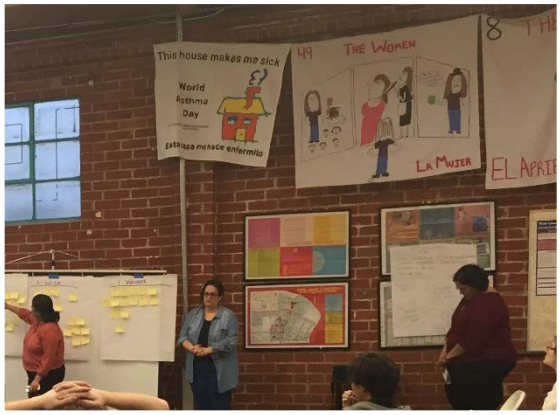
SPARCC

Mid-Initiative Evaluation Report on Progress

December 2018



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What is SPARCC?

The Strong, Prosperous, And Resilient Communities Challenges (SPARCC) is an ambitious national initiative to change the way communities shape the built environment to reduce racial inequities, promote health, and address climate impacts. SPARCC is implemented by cross-sector collaborative tables in six sites (Atlanta, Bay Area, Chicago, Denver, Los Angeles, Memphis), together with four national organizations ("National Team") that provide support and funding to sites: Enterprise Community Partners, Federal Reserve Bank of San Francisco, Low Income Investment Fund, and Natural Resources Defense Council. (See Appendix A for a summary of the SPARCC tables.) The initiative is funded by five foundations: Ford Foundation, The JPB Foundation, Kresge Foundation, Robert Wood Johnson Foundation, and The California Endowment. This report summarizes progress of the SPARCC initiative roughly one and a half years into implementation. (See Appendix B for the SPARCC initiative logic model and Appendix C for a description of the evaluation.)

What progress has been made to change systems and strengthen the drivers of equity?

SPARCC's aim is systems change, which means changing practices, policies, and investments in the built environment so that communities are healthier, more climate-smart, and opportunity-rich places for all. Progress in SPARCC is measured by the degree to which the sites and National Team, working together, change community development (e.g., capital or policy systems), which begins with putting racial equity at the forefront. This report organizes progress into two sections, which align with SPARCC outcomes: progress in collaboration and community engagement, and progress changing the systems of community development. We report the most compelling results and do not attempt to include a comprehensive review of every accomplishment.

Progress in collaboration and community engagement

All six SPARCC site tables strengthened their collaborative structures and have increased their effectiveness and ability to take action.

This foundational work included building new partnerships, developing relationships and trust, fostering shared visions and goals, and establishing or modifying governance structures. In the early days of SPARCC, only one site had core table members who had a history of working together, and now all sites have engaged new partners. The National Team played a role supporting and nurturing the tables, especially related to relationship development, accessing technical assistance, and providing strategic guidance and subject matter expertise on topics such as capital and climate vulnerability.

By the end of the first 12 months, all sites had moved from defining and planning their work to implementing at least one activity in support of their goals to change the systems of community development. All have intentionally incorporated the SPARCC framework of racial equity, health, and climate resilience into their work, though the integration of these three focus areas varies. Putting racial equity at the core has been reported as very important to the tables and their work.

Tables have also contributed to a regional strategy in four of the sites, meaning a strategy stretches beyond one city. They've done this by leading regional conversations about displacement, affordable housing, transit equity, and economic opportunity (Denver, Bay Area); framing transit goals as regional

goals and working with geographically diverse local partners across a region (LA, Atlanta); and taking a regional view when using data (Denver). SPARCC grants have been important to table effectiveness and moving work forward, including hiring dedicated staff in three sites (Atlanta, Chicago, and Memphis).

Tables show more effective community engagement and empowerment.

Community engagement has always been a part of SPARCC's theory of change as both a process and an outcome of SPARCC, but the significance of building community power and community-driven development has grown since SPARCC put racial equity at the forefront. The evaluation looked at two aspects of community engagement: resident engagement in tables and in SPARCC, and resident influence or leadership related to SPARCC strategies. Because of SPARCC, over half of the tables increased the number of residents engaged in the table/SPARCC.

There are differences across the cohort; most sites' community engagement and empowerment focus on specific neighborhoods while some foster engagement in a regional way. There is also already evidence that resident voices are included in some policy and capital efforts in five sites.

SPARCC has fostered cross-site collaboration, learning, and peer support.

As intended by SPARCC's design, there is evidence sites are supporting each other through peer sharing of knowledge and collaboration on topics like governance models, green infrastructure, tenant protections, and community engagement. The innovation grant process encouraged cross-site collaboration and resulted in four cross-site proposals; two were awarded totaling $350,000 to work on policy priorities related to housing and healthcare institutions' capital investments. The cohort prioritized racial equity as a core SPARCC value that guides all the tables' work, and after cross-site deliberation and consultation with the National Team, the cohort has settled on the theme of mitigating or interrupting displacement of long-standing communities of color. All site leads have participated in developing a collaborative learning cohort to improve their adaptive leadership skills.

The National Team has supported cross-site learning by hosting four multi-day convenings for site teams and three day-long adaptive and collaborative leadership trainings for site leads and coordinators. Shifting to co-designing convenings with site leads, with site representatives facilitating specific sessions, has taken advantage of sites' expertise and created stronger peer learning and relationships.

Progress toward changing the systems of community development

This section summarizes progress in policy, capital, and strategic use of data, which are three of the main systems change outcome areas in the SPARCC logic model. This section emphasizes outcomes of sites and the National Team working together. SPARCC's national influence and contributions to the field are reported on pages 4-5.

Policy: Nearly all sites are coordinating with local elected officials and agency leaders to influence local and regional policies, and have had success bringing resident voices into the process of developing and implementing policies.

There is a particular focus on racial equity, affordable housing, and transit. For example, the Atlanta table hosted four policy education events for local candidates prior to an election.

Policy: SPARCC contributed to notable policy accomplishments in most of the sites.

The City of Denver joined the Government Alliance on Race and Equity (GARE), which demonstrates a commitment to operationalizing racial equity and creates potential for regional engagement. LA Metro (public transit system) is joining GARE as well. Atlanta's table influenced the passage of an inclusionary

zoning policy around the Atlanta Beltline, and SPARCC tables achieved a variety of results related to collaborating with and influencing transit agencies in most sites, such as:

- Atlanta: table influenced MARTA's budget to include a 1% arts mandate
- Chicago: storm water mitigation technology and culturally informed art exhibits have been installed at multiple transit stations
- LA: helped shape and gain approval for a new transit-oriented communities policy for LA Metro that is intended to support housing affordability and economic vitality in LA County transit hubs

Other notable activity includes two sites that are involved in comprehensive plan activities[1] and two that have adopted formal policy agendas/platforms.

The National Team has been supporting policy work at various stages along a spectrum from policy development to enactment and implementation. They have shared best practices through webinars, group calls, and mini-workshops to develop solutions for specific issues such as parks and trail-related gentrification.

Capital: Development and implementation of the Capital Screen tool that impacts how investments are made across communities is a key accomplishment of SPARCC.

The Capital Screen is a new tool to rethink community investment and help carry out the visions of SPARCC sites. It is designed to screen for and select investments that promote racial equity, health, and climate resilience.

Capital deployment was slower to initiate than anticipated, in part due to the focus on community-driven capital instead of business as usual, so the first 18 months focused on setting up tools and building table members' understanding of capital, financing, the real estate development process, ideal built environment projects, and ways of supporting community driven investment. Half of the sites are in relatively early stages of capital pipelining and investment work.

Capital: Two sites have loan-financed projects that passed the Capital Screen and are in process of being structured and underwritten. Four capital grants also passed the Capital Screen and were funded, totaling $474,000.

At the time of this report, Atlanta and Denver each had a capital loan project pass the Capital Screen. In Denver, the Westwood Creative Center, a commercial and arts and culture space, is awaiting underwriting. Atlanta is working on securing site control before applying for the loan, which will be for the Tucker Avenue project, a mixed-use development planned by the Atlanta Land Trust on the Lee Street Corridor.

Capital grants have been disbursed to the Bay Area (2), Atlanta (1), and LA (1) as bridges to community-driven investment. Sites like this type of funding because of the greater flexibility it offers over capital loans. For example, the Bay Area table used a portion of its grant for helping the Oakland Community Land Trust acquire two single family homes in Oakland as part of its strategy for preserving housing security and stabilizing communities. The significance of the capital grant is that it brought grassroots groups to the table with nonprofit affordable housing developers and the city, to take housing that is occupied by low-income residents off the speculative market and preserve it as permanently affordable.

[1] In comprehensive planning community goals for community development are determined; the comprehensive plan guides public policies on transportation, housing, recreation, and land use.

Capital: New capital investment partnerships have emerged in the Bay Area and Memphis.

The Bay Area table has a new partnership with a group of developers, community-based organizations, and residents, the Oakland Preservation Acquisition Collaborative, which is pooling resources, knowledge, and capacity to acquire property. Memphis is working with a representative from the faith-based community on a deal for a grocery store in a food desert. This potential borrower does not have experience in community development and is leveraging SPARCC technical assistance.

Data: SPARCC sites have increased strategic data capabilities of their tables.

One of SPARCC's tactics is to increase use of data for community engagement and decision making related to community investments. About half of the sites have both sophisticated data to work with and people on the table who know how to use data to plan, engage stakeholders, advocate for new practices or policies, or inform investments in the built environment. All sites have completed some data work to support their SPARCC goals, such as developing an innovative process to use community voice and data in deciding which properties to focus on for preservation (Bay Area), expanding and using the Equity Evaluator Tool to score equity value a development brings to a neighborhood (Atlanta, see page 4 of this SPARCC Issue Brief), improving an Equity Atlas[2] for cultural asset mapping (Atlanta, Denver), or developing a new Regional Equity Atlas (Denver).

How is SPARCC informing the field and catalyzing change?

While only half way into the initiative, SPARCC is informing the field of community development in several ways. The National Team clarified, packaged, and built momentum for the SPARCC theory of change ideas nationally, a contribution to the field of community development. The SPARCC model (e.g., National Team plus five funders coming together; three lenses of racial equity, health, and climate resilience; focus on the built environment and the theme of displacement; regional focus) brings a unique, unprecedented model, which was recently described in "Testing Our Hypotheses on Equitable Development: Midcourse Learning from SPARCC."[3]

This section summarizes changes in the four National Team organizations, SPARCC national influence, and lessons from SPARCC that might be of interest to funders and investors.

Changes in national Partner organizations

National Partner organizations made important adaptations early on when they increased their collaborative effectiveness with sites and internalized the racial equity frame.

In the first year of SPARCC, the National Team created and adapted their organizational structure and increased trust and leadership within their team, particularly through quarterly in-depth retreats. They also began navigating the challenge of being both funder and partner to sites. They incorporated reflection and learning, which helped them be flexible, and responsive to sites, and understand what it means to conduct adaptive work that is different from typical community development.

In early 2018, the National Team changed the way they interact with sites based on year 1 lessons. They began structuring processes to be more flexible and empowering to sites, including the SPARCC Capital Screen tool (see page 5 for details), capital pipeline development, and technical assistance. They

[2] An Equity Atlas is a data resource and tool for community leaders and policymakers who are working to build a new economy that is equitable, resilient, and prosperous.

[3] Laura Choi, "Testing Our Hypotheses on Equitable Development: Midcourse Learning and Adapting through SPARCC," Federal Reserve Bank of San Francisco, January 2019, https://www.frbsf.org/community-development/publications/community-development-research-briefs/2019/january/testing-our-hypotheses-on-equitable-development/

recognized the main ways they can support site success are to help them prioritize and focus on realistic goals, facilitate peer sharing, and nurture a powerful cohort of leaders.

Because SPARCC has upheld racial equity as a core value, SPARCC has fostered changes in the National Team organizations. People from all four organizations are seeing increases in racial equity practices and behaviors (e.g., explicitly naming "racial equity" as an outcome goal in plans and processes, providing trainings, embedding the SPARCC frame of health, climate resilience, and racial equity into long-term organizational work, and informing the evolution of other initiatives). In some cases, they are working differently than before in ways that reflect a stretch or shift in values.

Strategic dissemination for national influence

The National Team has been influencing the conversation about the connection between racial equity, health, and climate resilience, with a particular focus on solutions to displacement.

SPARCC's national influence strategy has led to several notable outcomes, which focus on reducing gentrification impacts that displace residents, businesses, and cultures of long-standing communities of color:

- SPARCC provided **multiple platforms** for sites and the National Team to explicitly discuss race and inequality in conversations about health, climate, and community investment. Example conferences where SPARCC National Team partners spoke include The National Interagency Community Reinvestment Conference, Rail~volution, 100 Resilient Cities Workshop on Urban Health, and National League of Cities: Resilient Cities Summit.
- SPARCC **commissioned research** by the Urban Displacement Project across the SPARCC regions to develop displacement typologies and interactive online maps. These tools will support building a national narrative about neighborhood change and development of anti-displacement policies.
- SPARCC planned **Investment Without Displacement** convening, a national event for 350 practitioners and investors, as a call to action and to strategize ways of scaling promising practices.

National Team partners have made contributions to influence national policy change and impact how community development investments are made across communities:

- SPARCC disseminated the **SPARCC Capital Screen**, a new tool for rethinking community investments that prompts consideration of consequences related to racial equity, health outcomes, and climate resilience. At least four other financial institutions have expressed interest in learning more and using something similar. National Team partners held a webinar for Bank of America and others, with over 1,000 attendees. Because of SPARCC, the most recent National Interagency Community Reinvestment Conference, which reaches regulators and bankers, focused on inclusion and racial equity.
- National Team SPARCC partners provided content expertise and framing in **two new collaborative publications**. They provided input on common language and a framework for the Gehl Institute's report[4] for planners and policymakers to help them make decisions and fund public space projects that are inclusive from a racial equity perspective and healthy for communities.

[4] Gehl Institute. "Inclusive Health Places, A Guide to Inclusion and Health in Public Space: Learning Globally to Transform Locally." Robert Wood Johnson Foundation; 2018.

Additionally, SPARCC increased the prominence of health in an ArtPlace publication[5] about how arts and culture can accelerate environmental progress.

- SPARCC shared the experience and learning of sites with a broader national audience through over 25 blog posts and editorials, over 20 workshops and events, and a manuscript[3] that shares site reflections on SPARCC's key hypotheses.

Considerations for funders

Based on the evaluation team's observations working with SPARCC stakeholders, the evaluation team offers several considerations for foundations and others who invest in equitable community development.

1. **Actively facilitate early shared understanding about elements of complex adaptive initiatives**. For example, funders could convene key partners and facilitate discussions about the philosophy and level of community participation needed, and co-create a brief visual framework that depicts a broad vision of success, offers potential pathways to get there, defines key terms, and takes advantage of tools or frameworks from other initiatives they fund.
2. **Allow time for and fund relationship building and shared vision once sites join an initiative like SPARCC.** Initiatives that intend to disrupt the status quo will likely need strong and trusting relationships among those involved because substantive values and challenges will rise to the surface. A funded planning year is also necessary for sites to establish their collaborative infrastructure and develop implementation priorities and workplans and for national program partners to adapt and develop their roles and infrastructure in response to site context and needs. SPARCC funders should continue to maintain flexibility they have shown working with grantees to support relationship building, within the framework of the initiative.
3. **Establish realistic expectations regarding timelines for change and fund initiatives accordingly**. Expectations for systems change to occur through SPARCC have been broad, and clarity about the level of systems change required to meet SPARCC goals would help. To maximize the SPARCC operational and collaborative structures that have been developed, and trust that is being established through authentic community engagement, we think a funded intervention period longer than three years will yield more systems change and scalable models and approaches for community-informed and driven investments that support equity, health, and climate resilience. A funding period that is too short may undermine trust and truncate progress underway, threatening ongoing partnership in those communities.
4. **For collaborative investments, all the funders should unify and streamline their reporting and outcome requirements for initiative participants**.
5. **Funders should reflect on and recognize their position of power and privilege, their systems or structures that maintain that privilege, and potentially take action.** In equity-focused initiatives like SPARCC that intend to disrupt the status quo, both the workplace and grantmaking structures could be structured to ensure inclusion and equity at every level (e.g., more flexible grant cycles instead of 3-year grant cycles for systems change initiatives). Innovative funding models could provide increased flexibility for communities to direct what investment looks like.

[5] Helicon Collaborative. "Farther, Faster, Together: How Arts and Culture Can Accelerate Environmental Progress." ArtPlace; 2018.

Appendix A. Summary of SPARCC Tables

	Denver – Mile High Connects (MHC)	Chicago – Elevated Chicago	Los Angeles - LA SPARCC Collaborative
Key organizations	Mile High Connects	Elevated Chicago; Center for Neighborhood Technology; The Chicago Community Trust; Chicago Department of Public Health; Enterprise; Latin United Community Housing Association (LUCHA)	LA THRIVES, ACT-LA, and California Community Foundation
Geographic focus	West Denver and North Federal Corridor (Westminster/ Adams County)	7 transit stations in four neighborhoods on Blue, Green, and Pink lines	LA County; Cities of LA, Inglewood, and Long Beach
Table history[1]	Existing	New	Aligned
Governance structure	Broad partnership of foundations, community nonprofits, and businesses	Steering Committee, Operations Committee, three working groups, four community tables, and Leadership Council	Table of tables (coalitions that come together around strategic issues)
Strategies	Create tangible improvements in the lives of low-income residents and communities of color, and revitalize the region's newly transit-rich neighborhoods without displacement of current residents and long-standing neighborhood businesses. • Strengthen meaningful community participation in planning and policy processes by enhancing new and existing community-led collaboratives and supporting community leaders with information and training • Collaborate with, agency leadership and staff, elected officials, and other critical partners to ensure resulting policies reflect equity, health and resilience goals • Deploy capital to address identified community needs in target geographies, which will serve as demonstration projects for other development in the region	Transform the half-mile radius around transit stations into hubs of opportunity and connection through planning, programming, urban design, and development to address deeply rooted disparities in racial equity, public health, and climate resilience. • People: build capacity; foster local ownership of land, homes, and businesses, as well as a broader sense of community ownership of public spaces and neighborhood assets; amplify resident power • Place: create accessible green space, healthy, green affordable housing, and infrastructure; create transit-oriented community spaces that enable resident engagement and cultural vibrancy • Process: Promote community engagement and community ownership models, adopt a Diversity, Equity, and Inclusion framework; combat displacement with a policy agenda that embraces equitable transit-oriented development (eTOD), climate resilience, and social determinants of health; and increase access to new and existing capital sources in a way that is responsive to community needs	Responding to county-wide transit expansion within the context of a severe and intensifying housing crisis. • Support community organizing and base-building for strong local policies to protect renters and support equitable development without displacement • Link local organizing to advocacy of regional agencies such as Conservation Authorities, LA Metro, and county agencies (Parks and Public Health) • Expand community engagement to include direct participation in capital projects
Community engagement	Increasing number, leadership capacity, role and influence of resident leaders	Resident engagement through four community tables	Building leadership of grassroots partners on the ground and teaching residents about community development
Accomplishment highlights	• Capital loan project –Westwood Creative Center, a commercial and arts and culture space—passed the Capital Screen and awaits underwriting • City of Denver became a member of GARE • Supported a partner for *Invest Health* grant supporting community health and wellbeing • Contributed to *Community Investment Platform* to align capital with affordable housing	• Recruitment of many city department heads to join the Leadership Council and commitment of city funds to Elevated Chicago-led capital projects • Storm water mitigation technology and culturally informed art exhibits installed at transit stations • Financial investments in projects in four neighborhoods, funded station activation grants in all 7 stations, and a Climate and Culture Resilience resident engagement process and public art installation	• City of LA Community Plan Toolkit • Los Angeles Regional Open Space & Affordable Housing (LAROSAH) Collaborative and Summit, supporting access to parks and housing • Stronger renter advocate network • Publication of anti-displacement policy map.

[1] Table history is categorized as either "Existing"—existing tables that explored how to connect to other sectors or partners, "New"—tables that did not exist before SPARCC, or "Aligned"—multiple tables aligning into one.

	Atlanta – TransFormation Alliance (TFA)	Memphis: Neighborhood Collaborative for Resilience	San Francisco Bay Area – Bay Area 4 All (BA4A)
Key organizations	Atlanta Regional Commission; Enterprise; Georgia Stand-Up; Partnership for Southern Equity; Southface Energy Institute; WonderRoot	Neighborhood Collaborative for Resilience (NCR)	6 Wins for Social Equity Network; Bay Area Regional Health Inequities Initiative; Great Communities Collaborative; The San Francisco Foundation
Geographic focus	The Lee Street Corridor in city of Atlanta	North Memphis	9-county Bay Area region; focused on cities of Oakland, Concord, and San Jose
Table history[1]	Existing	New	Aligned
Governance structure	Director, executive committee, champions	Steering committee, community advisory board, and three workgroups	Core committee facilitates decision making, preservation and public lands and other working groups work semi-independently
Strategies	Create a "New Atlanta Way" for development that lifts up the voice of residents as decision makers and centers racial equity while working towards positive health and climate impacts. • Move a variety of projects through the capital pipeline, including an eTOD demonstration project and community/recreational facilities • Collect data and redesign tools for scoring development projects and cultural asset mapping • Integrate creative placemaking into strategies • Move forward local affordable housing and transportation policies • Develop a model for increasing health care investment in fundamental system redesign to meet communities' health needs • Improve and make the TFA a sustainable collaborative	Change policies, practices, and development to improve quality of life in North Memphis and eliminate disparities related to racial equity, climate change, and health. • Promote practices and policies that encourage equitable development • Preserve, protect, and promote healthy neighborhoods • Strengthen capacity of all collaborative members to engage meaningfully and coordinate work • Improve connectivity and mobility of residents in their neighborhoods and across the region	Create a new sustainable model for community development that prioritizes community voice in decisions regarding preservation of affordable housing and public land disposition. Two high level goals are: 1) Keep low-income, vulnerable residents in transit and job-rich neighborhoods 2) Create long-term pathways for protecting communities from the highs and lows of the housing/real estate cycle. • Identify, finance, and acquire buildings that community-based organizations and residents prioritize for preservation • Integrate lessons learned from public lands and preservation strategies into regional planning • Support new partners, including hospitals and funders, to use their financial resources and political voice to advance housing affordability
Community engagement	Bring residents onto table, community advisory group, grants program for community projects, resident leadership program	Community advisory board consisting of North Memphis residents. Hired a community engagement coordinator	Core organizations with long history of resident engagement and leadership development, plus tenant organizing
Accomplishment highlights	• Hired the first TFA managing director • 5 eTOD events and 4 mayoral forums • Formed data council and created data profile • Influenced passage of inclusionary zoning ordinance around the Beltline • The Transformation Academy graduated first class of 25 citizens to engage in community revitalization and transit planning • SPARCC approved a $100,000 capital grant to support construction of two soccer fields at a transit station	• Established the NCR governance structure and infrastructure for resident voice and engagement • Identified community-driven table priorities • Completed a racial equity assessment for LaBoehner Children's Hospital's Green and Healthy Homes Initiative • Data collection in target area.	• New partnership with Oakland affordable housing developers, community-based organizations, and residents resulted in using a SPARCC capital grant for home acquisition sourced by organizers • Emerging regional influence strategy • Contributed to increased affordable housing units at the Santa Clara Valley Transportation Association Tamien station development

Appendix B. SPARCC Initiative-level Logic Model

GOAL: Change the way metropolitan regions grow, invest, and build by applying an integrated (racial equity + health + climate) cross-sector approach that benefits low income communities and communities of color

Implement SPARCC strategies + **SPARCC outputs** → **Shared outcomes for SPARCC partners and sites**

Learning Community | Data | Communictions | Creative Placemaking

PARTNERS

- ECP
- FRBSF
- LIIF
- NRDC

SITES

- Atlanta
- Bay Area
- Chicago
- Denver
- Memphis
- Los Angeles

POLICY
Influence local and state policy, influence national systems change, and change organizational practices

CAPITAL
- Deploy capital into the built environment that promotes racial equity, health, and climate resiliency
- Create new approaches to capital pipelining and investment that are community informed and driven

COLLABORATIVE EFFECTIVENESS
Cross-sector collaborative tables and national SPARCC Partners work together to achieve SPARCC's goal

FUNDERS
Ford, JPB, Kresge, RWJF, TCE

COMMUNITY ENGAGEMENT
Involve community members in governance, design, and implementation

PEER LEARNING
Participate in convenings and a variety of peer exchange opportunities, and share unique perspectives

POLICY AGENDA
Build policymaker relationships and public support for addressing equity, health, and climate through policies that affect the built environment

BUILT ENVIRONMENT PROJECTS
Implement environmentally sustainable infrastructure projects that benefit low income communities and communities of color and have well-documented influence on health and wellbeing

Evaluation and learning

Short term outcomes 1-3 years	Intermediate outcomes 4-9 years	Aspirational long-term outcomes 10+ years

CAPACITY OUTCOMES
- Improved table effectiveness
- Cross-site collaboration and adaptive learning*
- Cross-organizational collaboration by National SPARCC Partners*
- Communication and leadership skills so that racial equity and the determinants of health are influencing changes in policies and practices of community investment

PROGRESS TOWARDS SYSTEM CHANGE
- Better community engagement and empowerment* (e.g., increased resident input, influence, and leadership applied to built environment projects)
- Improved processes that support policy goals and outcomes (e.g., equity, health, and climate framework applied to public sector decisions)
- Movement of policy agendas along a spectrum (i.e., from pre-policy and policy development stages, to enactment, and implementation)
- New capital investment approaches, partnerships, and products that focus on healthy, equitable, and climate resilient development and multi-sector solutions
- Improved capital flow to SPARCC-type development that supports racial equity, health, and climate resiliency

*from Results Framework

SYSTEMS OUTCOMES
- Changes in field practices (e.g., institutionalized practices such as use of the SPARCC capital screen tool)*
- Strengthened policy environment* (e.g., increased # and strength of organizational, local, or regional policies that prevent and mitigate displacement of low income communities and communities of color)
- New models spread nationally* (e.g., national Partner briefs and SPARCC site examples of tested models, like centering resident leadership in the preservation of affordable housing)

PLACE OUTCOMES
Observable changes in the built environment that reflect equitable access to opportunity

PEOPLE OUTCOMES
Improved health, empowered people, and racially equitable distribution of power and resources

PLACE OUTCOMES
Healthier, more climate-smart, and opportunity-rich places for all people

HEALTH

RACIAL EQUITY

CLIMATE

RACIAL EQUITY

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DRAFT 7-31-2018

Appendix C.
Overview of the Evaluation Approach

Evaluation Goals

The Center for Community Health and Evaluation (CCHE) is leading the evaluation of SPARCC. The evaluation is funded by the Robert Wood Johnson Foundation. With input from initiative stakeholders, the SPARCC evaluation team—or SPARCC-e—defined two goals for the evaluation:

1. Understand and document SPARCC's contributions to systems changes related to community development, at the local, regional, and national levels
2. Provide real-time feedback and lessons learned to SPARCC National Team partners and sites on what's working and what can be strengthened

What is the SPARCC evaluation?

Measuring outcomes. In collaboration with the SPARCC National Team, SPARCC-e developed an evaluation plan to guide the assessment of SPARCC's progress using case study methodology. The plan balances the need to understand work on the ground at all six sites individually with cross-site investigation to identify progress and lessons from the SPARCC initiative as a whole.

Facilitating learning. Throughout the initiative we are committed to sharing results and providing opportunities for reflection to promote learning, highlight progress and effective strategies, and identify opportunities for improvement or course corrections.

Data sources and analysis that informed this report

We collected data from multiple sources. This allowed us to triangulate different sources of evidence to understand progress in SPARCC. Data sources that informed this report included:

- Site visits and interviews with key partners at the six sites
- Interviews with members of the SPARCC National Team
- Monthly calls with site coordinators from the National Team
- Quarterly calls with sites
- Annual grant reports
- National Team work plans and reports

We conducted qualitative analysis using a code list derived from the SPARCC logic model categories and learning questions. Coding was supported by Atlas.ti where appropriate. We used structured team meetings to review findings, ensure consistent use of codes, and facilitate team understanding; these also served to add rigor and ensure accurate representation and interpretation of what we observed in the data. Qualitative analysis of coded data informed a coding memo for each site and the SPARCC National Team. For site-related data we integrated information from other source documents as needed, and further synthesized analysis results into a common table template organized by the evaluation domains of interest. Once six templates were populated the team reviewed the data a second time to identify cross-cutting themes and draw conclusions across the cohort of sites. In conjunction we reviewed National Team documents to further understand contributions of the National Team's work and synthesize initiative progress.

About SPARCC-e

The evaluation team for SPARCC – or SPARCC-e – is led by CCHE, in partnership with Raimi + Associates.

Center for Community Health and Evaluation
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Based in Seattle, CCHE evaluates health-related programs and initiatives throughout the United States, to improve the health of communities. We partner with foundations and health organizations, and take a collaborative approach to evaluation, sharing data and evaluation findings with our clients when it is most helpful for their decision-making. CCHE brings expertise in community-based evaluation, community health and the drivers of health, and cross-sector partnerships.

Raimi + Associates
www.raimiassociates.com

R+A is a multidisciplinary planning, policy, design, and research firm with offices in Berkeley, Los Angeles, and Riverside, CA. Our firm's community planning expertise is complemented and informed by our focus on public health, equity, sustainability, and program evaluation.