Center for Thriving Communities

Learning Journey Series

Session 3: Measuring Impact of Community-Driven Initiatives

in partnership with

Build Healthy Places Network

Center for Thriving Communities

Vision: A Florida where everyone has the opportunity to prosper and thrive.

Mission: To collaborate with communities in the creation of enduring and impactful resources that support all Floridians in achieving the highest levels of health and well-being.

Guiding Principles:

Cultural Humility: Centering, embracing, and integrating lived experiences.
Enduring: Cultivating relationships and committing to long-term sustainable change.
Collaborative: Establishing trusting partnerships, shared goals and aspirations to help communities thrive.
Opportunity for all: Working together to improve access to resources.
Practical: Implementing solutions that are accessible, impactful, and replicable.
Transparency: Openly sharing findings, strategies and approaches.

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Session 2-June 18: Crafting a Community Vision of Health
Session 3-August 7: Measuring Impact of Community-Driven Initiatives

Session 4: Resourcing Community-Led Health Initiatives
October 15th, at 12 PM EST
How might we resource and sustain the impacts of local well-being initiatives. We will share approaches to engage community and organizational leaders to invest in locally developed solutions.

Bonus Session 5: Grant-Writing 101 facilitated by ReGina Newkirk-Rucci
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This final workshop of the Center's four-part learning journey series is designed to provide organizations with insights and tips when applying for funding and other resources to support community initiatives. You'll learn how to construct a grant, including standard grant components, write a compelling program description, learn about evaluation frameworks, and essential considerations for crafting a budget and budget narrative

EMPOWERING
Resources For All

Measuring Impact of Community-Driven Initiatives

Build Healthy Places Network

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Kevin O. Leacock, MPH

Welcome - Icebreaker

- *Please introduce yourself in the chat with your name, pronouns, organization or community & location*
- *Tell a story about a food that reminds you of home*
- *What makes it special to you?*

Community-Driven Data and Evaluation Strategies to Transform Power and Place

Build Healthy Places Network

VERGE IMPACT PARTNERS

The Build Healthy Places Network (BHPN)

National center that transforms the way organizations work together across the healthcare, public health, community development, and finance sectors to **advance health and racial equity.**

Engage

Educate

Synthesize

Why Community-Driven Data and Evaluation

- Community-driven data and evaluation processes can accomplish more than data collection. **They can connect people to people** (e.g. through organizing and advocacy networks or community-led initiatives) and **help build the base of power so residents can change the issues under study in their communities**.

- Pulled from "How to Citizen" (4 pillars to **reclaiming collective power → self-determination**)
  - Show up and assume you have a role to play
  - Understand that you have power
  - Commit to the collective self, not just the individual self
  - Invest in relationships

Community-Driven Data and Evaluation Strategies to Transform Power and Place

This tool aims to support individuals, organizations, and institutions:

1. Define and match their goals for community-driven data and evaluation to approaches, tools, and resources that fit their context.
2. Better understand common approaches to produce and use community-driven data and evaluation to advance health equity, promote racial justice, and build community power.
3. Explore examples of how community-based organizations are embedding community-driven data and evaluation approaches into their work.
4. Make the case for using community-driven data and evaluation processes.

Community-Driven Data vs Traditional Data Approach

Community-Driven Data Approach:

- Asset-based focused
- Values mix of qualitative and quantitative data, useful for community led change
- Community members lead data decision making and those with lived experience are experts

Traditional Data Approach:

- Deficit-based focused
- Values quantitative data as more valid and rigorous than qualitative data
- Outside institutions lead data decision making and subject matter academics/professionals are experts

Asset-Based v Deficit-Based Approaches

- **Asset-based approach**—Emphasizes a group's strengths, knowledge, and aspirations.
  - Recognizes community strengths before noting any challenges or deficits
  - Can create hope and positive social connectivity
- **Deficit-based approach**—Emphasizes a group's problems, perceived weaknesses, and needs; defines the group itself as the problem or in need of fixing.
  - Defining communities by their problems can risk stigmatizing people
  - Can create cynicism (lack of hope)

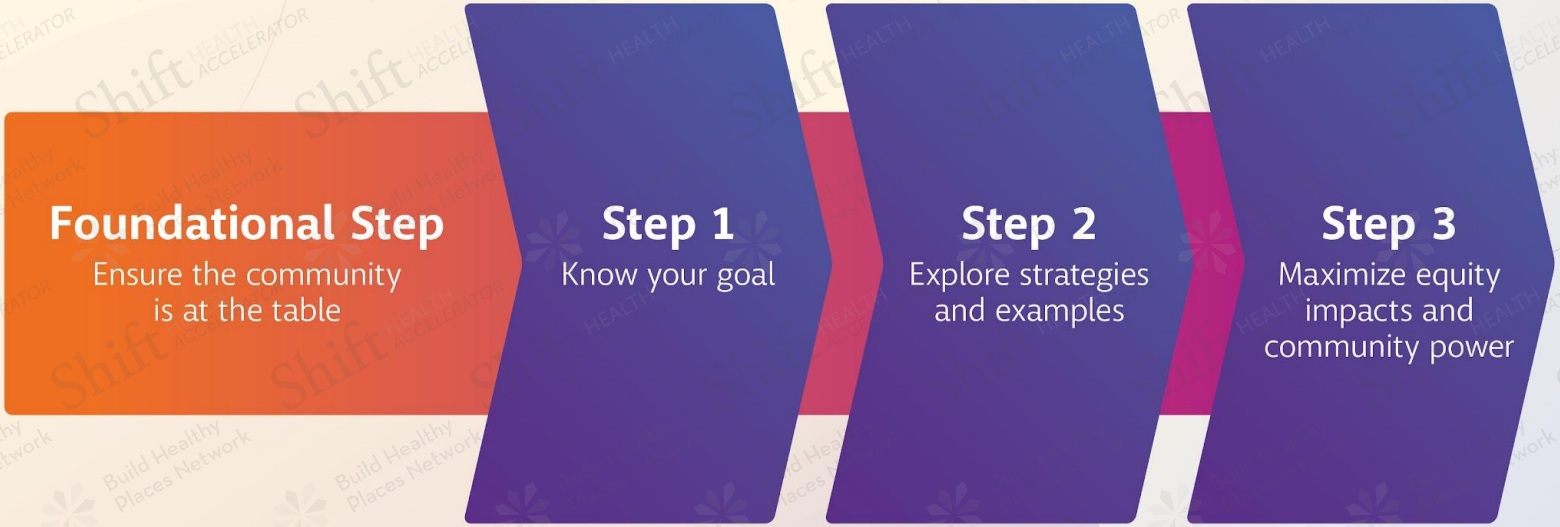
Community Self-Determination

Figure 2. Community Participation Spectrum

LEVEL	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
low <---------- level of community decision-making power ----------> high					
Community member role	receive information about project	provide feedback on goals and alternatives	strengthen goals, preferences, and alternatives	partner in goal-setting and decision- making	lead goals and decision-making
Examples	town hall, open house, website	polls, open comment, focus groups	advisory boards, charettes	participatory budgeting, collaborative analysis	participatory action research, citizen science monitoring

In Practice: Using Community-Driven Data and Evaluation

Overview of Community-Driven Data and Evaluation Tool



Foundational Step

Before any data collection or evaluation steps, ***ensure the community is at the table***. Community trust is ***vital and foundational***.

Design questions to think about:

- Who are the community members whose lives will be impacted by the project?
- How and why did you select this community?
- Asset-based? Deficit-based?
- What role will community members play?
- How will you determine their level of involvement?
- What level of power will they have in decision-making?

Step 1: Know Your Goal

Identifying useful and impactful community-driven strategies begins with a **clear understanding of the project goal and the difference the data project will make in the community**.

Design questions to think about:

- What are the goal(s) of the project?
- How will the project advance health and racial equity?
- What impact will this project have, and for whom?
- Whose lives will be directly impacted?
- Who will use the information?
- How will the project advance health and racial equity?

Breakout #1

Discuss a project that you worked on that utilized data collected from and/or by the community?

- What role did community members play in the process? (level of involvement)
- How did you use that information?

OR (if you haven't utilized community-driven data in your work yet)

How can using community-driven data and evaluation help you achieve your goal(s)?

- What types of community assets, desires, and strengths would be important to include in a project to advance health and racial equity?

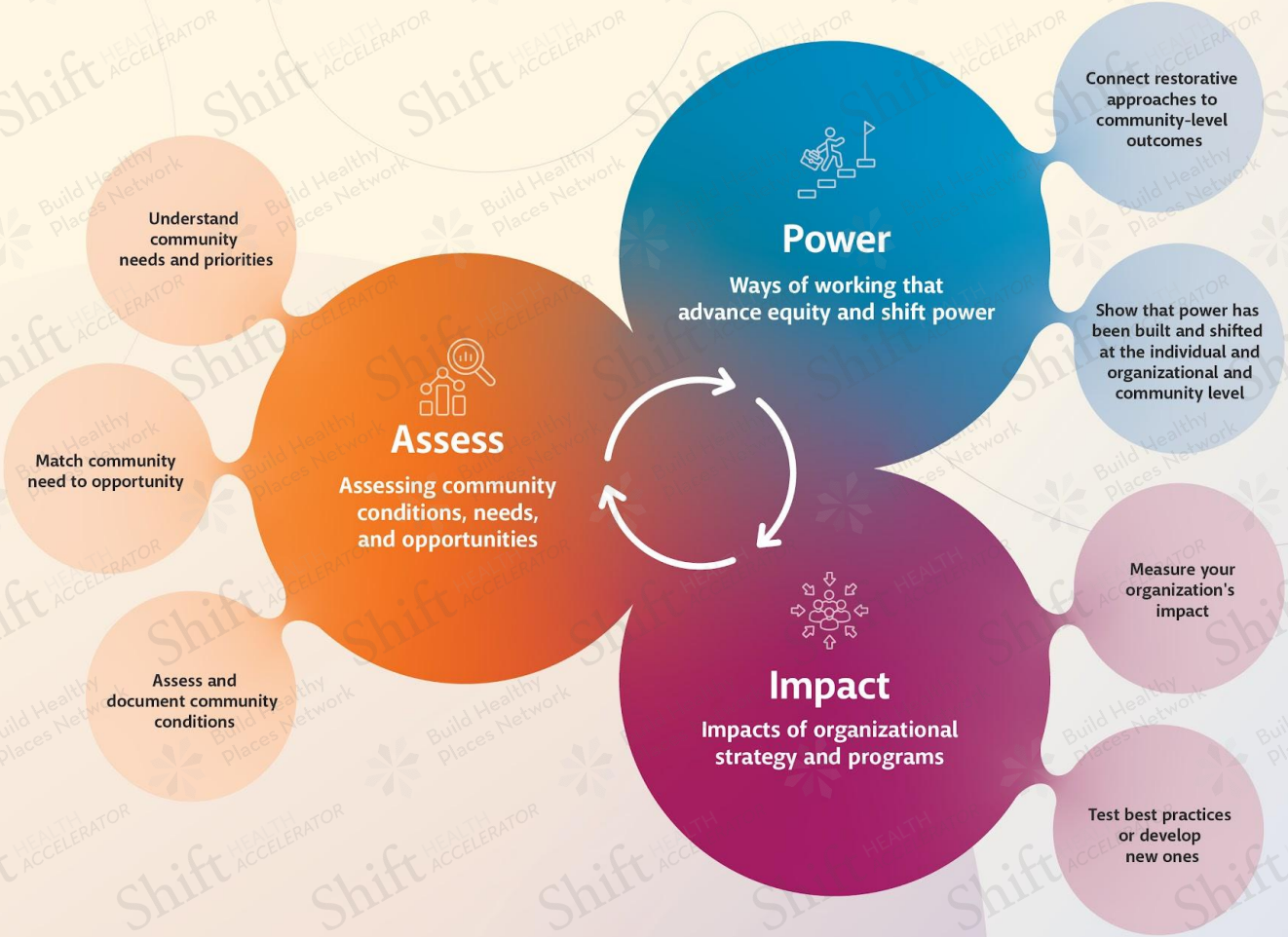
Step 2: Explore Strategies and Examples

3 Types of Community-Driven Data and Evaluation Strategies:

- Ways of working that advance equity/shift power
- Assessing community conditions, needs, and opportunities
- Impacts of organizational strategy and programs

Note to remember:

- Strategies listed in the tool are a starting point - many more strategies exist!
- Answer the design questions in the tool to help select strategies


Assess
Assessing community conditions, needs, and opportunities
Understand community needs and priorities
Match community need to opportunity
Assess and document community conditions
Power
Ways of working that advance equity and shift power
Connect restorative approaches to community-level outcomes
Show that power has been built and shifted at the individual and organizational and community level
Impact
Impacts of organizational strategy and programs
Measure your organization's impact
Test best practices or develop new ones

Understand community needs and priorities
Match community need to opportunity
Assess and document community conditions
Assess
Assessing community conditions, needs, and opportunities

Strategy - Assess Community Conditions, Needs and Opportunities

Assessing community conditions, needs, and opportunities

Includes strategies for collecting/using data to describe or better understand the conditions, happenings, and possibilities of communities.

Examples: community health needs assessments, community census projects, walkability audits, air quality monitoring

Frequently used methods: collaborative design and analysis of surveys, interviews, focus groups, photovoice, story banking, and observations

Assess and document community conditions

USEFUL FOR:
Generating a snapshot of community conditions (i.e., environmental, socioeconomic, civic, resource, and political context) at a specific moment in time.

SAMPLE METHODS:

*Participatory asset mapping *identifies and builds strategy or action around a community's existing strengths, including people, relationships, power, capacity, and material resources.*

*Community audits (e.g., sidewalk audits, park audits, trash audits) *assess and document current conditions, including assets, needs, and priorities, to inform and shape community-driven investment and action.*

*Citizen science monitoring (e.g., air quality, heat, evictions, rents, green space) *monitors changes in natural, physical, social, civic, and economic community environments to inform local organizing, planning, and decision-making.*

Match community need to opportunity

USEFUL FOR:
Assessing how and to what extent current and future opportunities meet community needs, and how to make adjustments to improve them over time.

SAMPLE METHODS:

*Regularly repeated community assessments *clarify the standing of current issues, make strategic and action planning more effective, and show what's working, what needs improvement, what can be discontinued, and what new measures should be taken.*

*Scorecards *assess and improve the quality of public services through community engagement, feedback, and dialogue with service providers.*

*Community-engaged mapping *visually represents data by geography or location and links it to community conditions and issues.*

Understand community needs and priorities

USEFUL FOR:
Understanding a community's visions, goals, priorities, and strengths for change toward an equitable and inclusive future.

SAMPLE METHODS:

*Design charrettes *collaboratively identify and prioritize needs, goals, and solutions through inclusive, participatory design processes.*

Participatory budgeting *engages residents in direct decision-making processes that can lead to necessary policy changes and reallocation of funds towards projects and initiatives addressing specific needs and priorities.*

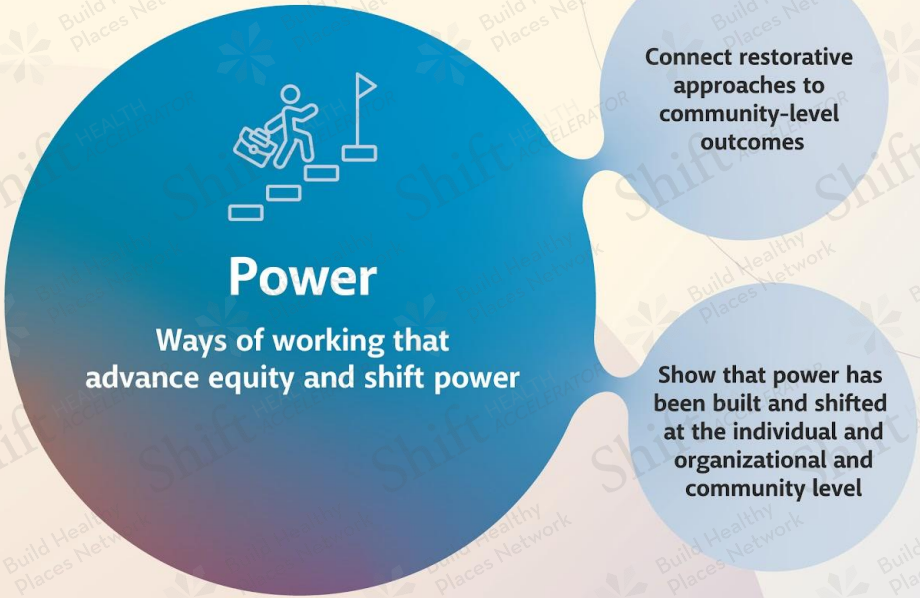
Participatory visioning (e.g., future search, open space, appreciative inquiry) *engages community members in identifying a common future based on shared aspirations and priorities, building on what already works.*

‘Participatory Budgeting’ in Action

Complete

The People’s Budget

Re-Envisioning the City Budget


Power
Ways of working that advance equity and shift power
Connect restorative approaches to community-level outcomes
Show that power has been built and shifted at the individual and organizational and community level

Strategy - Ways of Working that Advance Equity/Shift Power

Figure 4. Exploring Community-Driven Data and Evaluation Strategies, *continued*

Ways of working that advance equity/shift power

Includes strategies for collecting/using data or conducting evaluations to demonstrate that an approach (a way of doing work) in an organization or in a community is advancing equity or building community power.

Examples: anti-racist practices, organizing approaches, Indigenous and culturally specific frames and practices, community-led planning and research practices

Frequently used methods: developmental evaluation, community leadership and participation assessments (surveys, interviews, observations), reflection and storytelling

Show that power has been built and shifted at the individual and organizational and community level

USEFUL FOR:
Identifying the ways community members build, share, and exercise power to affect community norms, leadership, decisions, and outcomes, and how they change over time.

SAMPLE METHODS:

***Network analysis** (e.g., community network analysis, civic network analysis) *analyzes the network of connections and relationships among community members to understand power dynamics.*

***Power analysis** *identifies key stakeholders, their relationships, and their influence within the community and on decision-making.*

Assessing capacity for change and movement-building *identifies and tracks changes in resources, skill, and capabilities within the community* (e.g., capacity assessment), *and shifts in power* (e.g., power through social movement-building) as *residents mobilize for change.*

Connect restorative approaches to community-level outcomes

USEFUL FOR:
Understanding how using approaches and practices intended to dismantle racism, counter oppression, facilitate healing, and advance equity make a difference in the process, outcomes, and experience of a project.

SAMPLE METHODS:

Assessing people power (e.g., connecting people power to change outcomes) *measures progress toward community empowerment and influence using qualitative and quantitative metrics.*

Anti-racist research methods (e.g., anti-racist principles for community-academic partnerships, *research related to* planning and urban development *or* public health) *integrate racial justice principles into research and data collection.*

Restorative evaluation (e.g., Indigenous truth and reconciliation evaluation) *connects restorative approaches to work with equitable processes, changes, and outcomes.*

‘Power Analysis’ in Action

Groundwork Ohio River Valley uses tree canopy, surfaces where water cannot soak into, and air quality maps to help residents visualize the inequitable distribution of climate impacts across Cincinnati.

Impact
Impacts of organizational strategy and programs
Measure your organization's impact
Test best practices or develop new ones

Strategy - Impacts of Organizational Strategy and Programs

Impacts of organizational strategy and programs

Includes strategies for collecting/using data or conducting evaluations to demonstrate the impact of your organization's work on the community.

Examples: evaluating best practices, organizational performance, or outcomes and impacts of organizational strategies, programs, and initiatives

Frequently used methods: participatory and equitable evaluation approaches using surveys, interviews, and observations

Test best practices or develop new ones

USEFUL FOR:

Documenting the process, outcomes, and lessons learned from adopting effective community-based practices from other contexts or designing and piloting new ones.

SAMPLE METHODS:

Community-led evaluation (e.g., process monitoring, outcome mapping) *measures the progress and impact of community-led initiatives, using participatory and adaptive management approaches.*

Participatory action research and evaluation *assesses and informs practices by including the people and groups who are most affected by an inquiry in the design and execution of the process.*

Process tracing *determines how a particular large-scale change actually happened within a complex, dynamic context.*

Measure your organization's impact

USEFUL FOR:

Documenting and assessing how well an organization or community collaborative implements a program or initiative and improves outcomes.

SAMPLE METHODS:

Participatory organizational performance assessments (e.g., measuring the delivery of initiatives or services according to resident outcomes) *measure the performance of community-based work, including partnerships, resources, capacity building, community satisfaction, and outcomes.*

Culturally grounded and liberatory evaluation approaches (e.g., empowerment evaluation, transformative evaluation, culturally responsive evaluation) *assess programs, projects, or interventions in ways that embody and contribute to equitable practices and outcomes.*

Collective impact evaluation *measures progress, outcomes, and the overall impact of collaborative efforts aimed at addressing complex social issues.*

‘Culturally Grounded and Liberatory Evaluation Approaches’ in Action (Urban Health Institute)

- Reclaiming Our Narratives: An Indigenous Evaluation Framework for Urban American Indian/Alaska Native Communities

- The framework is structured around four main tenets aligned with values, beliefs, cultural identities, priorities, and ways of being resonant for urban Native communities and work:

  (1) recognize that community is where Native people are,

  (2) prioritize strengths and resilience,

  (3) decolonize data, and

  (4) center community perspective

Breakout #2 (in groups)

Discuss questions below (use pages 11-13 of tool for reference):

- What measurement tools and evaluation processes could be most useful for your work with communities? Why?
  - If you used any in the past, how was that process?
  - What did you learn?

Step 3: Maximize Equity Impacts and Community Power

Once you have identified community-driven data strategies, the final step is to **consider how to implement these strategies to maximize the ability to build community power and advance health and racial equity.**

Step 3: Maximize Equity Impacts and Community Power

Figure 5. Design Questions to Help Maximize Community Power

CHARACTERISTICS	COMMUNITY-DRIVEN DATA APPROACH	DESIGN QUESTIONS
Research focus	Explores community assets, strengths, community member stories or experiences, and root causes.	***How does the project frame, describe, and build toward the desires and strengths of the community rather than focusing on damage, harm, and deficits?*** Asset and desire-based frames tell the whole story of communities and community members through the lens of their aspirations, strengths, contributions, and ability to create change, rather than defining them by their problems, ignoring their contributions, and framing them as burdensome to society.
Questions and methodologies	Chooses qualitative and quantitative methods that are most useful for community-led change; analyzes data through asset- and desire-based frames.	***How do community members directly benefit from asking and answering the questions of the project? What opportunities are available to build the leadership, ownership, position, and resources of community members or the community at large?*** Prioritizing community leadership helps ensure that the opportunities, investments, and actions related to the project support community self-determination.
Who is involved	Community members lead or partner with staff to determine goals, questions to explore, data to make sense of, and dissemination of results. Community members with lived experience are experts.	***How does the project elevate and value lived experiences and narratives of the community or communities involved in the project?*** Uplifting authentic stories of community members with lived experience can counter dominant racist and deficit-based narratives and uphold the value of community expertise and knowledge as credible information.
Decision-makers	Community members with lived experience and who are affected by the data or evaluation are decision-makers.	***How does the project center community members and create avenues for them to be partners and leaders?*** How much room do you have for improvement on the spectrum of community participation (Figure 2)? ***How does the project enable community access, use, control, and ownership of the data it produces?*** Participatory processes give local communities the ability to control the collection, ownership, and application of their own data, and ensure data is shared with communities in accessible, meaningful, and useful ways.
In practice	Connects community members with one another, helps to restore trust in communities, and builds community participation and power.	***How can the project's structure, process, and community involvement build or strengthen community networks of power?*** Community-driven data and evaluation processes can accomplish more than data collection. They can connect people to people (e.g., through organizing and advocacy networks or community-led initiatives) and help build the base of power so residents can change the issues under study in their communities.

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