

# PORTLAND HEALTHY KIDS, HEALTHY COMMUNITIES CASE REPORT

PORTLAND AND MULTNOMAH COUNTY, OREGON  
Evaluation of the Healthy Kids, Healthy Communities National Program  
December 2009 to December 2013



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BACKGROUND

Healthy Kids, Healthy Communities National Program

With the goal of preventing childhood obesity, the Healthy Kids, Healthy Communities (HKHC) national program, funded by the Robert Wood Johnson Foundation (RWJF), provided grants to 49 community partnerships across the United States (Figure 1). Healthy eating and active living policy, system, and environmental changes were implemented to support healthier communities for children and families. The program placed special emphasis on reaching children at highest risk for obesity on the basis of race, ethnicity, income, or geographic location.<sup>1</sup>

Project Officers from the HKHC National Program Office assisted community partnerships in creating and implementing annual workplans organized by goals, tactics, activities, and benchmarks. Through site visits and monthly conference calls, community partnerships also received guidance on developing and maintaining local partnerships, conducting assessments, implementing strategies, and disseminating and sustaining their local initiatives. Additional opportunities supplemented the one-on-one guidance from Project Officers, including peer engagement through annual conferences and a program website, communications training and support, and specialized technical assistance (e.g., health law and policy).

For more about the national program and grantees, visit [www.healthykidshealthycommunities.org](http://www.healthykidshealthycommunities.org).

Figure 1: Map of Healthy Kids, Healthy Communities Partnerships



Evaluation of Healthy Kids, Healthy Communities

Transtria LLC and Washington University Institute for Public Health received funding from the Robert Wood Johnson Foundation to evaluate the HKHC national program. They tracked plans, processes, strategies, and

results related to active living and healthy eating policy, system, and environmental changes as well as influences associated with partnership and community capacity and broader social determinants of health. Reported “actions,” or steps taken by community partnerships to advance their goals, tactics, activities, or benchmarks from their workplans, formed community progress reports tracked through the HKHC Community Dashboard program website. This website included various functions, such as social networking, progress reporting, and tools and resources to maintain a steady flow of users over time and increase peer engagement across communities.

In addition to action reporting, evaluators collaborated with community partners to conduct individual and group interviews with partners and community representatives, environmental audits and direct observations in specific project areas (where applicable), and group model building sessions. Data from an online survey, photos, community annual reports, and existing surveillance systems (e.g., U.S. census) supplemented information collected alongside the community partnerships.

For more about the evaluation, visit [www.transtria.com/hkhc](http://www.transtria.com/hkhc).

### Portland Healthy Kids, Healthy Communities

Oregon Public Health Institute was the lead agency for the HKHC partnership. Its goal was to guide the work of Portland HKHC by providing a framework in which partners and stakeholders could work. The partnership and capacity building strategies of partnership included:

- **Capacity Building/Healthy Housing:** In partnership with the City of Portland Bureau of Planning and Sustainability and various other partners, Portland HKHC worked to create healthier living environments for resident housing throughout Portland. Partners published policy recommendations for multi-housing developments, developed healthy eating and active living best practices and standards for multi-housing developments, and published a Portland Healthy Housing Handbook to guide property owners and landlords to make housing healthier for residents.

See Appendix A: Portland HKHC Partnership Evaluation Logic Model and Appendix B: Partnership and Community Capacity Survey Results for additional information.

Along with partnership and capacity building strategies, Portland HKHC incorporated assessment and community engagement activities to support the partnership and the healthy eating and active living strategies.

The healthy eating and active living strategies of Portland HKHC included:

- **Portland Plan/Healthy Housing:** The City of Portland completed a comprehensive strategic plan, Portland Plan. The Portland Plan was adopted in 2012. Portland HKHC advocacy efforts resulted in the inclusion of many healthy eating and active living related policies in the plan. Additionally, the development of the healthy eating and active living best practices and standards for multi-housing developments was incorporated into the Portland Comprehensive Plan.
- **Active Transportation:** Portland HKHC partnered and subcontracted with the Community Cycling Center to implement a bike repair hub and bike skills park in the New Columbia housing development.
- **Corner Stores:** Portland HKHC assisted Village Gardens, Janus Youth Programs, and Home Forward in opening Village Market. The corner store in the New Columbia Housing Development sold healthy food and produce at affordable prices.
- **Community Gardens:** The partnership established a community garden for residents at Lents Village, Eliot Square, and Unthank Plaza in partnership with Village Gardens.

COMMUNITY DEMOGRAPHICS

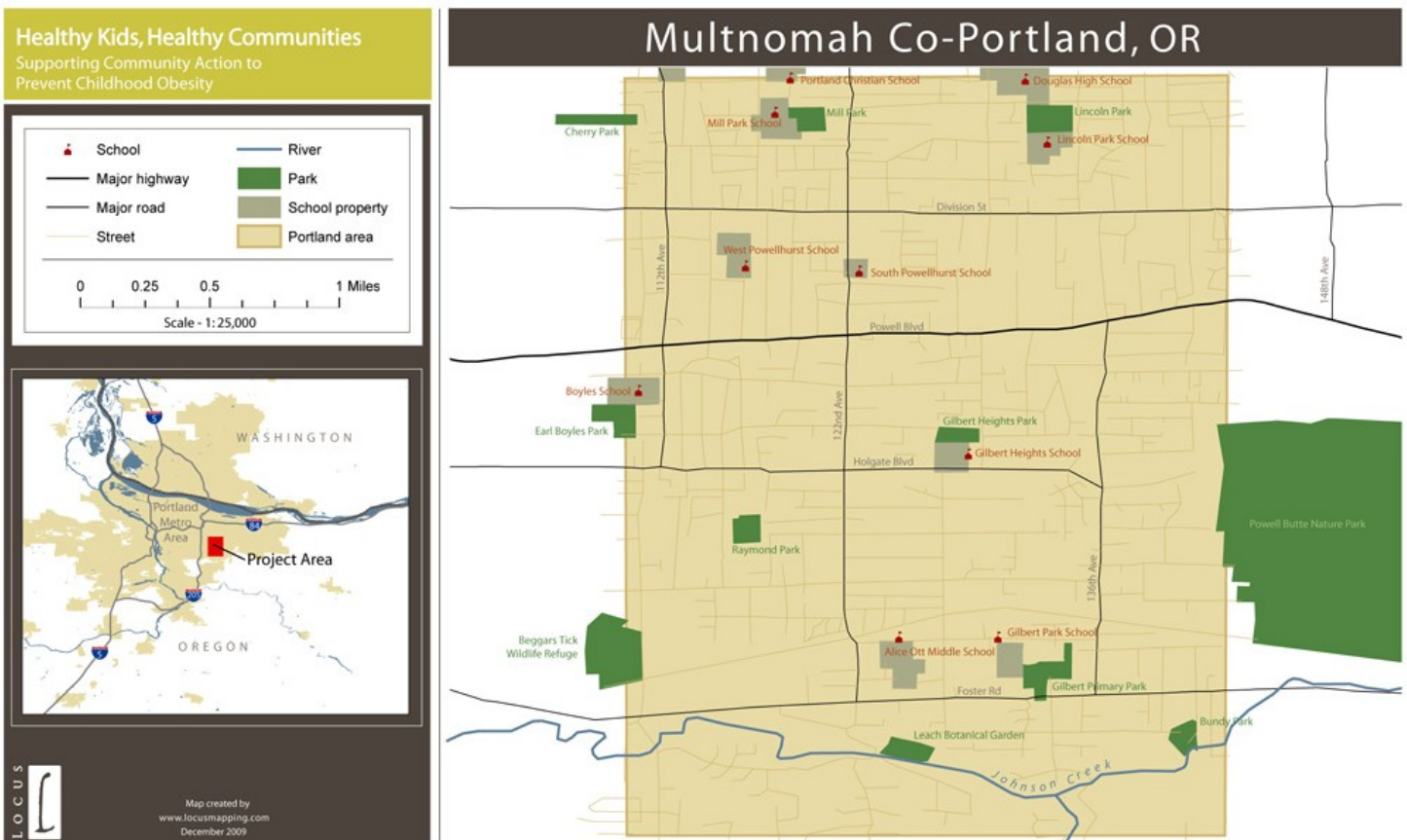
Although Portland is known for its progressive efforts around healthy living, underserved areas in East Portland do not see the same advantages as the rest of the population. With a large population growth and rising home prices, lower-income residents have been pushed out of the city’s center into East Portland as the city center has experienced re-gentrification. Rezoned in the past 40 years to accommodate multi-family housing, East Portland contains the highest amount of land zoned for multi-family dwellings in Portland, 17% as compared to 10% for all of Portland.<sup>7</sup> With high rates of poverty, crime, and unsafe housing conditions compared to the rest of Portland, the partnership focused its efforts on multi-family housing developments in East Portland along with its city-wide housing development policy efforts.<sup>4</sup>

Low-income housing developments are owned and managed by several organizations in Portland. The partnership collaborated with staff and residents at properties owned by Revitalizing Outer South East Portland Community Development Corporation (ROSE-CDC), Hacienda Community Development Corporation (Hacienda-CDC), Cascade Management, and Home Forward (formerly known as Portland Housing Authority). Specific properties included Leander Court, Lents Village, New Columbia, Hacienda, Clara de Vista, and Vista de Rosas.

Table 1: Multnomah County and Portland, Oregon Demographics

	Population	African American	Hispanic/Latino	White	Poverty Rate	Per Capita Income	Median Household Income
Multnomah County <sup>2,3</sup>	735,334	5.6%	10.9%	76.5%	16.5%	\$29,544	\$50,726
Portland <sup>2,3</sup>	583,776	6.3%	9.4%	76.1%	16.8%	\$30,631	\$50,177
East Portland <sup>6,7</sup>	138,884	3.4%	11.7%	73.4%		\$17,500	\$52,200

Figure 2: Map of Multnomah County and Portland, OR<sup>4</sup>





INFLUENCE OF SOCIAL DETERMINANTS

East Portland

Though Portland has a relatively low crime rate compared to cities of comparable size, crime is prevalent in several parts of the city. Gang activity is present at housing developments in the Portsmouth neighborhood of East Portland, and crime and petty theft were issues in the Cully neighborhood.

Housing Developments

New Columbia is a Hope VI redevelopment neighborhood in the Portsmouth Neighborhood. The development is comprised of mixed-income, single-family, and rental homes and was recently rezoned to include commercial space. New Columbia was built using new urbanist design principles (e.g., sidewalks, parks and open spaces, transit access). The property contains open space for active play, and Portland’s McCoy Park is nearby. Both Village Market and Bike Repair Hub and Skills Park are in the New Columbia development.

Hacienda CDC is a non-profit, housing development located in the Cully neighborhood. Hacienda has several issues that hinder healthy eating and active living, including a lack of bicycle storage and poor walkability. Hacienda has inadequate signage for bicycle storage, and the signage available is only in English; although many Hacienda residents are Spanish-only speakers. The Portland School District does not provide school bus service for children that live within one mile of the local elementary school and though this policy encourages physical activity, there is not a safe, reliable pedestrian route to the school from Hacienda.



Hacienda dirt path.  
Photo source: Transtria LLC

Many residents walk their children to the nearby school, but there are no sidewalks that connect Hacienda to the elementary school, and the street often floods when it rains. To get to the school, parents and children walk or bike along a dirt path, which is often wet and muddy. Throughout the development, sidewalks are often in poor condition. Road shoulders are often marked with large puddles and are not appropriate alternatives to sidewalks. Pedestrian-level street lighting is also inadequate throughout the Hacienda community. An adult video store is located adjacent to Hacienda, along with several adult entertainment businesses in the area that were built prior to Hacienda. The area was rezoned as Hacienda was developed but the rezoning permitted exceptions to allow the businesses to remain in the area. The presence of the hinders families from walking along the street or shoulder in front of the store.



Adult entertainment near Hacienda.  
Photo source: Transtria LLC

## PORTLAND HEALTHY KIDS, HEALTHY COMMUNITIES PARTNERSHIP

### Lead Agency and Leadership Teams

The purpose of the Portland HKHC partnership was to improve the healthy eating and active living opportunities in both affordable housing and private market housing developments in Portland. Its Healthy Active Communities for Portland's Affordable Housing Families initiative focused on developing policy and incentives to encourage developers and property owners to include Healthy Eating and Active Living (HEAL) features.

Prior to the formation of the HKHC partnership, area organizations partnered on the Active Living by Design (ALbD) grant and additional affordable housing projects. The ALbD project, from 2003-2008, focused on uniting individuals and agencies from various disciplines and encouraging them to come to a common understanding of how the built environment affected health. Many ALbD partners served as members of Portland HKHC. The ALbD project focused in a specific neighborhood compared to Portland HKHC which limited its efforts to affordable housing communities but expanded its efforts from one specific neighborhood to housing citywide.

Oregon Public Health Institute (OPHI) was the lead agency for the HKHC partnership. Founded in 1999, OPHI works to elicit policy change citywide on a variety of health and equity issues. As the lead agency for the ALbD grant, OPHI played a leadership role for the ALbD efforts in the region. When the HKHC funding opportunity was announced, OPHI had the experience to bring together partners to accomplish the goals set forth by the grant. OPHI provided continuous support and served as the driving force to keep the work of the partnership moving forward. Its goal was to guide the work of HKHC by providing a framework in which partners and stakeholders could work. Members were able to bring their varied expertise and responsibilities to the partnership to merge efforts and cumulatively impact the community. OPHI managed and coordinated steering committee and workgroup meetings, facilitated communications with partners and key stakeholders, and worked to secure short-term funding to implement environmental changes. OPHI's expertise and experience enabled partners to communicate and collaborate in a powerful way.

There were two Project Directors throughout the funding period. The original Project Director served in a leadership role for OPHI's Healthy Communities Planning Team and led a team at OPHI working on healthy community planning issues. As part of the original partnership and a Project Director on ALbD, she played a key role in directing the original partnership toward the HKHC project, recruiting additional partnership members, and seeking additional funding to advance the partnership's work.

The HKHC Project Coordinator was appointed to the Project Director position in 2011 by the original Project Director. As Project Director, she focused her work on assessing healthy eating and active living components of multi-family affordable housing sites and sharing that information with key partners and stakeholders.

### Organization and Collaboration

Portland HKHC had three overarching goals for its Healthy Active Communities for Portland's Affordable Housing Youth and Families project: 1) build healthy eating and active living partner capacity, 2) enhance multi-family affordable housing to accommodate healthy eating and active living amenities, and 3) increase public policies to support healthy housing in Portland. The partnership created two workgroups, headed by a steering committee, to guide its efforts.

- The Multi-Family Sites Workgroup focused on coordinating audits and Photovoice projects at housing properties. The workgroup developed and piloted a housing site audit tool for healthy eating and active living amenities and then expanded the use of the audit tool at housing sites throughout Portland.
- The Healthy Food Retail committee coordinated the partnership's involvement with Village Market, a healthy corner store adjacent to New Columbia Housing Development.

Portland HKHC was comprised of private and public partners from a variety of disciplines, including local government, public housing agencies and advocacy groups, health foundations, and community-based organizations. Many partners were tasked and subcontracted with specific workplan strategies. Subcontracted partners included Hacienda CDC, ROSE CDC, Janus Youth Village Gardens, Community





Cycling Center, and Portland Bureau of Planning and Sustainability. Additional partners served on Portland HKHC's steering committee and workgroups, and were involved in community engagement and advocacy efforts and general partnership direction (see Appendix C for a list of all partners).

Portland HKHC worked to keep Multnomah County and Portland elected officials informed and engaged in its work. Project staff and partners regularly communicated with the Portland Housing and Parks and Recreation Commissioner and former Multnomah County Chair, who both valued food policy and health and served as advocates for the partnership. The elected officials furthered the work of the partnership by supporting its efforts and helping to establish new relationships and collaboration between bureaus and agencies. The Portland Housing and Parks and Recreation Commissioner office and staff served on the partnership steering committee and played a coordinating role in 2013.

### Challenges

Individuals were hesitant to take on leadership roles in the partnership model; this hesitation and direction made the partnership's efforts less focused. The diverse expertise present among partners made it difficult to galvanize the group toward a focused, common goal. Each entity had the propensity to complete its work separately, using its own processes and skill sets rather than collaborating. Portland HKHC leadership viewed this challenge as part of the process in cultivating effective collaboration. Despite the challenge, incorporating the strengths and expertise from multiple partners empowered the partnership to make a more meaningful impact.

### Partnership Sustainability

OPHI hired a new Executive Director in August 2013, and began a strategic planning process for the organization. The strategic planning process will determine whether OPHI will directly support healthy housing moving forward. OPHI will meet with healthy housing partners to discuss current and future initiatives focused around leadership and sustainability for specific policy strategy areas. The Comprehensive Plan is the only healthy housing initiative that Portland HKHC will continue working on until more funding is allocated. Portland HKHC completed a sustainability workshop with the National Program Office to help prioritize the healthy housing strategies based on economic resource, environmental opportunities, and political leadership prior to the OPHI strategic planning process. - third sentence

### PARTNERSHIP FUNDING

As part of HKHC, grantees were expected to secure a cash and/or in-kind match to equal at least 50% of the RWJF funds over the entire grant period. Sources of matching and additional funding included:

- Communities Putting Prevention to Work (\$24,000)
- Northwest Health Foundation (\$85,000)
- Pew Charitable Trust Health Impact Assessment of Housing Inspection Protocol (\$40,800)
- Kaiser Permanente Community Fund was awarded to Portland Bureau of Planning and Sustainability for Health and Housing Toolkit and Implementation Policies (\$150,000)
- Kaiser Permanente Northwest, HEAL Cities Northwest (\$100,000)
- Kaiser Permanente Community Fund from the Northwest Health Foundation for pedestrian connectivity in East Portland (\$40,000)
- Kaiser Permanente Community Fund from the Northwest Health Foundation for Healthy Portland Comprehensive Plan (\$42,500)
- Portland Development Commission funded a bike repair hub and bike skills park (\$20,500).

The partnership front-loaded the first two years of the HKHC budget to provide funds to community partners for assessment and strategy-related projects. Subcontracted partners included Hacienda Community Development Corporation, ROSE Community Development Corporation, Janus Youth Village Gardens, Community Cycling Center, and Portland Bureau of Planning and Sustainability. Projects subcontracted included a built environment policy scan, zoning code analysis, housing site audits, community organizing and advocacy, and installation of healthy eating and active living amenities.

In-kind resources received by the partnership included office space from OPHI and support from Kaiser Permanente for Photovoice and assessment activities.

See Appendix D: Sources and Amounts of Funding Leveraged for additional funding information.

## COMMUNITY ASSESSMENT

### General Assessments

Portland HKHC conducted several assessments to guide the development of its Healthy Active Communities for Portland's Affordable Housing Youth and Families project and recruit and engage key stakeholders.

#### Policy Scan

In 2010, Portland HKHC hired a consultant to conduct a policy scan of existing and potential policy opportunities that influenced the built environment in Portland (e.g., transportation, land use, parks) and their impact on lower-income and affordable housing neighborhoods. The scan identified healthy eating and active living policies, gaps in policies, and policies that could be adjusted to support healthy eating and active living. Policies identified by the scan included:

- policies that provided a disincentive to developers for creating open space in housing (e.g., developers could charge more per unit if individual units had private patios or balconies).
- a policy for installation of bicycle storage based on the certain number of housing units.
- existing landscaping requirements that did not include or support gardening of vegetables.

Partnership staff noted that it was a challenge to establish policies that resulted in better outcomes for housing that did not also trigger requirements that presented an undue burden to the developer. Policy recommendations and environmental changes needed to benefit both residents and developers for feasibility.

#### Zoning Code Analysis

In 2010, Portland HKHC contracted with Portland Bureau of Planning and Sustainability to conduct a zoning code analysis to assess housing property site planning for barriers to healthy housing. Portland Bureau of Planning and Sustainability scanned the City of Portland's zoning codes and miscellaneous regulations affecting housing development plans, including open and recreational space, transportation, foodscape, housing amenities, land-use and urban design for complete communities, and equitable access in mixed-income communities.

#### Housing Development Site Audits

Portland HKHC developed a Manager Audit Tool and Resident Audit Tool to gather information about the type, quality, and effectiveness of healthy eating and active living amenities at existing housing sites. The audit tools were designed to capture both perceived and actual presence, use, and management of amenities (i.e., bike and stroller storage, moving around the site, playing outdoor on the site, indoor exercise, food storage, vending machines, and gardening). The manager site audits complemented the zoning code scan by providing information on presence and absence of amenities at existing sites. Manager site audits were conducted at ten housing sites. The resident audits captured residents' perspectives of the sites and provided them with an opportunity to give feedback to property managers and developers. The audit also captured residents' valuation of healthy eating and active living amenities. Resident site audits were conducted by ten residents at two sites. The audit results found a lack of short- and long-term bicycle storage and play structures in disrepair.

#### Photovoice

The Multi-Family Sites Workgroup coordinated Photovoice projects to engage residents in assessing barriers to physical activity at Leander Court (ROSE CDC). Hacienda CDC conducted the assessment and presented the findings throughout the community.

- Hacienda: The Andando en Bicicleta en Cully (ABC) Bike Committee led a group of five residents to capture over 165 images throughout the community. Six categories of barriers to healthy eating and active living were identified: play structures, physical structures, sidewalks and connectivity, bike storage, open spaces, and lighting and safety. Residents noted road and



Hacienda PhotoVoice. Photo source: OPHI



sidewalk conditions negatively impacted walkability and bikeability and perceived “stranger danger” and crime as barriers to active play.

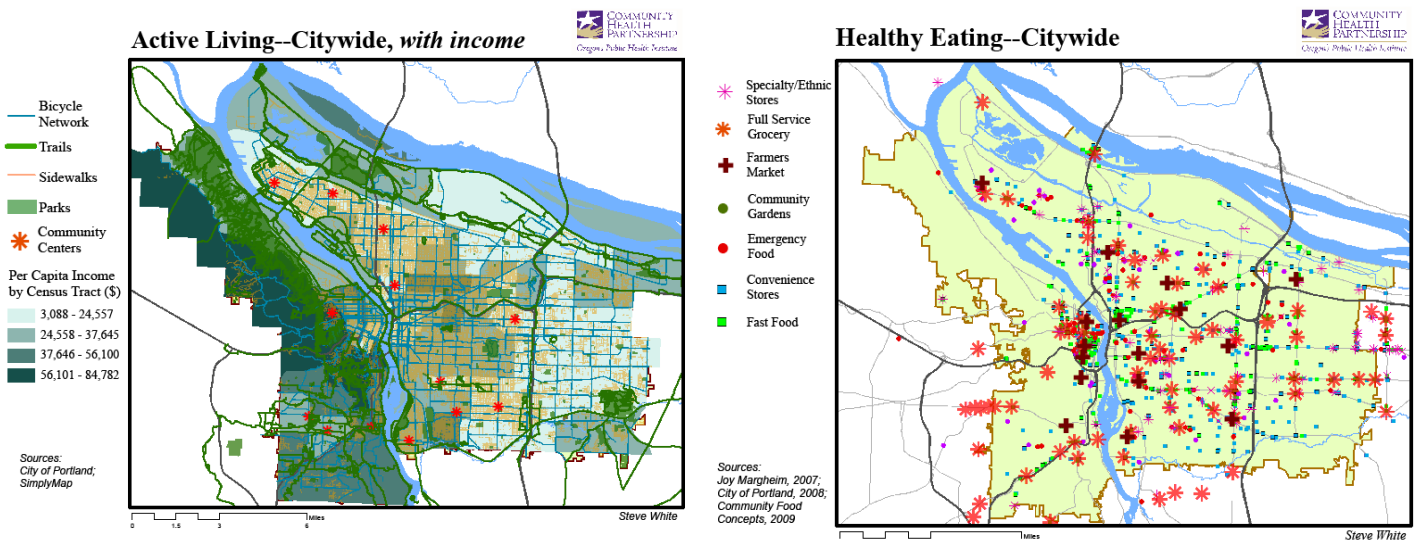
- Leander Court: Two adult and eleven youth residents identified the following barriers to healthy eating and active living: transportation and connectivity, litter, vandalism, access to food, lighting and safety, and negative messages from local business. Residents noted the lack of youth-appropriate activities in the neighborhood and sidewalk conditions as barriers to walkability.

Residents developed storyboards to express how they experienced healthy eating and active living features on housing property. Many participants noted personal safety as a top concern and a general dissatisfaction with bicycle storage and the use of open space.

Mapping

Portland HKHC developed Geographical Information System (GIS) maps to document existing conditions and the presence of healthy eating and active living amenities in neighborhoods throughout Portland. Amenity location and per capita income by census tract were layered to show the relationship of amenities to neighborhoods with lower-income residents. The Active Living Citywide map identified schools, bicycle networks, trails, sidewalks, parks, and community centers, and the Healthy Eating Citywide map identified full service grocery stores, specialty and ethnic stores, farmers’ markets, community gardens, emergency food sites, convenience stores and fast food restaurants (Figure 3). In addition, site-specific one-mile radius maps with the same variables were created for the Leander Court and Hacienda CDC multi-family housing sites.

**Figure 3: OPHI Healthy Eating and Active Living Maps**



Portland HKHC hosted two stakeholder summits and several key stakeholder meetings to disseminate the results of the assessments. The meetings were conducted to create a common understanding of current conditions related to healthy eating and active living in neighborhoods and affordable housing developments, outline goals and proposed activities of Portland HKHC, and recruit affordable housing and community development partners for the partnership.

OPHI also completed a health impact assessment on Portland’s Rental Housing Inspection Program. The health impact assessment was funded by the RWJF Health Impact Project and provided recommendations on next steps for effective programs to support landlords and tenants.

Portland HKHC staff attributed much of the partnership’s success to its assessment activities and results. Understanding the policy pathways that impact a healthy eating and active living amenities and how these policies and procedures were experienced by residents in low-income housing, as well as capacity building, allowed the partnership to focus its workplan and strategies.

PLANNING AND ADVOCACY EFFORTS

Community Engagement

Portland HKHC fostered new relationships with community-based organizations, especially those that specifically engaged with affordable housing residents. This collaboration provided a link to residents and improved the partnership’s approach and strategies to improve healthy eating and active living amenities at affordable housing properties. Although community residents were not directly involved in partnership meetings, their interests were represented by the community-based organizations. A key community engagement partner, the Community Alliance of Tenants, was instrumental in representing the interests of residents in healthy housing planning. The Community Alliance of Tenants worked closely with tenants but used strict guidelines when involving them in advocacy work to protect against backlash from property managers, developers, and landlords.

Planning and Advocacy

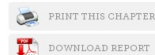
Healthy Housing Toolkit

The Housing Development Center, in collaboration with Portland HKHC, Bureau of Planning and Sustainability, Oregon Opportunity Network, and the Housing Development Center, received funding from the Kaiser Permanente Community Fund to develop and publish a web-based toolkit of healthy eating and active living retrofit alternatives for existing affordable housing sites. The Housing Development Center convened a landlord developer committee to serve as an advisory group for the development of the toolkit. The toolkit was designed as a guide for developers, owners, and property managers on best practices for health and safety issues on multi-family housing properties. The toolkit covered six health-related topics identified as primary issues of concern by East Portland residents and health and housing partners: mold, pest infestation, open/play space, food security, overcrowding, and language/cultural barriers.

- Introduction
- Open Space
- Food Security
- Safety and Security
- Relieving Overcrowding
- Mold and Moisture Control
- Pest Management
- Youth Design Workshop
- Resources
- Policy Context

Healthy Housing

A Handbook for Portland Property Owners



Healthy Housing Toolkit. Photo source: Housing Development Center<sup>8</sup>

Partners hosted a Healthy Housing Forum to launch the toolkit. The forum consisted of speakers and panelists from the city and local development community. More than 60 partners from the area attended the forum, including non-profit and private market owners, developers, property management companies, construction companies, and portfolio managers.

Portland Comprehensive Plan

The recently adopted Portland Plan, a strategic planning process, directed the City of Portland to complete a new Portland Comprehensive Plan that explicitly addressed health and equity. Portland HKHC reviewed and made recommendations for the comprehensive plan regarding healthy housing and food access and developed and presented policy and design standards for multi-family housing to the Residential Design and Compatibility Policy Expert Group for the Portland Comprehensive Plan. Portland HKHC also coordinated partner comments and recommendations on food policy for the plan. The first draft of the plan was presented in 2013, and the City of Portland intends to adopt the plan in 2014.

Bicycle Amenities

The Andando en Bicicleta en Cully Bike Committee met with elected officials at a Town Hall on Two Wheels event in the Cully neighborhood to advocate for walkability and bikeability infrastructure needs. The Andando en Bicicleta en Cully Bike Committee also conducted Community Bike Educator train-the-trainer events and additional advocacy and promotional events for residents. The trainings and resident events were used to build capacity and leadership within low-income communities to advocate for infrastructure changes to support the health of their families. The Andando en Bicicleta en Cully committee and Vista de Rosas residents in the Cully neighborhood successfully advocated for bicycle parking and storage facilities at the Vista de Rosas housing development property. The property owner intends to install the amenities in 2014.

### PORTLAND PLAN/HEALTHY HOUSING

The City of Portland completed a comprehensive strategic plan, Portland Plan. Portland HKHC advocated for the planning process to be driven by health and equity goals and to include healthy eating and active policies throughout the plan.

#### Policy, Practice, and Environmental Changes

The Portland Plan was unanimously adopted by City Council on April 25, 2012, which incorporated policy language and design standards on healthy housing and food access for affordable housing locations.

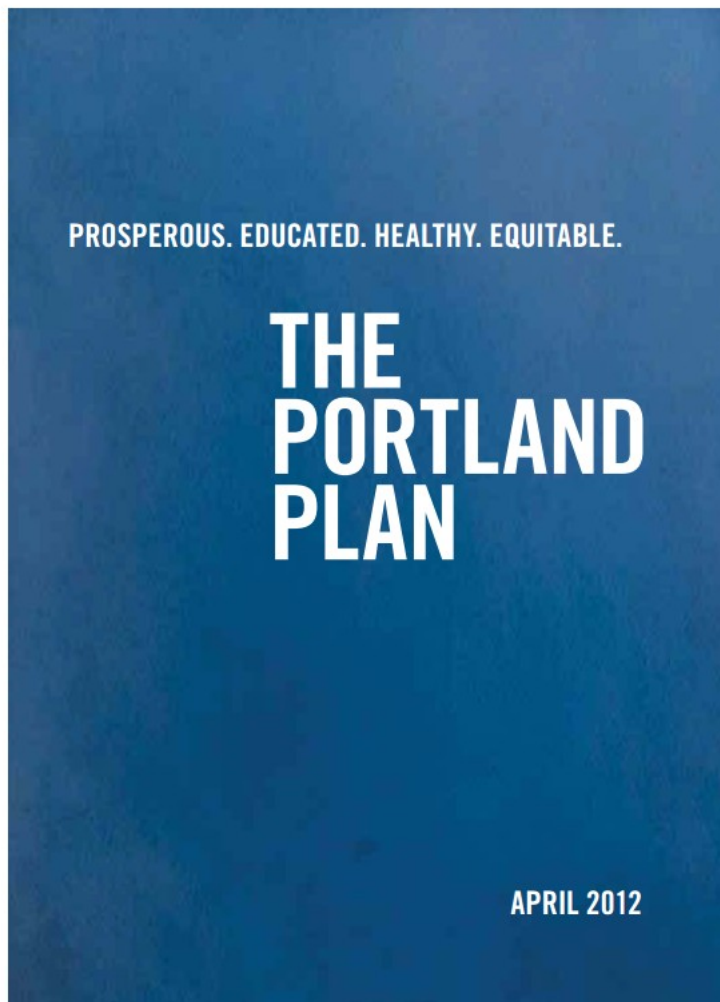
#### Implementation

The Portland Plan is a 25-year, comprehensive strategic plan for the City of Portland. The plan aims to increase access to amenities for all residents (e.g., transit, parks, schools, healthy foods) and to have 90% of all households within a 20-minute walk of these amenities. The plan also serves to guide future assessments to identify underserved areas and infrastructure needed to provide access to amenities.

The Portland Plan includes a Five-Year Action Plan and Guiding Policies. Initially the Portland Plan was designed to contain separate sections for health and public safety, but the planning group recognized that health should be incorporated in all sections throughout the plan, because health and equity are associated with many aspects of city planning activities, especially healthy eating and active living amenities.

Portland HKHC advocacy efforts resulted in the inclusion of many healthy eating and active living related policies in the Portland Plan. Results from the housing Photovoice projects were presented to the planning group to demonstrate barriers to healthy eating and active living from residents' perspectives.

In addition, the advocacy efforts strengthened relationships with key public agencies and housing advocate and support organizations to support Portland HKHC's strategies.



The Portland Plan. Source: City of Portland<sup>5</sup>



## PARKS AND PLAY SPACES

Portland HKHC partnered and subcontracted with the Community Cycling Center to implement parks and play spaces in the New Columbia housing development.

### Policy, Practice, and Environmental Changes

Parks and Play Spaces practice and environmental changes included:

- A new Bicycle Repair Hub was implemented at the New Columbia housing site in 2012.
- A new Bicycle Skills Park was installed at the New Columbia housing site in 2013.

### Implementation

Portland HKHC partner The Community Cycling Center, received funding (\$20,500) from the Portland Development Commission to build a Bike Repair Hub and Bike Skills Park at the New Columbia housing development. The Community Cycling Center worked with Home Forward and the federal housing and urban development program to secure funding to build the project. The Bike Hub and Repair Shop were on Home Forward property but were managed by the Community Cycling Center. Portland HKHC provided contract funding to Community Cycling Center to support staff management of the properties.

The Community Cycling Center, Home Forward (formerly the Housing Authority of Portland) and a resident group, (We All Can Ride), held concept meetings to define a business plan, operating strategies, healthy activities plans, construction needs, and a memorandum of understanding between the Community Cycling Center and Home Forward for the repair hub and skills park. The We All Can Ride Committee, Home Forward, M&M Construction, Applied Craft and Design, MIG Urban Design, Trails Alliance, and many other partners and volunteers helped build a unique space where kids could learn to ride bicycles safely and exercise with friends and family. The repair shop was open after school several days per week. It served not only as a repair shop, but as a place for children to learn how to fix their own bikes.

### Challenges

There were challenges keeping roles and responsibilities clearly delineated between Community Cycling Center and Home Forward through the planning and management process of the Repair Hub and Skills Park.



Bicycle Repair Hub and Skills Park. Photo Source: Community Cycling Center<sup>9</sup>

**ACCESS TO HEALTHY FOOD**

Portland HKHC partnered and subcontracted with Janus Youth Programs and Home Forward to open a corner store in New Columbia and several community gardens in area housing developments.

**Policy, Practice, and Environmental Changes**

Access to Healthy Food policy and environmental changes included:

- A new Village Market corner store was opened at the New Columbia housing site in 2011.
- Village Market was approved to accept SNAP/EBT payments and WIC vouchers at the Village Market corner store.
- New community gardens were installed for senior citizens at the Lents Village housing site.
- New community gardens were installed at the Eliot Square and Unthank Plaza housing sites.

For additional information see Figure 5: Access to Health Food Infographic.

**Complementary Programs and Promotions**

Portland HKHC developed a Community Garden toolkit that included resources for funding opportunities, seeds and seedlings, gardening information, community networking, and a land use inventory to assist gardeners in identifying community garden sites in Portland (Figure 4). The toolkit was developed with funding from Multnomah County Health Department’s Communities Putting Prevention to Work (CPPW) grant.

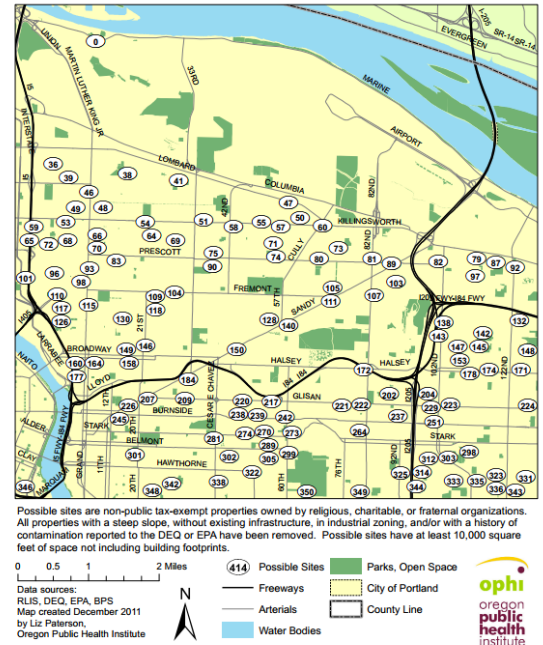
**Implementation**

Village Market

Village Market was a 100-square foot, non-profit corner store in the New Columbia housing site. Portland HKHC partner, Janus Youth, Inc., was approached by Home Forward to open a community-focused corner store in a former private grocery store commercial space on Home Forward property. Residents were heavily involved with the planning, implementation, and operation (e.g., staffing, governance) of the store.

Portland HKHC provided contract funding to support the opening and management of the store. In addition, Portland HKHC supported the Village Market Leadership and Planning Team in its awareness and publicity

**Community Garden Prospects**  
Northeast Portland



**Figure 4: Northeast Portland Garden Inventory** Photo source: Community Garden Toolkit, HKHC Dashboard



Village Market EBT/SNAP signage, fresh produce, and store front. Photo source: Transtria



efforts and presentations to city council members, city commissioners, and county commissioners. These efforts were instrumental in securing funding for the store. Village Market received funding from the Oregon Community Foundation, Kaiser Permanente Community Fund, Meyer Memorial Trust, Healthy People Healthy Places, Big City Produce, City of Portland Parks, Portland Development Commission, and the Multnomah County Health Department. Funds were used to modify the interior and exterior of the building and purchase inventory and exterior amenities. Several volunteers assisted with construction projects, and Home Forward provided the building space and utilities without charge. Janus Youth created a Village Market Advisory Committee to provide a forum for resident feedback, support, and accountability to ensure the store met the needs of the neighborhood.

The majority of the produce sold at the store was supplied by the Village Garden Food Works program, a youth-based urban agriculture program, and several other local produce vendors. The Village Market accepted SNAP/EBT and WIC vouchers. In order to be an authorized vendor to accept these benefits, the store had to be open for a designated period of time prior to its application to accept SNAP/EBT and WIC. Inventory inspection and paperwork delayed authorization for one month and as a result the store was not able to accept SNAP benefits at the opening. Partners perceived the delay to be a barrier to initial customer interest and patronage for those who relied on the food assistance benefits.

Portland HKHC completed a case study on Village Market to share with other communities and partners interested in starting a similar nonprofit and community-led project. *Healthy Food for New Columbia: The Journey of the Village Market* detailed the planning and implementation process for replicability, outlined challenges with implementation and sustainability (e.g., SNAP authorization, product inventory and pricing needs), and future opportunities (e.g., recommendations for consumer spending assessments, additional signage, and marketing).<sup>10</sup>

### [Community Gardens](#)

Portland HKHC provided contract funding to ROSE CDC to develop community gardens for residents of the Lents Village property and to Janus Youth to build gardens at Eliot Square and Unthank Plaza.

### **Population Reach**

The Village Market corner store was established to target residents of the New Columbia housing site. Its ability to offer excellent produce, bulk food, and local food extended its reach to Portland residents interested in the Village Market inventory.

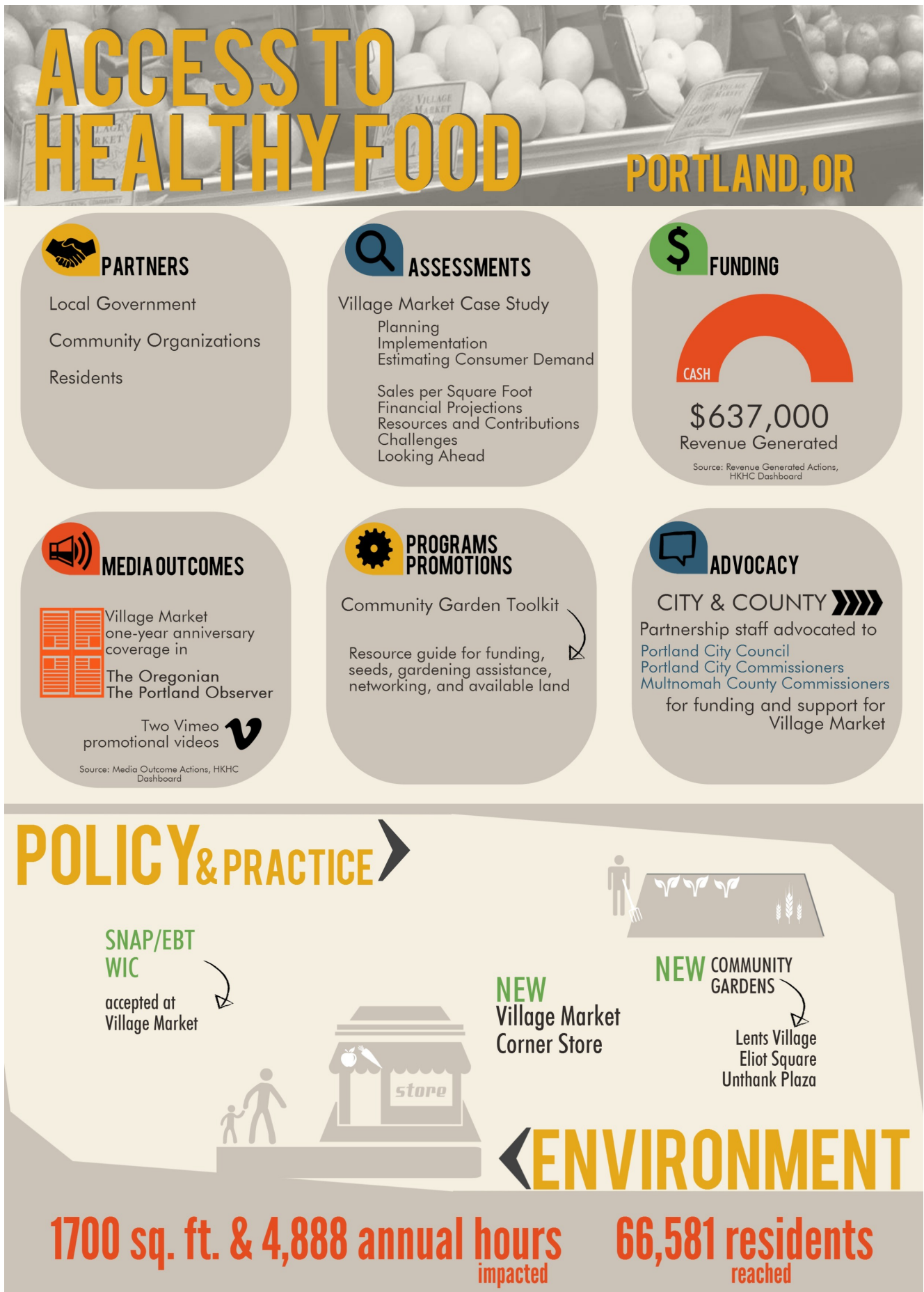
The community gardens at Lents Village were targeted toward senior citizen residents, and the gardens at Eliot Square and Unthank Plaza were targeted toward for residents of all ages in the developments.

### **Sustainability**

Portland HKHC provided funding and support for the Village Market start-up. Village Market continues to operate with donor and funder support, but is working towards total market viability.



Figure 5: Access to Healthy Food Infographic



## REFERENCES

1. Healthy Kids, Healthy Communities National Program Office. *Home and About*, 2009. <http://www.healthykidshealthycommunities.org/> Accessed February 12, 2014.
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3. U.S. Census Bureau. *2007-2011 American Community Survey*. <http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml> Accessed March 12, 2014.
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5. City of Portland. *Portland Plan*. <http://www.portlandonline.com/portlandplan/index.cfm?c=56527&> Accessed January 23, 2014.
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8. Healthy Housing Center. *Healthy Housing: A Handbook for Portland Property Owners*, 2014. <http://www.healthyhousingpdx.com/report/index.html> Accessed February 17, 2014.
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10. OPHI. *Health Food for New Columbia: The Journey of the Village Market*. <http://www.ophi.org/download/PDF/village%20market-web.pdf> Accessed February 1, 2014.

## APPENDIX A: PORTLAND HKHC EVALUATION LOGIC MODEL

In the first year of the grant, this evaluation logic model identified healthy eating and active living strategies with associated short-term, intermediate, and long-term community and system changes for a comprehensive evaluation to demonstrate the impact of the strategies to be implemented in the community. This model provided a basis for the evaluation team to collaborate with the Portland HKHC partnership to understand and prioritize opportunities for the evaluation. Because the logic model was created at the outset, it does not necessarily reflect the four years of activities implemented by the partnership (i.e., the workplans were revised on at least an annual basis).

The healthy eating and active living strategies of Portland HKHC partnership included:

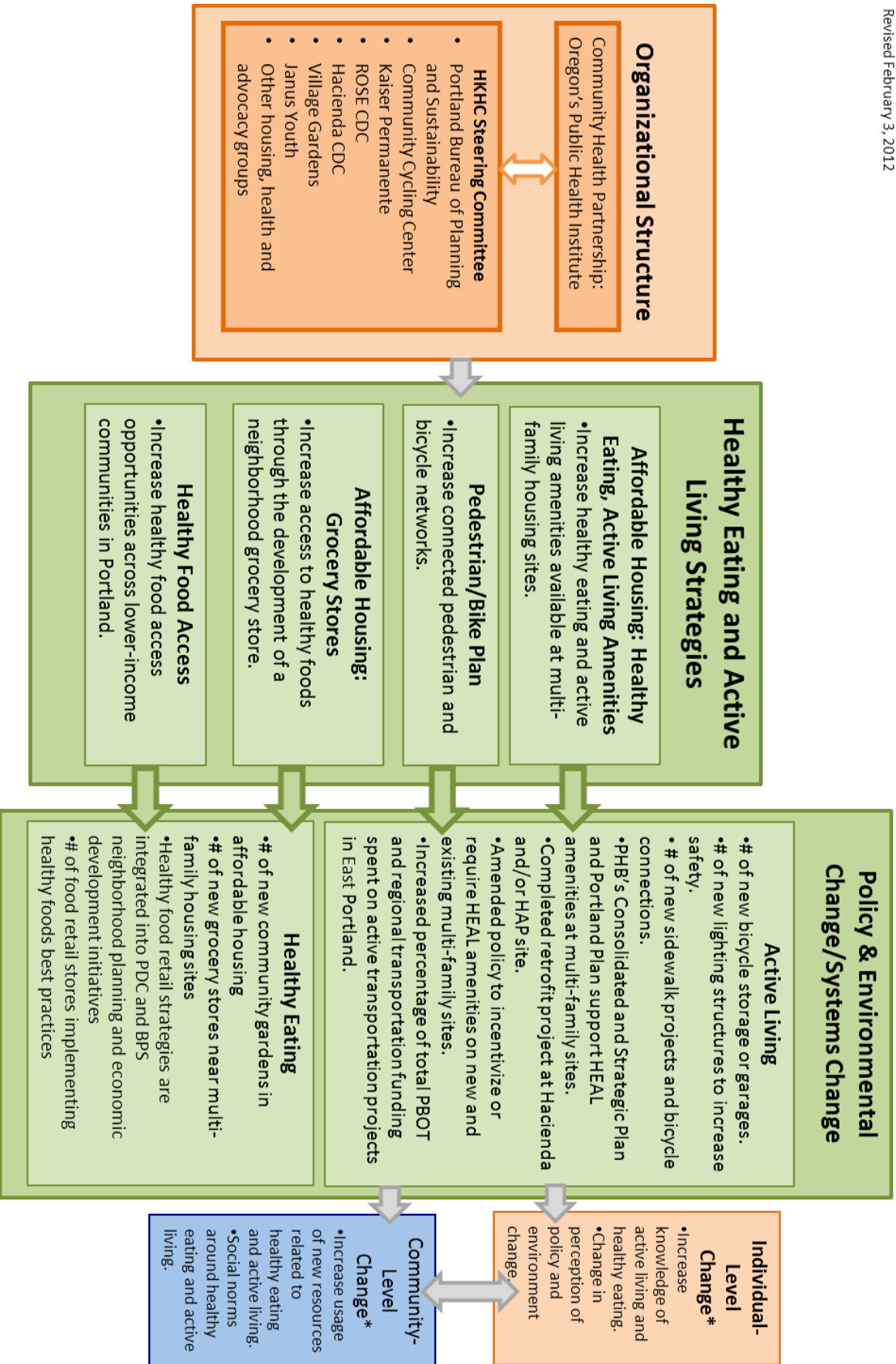
- **Healthy Housing:** In partnership with the City of Portland Bureau of Planning and Sustainability and various other partners, Portland HKHC worked to create healthier living environments for resident housing throughout Portland. Partners published policy recommendations for multi-housing developments, developed healthy eating and active living best practices and standards for multi-housing developments to be incorporated into the Portland Comprehensive Plan, and published a Portland Healthy Housing Handbook to guide property owners and landlords to make housing healthier for residents.
- **Portland Plan:** The City of Portland completed a comprehensive strategic plan, Portland Plan. The Portland Plan was adopted in 2012. Portland HKHC advocacy efforts resulted in the inclusion of many healthy eating and active living related policies in the plan.
- **Active Transportation:** Portland HKHC partnered and subcontracted with the Community Cycling Center to implement a bike repair hub and bike skills park in the New Columbia housing development.
- **Corner Stores:** Portland HKHC assisted Village Gardens, Janus Youth Programs, and Home Forward in opening Village Market. The corner store in the New Columbia Housing Development sold healthy food and produce at affordable prices.
- **Healthy Food Access:** The partnership wanted to increase healthy food access which resulted in the establishment of a community garden for residents at Lents Village, Eliot Square, and Unthank Plaza in partnership with Village Gardens.



# Portland/Multnomah County, OR HKHC Logic Model

Community Health Partnership

Revised February 3, 2012



\*Not responsibility of community partner to measure.

## APPENDIX B: PARTNERSHIP AND COMMUNITY CAPACITY SURVEY RESULTS

## Partnership and Community Capacity Survey Results

To enhance understanding of the capacity of each community partnership, an online survey was conducted with project staff and key partners involved with Portland Healthy Kids, Healthy Communities during the final year of the grant. Partnership capacity involves the ability of communities to identify, mobilize, and address social and public health problems.<sup>1-3</sup>

*Methods*

Modeled after earlier work from the Prevention Research Centers and the Evaluation of Active Living by Design,<sup>4</sup> an 82-item partnership capacity survey solicited perspectives of the members of the Portland Healthy Kids, Healthy Communities partnership on the structure and function of the partnership. The survey questions assisted evaluators in identifying characteristics of the partnership, its leadership, and its relationship to the broader community.

Questions addressed respondents' understanding of Portland Healthy Kids, Healthy Communities in the following areas: partnership capacity and functioning, purpose of partnership, leadership, partnership structure, relationship with partners, partner capacity, political influence of partnership, and perceptions of community members. Participants completed the survey online and rated each item using a 4-point Likert-type scale (strongly agree to strongly disagree). Responses were used to reflect partnership structure (e.g., new partners, committees) and function (e.g., processes for decision making, leadership in the community). The partnership survey topics included the following: the partnership's goals are clearly defined, partners have input into decisions made by the partnership, the leadership thinks it is important to involve the community, the partnership has access to enough space to conduct daily tasks, and the partnership faces opposition in the community it serves. The survey was open between September 2013 and December 2013 and was translated into Spanish to increase respondent participation in predominantly Hispanic/Latino communities.

To assess validity of the survey, evaluators used SPSS to perform factor analysis, using principal component analysis with Varimax with Kaiser Normalization (Eigenvalue >1). Evaluators identified 15 components or factors with a range of 1-11 items loading onto each factor, using a value of 0.4 as a minimum threshold for factor loadings for each latent construct (i.e., component or factor) in the rotated component matrix.

Survey data were imported into a database, where items were queried and grouped into the constructs identified through factor analysis. Responses to statements within each construct were summarized using weighted averages. Evaluators excluded sites with ten or fewer respondents from individual site analyses but included them in the final cross-site analysis.

*Findings*

Five of the project staff and key partners involved with Portland Healthy Kids, Healthy Communities completed the survey. See Partnership and Community Capacity Survey Results starting on page 23.

## References

1. Goodman RM, Speers MA, McLeroy K, et al. *Identifying and defining the dimensions of community capacity to provide a basis for measurement*. Health Educ Behav. Jun 1998;25(3):258-278.
2. Israel BA, Schulz AJ, Parker EA, Becker AB. *Review of community-based research: assessing partnership approaches to improve public health*. Annu Rev Public Health. 1998;19:173-202.
3. Roussos ST, Fawcett SB. *A review of collaborative partnerships as a strategy for improving community health*. Annu Rev Public Health. 2000;21:369-402.
4. Baker E, Motton F. *Is there a relationship between capacity and coalition activity: The road we've traveled*. American Public Health Association 131st Annual Meeting. San Francisco, CA; 2003.

## Partnership and Community Capacity Survey Respondent Summary

Community Partnership

**Portland/Multnomah Co**

Respondents (n= 5 )

### Respondent Characteristics

Gender		Identified Race/Ethnicity				Identified Role	
Female	3	American Indian or Alaskan Native	0	Hispanic or Latino	0	Community Partnership Lead	0
Male	2	Asian	0	Not Hispanic or Latino	0	Community Partnership Partner	5
No response	0	White	5	Don't know/ Unsure ethnicity	0	Community Leader	0
Age Range		African American/ Black	0	Refused to identify ethnicity	0	Community Member	0
18-25	0	Pacific Islander/ Native Hawaiian	0	Other ethnicity	0	Public Official	0
26-45	2					Other role	0
46-65	3						
66+	0						
No response	0						

### Type of Affiliated Organization

Faith- or Community Based Organization	1	20.0%	(1)
School (district, elementary, middle, high)	0	0.0%	(2)
Local Government Agency (city, county)	1	20.0%	(3)
University or Research/Evaluation Organization	0	0.0%	(4)
Neighborhood Organization	1	20.0%	(5)
Advocacy Organization	1	20.0%	(6)
Health Care Organization	1	20.0%	(7)
Child Care or Afterschool Organization	0	0.0%	(8)
Other	0	0.0%	(10)
No response	0	0.0%	(999)

### Partnership and Community Capacity Data

#### Provision of required space and equipment

Participants provided level of agreement to statements indicating the community partnership provided adequate space, equipment, and supplies to conduct business and meetings.

Strongly agree	13.33%	Strongly disagree	0.00%
Agree	60.00%	I don't know	26.67%
Disagree	0.00%	No response	0.00%

#### Partner skills and communication

Participants provided level of agreement to statements supporting partner skills and ability to communicate with and engage multiple types of people (e.g., public officials, community leaders).

Strongly agree	12.73%	Strongly disagree	0.00%
Agree	80.00%	I don't know	1.82%
Disagree	5.45%	No response	0.00%

APPENDIX B: PARTNERSHIP AND COMMUNITY CAPACITY SURVEY RESULTS, cont.

Community Partnership

<b>Community and community members</b>			
Participants provided level of agreement to statements suggesting the communities are good places to live, and that community members are helpful, can be trusted, and share the same goals or values.			
Strongly agree	1.82%	Strongly disagree	0.00%
Agree	67.27%	I don't know	20.00%
Disagree	10.91%	No response	0.00%
<b>Partner and community involvement</b>			
Participants provided level of agreement to statements indicating partners and the community were actively involved in partnership activities, meetings, and decisions.			
Strongly agree	12.00%	Strongly disagree	0.00%
Agree	68.00%	I don't know	8.00%
Disagree	12.00%	No response	0.00%
<b>Partner and partnership development</b>			
Participants provided level of agreement to statements suggesting the partnership and its partners seek ways learn, develop, and enhance sustainability.			
Strongly agree	0.00%	Strongly disagree	0.00%
Agree	60.00%	I don't know	20.00%
Disagree	20.00%	No response	0.00%
<b>Partnership structure, organization, and goals</b>			
Participants provided level of agreement to statements suggesting partnership has processes in place related to structure, meeting organization, and goals.			
Strongly agree	13.33%	Strongly disagree	0.00%
Agree	63.33%	I don't know	13.33%
Disagree	10.00%	No response	0.00%
<b>Relationship between partners and leadership</b>			
Participants provided level of agreement to statements indicating the leadership and partners trust and support each other.			
Strongly agree	25.00%	Strongly disagree	0.00%
Agree	75.00%	I don't know	0.00%
Disagree	0.00%	No response	0.00%
<b>Community members intervene</b>			
Participants provided level of agreement to statements indicating that community members can be counted on intervene in instances where someone is disrespectful, disruptive, or harmful to another community member.			
Strongly agree	0.00%	Strongly disagree	6.67%
Agree	40.00%	I don't know	20.00%
Disagree	33.33%	No response	0.00%
<b>Leadership motivation</b>			



APPENDIX B: PARTNERSHIP AND COMMUNITY CAPACITY SURVEY RESULTS, cont.

Community Partnership

Participants provided level of agreement to statements suggesting the leadership is motivated to help others, work with diverse groups, shows compassion, and follows through.

Strongly agree	25.00%	Strongly disagree	0.00%
Agree	75.00%	I don't know	0.00%
Disagree	0.00%	No response	0.00%

Community member and partner participation

Participants provided level of agreement to statements indicating that community members and partners have opportunities to serve in leadership roles and participate in group decision-making.

Strongly agree	6.67%	Strongly disagree	0.00%
Agree	86.67%	I don't know	0.00%
Disagree	6.67%	No response	0.00%

Involvement in other communities

Participants provided level of agreement to statements suggesting leadership and partners are involved in other communities and various community groups, and help communities work together.

Strongly agree	15.00%	Strongly disagree	0.00%
Agree	60.00%	I don't know	5.00%
Disagree	20.00%	No response	0.00%

Community member willingness to assist

Participants provided level of agreement to statements suggesting most community members help neighbors and solve community problems. It also suggested some community members may take advantage of others.

Strongly agree	15.00%	Strongly disagree	0.00%
Agree	75.00%	I don't know	10.00%
Disagree	0.00%	No response	0.00%

Core leadership and leadership skills

Participants provided level of agreement to statements suggesting the community partnership has a core leadership group organizing efforts, and that leaders have the skills to help the partnership achieve its goals.

Strongly agree	40.00%	Strongly disagree	0.00%
Agree	60.00%	I don't know	0.00%
Disagree	0.00%	No response	0.00%

Partner motivation

Participants provided level of agreement to statements indicating that partners won't give up in their efforts to create change and increase sense of community through the partnership.

Strongly agree	13.33%	Strongly disagree	0.00%
Agree	60.00%	I don't know	26.67%
Disagree	0.00%	No response	0.00%

Visibility of leadership

Participants provided level of agreement to statements suggesting the leadership is known in the community and works with public officials.

Strongly agree	10.00%	Strongly disagree	0.00%
Agree	60.00%	I don't know	20.00%
Disagree	10.00%	No response	0.00%

APPENDIX B: PARTNERSHIP AND COMMUNITY CAPACITY SURVEY RESULTS, cont.

Community Partnership

Leadership lives in the community			
Participants provided level of agreement to a statement indicating that at least one member of the leadership resides within the community.			
Strongly agree	20.00%	Strongly disagree	0.00%
Agree	20.00%	I don't know	40.00%
Disagree	20.00%	No response	0.00%
Leadership has a respected role in the community			
Participants provided level of agreement to a statement that suggests at least one member of the leadership team has a respected role in the community.			
Strongly agree	20.00%	Strongly disagree	0.00%
Agree	60.00%	I don't know	20.00%
Disagree	0.00%	No response	0.00%
Community partnership initiatives are known			
Participants provided level of agreement to a statement suggesting that community members are aware of the partnership's initiatives and activities.			
Strongly agree	0.00%	Strongly disagree	0.00%
Agree	40.00%	I don't know	20.00%
Disagree	40.00%	No response	0.00%
Division of resources			
Participants provided level of agreement to a statements suggesting that resources are equally divided among different community groups (e.g., racial/ethnic, lower income).			
Strongly agree	0.00%	Strongly disagree	0.00%
Agree	80.00%	I don't know	20.00%
Disagree	0.00%	No response	0.00%

APPENDIX C: PARTNER LIST

Portland HKHC	
Organization/Institution	Partner
Business/Industry/Commercial	Village Market Grocery Store Kaiser Permanente
Civic Organization	Coalition for a Livable Future
Community Residents	Andando en Bicicletas en Cully (ABC) Bike Committee
Government	City of Portland Bureau of Planning and Sustainability (BPS) Bureau of Planning and Sustainability District Liaison Program (BPS) Bureau of Development Services Bureau of Transportation Housing Bureau Officers of Commissioner Portland Development Commission Portland Planning and Sustainability Commission Multnomah County Community Capacitation Centers Environmental Health Home Forward New Columbia
Foundation	Northwest Health Foundation
Other Community-Based Organizations	Revitalizing Outer South East Community Development Corporation (ROSE CDC) Leander Court Community Cycling Center (CCC) Community Alliance of Tenants (CAT) Hacienda Community Development Corporation (CDC) Hacienda Clara de Vista Vista de Rosas Housing Development Center (HDC) Janus Youth Programs Janus Youth Village Gardens Lents Village We All Can Ride
Other Youth Organization	Leander Court Youth Group
Policy/Advocacy Organization	Oregon Public Health Institute* Oregon Opportunity Network

\*Denotes Lead Agency of the partnership

APPENDIX D: SOURCES AND AMOUNTS OF FUNDING LEVERAGED

Sources of Revenue			
Community Partnership	Portland/Multnomah County		
Resource source	Year	Amount	Status
<b>Local government</b>			
Matching funds	2010		Annual total
		\$10,000.00	Accrued
	2011		Annual total
		\$20,000.00	Accrued
	2012		Annual total
		\$21,292.00	Accrued
		\$6,000.00	Accrued
Sum of revenue generated by resource source		\$57,292.00	
<b>National government</b>			
Matching funds	2010		Annual total
		\$12,000.00	Accrued
	2011		Annual total
		\$12,000.00	Accrued
Other	2011		Annual total
		\$870,000.00	Accrued
Sum of revenue generated by resource source		\$894,000.00	
<b>Foundation</b>			
HKHC funds	2009		Annual total
		\$800.00	Accrued
		\$48,300.00	Accrued
		\$2,720.00	Accrued
		\$700.00	Accrued
		\$40,283.00	Accrued
		\$7,937.00	Accrued
		\$200.00	Accrued
	2010		Annual total
			\$106,747.00



APPENDIX D: SOURCES AND AMOUNTS OF FUNDING LEVERAGED, cont.

Community Partnership	Portland/Multnomah County		
Resource source		Amount	Status
		\$800.00	Accrued
		\$8,235.00	Accrued
		\$700.00	Accrued
		\$200.00	Accrued
		\$2,720.00	Accrued
		\$44,826.00	Accrued
		\$49,266.00	Accrued
	2011		Annual total \$75,672.00
		\$50,252.00	Accrued
		\$13,200.00	Accrued
		\$800.00	Accrued
		\$2,720.00	Accrued
		\$700.00	Accrued
		\$8,000.00	Accrued
	2012		Annual total \$76,641.00
		\$2,720.00	Accrued
		\$51,257.00	Accrued
		\$800.00	Accrued
		\$8,000.00	Accrued
		\$664.00	Accrued
		\$13,200.00	Accrued
	Matching funds		
	2012		Annual total \$150,941.00
		\$40,000.00	Accrued
		\$100,000.00	Accrued
		\$10,941.00	Accrued
	2013		Annual total \$90,000.00
		\$40,000.00	Approved
		\$50,000.00	Approved
	Other		
	2010		Annual total \$85,000.00
		\$85,000.00	Accrued

APPENDIX D: SOURCES AND AMOUNTS OF FUNDING LEVERAGED, cont.

Community Partnership		Portland/Multnomah County	
Resource source	Amount	Status	
2011		Annual total	\$738,000.00
	\$48,000.00	Accrued	
	\$150,000.00	Accrued	
	\$540,000.00	Accrued	
Sum of revenue generated by resource source			\$1,423,941.00
Non-profit organization		Year	
Matching funds			
2010		Annual total	\$107,547.00
	\$10,000.00	Accrued	
	\$10,000.00	Accrued	
	\$6,797.00	Accrued	
	\$2,750.00	Accrued	
	\$78,000.00	Accrued	
2011		Annual total	\$55,000.00
	\$10,000.00	Accrued	
	\$45,000.00	Accrued	
2012		Annual total	\$45,750.00
	\$40,000.00	Accrued	
	\$3,000.00	Accrued	
	\$2,750.00	Accrued	
2013		Annual total	\$2,750.00
	\$2,750.00	Accrued	
Sum of revenue generated by resource source			\$211,047.00
Other		Year	
Other			
2011		Annual total	\$97,000.00
	\$97,000.00	Accrued	
Sum of revenue generated by resource source			\$97,000.00
Grand Total			\$2,683,280.00