A Year in Review
2016-2017
Accelerating Social Change
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There are thousands of organizations working tirelessly to make an impact in the community. However, these organizations don’t typically have the expertise or capacity to meaningfully use data to drive organizational improvement. Last Fall, we launched ImpactED to meet this need.

**We accelerate social change by building data-informed organizations.**

We believe data is only useful if it can inform decisions in an ongoing, timely way, so we approach strategy, evaluation, and communications as interrelated processes rather than as separate activities.
In 2016-2017:

**Evaluation.** We conducted six evaluations for non-profits and governmental agencies, serving stakeholders in Philadelphia and across the region. Our evaluations resulted in meaningful recommendations to increase program - and organizational - effectiveness.

**Development.** We launched the Social Impact Collaborative program, training ten non-profit organizations in the region to maximize their impact by combining their passion with strategic use of data. Our unique approach increased organizations’ impact by equipping them with the information, skills, and tools they need to inform improvement and share their story with the broader community.

**What’s Next?**

For the 2017-2018 year, we are excited to announce our move to the Fels Institute of Government. Fels faculty, staff, students and alumni are at the forefront of solving pressing problems locally, nationally, and globally, and our new home at Penn will allow us to better bridge the worlds of research and practice. As we move into the next chapter of our development, we invite you to join us in supporting data-informed practices in the region.

*Warm Regards,*
Claire Robertson-Kraft
ImpactED EVALUATION

ImpactED conducts rigorous and relevant evaluation studies. Because we believe data is only useful if it can inform decisions in an ongoing, timely way, we integrate our evaluations with strategy and communications efforts and approach all of our evaluation projects with a commitment to our three core values of empathy, excellence, and continuous improvement.

☑️ **Empathy.** We are committed to understanding each of our clients’ individual needs and tailoring our approach accordingly.

☑️ **Excellence.** We are committed to ensuring that all our products meet high standards and can be used to inform organizational development.

☑️ **Continuous Improvement.** We are committed to constantly evaluating our own practice and using feedback we get from clients to improve our effectiveness.
The organizations we worked with in 2016-2017 ranged in size from startup non-profits to city agencies to state departments. Below are several featured evaluation projects.

"To support its commitment to improve customer service, the Water Department began working with ImpactED two years ago to survey its customers in a number of areas including satisfaction with water quality, general customer service received by phone and in person, construction related activities and interaction with our assistance programs. The ImpactED team guided us through the development and implementations of both surveys and focus groups. Their expertise and enthusiasm for our work resulted in concrete actions that we will be acting upon in the near future."

- Joanne Dahme, General Manager, Public Affairs, Philadelphia Water Department

PHILADELPHIA WATER DEPARTMENT
Annual City-Wide Customer Satisfaction & Experience Research

For the past two years, the City of Philadelphia acting through its water department (PWD) has committed to increasing customer satisfaction and building public support for its infrastructure investments that result in cleaner waterways. To accomplish their goals of engaging with the public, we worked with PWD to conduct a mixed methods research study of customer, construction project and customer assistance programs satisfaction.

The study consisted of a city-wide survey of over 2,000 residents and 9 focus groups with targeted customer groups, including residents affected by recently completed construction projects and recipients of the Homeowners Emergency Loan Program (HELP). The research culminated in a detailed report that will be used to inform departmental improvements.
Research demonstrates that teacher effectiveness is the most important in-school factor influencing the rate of student learning. The state of Delaware faces significant competition from surrounding states in recruiting and hiring excellent educators, resulting in a commitment to recruiting and hiring excellent educators.

To understand how these excellent educators are best selected, recruited, hired and retained, we work with the Delaware Department of Educators (DDOE) annually to gather information from district Human Resource directors and school staff about their practices. Using a comprehensive survey and selected in-depth case studies across the state, ImpactED’s research has helped shape hiring practices in Delaware over the last several years.

While the organizations we supported varied in the scope and focus of their services, all of our clients share common commitments. Each is passionate about maximizing their impact and committed to using data to inform improvements in policy and practice.
ImpactED DEVELOPMENT

ImpactED offers targeted development opportunities for organizational leaders through our Social Impact Collaborative program. Our unique three-phased approach builds organizations’ performance measurement and evaluation capacity by supporting them to refine their strategy, evaluate their impact, and share their story with the broader community.

- **Phase 1: Evaluation Strategy & Design.** Leaders built a logic model for a specific program / project / initiative / campaign that they were currently implementing and developed a set of indicators to track their performance and progress over time.

- **Phase 2: Data Collection & Analysis:** Leaders developed a data collection and analysis plan, as well as instruments (e.g., surveys, focus group protocols) for capturing information on implementation and impact.

- **Phase 3: Implementation Planning & Storytelling.** Leaders created a plan for institutionalizing data use within their organizational culture and learned strategies for sharing the impact of their work with both internal and external stakeholders.
With support from the William Penn Foundation (WPF), we piloted a nine-month training program to build the performance measurement and evaluation capacity of 10 WPF non-profits, selected from over 50 applicants.

These non-profits’ missions address a variety of critical issues affecting the region (from education, arts and culture, public space, to sustainability) and range in size from more established institutions like the Barnes Foundation to smaller start-up organizations like the Philadelphia Music Alliance for Youth.

### 2016-2017 Participating Groups:

- Barnes Foundation
- Bicycle Coalition of Greater Philadelphia
- Delaware Nature Society
- Delaware River Waterfront Corporation
- Education Law Center
- Norris Square Community Alliance
- Philadelphia Music Alliance for Youth
- Philadelphia Parks Alliance
- Philadelphia Public School Notebook
- River Network
The organizations we worked with in 2016-2017 varied in both size and focus area. Below are several featured organizations:

**Norris Square Community Alliance**
**Out-of-School Time Program**

The mission of the Norris Square Community Alliance is to empower residents to become self-reliant and to unite and build the community by developing and improving the physical, economic, social, cultural and educational aspects of the neighborhood. The NSCA Out-of-School Time (OST) program at Moffet, Hunter, and McKinley Elementary Schools offers both after-school and summer camp programs serving youth from Kindergarten through 8th grades.

Over the course of the Social Impact Collaborative program, the NSCA staff developed logic models for all of the organization’s out-of-school time programs, piloted a new student interest survey, and developed strategies for institutionalizing data collection practices within the organization.

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**The Philadelphia Parks Alliance**
**Recreation Center Initiative**

The mission of the Philadelphia Parks Alliance is to champion the public’s interest in outstanding parks, recreation, and open spaces - key to making Philadelphia a healthy, vibrant, and sustainable city for all. The Philadelphia Parks Alliance supports and advocates for Philadelphia’s playgrounds, community centers, and recreational centers through the Recreation Community Initiative.

The Parks Alliance staff builds capacity for Recreation Advisory Councils (RACs) and reignites the conversation between communities and their local recreation centers. Over the course of the Social Impact Collaborative program, they developed and piloted new data collection tools for capturing information on community needs.

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“We’ve been in the community for over 30 years now, and we’ve gotten to the point where our neighborhood is changing and we have new challenges. I think building a culture of data will be really important for our organization lasting another 30 years and retaining the community that we serve in that neighborhood for another 30 years.”
- Candace McKinley, Development & Communications, Norris Square Community Alliance

“I would highly recommend that other organizations join the Social Impact Collaborative. We were fortunate enough to start this process at a transitional point for our organization. As we’ve rebuilt our organization, it’s been useful to incorporate these changes now-- rather than months or years down the road. It’s allowed us to build data analysis into nearly all of the work we’re doing-- and better analyze our progress as we advance our mission.”
- George Matysik, Executive Director, The Philadelphia Parks Alliance
INTERESTED IN WORKING WITH ImpactED?

Below is an overview of our evaluation and development services.

Evaluation

ImpactED conducts rigorous and responsive evaluation studies. Our evaluations provide a trusted validation of organization’s work and provide insights to increase organizational effectiveness.

Evaluation Strategy Development. We believe that evaluation should align with mission. We begin all of our evaluation efforts by working with organizations to develop a clearly articulated logic model and develop focused evaluation questions and indicators that measure progress towards achieving those outcomes.

Mixed Methods Data Collection and Analysis. We specialize in mixed-methods evaluation, leveraging qualitative and quantitative sources of data to understand the implementation and impact of programs, projects, and initiatives. We systematize the processes for integrating multiple forms of data beyond the scope of our project.

Data to Action Plans. Too often, evaluation reports are not used to inform practice. We help organizations develop data use plans that inform ongoing implementation planning and strategic communication efforts.
Development

ImpactED offers targeted development opportunities for organizational leaders. We equip organizations with the information, skills, and tools they need to build performance measurement and program evaluation capacity.

Training Sessions. Our workshops and trainings are designed to provide intensive, focused opportunities for applied learning. They’re offered in a hybrid format, with both online and in-person components.

Resource Toolkit. Each one of our trainings is accompanied by a resource toolkit, which includes best practices and recommendations, as well as tools for implementation (e.g., checklists, videos).

Technical Assistance. We believe that program evaluation is an iterative process, and our technical assistance provides organizations with an opportunity to revisit past concepts and deepen their expertise in measurement and evaluation practices.
A NOTE OF GRATITUDE

Our work would not be possible without our amazing consultant team, partners, and our clients.

Thank You to Our Consultant Team

Julie Donofio
Managing Director
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Principal
Metro Metrics LLC

Peter Szabo
Founder
Bloomingdale Management Advisors

Thank You to Our Partners

Photography courtesy of Meredith Edlow.

Thank You to Our Clients

Barnes Foundation
Bicycle Coalition of Greater Philadelphia
Delaware Department of Education
Delaware Nature Society

Delaware River Waterfront Corporation
Education Law Center
Free Library of Philadelphia
Lenfest Center

Let it Ripple
Norris Square Community Alliance
Philadelphia Academy of School Leaders
Philadelphia Music Alliance for Youth

Philadelphia Parks Alliance
Philadelphia Public School Notebook
Philadelphia Water Department
River Network

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