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# Improving Quality of Life across Neighborhoods

Evaluation and reporting by  **ORSIMPACT**

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# Introduction

Habitat for Humanity International's efforts to provide stable and affordable housing is rooted in a belief that "the house and neighborhood where one grows up impacts one's health and longevity."<sup>1</sup> Shifting its focus beyond housing to explore other determinants of quality of life, Habitat's Neighborhood Revitalization team developed the Quality of Life Framework, or QLF, which identifies outcomes and practices that contribute to improving the quality of life of the residents of communities where Habitat works. To test the QLF as a guiding tool that supports different actors involved in neighborhood revitalization efforts, the Neighborhood Revitalization team partnered with actors in 10 neighborhoods across the United States to create the QLF Learning Cohort, where Habitat affiliates are working with other organizations and residents to implement neighborhood revitalization efforts guided by the QLF.

Since 2020, Habitat for Humanity International has worked with ORS Impact, an external research and evaluation firm, to explore and assess how the learning cohort implemented the QLF and how the framework is contributing to quality of life improvements across the 10 learning cohort neighborhoods. ORS Impact developed individual neighborhood reports as stand-alone evaluations to inform revitalization efforts in each neighborhood. Those individual neighborhood reports served as the foundation for this report, which aims to look across the 10 neighborhoods to identify patterns, aggregate what was learned, and evaluate the QLF approach based on findings across the entire learning cohort. This cross-neighborhood report considers:

- The most significant changes reported by residents and neighborhood coalitions.
- Residents' perception of the quality of life.
- Neighborhood partners' reflections on enabling factors, challenges, and lessons learned.

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<sup>1</sup>Habitat for Humanity. (n.d.). *Quality of Life Framework*. <https://www.habitat.org/our-work/neighborhood-revitalization/importance-of-healthy-neighborhoods>

The report is organized into the following sections, which address the evaluation questions co-developed with Habitat as follows:

**Table 1 | Report sections and descriptions**

<b>Section title</b>	<b>Evaluation questions answered or description of content</b>
<b><u>Introduction</u></b>	<ul style="list-style-type: none"> <li>• Evaluation context, methodology, and brief introduction to the QLF and the learning cohort.</li> </ul>
<b><u>Outcomes Achieved Across Neighborhoods</u></b>	<ul style="list-style-type: none"> <li>• To what extent is there evidence of foundational and/or sector outcome attainment across neighborhoods at the end of the grant period?</li> <li>• To what extent were planned strategies designed with equity as a primary goal?</li> </ul>
<b><u>Enabling Factors for Neighborhood Change</u></b>	<ul style="list-style-type: none"> <li>• How and to what extent did the affiliates'/coalitions' work contribute to quality of life improvements in communities?</li> <li>• How and to what extent did Habitat for Humanity International support affiliates' ability to implement the QLF?</li> <li>• What lessons were learned that can be applied to other communities?</li> </ul>
<b><u>Challenges in QLF Implementation</u></b>	<ul style="list-style-type: none"> <li>• What challenges did neighborhoods face? Are there similar or different challenges across neighborhoods?</li> </ul>
<b><u>Reflections on QLF Implementation</u></b>	<ul style="list-style-type: none"> <li>• What lessons were learned that can be applied to other communities?</li> </ul>
<b><u>Assessment of the QLF Model</u></b>	<ul style="list-style-type: none"> <li>• Evaluator's assessment of the QLF model based on three core hypotheses drawing from data related to the changes in quality of life across neighborhoods and effects on neighborhood infrastructure for creating neighborhood change.</li> </ul>
<b><u>Evaluator's Reflections</u></b>	<ul style="list-style-type: none"> <li>• ORS Impact's higher-level reflections on neighborhood revitalization as a practice and a model for Habitat for Humanity International to continue implementing moving forward.</li> </ul>

## Evaluation Methodology

This section summarizes the evaluation's methodology, while Appendix A provides a more detailed description. The evaluation approach used to learn about changes in Quality of Life across the Learning Cohort was summative in nature. Although some findings tap into baseline data sources, for comparability purposes, much of the methodology centered on taking a retrospective look for the five-year period. Part of this retrospective look entailed using a Most Significant Change, or MSC, approach through a set of structured focus groups and interviews, along with other more quantitative approaches such as surveys and secondary data sources. Findings in this report are based on the following data sources:

- Resident surveys conducted in 2019 and 2023.
- Resident focus groups with residents engaged and not engaged in neighborhood revitalization efforts.
- Group interviews with Habitat affiliate staff members and organizational partners.
- In-depth observation of select locations.
- Physical condition surveys (block, parcel and amenities surveys).
- Secondary neighborhood-level indicators.

To analyze qualitative data, we transcribed audio, translated Spanish text into English, and used Dedoose for thematic analysis. For quantitative analysis, we used descriptive analysis to explore frequency distributions for each survey question. We then used inferential statistics to explore correlations and conduct significance testing to search for statistically significant differences across respondent subgroups. In presenting the survey results, we highlight statistically significant differences only, and we take a race- and ethnicity-first approach, identifying significant differences between 2019 and 2023 and by race and ethnicity. By asking a range of common and complementary questions across data sources, we were able to triangulate data to confirm findings, get an in-depth understanding of changes, and make sure that we included different perspectives. This cross-neighborhood report compiles Most Significant Change data across 10 neighborhoods and resident survey data across nine neighborhoods to identify patterns and answer evaluation questions at a cohort level. Individual neighborhood reports provide more detail on specific neighborhood revitalization efforts and outcomes within each neighborhood.

## QLF and Learning Cohort Context

The Quality of Life Framework (Figure 1) is a tool to understand and guide place-based, asset-based community development. It identifies seven sector outcomes that contribute to the quality of life of residents in a given community. Those sectors are:



**Amenities**



**Economic Opportunities**



**Education**



**Health**



**Housing**



**Safety**



**Transportation**

The hypothesis underlying the QLF is that if Habitat affiliates and their partners (residents and other collaborators) can improve conditions in these sectors, then residents will experience a better quality of life in their neighborhoods. Affiliates and their partners are not expected to work on all the sectors; instead, they should identify the most important issues the community is facing and work to change those conditions.

In addition, the QLF acknowledges that these improvements do not happen on their own; it takes intentional and concerted effort to create change in a neighborhood. To ensure that change happens in ways that respond to current residents' preferences and needs and that it remains sustainable over time, residents need to be engaged throughout the process as agents of change in their own neighborhood. Foundational outcomes explain how a sense of community, sense of cohesion, and collective action among residents and organizations working in the neighborhood lay the foundation for resident-centered, sustainable improvements in quality of life.



**Sense of Community**



**Social Cohesion**



**Collective Action**

The QLF was the framework that guided the creation of the QLF Learning Cohort, where Habitat affiliates and their institutional and resident partners in 10 neighborhoods across the United States implemented the QLF. As part of the QLF Learning Cohort, neighborhood partners received funding, coaching, access to resources and training, measurement and evaluation support, and opportunities to share and learn from each other. The Neighborhood Revitalization team at Habitat for Humanity International served as convener, funder and resource hub for the QLF Learning Cohort during the five-year initiative. Figure 2 shows the neighborhoods where the QLF was implemented, while Appendix B shows select population-level indicators for each neighborhood.

While the QLF provided a shared framework of areas of work for place-based community development, efforts on the ground differed greatly across neighborhoods as they responded to local contexts, starting with the combination of actors involved in neighborhood revitalization efforts. In each neighborhood, a combination of the Habitat affiliate, resident partners and organizational partners drove the work forward, but the number of actors differed and their roles in the work depended on the specific initiatives in the neighborhood. Some actors created formal partnerships with contracts, specified roles, and financial relationships. In other cases, partnerships were informal and more nimble, responding to needs and projects in real time.



Figure 1 | Quality of Life Framework



## Neighborhood revitalization quality of life framework

### Ultimate outcome: Improved quality of life

Quality of life is the sense of well-being and happiness experienced by individuals, groups and communities.

MARCH 2017

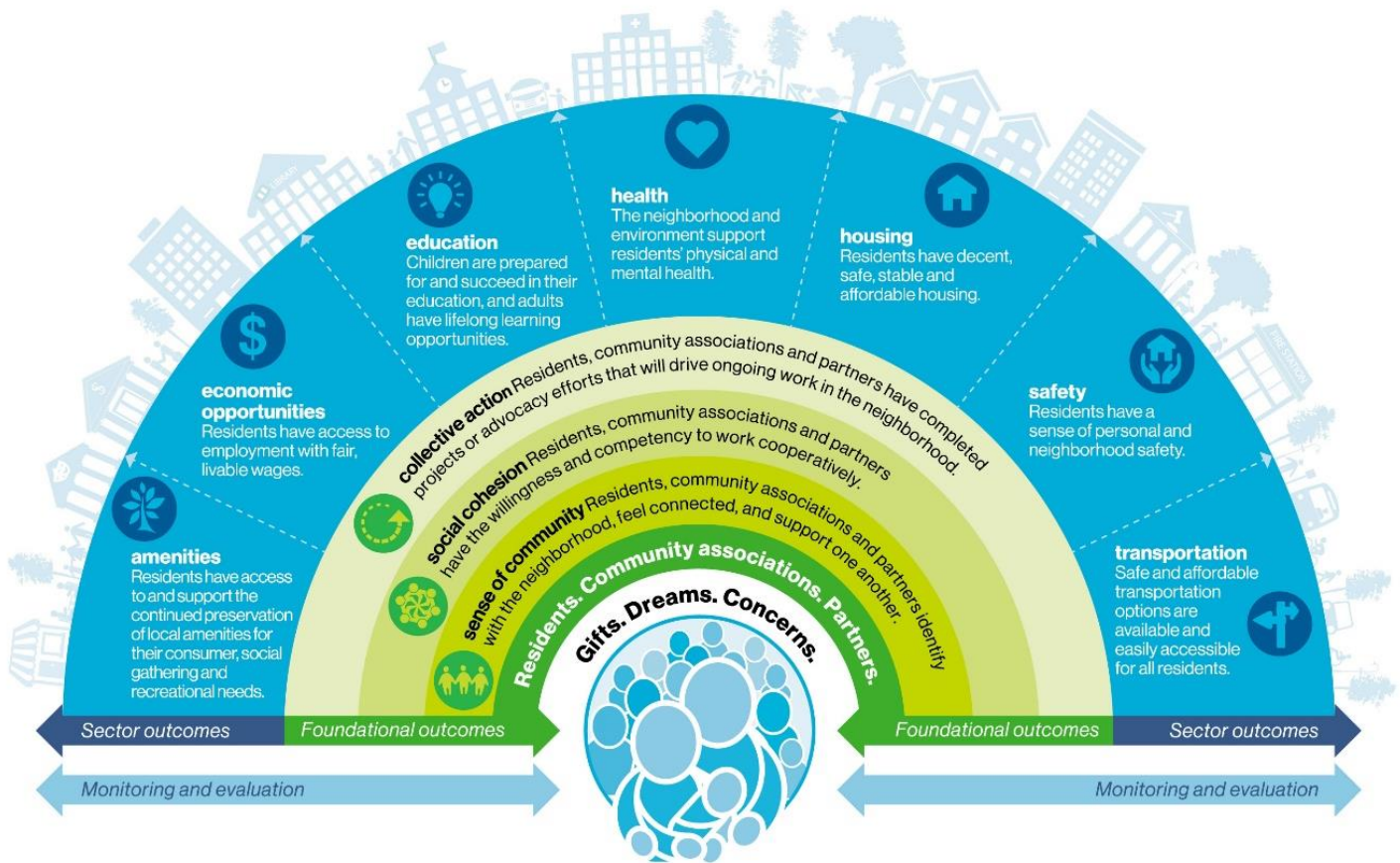


Figure 2 | QLF learning cohort neighborhoods

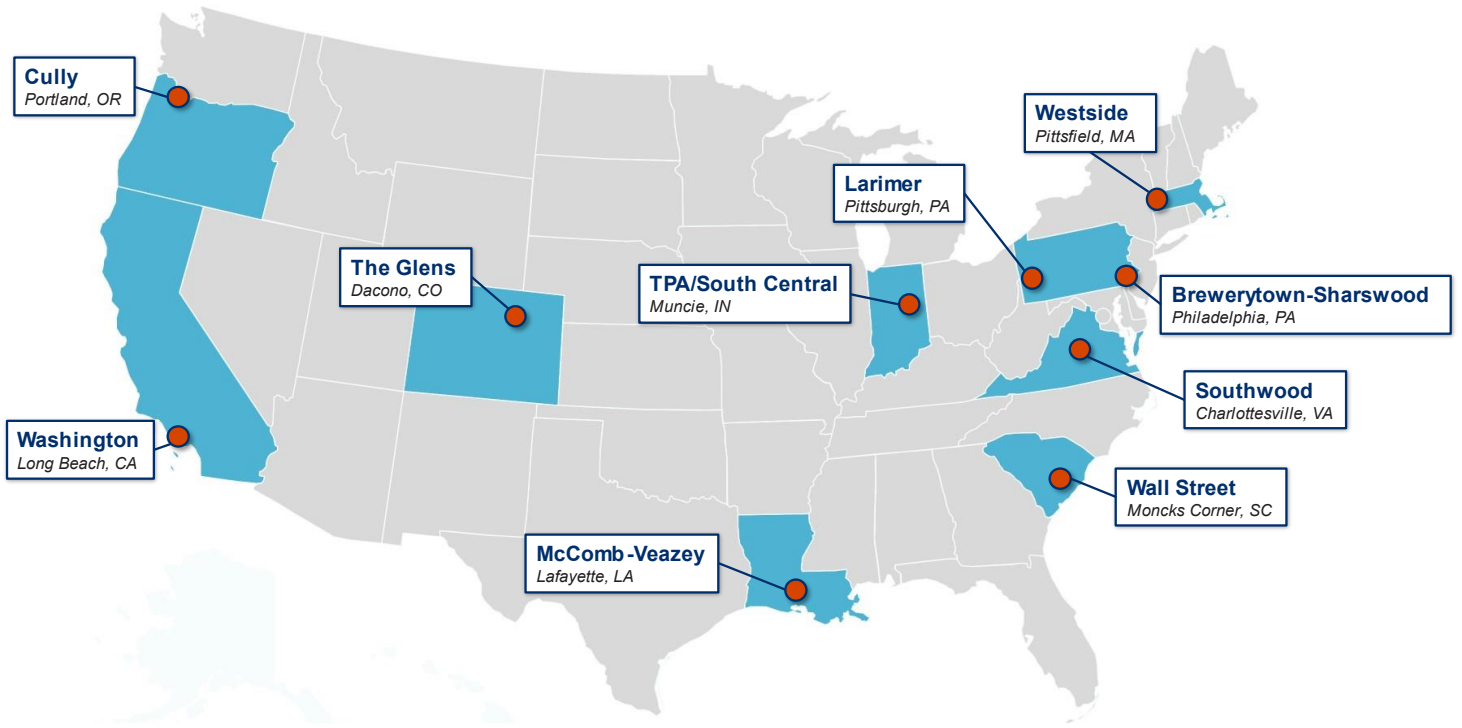


Table 2 | Neighborhood, location, and coalition names

State	City	Neighborhood(s)	Coalition Name
CA	Long Beach	Washington	Washington Neighborhood Coalition
CO	Dacono	The Glens	Pride of The Glens
IN	Muncie	Thomas Park/Avondale, South Central	8twelve Coalition
PA	Philadelphia	Brewerytown, Sharswood	Brewerytown-Sharswood Neighborhood Coalition
PA	Pittsburgh	Larimer	Larimer Consensus Group
LA	Lafayette	McComb-Veazey	McComb-Veazey Neighborhood Coterie
MA	Pittsfield	Westside	Berkshire Bridges
OR	Portland	Cully	Living Cully
SC	Moncks Corner	Wall Street	Wall St. / Mitton Lane Community Coalition
VA	Charlottesville	Southwood	Southwood Neighborhood Coalition

# Findings

This section presents evaluation findings, starting with outcomes achieved across neighborhoods organized by foundational and sector outcomes to mirror the QLF. We then describe how neighborhood coalitions implemented neighborhood revitalization efforts through an equity lens, detail enabling factors and challenges, and summarize reflections on QLF implementation.

## Outcomes Achieved Across Neighborhoods

### Foundational Outcomes

The QLF posits that, in order to ensure that change happens in ways that respond to current residents' preferences and needs and that efforts remain sustainable over time, residents need to be engaged throughout the process as agents of change in their own neighborhood. Foundational outcomes explain how a **sense of community, social of cohesion, and collective action** among residents and organizations working in the neighborhood lay the foundation for resident-centered, sustainable improvements in quality of life. The hypothesis was that a core group of neighborhood actors could improve the foundational outcomes at a neighborhood level so that a broader group of residents would also perceive (and report) improvements in these outcomes over time. This section summarizes changes

in foundational outcomes across 10 neighborhoods based on Most Significant Change and resident survey data for nine neighborhoods<sup>2</sup>.

## Neighborhood coalitions report advancements in building all foundational outcomes, resulting in improved resident engagement and stronger coalitions.



### Sense of Community

Across all neighborhoods, Most Significant Change data showed evidence of improvements in sense of community. Seven neighborhoods reported that working intentionally on sense of community allowed more neighbors to get to know one another. In three of those neighborhoods, it was particularly important for neighbors of different races and cultures to connect with each other. These interactions created more respect and unity and made the neighborhood more welcoming. Community events and community centers have contributed to sense of community, and four neighborhoods mentioned an increased sense of pride among residents. In addition, organizations like Habitat and its public and private partners have built stronger relationships with each other and with residents in at least three neighborhoods. Finally, five neighborhoods saw a connection between sense of community and collective action, where sense of community increased resident engagement in community events and collective action. Resident participation in community events, in turn, further increased sense of community in several neighborhoods.



### Social Cohesion

Neighborhood actors discussed several activities that have increased social cohesion, such as inclusive language practices that facilitate meaningful cross-language and multicultural engagement, leadership development for residents, providing community meetings and spaces for collective work, and ensuring shared goals among actors. These activities allowed for a set of conditions related to social cohesion to flourish, including the following:

- Engagement of diverse groups of residents in five neighborhoods.
- Improved teamwork in four neighborhoods.
- Residents believing in their power and being more comfortable advocating for their needs in three neighborhoods.
- Improved neighborhood associations in two neighborhoods.
- Increased positional power of residents hired as staff members in local organizations in one neighborhood.

<sup>2</sup>The total number of neighborhoods we assess in the resident survey is nine. Residents of Cully did not complete the resident survey.



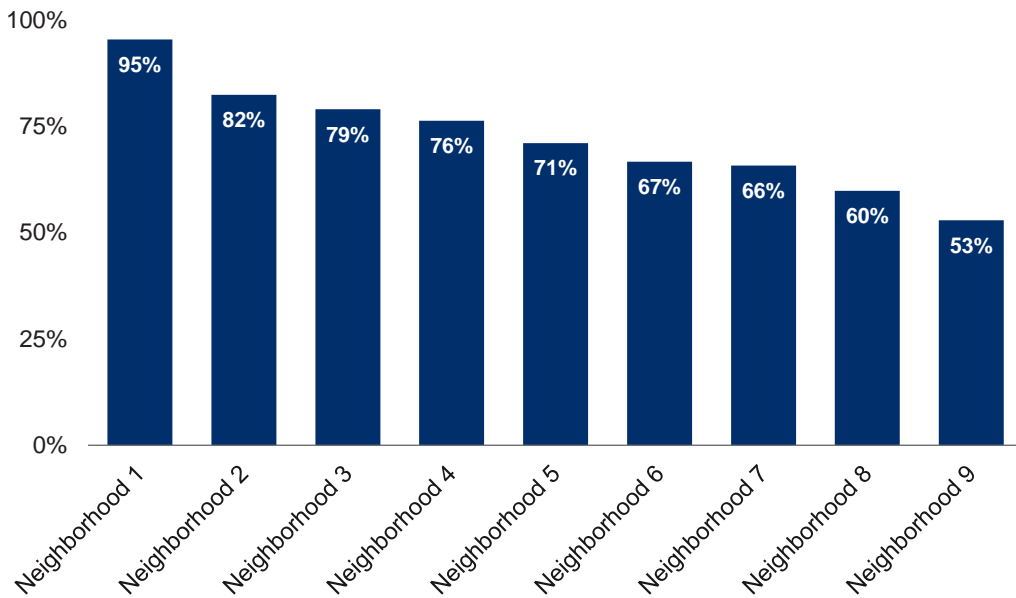
## Collective Action

All neighborhood coalitions reported significant changes in collective action, citing collective campaigns and projects advancing multiple sector outcomes. When looking more deeply at how collective action has changed across neighborhoods, we found three main types of changes identified by neighborhood actors:

- Increased resident engagement:** Eight neighborhoods identified increased resident engagement as a significant change in collective action, where residents are directly advocating for changes in six neighborhoods and leading efforts and programming in five neighborhoods. There has also been a large increase in the number of residents involved or new groups of residents — such as young people or recently arrived residents — who have engaged in collective efforts in four neighborhoods.

Resident survey data confirms the strong, widespread resident engagement. As Figure 3 shows, across all neighborhoods, most residents have engaged in at least one community event in the past year, with some neighborhoods showing very high participation rates. While there was a large difference in participation rates between neighborhoods, we found evidence of equally strong foundational outcome achievements across them.

**Figure 3 | Percentage of surveyed residents participating in at least one community event, meeting, or volunteer opportunity in the past year**



- **Stronger coalitions:** Across all neighborhoods, Habitat, partners, and residents worked to develop partnerships and coalitions, but in at least four neighborhoods, actors mentioned that their coalitions have grown stronger either because more partners are involved, including local government, or because the coalitions are working better together.

**The resident survey data shows contrasting information, with patterns of decreased sense of community and social cohesion and increased collective action.**

These examples and accounts of changes in interactions, relationships, and trust across multiple neighborhoods suggests that neighborhood actors involved in neighborhood revitalization efforts do, in fact, perceive improvements in foundational outcomes. Habitat for Humanity International’s hypothesis was that a broader pool of residents across neighborhoods would also perceive these improvements in foundational outcomes reported by neighborhood coalitions. However, the survey showed contrasting information (Table 3):

- **Sense of community:** Data showed statistically significant decreases since 2019 in five out of nine neighborhoods.
- **Social cohesion:** There was a similar pattern in social cohesion, with statistically significant decreases in five neighborhoods.
- **Collective action:** Data shows statistically significant increases in seven of the nine neighborhoods.

**Table 3 | Resident perception of foundational outcome by neighborhood by year**

Scale	Neighborhood 1		Neighborhood 2		Neighborhood 3		Neighborhood 4		Neighborhood 5		Neighborhood 6		Neighborhood 7		Neighborhood 8		Neighborhood 9	
	2019	2023	2019	2023	2019	2023	2019	2023	2019	2023	2019	2023	2019	2023	2019	2023	2019	2023
<b>Sense of Community</b> <i>(0-12)</i>	10.0	9.0	8.0	8.0	9.0	8.0	9.4	8.6	8.0	8.0	7.0	7.0	9.0	7.0	9.5	9.5	9.0	8.0
<b>Social Cohesion</b> <i>(1-4)</i>	3.0	3.0	2.6	2.5	2.4	2.6	3.0	2.8	2.7	2.8	2.5	2.3	2.9	2.3	2.8	2.7	3.0	2.6
<b>Collective Action</b> <i>(1-4)</i>	2.5	3.0	2.4	2.6	2.3	2.6	2.2	2.7	2.2	2.8	1.9	2.3	2.0	2.2	2.5	2.7	2.2	2.4

 statistically significant increase       statistically significant decrease

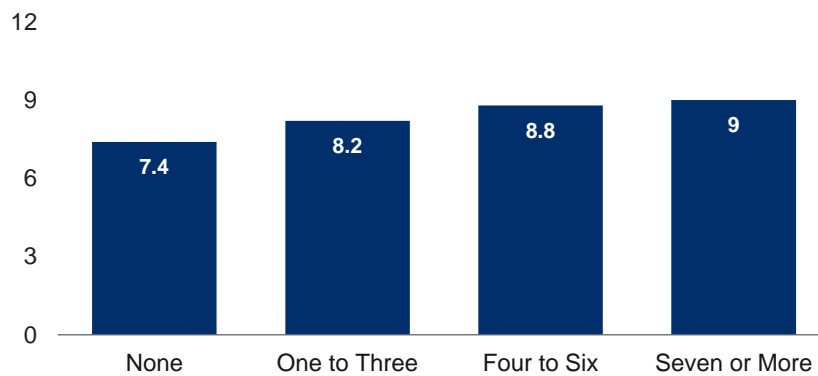
Notably, some neighborhood actors had hypothesized in interviews conducted in 2022 that sense of community and social cohesion were preconditions for collective action. Indeed, some accounts from neighborhood coalition participants in this evaluation confirmed this relationship. However, while that relationship may exist among actors more closely involved in neighborhood revitalization efforts, there does not appear to be a correlation between collective action and the other two foundational outcomes as measured within the general resident population.

Survey data shows an increase in collective action, even when sense of community and social cohesion have decreased. While other studies have found that sense of community is itself related to quality of life,<sup>3</sup> this finding raises a question about its relationship to collective action and its role in neighborhood revitalization: **How much sense of community and social cohesion is necessary, and among which residents, to kick-start and maintain collective action?**

We have three possible explanations for the differences between neighborhood coalitions’ perception and that of the broader resident population, and between the collective action and the other two foundational outcomes:

- **Foundational outcomes improved among a core group of residents:** Neighborhood revitalization efforts related to creating a sense of community across neighborhoods are reaching a limited number of residents who are more likely to engage in neighborhood events. When looking at the full survey data across neighborhoods, we see that the more community events residents attend, the more items they rate as true out of the 12 total items in the scale (Figure 4). Appendix B shows the complete list of items in the sense of community scale. While sense of community among engaged residents is improving, that might not be the case for residents who engage in fewer activities.

**Figure 4 | Number of “sense of community” items rated as true by number of community events, meetings, or volunteer opportunities residents attended**



<sup>3</sup> American Immigration Council. (2023). The Belonging Barometer. [https://www.americanimmigrationcouncil.org/sites/default/files/research/the\\_belonging\\_barometer\\_-\\_the\\_state\\_of\\_belonging\\_in\\_america.pdf](https://www.americanimmigrationcouncil.org/sites/default/files/research/the_belonging_barometer_-_the_state_of_belonging_in_america.pdf)

- **COVID-19:** The pandemic created significant challenges for interpersonal relationships in communities across the country. While our data does not allow us to measure the extent to which social isolation may have contributed to a decrease in sense of community, it is one possible explanation. Future measurements can corroborate whether sense of community continues to improve or further deteriorates over time.
- **Sense of community or belonging are suffering in the United States:** The Belonging Barometer conducted in 2021 found that belonging in local communities is generally low in the United States. “Sixty-four percent of Americans reported non-belonging in the workplace, 68% in the nation, and 74% in their local community. Further, nearly 20% of Americans failed to report an active sense of belonging in any of the life settings we measured, and a small subset (6%) report exclusion across all life settings.”<sup>4</sup>

## Sector Outcomes

To evaluate accomplishments across the QLF Learning Cohort, we examined which sectors the 10 affiliates in the cohort have worked on thus far. Figure 5 summarizes the most significant changes reported across all 10 neighborhoods by sector. The changes reported in this figure are directly linked to neighborhood coalitions working as part of the QLF Learning Cohort and can be interpreted as changes since 2019. This section highlights patterns in neighborhood revitalization efforts across all neighborhoods.

**Neighborhood coalitions reported significant changes across all seven QLF sectors, which resulted directly from coalitions’ efforts during their involvement in the learning cohort.**

The QLF recognizes seven sectors that contribute to quality of life, but it does not ask neighborhood coalitions to focus on changes across all of them. Instead, it posits that neighborhood revitalization efforts should be informed by residents’ gifts, dreams, and concerns about their neighborhood. Because the work of Habitat for Humanity International and its affiliates has traditionally centered on housing access and quality, implementing the QLF required adopting a broader perspective to accommodate different types of neighborhood revitalization efforts, and affiliates and their partners did so successfully. All neighborhood coalitions reported significant changes in more than one sector, and worked on four to six sectors, with one reporting significant changes in two sectors.

The areas of biggest impact were housing and amenities, with all 10 neighborhood coalitions reporting significant changes in these sectors, while also focusing on COVID-19 relief efforts that touched multiple sectors.

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<sup>4</sup> American Immigration Council. (2023). The Belonging Barometer. [https://www.americanimmigrationcouncil.org/sites/default/files/research/the\\_belonging\\_barometer\\_-\\_the\\_state\\_of\\_belonging\\_in\\_america.pdf](https://www.americanimmigrationcouncil.org/sites/default/files/research/the_belonging_barometer_-_the_state_of_belonging_in_america.pdf)



**Figure 5 | Most significant changes by sector and number of neighborhoods reporting changes**



## HOUSING

10 Neighborhoods

- Ten built new affordable housing directly or with/through partners for at least 338 new units available to residents.
- Ten engaged in home repairs directly or with/through partners, with two repairing more than 100 homes.
- At least four mentioned homeownership programs as significant improvements, including:
  - *Increased homeownership by historically marginalized populations, with one-third increase in homebuyers since 2022.*
  - *37 homebuyers approved for homeownership.*
  - *\$5.2 million in approved loans.*
  - *Homeownership seminars.*
- Three set up systems-level foundations that improve housing quality and access for residents:
  - *Mobile home park protection and tax increment financing district.*
  - *Development of a community plan.*
  - *Rezoning permits.*
- At least two provided rent assistance during the COVID-19 pandemic.



## AMENITIES

10 Neighborhoods

- Nine built or upgraded community parks, gardens or outdoor recreation facilities.
- Seven have new or improved community centers, with at least two offering programming of their own for the neighborhood.
- Four created murals or artwork to build a sense of community and represent the essence of the neighborhood.
- Three improved access to food pantries or grocery stores.
- Two made improvements in street or lighting infrastructure.



## HEALTH

8 Neighborhoods

- Seven improved access to food, with at least three specifically providing food access during the COVID-19 pandemic.
- Four engaged in health campaigns around diabetes, nutrition, and access to health resources.



## ECONOMIC OPPORTUNITIES

*7 Neighborhoods*

- Three created new job opportunities or training or supported residents in their own businesses.
- Three reported increased business opportunities in their neighborhood.
- At least one provided financial support during the COVID-19 pandemic in addition to housing and food assistance.



## EDUCATION

*4 Neighborhoods*

- Three created educational programming for children.
- Two provided access to laptops.
- Two had programming to support school families.
- One provided digital literacy courses.



## SAFETY

*4 Neighborhoods*

- Three worked to increase police presence and/or improve relationships with police and identified these changes as positive changes in their neighborhoods.
- One increased programming around safety for young people.



## TRANSPORTATION

*3 Neighborhoods*

- Two reported improvements in sidewalks and crosswalk infrastructure.
- One worked on street signs and traffic lights to improve traffic safety.

**Housing.** Altogether, at least 338 new or repaired homes provided access to higher-quality and affordable housing for families in these neighborhoods. These efforts respond directly to the QLF sector that residents rate the lowest, with only 56% of residents reporting that housing is affordable in their neighborhoods, and 52% reporting good quality housing options. While this focus on housing is not surprising given Habitat's historical housing focus and the urgency of housing needs across neighborhoods, efforts in four neighborhoods stand out for their broader and deeper impact. Cully, Southwood, Sharswood and 8twelve engaged in larger-scale efforts, reaching or laying the groundwork for more than 100 new or repaired homes in their neighborhoods. In addition, the Cully and Southwood neighborhood coalitions engaged in systems-level efforts to reshape the housing landscape in their neighborhoods. Table 4 describes housing efforts in these four neighborhoods.

**Table 4 | Summary of housing efforts across four neighborhoods with broadest impact on housing**

Neighborhood	Summary of housing efforts
<b>Cully</b>	<ul style="list-style-type: none"> <li>• New low-income housing built by coalition partners, with 191 units replacing a former strip club purchased and repurposed by the coalition.</li> <li>• Citywide legal protection of mobile home parks.</li> <li>• Built foundation for creating a community-driven tax increment finance, or TIF, district to invest \$100 million to prevent displacement and keep Cully affordable for current residents and future generations.</li> </ul>
<b>Southwood</b>	<ul style="list-style-type: none"> <li>• Design and approval of redevelopment plan for affordable and mixed-income housing in the entire Southwood neighborhood as part of a 25-year project to provide affordable and high-quality housing with a non-displacement commitment to protect and support current residents.</li> </ul>
<b>Sharswood</b>	<ul style="list-style-type: none"> <li>• Built and sold 25 homes and repaired 101 homes in Brewerytown-Sharswood.</li> </ul>
<b>8twelve</b>	<ul style="list-style-type: none"> <li>• 160 parcels out of 550 improved (home repairs, lawn care, boarding, paint, cleanup, etc.).</li> </ul>

**Amenities.** All 10 neighborhood coalitions reported improvements in publicly available amenities for recreation and programming. Nine have new or improved community parks, gardens or outdoor recreation facilities, and seven have new or improved community centers. Other areas of improvement include beautification projects, including four neighborhoods that created murals or artwork to build a sense of community, improved access to food pantries or grocery stores in three neighborhoods, and improvements in street or lighting infrastructure in two neighborhoods. While we do not have data to assess changes in resident perception over time in accessibility of amenities, it is notable that residents rated access to public amenities highly across neighborhoods in the resident survey. On average, 79% of residents found parks and community centers accessible in their neighborhoods, which may reflect coalitions’ efforts to make these public amenities more easily accessible and of higher quality. In two notable exceptions where residents rated access to parks or community centers lower, neighborhood coalitions reported efforts to address those gaps, responding directly to residents’ concerns:

- **Larimer’s parks and green spaces.** The Larimer Consensus Group, or LCG, built the Village Green Amphitheatre for the community to host events such as Jazz in the Park and line dancing, built Liberty Green Park (3.25 acres) in partnership with Urban Redevelopment Authority of Pittsburgh, Pennsylvania, and is currently building a squash court. The resident survey shows the lowest rate of accessibility for parks and recreation areas in Larimer, with only 50% of residents rating them as easily accessible, compared with an average of 79% across the learning cohort.
- **The Glens community center.** The Pride of The Glens coalition opened a community center in 2023 in direct response to the number one message that Habitat was hearing from residents: “We need space for getting together and community programs.” Dacono is largely a residential community, with the nearest recreation center in the next town, across a busy highway. The resident survey shows that only 47% of residents rated community centers as easily accessible,

compared with a 79% average across the learning cohort. The new community center operates in a leased property and hosts resident-led programming every day, including daily Zumba classes, leadership workshops, tutoring assistance, and coalition meetings.

**The resident survey provides a few indicators of improved resident perception over time; however, patterns in resident perception might not be directly connected to coalitions' neighborhood revitalization efforts.**


The most significant changes described thus far were reported by neighborhood coalitions. Habitat for Humanity International hypothesized that through these types of neighborhood revitalization efforts, the perception of quality of life among the general population in a neighborhood would also improve. Therefore, we used a survey designed to represent the general population's perception of quality of life, acknowledging that perceptions may reflect coalitions' efforts along with broader contextual factors that influence quality of life. The resident survey assessed residents' general perception of the neighborhood as a place to live and their perception of the accessibility and quality of elements related to the seven sector outcomes. While individual neighborhood reports provide detailed survey results in each neighborhood, Table 5 shows survey results across neighborhoods for select indicators that were comparable between the 2019 and 2023 resident surveys. These indicators present a measure of overall neighborhood perception and elements related to four of the seven QLF sectors.

**Resident perception has improved since 2019 in most neighborhoods.** This data shows that in five of the nine neighborhoods, overall perception of the neighborhood as a good place to live has increased, although that increase was statistically significant in only one neighborhood. Meanwhile, two-thirds or more of the residents in six neighborhoods report that conditions are improving. All but one neighborhood present improvements in at least one sector, and three present improved perceptions across the four sectors that we can compare over time. Specifically, six neighborhoods present improved perceptions in housing affordability, which was one of the two main areas of focus of sector outcome attainment. Notably, out of the four neighborhoods that engaged in the broadest housing efforts, two show improved perceptions of affordability, and one shows a decrease. We do not have resident data for the fourth neighborhood. **While this resident survey data shows some change over time, this data does not allow us to directly attribute these changes to neighborhood coalitions' efforts or to Habitat for Humanity International's QLF efforts.**

**Table 5 | Comparison of select indicators between 2019 and 2023 resident surveys**

Sector	Question	Neighborhood 1		Neighborhood 2		Neighborhood 3		Neighborhood 4		Neighborhood 5		Neighborhood 6		Neighborhood 7		Neighborhood 8		Neighborhood 9	
		2019	2023	2019	2023	2019	2023	2019	2023	2019	2023	2019	2023	2019	2023	2019	2023	2019	2023
Overall	<b>My neighborhood is a good place to live</b>	96%	92%	87%	89%	91%	94%	94%	92%	81%	88%	67%	73%	87%	77%	98%	98%	96%	99%
Health	Good or excellent availability / access to routine health care services*	98%	87%	59%	81%	91%	86%	66%	75%	73%	82%	85%	73%	83%	69%	96%	66%	84%	59%
Housing	<b>Agreement that "there are many places that I can afford to live in this neighborhood"</b>	62%	78%	42%	50%	33%	55%	63%	75%	60%	78%	27%	36%	63%	53%	50%	38%	49%	47%
Safety	I feel safe being alone outside in this neighborhood at night*	81%	79%	68%	52%	47%	74%	74%	66%	69%	66%	47%	44%	68%	59%	74%	85%	86%	80%
	I trust the local police department's officers*	61%	83%	50%	69%	65	73%	65%	76%	51%	69%	66%	74%	73%	63%	72%	87%	75%	85%
Transportation	<b>Quality of public transportation like buses or subways</b>	38%	67%	49%	65%	41%	78%	54%	64%	67%	62%	70%	66%	51%	49%	54%	86%	19%	13%
	Quality of infrastructure for walking or biking*	31%	81%	29%	49%	15%	65%	44%	56%	24%	45%	60%	52%	52%	47%	31%	62%	61%	51%
Overall	Improving conditions	-	69%	-	63%	-	74%	-	51%	-	66%	-	50%	-	39%	-	84%	-	74%

\* We can make rough qualitative comparisons, but questions were asked differently in 2019 and 2023  
**Bolded: Directly comparable between 2019 and 2023**

 increase from 2019

## Implementing Equity-focused Neighborhood Revitalization

All neighborhood coalitions worked to make their neighborhood revitalization efforts as inclusive as possible, ensuring that diverse groups of residents were included in community events and decision-making processes. Most coalitions also advanced equity-focused efforts, but they were unlikely to curb residents’ perception of inequitable outcomes.

Habitat for Humanity International defines equity as “creating conditions for equal opportunity and outcomes by removing barriers and providing access to resources so that all people can live up to their full potential.” In assessing how this focus has manifested across the neighborhoods in the learning cohort, we sought to distinguish diversity, equity and inclusion as three related but different concepts that are often conflated when referring to “DEI” in the social sector. Staff members across all neighborhoods reflected on inclusion and/or equity practices. We did not specifically ask staff members to distinguish between inclusion and equity; instead, we asked openly to assess what was top of mind and how staff members interpreted this work. We coded and analyzed results using the following definitions:

<b>Diversity</b>	A broad array of differences in identity, perspective, skill, and style.
<b>Equity</b>	Creating conditions for equal opportunity and outcomes by removing barriers and providing access to resources so that all people can live up to their full potential.
<b>Inclusion</b>	An environment that actively welcomes, connects, and values all while harming none.

When we asked Habitat affiliate staff members how equity has informed their approaches to neighborhood revitalization efforts, we found evidence of **inclusion practices across all 10 neighborhoods**, where Habitat and partners worked to ensure that diverse groups of residents were included in community events and decision-making processes. Practices to increase inclusion were tailored to each community’s context but included the following:

- Targeted outreach through different approaches
- Hiring community engagement staff with cultural competence
- Extensive information sharing
- Language justice (translation and interpretation)
- Meeting accommodations (childcare, meals, stipends)
- Digital engagement support during COVID-19

Nevertheless, all coalitions identified groups of residents who have not been included as extensively in efforts thus far. Those groups of residents differ in each neighborhood, and the reasons why they have not been as included or active in efforts are also contextual to each neighborhood. Individual

neighborhood reports provide more detail about participation and resident engagement in each neighborhood.

When considering **equity-focused practices** that create “conditions for equal opportunity and outcomes by removing barriers and providing access to resources,” we found clear evidence of policies or practices in seven of the 10 neighborhoods. In some cases, the equity focus was race-explicit; in others, policies broadened to consider and address other sources of inequities. These policies are wide-ranging and context-dependent and include the following:

- Designing homeownership programs to intentionally provide access to housing to low-income residents who would not be able to own market-rate homes. In addition to providing more affordable housing options, which we understand is a core function of all Habitat affiliates and found to be a prevalent activity across all neighborhoods, we found policies:
  - Ensuring that neighborhood revitalization efforts do not displace any current residents.
  - Protecting mobile home parks from market-rate redevelopment.
  - Targeting home loan offerings to racial minorities who might otherwise not be eligible for loans.
  - Removing home visits as a prerequisite for home repairs to ensure more equitable access to repairs.
- Not requesting information about immigration status in homeownership applications.
- Selecting focus neighborhoods based on historic marginalization and disinvestment patterns.
- Supporting minority-owned businesses.
- Changing internal hiring and wage practices.
- Shifting toward an asset-based strategy and communications approach.
- Focusing COVID-19 relief efforts on low-income and most impacted populations.

Despite these efforts, the resident survey revealed significant differences in resident perception of quality of life by race or ethnicity (Table 6). Specifically, we found:

- Significant differences by race or ethnicity in eight of the nine neighborhoods.
- Residents of color rated elements of quality of life significantly lower in six out of eight neighborhoods, even in places where those residents of color make up the majority of the neighborhood population.
- White/non-Hispanic residents rated items significantly lower in two neighborhoods.
- Neighborhoods where residents of color make up the majority of the neighborhood population present differences by race or ethnicity in more sectors than neighborhoods where white residents make up the majority of the population.
- Education and economic opportunities stand out as the two sectors with the least significant differences in resident perception by race or ethnicity.

These differences likely reflect the social conditions and contexts that neighborhood revitalization efforts are trying to address so that all people can live up to their full potential. While these efforts intentionally centered equity, it is unlikely that targeted efforts of this kind could shift broader conditions and deeply entrenched perceptions of inequitable outcomes among broad groups of residents.

**Table 6 | Summary of significant differences by race/ethnicity in sectors across neighborhoods**

Neighborhood	Majority Group	Amenities	Econ. Opportunity	Education	Health	Housing	Safety	Transportation	Racial / ethnic group rating items lower
Neighborhood 1	Black	●			●	●	●	●	Black
Neighborhood 2	White					●	●		Races other than majority group
Neighborhood 3	Black								-
Neighborhood 4	Black	●			●	●	●	●	Black
Neighborhood 5	White	●							Races other than majority group
Neighborhood 6	Hispanic	●			●	●	●	●	White
Neighborhood 7	White			●		●			Non-Hispanic
Neighborhood 8	Hispanic	●					●		Hispanic
Neighborhood 9	Hispanic	●	●		●		●	●	Hispanic



## Indicators of Access, Quality, and Perception

Coalitions implemented neighborhood revitalization efforts to address different sectors during their involvement with the learning cohort. The resident survey provides a snapshot of residents' perceptions of quality of life at the end of the learning cohort through indicators of general perception, accessibility, and quality for different services related to the seven sectors in the QLF.

Table 7 shows the proportion of residents rating access, quality, and neighborhood conditions as good or excellent by sector across all neighborhoods at the end of the QLF learning cohort.<sup>5</sup> **This table shows some patterns in resident perception across neighborhoods:**

- Amenities were rated more highly across the board. While we cannot attribute this higher rating directly to neighborhood coalitions' efforts, it is possible that perceptions of quality and access could have improved as a result of the coalitions' work.
- Meanwhile, housing and transportation received the lowest ratings overall, with large differences between neighborhoods. Although coalitions did not work extensively on transportation, they did advance multiple affordable housing projects that call into question the low ratings of housing affordability and quality. Unlike amenities, which are public goods from which all residents can benefit, housing is a private good that presents most benefits to the families who qualify and can afford it. Therefore, it is possible that even with broad housing initiatives, broader resident perception of housing options has not increased as much for residents who do not actively benefit from those housing projects.
- Resident perception about quality of life holds consistent patterns within each neighborhood, with Neighborhoods 1 through 3 showing mostly positive perceptions across most sector items, while
- Neighborhoods 7 through 9 had below-average perceptions across most sectors.

<sup>5</sup> Table 9 reflects results from the 2023 resident survey. Table 5 shows survey results for the select indicators for which we have comparable data from the 2019 survey.

**Table 7 | Proportion of residents rating access, quality, and neighborhood conditions as good or excellent by sector across all neighborhoods**

Sector	Dimension	Item	Neighborhood 1	Neighborhood 2	Neighborhood 3	Neighborhood 4	Neighborhood 5	Neighborhood 6	Neighborhood 7	Neighborhood 8	Neighborhood 9
Amenities	Access	Community Center or Library.	88%	80%	89%	73%	87%	65%	76%	96%	47%
	Access	Grocery store	92%	82%	78%	70%	80%	78%	72%	97%	74%
	Access	Park or recreation area.	89%	78%	50%	77%	90%	67%	79%	96%	81%
	Quality	Necessary amenities	85%	57%	71%	58%	59%	51%	61%	94%	58%
Economic	Access	Primary workplace	83%	85%	90%	78%	85%	68%	68%	97%	54%
Education	Quality	Schools that kids attend	78%	44%	74%	61%	44%	60%	53%	97%	67%
Health	Access	Healthcare services	87%	81%	86%	75%	82%	73%	69%	66%	59%
	Perception	Neighborhood helps me stay healthy	80%	61%	60%	69%	62%	59%	55%	87%	60%
Housing	Perception	Affordable place to live	78%	50%	55%	75%	78%	36%	53%	38%	47%
	Quality	Housing	76%	48%	60%	55%	39%	34%	36%	58%	52%
Safety	Perception	Feel safe during daytime	87%	76%	90%	82%	90%	67%	79%	94%	94%
	Perception	Feel safe during night	79%	52%	74%	66%	66%	44%	59%	85%	80%
	Perception	Trust local police	83%	69%	73%	76%	69%	74%	63%	87%	85%
Transportation	Quality	Public transportation	67%	65%	78%	64%	62%	65%	49%	86%	13%
	Quality	Walking or biking infrastructure	81%	49%	65%	56%	45%	52%	47%	62%	51%

 lower percentage within neighborhood column     higher percentage within neighborhood column

# Enabling Factors for Neighborhood Change

## Key Levers for Generating Neighborhood Change

**Consistent, flexible, and long-term funding enabled coalitions to accomplish goals that may not have otherwise been possible.**

Eight of the ten affiliates mentioned that funding was an enabling factor to their success, making it the most important factor identified as leading to the successful implementation of neighborhood revitalization efforts and enhanced quality of life. Funding provided through the learning cohort or leveraged from other sources for neighborhood revitalization efforts was flexible, providing the freedom and agency for neighborhoods to use the funds as they saw fit and allowing them to accomplish work that they could not have done on their own. For example, Habitat has fully or partially funded Living Cully staff positions. This funding allowed Living Cully to hire a community organizer to focus exclusively on engaging Black residents, in response to the sentiment that Black residents were not being represented within Living Cully or other resident engagement efforts. This staff position did not exist before this funding became available.

*“Most of the funding comes from Habitat for Humanity for my specific position in this community. So yeah, it’s been really helpful. The people that we met with yesterday wouldn’t be there if it wasn’t for Habitat specifically finding value in providing most of the funding for [organizing].”*

—Partner Staff

In Pittsburgh, the LCG saw Habitat’s funding as the biggest resource in being able to accomplish community engagement and enrichment activities that the LCG had always wanted to do but could not earlier. It also highlighted its ability to compensate the resident ambassadors for their efforts. The resident ambassadors are crucial to building trust with the community members. Other examples include Small Sparks grants and funding to host and facilitate community events in culturally responsive ways, providing food, childcare and translation to ensure an inclusive resident experience. In the Westside neighborhood, Pittsfield Habitat played a crucial role in ensuring that community members were engaged and listened to in all neighborhood revitalization efforts. This created a new culture of community engagement within the coalition partners. “Working directly with the residents and engaging them in much more meaningful ways and ... kind of circling back with residents is so important,” a coalition member says, “and following up

with residents who want to stay engaged.” In Lafayette, Louisiana, the flexible funding was extremely valuable, as a Habitat staff member says:

*“This partnership with Habitat [for Humanity International] and the learning cohort came right at the right time for us, because we had a smaller grant, but we quickly realized it wasn’t enough for us to rehab that building and get it back up to code. So, this relationship really helped us be able to uplift that project and get it in place.”*

—Affiliate Staff

**Resident engagement was the main lever of change across neighborhoods. Widespread resident engagement allows for more inclusive and equitable neighborhood revitalization efforts, supports foundational outcome attainment, and is tied to more positive perceptions of quality of life.**

**Building trust and relationships with the community was most often named as the activity that acts as a lever of change across neighborhoods**, and we saw evidence of intentional, inclusive resident engagement efforts across all neighborhoods. Specifically, affiliates supported resident engagement by setting up necessary conditions to enable active participation from a wide demographic representation of residents. Specific supports like simultaneous interpretation and childcare helped residents participate in community meetings. Other interventions set up structures to facilitate resident interaction and engagement. For example, in The Glens, Colorado, the coalition’s efforts were structured to function through resident-led action teams, and residents played an active role in steering and managing coalition efforts. In Portland, Oregon, Living Cully created the Cully Housing Action Team, or CHAT as a formal, standing community meeting that enabled active resident listening and engagement. Residents came together with Living Cully staff members to discuss neighborhood issues, identify priorities, and organize collective action. In Moncks Corner, South Carolina, there was a significant shift in the collective mindset in the community that contributed to a belief and expectation that change can and will happen and that residents can make an impact by putting in the effort and working together. The staff of Grace Impact Development Center, or GIDC, organized fun and engaging community events that brought residents together. Residents discussed how the community has become closer and more unified as “there’s always something going on to bring people together.” Similarly, a new culture of community engagement was created in Pittsfield, which not only led to changes in the interactions between the coalition and residents but has also shifted mindsets among state-level officials.

While all neighborhood coalitions conducted resident engagement efforts, four cited such efforts directly as an enabling activity and strategy. Our data points to three main benefits of resident engagement:

- 1. Ensuring that neighborhood revitalization efforts were more inclusive and infusing an equity focus into the work.** Widespread community engagement across neighborhoods created more inclusive spaces for residents to influence changes in their neighborhoods. Without inclusive community engagement, a minority group of residents who might not represent the diverse

makeup of that neighborhood's population can hold significant and disproportionate power to influence the future of the neighborhood. This shifting of power toward more representative groups of residents creates conditions for more equitable efforts. Widespread resident engagement may also facilitate greater equity if diverse voices and perspectives, including those who are marginalized and underserved, are represented and are given an opportunity and platform to speak out on behalf of their needs.

- 2. Improving residents' perception of quality of life.** Resident survey data suggests that resident engagement can improve residents' perceptions of the quality of life in their neighborhoods. Specifically, we found that residents who were engaged in community meetings or events were more likely to rate higher across all areas of the survey, including the three foundational outcomes, access and quality of services, and overall perception of their neighborhood. Engaged residents were also more likely to say that their neighborhood is a good place to live and to report that conditions have improved.
- 3. Supporting social cohesion among residents.** Social cohesion among residents is defined as having the willingness and capabilities to work cooperatively. While in many neighborhoods residents already work together to improve their community, Habitat affiliates provided specific supports to ensure that residents were set up for success. Examples included resident leadership training, setting collective visions, strategic planning and budgeting processes, and funding for resident-led initiatives and implementation support. One specific example from Habitat of Greater Los Angeles focused on supporting residents so that they can advocate for their own neighborhood. They asked residents to do one small part and to build from there in a scaffolded way. The Habitat affiliate also provided funding for resident-led initiatives through the Small Sparks program. A resident shared that Habitat has "done a lot to increase our access, our knowledge, and our training [on] how to advocate for our neighborhoods." A partner observed that Habitat of Greater Los Angeles does "a good job of empowering the residents" and added that the homeownership training is "awesome."
- 4. Paving the way for organizing toward policy and system changes.** Resident engagement built a base of resident support for equitable and transformative change in neighborhoods. This base of support paved the way for organizing to support specific efforts, campaigns and changes that residents and neighborhood coalitions wanted to see in specific neighborhoods. For example, Living Cully staff members understood from the beginning of the coalition that an important part of their work would be engaging residents and supporting resident-led initiatives. To that end, Living Cully created the Cully Housing Action Team, or CHAT, as a formal, standing community meeting that enabled active resident listening and engagement. Residents came together with Living Cully staff members to discuss neighborhood issues, identify priorities and organize collective action. These conversations, along with targeted community engagement, set up the foundation for organizing that resulted in the building of Las Adelitas, the mobile home protection advocacy, Cully Park construction, and TIF district design. CHAT was also a space for providing feedback where residents could hold organizations accountable for advancing the priorities they identified for their community. Finally, many of the community leaders active today through Living Cully or other organizations were residents who first engaged in neighborhood revitalization efforts through CHAT. Through their participation in that space and in related campaigns, these residents were able to move into paid community engagement positions in community organizations such as Habitat and Living Cully. These leaders have become connectors and sources of credible

information for residents, serving as the connective tissue in Cully and as the face of Living Cully's neighborhood revitalization efforts.

*"I would say that there is no way that the zoning protection from the mobile home parks would've happened if CHAT and the mobile home program with Living Cully wouldn't have been there. Those protections would not be in those households for the 55, 56 parks across Portland. And I think that was one of the biggest wins that came out of Cully that ended up protecting not only the five mobile home parks in Cully, but the ones all over the city. So, I feel like that is a win that is there for generations because they're now protected."*

—Living Cully Staff Member

Living Cully's efforts, Habitat of the St. Vrain Valley's work to redevelop a dangerous intersection, the Washington neighborhood's work to get park funding, Southwood's rezoning efforts, Central Berkshire's work for police reform, and 8twelve's work on the health center are all examples of community organizing for policy and system changes. Focusing on community organizing is a path toward more sustainable neighborhood revitalization efforts. With support, residents can build their capacity and develop leadership, advocacy and community organizing skills so that they can take ownership of and sustain the work moving forward.

**Neighborhood coalitions identified appropriate staffing as a key component, particularly for successful resident engagement.** Five neighborhood coalitions mentioned the importance of having the right staff, especially for community engagement. This means staff members need to be accessible to the community, and for some communities — for example, a community that is majority Hispanic — it means hiring a multilingual and multicultural staff. Three neighborhood coalitions talked about the importance of listening to the community and being responsive, which may mean having to adapt and pivot based on changing needs. Two neighborhood coalitions cited the importance of engaging with the community in diverse ways and, if possible, centering fun and enjoyable activities. While building trust and relationships can take time, two neighborhood coalitions pointed out that it is worth the investment. Finally, one neighborhood coalition highlighted the importance of going where people are already gathering and engaging trusted messengers and allies to do community engagement work.

There is a need for people who are passionate about the work and are willing to go above and beyond. There were references, in the data and in the learning conversations, about people who see this as their life's work. It is also important for individuals to be adaptable to change. They need to be able to work with different kinds of people and navigate impersonal dynamics and challenges. They should be good listeners who follow through with their actions and persevere, as neighborhood revitalization efforts do not always yield immediate results. Occasionally, individuals were identified as "stars" by partners and residents, but some also expressed concerns about what would happen if that person were to leave. As part of a strategy of growing people into the role, affiliates might want to consider having their star

performers advise, mentor, and help equip other staff members with the mindsets and skills to succeed in this work.

### **Leveraging early wins to build momentum and generating buy-in from Habitat leadership and staff members were also crucial factors for success.**

**Leveraging early wins to build momentum.** Three neighborhood coalitions discussed how wins beget more wins and could lead to greater involvement and commitment by organizational and resident partners. An early win could be a community event that goes well and generates excitement about the work. Over a longer term, it could be residents making a strong showing at a city council meeting in which they are speaking and advocating on behalf of their neighborhood. One neighborhood coalition noted that when people see wins happening, “It builds excitement, momentum and greater interest.” Once a track record of wins is established, neighborhood coalitions can aim for bigger targets, such as challenging a zoning ordinance for a proposed land use or development project. On a related note, two neighborhood coalitions said it was important to focus on action as an enabling strategy, and one coalition recommended going first for the low-hanging fruit and celebrating and leveraging the resulting small win.

**Habitat leadership and staff buy-in.** According to three neighborhood coalitions, there needs to be alignment between staff members and leadership regarding priorities and approaches. One neighborhood coalition stated that staff buy-in regarding neighborhood revitalization efforts is critical in moving the work forward. Another coalition made the point that leaders need to take responsibility for decisions and know when it is necessary to step in and intervene.

Other levers for change identified by the neighborhood coalitions included the following:

- **Designing efforts with the right scope and scale.** Two neighborhood coalitions made the point that it is critical to set ambitious but realistic goals and to recognize the limits of what is feasible, appropriate, and sustainable in terms of the scope and scale of the work. The two communities that shared this lesson were two of the three rural neighborhoods in the learning cohort.
- **Taking neighborhood characteristics into account to facilitate successful collective neighborhood revitalization efforts.** Two coalitions talked about the importance of selecting neighborhoods for neighborhood revitalization efforts based on prior connections and relationships, neighborhood size that is not too big or too small, and existing collaborative efforts to improve quality of life to serve as a foundation. While it is necessary to consider neighborhood characteristics that set up collaborative neighborhood revitalization efforts for success, it is also important to consider the neighborhoods with the greatest or most unique needs that would benefit from collective efforts.
- **Prioritizing fundraising.** Another neighborhood coalition cited fundraising as an important activity and lever for change, as funding provides the resources to enable Habitat affiliates and their partners to build the capacity of residents, provide accessible services in the community, and organize community events that bring people together.

## Habitat for Humanity International's Support for QLF Implementation

Habitat for Humanity International supported affiliates' ability to implement the QLF through a five-year process with training, consulting, and opportunities to convene and learn as a cohort and community of practice. A vast majority of Habitat affiliates emphasized the important role Habitat for Humanity International played in supporting them to navigate different complex systems and providing thought partnership throughout the initiative. One affiliate described the length of the program as a strength, suggesting that the five-year time span was evidence of a serious commitment by Habitat for Humanity International to neighborhood revitalization efforts. While our data collection was not designed to quantitatively assess the extent to which Habitat for Humanity International supported affiliates' ability to implement the QLF, qualitative data describes how affiliates were supported in implementing neighborhood revitalization efforts, with one affiliate staff member stating:

*"Without Habitat International's support, we would not have been nearly as successful ... being part of this cohort, the trainings, the framework, all of that. If we were all left on our own to decide that, I don't think it would have been as successful. ... It's the organizational piece. It's the data management. It's the money, and it's the consulting and training. Having had the opportunity to do a leadership course with Harvard, that was incredible."*

—Affiliate Staff

**The QLF was a valuable resource in most neighborhoods, where actors stated that it was comprehensive and useful for centering and grounding their work and for introducing neighborhood revitalization work to others, including partners, funders, and residents.**

Four affiliate staff members stressed the importance of the QLF as a tool for bringing coalition and external partners together, remaining centered on the goals or purpose of the efforts, speaking to and orienting both internal and external audiences, guiding the creation of strategies, and reminding all partners about the larger picture within which neighborhood revitalization efforts live. The QLF provided a broader view of the efforts, which coalitions and affiliates may have been engaging in but did not have the language or terminology to describe how those fit into improving the overall quality of life of residents and the community at large. For example, several coalition members from Muncie, Pittsfield and Lafayette found the QLF a useful tool for orienting residents and partner organizations to the work. It was seen as a "blueprint" for any action plans or implementation of neighborhood revitalization efforts. Habitat of Greater Pittsburgh's staff also stressed the importance and usefulness of the QLF in communicating with external stakeholders like funders. In Lafayette, for example, a Habitat staff member states: "Especially when I'm talking to partners, it's really helpful because, like I told y'all, I'm planning big. So, it's hard for people to



see their place and their role in it. So, with the Quality of Life Framework, it kind of really helped us be able to streamline, 'Here is your role.'"

Most of the feedback regarding Habitat for Humanity International's support was related to the QLF, and most of the feedback regarding the QLF was positive. Seven affiliates identified positive characteristics of the QLF. Affiliate staff members expressed appreciation for the "comprehensive" nature and the "holistic perspective" of the QLF. One affiliate talked about using the QLF to center their work:

*"When we think about staffing, when we think about programming, when we think about community conversations that are coming up, that's a guiding document for us that we continually come back to, and we can continually use it to recenter ourselves around what we're trying to do and what we're trying to accomplish."*

—Affiliate Staff

Other affiliates said that it was helpful to revisit the QLF every year to ensure their neighborhood revitalization efforts were grounded in the framework and that the framework has been a "guiding factor," reminding them to center residents' goals, dreams and concerns. The QLF can be a useful tool to introduce and add credibility to the neighborhood revitalization work to outside partners, funders, and residents. An affiliate noted:

*"[The QLF] impresses people, the formality of it. When I'm talking to an outside partner, it's like, 'Oh, OK, this isn't something that they made up themselves.' This is a framework. ... There are audiences where that is very attractive to them, and I think [it] helps with donors."*

—Affiliate Staff

**While most of the feedback regarding the QLF was positive, there were a few mentions of the QLF being overly complicated, not action-oriented, and overly optimistic by glossing over the real barriers and challenges that residents face.**

Two neighborhood coalitions had specific critiques about the QLF: One affiliate thought there was too much jargon in the framework and that it was essentially about “making life better for people who live in a community.” Another affiliate did not find the framework to be useful and thought it could be geared more toward action:

*“I’m used to working with actionable theories and frameworks — things that drive behavior. A, B, and C equals D. So that’s how my mind works when I look at a theory or a framework. ... Where’s the action? Do these constructs affect this outcome? ... I struggled to see that in this framework ... I feel like it could be more action oriented.”*

—Affiliate Staff

A third affiliate provided feedback on the QLF by stating that a focus solely on residents’ goals, dreams and aspirations could “make us look insensitive,” as many residents face real challenges and barriers. The affiliate recommended attaching “some extra pages” on structural racism, adding that “it would be really interesting to see what you could come up with to address the challenges to the quality of life.” While the QLF does include residents’ concerns as part of the framework, the affiliate thought more analysis about systemic challenges would be useful. Finally, a partner thought it was a “good framework,” but “a little bit complicated.” The partner focused more on the principle of quality of life rather than the framework itself. An affiliate, who used the QLF more in the beginning, noted that it was helpful but “not groundbreaking.”

In an interim evaluation report produced in 2022 by ORS Impact, we found that “a few interviewees shared that the QLF did not provide a value add to their work since they either saw it as a reflection of the work they were already doing or they felt their work covered those concepts without needing the framework. In addition, when prompted about challenges in using the framework, interviewees focused on its abstract and academic feel and language, which can be difficult to understand for some audiences, particularly residents. Others shared that while helpful overall, it can be hard to understand at first without spending time with each concept. Finally, two interviewees mentioned that the word ‘sector’ could be difficult to understand and could mean different things with different audiences.”

One additional comment was that the QLF could include an additional assessment of systemic barriers to quality of life, such as socioeconomic inequality or immigration status, to help coalitions and residents understand the system structures they are working to change.

**Most affiliates found the training, coaching, and consulting provided by and through Habitat for Humanity International to be useful and the community of practice has also supported their work, but they found MEAL support less helpful.**

**Training, Coaching and Consulting.** Eight affiliates mentioned training, coaching, and consulting provided by and through Habitat for Humanity International in their reflections, and almost all of the feedback was positive. Affiliates mentioned training and coaching related to feedback loops, asset mapping, project management, development planning and door knocking, and they found the training opportunities to be helpful and useful. An affiliate mentioned “incredible trainings,” some of which were conducted directly with community members, working with a consultant on door knocking and neighborhood outreach. The consultant collected stories and had an expertise in storytelling. The affiliate concluded that “having an expert in some type of content that we wanted to know about was very useful because we didn’t have to re-create or create something out of nothing.” Another affiliate found a consulting engagement on “development thought processes” to be “extremely helpful and valuable.”

*“[Habitat for Humanity International Staff] are super flexible. They are people who are competent and understand what it takes to do this kind of work at the nonprofit community-based level.”*

—Affiliate Staff

One affiliate gave a mixed review regarding a consulting experience, saying that the consulting was helpful but that the affiliate staff member felt pressure “to build an organization” and “staff it,” which was not the aim of the affiliate. Another affiliate and a partner talked about using the collective impact framework from a training, but despite early promising attempts to have shared metrics, “it turned out to be pretty difficult to do.”

**Communities of Practice.** When reflecting on how Habitat for Humanity International had supported their work, members of three neighborhood coalitions mentioned convenings, conferences and the community of practice. An affiliate stated that the most helpful thing was “the opportunity to connect with others in the community of practice.” Another affiliate appreciated the “cohesive thread of learning” in the first couple of convenings. According to a third affiliate, attending the conferences was an eye-opening experience, as it provided a chance “to see what others are doing in their communities.” That experience allowed the affiliate staff member to better understand the unique role they were playing in their neighborhood in the broader context of seeing how other affiliates were addressing serious issues in their communities.

**MEAL Support.** Regarding MEAL — monitoring, evaluation, accountability, and learning — support, two affiliate staff members shared the following reflections:

*“Sometimes the reporting feels like a little bit of a mismatch for the looseness of what we’re doing, but I do appreciate that it has been flexible.”*

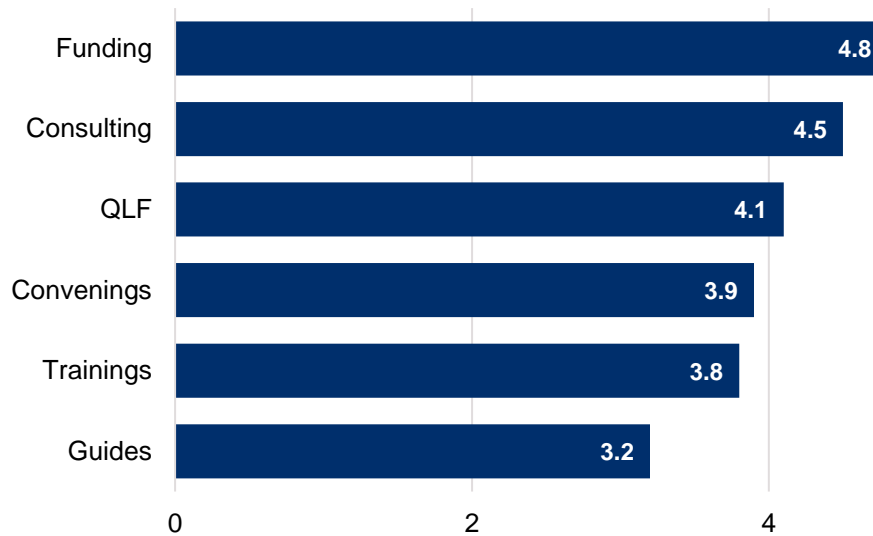
—Affiliate Staff

*“I know Habitat International has been meeting with us individually. That’s been helpful, but it’s been helpful in doing the work that they require. It’s like they are supportive in work that we wouldn’t do if it weren’t for our work with them. So it’s like, kind of a wash in that way, you know.”*

—Affiliate Staff

These findings reflect patterns similar to those we found in a quantitative assessment of Habitat for Humanity International’s supports published in the 2022 Interim Report, where we found the following ranking in the most helpful supports to Habitat affiliates (Figure 6).

**Figure 6 | Average usefulness of Habitat for Humanity International supports reported by Habitat affiliates in 2022**



# Challenges in QLF Implementation

**Affiliates identified challenges related to the COVID-19 pandemic, building and sustaining partnerships, staffing, community engagement, and engagement with elected officials, which hindered their progress.**

**COVID-19 pandemic.** While the impacts of COVID were felt by all communities, all of them reported how they pivoted direction and provided essential resources to their communities, such as food, sanitizers, and masks. Affiliates and partners experienced delays in construction; had to pivot to meet unexpected health and financial demands caused by the pandemic; and faced significant challenges in convening, meeting and adapting to web-based interactions. They also identified new opportunities for engagement with the community, which are being sustained post-pandemic through food banks, community engagement and listening sessions over Zoom, and community navigation programs. For example, food banks were developed and established in a number of neighborhoods, like Muncie and Pittsburgh, in partnership with Second Harvest and Giant Eagle, respectively. Some affiliates were also able to engage with residents and partners virtually, like in Pittsfield and The Glens. Some of them have continued to engage with partners and residents virtually. Finally, in staying connected and engaged with community members, Habitat affiliates also dealt with the psychological effects of isolation, which has led to a wider acceptance across communities around the challenges and issues of mental health and well-being.

**Building and sustaining partnerships.** Five neighborhoods mentioned that building partnerships within the coalition was a major challenge in their work because of differing priorities or goals, interpersonal issues, power dynamics, or difference in time commitments. For example, in Pittsburgh, one of the main challenges identified by Habitat and LCG involved their partnership as they encountered differences in their expectations, goals, and organizational mandates. In the Washington neighborhood, power dynamics among organizations, interpersonal issues, and differing priorities among residents have made partnerships more difficult, so when first joining forces toward a common goal, Habitat of Greater Los Angeles and the Washington Neighborhood Association faced difficulties. In Portland, Living Cully had staff members dedicated to advancing certain projects, while the four steering organizations brought their strengths forth toward a collective vision. While Living Cully's staff have worked to advance their own projects, partner organizations have engaged to a different extent over time. Various levels of engagement have raised questions about commitment to Living Cully's collective vision.

**Staffing.** Four neighborhoods also highlighted the importance of consistent and competent staffing, which can have an impact on the work. Frequent staffing changes, staff and volunteer turnover, or changes in positions among Habitat or its partners can be damaging to neighborhood revitalization efforts. These changes can disrupt work and community relationships built over time. Internal staffing decisions can also affect neighborhood revitalization efforts. As evident in Living Cully, the decision of the coalition's leadership to shift the staff's priorities to advancing the Tax Increment Fund and advocacy project while

de-prioritizing community engagement and resident participation spaces like the Cully Housing Action Team closed opportunities to build trust with residents and ensure their participation in neighborhood revitalization efforts. Instead, staffing has focused on advancing the TIF district, which shows promise for changing how housing investments are made in the neighborhood. While this change is not necessarily negative, it does prioritize one approach over another, and Living Cully's staff have been confused about their role as focus shifts away from what felt like their area of expertise for many years: deep, intentional, and widespread resident engagement.

**Community engagement.** Four neighborhoods mentioned challenges faced in creating more community engagement, recruiting local residents as volunteers, sustaining interest among residents to participate, or barriers in communication due to language. Coalitions have continued to think of new ways of engaging residents through efforts such as regular listening sessions, providing food and childcare at meetings, providing translation services, and sustained community outreach. However, building strong, long-term relationships with community members is time consuming and requires continued trust-building efforts.

Another factor contributing to resident disillusionment or non-engagement relates to their discontent with systemic or historical factors that affect their quality of life. A few neighborhood residents express being disillusioned, apathetic, or tired of not seeing change or of repeatedly failing in efforts to change. In Charlottesville, Virginia, having to explain difficult concepts and requirements within the financial and housing systems to residents who are from diverse cultures and speak a different language presents an added challenge for affiliate staff members. A symptom of this challenge is that often, the same group of residents show up for community events or meetings as well. In Philadelphia, Pennsylvania, community projects and events are led and attended by the "usual suspects." Resident leaders are wearing too many hats, and it is hard for them to engage sustainably. In Muncie, Indiana, it was always the "same 10 people" who were getting involved and volunteering their time in neighborhood revitalization efforts.

**Role of elected officials, housing developers or housing authorities.** Three neighborhood coalitions talked about public officials having a lot of power in how they carry out and implement laws, ordinances and processes, which can delay housing applications, create breakdowns in communications, or add to the lack of clarity around certain policies or information. For example, in Lafayette, Louisiana, decision-makers did not always conduct good faith community engagement, and community support and allyship shift with each administration. There have been broken promises and breakdowns in communication that have eroded trust. In Pittsfield, Massachusetts, the lack of continued resources to provide services and the delay caused during the housing application process are major challenges. In Charlottesville's Southwood neighborhood, the tedious rezoning process was plagued by delays, inaction and unfounded claims by decision-makers that questioned plans to redevelop and provide access to affordable and sustainable housing for residents.

# Reflections on QLF Implementation

While this report focuses on evaluating outcomes, enabling factors and lessons learned across neighborhoods, data also provided reflections on the implementation of the QLF among the learning cohort. Specifically, this section describes:

- The various roles that Habitat affiliates played in neighborhood revitalization efforts depending on the makeup of local organizations and infrastructure for change.
- The differing nature of neighborhood revitalization efforts, most of which focused on shorter-term impact, and some of which focused on system-level changes.
- What it takes to implement the QLF under a set of neighborhood revitalization principles co-developed with Habitat for Humanity International in 2022.

## Habitat Affiliates' Roles and Contributions

**Habitat affiliates played various roles across neighborhoods. In some neighborhoods, they acted as the main convening agency, while in others they were a participant in an existing structure. Their contributions to neighborhood revitalization efforts differed according to the role they played.**

One of the main premises of the QLF is that Habitat affiliates should engage in neighborhood revitalization efforts in partnership with residents and other organizations. However, the number and type of actors working on neighborhood revitalization efforts is different across neighborhoods. Therefore, the way in which Habitat affiliates work with these actors also differs in response to local contexts. In seven neighborhoods, affiliates acted as the main “convener” of neighborhood revitalization efforts, while in the other three, Habitat affiliates were “participants” in broader coalitions that had another actor acting as convener. Affiliates’ main contributions differed depending on whether they were a convener or a participant in a neighborhood coalition:

- **Convener.** Seven neighborhoods highlighted that Habitat affiliates had been an **anchor or backbone to neighborhood revitalization efforts**. This role entailed providing space for meetings; access to resources, networks and supportive staff members; establishing successful partnerships; and creating strong bonds with community members. For example, in Charlottesville, Habitat played an important role as a connector in the Southwood neighborhood, working with multiple partners that were serving the community, especially managing the relationship between the architecture partners and residents in the community design sessions. Even before the COVID-19 pandemic, they had multiple partners that were serving the community, and those partnerships

have grown under Habitat’s community engagement efforts. In Pittsfield, Habitat played an important role in bringing the coalition partners together around shared goals, frameworks and purposes. The initial interventions, such as “Bridges Out of Poverty” and “Getting Ahead,” were crucial and foundational in setting goals and collective visions. In Dacono, Colorado’s The Glens, one resident compared the relationship between Habitat and residents to the conductor in an orchestra: “They have the brass section and the violins, and we all have our roles. They kind of provided the leadership.”

- **Participant.** In neighborhoods where Habitat affiliates were participants, there was a **strengthening of partnerships and collaboration** between the coalitions, or partner organizations, which had longer-term connections and roots within the community. Affiliates provided support and resources and acted as a trusted partner in being able to conduct the neighborhood revitalization efforts. Affiliates also operated as allies and reached out to other funders or organizations to create a larger network of support to be able to sustain neighborhood revitalization efforts. Coalitions and partners across neighborhoods were able to gain legitimacy or greater access to resources by relying on the affiliates’ name and connections. For example, in Pittsburgh, the partnership with LCG played an important role in creating connections in the neighborhood:

*“And to really have them behind you in the things that you know — not like we do reports for the sake of doing reports, but to take those reports and use that as information. And then because they have their own entity then they’re a voice unto their own, and they should have connections with our political figures, then they should be able to stand on our behalf and say that they work for us. Stand on our behalf so that their name — when we use their name — it makes a difference.”*

—Affiliate Staff

*“Habitat arrived and changed our lives for the community, to make us leaders, to fight for our rights and meet other associations.”*

—Resident

In certain neighborhoods, coalitions were also able to start new programs, such as food drives, community engagement opportunities or resource centers, as a result of Habitat’s participation. Overall, Habitat as a participant provided opportunities for expansion and increased connectivity, which would serve the work in the long run. The focus on specific QLF sectors did not seem to change depending on Habitat’s role as convener or participant.



## The Differing Nature of Neighborhood Revitalization Efforts

**Most neighborhood revitalization efforts across neighborhoods were shorter-term, targeted projects, while fewer projects entailed longer-term systems change. Both types of efforts contributed to quality of life improvements, but there are opportunities for increased systems-level change in the future.**

Across the learning cohort, we saw multiple examples of neighborhood revitalization efforts that sought to address both foundational and sector outcomes through short-term, smaller-scale initiatives. As neighborhood coalitions dove into neighborhood revitalization efforts, they often looked for opportunities to make an immediate impact that would improve foundational outcomes, improve quality of life, and serve as a platform to build momentum toward larger-scale efforts. Community spaces, beautification projects, neighborhood cleanups and block parties were widespread tactics used for short-term impact across neighborhoods. Resident engagement was instrumental in making these efforts possible, and their successful implementation often created more momentum for sustained resident engagement in other projects.

On the other hand, fewer efforts focused on changing systems through changes in laws, regulations or neighborhood-level conditions that affect quality of life. As Social Innovation Generation, or SIG, defines it more broadly, systems change is “shifting the conditions that are holding the problem in place.”<sup>6</sup> Thus, when confronted with the issue of low-quality housing options and potential displacement of residents in Southwood, the Habitat affiliate took a systems-level approach to purchase and redevelop the land with a commitment to non-displacement and affordable housing. Similarly, when confronted with challenges of widespread gentrification, Living Cully successfully advocated for a resident led TIF district that invests tax revenue in more equitable infrastructure in the neighborhood. Southwood and Living Cully exemplify what focusing on systems can look like in neighborhood revitalization efforts.

Resident engagement was important in advancing these efforts. In Southwood, residents advocated for the city council’s approval of a rezoning proposal and provided extensive input in the design of the new neighborhood plan. In Cully, residents supported the development of the TIF district concept, and a group of resident advisers will continue to engage with city officials to influence how resources are deployed in the neighborhood. While resident engagement is important, it is often not the only necessary ingredient to drive large-scale change in a neighborhood. Changes related to sector outcomes — and particularly larger infrastructure or large-budget efforts — require public and private partners to work together to approve, fund, and manage projects.

Shorter-term efforts and systems change initiatives have different characteristics, benefits, and challenges (Table 8), and working on both at the same time can be challenging. Staff capacity and time commitments mean that staff members and organizations must tend to two different strands of work at the same time. Without adequate resourcing or the right mindset and skills within an affiliate or coalition, balancing short-term, discrete projects with systems change efforts can be very challenging and can lead to focusing on one or the other or not doing either very well. This tension often means that neighborhood

<sup>6</sup> Saavedra, C. (2018, June 9). “Five Ways Funders Can Support Social Movements.” Stanford Social Innovation Review. [https://ssir.org/articles/entry/five\\_ways\\_funders\\_can\\_support\\_social\\_movements](https://ssir.org/articles/entry/five_ways_funders_can_support_social_movements)

revitalization actors have to decide where to spend their time and prioritize their resources and efforts. Coalitions have different entry points into neighborhood revitalization work and will likely focus on one or another at different times, and we saw most coalitions and neighborhood revitalization efforts focus on shorter-term projects over these first few years of implementing the QLF. While these efforts have yielded positive outcomes that influence quality of life, systems-change efforts have potential for larger-scale impact. **Therefore, as coalitions continue their neighborhood revitalization efforts into the future, they can explore what it would look like to influence systems in their neighborhood and tap into the collective knowledge within the learning cohort and Habitat for Humanity International about what it takes to successfully create systems-level change.**

**Table 8 | Main characteristics and challenges of focusing on resident engagement and systems**

	Short-term initiatives	Systems-change initiatives
<b>Main characteristics</b>	<ul style="list-style-type: none"> <li>• Efforts/changes are more likely to reflect residents' needs/preferences.</li> <li>• Broad support for efforts.</li> <li>• Residents lead/support efforts.</li> <li>• Builds leadership for sustainability.</li> <li>• Power is better distributed among more residents.</li> <li>• Residents have mechanisms to hold each other and others accountable.</li> <li>• Typically, shorter-term, lower-budget efforts are possible.</li> </ul>	<ul style="list-style-type: none"> <li>• Efforts are more likely to have a larger scale (budget, timeline, potential impact).</li> <li>• Efforts are more likely to deal with root causes of issues.</li> <li>• More institutional partners are at the table.</li> <li>• Typically longer-term efforts.</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>• There can be too many ideas on the table without strategic thinking about how to collectively improve quality of life.</li> <li>• Leadership structures and decision-making can be complicated.</li> <li>• Analysis paralysis can impede action while efforts are made as inclusive as possible.</li> </ul>	<ul style="list-style-type: none"> <li>• Sometimes changes are not tangible right away.</li> <li>• Residents might feel like things are happening without their input.</li> <li>• Efforts might not seem connected to residents' needs and preferences.</li> <li>• Changes can reflect preferences of the most powerful/influential actors in a neighborhood.</li> <li>• Changes might favor some groups over others.</li> <li>• Residents might not have mechanisms to hold others accountable.</li> </ul>

## Implementing the QLF through a principles-based approach

In the 2022 Interim Report, we provided a detailed account of how neighborhood coalitions were implementing the QLF and used a set of principles co-developed with Habitat for Humanity International to explain how the QLF approaches neighborhood revitalization work. To build on the 2022 description of neighborhood revitalization efforts, in this report, we present each principle, its definition, and lessons identified by neighborhood coalitions about what it takes to successfully implement these principles.

### Foster Partnerships

*We leverage and build on the strengths and assets of partners and collaborate in ways that build mutual trust and respect.*

#### **Align on shared goals and values and use connectors and conveners to facilitate partnerships.**

- It can be helpful to focus on mutual strengths that complement one another rather than differences.
- A collaborative, noncompetitive culture in which power dynamics are interrogated and resources are shared can foster stronger partnerships.
- Leading with humility, authenticity, and curiosity can be helpful.
- Connectors can foster partnerships by bringing people together and facilitating the sharing of ideas.

#### **Invest in relationship building and take time to build trust, recruit new partners and allies, and know when to persist and when to walk away from a partnership.**

- There is a difference between transformational and transactional partnerships. Deep, transformational relationships require time and resources to build.
- More partners could mean a lighter lift for everyone else.
- At the same time, there should be a focus on the careful selection of partners.
- It is normal for partnerships to go through ebbs and flows, depending on extenuating circumstances and external factors. However, at some point, it may be necessary to determine whether a partnership is still beneficial for all participants as well as the community as a whole.

#### **Engage in open and ongoing communication.**

- Ongoing communication is needed to sustain partnerships.
- Partners need to be responsive to one another.

#### **Focus on accountability to residents.**

- This pertains both to peers within the partnership and to allies or partners who hold positions of power.

## **Build Power**

*We center the voices of those most impacted by systemic inequities and support communities to lead the changes they seek.*

### **Equip and empower residents by providing opportunities for them to develop their skills and capacity.**

- Invest in opportunities for residents to build their own capacity and make change in their own lives by connecting them to information and resources.
- Support residents by building their skills and capacity to ensure they can be their own spokespeople.
- Connect residents and provide them with opportunities to come together and collaborate to build collective power and make change.
- Engage residents as partners with shared decision-making authority rather than as mere providers of input.

### **Recognize that residents have a critical role to play in growing, sustaining, and leading neighborhood revitalization efforts in their communities.**

- They can share with others in the community about what is happening and invite them into the work.
- Eventually, residents will need to apply the skills they have gained and lead the work to improve the quality of life in their neighborhoods.
- Leadership from within the community to grow and sustain neighborhood revitalization efforts should be encouraged and nurtured.

### **Build trust and maintain ongoing communication.**

- Within communities, building trust and maintaining ongoing communication is critical to doing the work to address complex social problems that span multiple systems.

## **Accountability to the Community**

*We are accountable to our communities through transparent, responsive, and just processes to ensure communities get the information they need, have mechanisms to provide feedback, and are protected from harm.*

### **Listen to the community and address their needs.**

- Focus efforts on what the residents want and need and on the priorities they identify.
- Invest in time to listen to the community and respond to their concerns.
- Keep resident voice at the center of neighborhood revitalization efforts.
- Build in feedback loops and share any changes or results with the community.
- Follow through with residents or partners when they are asked to devote their time to something.

### **Maintain trust and accountability to the community through openness and transparency.**

- Openness about missteps and transparency regarding data and outcomes are needed to build trust and keep residents informed about the impact of their efforts.
- Being accountable to the community requires ongoing transparent communication that conveys clear, accurate and timely information and is balanced with a commitment to maintaining relationships over the long term.

### **Keep leaders and organizations accountable to residents.**

- Residents may need to push for accountability from others who claim to work on their behalf, including public officials and community organizations.

## **Learn, Improve, Innovate**

*We prioritize learning, experimentation, and continuous improvement to drive effective community transformation.*

### **Learn from trial and error.**

- Be willing to innovate and try new approaches.
- Realizing that there are times when you need to create the road map as you go.
- Learn what you do well and how to best serve the community. You can refine your strategies as you go along.
- Do not be afraid to take calculated risks that can result in a big return on community investment.
- Focus on action and move quickly by removing unnecessary bureaucracy.
- Learn from your losses and celebrate wins.

### **Develop a learning culture.**

- Aim to be a learning organization.
- Do not be afraid to ask hard questions of yourselves as individuals and as organizations.

**Be willing to pivot and shift strategies based on changing needs.**

- It is important to pivot and shift strategies based on community feedback and under quickly changing circumstances.
- Know when to pivot in the face of changing circumstances and when to pivot back if one has strayed too far from the path.

**Recognize funding as an important component of learn, improve, innovate.**

- The ability to create new programs and respond to changing needs in the community requires funding and successful fundraising.
- Funding can provide the resources to try out new approaches.

## Focus on Systems

*With and through partners, we focus on system outcomes, impact, and transformation across sectors and at multiple levels.*

**Work collaboratively in a coordinated way.**

- In doing systems change work, working collaboratively in a coordinated way is more effective than working in silos, which connects this principle to fostering partnerships.

**Engage in community organizing and advocacy.**

- Organizing and advocacy are essential if influencing government is necessary for improving the quality of life in a neighborhood and if a community is working toward systems-level change, which ties this principle to building power.

**Support and equip residents to navigate complex systems.**

- Habitat affiliates and their partners can support and equip residents to navigate complex systems, such as housing, government assistance and the financial system.

# Assessment of the QLF Model

Habitat for Humanity International developed the Quality of Life Framework model to guide how Habitat affiliates could engage in efforts beyond home construction and repairs to take a more holistic approach to building equitable and livable communities. Over the course of the evaluation, we documented three core hypotheses that undergird the QLF, and this section uses these hypotheses to assess it as a model for Habitat affiliates’ asset-based community development efforts. Table 9 shows these hypotheses along with ORS Impact’s assessment of the QLF model based on the outcomes achieved and the data presented in this report.

**Table 9 | Underlying hypotheses and ORS Impact’s assessment of the QLF model**

Hypothesis	Assessment
<p><b>Implementing asset-based community development guided by the QLF will result in tangible changes in foundational and sector outcomes across different types of neighborhoods.</b></p>	<p><b>Foundational outcomes:</b> All coalitions report changes in building foundational outcomes. These changes resulted in widespread resident engagement and stronger coalitions. Today, more residents know each other and are able to work effectively together toward shared goals, and organizations and residents are actively working together to improve quality of life across neighborhoods. However, not all residents are engaged in these efforts, and improvements in foundational outcomes are not visible to all. Furthermore, challenges in sustaining partnerships, staffing, broadening community engagement, and working with decision-makers continue to impede further progress.</p> <hr/> <p><b>Sector outcomes:</b> All neighborhood coalitions reported outcomes in a wide range of sectors, moving beyond the historical focus on affordable housing. Most efforts were around housing and amenities, and COVID-19 relief was a main area of focus that expanded many sectors. Unlike with foundational outcomes, we did see variability in the breadth and depth of sector outcomes attained across neighborhoods, with a handful of affiliates standing out with broader and deeper reach of housing efforts. Affiliates that did not focus on such broad housing efforts focused instead on developing public amenities for residents. Three affiliates gained strong outcomes on both housing and amenities.</p>

Hypothesis	Assessment
<p><b>Outcomes attained through neighborhood revitalization efforts guided by the QLF will yield measurable improvements in perceptions of quality of life among a broad range of residents.</b></p>	<p>Based on these findings, the QLF model has the potential to create predictable foundational outcomes. However, how those translate into sector outcomes is more variable, as those changes depend on many other factors within and outside of coalitions' control.</p> <hr/> <p><b>Foundational outcomes:</b> Perceptions of collective action increased in the general resident population, and sense of community increased among residents who are more closely engaged with neighborhood coalitions' efforts. This data suggests that sustained, inclusive neighborhood revitalization efforts can build foundational outcomes among a broad group of residents, but that the more engaged residents are, the better their perception of foundational outcomes might be.</p> <hr/> <p><b>Sector outcomes:</b> While data suggests improved perceptions of quality of life in some neighborhoods, our data does not allow for direct attribution of changes in perception to neighborhood coalitions. Considering the nature, breadth and depth of sector outcomes achieved, it seems likely that increased access to and quality of amenities like parks and community spaces, which present public goods from which all residents can benefit, can improve overall resident perceptions of quality of life. However, housing improvements that provide private goods to specific families might improve just those families' perceptions of their neighborhood. Housing and amenities were the two sectors with the most likelihood of improving quality of life for a broad set of residents, while outcomes achieved in the other sectors were more targeted and likely benefited direct users the most.</p> <hr/> <p>Data showed wide-ranging perceptions of racial and ethnic disparities across most neighborhoods, which likely reflect the systemic barriers that neighborhood coalitions are trying to address. It is unlikely that targeted efforts, even if intentionally deigned to address inequities, will change those outcomes or residents' perceptions at the population level.</p>
<p><b>Habitat for Humanity International's support for Habitat affiliates' neighborhood revitalization efforts can drive broader and deeper change across neighborhoods.</b></p>	<p>Although many Habitat affiliates in the learning cohort were already engaging in neighborhood revitalization efforts before implementing the QLF model, participating in the cohort yielded significant benefits that amplified and improved their work. Habitat for Humanity International's support through funding, the QLF, consulting and training boosted affiliates' efforts and created opportunities that would not have been possible otherwise. From funding specific staff positions to providing thought partnership in navigating complex power dynamics and training on strategic planning and neighborhood revitalization project implementation, Habitat for Humanity International helped affiliates, partners and residents implement more effective neighborhood revitalization efforts. Data shows that Habitat affiliate staff members found these supports useful in their work, and in turn, residents and partners found Habitat's involvement in neighborhood revitalization efforts as a valuable asset that contributed to broader impact than would have been possible otherwise.</p>



# Evaluator Observations

Upon consideration of the findings from the evaluation, we offer the following observations on neighborhood revitalization as a practice and about Habitat for Humanity International's role in supporting neighborhood revitalization efforts within the affiliate network.

## **1 Inclusive and widespread resident engagement creates the conditions for changes in norms and behaviors that support improvements in quality of life.**

One of the QLF's main hypotheses is that resident engagement is a key component of changes in neighborhoods that are community-led and community-driven. Foundational outcomes — sense of community, social cohesion and collective action — posit that if residents come together to build a shared identity, build skills and knowledge related to neighborhood revitalization, and work together to achieve or advocate for specific priorities, they can improve conditions that contribute to an improved quality of life.

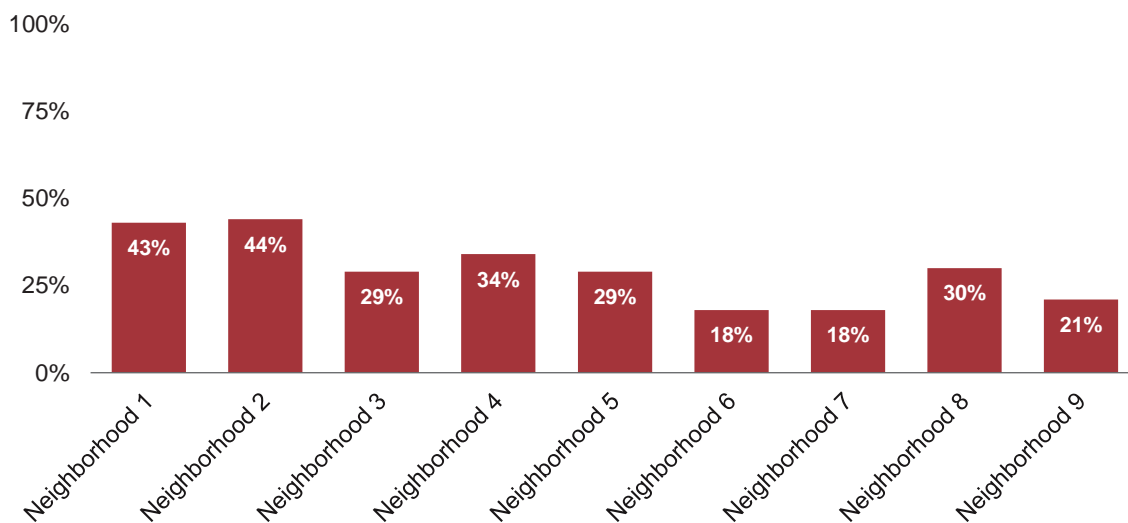
Indeed, we documented evidence of the most significant changes across all neighborhoods, and in the individual neighborhood reports, we documented the different ways in which residents were involved in bringing about those changes. However, the resident survey also showed that sense of community did not increase among all residents and not all residents engaged in community activities, efforts, meetings and events. In fact, we saw a wide range of resident engagement across neighborhoods, from 54% to 96%. Thus, in comparing survey results with data about observable changes in neighborhoods, we see

that changes in sectors of the QLF were possible even when sense of community did not increase and not all residents engaged in neighborhood revitalization efforts. This data led us to explore **what proportion of residents actually need to be engaged in neighborhood revitalization efforts to generate change in their neighborhood.**

Looking at literature about wide-scale social change, recent research about social tipping points suggests that when a “committed minority reaches 25%, there was an abrupt change in the group dynamic, and very quickly the majority of the population adopted the new norm. Roughly 25% of people need to take a stand before large-scale social change occurs. This idea ... applies to standards in the workplace, and any type of movement or initiative.”<sup>7</sup> Past observational efforts at quantifying tipping points had estimated the social tipping point at 10% to 40%.

With this tipping point research in mind, we looked at resident engagement data across neighborhoods more closely to see whether neighborhoods had engaged a large enough committed minority. Although between 54% and 96% of residents had engaged in at least one community event across all neighborhoods, we set a higher threshold in defining “committed minority.” There is a sizable proportion of residents engaging in four to six community events or meetings a year, which brings six of the nine neighborhoods above the 25% tipping point threshold (Figure 7). In other words, using engaging in at least four meetings as the threshold, it is evident that most neighborhoods surpassed the social tipping point — **there was strong enough community engagement to create changes in norms that supported improvements in quality of life.**

**Figure 7 | Proportion of residents engaged in at least four meetings, events, or volunteer opportunities**



<sup>7</sup> Sloane, J. (2018, June 7). Research Finds Tipping Point for Large-Scale Social Change. Annenberg University website. <https://www.asc.upenn.edu/news-events/news/research-finds-tipping-point-large-scale-social-change>

**Which norms and behavior changed across neighborhoods, and which supported improvements in quality of life?** Qualitative data about resident engagement across neighborhoods point toward foundational outcomes as behaviors that enable sector changes. Specifically, the increased sense of community among the committed minority and the widespread acknowledgment of improved collective action among residents and organizational partners represent important shifts in norms and behaviors. Furthermore, the widespread community engagement we saw across neighborhoods served another important purpose beyond building enough power and support for change: It **ensured that neighborhood revitalization efforts were more inclusive and infused an equity focus into the work.** Without inclusive community engagement, the committed minority might not represent the diverse makeup of that neighborhood's population and will hold significant and disproportionate power to influence the future of the neighborhood. This was the precise fear we heard in a few neighborhoods about the power of neighborhood associations, which tend to engage with specific types of residents.

Thus, altogether we found that a majority of neighborhoods engaged a diverse committed minority, which enables changes in norms that supported improvements in sector outcomes, and that the more residents engage in community events or meetings, the more likely they are to report increases in sense of community and their general perception of quality of life. These data points suggest the following:

- While sense of community can contribute to improved quality of life outcomes and is important in and of itself,<sup>8</sup> an overall increase in sense of community and social cohesion among the **entire resident population** in a given neighborhood might not be a necessary condition to achieve changes in sectors of the QLF.
- However, **increases in the foundational outcomes among a committed minority that is inclusive and representative of the resident population** does set up conditions, norms and behaviors necessary to drive equitable and sustainable changes in neighborhoods.
- Coalitions should continue to engage disengaged residents to ensure inclusivity, diverse representation, and improvements in foundational outcomes and perceptions of quality of life.
- Coalitions should continue to work with engaged residents to support their continued presence at community events and meetings so that they become part of the committed minority.

Finally, while tipping points research helps provide a benchmark for resident engagement efforts, it points to the threshold of engagement for new norms, beliefs and behaviors to take hold within a given social group. Changes in norms play an important part in building foundational outcomes, but they do not necessarily translate to sector outcomes automatically. Changes in sector outcomes — like new affordable housing or improved traffic signals — require a committed minority to act together as a foundation but also require additional levers, such as identifying social issues to address, collective action, funding, and strong implementation. Indeed, residents did not act alone; in all neighborhoods, residents worked alongside organizational partners that played key roles in supporting and advancing change in sector outcomes. This combination of engaged residents and organizational support gave additional strength, legitimacy, and influence to improving quality of life. **Thus, we also wonder about an**

<sup>8</sup> American Immigration Council. (2023). The Belonging Barometer. [https://www.americanimmigrationcouncil.org/sites/default/files/research/the\\_belonging\\_barometer\\_-\\_the\\_state\\_of\\_belonging\\_in\\_america.pdf](https://www.americanimmigrationcouncil.org/sites/default/files/research/the_belonging_barometer_-_the_state_of_belonging_in_america.pdf)

**organizational support tipping point: How much institutional engagement and support is needed to generate change? What combination of resident and institutional support is necessary and effective?** Answers to these questions are likely contextual and depend on the makeup of the neighborhood, the types of changes residents seek, and the systemic barriers they face. Considering the tipping points for social change can help all actors working on neighborhood revitalization efforts to more intentionally plan their community and organizational engagement to create effective collective action.

## 2 Neighborhood revitalization efforts across learning cohort neighborhoods may be passing the peak phase. Literature about building and sustaining social movements offers lessons to support future successes that build from the strong foundations built thus far.

Neighborhood revitalization efforts were not initially positioned or defined as social change movements, and there was good reason for that. Indeed, change efforts led by funders or large institutions are not social movements, but within the Quality of Life Framework, neighborhood revitalization efforts were intentionally tied to communities' hopes, dreams, needs and preferences. For example, in some neighborhoods, like The Glens and Wall Street, we did see characteristics of a social change movement where residents were at the core, acting as leaders and agents of change, and holding the key to success and sustainability. Neighborhood revitalization efforts in Cully had elements of social movements at critical engagement periods. These intentional ties to community lead us to movement literature, where movements are defined as sustained collective efforts “that develop a frame or narrative based on shared values, that maintain a link with a real and broad base in the community, and that build for a long-term transformation in power.” While there are important implementation recommendations associated with movements, like avoiding funder “movement capture”<sup>9</sup> and aiming to become part of the local “ecosystem of power,”<sup>10</sup> we turn to this literature for lessons on sustainability.

The Movement Compass, developed by Beautiful Trouble (Figure 8), identifies different stages of social movements. We saw various parallels of this compass throughout neighborhoods, particularly experiencing the heroic hope and honeymoon phases during the five years of the learning cohort. The trigger point of growing anger and frustration across learning cohort neighborhoods was the sustained, systemic disinvestment and inequitable outcomes experienced by residents in these neighborhoods. Rarely did we encounter specific, single events as “trigger points” that catalyzed change, but the Sugar

<sup>9</sup> Stachowiak, S.; Gienapp, A.; and Kaira, N. (2020, June). Not Always Movements: Multiple Approaches to Advance Large-Scale Social Change. ORS Impact.

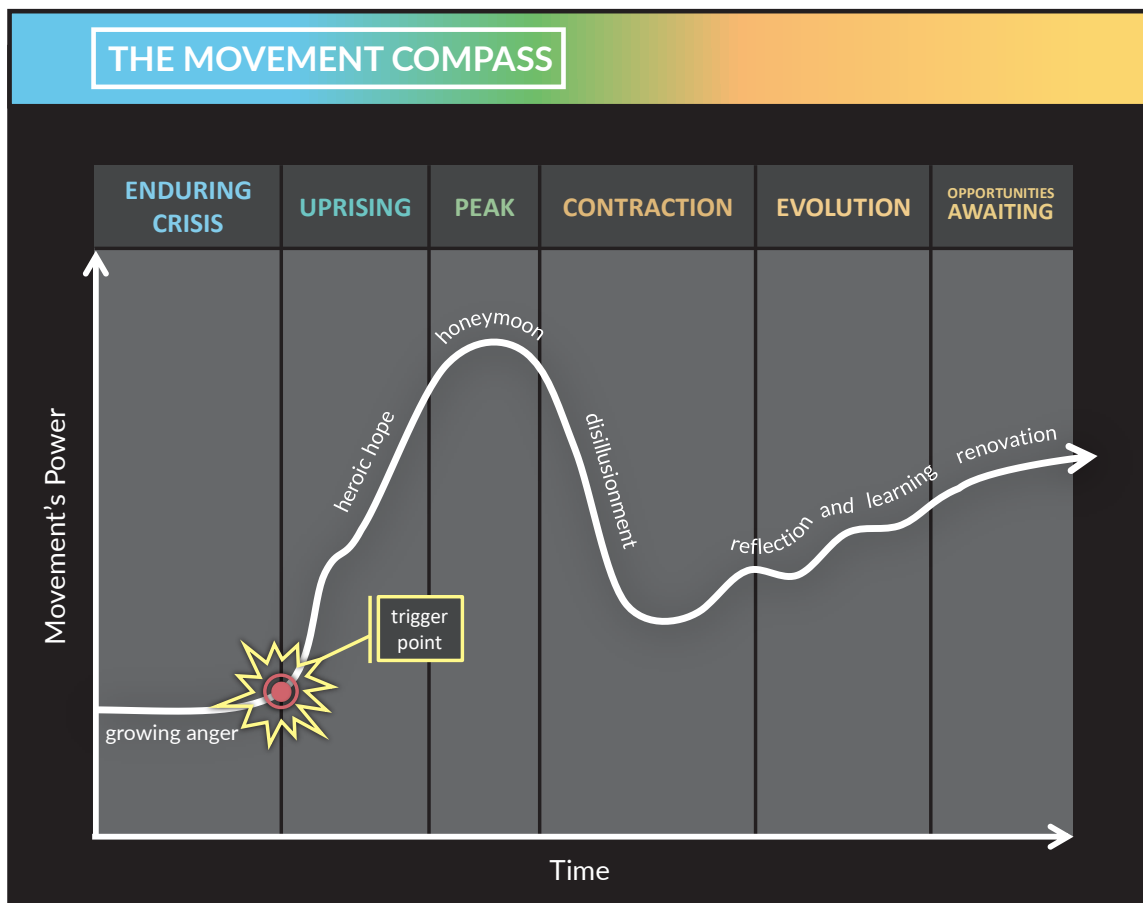
[https://www.orsimpact.com/DirectoryAttachments/6242020\\_35339\\_970\\_Not\\_Always\\_Movements\\_Multiple\\_Approaches\\_Large-Scale\\_Social\\_Change.pdf](https://www.orsimpact.com/DirectoryAttachments/6242020_35339_970_Not_Always_Movements_Multiple_Approaches_Large-Scale_Social_Change.pdf)

<sup>10</sup> Barsoum, G., and Farrow, F. (2020, December). An Ecosystem to Build Power and Advance Health and Racial Equity. Center for the Study of Social Policy. [https://calendow.org/app/uploads/2021/09/An-Ecosystem-to-Build-Power-Final-Report\\_2021.pdf](https://calendow.org/app/uploads/2021/09/An-Ecosystem-to-Build-Power-Final-Report_2021.pdf)

Shack event in Cully.<sup>11</sup> provides an example of what this might look like within the learning cohort. Generally, as neighborhood revitalization efforts were designed and developed in these neighborhoods, there was increased energy, engagement and expectation among actors and organizations alike. Early wins gave additional hope, and sustained engagement over five years provided sufficient funding and energy to act upon different sectors in the quality of life.

However, even in these five years, coalitions have already seen challenges to the sustainability of their efforts. Staff and resident leader turnover, funding flows, fluctuations in resident engagement, and changes in the involvement of organizations that have supported neighborhood revitalization efforts have tested sustainability across neighborhoods. Sector outcomes are more likely to be sustained over time, particularly physical changes in the neighborhood such as new homes, parks and community centers. However, community programming like health and employment workshops, community safety initiatives, beautification efforts, and activities related to foundational outcomes are more susceptible to funding, staffing and engagement changes. Even with the end of the learning cohort, Habitat staff members and residents were worried about how a lack of funding and support from Habitat for Humanity International would impact their ability to continue to pursue further improvements in their neighborhoods.

Figure 8 | The Movement Compass <sup>12</sup>



**In confronting these conditions, how might neighborhood actors set up their efforts to ensure they sustain and build upon what has been developed thus far, even if the shape or structure changes over time?**

Carlos Saavedra, founder of the Ayni Institute, posits that:

*“Movements build momentum from one trigger event to the next through ‘absorption.’ During each wave of heightened public interest, activists must draw in the most energetic volunteers and plug them into structures of sustained training and engagement, so that when the next wave comes, those same people can continue to expand movement participation. The crowds may go home, but if a movement can absorb increasing numbers of people into ongoing work, it will eventually reach a critical mass.”<sup>1</sup>*

—Carlos Saavedra

**What does absorption look like in the work of Habitat for Humanity and neighborhood coalitions?**

We found a few examples, including resident leaders hired into existing nonprofits in Cully and Central Berkshire. Absorption can also mean supporting a transition of leadership: 8twelve became its own nonprofit organization, and The Pride of the Glens is beginning to transition in the same direction, with dedicated staff and funding to support ongoing work. Habitat of Greater Los Angeles created the resident-led Washington Neighborhood Collaborative, which it will continue to support with capacity-building opportunities, and Habitat Philadelphia connected the Sharswood coalition to a community organizing network for continued capacity building. But absorption is likely one piece of the sustainability puzzle.

**Neighborhood coalitions and Habitat for Humanity should work together to explore what supports are needed at different times to ensure coalitions are set up for success as they look to sustain and renovate their efforts into the future.** Analyzing the short-term development and accomplishments of the absorption strategies identified above in different networks can provide information about which approaches work better in sustaining neighborhood revitalization efforts.

# 3

Neighborhood revitalization represents a significant shift in mindset, roles, and goals for Habitat affiliates. They must shift from providing solely private goods (housing) to supporting community-led efforts to achieve public goods, which takes different skills and resources.

Across neighborhoods, we found evidence of changes that contributed to quality of life, ranging from new affordable housing units to changes in public infrastructure, such as street lighting and traffic signals. When reflecting on the wide variety of changes, we mapped them onto the private/public goods matrix used in economics research<sup>13</sup> and found that traditional housing and repair efforts by Habitat for Humanity were focused on creating access to private goods for low-income families. Instead, new areas of work explored and advanced through neighborhood revitalization efforts in the learning cohort focused on creating public, club, and common goods. This change reflects a shift in the nature neighborhood revitalization efforts vis-à-vis Habitat’s traditional housing work. Table 10 maps the learning cohort’s types of most significant changes to the private/public goods matrix.

**Table 10 | Public and private goods created through neighborhood revitalization efforts**

	Excludable	Non-excludable
<b>Rival</b> <i>(single user)</i>	<b>Private</b> <ul style="list-style-type: none"> <li>• New housing units</li> <li>• Repaired homes</li> </ul>	<b>Common resources</b> <ul style="list-style-type: none"> <li>• Food assistance</li> <li>• Rent assistance</li> </ul>
<b>Non-rival</b> <i>(many users)</i>	<b>Club goods</b> <ul style="list-style-type: none"> <li>• Education (<i>support programming for children, access to laptops, digital literacy, etc.</i>)</li> <li>• Employment opportunities</li> <li>• Housing protections</li> <li>• Affordable housing</li> </ul>	<b>Public</b> <ul style="list-style-type: none"> <li>• Amenities (<i>parks, community centers, street lighting</i>)</li> <li>• Safety (<i>police presence, safety programming</i>)</li> <li>• Transportation (<i>sidewalks/crosswalks</i>)</li> </ul>

<sup>13</sup> Zeder, R. (2016, October 15). Water as Property: The Four Different Types of Goods. <https://www.law.wvu.edu/files/d/27b7e09b-1dae-4ec5-9dca-0a334b004bac/2021-8-11-water-as-property-richardson.pdf>

However, even when Habitat has traditionally focused on access to housing, which provides a private good to families, the focus on low-income families introduces an important nuance into the concept: While a housing unit is a private good, affordable housing as a concept is a public good. Richard Florida from the University of Toronto recently argued that

*“Building more affordable housing units in the metros that are centers of innovation will increase demand for the wares that fill houses, and increase productivity. ... The problem today is that we do not have enough housing — especially affordable housing — in the expensive and productive locations that drive the economy. The economic consequences often mean unskilled workers are unable to access good jobs in these cities, which costs the economy a huge amount in lost productivity.”<sup>14</sup>*

—Richard Florida

This argument positions affordable housing as a public good that creates positive externalities for society by providing residents access to affordable housing near production and innovation hubs, which increases productivity and strengthens the overall economy. This argument is based solely on economic productivity and does not account for the positive externalities created by improved access to social determinants of health associated with living in specific neighborhoods.<sup>15</sup> The focus on non-displacement and anti-gentrification is further evidence of the positive externalities, or unintended positive effects, that affordable housing options can have. Some housing activists are working to shift the narrative by positioning affordable housing as a public rather than a private good.<sup>16</sup>

But moving beyond housing, we found that neighborhood coalitions’ neighborhood revitalization work focused on providing public goods. In economics, public goods are traditionally provided by governments, although there are other ways in which private actors, including individuals and associations, can fulfill this role.<sup>17</sup> However, when governments do not fulfill their role in providing these goods, government failure might be occurring, where “government could have solved a given problem or set of problems more efficiently, that is, by generating greater net benefits.”<sup>18</sup> Indeed, the general consensus among actors across these neighborhoods was that there has been systematic disinvestment in their neighborhoods — local governments are not providing enough or good enough public goods related to

<sup>14</sup> Florida, R. (2019, February 6). *How Affordable Housing Can Improve the American Economy*. Bloomberg. <https://www.bloomberg.com/news/articles/2019-02-05/how-affordable-housing-can-boost-the-economy>

<sup>15</sup> Orminski, E. (2021, June 30). Your ZIP Code Is More Important Than Your Genetic Code. National Community Reinvestment Coalition. <https://ncrc.org/your-zip-code-is-more-important-than-your-genetic-code/>

<sup>16</sup> Gix, C.; McCoy, T.; and Lookner, G. (2023, January 27). “Affordable Housing’ Schemes Fail Because They Don’t Advocate for Public Housing.” Jacobin. <https://jacobin.com/2023/01/public-housing-movement-united-states-decommodification>

<sup>17</sup> Hoffman, E. (n.d.). What Goods and Services Are Best Provided by the Public Sector and Which Are Best Provided by the Private Sector? Iowa State University Department of Economics. <https://www.econ.iastate.edu/node/710>; Stanford Encyclopedia of Philosophy. (2021). 3.

The Economics of Public Goods and the Public Goods Problem. <https://plato.stanford.edu/entries/public-goods/#PublGoodProb>

<sup>18</sup> Winston, C. (2006, September 1). Government Failure vs. Market Failure: Microeconomics Policy Research and Government Performance. Brookings Institute. <https://www.brookings.edu/articles/government-failure-vs-market-failure-microeconomics-policy-research-and-government-performance/>



the different sectors in the QLF. Therefore, neighborhood coalitions are stepping in to try to advocate for public goods that fill resident-identified gaps, which is a long-term, time-consuming and resource-intensive process that requires funding, infrastructure and influence. In other cases, residents alone or working with organizational partners are providing these goods, such as resident-led classes, programs and beautification efforts. Furthermore, the public goods challenge poses issues with payments to create and maintain these goods and in governance and decision-making about who should maintain these goods.<sup>19</sup>

Stepping back from this analysis, we found that neighborhood coalitions are playing key roles in providing both private and public goods across neighborhoods in the learning cohort.

- **Increasing access to private goods:** By working in neighborhoods where housing developers have been slower to build, Habitat affiliates are bringing investment and high-quality, affordable homeownership to neighborhoods where those commodities were not an option. From the Southwood redevelopment efforts to Las Adelitas in Cully and smaller-scale building projects, new and high-quality affordable housing options are now more readily available in these neighborhoods. The affordability component further positions these housing options as a private and a club good, serving more individual families by providing more equitable housing access and creating positive externalities for the community. Furthermore, homeownership programs and lending programs like West Side Legends' enable families to take advantage of these new opportunities.
- **Creating or improving public goods:** Some coalitions have improved or created public goods that did not exist before. The Glens' work on community programming and community space and amenities that are otherwise not present are all public goods available because of the coalition's efforts.
- **Activating public investment:** Coalitions have also successfully activated private and public investment toward the provision of public goods. Cully's TIF district and streetlights and crosswalk improvements are examples of increased investment, but the funding that neighborhood coalitions have leveraged thus far from private foundations and donors also represents increased funding to provide public goods that did not exist before.

**As coalitions engage in different types of efforts to respond to local needs, they must wrestle with important and difficult questions:**

1. What is most pressing and for whom?
2. What type of good is it?
3. Who will benefit from the good? Who will be left out?
4. How are coalitions positioned to provide that type of good?
5. What is Habitat's role, and what isn't Habitat's role?
6. What type of support and partnerships are necessary in each case?
7. How can they structure resourcing to be best positioned to fill that need?
8. How can they ensure the long-term sustainability of their efforts?

<sup>19</sup> Stanford Encyclopedia of Philosophy. (2021). 3. The Economics of Public Goods and the Public Goods Problem. <https://plato.stanford.edu/entries/public-goods/#PublGoodProb>

## 4

## Lessons from the uptake of practices and field building can support Habitat for Humanity International in understanding and fine-tuning its role and strategies to support affiliates in building equitable, livable, and resilient communities.

Neighborhood revitalization and the QLF were developed as mechanisms to enable Habitat and its affiliates to work with neighborhood partners to address sectors other than housing that help build equitable, livable, and resilient communities. The QLF Learning Cohort was a pilot program designed to test the QLF and the supports provided by Habitat for Humanity International to affiliates implementing it. Habitat for Humanity International's strategic plan outlines the intention to continue building on the experience with the learning cohort by expanding the number of affiliates engaging in neighborhood revitalization efforts alongside their housing work. As we consider neighborhood revitalization as a practice and think about what it looks like and what it takes to expand this practice within Habitat's network, we see elements of two social change approaches at play and draw on that literature for lessons.

### Uptake of Practices

Uptake of practices was one approach identified within a broader exploration of different approaches used in the social sector to drive large-scale social change.<sup>20</sup> This approach is defined as “spreading and sustaining innovative practices in a larger context in order to achieve greater social impact.”<sup>21</sup> Actors who engage in this approach typically work from the assumption that if new, innovative or enhanced ways of thinking or working are widespread and institutionalized, it is possible to realize broad and durable social impact. In the context of Habitat for Humanity International, the core belief behind the QLF is that widespread adoption of neighborhood revitalization practices by Habitat affiliates will enable them and their partners to drive larger, more equitable and more sustainable social change that improves quality of life in partner neighborhoods. The QLF and other supports provided by Habitat for Humanity International help set standards and enable affiliates to engage in high-quality neighborhood revitalization efforts.

Uptake of practice literature suggests that a few considerations can enhance this approach,<sup>22</sup> which we adapt to Habitat for Humanity International as follows:

<sup>20</sup> Stachowiak, S.; Gienapp, A.; and Kaira, N. (2020, June). Not Always Movements: Multiple Approaches to Advance Large-Scale Social Change. ORS Impact. [https://www.orsimpact.com/directory/Not-Always-Movements.htm?categories=&keywords=&pg=1\\_4](https://www.orsimpact.com/directory/Not-Always-Movements.htm?categories=&keywords=&pg=1_4)

<sup>21</sup> Stachowiak, S.; Gienapp, A.; and Kaira, N. (2020, June). Going Deeper: Promoting Uptake of Practices by Large Numbers of Organizations. ORS Impact.

[https://www.orsimpact.com/DirectoryAttachments/6242020\\_43404\\_890\\_Not\\_Always\\_Movements\\_Uptake\\_of\\_Practices.pdf](https://www.orsimpact.com/DirectoryAttachments/6242020_43404_890_Not_Always_Movements_Uptake_of_Practices.pdf)

<sup>22</sup> Stachowiak, S.; Gienapp, A.; and Kaira, N. (2020, June). Going Deeper: Promoting Uptake of Practices by Large Numbers of Organizations. ORS Impact. [https://www.orsimpact.com/DirectoryAttachments/6242020\\_43404\\_890\\_Not\\_Always\\_Movements\\_Uptake\\_of\\_Practices.pdf](https://www.orsimpact.com/DirectoryAttachments/6242020_43404_890_Not_Always_Movements_Uptake_of_Practices.pdf)

- **Understand what is being scaled.** Scaling uptake of a program, a practice, a piece of technology or a policy requires different activities and strategies. We understand neighborhood revitalization efforts as a practice to be scaled to more Habitat affiliates, which is guided more by principles that are malleable and adaptable than a strict recipe to duplicate from place to place. In promoting the uptake of a practice, communications and marketing of the practice are important, but so is training to ensure it is adapted and implemented well within a given context, along with available funding support to enable that implementation.<sup>23</sup>
- **Assessing readiness for scaling.** A practice that seems promising in one place might not necessarily be ready for scaling. The literature suggests paying attention to the five R’s of scaling<sup>24</sup> (Table 11).
- **Understand the target audience’s receptiveness to innovation.** Diffusion of innovation theory suggests that within a universe of potential adopters, some actors will be ready and eager to adopt a practice faster than others, depending on different dispositions, the advantage they see in the innovative practice, how complex it is, and how observable or tangible results are. Segmenting the target audience according to their readiness can help promoters of a practice, in this case Habitat for Humanity International, understand what it will take to influence uptake among a specific group and how to get over the “chasm,” which is the gap in adoption between early adopters and an early majority of the target universe (Figure 9).<sup>25</sup>

Table 11 | The five R’s of scaling and key questions<sup>26</sup>

Consideration	Key Question
<b>Readiness</b>	Is the innovation (or practice) ready to be spread? What core elements of the innovaion are critical to achieving impact?
<b>Receptivity</b>	What strategy will best ensure that the innovation will be well-received in target communities? Are there reasons to anticipate resistance?
<b>Resource</b>	What are the resource requirements for the strategies under consideration?
<b>Risks</b>	How likely is it that an innovation will be implemented incorrectly or will fail to achieve its intended impact? What are the potential negative effects on the clients and communities being served?
<b>Returns</b>	What strategy will reach the most locations most effectively?

<sup>23</sup> Coffman, J. (2010). “Broadening the Perspective on Scale.” Evaluation Exchange, XV(1). <https://archive.globalfrp.org/evaluation/the-evaluation-exchange/issue-archive/current-issue-scaling-impact/broadening-the-perspective-on-scale>

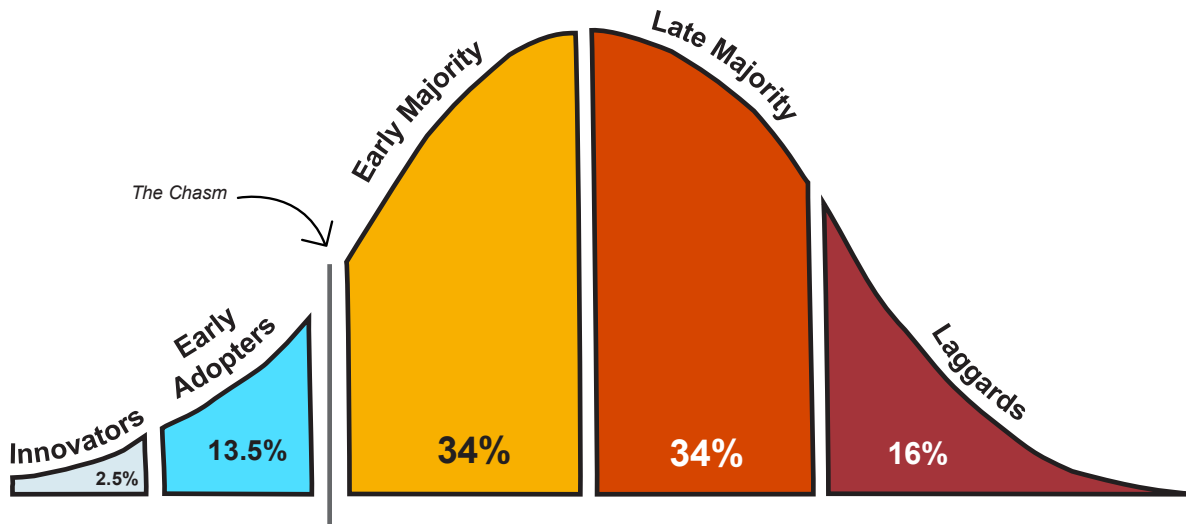
<sup>24</sup> Dees, J.G.; Anderson, B.B.; and Wei-Skillern, J. (2004, Spring). “Scaling Social Impact.” Stanford Social Innovation Review.

<sup>25</sup> The Brand Hopper. (n.d.). Marketing concept: Diffusion of innovation. <https://thebrandhopper.com/2020/11/13/marketing-concept-diffusion-of-innovation/>

<sup>26</sup> Dees, J.G.; Anderson, B.B.; and Wei-Skillern, J. (2004, Spring). “Scaling Social Impact.” Stanford Social Innovation Review.

- Understand the supports required for successful scaling.** Promoting uptake of a practice like the QLF requires a “different and distinct set of activities that should be considered and potentially evaluated. ... Activities related to technical assistance, quality assurance, continuous improvement, and communications need to be considered as the successful identification and implementation of these activities will have a material effect on the degree to which uptake will occur as well as the degree to which uptake should have desired results.”<sup>27</sup> Habitat for Humanity International, and specifically the Neighborhood Revitalization team within Housing and Community Strategy, is responsible for and best positioned to identify and implement these support strategies, and we turn to field-building literature for relevant lessons.

Figure 9 | Diffusion of Innovation <sup>28</sup>



### Creating a Field of Practice

When we think about scaling, particularly within the Habitat affiliate network, we see elements of field building at play that can help explain the supports needed for successful scaling. While “fields” in the social sector generally include a broad array of actors from different communities, when we look at the definition of a field, we can see the Habitat affiliate network as a field of practice. A field is a community of

<sup>27</sup> Stachowiak, S.; Gienapp, A.; and Kaira, N. (2020, June). Going Deeper: Promoting Uptake of Practices by Large Numbers of Organizations. ORS Impact.

[https://www.orsimpact.com/DirectoryAttachments/6242020\\_43404\\_890\\_Not\\_Always\\_Movements\\_Uptake\\_of\\_Practices.pdf](https://www.orsimpact.com/DirectoryAttachments/6242020_43404_890_Not_Always_Movements_Uptake_of_Practices.pdf)

<sup>28</sup> The Brand Hopper. (n.d.). *Marketing concept: Diffusion of innovation*. <https://thebrandhopper.com/2020/11/13/marketing-concept-diffusion-of-innovation/>

organizations and individuals (1) working together toward a common goal and (2) using a set of common approaches to achieve that goal.

**What does it take to create a strong field? How do we know if we're making progress?** The strong field framework explains the different elements of a field to identify areas of strength and opportunity (Table 10). In applying this framework to neighborhood revitalization efforts, we assume that the Neighborhood Revitalization team within Habitat for Humanity International is best positioned to lead in the creation and strengthening of this field of practice, therefore our questions and considerations are framed around the Neighborhood Revitalization team's role and what it takes strengthen the field of practice within the Habitat affiliate network.

Table 12 | Strong field framework elements, definitions, and considerations

Field element	Definition	Considerations for Habitat for Humanity International
<b>Shared goal</b>	<ul style="list-style-type: none"> <li>Community aligned around a common purpose and a set of core values.</li> </ul>	<p>The Neighborhood Revitalization team, with support from Housing and Community Strategy leadership, is advancing neighborhood revitalization as a new practice and goal for Habitat affiliates. The learning cohort is the first group of Habitat affiliates to work on neighborhood revitalization as a community of practice, and their shared experience and the neighborhood revitalization principles provided an initial set of core shared values. Important questions remain, including:</p> <ul style="list-style-type: none"> <li>To what extent can this community be sustained, and how can it grow over time?</li> <li>What are different on-ramps for other affiliates to join this community?</li> <li>Is the community only for affiliates?</li> <li>How would Habitat define the purpose of neighborhood revitalization?</li> </ul>
<b>Standards</b>	<ul style="list-style-type: none"> <li>Codification of standards of practice.</li> <li>Exemplary models and resources (e.g., how-to guides).</li> <li>Available resources to support implementation (e.g., technical assistance).</li> <li>Respected credentialing/ ongoing professional development training for practitioners and leaders.</li> </ul>	<p>Habitat for Humanity International developed the Quality of Life Framework, coaching support and various resources to help set standards for doing high-quality neighborhood revitalization work. The QLF Learning Cohort has tested those standards, provided exemplary models and helped Habitat for Humanity International develop additional resources and supports for affiliates already engaged in neighborhood revitalization. What are the supports and resources necessary to onboard affiliates that are new to neighborhood revitalization? How can resources and standards support the building of a community of practice?</p>
<b>Knowledge base</b>	<ul style="list-style-type: none"> <li>Credible evidence that practice achieves desired outcomes.</li> <li>Community of researchers to study and advance practice.</li> </ul>	<p>ORS Impact’s evaluation, along with Community Science’s initial reports<sup>29</sup>, provide an outside perspective and evidence about what neighborhood revitalization efforts have accomplished within the learning cohort. In addition, ORS Impact’s interim reports and the focus on principles-focused evaluation helps explain how high-quality work is implemented. However, other affiliates outside the learning cohort might be working on neighborhood revitalization, but evidence about</p>

<sup>29</sup> Community Science produced initial reports about the Learning Cohort and each neighborhood’s efforts in 2019.

Field element	Definition	Considerations for Habitat for Humanity International
	<ul style="list-style-type: none"> <li>• Vehicles to collect, analyze, debate and disseminate knowledge.</li> </ul>	<p>their work has not been systematically collected yet. In addition, it is unclear what knowledge development looks like after the learning cohort has concluded. What type of knowledge development is helpful moving forward and for what purpose? Is there more “case-making” to do with certain audiences that warrants additional research? Should knowledge development shift toward supporting standards of practice or other elements?</p>
<b>Leadership</b>	<ul style="list-style-type: none"> <li>• Influential leaders and exemplary organizations across key segments of the field (e.g., practitioners, researchers, business leaders, policymakers).</li> <li>• Broad base of support from major constituencies.</li> </ul>	<p>Habitat for Humanity International, and its Housing and Community Strategy group in particular, have strongly supported the Neighborhood Revitalization team’s vision thus far. As the learning cohort ends, a key question arises about internal support for this work: To what extent is there continued commitment and support from Habitat for Humanity International and HCS leadership to continue expanding neighborhood revitalization efforts across Habitat’s affiliate network?</p> <p>The learning cohort built leaders and neighborhood revitalization champions within Habitat affiliates and institutional partners and among residents. There are also exemplary organizations whose work can be lifted up and who could continue moving their practice forward and supporting others to do the same. To what extent are these leaders and champions set up to continue playing this role within their own neighborhoods and within the neighborhood revitalization community? What role might they play in growing the community and supporting others’ neighborhood revitalization work? What supports might they need to do so?</p>
<b>Funding</b>	<ul style="list-style-type: none"> <li>• Enabling policy environment that supports and encourages model practices.</li> <li>• Organized funding streams from public, philanthropic and corporate sources of support.</li> </ul>	<p>Affiliates’ neighborhood revitalization efforts require financial support to sustain staffing and engage in work related to sector and foundational outcomes. Habitat for Humanity International’s Neighborhood Revitalization team also requires financial support to continue building the field of practice. What does the resourcing pipeline look like moving forward to sustain these two related but separate bodies of work?</p> <p>In addition to funding, other organizational policies and structures can support uptake of neighborhood revitalization practices within the network. Convenings, reporting requirements, learning and professional development opportunities, and other resources can provide incentives for other affiliates to join the neighborhood revitalization community. What do these other incentives look like within Habitat for Humanity International? What are other levers to pull to further support uptake of practice?</p>

# Conclusion

Habitat for Humanity International developed the Quality of Life Framework as a model to guide how Habitat affiliates could engage in efforts beyond home construction and repair in an effort to take a more holistic approach to building equitable and livable communities. The Quality of Life Framework learning cohort provided an initial opportunity for Habitat affiliates and their partners in neighborhood coalitions to implement and test the Quality of Life Framework as a guiding tool and set of supports to improve residents' quality of life. After five years, data points toward strong foundational outcomes across all neighborhoods, but with challenges in extending those outcomes to larger groups of residents and in sustaining foundational outcomes when faced with staffing challenges or power dynamics. Meanwhile, improvements in housing across all neighborhoods have increased access to affordable housing, albeit in a larger scale in four specific neighborhoods, and improvements in amenities have increased access to public spaces for recreation in all neighborhoods. While these changes, along with others in the remaining sectors, are unlikely to impact quality of life for a majority of a neighborhood's population in the short term, they have improved conditions for some, and it is likely that more residents will benefit from these efforts over time, particularly public infrastructure that all residents can use.

This data suggests that the Quality of Life Framework model succeeded in uniting residents and organizations to improve the quality of life of residents across all neighborhoods, and that neighborhood coalitions succeeded in creating specific changes that responded to residents' dreams and concerns. However, some neighborhoods were more successful than others in creating larger-scale initiatives or engaging in systems-level efforts that will improve conditions for years to come. Moreover, Habitat for Humanity International's support through the learning cohort, including its flexible funding, coaching and the Quality of Life Framework itself, helped Habitat affiliates and their partners structure and implement efforts in ways that would not have been possible or might not have been as successful otherwise. As neighborhood coalitions look toward future opportunities, they are looking for continued partnerships and



guidance to further their work. Meanwhile, Habitat for Humanity International is considering how to scale its efforts to support neighborhood revitalization efforts among a broader set of its affiliate network. The lessons learned and additional frameworks presented in this report show opportunities to think about scaling neighborhood revitalization efforts effectively and efficiently, so that more neighborhood coalitions strengthen their efforts to improve residents' quality of life.

# Appendices

## Appendix A | Detailed Evaluation Methodology

### Summary of Methodology

The evaluation approach used to learn about changes in Quality of Life across the Learning Cohort was summative in nature. Although some findings tap into baseline data sources, for comparability purposes, much of the methodology centered on taking a retrospective look for the five-year period. Part of this retrospective look entailed using a Most Significant Change, or MSC, approach through a set of structured focus groups and interviews, along with other quantitative approaches such as surveys and secondary data sources. Findings in this report are based on the following data sources:

- Resident surveys conducted in 2019 and 2023.
- Resident focus groups with residents engaged and not engaged in neighborhood revitalization efforts.
- Group interviews with Habitat affiliate staff members and organizational partners.
- In-depth observation of select locations.
- Physical condition surveys (block, parcel and amenities surveys).
- Secondary neighborhood-level indicators.

To analyze qualitative data, we transcribed audio, translated Spanish text into English, and used Dedoose for thematic analysis. For quantitative analysis, we used descriptive analysis to explore frequency distributions for each survey question. We then used inferential statistics to explore correlations

and conduct significance testing to search for statistically significant differences across respondent subgroups. In presenting the survey results, we highlight statistically significant differences only, and we take a race- and ethnicity-first approach, identifying significant differences between 2019 and 2023 and by race and ethnicity. By asking a range of common and complementary questions across data sources, we were able to triangulate data to confirm findings, get an in-depth understanding of changes, and make sure that we included different perspectives. This cross-neighborhood report compiles Most Significant Change data across 10 neighborhoods and resident survey data across nine neighborhoods to identify patterns and answer evaluation questions at a cohort level. Individual neighborhood reports provide more detail on specific neighborhood revitalization efforts and outcomes within each neighborhood.

## Overview of Data Sources

The following table describes the data sources used in this evaluation. We used the same data sources for all neighborhoods.

**Table 13 | Overview of evaluation data sources**

Collection Method	Description
<p><b>2023 Resident survey</b></p> <p><b>Total sample size across nine neighborhoods: 2290</b></p>	<p>Resident surveys were conducted in nine of the ten Learning Cohort neighborhoods (all except Cully) between April and July 2023. The survey collected data on resident perceptions about foundational and sector outcomes, demographics, and general perceptions of living conditions in the neighborhood. ORS co-designed the questionnaire with Habitat for Humanity International consultants and Habitat affiliate staff or partners in each learning cohort neighborhood. The questionnaire was offered in English and Spanish in a variety of modes, including phone, tablet, computer, and in-person.</p> <p>The 2023 resident survey sample was carefully designed to ensure that results were representative of the broader population’s perspective. We established a quota, or target sample size, to ensure we reached enough residents in each neighborhood to generate a representative sample. Habitat affiliate staff and their partners then used convenience sampling to select and invite survey respondents. All neighborhoods met their sample targets in 2023. The survey data generated can be used to draw a comparison with the baseline data collected in 2019 where questions are comparable.</p> <p>Since all neighborhoods met their target samples in 2023, the overall estimated margin of error for phenomena with expected prevalence of 50% is 6.5% with a 95% confidence interval, which is an acceptable threshold for social science research.<sup>30</sup></p>

<sup>30</sup> Habitat International opted to lower the target samples for neighborhoods from an initial proposal by ORS Impact that would have yielded a margin of error of 5%, in an effort to give neighborhoods realistic target samples that they could complete.

<p><b>Resident focus groups (with engaged and non-engaged residents)</b></p>	<p>Two resident focus groups were conducted in each neighborhood, one with engaged residents (defined as those who participated in three or more meetings or activities, lived in the neighborhood for at least one year, and were 18 years or older) and one with non-engaged residents (defined as those who had not actively participated in at least one meeting or activity but could be beneficiaries of activities). The questions focused on assessing changes in the neighborhood that they think were most significant, why, and for whom. We also asked about contributions, enabling factors, challenges, and lessons learned.</p>
<p><b>Group Interviews (Habitat affiliate staff, partners, coalition members)</b></p>	<p>Group interviews with Habitat affiliate staff and partner organization staff were conducted to explore attained outcomes from their perspective, Habitat for Humanity International's contributions to those efforts, challenges, lessons learned, and future plans for NR efforts.</p>
<p><b>In-depth observations of select locations</b></p>	<p>Observations of a select number of places of significant changes were conducted in each neighborhood to understand changes to which coalition efforts have directly or indirectly contributed and the meanings of these changes to the residents. Residents and Habitat affiliate staff from each neighborhood selected places they perceived as having undergone significant changes that they wanted ORS staff to visit. The number of places visited varied per site, and the experience of the observation was also variable depending on a number of factors—such as residents included in the group visit, total time spent, and the type of places selected by residents and Habitat affiliate staff.</p>
<p><b>Physical condition surveys (block, parcel, and amenities surveys)</b></p>	<p>In 2019, Habitat for Humanity International developed observational survey tools where residents and Habitat affiliate staff worked together to qualitatively and systematically assess the physical conditions of parcels and blocks in their neighborhood while counting the number and types of amenities available to residents within the neighborhood. This data is meant to provide a snapshot of the physical conditions at a point in time, and we document them here as further context for the changes in conditions that influence quality of life. The same methodology was implemented in 2023 in nine of the then Learning Cohort neighborhoods (all except Cully) between April and July 2023.</p>
<p><b>Secondary neighborhood-level indicators</b></p>	<p>To complement primary data collected in all neighborhoods, we searched publicly available data sources for neighborhood-level indicators that provided context about the quality of life. Demographic indicators along with select indicators divided among the Quality of Life Framework's sector outcomes are included as an appendix to inform neighborhood actors about conditions in each neighborhood. We provide comparisons over time using data available in 2019 and 2023 from the same sources, noting trends to facilitate analysis. However, we do not have data to directly link changes in these contextual indicators to neighborhood revitalization efforts in a given neighborhood.</p>

## Analysis Methods

In this section, we summarize how we analyzed the qualitative and quantitative data we collected through the data sources previously named.

### Data Analysis

To analyze qualitative data, we transcribed audio, translated Spanish text into English, and used Dedoose for thematic analysis. We developed a codebook to identify data that helped answer the different evaluation questions and coded data according to those pre-determined themes. We then summarized data and explored patterns across outcomes, enabling conditions, challenges, and lessons learned. For quantitative analysis, we used descriptive analysis to explore frequency distributions for each survey question. We then used inferential statistics to explore correlations and conduct significance testing to search for statistically significant differences across respondent subgroups. In presenting the survey results, we identify statistically significant differences between 2019 and 2023 and by race and ethnicity. Statistical significance testing allows us to mathematically assess the likelihood that a result we see in the data happened by chance or to confidently affirm that the pattern would hold if we were to conduct the survey again. In this report, we highlight statistically significant differences only, in order to more confidently identify differences that are unlikely to have happened by chance. Specifically, the differences we focus on are the following:

- **Differences over time:** Changes between data collected through 2019 and 2023 in survey questions where we have available data from both years. Where we provide year-to-year comparisons, we are comparing results from the 2019 sample to the 2023 sample rather than stating that these differences exist in the general population.
- **Racial and ethnic disparities:** Within the resident survey, we have divided the sample into two race or ethnicity groups: Group 1, the race or ethnicity that represents the majority of the population in the neighborhood; and Group 2, residents who identify with all other races or ethnicities because sample sizes become too small for statistical significance testing for specific races. According to the U.S. Census Bureau, “Hispanic” is an ethnicity and not a race. Therefore, we also identify differences between residents who identify as “Hispanic” and “Non-Hispanic,” for neighborhoods where Hispanics make up a majority of the population. Residents who identify with any given race can also identify as Hispanic according to the Census Bureau question configuration. While other significant differences might exist among groups with different income levels and other demographic characteristics, we focus on racial disparities in the report. We also note where there were no differences by race or ethnicity.

### Data Triangulation

Our focus on collecting data from different perspectives allowed us to verify and build on different sources of data. We asked residents, partners, Coalition members, and affiliate staff questions about the most significant changes observed, contributions to those changes, challenges faced, and supports received.

By asking a range of common questions, we were able to confirm findings, get an in-depth understanding of changes, and make sure that we included different perspectives.

### **Focus on Sector and Foundational Outcomes**

Our data collection methods were designed with a focus on assessing the sector and foundational outcomes. As shown in Figure 1, the neighborhood revitalization efforts were guided by the Quality of Life Framework consisting of three foundational outcomes: sense of community, collective action, and social cohesion. Additionally, the sector outcomes that the efforts were geared toward were changes in the following: health, education, transportation, employment opportunities, amenities, housing, and safety. Our focus was on understanding and assessing how changes came about in these areas. These cover many different aspects of quality of life for the residents and can give us a holistic perspective of life in the neighborhood.

### **Assessment of Most Significant Changes**

In our data collection methods as well as data analysis, we focused on what residents, staff, and various partners identified as the most significant changes. We focused on understanding why partners called out these changes and what made the changes the most significant to each of the partners. While there is a range of outcomes and changes that may have occurred in a particular neighborhood, by focusing on a few, most important changes, we hope to shed light on *how* and *why* some changes are significant for those closest to the work. This approach allowed us to describe in more detail the changes that felt most relevant to residents and staff, who are best positioned to identify significant changes and tell the story of change in their neighborhoods.

### **Analysis Across Neighborhoods**

The evaluation had two levels of analysis. First, we assessed changes at the neighborhood level, producing neighborhood-specific reports that detail the story of change in each community. We then compared findings across the ten neighborhoods to identify patterns and answer evaluation questions at a cohort level. This cross-case comparison entailed detailed thematic coding within and across cases, as well as quantitative analysis across the full sample of resident survey responses across nine neighborhoods. As a result, we were able to describe how individual neighborhoods changed over time, and analyze the learning cohort as a cohesive set of investments to assess the extent to which the quality of life framework had contributed to changes in quality of life across neighborhoods.

## **Strengths and Limitations**

In this section, we summarize strengths and limitations of this evaluation's methodology.

## **Most Significant Change Methodology**

The Most Significant Change methodology allows us to tell the story of change from the perspective of those closest to the work. However, in focusing only on the most significant changes, it does not provide an exhaustive list of all changes in a given neighborhood. Because we asked neighborhood actors about the most significant changes tied to their neighborhood revitalization efforts, this methodology is a reliable descriptive and illustrative methodology to document impact that is attributable to work related to the learning cohort, but it is not an exhaustive approach to capture any and all changes in a neighborhood.

## **Resident Survey**

The 2023 resident survey sample was carefully designed to ensure that results were representative of the broader population's perspective. We established a quota, or target sample size, to ensure we reached enough residents in each neighborhood to generate a representative sample. Habitat affiliate staff and their partners then used convenience sampling to select and invite survey respondents. Convenience sampling is not a probabilistic sampling method, so it is likely that not all residents had the same probability of being selected to participate in the survey. Therefore, the likelihood of selection bias is higher than in probabilistic sampling techniques, which randomize data collection. We opted to use convenience sampling to make survey implementation easier and increase the likelihood of completing a higher number of surveys. This joint decision with Habitat for Humanity International came after an initial survey in 2019, which used probabilistic address-based sampling, proved too cumbersome and difficult to implement. While there are limitations in the generalizability of non-probabilistic sampling approaches, we believe the benefits of a simpler survey methodology outweighed the limitations. All neighborhoods met their target samples in 2023. Therefore, the overall estimated margin of error for phenomena with expected prevalence of 50% is 6.5% with a 95% confidence interval, which is an acceptable threshold for social science research. This means that if you carry out this survey 100 times taking different random samples, the possibility that the results will be outside the confidence interval (that is, that they will be different) is 6 out of 100.

Resident survey results from 2023 and 2019 are not directly comparable as indicators of the general population's perception. While the survey sample in 2023 was designed to represent the general population in the neighborhood, results from 2019 may not represent the general population due to a lower sample size yielding margins of error between 5% and 11% across neighborhoods. In addition, Habitat for Humanity International and ORS Impact collectively decided to make changes to the resident survey questionnaire. While we maintained a set of questions related to foundational outcomes to ensure comparability between the two time points, questions related to sector outcomes changed in 2023 to provide more relevant data about the sectors in which NR efforts were being implemented. However, this change in the questionnaire did limit the comparability with 2019 data.

For a small subset of these items, we are able to provide comparisons between 2019 and 2023 results. However, only two of these indicators are directly comparable between the two years. Table 11 provides more detail about how questions were asked in the two different resident surveys.

**Table 14 | Comparison of survey question wording by sector in the 2019 and 2023 resident surveys**

Sector	Question	2023 Reported Data
Health	<u>2019</u> : How would you rate the availability of routine healthcare services? (1–4 scale)	<i>Reported data reflects “good/excellent” availability in 2019 and “easy/very easy” to access in 2023.</i>
	<u>2023</u> : How easy or difficult is it for you to access the following places: healthcare services? (1–4 scale)	
Housing	<b><u>2019 and 2023</u>: How much do you agree with the following statement: If I had to move today, there are many places I could afford to live in this neighborhood?*</b>	<i>Reported data reflects “agree and strongly agree.”</i>
Safety	<u>2019</u> : How safe do you feel being alone outside in this neighborhood at night? (1–4 scale)	<i>Reported data reflects safe/very safe in 2019 and agree/strongly agree in 2023.</i>
	<u>2023</u> : How much do you agree with the following statements: I feel safe being alone outside in this neighborhood at night? (1–4 scale)	
	<u>2019</u> Question: Overall, how much do you trust [city] police department officers? (1–4 scale)	<i>Reported data reflects “somewhat/a lot” in 2019 and “agree/strongly agree” in 2023.</i>
<u>2023</u> Question: How much do you agree with the following statements: I trust the local police department’s officers?		
Transportation	<b><u>2019 and 2023</u>: How would you describe the quality of the following elements in your neighborhood: public transportation like buses or subways?*</b>	<i>Reported data reflects “good/excellent quality.”</i>
	<u>2019</u> : Infrastructure for walking (for example, the quality of sidewalks and presence of crosswalks)?	<i>Reported data reflects “good/excellent quality.”</i>
	<u>2019</u> : Infrastructure for biking (for example, bike lanes and places to lock your bike)?	
	<u>2023</u> : How would you describe the quality of the following elements in your neighborhood: infrastructure for walking or biking?	

\*Directly comparable between 2019 and 2023



Finally, resident survey data was designed to provide a snapshot of residents' perception about the sector and foundational outcomes. However, results are not attributable to Coalition efforts. Improvements or decreases in resident perception can be related to but are not directly attributable to coalitions or actors working on NR efforts. There are larger systems at play that influence resident perception. Although in some cases coalition efforts could have contributed to resident perceptions, we do not have data to directly link changes in this data to those efforts.

## Parcel, Block, and Amenities Surveys

In 2019, Habitat for Humanity International developed observational survey tools where residents and Habitat affiliate staff worked together to qualitatively and systematically assess the physical conditions of parcels and blocks in their neighborhood, while counting the number and types of amenities available to residents within the neighborhood. This data is meant to provide a snapshot of the physical conditions at a point in time, and we document it here as further context for the changes in conditions that influence quality of life. While changes over time in this data can be indicative of changes in the neighborhood, ORS identified two main limitations:

- We received feedback from multiple actors across neighborhoods that questioned the accuracy and validity of this data. For some, the number of amenities seemed inaccurate, while others questioned the ability of different volunteers to use the same criteria when rating block and parcel conditions. Finally, we found instances of missing data—for example, neighborhoods with 0% of blocks with streetlights, which did not accurately portray conditions. These challenges and questions about the validity and reliability of this data prompted us to exclude this data as a data source for our assessment within the main body of this report.
- Generally speaking, improvements or deterioration in physical condition are not directly attributable to coalitions or actors working on neighborhood revitalization efforts. There are larger systems at play that influence physical conditions of public infrastructure like roads, sidewalks, and streetlights that are beyond the scope of coalitions' efforts. Although in some cases, coalition efforts can and did contribute to changes in public infrastructure, like stop signs and street lights, we do not have data to directly link the majority of changes in this data to those efforts.

# Appendix B | Select population-level indicators by neighborhood

Cully	Data available in 2019*	Data available in 2023**	Trend
<b>Demographics</b>			
Population 18+	9,011	10,686	▲
Percentage of Males 18	49.1%	48.9%	▼
Percentage of Females 18	50.9%	51.1%	▲
Racial Diversity Index 18+	55.0%	59.9%	▲
Percentage of Residents of Hispanic origin 18	15.9%	18.9%	▲
Percentage of Asian Residents 18+	6.0%	5.6%	▼
Percentage of Black Residents 18+	14.3%	10.2%	▼
Percentage of White Residents 18+	64.4%	60.4%	▼
Percentage of American Indian / Alaska Native Residents 18+	2.1%	2.4%	▲
Percentage of "Other" Race Residents 18+	9.0%	11.2%	▲
Percentage of Two or More Races: 18+	3.8%	9.6%	▲
Average Household Size	2.40	2.21	▼
Percentage of Owner-Occupied Units	57.0%	59.3%	▲
Households Median Income (dollars)	\$ 51,647	\$ 70,067	▲
Households Mean Income (dollars)	\$ 65,774	\$ 82,173	▲
Families Median Income (dollars)	\$ 57,411	\$ 80,114	▲
Families Mean Income (dollars)	\$ 68,705	\$ 94,496	▲
Percent Below Poverty Level Families	21.3%	8.9%	▼
<b>Amenities</b>			
Banking Institutions within Neighborhood (#)	23	19	▼
<b>Economic Opportunities</b>			
Unemployment Rate	7.1%	8.0%	▲
Blue-Collar Businesses within Neighborhood (#)	188	177	▼
Lower-Level Service Businesses within Neighborhood (#)	165	172	▲
Higher-Level Service Businesses within Neighborhood (#)	138	135	▼
Other Businesses within Neighborhood (#)	39	48	▲
Employees of Blue-Collar	1,750	1,986	▲
Employees of Lower-Level	2,329	1,845	▼
Employees of Higher-Level	3,204	3,663	▲
Employees of Other Businesses	543	919	▲
<b>Education</b>			
Residents with Greater than a High School Education (%)	62.7%	68.7%	▲
Graduation Rates (%)	84.7%	89.9%	▲
Elementary School Students Passing/Proficient in Math Tests (%) – Grade 4, students at or above basic	75.4%	66.4%	▼
Elementary School Students Passing/Proficient in Reading Tests (%) – Grade 4, students at or above basic	63.9%	55.7%	▼
<b>Health</b>			
Distressed Community Index	73.7	50.8	▼
Free/Reduced Lunch for Area (%)	33.2%	32.8%	▼
Participants WIC Program	81,226	77,738	▼
Percentage Individuals in WIC Program	3.2%	3.0%	▼
Households Receiving SNAP (%)	118%	15.6%	▲
Avg. Number of Families TANF Program	14,431	17,162	▲
Percentage Families TANF Program According to Avg	0.9%	1.0%	▲
Individuals Receiving Medicaid / Medicare (%)	9.7%	24.9%	▲
Households Receiving Food Stamps/SNAP (%)	24.4%	15.3%	▼
<b>Housing</b>			
Moderate Rent Burden: Households Paying 30-50 % of Their Income on Housing (Rent and Utilities) (#)	625	886	▲
Severe Rent Burden: Households Paying More than 50 % of Their Income on Housing (Rent and Utilities) (#)	90	585	▼
Doubling-Up: Multi-Family Households (#)	1397	1,304	▼
Owner Occupied: Number of Occupants per Room	0.39	0.41	▲
Renter Occupied: Number of Occupants per Room	0.61	0.45	▼
Vacancy Rate (%)	7.6%	6.7%	▼
VALUE: Owner-Occupied Units Median (dollars)	\$ 290,842	\$ 408,412	▲
VALUE: Owner-Occupied Units Mean (dollars)	\$ 315,940	\$ 428,851	▲
GROSS RENT: Occupied Units Paying Rent – Median (dollars)	\$ 1,022	\$ 1,406	▲
GROSS RENT: Occupied Units Paying Rent – Mean (dollars)	\$ 1,068	\$ 1,434	▲
Units of Subsidized Housing within Neighborhood (#)	291	299	▲
<b>Transportation</b>			
All Transit Performance Score	NA	8.3	■
Jobs Accessible by Transit (#)	NA	190,793	■

\* Data available in 2019 comes from sources that span 2017–2019  
 \*\* Data available in 2023 comes from sources that span 2020–2023

The Glens	Data available in 2019*	Data available in 2023**	Dif
<b>Demographics</b>			
Population 18+	1,639	1,775	▼
Percentage of Males 18+	49.8%	51.8%	▲
Percentage of Females 18+	50.2%	48.2%	▼
Racial Diversity Index 18+	74.2%	58.4%	▼
Percentage of Residents of Hispanic origin 18+	35.4%	45.4%	▲
Percentage of Asian Residents 18+	0.2%	0.8%	▲
Percentage of Black Residents 18+	0.7%	1%	▲
Percentage of White Residents 18+	79.4%	58.8%	▼
Percentage of American Indian / Alaska Native Residents 18+	0.9%	2.4%	▲
Percentage of " Other" Race Residents 18+	16.8%	21.9%	▲
Percentage of Two or More Races: 18+	2.1%	14.9%	▲
Average Household Size	2.37	2.64	▲
Percentage of Owner-Occupied Units	62.8%	73.2%	▲
Households Median Income (dollars)	\$ 51,259	\$ 76,949	▲
Households Mean Income (dollars)	\$ 59,954	\$ 82,441	▲
Families Median Income (dollars)	\$ 54,432	\$ 77,697	▲
Families Mean Income (dollars)	\$ 66,185	\$ 83,700	▲
Percent Below Poverty Level Families	2.5%	7.8%	▲
<b>Amenities</b>			
Banking Institutions within Neighborhood (#)	1	1	▬
<b>Economic Opportunities</b>			
Unemployment Rate	5.1%	5.5%	▲
Blue-Collar Businesses within Neighborhood (#)	19	17	▼
Lower-Level Service Businesses within Neighborhood (#)	20	21	▲
Higher-Level Service Businesses within Neighborhood (#)	20	22	▲
Other Businesses within Neighborhood (#)	6	8	▲
Employees of Blue-Collar	1,270	1,189	▼
Employees of Lower-Level	519	538	▲
Employees of Higher-Level	784	1,157	▲
Employees of Other Businesses	235	245	▲
<b>Education</b>			
Residents with Greater than a High School Education (%)	51.4%	55.8%	▲
Graduation Rates (%)	85.7%	89.6%	▲
Elementary School Students Passing/Proficient in Math Tests (%) – Grade 4, students at or above basic	80.5%	75.1%	▼
Elementary School Students Passing/Proficient in Reading Tests (%) – Grade 4, students at or above basic	70.8%	67.6%	▼
<b>Health</b>			
Distressed Community Index	39.1	12.3	▼
Free/Reduced Lunch for Area (%)	28.6%	34.8%	▲
Participants WIC Program	81,736	85,055	▲
Percentage Individuals in WIC Program	2.3%	2.4%	▲
Households Receiving SNAP (%)	6.5%	7.8%	▲
Avg. Number of Families TANF Program	14,118	11,982	▼
Percentage Families TANF Program According to Avg	0.6%	0.5%	▼
Individuals Receiving Medicaid / Medicare (%)	6.4%	22.3%	▲
Households Receiving Food Stamps/SNAP (%)	10.5%	10.1%	▼
<b>Housing</b>			
Moderate Rent Burden: Households Paying 30-50 % of Their Income on Housing (Rent and Utilities) (#)	82	124	▲
Severe Rent Burden: Households Paying More than 50 % of Their Income on Housing (Rent and Utilities) (#)	222	82	▼
Doubling-Up: Multi-Family Households (#)	236	243	▲
Owner Occupied: Number of Occupants per Room	0.39	0.48	▲
Renter Occupied: Number of Occupants per Room	0.45	0.50	▲
Vacancy Rate (%)	4.0%	0.0%	▼
VALUE: Owner-Occupied Units Median (dollars)	\$ 191,400	\$ 309,800	▲
VALUE: Owner-Occupied Units Mean (dollars)	\$ 205,023	\$ 307,077	▲
GROSS RENT: Occupied Units Paying Rent – Median (dollars)	\$ 967	\$ 1,474	▲
GROSS RENT: Occupied Units Paying Rent – Mean (dollars)	\$ 1,005	\$ 1,482	▲
Units of Subsidized Housing within Neighborhood (#)	22	9	▼
<b>Transportation</b>			
All Transit Performance Score	-	-	-
Jobs Accessible by Transit (#)	-	-	-

\* Data available in 2019 comes from sources that span 2017–2019

\*\* Data available in 2023 comes from sources that span 2020–2023

Larimer	Data available in 2019*	Data available in 2023**	Trend
<b>Demographics</b>			
Population 18+	1319	1,248	▼
Percentage of Males 18+	44.8%	47.4%	▲
Percentage of Females 18+	55.2%	52.6%	▼
Racial Diversity Index 18+	30.0%	41.7%	▲
Percentage of Residents of Hispanic origin 18+	1.7%	2.0%	▲
Percentage of Asian Residents 18+	1.1%	2.0%	▲
Percentage of Black Residents 18+	84.3%	74.4%	▼
Percentage of White Residents 18+	11.4%	16.3%	▲
Percentage of American Indian / Alaska Native Residents 18+	0.3%	0.9%	▲
Percentage of "Other" Race Residents 18+	0.8%	1.8%	▲
Percentage of Two or More Races: 18+	2.0%	4.6%	▲
Average Household Size	1.99	2.00	▲
Percentage of Owner-Occupied Units	36.9%	44.0%	▲
Households Median Income (dollars)	\$ 19,120	\$ 20,865	▲
Households Mean Income (dollars)	\$ 33,735	\$ 40,010	▲
Families Median Income (dollars)	\$ 22,387	\$ 29,213	▲
Families Mean Income (dollars)	\$ 41,817	\$ 53,364	▲
Percent Below Poverty Level Families	45.0%	41.8%	▼
<b>Amenities</b>			
Banking Institutions within Neighborhood (#)	25	27	▲
<b>Economic Opportunities</b>			
Unemployment Rate	28.2%	13.1%	▼
Blue-Collar Businesses within Neighborhood (#)	71	88	▲
Lower-Level Service Businesses within Neighborhood (#)	208	214	▲
Higher-Level Service Businesses within Neighborhood (#)	369	416	▲
Other Businesses within Neighborhood (#)	99	109	▲
Employees of Blue-Collar	2,703	3,042	▲
Employees of Lower-Level	3,018	2,732	▼
Employees of Higher-Level	8,935	9,129	▲
Employees of Other Businesses	762	986	▲
<b>Education</b>			
Residents with Greater than a High School Education (%)	41.6%	47.5%	▲
Graduation Rates (%)	80.2%	77.4%	▼
Elementary School Students Passing/Proficient in Math Tests (%) – Grade 4, students at or above basic	81.3%	76.0%	▼
Elementary School Students Passing/Proficient in Reading Tests (%) – Grade 4, students at or above basic	68.4%	64.4%	▼
<b>Health</b>			
Distressed Community Index	82.6	41.6	▼
Free/Reduced Lunch for Area (%)	38.4%	38.6%	▲
Participants WIC Program	202,172	172,415	▼
Percentage Individuals in WIC Program	2.6%	2.2%	▼
Households Receiving SNAP (%)	12.2%	12.9%	▲
Avg. Number of Families TANF Program	40,198	29,075	▼
Percentage Families TANF Program According to Avg	0.8%	0.6%	▼
Individuals Receiving Medicaid / Medicare (%)	12.5%	48.1%	▲
Households Receiving Food Stamps/SNAP (%)	44.8%	38.5%	▼
<b>Housing</b>			
Moderate Rent Burden: Households Paying 30-50 % of Their Income on Housing (Rent and Utilities) (#)	77	46	▼
Severe Rent Burden: Households Paying More than 50 % of Their Income on Housing (Rent and Utilities) (#)	127	164	▲
Doubling-Up: Multi-Family Households (#)	22	93	▲
Owner Occupied: Number of Occupants per Room	0.33	0.29	▼
Renter Occupied: Number of Occupants per Room	0.36	0.48	▲
Vacancy Rate (%)	28.0%	31.8%	▲
VALUE: Owner-Occupied Units Median (dollars)	\$ 41,238	\$ 48,300	▲
VALUE: Owner-Occupied Units Mean (dollars)	\$ 62,619	\$ 121,986	▲
GROSS RENT: Occupied Units Paying Rent – Median (dollars)	\$ 682	\$ 785	▲
GROSS RENT: Occupied Units Paying Rent – Mean (dollars)	\$ 695	\$ 938	▲
Units of Subsidized Housing within Neighborhood (#)	298	325	▲
<b>Transportation</b>			
All Transit Performance Score	9.1	-	-
Jobs Accessible by Transit (#)	342,019	-	-

\* Data available in 2019 comes from sources that span 2017–2019

\*\* Data available in 2023 comes from sources that span 2020–2023

McComb-Veazey	Data available in 2019*	Data available in 2023**	Trend
<b>Demographics</b>			
Population 18+	4,178	3,992	▼
Percentage of Males +18	45.9%	45.7%	▼
Percentage of Females +18	54.1%	54.3%	▲
Racial Diversity Index 18+	36.1%	27.9%	▼
Percentage of Residents of Hispanic origin +18	1.8%	2.3%	▲
Percentage of Asian Residents 18+	0.4%	0.4%	▼
Percentage of Black Residents 18+	84.9%	84.1%	▲
Percentage of White Residents 18+	12.0%	10.8%	▼
Percentage of American Indian / Alaska Native Residents 18+	0.3%	0.4%	▲
Percentage of "Other" Race Residents 18+	0.6%	1.0%	▲
Percentage of Two or More Races: 18+	1.8%	3.3%	▲
Average Household Size	2.05	1.91	▼
Percentage of Owner-Occupied Units	42.0%	38.6%	▼
Households Median Income (dollars)	\$ 23,188	\$ 18,601	▼
Households Mean Income (dollars)	\$ 39,409	\$ 35,744	▼
Families Median Income (dollars)	\$ 39,084	\$ 31,866	▼
Families Mean Income (dollars)	\$ 51,937	\$ 50,138	▼
Percent Below Poverty Level Families	22.4%	29.7%	▲
<b>Amenities</b>			
Banking Institutions within Neighborhood (#)	22	27	▲
<b>Economic Opportunities</b>			
Unemployment Rate	6.8%	14.2%	▲
Blue-Collar Businesses within Neighborhood (#)	102	96	▼
Lower-Level Service Businesses within Neighborhood (#)	270	264	▼
Higher-Level Service Businesses within Neighborhood (#)	372	373	▲
Other Businesses within Neighborhood (#)	79	65	▼
Employees of Blue-Collar	2,456	1,871	▼
Employees of Lower-Level	4,695	3,232	▼
Employees of Higher-Level	4,456	3,973	▼
Employees of Other Businesses	861	647	▼
<b>Education</b>			
Residents with Greater than a High School Education (%)	39.5%	38.7%	▼
Graduation Rates (%)	71.7%	72.9%	▲
Elementary School Students Passing/Proficient in Math Tests (%) – Grade 4, students at or above basic	73.4%	68.8%	▼
Elementary School Students Passing/Proficient in Reading Tests (%) – Grade 4, students at or above basic	54.7%	57.4%	▲
<b>Health</b>			
Distressed Community Index	96.2	97.7	▲
Free/Reduced Lunch for Area (%)	50.1%	46.1%	▼
Participants WIC Program	103,207	90,994	▼
Percentage Individuals in WIC Program	3.5%	3.1%	▼
Households Receiving SNAP (%)	14.0%	19.6%	▲
Avg. Number of Families TANF Program	4,246	3,715	▼
Percentage Families TANF Program According to Avg	0.2%	0.2%	▼
Individuals Receiving Medicaid / Medicare (%)	8.7%	48.3%	▲
Households Receiving Food Stamps/SNAP (%)	25.7%	36.2%	▲
<b>Housing</b>			
Moderate Rent Burden: Households Paying 30-50 % of Their Income on Housing (Rent and Utilities) (#)	814	867	▲
Severe Rent Burden: Households Paying More than 50 % of Their Income on Housing (Rent and Utilities) (#)	1013	1,158	▲
Doubling-Up: Multi-Family Households (#)	914	335	▼
Owner Occupied: Number of Occupants per Room	0.42	0.38	▼
Renter Occupied: Number of Occupants per Room	0.44	0.41	▼
Vacancy Rate (%)	12.0%	20.7%	▲
VALUE: Owner-Occupied Units Median (dollars)	\$ 101,618	\$ 114,676	▲
VALUE: Owner-Occupied Units Mean (dollars)	\$ 128,544	\$ 149,502	▲
GROSS RENT: Occupied Units Paying Rent – Median (dollars)	\$ 658	\$ 588	▼
GROSS RENT: Occupied Units Paying Rent – Mean (dollars)	\$ 708	\$ 681	▼
Units of Subsidized Housing within Neighborhood (#)	1,029	1,071	▲
<b>Transportation</b>			
All Transit Performance Score	7.4	-	-
Jobs Accessible by Transit (#)	74,881	-	-

\* Data available in 2019 comes from sources that span 2017–2019

\*\* Data available in 2023 comes from sources that span 2020–2023

Sharswood	Data available in 2019*	Data available in 2023**	Trend
<b>Demographics</b>			
Population 18+	3,112	3,337	▼
Percentage of Males 18+	43.6%	46.4%	▲
Percentage of Females 18+	56.4%	53.6%	▼
Racial Diversity Index 18+	27.3%	56.1%	▲
Percentage of Residents of Hispanic origin 18+	3.1%	6.2%	▲
Percentage of Asian Residents 18+	1.0%	2.6%	▲
Percentage of Black Residents 18+	87.5%	58.6%	▼
Percentage of White Residents 18+	7.8%	30.1%	▲
Percentage of American Indian / Alaska Native Residents 18+	0.3%	0.1%	▼
Percentage of "Other" Race Residents 18+	1.2%	2.1%	▲
Percentage of Two or More Races: 18+	2.2%	6.3%	▲
Average Household Size	1.79	1.91	▲
Percentage of Owner-Occupied Units	40.4%	41.6%	▲
Households Median Income (dollars)	\$ 26,372	\$ 50,147	▲
Households Mean Income (dollars)	\$ 41,345	\$ 66,700	▲
Families Median Income (dollars)	\$ 35,036	\$ 45,050	▲
Families Mean Income (dollars)	\$ 49,435	\$ 68,241	▲
Percent Below Poverty Level Families	27.9%	25.0%	▼
<b>Amenities</b>			
Banking Institutions within Neighborhood (#)	38	38	▬
<b>Economic Opportunities</b>			
Unemployment Rate	10.7%	7.1%	▼
Blue-Collar Businesses within Neighborhood (#)	28	42	▲
Lower-Level Service Businesses within Neighborhood (#)	121	140	▲
Higher-Level Service Businesses within Neighborhood (#)	125	141	▲
Other Businesses within Neighborhood (#)	43	42	▼
Employees of Blue-Collar	2,486	2,908	▲
Employees of Lower-Level	3,169	3,546	▲
Employees of Higher-Level	5,022	6,627	▲
Employees of Other Businesses	416	390	▼
<b>Education</b>			
Residents with Greater than a High School Education (%)	43.0%	56.8%	▲
Graduation Rates (%)	79.7%	84.4%	▲
Elementary School Students Passing/Proficient in Math Tests (%) – Grade 4, students at or above basic	81.3%	76.0%	▼
Elementary School Students Passing/Proficient in Reading Tests (%) – Grade 4, students at or above basic	68.4%	64.4%	▼
<b>Health</b>			
Distressed Community Index	99.8	84.2	▼
Free/Reduced Lunch for Area (%)	38.4%	38.6%	▲
Participants WIC Program	202,172	172,415	▼
Percentage Individuals in WIC Program	2.6%	2.2%	▼
Households Receiving SNAP (%)	22.9%	23.3%	▲
Avg. Number of Families TANF Program	40,198	29,075	▼
Percentage Families TANF Program According to Avg	0.8%	0.6%	▼
Individuals Receiving Medicaid / Medicare (%)	12.7%	36.6%	▲
Households Receiving Food Stamps/SNAP (%)	34.1%	38.3%	▲
<b>Housing</b>			
Moderate Rent Burden: Households Paying 30-50 % of Their Income on Housing (Rent and Utilities) (#)	757	569	▼
Severe Rent Burden: Households Paying More than 50 % of Their Income on Housing (Rent and Utilities) (#)	1090	1,193	▲
Doubling-Up: Multi-Family Households (#)	585	867	▲
Owner Occupied: Number of Occupants per Room	0.31	0.33	▲
Renter Occupied: Number of Occupants per Room	0.34	0.41	▲
Vacancy Rate (%)	32.8%	21.5%	▼
VALUE: Owner-Occupied Units Median (dollars)	\$ 125,659	\$ 196,559	▲
VALUE: Owner-Occupied Units Mean (dollars)	\$ 153,026	\$ 209,268	▲
GROSS RENT: Occupied Units Paying Rent – Median (dollars)	\$ 882	\$ 1,177	▲
GROSS RENT: Occupied Units Paying Rent – Mean (dollars)	\$ 869	\$ 1,193	▲
Units of Subsidized Housing within Neighborhood (#)	866	1,046	▲
<b>Transportation</b>			
All Transit Performance Score	9.5	-	-
Jobs Accessible by Transit (#)	490,378	-	-

\* Data available in 2019 comes from sources that span 2017–2019

\*\* Data available in 2023 comes from sources that span 2020–2023

Southwood	Data available in 2019*	Data available in 2023**	Trend
<b>Demographics</b>			
Population 18+	865	826	▲
Percentage of Males 18+	52.8%	52.1%	▼
Percentage of Females 18+	47.2%	47.9%	▲
Racial Diversity Index 18+	87.6%	67.1%	▼
Percentage of Residents of Hispanic origin 18+	49.4%	74.5%	▲
Percentage of Asian Residents 18+	0.2%	16%	▲
Percentage of Black Residents 18+	7.1%	4.0%	▼
Percentage of White Residents 18+	48.1%	25.2%	▼
Percentage of American Indian / Alaska Native Residents 18+	14%	19%	▲
Percentage of "Other" Race Residents 18+	42.2%	47.5%	▲
Percentage of Two or More Races: 18+	10%	19.9%	▲
Average Household Size	2.39	2.51	▲
Percentage of Owner-Occupied Units	23.7%	23.8%	▲
Households Median Income (dollars)	\$ 52,844	\$ 66,056	▲
Households Mean Income (dollars)	\$ 55,008	\$ 86,842	▲
Families Median Income (dollars)	\$ 48,558	\$ 74,643	▲
Families Mean Income (dollars)	\$ 52,213	\$ 99,632	▲
Percent Below Poverty Level Families	28.4%	11.4%	▼
<b>Amenities</b>			
Banking Institutions within Neighborhood (#)	14	14	■
<b>Economic Opportunities</b>			
Unemployment Rate	3.0%	5.0%	▲
Blue-Collar Businesses within Neighborhood (#)	196	192	▼
Lower-Level Service Businesses within Neighborhood (#)	316	307	▼
Higher-Level Service Businesses within Neighborhood (#)	555	547	▼
Other Businesses within Neighborhood (#)	114	123	▲
Employees of Blue-Collar	2,372	2,563	▲
Employees of Lower-Level	3,426	2,660	▼
Employees of Higher-Level	7,416	7,910	▲
Employees of Other Businesses	814	860	▲
<b>Education</b>			
Residents with Greater than a High School Education (%)	64.9%	72.0%	▲
Graduation Rates (%)	84.0%	92.0%	▲
Elementary School Students Passing/Proficient in Math Tests (%) – Grade 4, students at or above basic	87.0%	74.8%	▼
Elementary School Students Passing/Proficient in Reading Tests (%) – Grade 4, students at or above basic	69.0%	59.9%	▼
<b>Health</b>			
Distressed Community Index	417	38.5	▼
Free/Reduced Lunch for Area (%)	37.9%	42.2%	▲
Participants WIC Program	109,469	125,935	▲
Percentage Individuals in WIC Program	2.1%	2.3%	▲
Households Receiving SNAP (%)	10.2%	11.7%	▲
Avg. Number of Families TANF Program	16,439	19,237	▲
Percentage Families TANF Program According to Avg	0.5%	0.6%	▲
Individuals Receiving Medicaid / Medicare (%)	2.7%	14.9%	▲
Households Receiving Food Stamps/SNAP (%)	13.2%	5.4%	▼
<b>Housing</b>			
Moderate Rent Burden: Households Paying 30-50 % of Their Income on Housing (Rent and Utilities) (#)	203	175	▼
Severe Rent Burden: Households Paying More than 50 % of Their Income on Housing (Rent and Utilities) (#)	216	230	▲
Doubling-Up: Multi-Family Households (#)	632	672	▲
Owner Occupied: Number of Occupants per Room	0.46	0.47	▲
Renter Occupied: Number of Occupants per Room	0.52	0.53	▲
Vacancy Rate (%)	6.4%	4.7%	▼
VALUE: Owner-Occupied Units Median (dollars)	*	\$ 194,900	■
VALUE: Owner-Occupied Units Mean (dollars)	\$ 105,504	\$ 204,147	▲
GROSS RENT: Occupied Units Paying Rent – Median (dollars)	\$ 1,229	\$ 1,656	▲
GROSS RENT: Occupied Units Paying Rent – Mean (dollars)	\$ 1,174	\$ 1,582	▲
Units of Subsidized Housing within Neighborhood (#)	40	96	▲
<b>Transportation</b>			
All Transit Performance Score	8.7	-	-
Jobs Accessible by Transit (#)	56,074	-	-

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\*\* Data available in 2023 comes from sources that span 2020–2023

Thomas Park/Avondale, South Central	Data available in 2019*	Data available in 2023**	Trend
<b>Demographics</b>			
Population 18+	1,664	1,457	▼
Percentage of Males 18+	50.1%	51.3%	▲
Percentage of Females 18+	49.9%	48.7%	▼
Racial Diversity Index 18+	41.4%	33.0%	▼
Percentage of Residents of Hispanic origin 18+	1.7%	3.0%	▲
Percentage of Asian Residents 18+	0.3%	0.1%	▼
Percentage of Black Residents 18+	10.4%	10.9%	▼
Percentage of White Residents 18+	85.8%	80.9%	▼
Percentage of American Indian / Alaska Native Residents 18+	0.5%	0.8%	▲
Percentage of "Other" Race Residents 18+	1.0%	1.2%	▲
Percentage of Two or More Races: 18+	2.0%	6.0%	▲
Average Household Size	2.13	2.23	▲
Percentage of Owner-Occupied Units	51.6%	46.7%	▼
Households Median Income (dollars)	\$ 25,131	\$ 29,000	▲
Households Mean Income (dollars)	\$ 39,826	\$ 50,771	▲
Families Median Income (dollars)	\$ 29,926	\$ 40,002	▲
Families Mean Income (dollars)	\$ 44,458	\$ 68,222	▲
Percent Below Poverty Level Families	38.7%	29.0%	▼
<b>Amenities</b>			
Banking Institutions within Neighborhood (#)	6	6	▬
<b>Economic Opportunities</b>			
Unemployment Rate	11.6%	7.8%	▼
Blue-Collar Businesses within Neighborhood (#)	127	134	▲
Lower-Level Service Businesses within Neighborhood (#)	148	143	▼
Higher-Level Service Businesses within Neighborhood (#)	65	69	▲
Other Businesses within Neighborhood (#)	49	46	▼
Employees of Blue-Collar	3,896	3,890	▼
Employees of Lower-Level	2,438	2,873	▲
Employees of Higher-Level	3,653	3,248	▼
Employees of Other Businesses	534	840	▲
<b>Education</b>			
Residents with Greater than a High School Education (%)	35.7%	36.0%	▲
Graduation Rates (%)	75.2%	82.4%	▲
Elementary School Students Passing/Proficient in Math Tests (%) – Grade 4, students at or above basic	84.1%	78.4%	▼
Elementary School Students Passing/Proficient in Reading Tests (%) – Grade 4, students at or above basic	67.3%	62.9%	▼
<b>Health</b>			
Distressed Community Index	86.3	94.2	▲
Free/Reduced Lunch for Area (%)	46.4%	47.4%	▲
Participants WIC Program	138,611	145,775	▲
Percentage Individuals in WIC Program	3.3%	3.4%	▲
Households Receiving SNAP (%)	9.9%	9.6%	▼
Avg. Number of Families TANF Program	5,293	4,195	▼
Percentage Families TANF Program According to Avg	0.2%	0.2%	▼
Individuals Receiving Medicaid / Medicare (%)	10.4%	34.8%	▲
Households Receiving Food Stamps/SNAP (%)	29.8%	27.2%	▼
<b>Housing</b>			
Moderate Rent Burden: Households Paying 30-50 % of Their Income on Housing (Rent and Utilities) (#)	319	235	▼
Severe Rent Burden: Households Paying More than 50 % of Their Income on Housing (Rent and Utilities) (#)	448	339	▼
Doubling-Up: Multi-Family Households (#)	432	445	▲
Owner Occupied: Number of Occupants per Room	0.35	0.36	▲
Renter Occupied: Number of Occupants per Room	0.45	0.46	▲
Vacancy Rate (%)	39.0%	30.7%	▼
VALUE: Owner-Occupied Units Median (dollars)	\$ 33,457	\$ 32,862	▼
VALUE: Owner-Occupied Units Mean (dollars)	\$ 47,410	\$ 65,752	▲
GROSS RENT: Occupied Units Paying Rent – Median (dollars)	\$ 597	\$ 659	▲
GROSS RENT: Occupied Units Paying Rent – Mean (dollars)	\$ 609	\$ 702	▲
Units of Subsidized Housing within Neighborhood (#)	248	256	▲
<b>Transportation</b>			
All Transit Performance Score	4.0	-	-
Jobs Accessible by Transit (#)	30,608	-	-

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\*\* Data available in 2023 comes from sources that span 2020–2023



Wall Street	Data available in 2019*	Data available in 2023**	Trend
<b>Demographics</b>			
Population 18+	403	421	▼
Percentage of Males 18+	46.7%	46.3%	▼
Percentage of Females 18+	53.3%	53.7%	▲
Racial Diversity Index 18+	60.0%	41.5%	▼
Percentage of Residents of Hispanic origin 18+	3.2%	10.0%	▲
Percentage of Asian Residents 18+	0.0%	0.0%	▼
Percentage of Black Residents 18+	82.4%	75.1%	▲
Percentage of White Residents 18+	3.0%	10.5%	▼
Percentage of American Indian / Alaska Native Residents 18+	0.2%	0.7%	▲
Percentage of "Other" Race Residents 18+	14.1%	10.2%	▲
Percentage of Two or More Races: 18+	0.2%	3.3%	▲
Average Household Size	2.36	2.34	▼
Percentage of Owner-Occupied Units	62.4%	64.0%	▲
Households Median Income (dollars)	\$ 44,950	\$ 53,175	▲
Households Mean Income (dollars)	\$ 53,414	\$ 68,005	▲
Families Median Income (dollars)	\$ 60,279	\$ 55,069	▼
Families Mean Income (dollars)	\$ 64,843	\$ 75,712	▲
Percent Below Poverty Level Families	10.8%	10.6%	▼
<b>Amenities</b>			
Banking Institutions within Neighborhood (#)	5	5	▬
<b>Economic Opportunities</b>			
Unemployment Rate	5.7%	4.2%	▼
Blue-Collar Businesses within Neighborhood (#)	149	181	▲
Lower-Level Service Businesses within Neighborhood (#)	181	189	▲
Higher-Level Service Businesses within Neighborhood (#)	198	213	▲
Other Businesses within Neighborhood (#)	86	91	▲
Employees of Blue-Collar	6,393	6,133	▼
Employees of Lower-Level	3,599	3,864	▲
Employees of Higher-Level	5,451	6,606	▲
Employees of Other Businesses	1,001	1,278	▲
<b>Education</b>			
Residents with Greater than a High School Education (%)	46.5%	56.4%	▲
Graduation Rates (%)	86.7%	89.2%	▲
Elementary School Students Passing/Proficient in Math Tests (%) – Grade 4, students at or above basic	76.6%	74.4%	▼
Elementary School Students Passing/Proficient in Reading Tests (%) – Grade 4, students at or above basic	61.1%	60.9%	▼
<b>Health</b>			
Distressed Community Index	519	32.3	▼
Free/Reduced Lunch for Area (%)	42.7%	43.5%	▲
Participants WIC Program	84,596	94,063	▲
Percentage Individuals in WIC Program	2.6%	2.9%	▲
Households Receiving SNAP (%)	10.3%	11.2%	▲
Avg. Number of Families TANF Program	7,984	6,289	▼
Percentage Families TANF Program According to Avg	0.4%	0.3%	▼
Individuals Receiving Medicaid / Medicare (%)	10.1%	28.5%	▲
Households Receiving Food Stamps/SNAP (%)	16.5%	9.1%	▼
<b>Housing</b>			
Moderate Rent Burden: Households Paying 30-50 % of Their Income on Housing (Rent and Utilities) (#)	246	403	▲
Severe Rent Burden: Households Paying More than 50 % of Their Income on Housing (Rent and Utilities) (#)	284	139	▼
Doubling-Up: Multi-Family Households (#)	133	265	▲
Owner Occupied: Number of Occupants per Room	0.40	0.38	▼
Renter Occupied: Number of Occupants per Room	0.47	0.52	▲
Vacancy Rate (%)	10.2%	7.2%	▼
VALUE: Owner-Occupied Units Median (dollars)	\$ 152,194	\$ 178,572	▲
VALUE: Owner-Occupied Units Mean (dollars)	\$ 180,708	\$ 216,567	▲
GROSS RENT: Occupied Units Paying Rent – Median (dollars)	\$ 766	\$ 953	▲
GROSS RENT: Occupied Units Paying Rent – Mean (dollars)	\$ 716	\$ 907	▲
Units of Subsidized Housing within Neighborhood (#)	213	227	▲
<b>Transportation</b>			
All Transit Performance Score	-	-	-
Jobs Accessible by Transit (#)	-	-	-

\* Data available in 2019 comes from sources that span 2017–2019

\*\* Data available in 2023 comes from sources that span 2020–2023

Washington	Data available in 2019*	Data available in 2023**	Trend
<b>Demographics</b>			
Population 18+	8,821	8,337	▲
Percentage of Males 18+	53.1%	49.0%	▼
Percentage of Females 18+	46.9%	51.0%	▲
Racial Diversity Index 18+	91.4%	68.9%	▼
Percentage of Residents of Hispanic origin 18+	73.6%	71.9%	▼
Percentage of Asian Residents 18+	5.3%	5.2%	▲
Percentage of Black Residents 18+	14.2%	14.8%	▲
Percentage of White Residents 18+	33.4%	13.0%	▼
Percentage of American Indian / Alaska Native Residents 18+	1.1%	2.7%	▲
Percentage of "Other" Race Residents 18+	41.4%	50.0%	▲
Percentage of Two or More Races: 18+	4.6%	13.7%	▲
Average Household Size	2.88	2.73	▼
Percentage of Owner-Occupied Units	9.3%	9.3%	▬
Households Median Income (dollars)	\$ 36,088	\$ 46,688	▲
Households Mean Income (dollars)	\$ 47,985	\$ 57,504	▲
Families Median Income (dollars)	\$ 36,845	\$ 48,669	▲
Families Mean Income (dollars)	\$ 49,585	\$ 59,987	▲
Percent Below Poverty Level Families	28.4%	18.2%	▼
<b>Amenities</b>			
Banking Institutions within Neighborhood (#)	18	17	▼
<b>Economic Opportunities</b>			
Unemployment Rate	8.4%	9.9%	▲
Blue-Collar Businesses within Neighborhood (#)	354	357	▲
Lower-Level Service Businesses within Neighborhood (#)	453	475	▲
Higher-Level Service Businesses within Neighborhood (#)	669	696	▲
Other Businesses within Neighborhood (#)	155	171	▲
Employees of Blue-Collar	15,645	15,405	▼
Employees of Lower-Level	11,576	11,579	▲
Employees of Higher-Level	12,642	12,560	▼
Employees of Other Businesses	2,932	2,936	▲
<b>Education</b>			
Residents with Greater than a High School Education (%)	35.6%	40.9%	▲
Graduation Rates (%)	58.7%	66.8%	▲
Elementary School Students Passing/Proficient in Math Tests (%) – Grade 4, students at or above basic	74.6%	66.9%	▼
Elementary School Students Passing/Proficient in Reading Tests (%) – Grade 4, students at or above basic	62.5%	58.4%	▼
<b>Health</b>			
Distressed Community Index	90.5	79.6	▼
Free/Reduced Lunch for Area (%)	35.4%	36.4%	▲
Participants WIC Program	928,943	960,415	▲
Percentage Individuals in WIC Program	3.8%	3.9%	▲
Households Receiving SNAP (%)	12.5%	16.1%	▲
Avg. Number of Families TANF Program	284,385	280,721	▼
Percentage Families TANF Program According to Avg	2.2%	2.1%	▼
Individuals Receiving Medicaid / Medicare (%)	10.8%	52.2%	▲
Households Receiving Food Stamps/SNAP (%)	24.8%	21.1%	▼
<b>Housing</b>			
Moderate Rent Burden: Households Paying 30-50 % of Their Income on Housing (Rent and Utilities) (#)	1165	1313	▲
Severe Rent Burden: Households Paying More than 50 % of Their Income on Housing (Rent and Utilities) (#)	1465	1417	▼
Doubling-Up: Multi-Family Households (#)	1004	846	▼
Owner Occupied: Number of Occupants per Room	0.69	0.49	▼
Renter Occupied: Number of Occupants per Room	0.92	0.81	▼
Vacancy Rate (%)	6.0%	5.5%	▼
VALUE: Owner-Occupied Units Median (dollars)	\$ 361,134	\$ 268,964	▼
VALUE: Owner-Occupied Units Mean (dollars)	\$ 364,817	\$ 444,683	▲
GROSS RENT: Occupied Units Paying Rent – Median (dollars)	\$ 1,022	\$ 1,310	▲
GROSS RENT: Occupied Units Paying Rent – Mean (dollars)	\$ 1,068	\$ 1,358	▲
Units of Subsidized Housing within Neighborhood (#)	429	456	▲
<b>Transportation</b>			
All Transit Performance Score	9.4	-	-
Jobs Accessible by Transit (#)	427,852	-	-

\* Data available in 2019 comes from sources that span 2017–2019

\*\* Data available in 2023 comes from sources that span 2020–2023

Westside	Data available in 2019*	Data available in 2023**	Trend
<b>Demographics</b>			
Population 18+	3,073	3,060	▼
Percentage of Males 18+	46.9%	46.0%	▼
Percentage of Females 18+	53.1%	54.0%	▲
Racial Diversity Index 18+	59.8%	46.4%	▼
Percentage of Residents of Hispanic origin 18+	5.6%	8.4%	▲
Percentage of Asian Residents 18+	1.3%	1.7%	▲
Percentage of Black Residents 18+	11.6%	14.9%	▲
Percentage of White Residents 18+	79.6%	71.2%	▼
Percentage of American Indian / Alaska Native Residents 18+	0.5%	0.8%	▲
Percentage of "Other" Race Residents 18+	3.0%	4.0%	▲
Percentage of Two or More Races: 18+	3.9%	7.5%	▲
Average Household Size	1.91	1.90	▼
Percentage of Owner-Occupied Units	27.1%	26.8%	▼
Households Median Income (dollars)	\$ 23,992	\$ 30,300	▲
Households Mean Income (dollars)	\$ 34,760	\$ 46,134	▲
Families Median Income (dollars)	\$ 26,359	\$ 43,899	▲
Families Mean Income (dollars)	\$ 38,321	\$ 66,135	▲
Percent Below Poverty Level Families	35.2%	28.1%	▼
<b>Amenities</b>			
Banking Institutions within Neighborhood (#)	8	9	▲
<b>Economic Opportunities</b>			
Unemployment Rate	15.6%	11.0%	▼
Blue-Collar Businesses within Neighborhood (#)	253	254	▲
Lower-Level Service Businesses within Neighborhood (#)	376	377	▲
Higher-Level Service Businesses within Neighborhood (#)	497	499	▲
Other Businesses within Neighborhood (#)	122	116	▼
Employees of Blue-Collar	4,741	4,455	▼
Employees of Lower-Level	5,706	5,229	▼
Employees of Higher-Level	9,799	10,600	▲
Employees of Other Businesses	1,272	1,091	▼
<b>Education</b>			
Residents with Greater than a High School Education (%)	51.3%	56.1%	▲
Graduation Rates (%)	83.8%	88.4%	▲
Elementary School Students Passing/Proficient in Math Tests (%) – Grade 4, students at or above basic	85.2%	79.2%	▼
Elementary School Students Passing/Proficient in Reading Tests (%) – Grade 4, students at or above basic	76.0%	70.5%	▼
<b>Health</b>			
Distressed Community Index	42.6	62.2	▲
Free/Reduced Lunch for Area (%)	38.9%	43.4%	▲
Participants WIC Program	103,315	124,447	▲
Percentage Individuals in WIC Program	2.4%	2.9%	▲
Households Receiving SNAP (%)	18.3%	20.7%	▲
Avg. Number of Families TANF Program	28,424	33,023	▲
Percentage Families TANF Program According to Avg	1.1%	1.2%	▲
Individuals Receiving Medicaid / Medicare (%)	16.6%	45.0%	▲
Households Receiving Food Stamps/SNAP (%)	31.7%	32.2%	▲
<b>Housing</b>			
Moderate Rent Burden: Households Paying 30-50 % of Their Income on Housing (Rent and Utilities) (#)	878	1,041	▲
Severe Rent Burden: Households Paying More than 50 % of Their Income on Housing (Rent and Utilities) (#)	752	689	▼
Doubling-Up: Multi-Family Households (#)	491	614	▲
Owner Occupied: Number of Occupants per Room	0.33	0.35	▲
Renter Occupied: Number of Occupants per Room	0.44	0.40	▼
Vacancy Rate (%)	20.8%	21.9%	▲
VALUE: Owner-Occupied Units Median (dollars)	\$ 147,120	\$ 122,769	▼
VALUE: Owner-Occupied Units Mean (dollars)	\$ 176,628	\$ 163,426	▼
GROSS RENT: Occupied Units Paying Rent – Median (dollars)	\$ 775	\$ 884	▲
GROSS RENT: Occupied Units Paying Rent – Mean (dollars)	\$ 725	\$ 866	▲
Units of Subsidized Housing within Neighborhood (#)	1,085	1,093	▲
<b>Transportation</b>			
All Transit Performance Score	4.5	-	-
Jobs Accessible by Transit (#)	20,170	-	-

\* Data available in 2019 comes from sources that span 2017–2019

\*\* Data available in 2023 comes from sources that span 2020–2023

# Appendix C | Resident Survey Questionnaire

## Introduction

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### What city and state do you live in?

- Charlottesville, VA
- Dacono, CO
- Lafayette, LA
- Long Beach, CA
- Moncks Corner, SC
- Muncie, IN
- Philadelphia, PA
- Pittsburgh, PA
- Pittsfield, MA

## Neighborhood

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### 1. Which part of the neighborhood boundaries shown in this image do you live within?

(Respondents were shown a satellite image of the neighborhood segmented into four sections.)

- Section 1
- Section 2
- Section 3
- Section 4
- I do not live within this neighborhood borders

2. When did you move to this neighborhood? (Please indicate the year. If you prefer not to answer, type 9999)

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## Sense of Community

3. Below are some statements that people might make about their neighborhood and neighbors. For each one of these statements, please select if you think it is true or false:

	True	False	Prefer not to answer
I think my neighborhood is a good place for me to live.			
People in this neighborhood do not share the same values.			
My neighbors and I want the same things from the neighborhood.			
I can recognize most of the people who live in my neighborhood.			
I feel at home in this neighborhood.			
Very few of my neighbors know me.			
I care about what my neighbors think of my actions.			
I have no influence over what this neighborhood is like.			
If there is a problem in this neighborhood, people who live here can get it solved.			
It is very important to me to live in this particular neighborhood.			
People in this neighborhood generally don't get along with each other.			
I expect to live in this neighborhood for a long time.			

## Foundational Outcomes

4. Below are some statements about how neighborhood members care about each other and work together to solve issues. For each one of these statements, please indicate to what extent it is true in your neighborhood today:

	Not at all true	Somewhat true	Mostly true	Completely true	Prefer not to answer
People in this neighborhood trust each other.					
My opinion is valued by other people and organizations in my neighborhood.					
At least one of my neighbors would do something if they noticed someone committing a crime in the neighborhood.					
My neighbors have the ability and opportunity to do something if a serious problem arises in our neighborhood.					
Organizations and groups of residents working together have been able to improve the neighborhood.					
I work with others from my neighborhood to address neighborhood issues such as housing, crime, education, etc.					

## Amenities and Resources

### 5. How easy or difficult is it for you to access the following places?

	Very difficult	Somewhat difficult	Easy	Very easy	Don't know	Prefer not to answer
Where you most frequently buy groceries						
Your primary workplace						
Healthcare services (like your primary doctor, clinics, or urgent care)						
Park or recreation area						
Community Center or Library						

**6. How much do you agree with the following statements?**

	Disagree	Somewhat disagree	Somewhat agree	Agree	Don't know	Prefer not to answer
There are many places that I can afford to live in this neighborhood.						
My neighborhood helps me stay healthy						
I feel safe being alone outside in this neighborhood during the day						
I feel safe being alone outside in this neighborhood at night						
I trust the local police department's officers						
Local government is working to improve my neighborhood						



**7. On a scale from poor to excellent, how would you describe the quality of the following elements in your neighborhood:**

	Poor	Fair	Good	Excellent	Don't know	Prefer not to answer
The amenities that you access frequently such as parks, grocery stores, banks, restaurants, recreation centers						
The schools that kids in this neighborhood can attend						
Infrastructure for walking or biking (for example, the presence and quality of sidewalks, having stop signs and stop lights where they are needed)						
Housing in this neighborhood						
Public transportation like buses or subways						

## General Perception

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### 8. Overall, how would you rate your neighborhood as a place to live?

- Poor
- Fair
- Good
- Excellent
- Don't know
- Prefer not to answer

### 9. To what extent is your neighborhood a better or worse place to live than in the past?

- Much worse
- A little worse
- The same
- A little better
- Much better
- I don't know
- Prefer not to answer

### 10. To what extent did you feel supported by your community/neighborhood during the COVID-19 pandemic?

- Not supported at all
- Somewhat supported
- Very supported
- Extremely supported
- Don't know
- Prefer not to answer

## Final Questions

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### 11. How many community events, community meetings, or volunteer opportunities that aim to improve your neighborhood have you engaged in over the past year?

- None
- 1-3
- 4-6
- 7 or more
- Prefer not to answer

### 12. Ethnicity

- Hispanic or Latino

- Not Hispanic or Latino
- Prefer not to answer

**13. Which of the following describes your race? [You can select as many as apply]**

- American Indian or Alaska Native (Print name of enrolled or principal tribe: \_\_\_\_\_)
- Asian or Asian-American
- Black or African American
- Native Hawaiian/Other Pacific Islander
- White or European American
- Some other race, specify: \_\_\_\_\_
- Prefer not to answer

**14. Gender**

- Female
- Male
- Intersex
- Not listed: \_\_\_\_\_
- Prefer not to answer

**15. How old are you?**

\_\_\_\_\_

**16. In what category does your total annual household income fall?**

- Less than \$15,000
- 15,000 to \$49,999
- \$50,000 to \$99,999
- \$100,000 to \$149,999
- \$150,000 or more
- I don't know
- Prefer not to answer

**17. Do you own or rent your home?**

- Own
- Rent
- Other arrangement
- Prefer not to answer

**As we mentioned in the introduction, this survey is anonymous and confidential. One thing we would like to do is to show how people living in different parts of the neighborhood responded to the survey using a map. To do this, we would need to use addresses. Addresses will only be used for mapping purposes, and only Habitat for Humanity staff and consultants will have access to this information. This is optional:** If you are willing, please provide your address below.

*(Please provide the street number and street name.)*

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## Appendix D | Questions for Future Exploration

Throughout the evaluation of the Quality of Life Framework learning cohort, we have received questions from Habitat for Humanity International and from affiliates about what a right-sized measurement, learning and evaluation, or MLE, framework would look like for neighborhood revitalization work. While developing this framework is outside of the scope of this evaluation, we do see potential for continuous learning in partnership with the learning cohort leaders. Below are additional questions that have arisen for future exploration:

1. What are implications of neighborhood revitalization affiliates acting as conveners versus participants in a broader coalition?
2. What are the costs and benefits to an affiliate taking a neighborhood revitalization (public goods, power-building, systems-changing) approach?
3. How can leveraging housing construction and repair move toward deeper trust building, Quality of Life Framework impact and so forth?
4. What types of support are needed to respond to a traumatic event in a community?
5. How should affiliates select the neighborhoods where they work?
6. Do affiliates engage in neighborhoods with established favorable conditions, or do affiliates engage in neighborhoods that need support the most?
7. What is the right role for residents? Should we expect residents to advocate for public goods?
8. With limited time/capacity, where is the best place to invest it?
9. What are some appropriate roles for Habitat affiliates in this work? What roles should they avoid?
10. How can the Quality of Life Framework be improved?
11. What is a right-sized evaluation methodology for neighborhood revitalization?
12. What is the importance of "perceptions" as they relate to where one lives? Is there a correlation between perception and quality of life? Is there research about the importance of perception of where one lives

