



## NATIVE CDFI IMPACT MATRIX

All indicators to be explored and understood utilizing client/borrower demographics including, but not limited to: ethnicity, tribal affiliation, age, gender, location, veteran employment status, education, etc.

OUTCOME	INDICATOR(S)	DEFINITIONS	SUGGESTED METRICS/TOOLS
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### IMPACT GOAL: WEALTH CREATION

<b>SAVINGS</b>	Increase in savings account balance(s)	Total dollar amount in all savings accounts for loan and long-term technical assistance clients.	Personal balance sheet amount of assets listed in savings account(s) line item collected at baseline and follow-up.
<b>ASSET CREATION</b>	Increase in the number of homes financed by NCDFI	Number of native borrowers whose loan purpose is for home purchase in a defined time period.	Loan purpose on application and in loan software.
	Increase in the number of homes rehabilitated, financed by NCDFI	Number of native borrowers whose loan purpose is for home rehabilitation/repair in a defined time period.	Loan purpose on application and in loan software.
	Increase in the number of businesses started, financed by NCDFI	Number of native business borrowers whose loan purpose is for business start-up in a defined time period.	Loan purpose on application and in loan software.
	Increase in the number of businesses expanded, financed by NCDFI	Number of native business borrowers whose loan purpose is for business expansion in a defined time period.	Loan purpose on application and in loan software.
	Increase and/or establishment of credit score	Average score <u>established</u> by those who are either credit invisible (no credit history at all) or unscorable (often too little active credit history – otherwise known as stale -- or too short of an active credit history). And/or Change in score between baseline and follow-up.	Soft or hard credit pull at baseline and follow-up.
	Increase in net assets/net worth	Total dollar amount of all assets compared to all liabilities to calculate net worth (total liabilities subtracted from total assets)	Personal balance sheet collected at baseline and follow-up.
	Increase contribution and total amount in long-term investment related accounts	Total amount in all investment related accounts, including retirement accounts, mutual funds, stocks, bonds, and real estate.	Personal balance sheet amount of assets in long-term investment accounts collected at baseline and follow-up.



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<b>IMPACT GOAL: INDIVIDUAL EMPOWERMENT AND SELF-SUFFICIENCY</b>			
<b>LESS RELIANCE ON TRIBE AND FEDERAL GOVERNMENT</b>	Increase in the number of borrowers who return for additional services at the NCDFI.	Number of borrowers who return to NCDFI for continued services. Some examples include: <ul style="list-style-type: none"> <li>• Small business expansion loan after receiving one-on-one technical assistance or a start-up loan.</li> <li>• Movement from credit builder loan to a small business loan or homeownership loan</li> <li>• Continued advancement of financial knowledge in trainings and one-to-one technical assistance</li> </ul>	Client service activity tracked through time.
	Increase in client's ability to access outside financing opportunities after initial NCDFI participation	Borrowers who have received loans, filtered for loans outside the NCDFI. Confidence in ability to receive a loan.	Collected at follow-up and compared to baseline. <ul style="list-style-type: none"> <li>• Have you applied for a loan in the past year? (Yes/No)               <ul style="list-style-type: none"> <li>○ If no, how confident do you feel in your ability to apply for and receive a loan?</li> <li>○ If yes, were you approved for the loan?                   <ul style="list-style-type: none"> <li>▪ If yes, what institution holds the loan and what was it for?</li> </ul> </li> </ul> </li> </ul>
	Decrease client's household in use of public benefits	Percentage of client's total household income that comes from public benefits. Public benefit income categories include, but are not limited to: <ul style="list-style-type: none"> <li>• Welfare/Temporary Assistance for Needy Families (TANF); Unemployment Benefits; Supplemental Nutrition Assistance Program (SNAP, food stamps, EBT); Medicaid; General Assistance (GA); Women, Infants, and Children (WIC) Food and Nutrition Services; Low Income Home Energy Assistance Program (LIHEAP)</li> </ul>	Income worksheet asking for household income monthly and annually from all sources collected at baseline and follow-up.
	Decrease in client's household use of tribal programs	Percentage of client's total household income that comes from tribal programs (self-defined and all-encompassing of all Tribal programs).	Income worksheet asking for household income monthly and annually from all sources collected at baseline and follow-up.
<b>BANKABILITY</b>	Decrease in client's use of predatory lending	Use of predatory services. Predatory lending includes: predatory loans, money orders, check cashing, pawn shops, rent-to-own, and paycheck advances. Predatory loans are defined as: Payday loans, car title loans, or loans with abusive terms are considered predatory loans.	Collected at baseline and follow-up <ul style="list-style-type: none"> <li>• Suggested predatory services to track (Yes/No): predatory loans, money orders, check cashing services, pawn shops, rent-to-own stores, and paycheck advances.</li> </ul>
	Increase in the number of clients who have checking and/or savings account(s)	Whether or not client has a checking and/or savings account.	Collected at baseline and follow-up: <ul style="list-style-type: none"> <li>• Do you have a checking account? (Yes/No)</li> <li>• Do you have a savings account (Yes/No)</li> </ul>
	Increase in sustainable debt from mainstream financial institutions	The amount of debt obtained from mainstream banking/financial institutions.	Personal balance sheet amount listed in liabilities section for loans collected at baseline and follow-up.



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<b>IMPACT GOAL: SOVEREIGNTY</b>			
<b>ECONOMIC SELF-SUFFICIENCY OF COMMUNITY</b>	Increase in sustainability of borrower business(es)	For businesses financed by the NCDFI: Increase in annual profit and gross revenue. Progression along business development stage.	Collected at baseline and follow-up: <ul style="list-style-type: none"> <li>• What was your gross annual revenue in the last fiscal year?</li> <li>• What was your net annual business profit in the last fiscal year?</li> <li>• What stage is your business in?               <ul style="list-style-type: none"> <li>○ Seed; Start-up; Growth; Established; Expansion; Mature; Succession; Other (please specify)</li> </ul> </li> </ul>
	Increase in the number of jobs provided by borrower business(es)	<p><b>HOW TO CALCULATE JOBS</b> The reporting organization should calculate or prorate the unique contribution of jobs created or maintained by the loans that they make based on the share that the loan constitutes of the given project or business operation.</p> <p><b>CURRENT JOBS</b> Report the number of permanent full-time equivalent (FTE) jobs in the business. Reported separately for tenant businesses and construction businesses.</p> <p><b>PROJECTED JOBS</b> Report the number of permanent full-time equivalent (FTE) jobs projected to be created in the business due to this financing. Reported separately for tenant businesses and construction businesses.</p> <p><b>ACTUAL JOBS CREATED</b> Report the number of permanent full-time equivalent (FTE) jobs created in the business due to this financing. Reported separately for tenant businesses and construction businesses.</p>	Current FTE-equivalent Jobs, at baseline and follow-up. (Keep construction and tenant business jobs separate).  Projected FTE-equivalent Jobs at baseline. (Keep construction and tenant business jobs separate).  Actual FTE-equivalent Jobs Created at follow-up. (Keep construction and tenant business jobs separate).
	Increase in the number of business loans deployed by the NCDFI	Number of business loans, by type and total, deployed by the NCDFI in a defined reporting period. Total deployed since NCDFI inception.	Loan portfolio by loan type filtered by business loans.



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<b>ECONOMIC SELF-SUFFICIENCY OF COMMUNITY (CONTINUED)</b>	Increase in the number of businesses in NAICS support service categories financed by the NCDFI	Number of businesses financed in the following NAICS code categories: 5611-7 and 5619. <ul style="list-style-type: none"> <li>Office Administrative Services: NAICS 5611; Facilities Support Services: NAICS 5612; Employment Services: NAICS 5613; Business Support Services: NAICS 5614; Travel Arrangement and Reservation Services: NAICS 5615; Investigation and Security Services: NAICS 5616; Services to Buildings and Dwellings: NAICS 5617; Other Support Services: NAICS 5619</li> </ul>	Financed business NAICS Code(s)
	Increase in the number of quality jobs created/retained by borrower business(es)	A quality job meets at least three of the five categories listed <sup>1</sup> : A living wage, basic benefits, career-building opportunities, wealth-building opportunities, and/or a fair and engaging workplace.	Collected at baseline and follow-up. <ul style="list-style-type: none"> <li>Of those currently employed, How many and what percentage of workers are paid a living wage (as determined by the living wage calculator)?</li> <li>Does your business currently offer your permanent full-time employees...health insurance?; vision and/or dental insurance?; paid leave and/or paid time off?; parental leave?; retirement/401K?; other benefits (such as career advancement, training, work from home, etc.)?</li> </ul>
<b>FOOD SOVEREIGNTY AND ACCESS TO HEALTHY FOOD</b>	Increase in the number of local outlets within 20 miles of the CDFI selling healthy foods financed by NCDFI.	Number of loans financed in category of healthy foods and location in relation to CDFI.	Loan portfolio by loan type and/or description of business that includes healthy foods within a 20 miles radius of the NCDFI.

<sup>1</sup> Refer to "Moving Beyond Job Creation: Defining and Measuring the Creation of Quality Jobs" publication by Insight at Pacific Community Ventures published April 2016.



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<b>IMPACT GOAL: WHOLE PERSON WELLNESS (FINANCIAL, PHYSICAL, EMOTIONAL, AND SPIRITUAL)</b>			
<b>FINANCIAL WELLNESS</b>	Positive change in client's financial capabilities	In 2011, the Center for Financial Security launched the Financial Coaching Outcome Measures Project to test a set of standardized measures with support of the Annie E Casey Foundation. Four nonprofit community-based organizations collected data on client outcomes and shared the results to form a consistent database of similar measures. The goal of this project was to develop measures that satisfy standards of social science while also being attuned to the practical issues of data collection and analysis. Development of the Financial Capability Scale (FCS) was a result of this project.	<p>Collected at baseline and follow-up</p> <ul style="list-style-type: none"> <li>• In the last 2 months, have you paid a late fee on a loan or bill? (Yes/No)</li> <li>• I am securing my financial future. (strongly agree, agree, neither agree nor disagree, disagree, strongly disagree)</li> <li>• If you had an unexpected expense or someone in your family lost a job, got sick, or had another emergency, how confident are you that your family could come up with the money to make ends meet within a month? (not at all confident, somewhat confident, very confident)</li> <li>• How confident are you in your ability to achieve a financial goal that you set for yourself today? (not at all confident, somewhat confident, very confident)</li> <li>• Does your household have a budget, spending plan or financial plan? (Yes/No)</li> <li>• In the past three months, would you say your spending was less than, more than, or about equal to your income (do not include the purchase of a new house or car, or other big investments you may have made)?</li> </ul>
<b>PERSONAL WELLNESS</b>	Positive change in client's personal well-being	Personal well-being is subjective and defined by the client. Degree to which clients agree that they share their financial knowledge and to what degree that change is attributed to participating in CDFI programs/services.	<p>Collected at baseline and follow-up:</p> <ul style="list-style-type: none"> <li>• I share financial knowledge with family and other community members. (strongly agree, agree, neither agree nor disagree, disagree, strongly disagree)</li> </ul> <p>Collected at follow-up:</p> <ul style="list-style-type: none"> <li>• Participating in your programs and services impacted my PERSONAL WELL-BEING. (strongly agree, agree, neither agree nor disagree, disagree, strongly disagree)</li> <li>• Please explain how our programs and services have impacted your personal well-being.</li> </ul>



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<b>COMMUNITY CONNECTEDNESS</b>	Increase in total and/or diversity of ways clients have given back to their community	Total number of community-related activities clients participate in. Average number of community-related activities participated in per client.	Collected at baseline and follow-up: <ul style="list-style-type: none"> <li>• In what ways have you given back to your community?               <ul style="list-style-type: none"> <li>○ Donations of time; lending or giving money to friends and/or family; donations of professional services or goods; mentoring community members; donations of money to charitable organizations; other; I haven't yet)</li> </ul> </li> </ul>
	Increase in total and/or diversity of ways borrower businesses participate in the business community	Total number of business-related activities businesses participate in. Average number of business-related activities participated in per business client.	Collected at baseline and follow-up: <ul style="list-style-type: none"> <li>• How have you participated in the business community?               <ul style="list-style-type: none"> <li>○ Mentoring other small business owners; Subcontracting with other local businesses/individuals; Participating in business networks and organizations (please specify); Being mentored by other small business owners; Donated money to community events or businesses; Donated products/services to community events or businesses; Donated or volunteered time or personnel to community events or businesses</li> </ul> </li> </ul>
	Increased participation in community events	Community as defined by each individual; doesn't necessarily have to be Reservation-based. Events also self-defined.	Collected on baseline and follow-up: <ul style="list-style-type: none"> <li>• I regularly participate in community events. (strongly agree, agree, neither agree nor disagree, disagree, strongly disagree)</li> </ul>
	Increased pride in belonging to his/her community	Community as defined by each individual; doesn't necessarily have to be Reservation-based. Pride also self-defined.	Collected on baseline and follow-up: <ul style="list-style-type: none"> <li>• I am proud to belong to my community. (strongly agree, agree, neither agree nor disagree, disagree, strongly disagree)</li> </ul>



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<b>IMPACT GOAL: 7<sup>TH</sup> GENERATION TRANSFORMATION: <i>PASSING DOWN KNOWLEDGE/COMMUNITY COHESION</i></b>			
<b>OUTMIGRATION REDUCTION</b>	Increase in the number of Native clients that want to stay in the community	Satisfaction in housing situation. Ability to make changes in living situation, if applicable.	Collected at baseline and follow-up: <ul style="list-style-type: none"> <li>• I live in stable housing that is affordable. (strongly agree, agree, neither agree nor disagree, disagree, strongly disagree)</li> <li>• Type of housing (renting, own, motel/hotel, shelter, another person's home rent free, other)</li> <li>• Where you live (in town, out of town, other AND tribally owned land my/my family's land, other)</li> <li>• Who you live with (just myself, myself and immediate family, relatives, other)</li> </ul>
<b>YOUTH ENTREPRENEURSHIP</b>	Increase in the number of youth who gain financial skills	Age of participant (25 and under) and participation in financial classes and TA. Financial skills from financial capability and well-being areas (see suggested questions).	Collected at baseline and follow-up: <ul style="list-style-type: none"> <li>• I am securing my financial future. (strongly agree, agree, neither agree nor disagree, disagree, strongly disagree)</li> <li>• If you had an unexpected expense or someone in your family lost a job, got sick, or had another emergency, how confident are you that your family could come up with the money to make ends meet within a month? (not at all confident, somewhat confident, very confident)</li> <li>• How confident are you in your ability to achieve a financial goal that you set for yourself today? (not at all confident, somewhat confident, very confident)</li> </ul>
	Increase in the number of hours that youth participate in small businesses financed by NCFDI	Number of youth (under 25) and hours participated (interns/employees/volunteers) in financed businesses.	Collected at follow-up: <ul style="list-style-type: none"> <li>• How many youth (25 and under) participated (interns/employees/volunteers) in your small business in the past year and for how many hours?</li> </ul>
<b>CULTURAL AND HERITAGE CONNECTEDNESS AND COHESION</b>	Increase in the number of projects financed that promote youth to elder exchange	Number of loan client projects that involve youth to elder exchange.	Collected at follow-up: <ul style="list-style-type: none"> <li>• Did this loan promote interaction between youth and elders? (yes/no)</li> </ul>
	Increase in the number of projects financed that promote the use of language	Number of loan client projects that involve the use of language.	Collected at follow-up: <ul style="list-style-type: none"> <li>• Did this loan promote the use of native language? (yes/no)</li> </ul>