

Using Evaluation to Create Healthy Neighborhoods: The Outcome-Asset Impact Model

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Working in Complex Environments

- Multiple layers of government
- Competing interest groups
- Many different service delivery structures and systems
- Many different organizations and groups
- Many different individual viewpoints



Creating & Using Multiple Types of Capital

- **Natural capital** is the landscape, air, water, soil and biodiversity of plants and animals.
- **Cultural capital** includes values and approaches to life that have both economic and non-economic implications.
- **Human capital** is the skills and abilities of each individual within a community.
- **Social capital** includes the networks, norms of reciprocity, and the mutual trust that exist among and within groups and communities.
- **Political capital** is the ability to a group to influence the distribution of resources within a social unit.
- **Financial capital** consists of money that is used for investment rather than consumption. Financial capital is important because it can be transformed into built capital.
- **Built capital** includes factories, schools, roads, restored habitat, community centers and the like.



Urban Institute: creating or retaining affordable housing

Housing Production

- Housing Trust Funds
- Inclusionary Zoning Ordinances
- Low-Income Housing Tax Credits
- Split-Rate Tax Structure
- Tax Increment Financing

Housing Retention

- Code Enforcement
- Rent Control
- Preservation of Federally Subsidized Housing (Section 236 and Project-Based Section 8)
- Tax Relief Assistance

Asset Building

- Individual Development Accounts (IDAs)
- Homeownership and Education Counseling
- Limited Equity Housing Co-ops (LEHCs)
- Community Land Trusts (CLTs)
- Location Efficient Mortgages (LEMs)
- Section 8 Homeownership Program



Programmatic vs. Systemic

A programmatic perspective:

- Looks only at component parts in isolation from other possible influences
- Does not look for interrelationships
- Looks at supportive and risk factors only in the immediate domain
- Looks for individual outcomes and not key levers of influence across the whole system/community

Adapted from National Literacy Trust website: <http://www.literacytrust.org.uk/About/systems.html>



Programmatic vs. Systemic

In contrast, a systemic and developmental perspective:

- Looks at all the systems or community dimensions that affect an issue
- Looks for interrelationships across systems
- Seeks to understand the supportive factors for healthy development and the risk factors that hinder healthy development across all dimensions or systems
- Looks for the key levers of influence across the whole system/community
- Looks to see how one sector or organization's actions or influence impacts upon the rest of the system
- Consciously avoids 'shifting problems' to other parts of the system
- Looks for the main sources of resistance to change, rather than pushing harder to overcome resistance and barriers by increasing the driving forces
- Generally is geared to the long-term and seeks to identify the slow, subtle and often hard to detect changes which over time can have powerful implications

Adapted from National Literacy Trust website: <http://www.literacytrust.org.uk/About/systems.html>



The Brookings Institution & The Urban Institute

The effectiveness of 3 broad approaches – rental assistance, homeownership assistance, and regulatory policies – in addressing 7 goals for affordable housing:

1. Preserve & expand the supply of good-quality housing units
2. Make existing housing more affordable and more readily available
3. Promote racial & economic diversity in residential neighborhoods
4. Help households build wealth
5. Strengthen families
6. Link housing with essential supportive services
7. Promote balanced metropolitan growth



In the journey towards healthier neighborhoods and communities:

- It helps to understand the journey's territory
- It helps to understand the paths of the journey
- It helps to have road signs & markers on our map
- It helps to have a trustworthy vehicle



Understanding Our Journey's Territory & Paths

Logic Models – An Academic Definition

A logic model is an articulation of how a program or project is understood or intended to contribute to its specific outcomes. It focuses on sets of outcomes rather than tightly specified processes

(Mathison, S. (Ed). 2005. Encyclopedia of Evaluation, Thousand Oaks, CA: Sage Publications, Inc.).



Understanding Our Journey's Territory & Paths

Logic Models – A Simple Definition

Logic models are maps of the territory, the location of our destination, and how we think we get there



Understanding Our Journey's Territory & Paths

A map increases its usefulness when it provides us with enough detail to get around

Single Level Logic Models

VS.

Multi-Level Logic Models





These are the interventions that we do with our consumers to get to the outcomes.

These are the beliefs, understandings, and skills that are needed to enact the practice.

These are the practices or behavior that help consumers realize the building blocks.

These statuses and conditions are the building blocks that consumers need to achieve the desired impact. (What evidence would suggest we've identified appropriate building blocks?)

The ultimate status or condition that we are seeking with our consumers.

Conflict Resolution Classes/ Interventions

Young person believes that it is important to resolve conflict non-violently.

Young person understands the concepts of non-violent conflict resolution.

Young person learns non-violent conflict resolution techniques/strategy

Young person uses non-violent conflict resolution strategies when confronted with conflict.

Search Institute 40 Developmental Assets
* Young person who seeks to resolve conflict non-violently.

Youth who are mentally, emotionally, physically, and socially healthy.

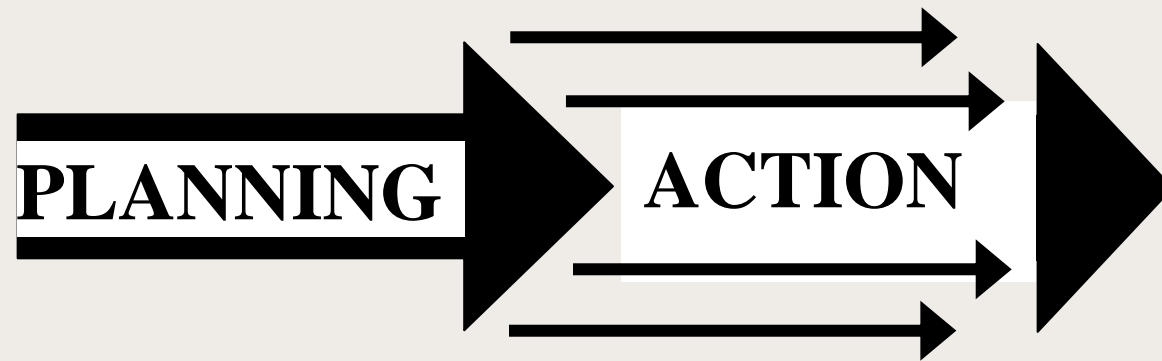


Understanding Our Journey's Territory & Paths

Single Level Logic Models give us:

- An understanding of the relationship between a set of activities and a corresponding set of outcomes
- An understanding that emanates from one context and is influenced by no other contexts



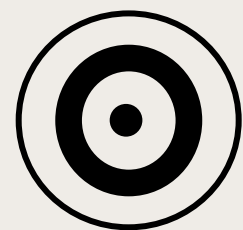


IDEAL





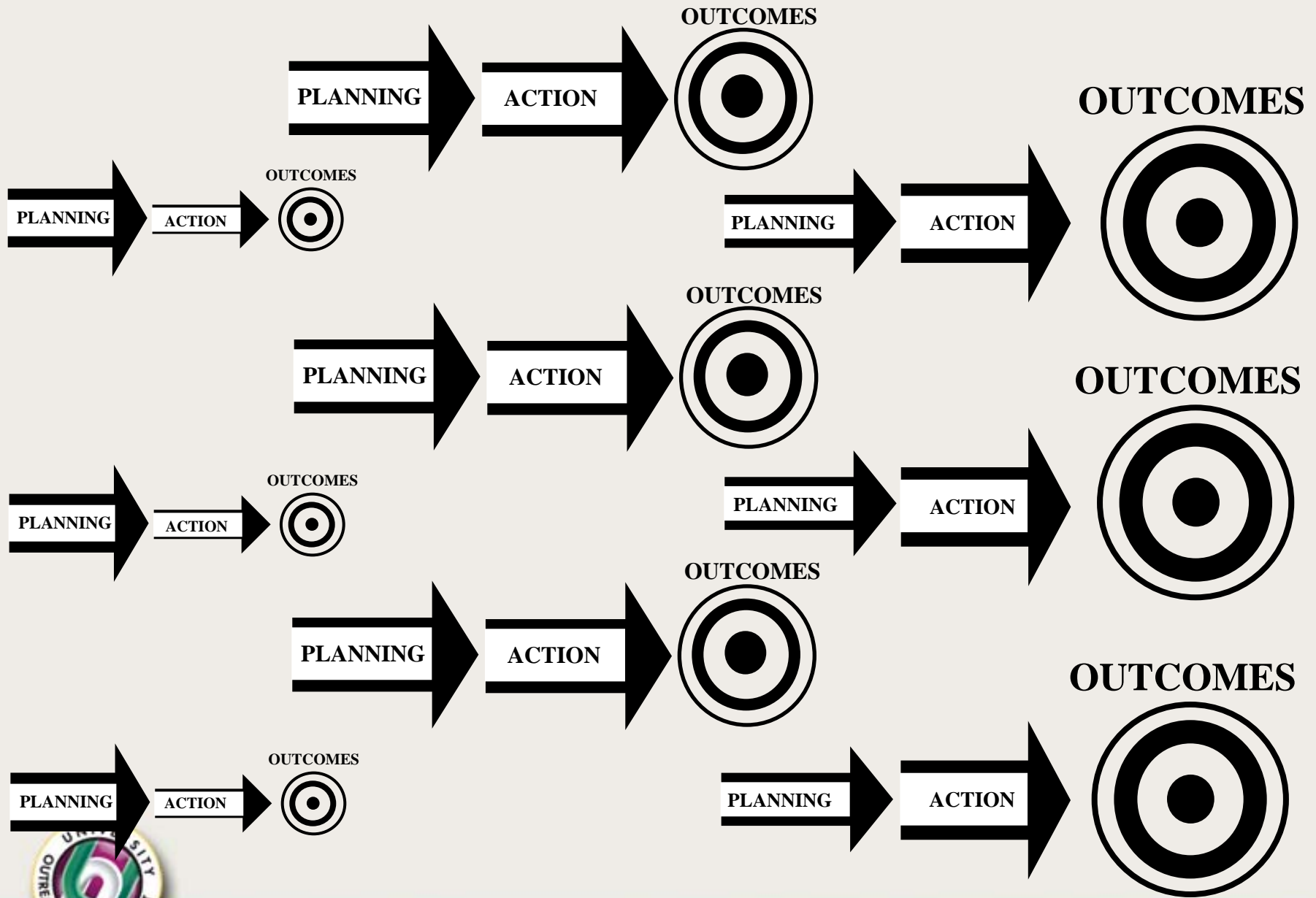
OUTCOMES



RESULTS

ACTUAL





Understanding Our Journey's Territory & Paths

Single Level Logic Models:

- Can't represent the complexity that most of us work with and within
- Can't help us understand that sometimes the solution to a problem on one level lives on another level



Understanding Our Journey's Territory & Paths

	Activities	Initial Outcome	Intermediate Outcome	Long-Term Outcome
Individual				
Family				
Block				
Neighborhood				
Community				



Understanding Our Journey's Territory & Paths

	Activities	Initial Outcomes	Intermediate Outcomes	Long-Term Outcomes
Individual				
Group				
Organization				
Delivery System or Sector				
Community				



Level	Intention Outcomes	Behavior Outcomes	Status Outcomes
Individual	<ul style="list-style-type: none"> > Skills > Values > Attitudes > Beliefs > Opinions > Understanding > Emotions > Self-expression > Spiritual awareness 	<ul style="list-style-type: none"> > Individual practice and behavior > Spiritual practice 	<ul style="list-style-type: none"> > Status > Condition
Group or Family	<ul style="list-style-type: none"> > shared Group/Family: culture, norms, values, beliefs, morals, ethics, worldviews > Mutual understanding > Mutual agreement 	<ul style="list-style-type: none"> > Group/Family relationships > Group/Family practices > Group/Family interaction 	<ul style="list-style-type: none"> > Status > Condition
Agency or Block	<ul style="list-style-type: none"> > Shared agency culture, norms, values, beliefs, morals, ethics, worldviews > Mutual understanding > Mutual agreement 	<ul style="list-style-type: none"> > Inter-departmental relationships > Agency management practices > Service delivery practices 	<ul style="list-style-type: none"> > Status > Condition > Agency structures/system and its governance
Delivery System or Neighborhood	<ul style="list-style-type: none"> > Shared system culture, norms, values, beliefs, morals, ethics, worldviews > Mutual understanding > Mutual agreement 	<ul style="list-style-type: none"> > System member relationships > System member interaction > System practices 	<ul style="list-style-type: none"> > Status > Condition > Delivery system structure and its governance
Community	<ul style="list-style-type: none"> > shared community social norms, culture, values, beliefs, morals, ethics, worldviews > Community interests > Mutual understanding > Mutual agreement 	<ul style="list-style-type: none"> > Relationships among groups, neighborhoods > Civic action > Community dialogue 	<ul style="list-style-type: none"> > Status and condition: social, economic, environmental > Community structures/infra structure > Community governance structure, laws



	Activities	Initial Outcome	Intermediate Outcome	Long-Term Outcome
Individual		Ready to live independently Understand existing housing options	People with disabilities move into affordable, accessible housing that maximizes independence	People with disabilities live in affordable, accessible housing that maximizes independence
Group		Consumers and disability groups learn to become advocates	Consumers and disability groups advocate for affordable, accessible housing	
C. I. L.	Provide ready to live independently services Provide info on community housing options Provide advocate training Conduct public awareness campaign			
System		Association learns and advocates	Gov't enforces existing housing accessibility laws and rules Legislators act to increase affordable, accessible housing	
Community		Public is aware of the shortage of affordable, accessible housing and the hardship it creates for the disabled community	Public opinion supports affordable, accessible housing for the disabled community	Affordable, accessible housing in sufficient quantity is available to the disabled community



LEVELS

ACTIVITIES

INITIAL OUTCOMES

INTERMEDIATE OUTCOMES

LONG-TERM OUTCOMES

Children and Youth

Birth-to-Work System

PWC/U-in-C Partnership

Coalitions co-create action plans with people throughout the community and university to:

- Identify, through scientific review, the critical supportive factors needed at each stage of transition
- Inventory community capacity to provide the identified supportive factors
- Conduct gap analysis between identified supportive factors and current community capacity to provide those factors
- Develop and implement plans to address identified gaps

- Supports coalitions
- Strategically invests innovation funds
- Accelerates adoption of PWC community practices
- Pushes work to neighborhood level

- Develops indicators with targets and scales them to neighborhoods
- Links indicators to specific programmatic efforts of Birth-to-Work System

Parents, neighborhood development organizations, community agencies, and institutions understand the effectiveness of supportive efforts

Children and youth who are vulnerable positively transition through 3 critical stages of healthy development from birth-to-work

Parents, neighborhood development organizations, community agencies, and institutions provide adequate support for healthy transition through the 3 stages

Partners adjust and revises indicators and targets as needed to continuously improve and refine tracking and feedback

Partners annually track indicators and provide feedback to parents, neighborhood development organizations, community agencies, and institutions

Improved wellbeing of children and families who are vulnerable

Improved community indicators of wellbeing for children and families who are vulnerable over the next 5 years

Refined PWC community indicators



Road Signs & Markers

Indicators

A measure or a set of measures that tell us when we've successfully achieved our desired outcome.



Road Signs & Markers

Indicators

Can show you one spot along the way

or

Can describe an entire journey



OUTCOME	INDICATOR				
	Crisis	Vulnerable	Stable	Self-Sufficient	Thriving
Income	0%-74% of OMB Poverty Level	75%-149% of OMB Poverty Level	150%-219% of OMB Poverty Level	220%-349% of OMB Poverty Level	+350% of OMB Poverty Level
Adult Education	No Diploma or GED	Recognized Diploma or GED	Recognized Diploma or GED plus some post-secondary certification	Recognized Associate's Degree or equivalent	Recognized Bachelor's Degree or equivalent
Employment	Unemployed	Part-time	Full-time, underemployed	Full-time	Full-time, field of choice
Housing	Homeless	Temporary Housing or in danger of eviction or foreclosure	Renting-subsidized	Renting-unsubsidized	Owns + Safe & Secure / Owns
Food	Needs food pantries/soup kitchens to meet monthly needs, lacks utensils	Receives food subsidies, occasionally needs to use food pantries/soup kitchens	Food subsidies and budget meets the needs	Food needs are met	Food choice, nutrition needs are met, all utensils present
Child Care	Unsupervised or unsafe	Unsubsidized care, but irregular or inconsistent care	Subsidized care	Can pay for own, choices limited	Child care of choice
Health Care	No insurance coverage	Public insurance/coverage, no primary care physician	Public insurance/coverage, primary care physician	Private insurance, choice limited	Private insurance, doctor of choice
Transportation	No access at all, no license, no driving skills	No car, uses public transportation or other means but it limits choices	Unreliable car or threat of loss, poor driving history, poor insurance coverage	Access to Public Transportation or other means that generally meet needs	Has reliable car, driver's license, adequate insurance, etc.



	At Risk This family can not meet its needs; growth potential of its members is minimal	Safe This family is secure and has potential to move forward	Thriving This family is growing and contributing to its and the community's well being
Shelter	<ul style="list-style-type: none"> -Lives in temporary or shared housing -Spends over 1/3 of income for shelter -Deterioration of housing conditions; feels afraid in home neighborhood 	<ul style="list-style-type: none"> -Lives in affordable housing -Spends less than 1/3 of income for shelter -Able to secure home, feels safe in neighborhood 	<ul style="list-style-type: none"> -Lives in housing of choices -Spends less than 20% of income for shelter -Feels safe and secure in home and neighborhood
Nutrition	<ul style="list-style-type: none"> -Not enough food; family members are hungry -Unable to prepare food -Little or no nutritional knowledge -Eats when food is available 	<ul style="list-style-type: none"> -Has enough food to satisfy hunger -Has appliances and utensils needed to prepare food -Understands basic nutrition -Eats 3 meals a day 	<ul style="list-style-type: none"> -Can afford a variety of foods -Has appliances, utensils to prepare food in a variety of methods Has and uses knowledge of basic nutrition
Health Care	<ul style="list-style-type: none"> -Can't always get medical care -Not covered by insurance, inadequate income -Doesn't care for self, ignores health problem 	<ul style="list-style-type: none"> -Can get medical care when needed -Insurance covers partial cost care, can make arrangements to pay balance -Sound, basic health, hygiene practices; seeks timely treatment 	<ul style="list-style-type: none"> -Established with health care professional -Covered by comprehensive insurance -Practices preventive health habits



Indicators of a Healthy Neighborhood With Affordable Housing

Outcomes	At-Risk	Safe	Thriving
Safety	?	?	?
Sense of Belonging	?	?	?
Sense of Connection	?	?	?
Support	?	?	?



A Trustworthy Vehicle

An Asset-Based approach helps us build the positive relationships and partnerships needed to undertake and complete our journey

It's the vehicle that helps us co-create preferred futures



A Trustworthy Vehicle

An Asset-Based Approach

- An asset-based community development approach draws upon the strengths and skills already present in the individual, organization, or community.
- This approach contrasts with problem, needs, or deficit approach and offers individuals, organizations, and communities new opportunities for positive action.
- Capacity building
 - Accesses the inherent strengths of an individual, family, and builds on them
 - Uses people's personal strengths to aid in recovery and empowerment
 - Reframing individual perception to find good in even the worst situations



A Trustworthy Vehicle

An Asset-Based Approach

- Alternative to traditional approaches which typically describe the individual, organization, or community as functioning poorly
- Avoids stigmatizing language or terminology which individuals use on themselves and eventually identify with, accept, and feel helpless to change
- At odds with the “victim identity” – epitomized in popular culture by the appearance of individuals on television or talk radio sharing intimate details of their problems



A Trustworthy Vehicle

An Asset-Based Approach

- Fosters hope within individuals by focusing on what is or has been historically successful for the individual, thereby exposing precedent successes as the groundwork for realistic expectations
- Inventories (often for the first time in the individual's experience) the positive building blocks that already exist in the individual's environment that can serve as the foundation for growth and change
- It reduces power and authority barriers between people by promoting the individual to the level of expert in regards to what has worked, what does not work, and what might work in their situation



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