluation



Three Strategies for Understanding Impact

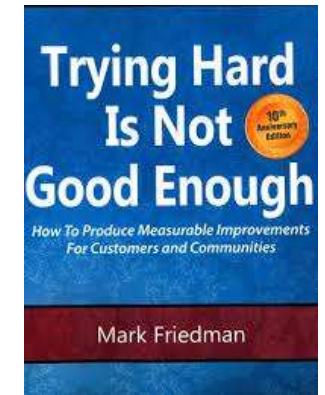
1. Learning for Accountability
2. Learning for Decision Making
3. Learning for Long-Term Impact

“Impact measurement as an opportunity to learn about what is working and what’s not” -- on BOTH ends

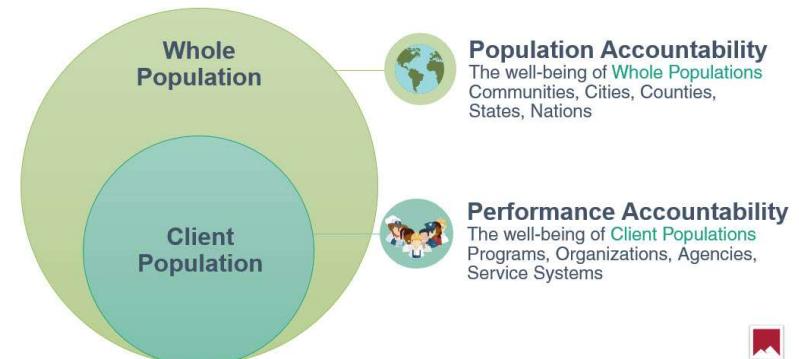
<https://www.trustbasedphilanthropy.org/resources-articles/tbp-cei-learning-evaluation-framework>

Results Based Accountability

- Developed by Mark Friedman, Fiscal Policies Studies Inst., (2005)
- Licensed to Clear Impact



- Starts at the end, asking what changes you want to see? What is different and is anyone or anything better off?
- Whole Population vs Client Population



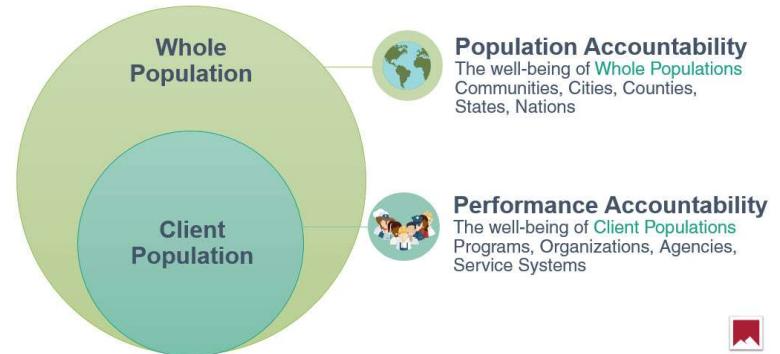
<https://clearimpact.com/>

Results Based Accountability

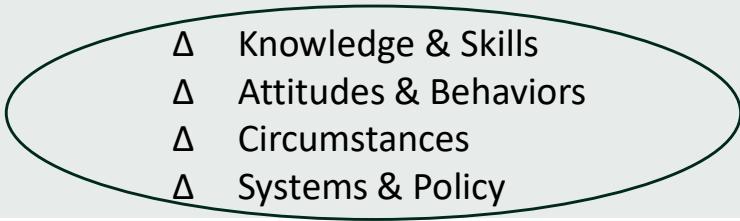
- Population Accountability → Community Indicators

- Performance Accountability → Performance or Outcome Measures

- How much did we do?
- How well did we do it?
- Is anyone better off?



Performance Accountability

	QUANTITY	QUALITY	
Effort	How much did we do? # of people served # of services/activities	How well did we do it? % satisfied % served well	Outputs
Effect	Is anyone better off? What is the change (▲)?  <ul style="list-style-type: none">△ Knowledge & Skills△ Attitudes & Behaviors△ Circumstances△ Systems & Policy		Outcomes

Key Terms

Goals

Broad statements describing the change a project aims to create in response to a social issue, without using numerical targets.

Activities

The specific actions a program carries out to engage participants and deliver its services.

Outcomes

The meaningful changes in knowledge, skills, attitudes, behaviors, or circumstances that result from the program.

Outcome Measures

The numerical indicators used to show whether the intended outcomes were achieved.

Goals describe the broad, long-term change a project hopes to contribute to in the community. **Outcomes** describe the specific, measurable changes that participants experience because of the program.

Community vs. Organizational Impact

Community Impact

- *Your external facing work:*
How a community or target population changes based on your organization's activities or actions

Organizational Impact

- *Your internal facing work:*
How an organization improves internally to better support mission, operations and sustainability

Developing Community Impact Outcomes

Outcomes: Impact on Target Population or Community

▲ Knowledge & Skills

▲ Attitudes & Behaviors

▲ Circumstances

▲ Systems & Policy

Outcomes: Impact on Target Population or Community

Knowledge & Skills



- Students *improved math scores* by 75%
- Clients *strengthened their understanding* of their legal rights
- Council members' *increased awareness* of human trafficking

* Change or impact described using verb/action word

Outcomes: Impact on Target Population or Community

Attitudes & Behaviors



- Clients reported feeling a *greater sense of purpose*
- An *increased* # of participants *enrolled* in vocational programming post high school
- Teens *abstained* from alcohol and cigarettes.

* Change or impact described using verb/action word

Outcomes: Impact on Target Population or Community

Changes in Circumstances



- Participants *increased* their *wages*
- Clients *maintained* or *improved* their *social supports*
- Mothers *improved* their *credit scores*
- Residents *became* *homeowners*

* Change or impact described using verb/action word

Outcomes: Impact on Target Population or Community

Changes in Systems or Advancement in Policies



- The NHPS system *adopted new policies and practices* that supported early learning.
- 50 *new small businesses signed on* to the Paid Family Leave Campaign

* Change or impact described using verb/action word

Developing Organizational Impact Outcomes

Outcomes: Impact on Organization

▲ Program Effectiveness

▲ Organizational Development

▲ System Strength

www.tccgrp.com/resource

Outcomes: Impact on Organization

Program Effectiveness



- *Improved* program quality
- *Increased* programming
- *Launch* of new or innovative programming
- *Reduced* program costs
- *Program expansion*

* Change or impact described using verb/action word

Outcomes: Impact on Organization

Organizational Development



- Increased/improved capacity (fundraising, infrastructure, finances, knowledge management, evaluation)
- Improved staffing and/or volunteer effectiveness or skills
- Completed strategic plans
- Increased financial stability
- Program expansion

Outcomes: Impact on Organization

System Strength



- Improved strategic alliances and partnerships
- Organization leadership expands from internal to field leadership
- Greater adaptability and nimbleness
- Strengthened field networks and field cohesion
- Enhanced senior capacity
- Improvements in overall capacity

Putting it All Together



Defining Outcomes & Outcome Measures

	OUTCOMES	OUTCOME MEASURES
Definition	Specific changes in those you serve or the conditions in your environment as a result of program activities or specified action	Data you will collect and analyze to indicate achievement toward the stated outcomes – often expressed in percentages or #'s
Examples	<ul style="list-style-type: none">○ Students' improved math scores○ Increased household income for low-income families○ Reduced evictions for veterans○ Increased organizational effectiveness	<ul style="list-style-type: none">○ % of students with improved math scores○ % of families that increase household income by 10%○ % reduction in the number of veterans experiencing evictions○ # of organizational credentials received in 2025

Outcome Statements



Describe what the target group will experience, receive, or understand as a result of the activity, service, or process



Outcome Statements – Community Impact

Who/What (the target subject)	Describe the Change (action word)	Degree of Change (optional)	Activities or Intervention (what will completed)
High schoolers	improve leadership skills		mentorship programming
Low-income families	increase their use of support services	by 25%	referrals to local organizations
Community gardens	reduce sewer contamination		implementation of a waste management plan
The Paid Leave Campaign	additional small business sign-ons		through outreach activities

- High schoolers will improve their leadership skills through mentorship programming
- Low-income families will increase their use of supportive services by 25% through referrals to local organizations
- Community gardens will have reduced sewer contamination through the implementation of a waste management plan
- The Paid Leave Campaign will receive additional small business sign-ons through outreach activities

Outcome Statements – Org. Impact

Who/What (the target subject)	Describe the Change (action word)	Degree of Change (optional)	Activities or Intervention (what will completed)
ABC Academy	strengthen programmatic focus		development of a strategic plan
A Better Tomorrow, Inc.	increase donor base	by 10%	launch of fundraising campaign
Brookside Community Center	increase financial stability		adoption of new accounting software

- ABC Academy will strengthen its programmatic focus through the development of a strategic plan
- A Better Tomorrow, Inc. will increase its donor base by 10% as a result of the launch of a fundraising campaign
- Haven Community Health Center will increase its financial stability through the adoption of new accounting software

<https://assessment.sl.ua.edu/develop-plan/write-an-outcome-statement/>

<https://logicmodel.extension.wisc.edu/introduction-overview/section-2-more-about-outcomes/2-14-outcome-statements/>

Thank You!

Questions?

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