



CITY ALIVE DATA IMPACT & EVALUATION TEAM (DIET)

Albuquerque, New Mexico

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DIET MEMBERS AND COLLABORATORS

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DIET Collaborators: Tara Gohr, Grant Plant; Aly Sanchez, Grant Plant; Blayne Greiner, Roanhorse Consulting

BUILDING THEORY OF CHANGE AND PROGRAM PERFORMANCE METRICS

- DIET worked with the Leadership Table and various program partners to develop an agreed upon set of short, medium, and long-term performance and population level measures
- The Theory of Change concept was used in this work, which helps connect each of the program activities with the long term goals of job creation and economic mobility

THEORY OF CHANGE EXAMPLE

- We provide technical assistance (to child care providers) [Strategy]
 - **So That**
- Child care providers increase their knowledge about preventing communicable diseases [Outcome]
 - **So That**
- Child care providers implement sanitary practices in their child care centers or homes [Outcome]
 - **So That**
- Children in child care centers and homes have fewer communicable diseases [Outcome]
 - **So That**
 - Children are healthy and safe [Goal]

THEORY OF CHANGE

- ❑ **Molino Theory of Change:** By creating and adopting a common language, common referral system, and a technology platform among the entrepreneurial service providers in the entrepreneurial ecosystem, we can increase the usage of these services, simplify the process, and improve overall effectiveness for and satisfaction by the people using the system
- ❑ **Co-Op Capital Theory of Change:** By working with existing community agencies to add co-op capital to their suite of services, partnering with traditional financial institutions to create a complete banking platform, reallocating existing resources (including utilization of different sources of funding for collateral), and linking support services, we can increase new starts among female and minority entrepreneurs and help stabilize, sustain, and grow new main street and micro businesses
- ❑ **Innovation Academy Theory of Change:** By allowing students to pursue their interests in innovation, creativity and entrepreneurship with world-class support from a research university truly interested in their success, they can start their new enterprise while completing their degree program

THEORY OF CHANGE

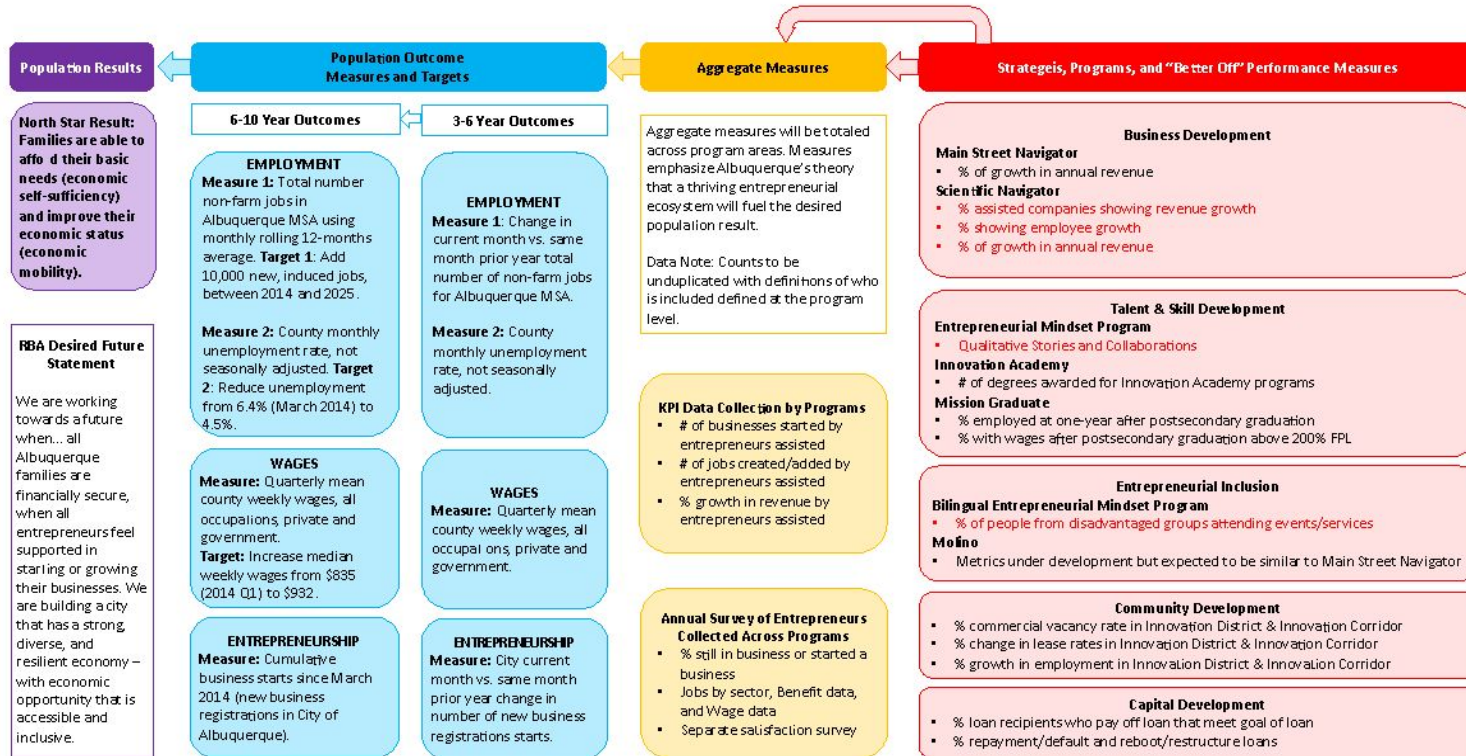
- ▣ **Mission: Graduate:** By helping students envision and plan for their futures; connecting them to a wide range of career exploration experiences; helping them explore post-high school educational options aligned with their career strengths and interests; and building partnerships between schools and employers, we are helping students develop the knowledge, skills, and attitudes needed to thrive in the Albuquerque economy
- ▣ **Entrepreneurial Mindset Training Theory of Change:** By empowering individuals and populations with the realization that their mental attitude has a tremendous impact on their viability for success, we enable them to learn how to adopt specific ways of thought and behavior which turn into leadership qualities and actions. The eight simple principles we teach form a tangible foundation for making strategic choices, building a team, spotting opportunities to fill needs, developing resources, resilience, confidence and other key abilities which are essential characteristics to develop for managing projects, departments or businesses

PERFORMANCE METRIC INVENTORY

- Performance Metric Inventory includes 68 measures spanning 7 City Alive programs
- Inventory includes metric attributes such as:
 - Metric, Type, Source, Program, Primary Contact, and Strategy Area
- Metrics include:
 - Population Level Data (6-10 Year Goals)
 - Intermediate/Aggregate Data (3-6 Year Goals)
 - Program Performance Data (Mo./Qrtly/Yrly)



Albuquerque City Alive Living Cities TII Strategy Map (9.12.2017)



DATA COLLECTION TOOLS AND SYSTEMS

In order to collect, gather, and report performance metrics in a consistent way across multiple partners, two primary tools were needed:

- ▣ **Intake Form** – A uniform intake form allows various partners to collect same basic data on clients. Key elements include basic contact information, demographic information, industry data, and services most needed
 - For partners utilizing the SourceLink BizTrakker system, this data will be entered in along with other data about visits and services provided. Eventually, TREP Connect will be utilized as a way for businesses to fill out the intake form directly into the app
 - For those partners that are not utilizing the SourceLink BizTrakker system because they are tracking things other than business information, such as graduates and loans, they can utilize the Intake Form and feed information into Excel file, which can be shared with DIET to be compiled into the overall program metrics

- ▣ **Annual Client Survey** – An annual client survey will be used to reach out to clients assisted by each of the partners. The items collected will include:
 - Did they start a business or are they still in business
 - How many jobs were added/maintained over the last year
 - How much their revenue grew over the last year
 - How satisfied were they with the services provided and what other services are needed
 - What are their barriers, challenges, and overall business outlook

STORYTELLING WITH DATA VISUALIZATION

- <https://www.youtube.com/watch?v=IIMHicxQ0LY>
 - Video (2:34 to 5:14)

CITY ALIVE PERFORMANCE METRICS TABLEAU STORYBOARD

1. HELPING PEOPLE AND BUSINESSES

- Program level data: Main Street Navigator
 - SBRC Client Interactions Per Month
 - Clients helped by race
 - Assistance type requested
- Client highlights with quotes and pictures

2. INTERMEDIATE BUSINESS DATA

3. POPULATION LEVEL DATA

- <http://cityalive.org/performance-data/>

CITY ALIVE PERFORMANCE METRICS TABLEAU – DATA VISUALIZATION: STORYBOARD

Main Street Navigator

3-6 YEAR GOALS

6-10 YEAR GOALS

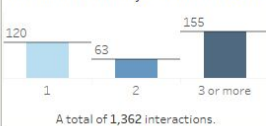
Short-Term Outcome: Helping one Person at a Time

Navigator Theory of Change: By connecting entrepreneurs and likely entrepreneurs with needed resources such as training, mentors, and other service providers and by guiding them along the path and monitoring the skill attainment and other needs, we can help start, stabilize, or grow businesses or non-profits that create jobs.

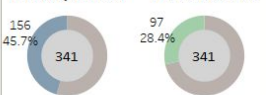
Program Performance Metrics

Total businesses helped to date: 341

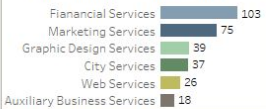
Business counts by # of interactions



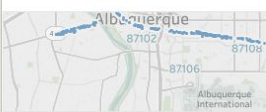
Minority Owned Women Owned



Interactions by Service Type



Business Locations



Client Highlights



Frame City & Gallery

Owners Name
Don & Gail Padilla

Industry
Custom Picture Framing

Business Start Year
1992

Business Bio

"We are a custom picture frame shop with a small fine art gallery. We open in 1992 and have enjoyed 25 successful years in Albuquerque. We service commercial businesses as well as personal orders, and offer also installation services and oil painting cleaning and conservation evaluation."

Services Received

Graphic Design Services, Public Relations and Advertising, Social Media and Promotional Services, Other Marketing Services

Owner Quote

"We enjoy working with Kelli (an SBRC Consultant). She has been helpful in many ways, especially in creating promotional e-mails and designing a new logo. Thanks Kelli!"

Address
3810 A Central Ave SE

Neighborhood
Nob Hill

Main Street Navigator

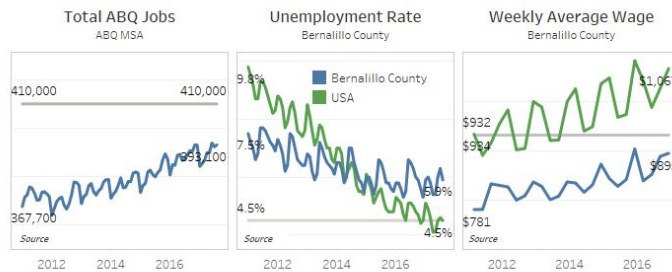
3-6 YEAR GOALS

6-10 YEAR GOALS

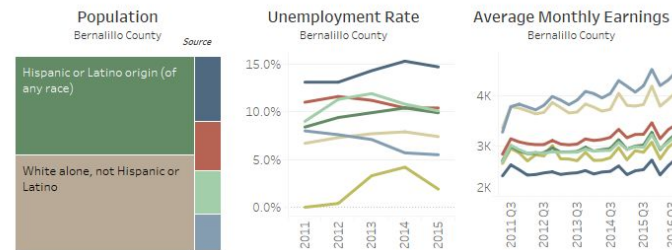
Long-Term Outcome: Job Creation and Economic Mobility

City Alive is focused on accelerating job creation and economic mobility through innovation and entrepreneurship with long-term goals of: 1. Adding 10,000 net new jobs by 2024; 2. Reducing unemployment to 4.5% by 2024; and 3. Increasing median weekly wages to \$932 by 2024 with a focus on racial and economic equity.

How is Albuquerque Doing in Adding Jobs and Growing Wages?



By Race & Ethnicity



CITY ALIVE PERFORMANCE METRICS TABLEAU STORYBOARD

HELPING PEOPLE AND BUSINESSES

□ Program level data: Other Program Data

- From 2010 to 2014, there are 12,716 new graduates with degrees and certificates
- As of Fall 2017, 3,100 students enrolled in the Innovation Academy (50% students of color; 57% female; 66% first generation college students)
- To date, there are 412 Entrepreneurial Mindset Program graduates
- In 2016, TVC assisted 15 entrepreneurs in federal labs and 10 in univ. labs
- To date, \$5,750,000 in public funds have been allocated in the Innovation District
- In 2016, there were 27 events in disadvantaged communities
- To date, 40 businesses have been started by disadvantaged entrepreneurs assisted by the Emprendedores Program
- In 2016, 105 people from disadvantaged groups engaged in entrepreneurial events (people of color, women, veterans, immigrants)
- As of July of 2016, 86 loans provided through Co-Op Capital
- As of July of 2016, \$14,680 has been loaned through Co-Op Capital

NEXT STEPS

□ City Alive Client Survey

- The Harvard Kennedy School Policy Analysis Exercise (PAE) is the capstone experience of the Masters in Public Policy curriculum. Over the course of six months, students engage with a client organization to develop a series of recommendations to solve a policy or management problem or question for that organization
- Elena Hoffnagle and Andy Sugrue, students at the Harvard Kennedy School, will be working with City Alive and the City of Albuquerque conduct a survey of program clients under the City Alive umbrella to understand how these programs are effective and to what extent they contribute to City Alive's long-term goals of adding jobs, reducing unemployment and increasing median weekly wages
- Through the student PAE work, we hope to 1) dive deeper into how the programs influence client's behavior and induce the positive outcomes desired, and to 2) provide recommendations on how City Alive should structure these assessments in future years, as programs are deployed and mature

NEXT STEPS

- Working with Grant Plant to collect and compile all program data into one place
- Develop baseline data for all performance measures this Fall and start visualizing more programs
- Finalize the Client Survey Spring of 2018
- Take time for “Learning Moments” at monthly Leadership meetings looking at the data to determine what is working, what is not working
- Continue to review and refine measures
 - Can we use measures to determine what is not being achieved and to identify what is broken in the system? If not, are there other measures that we can look at to add?
- Develop annual goals for all measures in order to achieve the long term outcome taking into account attrition in all programs
 - For example, we know for Mission Graduate that we want 10 people to graduate each year. Historically speaking, that means we need 50 applications, we accept 30 of them and on average 20 of those drop off during the year. How do we then backtrack all our work to know what our goals are through each step PLUS identify what is happening to cause the other 40 to not be accepted and graduate. What can we change in the system to make the other 40 successfully graduate?

QUESTIONS