



Appendix D. West Portland Town Center Accelerator Plan Evaluation Strategy

September 30, 2022



Bureau of Planning and Sustainability
Innovation. Collaboration. Practical Solutions.



TABLE of CONTENTS

[Executive Summary](#)

[Background](#)

[Purpose](#)

[Guiding Principles](#)

[Approach](#)

[Outcomes](#)

[Indicators](#)

[Menu of Data Collection Strategies](#)

[Monitoring and Integration](#)

[Appendix](#)

[Appendix 1: References Cited in Evaluation Plan](#)

[Appendix 2: Scan of Literature Sources](#)

[Appendix 3: Master Indicator Matrix](#)

[Appendix 4: Partnership Assessment Tools](#)

[Appendix 5: Dashboard Software Applications](#)

[Table 1: Primary and Secondary Outcomes](#)

[Table 2: Criteria for Selecting Indicators with Existing Data Sources](#)

[Table 3: Indicator Category by Outcomes](#)

[Table 4: Partnership Indicators](#)

[Table 5: Primary Outcome Indicators](#)

[Table 6: Secondary Outcome Indicators](#)

EXECUTIVE SUMMARY

The West Portland Town Center Accelerator Plan targets two goals - healthy homes/ownership and a multicultural hub - in the West Portland Park area. This evaluation strategy lays out an approach for conceptualizing outcomes and assessing progress by tracking indicators over time. The strategy also offers a menu of quantitative and qualitative data collection strategies coupled with actions to monitor and integrate findings. The design best positioned to achieve a useful evaluation will ultimately depend on the resources available and the priorities of those charged with executing it. This plan is intended to offer a starting point for that work.

Outcomes. The evaluation strategy is designed to assess progress on two primary and six secondary outcomes identified by Leadership Team members guiding the Accelerator Plan design and a literature review. The outcomes are highly interwoven and include many feedback loops as illustrated in the Accelerator Plan’s [impact model](#).

	Outcome	Definition
Primary	Housing stability	Improve housing quality and reduce displacement pressures.
	Social connectedness	People are linked to organizations with power and resources, connections are bridged among groups with different social backgrounds, and people with common social backgrounds are bonded .
Secondary	Physical health	The absence of disease or infirmity.
	Mental health	Complete mental and social wellbeing.
	Economic opportunity	Steady employment with pay adequate to cover the things people need to stay healthy.
	Wealth	Wealth is the composite of one’s labor income and assets (i.e., stocks, home, business).
	Education	Access to high-quality educational opportunities.
	Civic engagement	Individual and collective actions designed to identify and address issues of public concern, such as community-based advocacy and voting.

Indicators. The evaluation strategy recommends four categories of indicators to assess progress on the primary and secondary outcomes.



Change agent capacity documents the number and type of community partners and residents engaged in the project, the training they receive, the actions they execute, and the quality of interactions and among them.

Levers are the policies, practices, and resources essential to achieve the Accelerator Plan’s goals.

Community conditions are improvements to the built environment (e.g., rental units are more energy efficient, apartment complexes become community owned, a multicultural hub is operating), establishment of micro businesses, and availability of services and programs in the West Portland Park neighborhood.

Resident impacts document the extent to which residents’ lives are changing or improving.

Over 100 potential indicators to track progress across categories were identified by reviewing the literature, scanning existing data sources, and soliciting recommendations from the Leadership Team. A subset of indicators was selected based on seven criteria and finalized in collaboration with the Leadership Team.

Data Collection Strategies. The evaluation strategy offers a menu of quantitative (i.e., rates, counts, percentages mostly generated from existing data sets) and qualitative (i.e., themes, artistic visuals) data collection strategies to measure the indicators.

- Collect data from existing sources.
- Track trends across geographic reference areas.
- Use a log to document levers that support implementation.
- Assess partnership health.
- Monitor multicultural hub operations.
- Assess renters’ perspectives and experiences.
- Assess residents’ perspectives and experiences.

Monitoring and Integration. Finally, the evaluation strategy recommends four actions to track indicator progress, integrate and interpret data, adapt strategies for greater impact, and build community engagement.

- Monitor indicators by designing and regularly populating an easy-to-use, on-line dashboard.
- Communicate progress by harvesting success stories.
- Facilitate learning and sharpen strategies by engaging in adaptive action sessions.
- Host community forums with the larger community to reflect and celebrate progress while generating greater momentum for the Accelerator Plan strategies.

BACKGROUND

The West Portland Town Center (WPTC) is the area located at the intersections of SW Capitol Highway and SW Taylors Ferry Road with Barbur Boulevard, sometimes called the “crossroads”. In 2021, the City of Portland Bureau of Planning and Sustainability (BPS), along with multiple partners, drafted the [West Portland Town Center Plan](#), outlining a development strategy comprised of infrastructure investments and policies. The WPTC Plan is informed by the [SW Corridor Equitable Housing Strategy](#), which sets targets and strategies for affordable rental housing acquisition, construction, and market rate housing.

BPS secured a Centers for Disease Control and Prevention [Social Determinants of Health \(SDoH\) grant](#) in 2021 to convene a multi-sectoral Leadership Team to design an **Accelerator Plan** to implement actions from the WPTC Plan that will improve health inequities in the area.

In June 2022, BPS contracted with [Insight for Action](#) to design an **Impact Model** (i.e., theory of change) for the Accelerator Plan. The model is a graphically designed image displaying the interrelationships among the plan’s vision, goals, outcomes, and the partnerships and investments driving them. The components of the model are highly interwoven and include many feedback loops – the design is intended to convey this holism. The Accelerator Plan has two key goals which will contribute to SDoH and health equity outcomes.

Healthy Homes & Ownership. Ensure renovations occur without passing the bill on to tenants and increasing displacement pressure. Support nonprofit housing organizations in buying apartments.

Multicultural Hub. Develop a multicultural hub to offer services and community gathering spaces, support existing businesses, and create a marketplace for new micro businesses.

PURPOSE

The purposes of this evaluation plan are to:

- Support a **coordinating body of community partners**, charged with implementing the Accelerator Plan, to assess progress on strategy implementation and SDoH and health equity-related outcomes.
- Inform **BPS staff** on strategies for measuring the impacts of planning projects on SDoH-related and health equity-related outcomes.

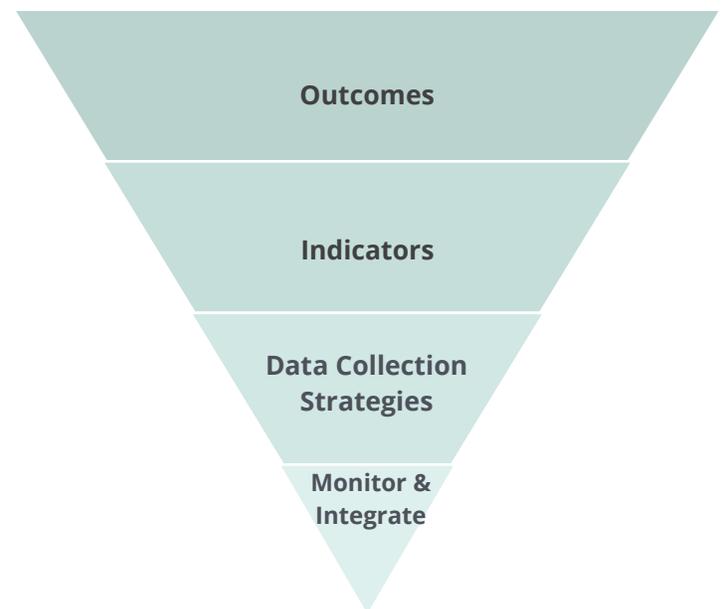
GUIDING PRINCIPLES

Seven principles guided the design of this evaluation plan.

- 1 Design the evaluation to be adaptive and flexible to ensure it can respond in nimble ways to changing contexts and allow for real-time data to be used for learning about the change process and adapting strategy.
- 2 Clarify the change strategy and hoped-for-outcomes through community input (i.e., interviewing Leadership Team members) and the evidence base (i.e., reviewing the literature).
- 3 Apply an equity lens for collecting and analyzing data by race/ethnicity and leverage community-based partnerships to ensure culturally responsive methods are employed.
- 5 Focus on documenting contribution of effort – rather than attribution – by tracking multiple, observable indicators of progress toward long-term goals that can be referenced against other geographic areas.
- 6 Minimize resources to execute the evaluation by prioritizing the two primary outcomes - housing stability and social connectedness - and rely on existing data sources.
- 7 Apply a level of methodological rigor that matches the evaluation purpose and available resources that employs a combination of quantitative data to assess the depth and scale of change and qualitative data to understand the quality of change.

APPROACH

The remainder of this plan lays out a recommended approach for defining the eight **outcomes**, suggesting multiple **indicators** to track progress towards those outcomes over time, offering a menu of seven **data collection strategies**, and laying out four actions to **monitor and integrate** indicator findings into the Accelerator Plan implementation efforts. The design best positioned to achieve a useful evaluation will ultimately depend on the resources available and the priorities of those charged with executing it. This plan is intended to offer a starting point for that work.



OUTCOMES

The evaluation strategy is designed to assess progress on two primary and six secondary goal-level outcomes. The impact model narrative explains the causal pathways among these outcomes, which are highly interwoven and include many feedback loops.

Primary Outcomes. Housing Stability and Social Connectedness emerged as the primary outcomes during early Leadership Team meetings and were validated in the key stakeholder interviews (as described on page 8), as these are viewed as having the greatest potential to result from the Accelerator Plan goals.

Secondary Outcomes. Economic Opportunity, Wealth, Education, Civic Engagement, Physical Health, and Mental Health were identified during the stakeholder interviews as important outcomes and were tied to the primary outcomes in the sources reviewed in the literature scan as described on page 8.

Definitions of outcomes are listed in Table 1. Definitions were informed by the Accelerator Plan’s goal and objective statements as well as definitions used by global or national organizations and cited in the literature review scan, as described on page 8.

Table 1. Primary and Secondary Outcomes

Footnotes reference citations used for defining the outcome and are listed in Appendix 1.

	Outcome	Definition
Primary	Housing stability	Improve housing quality and reduce displacement pressures. ¹
	Social connectedness	People are linked to organizations with power and resources, connections are bridged among groups with different social backgrounds, and people with common social backgrounds are bonded . ²
Secondary	Physical health	The absence of disease or infirmity. ³
	Mental health	Complete mental and social wellbeing. ⁴
	Economic opportunity	Steady employment with pay adequate to cover the things people need to stay healthy. ⁵
	Wealth	Wealth is the composite of one’s labor income and assets (i.e., stocks, home, business). ⁶
	Education	Access to high-quality educational opportunities. ⁶
	Civic engagement	Individual and collective actions designed to identify and address issues of public concern, ⁷ such as community-based advocacy and voting.

The outcomes were identified through the following five activities:

Key Stakeholder Interviews. Eight SDoH Leadership Team members and four BPS staff/consultants involved in the Accelerator Plan were interviewed to gather their perspectives about the two key goals. Specifically, they were asked: *Let's imagine it's ten years from now and the Healthy Homes and Ownership/Multicultural Hub goals have been achieved. How will people in West Portland and the surrounding neighborhoods benefit or be different because of housing stability? How will the place/community of West Portland be different because of the Healthy Homes and Ownership/Multicultural Hub goal?*

Accelerator Plan Development. Informed by the expertise among Leadership Team members - and their engagement with community members through focus groups, an online survey, and a community conversation - BPS staff designed Accelerator Plan actions that were tied to SDoH outcomes.

Literature Scan. A scan of 25 literature sources focused on two relationships between strategy and outcomes: 1) Housing stability strategy and health outcomes, and 2) Multicultural Hub strategy and social connectedness outcomes. The scan included sources describing these relationships among African immigrants. Outcomes were summarized into spreadsheets and used to inform the whiteboard session. Refer to Appendix 2 for a list of literature resources scanned.

Whiteboard Session. A whiteboard session was facilitated with BPS team members to identify key components of the impact model. The session included focus on desired impacts for the two key goals (i.e., Healthy Homes and Ownership & Multicultural Hub) and SDoH and health equity outcomes gleaned from the key stakeholder interviews, Accelerator Plan development, and scan.

Impact Model. Drawing from the activities above, an impact model visual and narrative were drafted that were refined over a series of meetings with BPS staff and with feedback from the Leadership Team.

INDICATORS

Multiple indicators are recommended for assessing progress on the primary and secondary outcomes. As described in the sustainability section of the Accelerator Plan, partnerships are critical for successful execution of strategies aimed at improving housing stability and social connectedness and, therefore, warrant monitoring. This section first explains the recommended indicator selection process and then describes indicators selected for the outcomes and partnerships.

Indicator Selection. Four steps were taken to select recommended indicators to measure the primary (housing stability and social connectedness) and secondary outcomes (physical and mental health, economic opportunity, wealth, education, and civic engagement).

- 1 Created Master Indicator Matrix.** Designed and populated a [Master Indicator Matrix](#) that listed potential existing data sources to measure **over 100 potential indicators** for the primary and secondary outcomes. Refer to Appendix 3 for a description of the matrix. Several resources were reviewed to generate the matrix.
 - Reviewed the [SW Corridor Equitable Housing Strategy](#) and [West Portland Town Center Plan](#).
 - Revisited the scan conducted for the impact model.
 - Conducted a scan of internet-based resources (e.g., US Census Bureau, CDC).
- 2 Articulated Indicator Criteria.** As listed in Table 2, seven criteria guided selection of indicators that could be measured by existing data sources. Prioritized indicators that were valid and reported on the geography (i.e., census tracts, zip/ZCTA code, City of Portland) associated with the West Portland Town Center area.
- 3 Identified Indicators with no Existing Data Sources.** Brainstormed other important indicators for which no existing data sources existed, but investments could be made to collect original data.
- 4 Recommended Final Indicators.** Solicited feedback from the SDoH Leadership Team to determine recommended indicators to be measured via existing data sources and devising original data collection. ***Unfortunately, few existing data sources met criteria for selection - especially geography and race/ethnicity disaggregation.***

Table 2: Criteria for Selecting Indicators with Existing Data Sources

Criteria	Description
Validity	SDoH Leadership Team and BPS staff believe the indicator can be influenced by the strategies.
Feasibility	Data to measure the indicator are easily accessible.
Timeliness	Data are reported on a recurring cycle. More frequently reported data (e.g., annually) are preferred, as are data with an established history of collection for baseline and longitudinal analysis.
Reliability	The same (or very similar) questions are collected from year to year with similar data collection and analysis methods.
Sustainability	The data are likely to continue to be consistently collected.
Geography	Data (ideally) are reported for the geographic area of WPTC.
Disaggregation by Race/Ethnicity	Data are disaggregated by race and/or ethnicity.

Indicator Pathway. Four categories of indicators were identified to map the change process over time: change agent capacity, levers, community conditions, and resident impact.

Change agent capacity documents the number and type of community partners and residents engaged in the project, the training they receive, the actions they execute, and the quality of interactions and among them.

Levers are the policies, practices, and resources essential to achieve the Accelerator Plan’s goals.

Community conditions are improvements to the built environment (e.g., rental units are more energy efficient, apartment complexes become community owned, a multicultural hub is operating), establishment of micro businesses, and availability of services and programs in the West Portland Park neighborhood.

Resident impacts document the extent to which residents’ lives are changing or improving.



Table 3 displays the category of indicators recommended to track by partnership, primary and secondary outcomes.

Table 3: Indicator Category by Outcomes

	Change agent capacity	Levers - policies, practice, resources	Community conditions	Resident impacts
Partnerships (community partners + residents)	✓			
Primary outcomes (housing stability + social connectedness)		✓	✓	✓
Secondary outcomes (physical & mental health, economic opportunity, wealth, education, civic engagement)				✓

Partnership Indicators. Table 4 displays change agent capacity indicators recommended for tracking progress on community partners (i.e., organizations) and residents engaged in executing the Accelerator Plan goals.

Table 4: Partnership Indicators

	Change agent capacity
Community partners	<ul style="list-style-type: none"> • # and type of partners engaged • Quality of partners engagement • Amount and type of in-kind support given • \$ generated by partners to execute strategies
Residents	<ul style="list-style-type: none"> • # and racial/ethnic diversity of residents engaged in Accelerator strategies • # and type of advocacy/civic engagement activities in Accelerator strategies • # residents trained on leadership development in SW Corridor efforts • Quality of relationships with community partners (i.e., trust, authentic engagement)

Primary Outcome Indicators. Table 5 displays three categories of indicators (levers, community conditions, and resident impacts) recommended for measuring progress toward the primary outcomes of housing stability and social connectedness. Both existing and original data sources will be used. Existing data sources are noted with asterisk*. Refer to Appendix 3 - [Master Indicator Matrix](#) - for additional information about each of these indicators as well as hyperlinks to data sources and owners.

Table 5: Primary Outcome Indicators

	Levers: Policies, practices, resources	Community conditions	Resident impacts
Housing Stability	Anti-displacement		
	<ul style="list-style-type: none"> • \$ public + private investments to purchase community owned units • # and type of policies enacted to support community-owned units • # and type of rental resources distributed to tenants • # Section 8 vouchers distributed 	<ul style="list-style-type: none"> • % non-market rate multi-family units • # community-owned multi-family units 	<ul style="list-style-type: none"> • % cost-burdened renters: % gross household income spent on rent (US Census)* • % population by racial/ethnic group (US Census)* • Vulnerability Index: Residents vulnerable to displacement (BPS)* • # renter-occupied units (US Census)* • % renter occupied unit of all housing units • # owner-occupied units (US Census)* • % owner-occupied units of all housing units (US Census)*
	Indoor housing quality		
	<ul style="list-style-type: none"> • \$ grants or loans distributed • # and type policies & programs enacted • # TA requests addressed • % BIPOC residents receive grants/loans 	<ul style="list-style-type: none"> • # and type of improvements to rental units received energy or maintenance resources 	<ul style="list-style-type: none"> • Average household energy burden (US Census)* • % renters report rental improvements impact health/quality of life

	Levers: Policies, practices, resources	Community conditions	Resident impacts
Social Connectedness	<ul style="list-style-type: none"> Amount public + private capital secured 	<p>Pre-Permanent Hub</p> <ul style="list-style-type: none"> Pop-up markets: # events held, # service and retail service participating, # retail vendors # people attending by race-ethnicity + age Workforce: # people connected to employment opportunities; # people trained and hired <p>Permanent Hub Operations</p> <ul style="list-style-type: none"> Micro businesses: # established, # permits/licenses issued, lease longevity, \$ profit generated, % BIPOC Services + Programs: # and type services + programs offered, # and type community events held; % programs, services, events culturally specific Participants: # participants engage in programs, services events by race-ethnicity + age; breadth of cultures represented; % participants satisfied w/services & programs 	<p>Residents participating in Hub</p> <ul style="list-style-type: none"> Linked with resources and needs met (e.g., childcare, health care, employment, transportation) Bridged connections with others from different social backgrounds Bonded with others from common social backgrounds <p>All residents</p> <ul style="list-style-type: none"> Frequency of attending social events (GSS)* Perception of social trust (GSS)*

*=Existing data source will be used to measure indicator

Secondary Outcome Indicators. Table 6 displays multiple indicators recommended for measuring secondary outcomes (physical and mental health, economic opportunity, wealth, education, and civic engagement). All indicators assess impact on residents and rely on existing data to measure them as indicated with asterisk*. Refer to Appendix 3 - [Master Indicator Matrix](#) - for additional information about each of these indicators as well as hyperlinks to data sources and owners.

Table 6: Secondary Outcome Indicators

	Resident Impact Indicator (Data Source)
Physical health	<ul style="list-style-type: none"> • % fair or poor self-rated health among adults > 18 years (CDC Places)* • # visits to doctor for routine checkup within the past year among adults ≥18* • Asthma prevalence among adults ≥18 years (CDC Places)* • Diagnosed diabetes among adults ≥18 years (CDC Places)* • % high blood pressure (CDC Places)* <ul style="list-style-type: none"> • % births low weight (OHA/birth certificates)* • % with 2+ ACEs score (OHA/BRFSS)*
Mental health	<ul style="list-style-type: none"> • Depression among adults ≥18 years (CDC Places)* • Adults with poor mental health in past month (OHA/BRFSS)*
Economic opportunity	<ul style="list-style-type: none"> • Unemployment rate (US Census)* • % population living in census tracts with a high level of concentrated disadvantage (OHA/Healthier Together)*
Wealth	<ul style="list-style-type: none"> • Household income distribution compared to City of Portland distribution and the change year-to-year (US Census)* • % households receiving Food Stamps/SNAP* (US Census)
Education	<ul style="list-style-type: none"> • Attendance rates for Markham K-5 and Jackson Middle School (PPS)* • Transfer rates out of Markham K-5 and Jackson Middle School (PPS)* • % adults > 25 years with less than HS education (US Census)* • % population with Bachelor's degree or higher by race group (US Census)* • Portland Community College - Sylvania Campus enrollment (PCC)*
Civic engagement	<ul style="list-style-type: none"> • Voter participation rate (US Census)*

MENU of DATA COLLECTION STRATEGIES

The indicators described in previous sections of this evaluation plan offer extensive opportunities to evaluate processes and outcomes associated with the Accelerator Plan. Future evaluation activities will be constrained by the human and financial resources available to collect, make meaning of, and act upon data. In this section, a menu of seven quantitative and qualitative data collection strategies are offered which may be employed to assess changes in change agent capacity, levers (policies, practice, resources), community conditions, and impacts on residents over time. This menu is not intended to be prescriptive. Rather, it offers an initial set of methods which can be built from and adapted based upon the interests and needs of those guiding implementation in partnership with the communities that will be most affected by the Accelerator Plan.

1 Collect Data from Existing Sources



Purpose	Efficiently gather data collected by other agencies to assess impacts on residents over time.
Administration	Contact data owners (as laid out in Master Indicator Matrix) to devise data sharing agreements. Download data and populate into a dashboard (see next section).
Frequency	Annually



2 Track Trends Across Geographic Reference Areas



Purpose	Monitor trends in indicators (as measured by existing data sources described in Table 5 [primary outcomes] and Table 6 [secondary outcomes]) across three geographic areas: 1) West Portland Park neighborhood - the primary target of Accelerator Plan strategies (census tracts 62, 65.02, 65.01, 64.03); 2) the three nearby neighborhoods that comprise the WPTC/SW Corridor Area (Crestwell, Markham, Multnomah), and 3) City of Portland. Monitoring trends across these three geographic areas brings a contribution lens to observe the extent to which West Portland Park indicators are converging or diverging from nearby neighborhoods and the City of Portland as a whole.
Administration	Download data and populate into a dashboard (see next section).
Frequency	Annually



3 Document Levers (policies, practices, and resources) that Support Accelerator Plan Implementation

	Purpose	Document changes in policies, practices, and resources that support implementation of Accelerator Plan strategies as described in indicator Tables 5 and 6.
	Administration	Create a spreadsheet like Google Sheets . Reach out to community partners and government agencies to populate the spreadsheet.
	Frequency	Populate spreadsheet monthly.

4 Assess Partnership Health

	Purpose	Assess change agent capacity indicators listed in Table 4 regarding community partners and residents engaged in executing Accelerator Plan strategies.
	Administration	Customize an existing partnership assessment tool such as the Collaboration Factors Inventory , Cross-sector Partnership Assessment , Network Health Scorecard , or Partnership Self-Assessment Tool , including addition of items to assess community engagement in the partnership and the development of community members' civic engagement/leadership capacity. Refer to Appendix 4 for details on these tools. Administer the assessment to partners via web or in-person meeting.
	Frequency	Annually

5 Monitor Multicultural Hub Operations

	Purpose	Assess how well the Multicultural Hub is progressing and operating. Use information to improve operations as laid out in Table 5 - Social Connectedness (Hub operations) community conditions indicators.
	Administration	Meet with managers and/or event planners running similar establishments such as the Portland Mercado , Lents Town Center , Arab Mahrajan Festival , Rockwood Market Hall , or My People's Market to inform selection/refinement of key indicators of high performing Hub operations. Microenterprise-focused staff from Prosper Portland can also share information and potential resources. Based on their feedback, design a quality improvement process for the Hub. Review any findings from HAKI's evaluation of 2023 pop-up events, which was funded as part of a Metro grant that is partially focused on building a business model for the Hub.
	Frequency	Continuously

6 Assess Renters' Perspectives and Experiences

 <p>Purpose</p>	<p>Assess whether renters who live in rental properties that received resources to improve energy efficiency or maintenance report improvements were made and how improvements impacted their physical and mental health and secondary SDoH outcomes as laid out in Table 5 - Housing Stability (anti-displacement) community conditions and resident impact indicators.</p>
 <p>Administration Options</p>	<p>Partner with community partners (e.g., CAT, Unite Oregon, HAKI) to design and execute culturally-appropriate strategies such as hiring and training racially diverse and language-speaking residents to interface with renters, offering incentives for residents' participation.</p> <ul style="list-style-type: none"> ○ <u>Door knocking survey</u>: Identify a list of rental properties that received improvement resources. Select a sample of properties. Design a short survey (under 10 questions) and create a web-based version. Go door-to-door to survey residents. If no one answers, leave postcards with a URL requesting renters to complete the survey. Offer an incentive for completion. ○ <u>Round table conversations</u>: Partner with community partners to identify venues where renters are gathering in West Portland Park to integrate focus group-like discussions to gather feedback on renters' experiences. Apply best practices of scheduling conversations during convenient hours for renters, serving culturally-appropriate food, offering child care, reimbursing for transportation, and providing language interpretation services. ○ <u>Narrative, Visual, and Arts-Informed Inquiry</u>: Qualitative inquiry has evolved to include methods that afford participants greater agency and flexibility to contribute to research in a manner congruent with their lived experiences and cultural heritage. Some are particularly well-suited to groups learning English as a second language or who are living with low literacy. Examples include projects in which participants create photographs, drawings, paintings, collage, poetry/spoken word, video diaries, or performances to investigate research questions of interest to them. The results can then be shared out to build community engagement with key issues as a form of advocacy. In the case of a renter assessment, renters who live in rental properties that received resources to improve energy efficiency or maintenance could create representations of their experiences before, during, and/or after improvements.⁸
 <p>Frequency</p>	<p>Annually or Bi-Annually</p>

7 Assess Residents' Perspectives and Experiences

	Purpose	Assess how and extent to which the Multicultural Hub is linking, bridging, and bonding people in the West Portland Town Center area and West Portland Park neighborhood as laid out in Table 5 - Social Connectedness resident impact indicators.
	Administration Options	<p>Partner with community partners (e.g. CAT, Unite Oregon, HAKI) to design and execute culturally-appropriate strategies such as hiring and training racially diverse and language-speaking residents to interface with other residents, and offering incentives for residents' participation.</p> <ul style="list-style-type: none"> ○ <u>Shoulder Tap Survey</u>: Devise a sampling strategy for selecting people who participate in Hub services and events. Design a short survey (under 10 questions). Administer in-person survey at the Hub. ○ <u>Dot Survey</u>: Devise timeline on when to post posters in Hub with questions for people to respond with dots to close-ended questions and arts supplies for people to draw/write experiences to open-ended questions about social connectedness. ○ <u>Round table conversations</u>: Similar to description under item 5 above, collaborate with community partners (e.g., HAKI or Unite Oregon) to identify existing venues where residents gather to facilitate culturally appropriate conversations about social connectedness. ○ <u>Narrative, Visual, and Arts-Informed Inquiry</u>: Similar to the description under item 5 above, in the case of the Multicultural Hub, community members could create representations of their experiences with the hub. In this case, representations could be shared out to the community as part of Hub programming and/or presented as a scheduled or permanent exhibit, in addition to contributing to knowledge about the hub and identifying opportunities for improvement.⁸ ○ <u>Social media</u>: Collaborate with community partners to identify which social media platforms are most popular with which racial/ethnic groups. Design and post questions to gather feedback on social connectedness.
	Frequency	Data collection may be ongoing. Reporting could be semi-annually or annually.

MONITORING and INTEGRATION

Four actions are recommended to track indicator progress, interpret data, and adapt strategies for greater impact.



Monitor Indicators by Designing and Regularly Populating an Easy-to-use, On-line Dashboard.

Design a user-friendly, web-based dashboard that tracks indicators for partnerships and primary and secondary outcomes gathered from existing data sources or original methods that reports both quantitative (e.g., percentages, rates, demographics) and qualitative (e.g., quotes, images, video links) data. Include indicators measured by existing data sources for the chosen geographic catchment areas. Consider using free or low cost applications such as [Google Data Studio](#), [Microsoft Power BI](#), or Tableau's [Public](#), [Cloud](#), or [Server](#) options. See Appendix 5 for details on these applications. As data becomes available from existing and original data collection sources, populate the dashboard with information in real time. Consider training community partners on how to enter data they collect directly into the Dashboard.



Communicate Progress by Harvesting Success Stories. Capture salient community improvements and/or impacts on residents by creating visually compelling deliverables, such as with user-friendly graphic design applications like [Canva](#) and [Venngage](#). Videos can be posted on [Vimeo](#) or [YouTube](#). For health-related success stories, consider the [CDC's success story tool](#). Distribute success stories through community partners' communication channels (e.g., websites, newsletters, Facebook, Instagram).



Facilitate Learning and Sharpen Strategies by Engaging in Adaptive Action Sessions.

Regularly gather community partners and residents actively engaged in executing the Accelerator Plan's strategies to do the following. Consider meeting semi-annually or quarterly.

- Gain a collective understanding of the extent to which Accelerator Plan strategies are gaining traction (or not) by reviewing indicator data displayed in the on-line dashboard.
- Reflect upon factors driving or restraining the partner's abilities to execute the Accelerator Plan strategies and ways to adapt the strategies for greater impact.
- Agree upon critical actions, responsibilities, and timeline for executing them.

To achieve these objectives, consider applying [adaptive action](#) - a surprisingly simple and iterative process that focuses on three lines of inquiry.

- WHAT are the results of indicators?
- SO WHAT are the implications of these results for Accelerator Plan strategies?
- NOW WHAT adjustments are needed to make Accelerator Plan strategies more impactful?



Host Community Forums with the Larger Community to Reflect and Celebrate Progress While Generating Greater Momentum for the Accelerator Plan Strategies.

Facilitate community events where community partners and residents who are not actively involved in the Accelerator Plan implementation are invited. Share progress and challenges with implementation through artistic displays and interactive, dialogue-rich sessions so they can share reactions and brainstorm ideas for enhancing Accelerator Plan implementation.

APPENDIX

Appendix 1: References Cited in Evaluation Plan

1. Swope, C. B., & Hernández, D. (2019). Housing as a determinant of health equity: A conceptual model. *Social science & medicine (1982)*, 243, 112571.
<https://doi.org/10.1016/j.socscimed.2019.112571>
2. Oregon Health Authority Public Health Division Climate and Health Program. (2019). *Building Social Resilience for Public Health: A Project of the Oregon Climate and Health Program*.
<https://www.oregon.gov/oha/PH/HEALTHYENVIRONMENTS/CLIMATECHANGE/Documents/2020/Social-Resilience-Infographics-2020.pdf>
3. World Health Organization. (1948). *Constitution of the World Health Organization*.
<https://apps.who.int/gb/bd/PDF/bd47/EN/constitution-en.pdf?ua=1>
4. U.S. Department of Health and Human Services Office of Disease Prevention and Health Promotion. (2020). *Healthy People 2030*. <https://health.gov/healthypeople/objectives-and-data/browse-objectives/economic-stability>
5. Charles, K. K., & Hurst, E. (2003). The Correlation of Wealth across Generations. *Journal of Political Economy*, 111(6), 1155–1182. https://www.nber.org/system/files/working_papers/w9314/w9314.pdf
6. U.S. Department of Health and Human Services Office of Disease Prevention and Health Promotion. (2020). *Healthy People 2030*. <https://health.gov/healthypeople/objectives-and-data/browse-objectives/education-access-and-quality>
7. American Psychological Association. (2022, September 11). *Civic Engagement*.
<https://www.apa.org/education-career/undergrad/civic-engagement>
8. For more information on these methods, see: Butler-Kisber, L. (2010). *Qualitative Inquiry: Thematic, Narrative and Arts-Informed Perspectives*. Sage.; and, Riessman, K.C. (2008). *Narrative Methods for the Human Sciences*. Sage.

Appendix 2: Scan of Literature Sources

1. City of Portland Bureau of Planning and Sustainability. [NO PUBLICATION DATE]. *Existing conditions analysis: Health equity assessment draft report*. https://www.portland.gov/sites/default/files/2020-02/sw-corridor-phase-1-report-health-equity-feb_9_2020_web.pdf
2. City of Portland Bureau of Planning and Sustainability. (2019). *Historical context of racist planning: How land use planning segregated Portland*. <https://www.portland.gov/bps/planning/history-racist-planning-portland>
3. City of Portland Bureau of Planning and Sustainability. (2018). *SW corridor equitable housing strategy*. <https://www.portland.gov/sites/default/files/2019-09/final-sw-corridor-equitable-housing-strategy.pdf>
4. City of Portland Bureau of Planning and Sustainability. (2022). West Portland town center plan volume 1: Plan and actions recommended draft. https://www.portland.gov/sites/default/files/2022/rd_v1_september_2022.pdf
5. Curry-Stevens, A. (2013). *The African immigrant and refugee community in Multnomah County: An unsettling profile*. Portland State University & Coalition of Communities of Color. https://pdxscholar.library.pdx.edu/cgi/viewcontent.cgi?article=1080&context=socwork_fac
6. D'Alessandro, D., & Appolloni, L. (2020). Housing and health: an overview. *Annali di igiene : medicina preventiva e di comunita*, 32(5 Supple 1), 17–26. <https://pubmed.ncbi.nlm.nih.gov/33146364/>
7. Dressel, S. (2018). *“Living day by day” refugees of color navigate gentrification and racism in Portland, Oregon: A sense of place*. University Honors Thesis, Portland State University. PDXScholar.
8. Elshahat, S., Moffat, T., & Newbold, K. B. (2021). Understanding the healthy immigrant effect in the context of mental health challenges: A systematic critical review. *Journal of immigrant and minority health*, 1–16. Advance online publication. <https://doi.org/10.1007/s10903-021-01313-5>
9. FSG and the Aspen Institute Forum for Community Solutions. (2017). *Backbone Starter Guide: A Summary of Major Resources about the Backbone*. <https://collectiveimpactforum.org/resource/backbone-starter-guide-a-summary-of-major-resources-about-the-backbone/>
10. Gibson, K.J. (2007). Bleeding Albina: A history of community disinvestment, 1940-2000. *Transforming Anthropology*, 15(1): 3-25. <https://doi.org/10.1525/tran.2007.15.1.03>
11. Gillespie, S., Cardeli, E., Sideridis, G., Issa, O., & Ellis, B. H. (2020). Residential mobility, mental health, and community violence exposure among Somali refugees and immigrants in North America. *Health & place*, 65, 102419. <https://doi.org/10.1016/j.healthplace.2020.102419>
12. Hernandez, A. and McCree, D. Build Healthy Places Network. (2021, March 18). Build Healthy Places Network. <https://www.buildhealthyplaces.org/sharing-knowledge/publications/community-close-ups/the-west-lakes-community-wellness-center-orlando-florida/>
13. Highton, B. (2000). Residential mobility, community mobility, and electoral participation. *Political Behavior* 22(2): 109-120. <https://doi.org/10.1023/A:1006651130422>
14. Magan, I.M., and Padgett, D.K. (2021). “Home is where your root is”: Place making, belonging, and community building among Somalis in Chicago. *Social Work*, 66(2): 101–110. <https://doi.org/10.1093/sw/swab007>

15. Massachusetts Housing and Shelter Alliance. (2017). *Permanent supportive housing: A solution-driven model*. <https://silo.tips/download/permanent-supportive-housing-a-solution-driven-model>
16. Mazumdar, S., Learnihan, V., Cochrane, T., & Davey, R. (2018). The built environment and social capital: A systematic review. *Environment and Behavior*, 50(2), 119–158. <https://doi.org/10.1177/0013916516687343>
17. Mouratidis, K. (2021). Urban planning and quality of life: A review of pathways linking the built environment to subjective well-being. *Cities*(115). 103229. <https://doi.org/10.1016/j.cities.2021.103229>
18. U.S. Department of Health and Human Services Office of Disease Prevention and Health Promotion. (2020). *Healthy People 2030*. <https://health.gov/healthypeople>
19. Pitas, N. A. D., Mowen, A. J., and Powers, S. L. (2021). Person-place relationships, social capital, and health outcomes at a nonprofit community wellness center, *Journal of Leisure Research*, 52(2), 247-264. <https://doi.org/10.1080/00222216.2020.1776652>
20. Reece, J. (2021). More than shelter: Housing for urban maternal and infant health. *International Journal of Environmental Research and Public Health*, 18(7), 3331. <https://doi.org/10.3390/ijerph18073331>
21. Stahre, M., VanEenwyk, J., Siegel, P., Njai, R. (2011). Housing insecurity and the association with health outcomes and unhealthy behaviors, Washington State, 2011. *Prevention and Chronic Disease*, 12, 140511. <http://dx.doi.org/10.5888/pcd12.140511>
22. SW Equity Coalition and Bureau of Planning and Sustainability. (2021). *Multicultural hub at the Barbur Transit Center*. https://www.portland.gov/sites/default/files/2021/barbur_transit_fourpager-06042021.pdf
23. Swope, C. B., & Hernández, D. (2019). Housing as a determinant of health equity: A conceptual model. *Social science & medicine* (1982), 243, 112571. <https://doi.org/10.1016/j.socscimed.2019.112571>
24. Taylor, L. (2018). *Housing and health: An overview of the Literature*. Robert Wood Johnson Foundation Health Policy Brief. <https://www.healthaffairs.org/doi/10.1377/hpb20180313.396577/>
25. Urban Institute. (2020). *Leveraging the built environment for health equity: Promising interventions for small and medium-size cities*. <https://www.urban.org/research/publication/leveraging-built-environment-health-equity>
26. Urban Land Institute. (2022). *Together: Strategies for promoting health and community in privately owned third places*. https://knowledge.uli.org/-/media/files/research-reports/2022/together-strategies-for-promoting-health-and-community-in-privately-owned-third-places_final-2.pdf?rev=4d2bef2b186a421c91464dc74f221a77

Appendix 3: Master Indicator Matrix

Over 100 potential indicators across all outcome areas were identified through a scan of indicators with existing data sources. All potential indicators were compiled into a Master Indicator Matrix in [Google Sheets](#). The matrix includes 23 columns describing various aspects of each indicator. Filters are enabled to sort through the matrix as needed. Columns include information on:

- **Indicator:** Name of indicator
- **Priority Indicator (Y/N):** Indicator was selected for the evaluation plan
- **Outcomes (Y/N):** Indicator is a measure of primary and/or secondary outcomes
- **Data Information:** Name of data source, name of data owner, URL link to data, and a brief description of data available
- **SWC Housing Strategy or WPTC Health Equity Assessment Indicator:** Indicator was identified through the SW Corridor Equitable Housing Strategy or the West Portland Town Center Equity Assessment
- **Decision Criteria (Y/N):** Indicator meets or does not meet the seven decision criteria
- **Notes:** Other relevant notes about indicator and data source

Appendix 4: Partnership Assessment Tools

Four potential partnership assessment tools were identified for the purpose of assessing the structure and functioning of partners committed to implementing the Accelerator Plan. The following table provides details on the four tools.

Assessment	Organization	Description	Measures	Administration
Collaboration Factors Inventory	Amherst H. Wilder Foundation	40 item close-end questionnaire queries members (on 5-point scale) about several areas and calculates and interprets a collaborative score.	<ul style="list-style-type: none"> • History • Political and social climate • Mutual respect/understanding • Membership • Flexibility • Adaptability • Clear Roles/policies • Communication • Attainable goals • Sufficient funds • Effective leadership 	Online
Cross-sector Partnership Assessment	Living Cities	A 10-minute survey helps those engaged in cross-sector partnerships think through the development and progress of their partnership and provides immediate, tailored feedback, tools and resources to help partners get better results, faster. Living Cities developed the free Cross-Sector Partnership Assessment to help those engaged in cross-sector partnerships, particularly collective impact partnerships, understand how to best work with stakeholders to achieve dramatically results for low-income people in cities.	<ul style="list-style-type: none"> • Geographic Scope • Primary Focus Area • Operations (methods, length) • Collaboration with other partnerships with same focus • Structure • Results • Support/resources • Approach to achieving shared result • Stage of current operation • Problem-solving • Planning for work together • Progress towards shared results 	Online

Network Health Scorecard	Network Impact	Provides a basic network diagnosis of strengths and areas of growth.	<ul style="list-style-type: none"> • Network Purpose (3 questions) • Network Performance (9 questions) • Network Operations (7 questions) • Network Capacity (3 questions) 	Paper
Partnership Self-Assessment Tool	Center for the Advancement of Collaborative Strategies in Health	The Partnership Self-Assessment Tool is a questionnaire that various partners can complete to examine the strengths and weakness of the partnership. Answers can help guide organizations and individuals to make the partnership increasingly successful. The tool measures a key indicator of a successful collaborative process: synergy (partnership synergy). More information here .	<ul style="list-style-type: none"> • Synergy • Leadership • Efficiency • Administration and management • Non-financial resources • Financial and other capital resources • Decision-making • Benefits of participation • Drawbacks of participation • Satisfaction with participation 	Paper

Appendix 5: Dashboard Software Applications

Three potential dashboard software applications were identified for the purpose of documenting quantitative (as listed in Tables 1 and 2) and qualitative indicators. The following table provides details on these three applications.

Software	Organization	Cost	Description	Key Features
Google Data Studio	Google	Free* <i>*May need to pay extra to connect data to platforms outside of Google (i.e. integrating data from Supermetrics for Facebook Ads = \$49/month)</i>	Data Studio is a free tool that turns your data into informative, easy to read, easy to share, and fully customizable dashboards and reports.	<ul style="list-style-type: none"> • User-friendly interface • Shareable link (i.e. similar to sharing on other Google platforms like Sheets) • Connect data from over 660 other connectors, including Google Analytics, Google Sheets and Survey Monkey • Many options to visualize data • Many templates to build your dashboard from • Examples of community visualizations for inspiration • Embed report on any webpage • Collaborate with others on dashboard in real-time
Microsoft Power BI	Microsoft	Free Demo/Trial & Several Different Paid Plans Two plans recommended for real-time updates and collaboration: Power BI Pro = \$9.99/user/month (included with MS Office 365 Enterprise) Power BI Premium = \$20 per user per month	Microsoft Power BI is a web and cloud-based analytics and data visualization platform. It is available as a desktop or mobile application, with interactive reports, real-time dashboards and datasets that can connect to dozens of data sources. Power BI also features embedded visuals, trend identification, custom reports	<ul style="list-style-type: none"> • User-friendly interface • Wide range of visualizations (i.e. KPIs, maps, charts, graphs, R script visuals) that are attractive, intuitive and interactive visualizations • Drag and drop feature that makes it easy to add different visualizations to a report • Microsoft Excel integration (allows users to look at raw data behind a Power BI visualization) • Connect data from over 500 free connectors, including Google Analytics, Excel, cloud-based sources, SQL server databases • Receives upgrades from Microsoft every month

		<i>*Offer discounts to non profit organization through our Microsoft Partners</i>	and SQL Server Analysis Services.	<ul style="list-style-type: none"> • Embed report on websites or other apps • Data accessibility: All the data that you import from data sources and work with is stored in a centralized location. • Work together easily on the same data, collaborate on reports, and share insights across popular Microsoft Office applications such as Microsoft Teams and Excel
Tableau (Product options include: Public , Cloud , Server)	Tableau	<p>Free Trial and Several Plan Options for Teams/Orgs</p> <p>Tableau Viewer: \$15/user/month Tableau Explorer: \$42/user/month Tableau Creator*: \$70/user/month</p>	<p>Tableau Public is a free platform to explore, create and publicly share data visualizations online. With the largest repository of data visualizations in the world to learn from, Tableau Public makes developing data skills easy</p> <p>Note: Healthier Together Oregon (Oregon SHIP) used Tableau to design data dashboards</p>	<ul style="list-style-type: none"> • A platform for public (not private) data. Published visualizations are available for anyone to see online. • Tableau Public visualizations can handle millions of viewers. All infrastructure is managed by Tableau at no cost. • Resources and examples of how to apply the software across many industries, including Education and Nonprofits, Healthcare and Government • Real-time analytics • Intuitive Dashboard Creation and UX • Connect to a variety of data sources (and easily integrate with existing technology) • Role-based permissions • Simple sharing and collaboration • Mobile accessibility • Querying in natural language with ask data • Community support