

Our promise is
to amplify the
power of giving.



HAWAI'I COMMUNITY
FOUNDATION



Measuring Your Impact





Hawai'i Community Foundation

- Statewide community foundation
- Established in 1916
- Public charity - 501(c)(3)
- Offices on Oahu, Maui, Kaua'i, and Hawai'i Island





- Steward for 700+ funds
- Administered \$572M in assets
- Awarded \$47M in grants and contracts in the community
- Distributed \$4.2M in scholarships to 1,400 students





What impact are we having?

What difference are we making?

How do we know?

How do we communicate this to donors and the community?

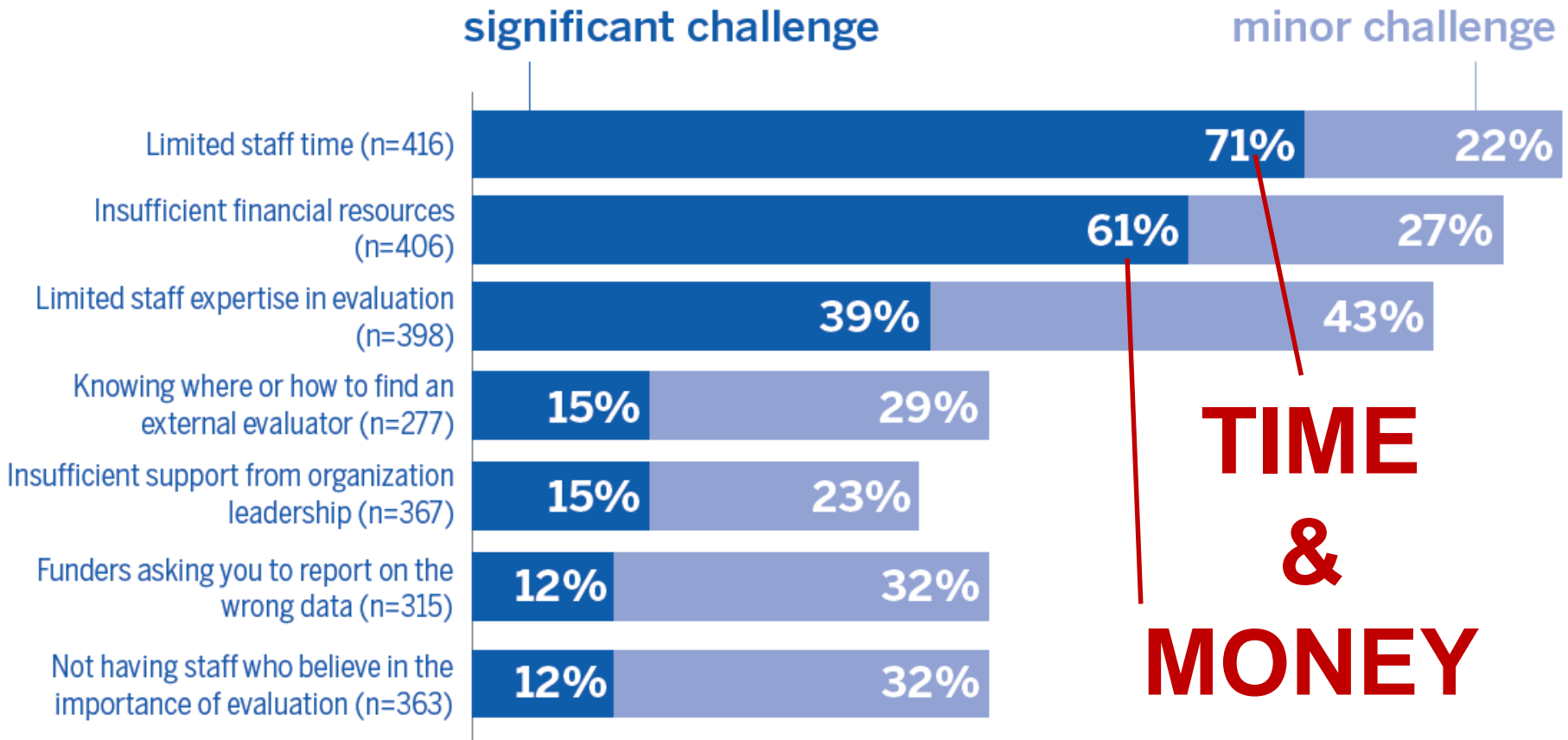


“Despite all the right intentions, the vast majority of nonprofits do not have the benefit of good information and tools to determine where they’re headed, chart a logical course, and course-correct when they’re off. They’re navigating with little more than intuition and anecdotes. Only a fortunate few have a reliable way to know whether they’re doing meaningful, measurable good for those they serve.”

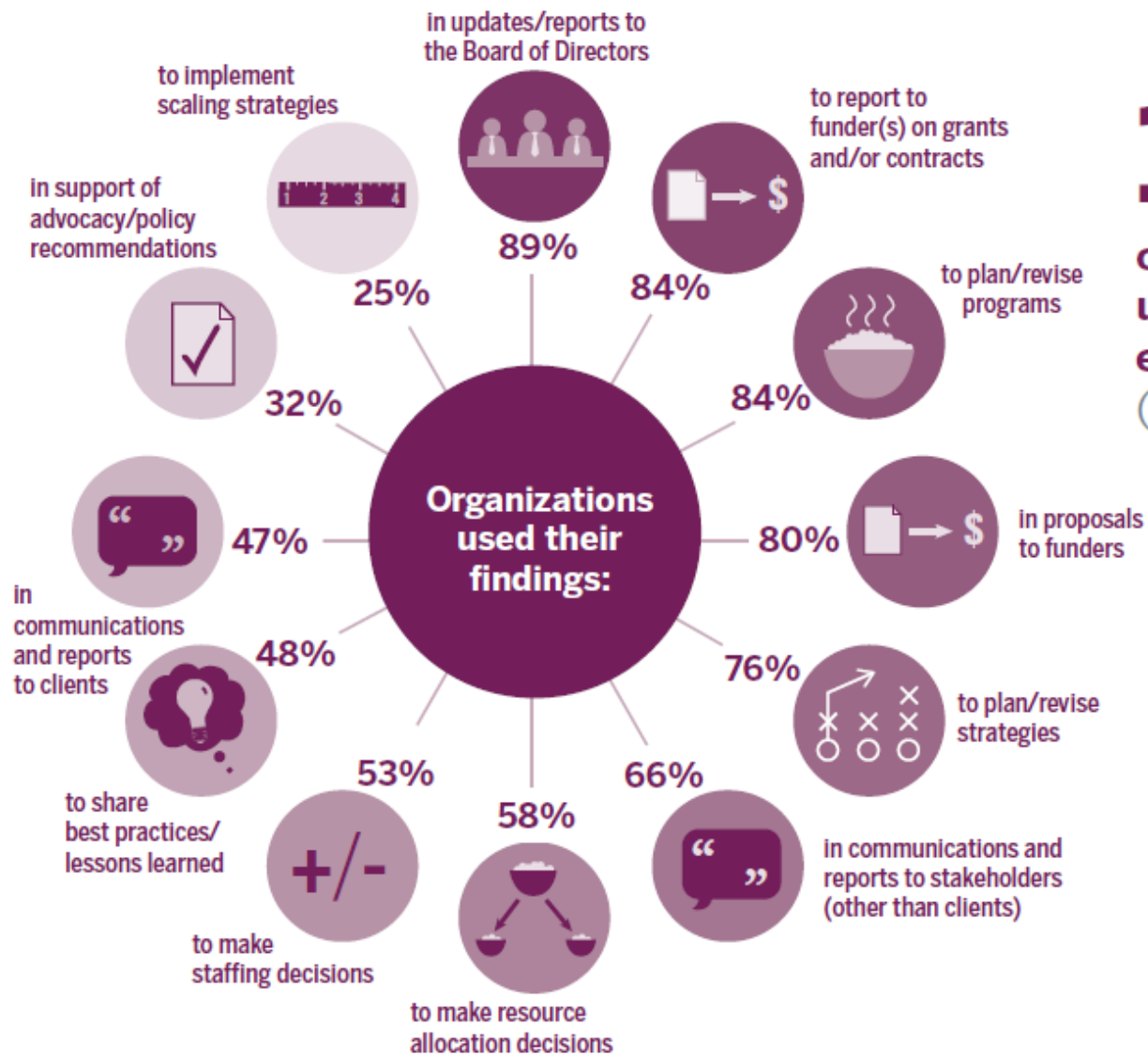
Mario Morino

Venture Philanthropy Partners

Barriers to Evaluation



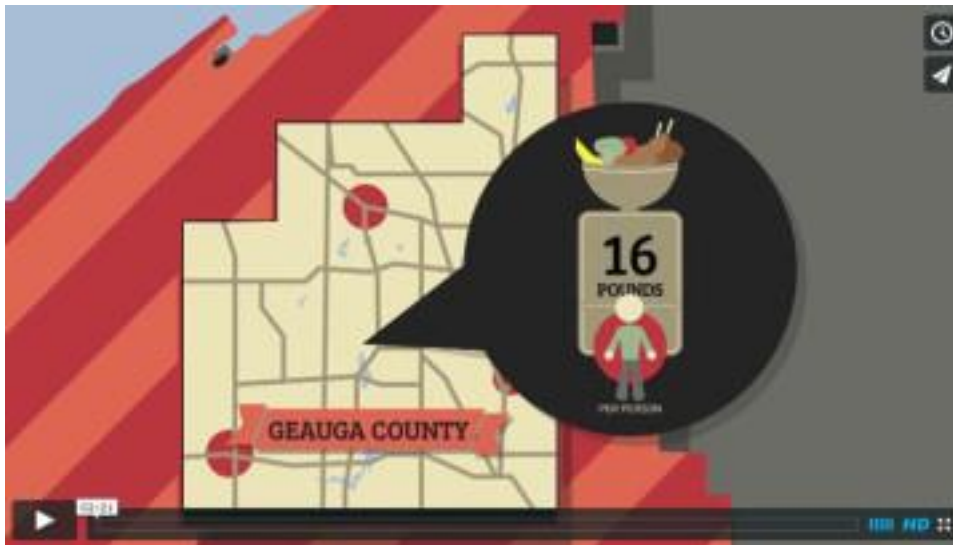
Audience & Use



100%
of organizations
used their
evaluation findings
(n=450)



No stories without data No data without stories



Greater Cleveland Food Bank

Watch the video
(copy link or click here):
[http://leapofreason.org/
video-gallery/video-
stories-substitutes-
facts/](http://leapofreason.org/video-gallery/video-stories-substitutes-facts/)

“Stories substituting for facts is not an acceptable thing; it’s like fingernails on a chalkboard.”

—Anne Goodman, Greater Cleveland Food Bank



Answer Three Questions

- 1. How much did we do? (Quantity)**
- 2. How well did we do it? (Quality)**
- 3. What difference did we make? (Impact)**
...in the lives or conditions of people, communities, environments, and/or places?



HOW MUCH DID WE DO?

**Participants, clients, customers, end users,
environment...REACHED, SERVED, SERVICED,
HELPED**

- # of individuals, families
- # of staff, # of organizations
- # of acres, # of square miles, # of gallons

Activities

- # of activities conducted or completed



HOW MUCH DID WE DO?

- 35 families served in Q1, including 62 children
- 412 individuals reached (80% of target)
- 16 acres restored (20% of area needing restoration)
- 135 cultural visitors in June 2014; 67 were first time visitors
- 12 teacher training sessions implemented with 102 teachers attending and 65 teachers attending all sessions



HOW MUCH DID WE DO?

Things to
consider

- # of _____
 - How are we counting/recording?
 - Special groups to count separately (*like males vs females, kama'āina vs visitors*)
- Totals and unduplicated counts
 - *Count each person or acre only once even if served more than once*
- % of target or goal, % of need
- Timeframe...over what time period



HOW WELL DID WE DO?

Measures of Quality

- Timeliness** - % of referrals completed in 24 hours
 - Attendance** - % clients completing all activities
 - Satisfaction** - % clients satisfied with service
 - Costs per unit** - \$ per acre cleared (or costs savings, volunteer labor)
 - Standards** - Industry measure, comparison to peer organizations (e.g., youth per worker ratio, % staff with certification, % programs meeting cultural preservation standards)
- (TASCS)**



Things to
consider

HOW WELL DID WE DO?

What is unique about the way your organization delivers services? What do your clients/community tell you? 75% of our clients tell us that our organization is the only one that consistently treats them with respect and makes them feel welcome

How do you know your clients/community think your organization does high quality work? 80% of our participants come from word-of-mouth referrals

Are there data that you already collect that we can use?

Is there a report available from an organization like yours?



WHAT DIFFERENCE DID WE MAKE?

Who (or what) is better off?

CHANGES IN:

- **B**ehavior
- **A**ttitude, **A**ppreciation
- **C**ircumstances, **C**onditions
- **K**nowledge
- **S**kills

(BACKS)



WHAT DIFFERENCE DID WE MAKE?

Some examples:

- % families in permanent housing
- % students who understand basics of music composition and % who can compose their own song at the end of classes
- % returning audience members (from community, visitors)
- Area/volume of land/water now meeting clean/safe standards
- Reduction in % area children exposed to environmental toxins/unsafe conditions
- **NO CHANGE**— #/% cultural and environmental assets were preserved



WHAT DIFFERENCE DID WE MAKE?

ARTS & CULTURE	ENVIRONMENT
<p>Skills in performance, participation & creation</p> <p>New audience members</p> <p>Exposure to new art/experience</p> <p>Value, enjoyment, engagement (<i>as reported by audience, participants</i>)</p> <p>Preservation of historic culture & art</p>	<p>Changes in the conditions of land/air/water/flora/place</p> <p>Changes in the people that live and visit that place</p> <p>Preservation of place and natural resources</p>
COMMUNITY & CIVIC ENGAGEMENT	
<p>Engagement and civic involvement (e.g., voting, voter registration, participation, volunteerism)</p> <p>Increase in local/resident/youth leadership of issues and actions</p> <p>Community understanding and support for key issues</p> <p>Ability of community groups to organize and respond to key threats/opportunities</p> <p>Community representation and voice in deliberation and decisionmaking</p>	



WHAT DIFFERENCE DID WE MAKE?

- Focus on a few measures—Communicate the most important ones
- Different measures may be needed for different programs
- Funders often ask for specific result measures—do they match the data you have? Can you negotiate/offer up options?
- Sometimes you only have data that is close but not exactly on target—a proxy or intermediate measure
 - For example—*In my family asset building program, I don't know the exact increase in income of my clients but I know that 45% of our clients opened new savings accounts*



Some Advice

- Listen to your community...how do they describe the impact and effect of your organization's work
- Assess and measure to learn and improve...be an organization that learns
- Be practical – there's no reason to do (or measure) everything



FREE
Resources

to help you get started



Trying Hard Is Not Good Enough

*How to Produce Measurable Improvements
for Customers and Communities*

Mark Friedman

Results Based Accountability

RAguide.org



“A MUST-READ FOR NONPROFIT LEADERS.”

—GEOFFREY CANADA, FOUNDER, HARLEM CHILDREN'S ZONE

LEAP OF REASON

MANAGING TO OUTCOMES

IN AN ERA OF SCARCITY

Mario Morino

WITH ESSAYS BY EXPERTS AND PRACTITIONERS “WALKING THE TALK”

A VENTURE PHILANTHROPY PARTNERS PUBLICATION

“ This vitally important book picks up where *Leap of Reason* left off. ”

— Phil Buchanan, Center for Effective Philanthropy

Working Hard & Working WELL

A Practical Guide to

PERFORMANCE MANAGEMENT

FOR LEADERS SERVING
CHILDREN, ADULTS, AND FAMILIES

David E. K. Hunter

A SLEEVES-ROLLED-UP COMPANION TO *LEAP OF REASON*

FREE



HAWAI'I COMMUNITY
FOUNDATION
Amplify the Power of Giving



We help those
who do good,
do greater.