Table of Contents

Letter from the Founder______________________________ 4
Research and Evaluation________________________________ 6
Learning and Development______________________________ 9
Our Services___________________________________________ 12
A Note of Gratitude____________________________________ 14
Letter from the Founder

“Building a culture of data will be really important for our organization impacting the community that we serve for the next thirty years.”
—ImpactED training participant

At ImpactED, we empower leaders with critical skills and data to accelerate social change. We help our clients—like the one quoted above—maximize their organization’s social impact with our customized, data-informed evaluation and organizational development.

The demand to demonstrate impact is greater than ever before. In 2017, we supported 16 organizations across the region. In 2018, we’ve more than tripled that number. Our work over the past year with 62 organizations has been both humbling and inspiring. We’ve helped organizations use data in new ways to prioritize and improve their programming. And we’ve tackled challenges alongside organizations to determine how to make this work sustainable, given staffing transitions and limited resources.

To respond to the needs of our nonprofit partners, we’ve also piloted new programs through strategic collaborations. In May, we launched the Pew Fund Evaluation Capacity Building Initiative in partnership with McClanahan Associates, Inc., to help 30 Pew Fund grantees assess and strengthen the impact of their services on the region’s most vulnerable residents. We also partnered with DiverseForce to offer DiverseForce on Boards, a board leadership training program for mid-to-senior level professionals of color, which had 24 participants and over 75 nonprofit partners in its first year.

As we embark on the new year, we are dedicated to our own continuous learning and improvement. We see tremendous promise in leveraging data to accelerate social change in the Philadelphia region. This year, we will equip hundreds of leaders with the knowledge, skills, and tools they need to increase personal and organizational effectiveness. However, we recognize that our work will only be impactful if it is accessible and responsive to organizational needs. Over the next year, we’re committed to using data to evaluate our own impact and share our learnings with the broader community. We hope you’ll participate in the conversation by following us on social media at @ImpactEDphl.

From all of us at ImpactED, thank you for your continued support.

All the best,
Claire Robertson-Kraft
Founder and Executive Director

www.impactedphl.com
ImpactED’s unique approach to research and evaluation focuses not only on data collection and analysis, but also on developing a customized evaluation strategy and plan for using data to inform action. The organizations we worked with in 2017–2018 ranged in size from startup nonprofits to city agencies to state departments. Below are several featured evaluation projects, which exemplify our goal of leveraging data to maximize organizational impact.

The Philadelphia Water Department
Annual City-Wide Customer Satisfaction and Experience Research

The Philadelphia Water Department is committed to community-responsive services and building public support for its sustainability initiatives. To accomplish their goal of engaging with the public, we have worked with PWD since 2016 to conduct a mixed-methods research study of customers’ perceptions of Philadelphia water, as well as the Department and its services.

In 2018, survey results revealed that 40% of Philadelphians primarily drink bottled water instead of tap water, and that trust in PWD varies significantly by demographic subgroups, including gender, race, levels of education, and income. These research findings led to the formation of an interdisciplinary working group funded by the Fels Policy Research Initiative. The working group’s objective is to design a program to rebrand Philadelphia tap water, and in so doing, reduce the amount of litter, waste, and storm drain backup associated with single-use plastic water bottles, and improve the overall well-being of Philadelphians.

“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 implementation 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
Free Library of Philadelphia
Impact Evaluation

The Free Library is one of the most heavily used cultural and educational institutions in Philadelphia and operates 54 public libraries, three Hot Spots, an outpost at the Philadelphia Airport, and a Regional Operations Center, all within the county of Philadelphia. In 2017, the Library welcomed more than 5 million in-person visits—plus millions more online. Beyond tracking usage, the Free Library wanted to know more about how Philadelphians viewed and used the offered services.

Over the year, we worked with the Library to better understand both the short- and long-term impact of its work throughout Philadelphia in four key areas: literacy, workforce development, small business development, and community engagement. We used existing data sources, key stakeholder interviews, and a large-scale survey of a stratified random sample of library patrons to capture the story of the Library’s impact on the lives of residents and the economy in Philadelphia.

The Barra Foundation
Sharing the Story of Impact: Philadelphia Innovation High Schools

The Barra Foundation’s Catalyst Fund supported four innovative high schools in Philadelphia: Building 21, Science Leadership Academy, the Workshop School, and Vaux Big Picture. Given Barra’s desire to share learning as part of the innovation process, the Foundation decided to embark on its first “thematic review” to look back across these models and capture learnings.

During the 2017-2018 school year, in partnership with the Foundation, we engaged in an intensive year of learning about these school models. This research culminated in a case study, a featured story, and a video for each of the participating schools, as well as an overarching report which highlighted learnings across the four schools. At a June convening, speakers from each school and The School District of Philadelphia led a conversation about what it takes to implement and sustain innovative school models.
“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
Learning and Development

ImpactED offers targeted development opportunities for nonprofit leaders and their organizations designed to build measurement and evaluation capacity and enhance strategic leadership. This past year these efforts grew significantly to include a second cohort of the Social Impact Collaborative, the Pew Fund Evaluation and Capacity Building Initiative, and the DiverseForce on Boards program.

Social Impact Collaborative (SIC)

With continued support from the William Penn Foundation (WPF), we were thrilled to welcome the second cohort of the Social Impact Collaborative, a training program which helps organizations use data to accelerate social change. In addition to the 10 nonprofits that participated in the pilot program, 10 new nonprofits have been selected from over 30 applicants to complete the program this coming year.

These nonprofits’ missions address a variety of critical issues affecting the region (including education, arts and culture, public space, and 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.

### SIC by the Numbers

- **20** organizations
- **59** leaders trained
- 100% of leaders reported that 2017 training provided concrete tools and resources
- 100% of leaders reported increased knowledge and confidence in performance measurement and evaluation practices after 2017 training

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2016-2018 Participating Organizations

- 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

2018-2019 Participating Organizations

- Community Design Collaborative
- Cooper’s Ferry Partnership
- Families Forward Philadelphia
- Fleisher Art Memorial
- Free Library of Philadelphia Foundation
- Independence Seaport Museum
- People’s Emergency Center
- Philadelphia Parks and Recreation
- Sustainable Business Network
- The Village of Arts and Humanities

@impactEDphl
The Pew Fund Evaluation Capacity Building Initiative (ECBI)

The Pew Fund for Health and Human Services in Philadelphia has launched a new evaluation capacity building initiative to help grantees assess and strengthen the impact of their services on the region’s most vulnerable residents.

Through group learning sessions and individualized coaching, the 15-month program expands the abilities of organizations to monitor their ongoing progress, use data to inform their practices, and evaluate results to determine whether goals are being met and how to make improvements.

ImpactED is partnering with McClanahan Associates, Inc., to design and teach the curriculum. The first cohort of 30 organizations is listed below.

2018-2019 Participating Organizations

Broad Street Ministry
Career Wardrobe
Center for Advocacy for the Rights and Interests of the Elderly (CARIE)
Central Behavioral Health
Community Learning Center
Drueding Center
Ed Snider Youth Hockey Foundation
ElderNet of Lower Merion and Narberth
Esperanza Health Center
Face to Face
Family Service Association of Bucks County
Garage Community and Youth Center
Intercommunity Action
Intercultural Family Services
Joseph J. Peters Institute
Lutheran Settlement House
Maternal and Child Health Consortium
Mural Arts Philadelphia
Network of Victim Assistance
Philabundance
Philadelphia Local Initiatives Support Corporation (LISC)
Project HOME
Senior Community Services
SquashSmarts
Support Center for Child Advocates
Supportive Older Women’s Network
Surrey Services for Seniors
Women Against Abuse
Women’s Opportunities Resource Center
YouthBuild Philadelphia Charter School
DiverseForce on Boards

ImpactED and DiverseForce are proud to offer this innovative board training, certification, and matching program to provide leaders of color with the knowledge, skills, and networks necessary to drive social change. The program seeks to address the underrepresentation of people of color on the over 9,000 nonprofit boards in Greater Philadelphia.

An inaugural cohort of 24 participants completed this seven-month program, learning first-hand from experienced nonprofit professionals in the areas of finance and accounting, marketing and fundraising, and strategic planning and assessment. On a scale of 0-10, 95% of participants selected “10” for how likely they would recommend the program. A second DiverseForce on Boards cohort will begin in fall 2018.

“The DiverseForce on Boards program provides the consummate opportunity to develop and hone your leadership skills, cultivate your network, and impact your communities. Not only will you be taught by engaging instructors who are experts in their own right, but you’ll interact with local leaders and even national figures! The curriculum doesn’t just teach you about the subject at hand, it also teaches you about yourself. You will grow in more ways than you know, and will leave equipped with the knowledge, skills, and confidence to change the world around you.”

—Cynthony Dench, CPA
Manager, AP Employee Programs
Comcast
Our Services

Our data-informed evaluation and development services are designed to equip organizational leaders with the knowledge, skills, and tools they need to increase their social impact.

Research and Evaluation

**Customized evaluation strategy**
We support organizations in developing a customized strategy for mapping program design and objectives, and measuring progress towards key outcomes.

**Comprehensive research**
We use qualitative and quantitative sources of data to learn about the population you serve, what they think, and what they need from your organization.

**Rigorous data collection and analysis**
We leverage qualitative and quantitative sources of data to understand the implementation and impact of programs, projects, and initiatives.

**Data-to-action planning**
We help organizations develop data use plans that inform internal programmatic improvement and deliver high-quality reports that support organizations in telling their story.
Learning and Development

**Measurement and evaluation training programs**
Offered in a hybrid format, with both online and in-person components, our measurement and evaluation trainings help your organization build internal capacity for developing evaluation strategies, collecting and analyzing data, and using data to inform action and storytelling.

**Leadership development**
We offer collaborative, customizable training programs that provide your organization’s leaders with the skills, confidence, and support they need to affect positive change.

**Retreat and meeting facilitation**
We collaborate with your organization’s leadership to facilitate board retreats, advisory board meetings, planning sessions, and conferences. We work with you to define success, produce reports, and provide suggested opportunities for ongoing work.
A Note of Gratitude

Through our customized evaluations and organizational development programs, we have cultivated an expansive network across the Greater Philadelphia region. Our work would not be possible without our talented team of coaches, instructors, partners, and clients.

Coaching and Instructional Team

Fernando Chang-Muy  
*Thomas O’Boyle Lecturer in Law*  
*University of Pennsylvania School of Law*

Julie Donofrio  
*Managing Director*  
*Penn Praxis*

Danijela Korom-Djakovic  
*Consultant*

Don Kligerman  
*President, Fairmount Ventures*

Sharmain Matlock-Turner  
*President and CEO*  
*Urban Affairs Coalition*

Annette Mattei  
*Principal*  
*Metro Metrics*

Wendy McClanahan  
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*McClanahan Associates*

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Sarah Pepper  
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Kelly Piccinino  
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Sara Shuman  
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Adela Smith  
*Vice President and Partner*  
*Fairmount Ventures*

Peter Szabo  
*Founder*  
*Bloomingdale Management Advisors*

Omar Woodard  
*Executive Director*  
*GreenLight Philadelphia*

Partners

Bloom  
*Aspire | Grow | Achieve*

McClanahan Associates  
*Evaluation for Progress*

Diverse Force  

Tech Impact  

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Clients

Barnes Foundation
The Barra Foundation
Bicycle Coalition of Greater Philadelphia
Broad Street Ministry
Career Wardrobe
Center for Advocacy for the Rights and Interests of the Elderly (CARIE)
Central Behavioral Health
City Year
Community Design Collaborative
Community Learning Center
Cooper’s Ferry Partnership
Delaware Department of Education
Delaware Nature Society
Delaware River Waterfront Corporation
Drueding Center
Ed Snider Youth Hockey Foundation
Education Law Center
ElderNet of Lower Merion and Narberth
Esperanza Health Center
Face to Face
Families Forward Philadelphia
Family Service Association of Bucks County
Fleisher Art Memorial
Free Library of Philadelphia
Free Library of Philadelphia Foundation
Garage Community and Youth Center
Girl Develop It
Independence Seaport Museum
Intercommunity Action
Intercultural Family Services
Joseph J. Peters Institute
Lenfest Center
Let it Ripple

Lutheran Settlement House
Maternal and Child Health Consortium
Meetup
Mt. Airy USA
Mural Arts Philadelphia
Network of Victim Assistance
Norris Square Community Alliance
Office of Transportation and Utility, City of Philadelphia
People's Emergency Center
Philabundance
Philadelphia Academy of School Leaders
Philadelphia Local Initiatives Support Corporation (LISC)
Philadelphia Music Alliance for Youth
Philadelphia Parks and Recreation
Philadelphia Parks Alliance
Philadelphia Public School Notebook
Philadelphia Water Department
Playworks
Project HOME
River Network
Senior Community Services
SquashSmarts
Support Center for Child Advocates
Supportive Older Women’s Network
Surrey Services for Seniors
Sustainable Business Network
The Village of Arts and Humanities
Vision Zero
Women Against Abuse
Women’s Opportunities Resource Center
YouthBuild Philadelphia Charter School