The Community Compass:

Measuring the Impact of Inclusive Shared Spaces and Experiences

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Acknowledgments & Credits

About Trust for Public Land

Trust for Public Land (TPL) is a national nonprofit that works to connect everyone to the benefits and joys of the outdoors. As a leader in equitable access to the outdoors, TPL works with communities to create parks and protect public land where they are needed most. Since 1972, TPL has protected more than 4 million acres of public land, created more than 5,504 parks, trails, schoolyards, and iconic outdoor places, raised $111 billion in public funding for parks and public lands, and connected nearly 9.7 million people to the outdoors. To learn more, visit tpl.org.

About the TogetherUp Institute

The TogetherUp Institute (TUI) leverages behavioral science and practice-driven methodologies to build strong, connected communities throughout the US. TUI fortifies civic infrastructure within municipalities by establishing cross-sectoral leader networks focused on building relationships, strengthening skills in communicating across differences, and collaborating around a local challenge; advances narrative change that fosters belonging and bridges difference; and supports field-building by developing shared tools, measurement frameworks, and learning communities.

Acknowledgements

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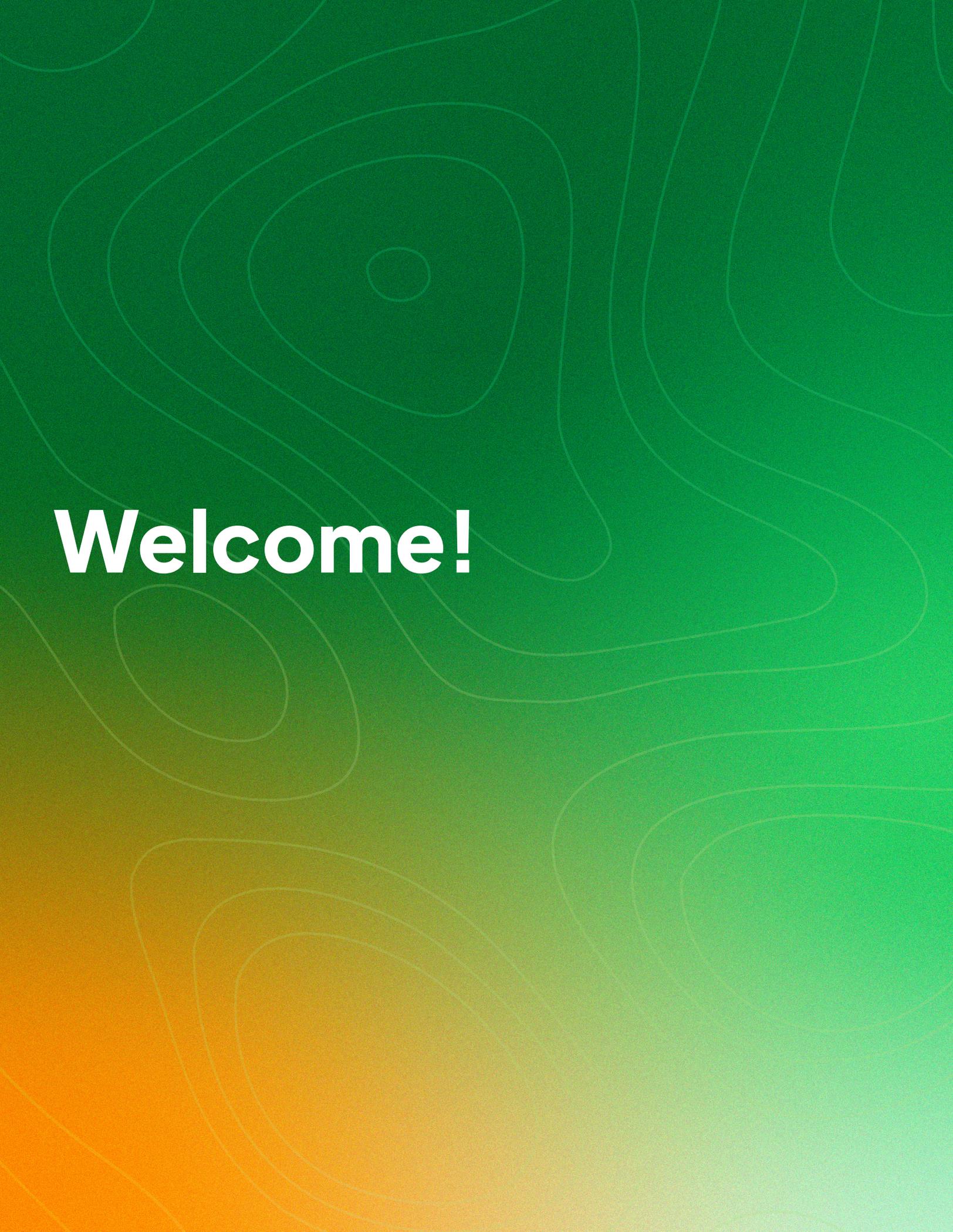Kate Gannon, Trust for Public Land

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Suggested Citation:
Trust for Public Land and TogetherUp Institute (2025). *The Community Compass.* [tpl.org/resource/community-compass]

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Welcome!

Welcome!

We're glad you're here.

If you're reading this, chances are you already believe in the power of community. You may represent a municipality, library, nonprofit, arts troupe, or other local organization working to foster inclusion and belonging. Perhaps you do this by designing events and spaces that welcome diverse cultures, reducing barriers to the outdoors, creating family playscapes, hosting concerts, or reimagining public spaces to bring people together.

But how well do you know the *social impact* of that work—and whether that impact is spread evenly across your visitors and participants?

This toolkit is designed to help you answer that question.

> ➤ If you'd like to measure your impact on connection and social cohesion within your community, this toolkit is for you!

It equips organizations of any size or capacity with an easy-to-use measurement tool to track and strengthen their impact on connection and social cohesion. Our goals are twofold:

- To **equip** community program, event, and space organizers with a social impact measurement tool that any organization—no matter how novice or trained their staff is in measurement, or how small or large their staff size and capacity—can implement and grow from.
- To **promote** organizational, community-based and region-wide connection and learning, so that effectiveness is increased not just within individual organizations but throughout geographic regions as a whole.

With this toolkit, your organization can:

- **Identify and understand** the social impact your work is having on the communities you serve, allowing you to achieve your intended outcomes, name and address challenges, and adapt and strengthen programs as you go;
- **Communicate** the social impact your work is having on the communities you serve to funders, participants, partners, and stakeholders.
- **Join** a community of practice, sharing lessons, challenges, and successes with peers.

We hope this resource helps you foster greater belonging wherever you live and work. If at any point you have questions, need additional support, or want to share ideas that would improve the toolkit, please reach out to us!

Sincerely,

Your supporters at Trust for Public Land, TogetherUp Institute, and the Walton Family Foundation

The Importance of Inclusive Shared Spaces and Experiences

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Across the U.S., communities are grappling with heightened change and division that touch both our individual lives and our collective well-being. Many are facing new and complex challenges: growing social isolation,[1] rising mental health concerns,[2] strained relationships across lines of difference,[3] and a steady erosion of trust—both in each other and in our institutions.[4]

These declines in connectivity and trust don't stand alone. They ripple outward, influencing health outcomes, educational opportunity, civic participation, and our ability to work together on pressing local issues—from poverty and the economy to climate resilience and community safety. When relationships weaken, our capacity to solve problems weakens too.

Hearteningly, Americans are far from resigned. While an October 2023 survey commissioned by the Walton Family Foundation found that more than 8 in 10 Americans worry about how divided our society is becoming, they also agreed on the need to counter it: Almost 9 in 10 (88%) said people need to be willing to work together with those holding different beliefs; 8 in 10 reported that it's important to listen to people with different opinions; and 2 out of 3 Americans endorsed the belief that we can overcome big challenges together if we try.[5] More recently, these sentiments were reinforced when a nationally representative survey conducted by YouGov and More in Common found that 7 in 10 people feel a *responsibility* to connect with people whose backgrounds and viewpoints are different from their own. A majority are interested in working across lines of difference, especially to achieve a mutual goal, and Americans are most likely to cite "lack of opportunity" as the reason preventing them from connecting more.[6]

This appetite for connection and collaboration is being met by a growing movement across philanthropy, business, social science, and civic organizations to create more inclusive spaces and shared experiences.[7] For nonprofits, this reality is more than context—it is the terrain of your work. Strategies that strengthen connection, rebuild trust, and bridge divides are essential to advancing your mission and sustaining community impact.

This toolkit is designed to aid in that effort by helping nonprofits and their partners measure outcomes for programs in parks and public spaces. We focus on these settings because they are among the most promising places to foster the social and civic connections our communities urgently need. Parks and public spaces are, quite literally, our common ground. Authentic and equitable community engagement is central to these environments, making them ideal for efforts to strengthen belonging, build social capital, and bridge across differences.

Measure What Matters in Real Time

Organizations often measure their impact using economic, educational, or performance indicators—like job placement, graduation rates, or income gains. These are important, but they don't tell us much about the human experiences that drive change. They also take years to shift—often longer than a single program or grant cycle.

So how can organizations and funders track progress in real time? By measuring outcomes that capture people's attitudes, beliefs, and behaviors. Outcomes like belonging and social capital show how programs shape hearts and minds in the moment. Just as important, these outcomes are closely tied to long-term results in health, education, and economic resilience.

Evidence is growing that these outcomes matter. The Stand Together Fund reports: *"Our data is showing a positive correlation between people who say they've had a positive, transformative experience with a nonprofit and those who say they are living their best life and feel empowered to overcome barriers."* [8]

Measuring belonging and social capital can give organizations both immediate feedback and credible indicators of progress toward lasting systems change.

The Power of Belonging, Social Capital & Contact Across Differences

Belonging, social capital and contact across differences are key elements of **social cohesion**. Together, they shape how communities thrive.

> ➤ **Social cohesion:** a condition in which people in society have access to trusting social networks and a shared sense of solidarity, inclusion, and belonging. [9]

- **Belonging** implies more than feeling *socially connected,* accepted and included. It is connected to feeling *psychologically* safe within a given setting, meaning you can disagree with others and know you'll still be valued and respected. It also means experiencing *agency, or the ability to influence and co-create* the structures or systems that govern one's life.[10] Belonging is a fundamental human need—and its absence underlies many of today's toughest challenges.

- **Social capital** is the strength of our networks—who we know, how much we trust each other, and how ready we are to act together.[11] When communities have deeper and more diverse social networks, individuals within the community are more likely to trust others, and act in trustworthy ways. For example, one experiment found that places with greater perceived **trust** reported higher percentages of people returning staged "lost" wallets intact.[12] Social capital is also associated with greater civic engagement by individuals, and felt agency,[13] as well as community resilience in response to disasters like floods or terrorist attacks.[14]

- **Effective contact across differences** happens when people from different racial, ethnic, religious, or other groups interact in ways that are positive and meaningful.[15] This kind of "bridging capital" is key to the effective community functioning referenced above. Research shows that positive intergroup contact reduces prejudice, lowers anxiety and builds empathy across divides.[16]

While they may seem "soft," concepts like social cohesion, belonging, social capital, and contact across differences are associated with powerful, real-world outcomes. They have been shown not only to contribute to community thriving in the short term, but to move the dial on broader systems changes in the longer run.

The Community Compass is designed to help organizations assess their impact on these areas because the evidence is clear: communities flourish when they connect across differences, are rich in belonging, and enjoy strong social capital. They are more tolerant, productive, equitable, innovative and resilient to challenges.

Measurement: Benefits & Considerations

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Measuring impact takes time, but the returns are significant. Thoughtful measurement helps any organization—large or small—learn, adapt, and demonstrate value inside and outside the organization.

Internal Benefits

Internally, measurement gives organizational decision-makers the tools to understand how, where, and why their activities are effective (or not). With this information, organizations can adapt and change programming to improve it by identifying which aspects of their initiative are working, and which can be further optimized.

Specifically, impact measurement can help your organization in the following ways:

- *Strategy.* Understand *how* and *for whom* programs make a difference. Measurement allows you to check alignment with your strategic goals, to see whether impact is distributed proportionately across target populations and consistently over time.

- *Program improvement.* Identify programmatic or process gaps that allow you to make improvements in real time.

- *Culture.* When it comes to designing for belonging, the process is the product, and the product should also inform the process. That is, as we focus on themes like belonging, empathy, agency, engagement and embracing difference, they often begin to wield greater influence on our internal operations and relationships. As we begin to incorporate learning from after-action assessments or let measurement feed into the design of programs, we build our growth mindset muscles. Organizations that succeed in building a culture of belonging and growth mindset are home to happier, more loyal and productive employees.

External Benefits

Measurement can also generate external benefits for an organization, in part by enabling organizations to communicate more effectively with stakeholders about their goals, the impacts that they are observing, and the challenges they're facing.

- *Philanthropic relationships and fundability.* Funders are interested in understanding the impact of the organizations they are funding, or potentially funding. Measuring social impacts of your program can enhance powerful storytelling by combining data and personal narratives.

- *Programmatic appeal and participation.* Community members want to know that community initiatives they are participating in are making a difference for everyone.

- *Recognition and Legitimacy.* Evidence of your impact can be shared on your website and in promotional materials, leading to public and partner recognition, respect and legitimacy.

- *Enhanced Community Partnerships.* Respect and legitimacy may bring more partnership opportunities your way. Additionally, having explicit goals, metrics and impact history can help in defining project priorities, design imperatives, and measurement opportunities in joint initiatives.

- *Community–building and Field–building.* Measurement is a best practice for providing effective services to a community, but it should not be extractive. It shouldn't primarily take energy or information from the community, it should ultimately give these things back! Depending upon the program or event you put on, participants often value the chance to reflect on what you're learning. And outcomes from your program might inform decisions being made elsewhere in the community. In this way, measurement can play a role in community-building. More broadly, as like-minded organizations doing this work begin to share notes, measurement can even serve to build the field (of building community-based belonging and social capital).

Addressing measurement challenges

Of course, there are challenges to measurement. These challenges might even cause some members of your organization to be less enthusiastic about incorporating measurement into your work. We list some common challenges below—it's important to name them, and make a plan for how to address them before they arise.

Concerns about measurement	Way to Address the Concern
Committing to measurement requires substantive time, skills or experience that an organization does not have.	Tools included in this guide can make measurement efficient, and easy to understand and implement. Designate one person as the "lead" on this work. If possible, designate another to help with prep, implementation, and learning. You can also reach out to us at oncommonground@tpl.org to learn about training and technical assistance opportunities for organizations using the Community Compass.
Doubts about whether measurement indicators can accurately reflect the value of the organization's program or service.	All data matters. Both quantitative and qualitative data offer useful insights and can best help you understand the impact your program is having on the community when used in combination. To the extent that your team questions the ability for the indicators to capture impact, consider augmenting the measurement tool or methods to include indicators you feel more comfortable with—including stories. Find and incorporate the measures that will best tell the story of your work.
Fears about what will happen if measurement outcomes are not stellar.	The impact of a community initiative can be complex. Big wins happen alongside growth opportunities. Dismiss the idea of "success" or "failure." Instead, embrace a growth mindset and encourage a focus on organization-wide learning. When outcomes fall short of goals it does not necessarily imply a failure of the initiative. It does flag the need to understand what is or isn't working, or for whom. Building alignment around these principles, and exemplifying them through organizational leadership, can assuage concerns. Additionally, talk with your funders about their expectations and support for the measurement approach.
Protecting participants and community members (e.g., anonymity and confidentiality).	Data security is an issue whether a formal measurement program takes place or not. You can mitigate against this in measurement by collecting and/or recording only anonymized data (don't ask for identifiers that might make a participant identifiable, or don't report on data that might enable identification of participants). If the staff person conducting the research would be able to identify respondents with their data, make sure they are not directly involved in programming.

Concerns about measurement	Way to Address the Concern
Protecting participants and community members (e.g., anonymity and confidentiality). CONTD.	It is important that program personnel feel good about the types of questions being asked by your instrument. It is also helpful to have community members preview an instrument and provide feedback before it is launched. Results should be reported with an eye towards how they could impact groups within the community.
Collecting demographic data may feel risky or invasive — especially in a climate where questions about race, ethnicity, immigration status, gender identity, or partisanship can trigger fear, stigma, or political tensions. People may worry about misuse, re-identification, or being targeted.	Name the purpose: Demographics help us see *who benefits* and *who is left* out, check for unintended gaps, and show whether we're moving the needle on bridging across groups. It's important that you include demographic questions, and you may want to adjust the demographics included in the Community Compass based on your audience. Apply a "safety-appropriateness-comfort" test: 1. Unsafe? If asking could reasonably put someone at risk → don't ask. 2. Inappropriate? If the item is not a fit for your respondent audience→ omit it. 3. Uncomfortable but useful? If it helps you learn about *who benefits* and *who is left out*, proceed with care. Minimize & justify: Ask only what you'll use. Explain, in plain language, *why each category matters*. Voluntary & skippable: Do not force response on any question. You can also Include "Prefer not to say" for sensitive items or make the whole section optional. Trauma-informed wording: Use respectful self-identification options, avoid loaded terms, allow users to select multiple options and allow write-in options. Language changes quickly, you'll want to regularly review these questions. Placement: Put demographics at the end, after trust is built. Community review: Pilot with community members; invite feedback on wording and categories. Anonymity & confidentiality: Do not collect names or IDs; store demographic responses separately from program records; report only aggregated results (no small-cell disclosures). Data stewardship: Designate a data lead and consider your state's retention period, who can access the data and how the data will be protected.

Introducing the Community Compass

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The Community Compass is a 10–item instrument that you can use to track your social cohesion impact.[17] Built from validated measures, the Community Compass is:

1. Community-focused: Designed for inclusive shared *spaces and experiences*.
2. Multi-faceted: Covers the key dimensions of social cohesion.
3. Mixed-method: Includes subjective perceptions and observable behaviors.[18]

> Note: A sample survey which includes a few demographic questions and the actual Compass items can be found in the Appendix. The survey can be administered on paper or electronically using the Google Forms link provided in the next section. Additional guidance on how to analyze survey results is also included in the Appendix.

Core Themes

The instrument starts with two behavioral measures that objectively assess whether new connections, and cross-group connections, result from inclusive shared spaces, programs or events,

of (positive) new connections

In the public health literature, the number of personal connections one has is associated with physical and emotional well-being.[19] This item asks whether the event or program led to "a positive interaction with anyone you did not previously know (e.g., more than just "hello")?" (Response items: No, Yes – with 1 person, Yes – with 2–3 people, Yes – with 4–5 people, Yes – with 6 or more people)

of connections across differences

When it comes to health, the diversity of one's connections can matter just as much as the number of them.[20] The same is true in terms of social cohesion. The number of cross-group connections one has is associated with positive attitudes towards and greater understanding of cross-group members,[21] a greater sense of friendship belonging,[22] and a stronger sense of social cohesion overall.[23] Thus, this item asks how many of the "new" connections one has made in a program or event are with someone across a category of difference (e.g., race or ethnicity, socioeconomic status, sexual or gender

identity, national origin, etc.). (Response items: 0, 1, 2–3, 4–5, 6 or more)

The next 8 items of the Compass are subjective measures that capture participants' perceptions and internal experiences. Each statement is rated on a 1–5 Likert scale of agreement (strongly disagree, disagree, neither agree nor disagree, agree, strongly agree).

Social Connection

➤ Social connection is a pillar of belonging, social capital and social cohesion. Both social connection and its cousins—isolation or loneliness—are linked to critical health, life, and community outcomes. The stem of this item, "I feel emotionally connected to [other visitors/participants]" comes from McMillan & Chavis' (1986) "Sense of Community" scale. It is used in the Belonging Barometer and also appears in recent Gallup surveys.[24]

Openness to Different Perspectives

➤ Being open to different perspectives is associated with greater social cohesion and tolerance, and more diverse social networks.[25] The stem of this item, "I am open to understanding the perspectives of others, even if they differ from my own," is derived from the literature on cognitive empathy and perspective taking, and adapted from similar items in the Cultivating Contact Guide and the Social Cohesion Impact Measurement tool (SCIM).[26]

Belonging

➤ As described earlier, sense of belonging is a key element in social cohesion. It has also been associated with a variety of critical life outcomes, such as health, civic engagement, local satisfaction, and support for democracy. The stem of this item, "I feel like I belong here," is from the Sense of Community Scale.[27] A similar item is used by Greg Walter and Geoff Cohen, the Belonging Barometer and the Social Cohesion Impact Measurement (SCIM) tool.[28]

Norms of Respect

➤ People's own behavior is often based on their perceptions of social norms as much, or even more so, than their own attitudes and beliefs. The stem of this item, "People [here/in this program] treat one another with respect, even across differences," is adapted from the Social Cohesion Impact Measurement (SCIM).[29]

Personal Agency

➤ People are more likely to engage in the community if they feel as if they can influence change in it, and community engagement is essential for a healthy democracy. The stem of this item, "I can make a positive impact on the people and community around me," is adapted from psychological empowerment scales used at the community level.[30]

Engagement

➤ Civic engagement (attending events or gatherings, volunteering, local organizing, participation in associations, neighborhood projects, etc.) is a key pillar of democracy and an input into social cohesion. The stem of this item, "I am interested in getting more involved in community activities," seeks to capture intentions toward civic participation.

Trust

➤ Trust in other residents is an essential component of social capital and cohesion. The stem of this item, "I feel a sense of trust toward [other attendees/participants/members of my community]" is a commonly used construct; we adapted language from the Cultivating Contact Guide.[31]

Desire to Interact with Others Across Differences

➤ The desire to interact with people from different social groups is central to fostering understanding, local belonging, and a sense of community cohesion. The stem of this item, "I am interested in interacting with people who are different than I am," is adapted from intergroup contact research.[32]

In addition to the 10–item Community Compass above, we recommend assessing how meaningful participants found their visit or program/event experience, as well as including a final open-ended question to capture reflections that structured items may miss.

Meaningfulness

To what extent did your [visit / experience/ participation in this program] feel meaningful to you? Not at all l, Slightly, Moderately, Very, Extremely

Open-Ended

An open-ended question allows participants to share what mattered most to them in their own words, surfacing insights, nuances, and unintended impacts that structured survey items may not capture. We ask: "Is there anything else you would like to share? (For example: What, if anything, made this program meaningful for you? Suggestions for improvement?)"

Measurement in Action

Measurement in Action

The 7–Step plan below was designed to guide you through the process from soup to nuts, whether your organization has 2 staff or 200, and whether you put on symphonies, town halls, or Little Leagues.
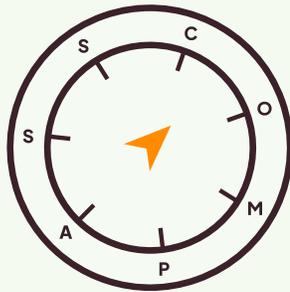
C ➤ **Convene**
Bring people together

O ➤ **Orient**
Revisit goals & theory of change

M ➤ **Method Design**
Choose tools & measures

P ➤ **Prepare to Collect**
Set up surveys & roles

A ➤ **Administer**
Launch & ensure participation

S ➤ **Synthesize & Analyze**
Turn data into insights

S ➤ **Share & Strengthen**
Apply, adapt & communicate
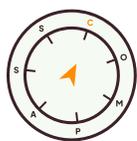
Convene

Undertaking a measurement program is an investment. It's important to make sure that everyone in the organization is aligned around the goals, process, and expected benefits. This might require some broader scaffolding. Start by getting the right people in the room and revisiting your organization's theory of change or logic model to activate the linkages between your program and expected outcomes—whether they are intuitive or explicit.

Then, step back: Situate the measurement initiative within the larger principles of organizational culture, like *growth mindset*, and hold a participatory discussion about the potential risks, costs and benefits of measurement for different staff, programs, and the organization as a whole. This approach will also help to establish plans for a learning process by detailing the way that findings will be communicated, digested, and incorporated into program design and implementation, no matter their outcomes. Below we offer resources and questions that can be used to guide each component.

Get the right people in the room

Build program staff, participants and any other significant partner who is connected to or has an interest in your program into this process. Different perspectives and expertise can generate innovative ideas about how to interpret results, adapt programming to create impact, and just generally, why things work.

To optimize measurement, you'll want to include your "stakeholders," those who are connected with or have an interest in your program. This includes the people who support and carry out the initiative, the people who are served or affected by the program, and the initiative's decision-makers.[33]

Building a "team" around impact measurement:[34]

- Increases the chance that you learn from your results in ways that will be useful and equitable
- Enhances the credibility of the process and results
- Establishes broader awareness and understanding of the results
- Helps avoid potential conflicts or misunderstandings about the purpose of impact measurement and results

This larger team can:

- Bring more perspectives and expertise to the measurement
- Broaden partnership on responsibilities and roles, sometimes including sharing power with affected communities

- Lead to the creation of new resources, or provide access to existing resources

Once you've identified the right people to include, invite them to a participatory discussion…your measurement launch meeting!

> ➤ **Need a worksheet to help you "Get The Right People In The Room"?**
> Here's one.

Hold participatory discussions to generate alignment, build excitement and address concerns up-front

Plan to listen as much as you lead. Understanding what different stakeholders are interested in learning from measurement is essential. This is a chance to:

- Show respect and ensure cultural responsiveness
- Better understand cultural context, equity and structural issues, and bias
- Set a precedent of participatory, purposeful meetings where all individuals are invited and encouraged to co-create
- Strengthen the measurement process through diversity of perspectives

Start the meeting with a refresh on how to cultivate a growth mindset. The goal is for staff to feel confident that measurement data and learnings will be used in a way that is low-stakes for them, but consequential for organization-wide collaboration and learning (e.g., there is zero chance that people would be fired or reprimanded for the results). Before you dig into concrete next steps, it may be helpful to reorient around what it means to bring a growth mindset to your work—as individuals, as programs, and as an organization.

Discuss goals and roles. Ask this newly formed team for input and actively incorporate it as you plan and carry out measurement. A great first question is "What does success for this program look like to you?" Remember that team members may advise on measurement design or directly participate in the evaluation itself. Figure out what roles make most sense for each member.

Make a plan. Decide with your team where and how measurement will be incorporated into activities over the coming year, and where new activities need to be planned to incorporate measurement.

> ➤ **Interested in additional resources?**
> See the "Measurement Goals & Roles Conversation" worksheet Here.

Orient

Re-align around your theory of change or logic model

If your organization has a theory of change or a logic model, this is a good time to revisit it. If it doesn't, this may be a good time to draft one — even a simple version – because it will help you and your stakeholders visualize the links between your inputs, activities, and outputs, which will help to identify outcomes and impact measures most appropriate for your work. You

can continue to revisit it as impact measures come in, enabling you to refine your thinking about what is working, for whom, and why/how that is the case.

> ➤ **See the "Revisiting or Creating Your Logic Model" worksheet**
> Here.

Method Design

Now you are ready to begin planning for measurement!

Choose Your Method: Surveys, Focus Groups or Interviews, and Observation

Your choice of method might be influenced by your timeline, objectives, and the depth of insights you are looking for.

Surveys. Surveys offer scalable quantitative data collection—this is especially helpful when your organization seeks to compare impact across participants or events/ programs, or over time. Surveys will help you identify what's working, under what conditions, and for whom. They allow you to gather data from a wide and diverse audience, and enable you to quantify trends, relationships and patterns. Additionally, the use of a common survey tool can more easily facilitate learning across organizations within a community of practice. As a long-term, baseline strategy for tracking impact across events, programs and time, we recommend instituting regular impact surveys.

Focus groups and interviews. Both focus groups and interviews provide qualitative insights through semi-structured, interactive discussions. They require more time and

resources (to coordinate and conduct discussions), but enable you to more deeply explore participants' perceptions, emotions and experiences. Use focus groups or interviews when you need to uncover the "why" behind survey results or trends.

Over time, you may wish to combine methods. Say you find from your surveys that one group of people (defined by age, race/ethnicity, disability, etc.) reports lower impact scores than most others—you'll want to understand why. This would be the time to engage people from that group in interviews or focus groups that probe not just how what they experience, but why, and how they might suggest adaptations.

Most of the rest of this section focuses on surveys. However, a sample interview/focus group guide can be found here.

Choose the Compass measures that are right for your program/space/event.

Looking to measure the impact of a single visit/event? You'll find a tailored, post-visit survey instrument here.

Looking to measure the impact of an iterative program? You'll find a tailored, pre- and post-visit survey instrument here.

> Note: Compass surveys include basic demographic information. It is important to collect demographics because you'll have no way to see if certain groups are responding differently to your event or program without them. If you are concerned that asking about demographics may lead to discomfort for your respondents, please take a look at Concern #5 in the table above.

Make sure that the "stem" for each question makes sense for your program.

For instance, if you are asking questions about a specific event, you might tailor the stem to say, "Today's experience made me feel more like I truly belong in this community." However, if you're asking about a space, you might write, "This space made me feel more like I truly belong in this community." You can personalize the stem even more, so that it reflects the name of your event, program, or space.

Consider whether you wish to add additional questions.

The shorter your survey is, the more motivated your participants will be to finish it and the more complete information you will receive. That said, organizations often find it helpful to add one or two types of questions to their impact surveys.

A *program evaluation question*. We know that a well-run program will yield better outcomes than a poorly run program. Adding a simple evaluation question to your survey enables you to assess how much your outcomes may be the result of direct programming. You can ask this both quantitatively and qualitatively to learn as much as possible.

A *question related to other program- or organizationally-specific goals* that you would like to track or link to Compass outcomes.

> ➤ **Would you like to generate your own questions?**
> Visit our "Create Your Own Questions Worksheet" <u>Here.</u>

Prepare to Collect

Choose a medium and distribution method.

You can collect survey responses online or on paper. You can also offer both options.

Online surveys make participation easy for visitors or participants who have smartphones and don't have visual disabilities and for organizations. You can create a QR code for participants to scan to easily access the survey.

Paper surveys are easier for visitors or participants who don't have a smartphone or who have one but cannot or don't like to use it in this way. Someone from your staff must enter the data into a dataset later on in order for it to be analyzed and incorporated into your learnings.

Whether you are using online surveys or paper surveys, you will likely get a better response rate if you have staff or volunteers available to offer the survey and answer questions from potential participants.

Additional considerations related to timing and incentives

Whenever possible, we highly recommend collecting responses in real-time—while visitors/participants are still at a program or event.

One Time Surveys:
If you are collecting information about a one-off event, you'll want to collect data immediately after the event concludes. Set aside time at the end of your program for participants to complete the survey. When time to provide feedback has been built into a program, participating is the default option rather than an opt-in choice.

You can also use the one time survey to evaluate the impact of a space, like a recreation center or an art gallery. Have a staff member available to offer the survey to guests and answer any questions they have about the survey to boost participation.

Pre- and Post-surveys:

You can use pre and post surveys for programs with multiple sessions or at the start and end of an event. You should plan for participants to take the survey quickly before the program begins and then make space in the program for them to complete it at the end before they leave.

A common challenge in data collection is low participation. To increase participation, you can:

- Incentivize visitors or participants by offering a gift to those who complete a survey, e.g., candy, a raffle ticket, free swag (which can also publicize your organization).

- Set aside time at the end of your program for participants to complete the survey. When time to provide feedback has been built into a program, participating is the default option rather than an opt-in choice.

- Make sure you explain that participation is important because their feedback helps the organization improve its offerings for future events. You can do this at the beginning of your program—for instance, when a host welcomes visitors—by setting participant expectations that they can provide feedback before they leave at the end, as well as with a printed banner near an information or survey table (if using paper surveys).

In addition, the Listen First Project's Bridging Movement Goals and Measures Community of Practice has compiled this list of best practices for survey completion at events or programs.[35]

> Remember: It is as important to get diverse participation as it is to get strong numbers.
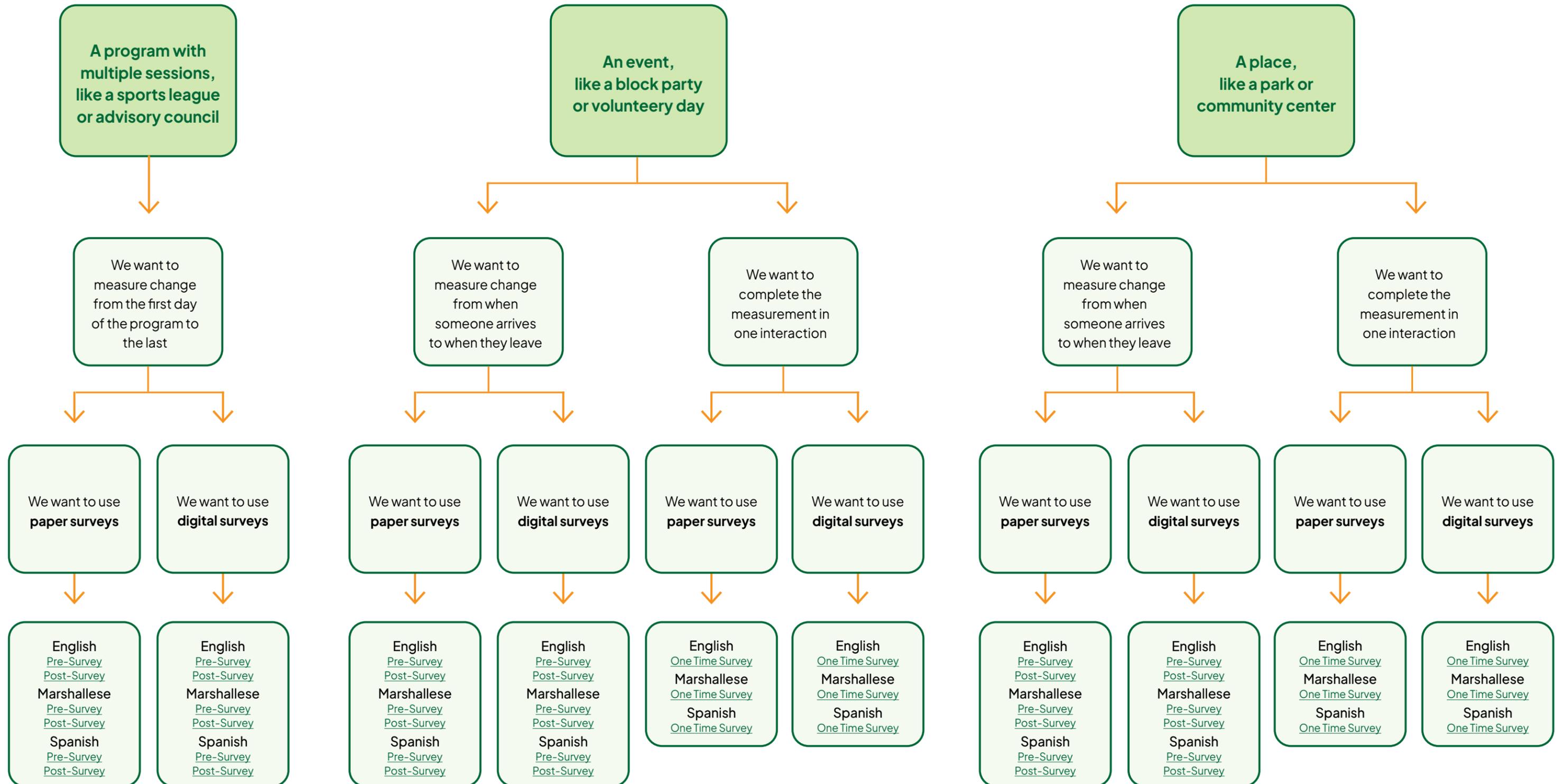
Now that you have your survey and you plan to collect surveys in place, it's time to create your survey and get ready to implement your plan.

If you will be collecting data electronically, templates for the two types of the Compass survey have been created in Google Forms, along with instructions for how to add your own questions.

The Community Compass

We want to measure the impact of…

A program with multiple sessions, like a sports league or advisory council

→ We want to measure change from the first day of the program to the last

- We want to use **paper surveys**
  - English
    - Pre-Survey
    - Post-Survey
  - Marshallese
    - Pre-Survey
    - Post-Survey
  - Spanish
    - Pre-Survey
    - Post-Survey
- We want to use **digital surveys**
  - English
    - Pre-Survey
    - Post-Survey
  - Marshallese
    - Pre-Survey
    - Post-Survey
  - Spanish
    - Pre-Survey
    - Post-Survey

An event, like a block party or volunteery day

→ We want to measure change from when someone arrives to when they leave

- We want to use **paper surveys**
  - English
    - Pre-Survey
    - Post-Survey
  - Marshallese
    - Pre-Survey
    - Post-Survey
  - Spanish
    - Pre-Survey
    - Post-Survey
- We want to use **digital surveys**
  - English
    - Pre-Survey
    - Post-Survey
  - Marshallese
    - Pre-Survey
    - Post-Survey
  - Spanish
    - Pre-Survey
    - Post-Survey

→ We want to complete the measurement in one interaction

- We want to use **paper surveys**
  - English
    - One Time Survey
  - Marshallese
    - One Time Survey
  - Spanish
    - One Time Survey
- We want to use **digital surveys**
  - English
    - One Time Survey
  - Marshallese
    - One Time Survey
  - Spanish
    - One Time Survey

A place, like a park or community center

→ We want to measure change from when someone arrives to when they leave

- We want to use **paper surveys**
  - English
    - Pre-Survey
    - Post-Survey
  - Marshallese
    - Pre-Survey
    - Post-Survey
  - Spanish
    - Pre-Survey
    - Post-Survey
- We want to use **digital surveys**
  - English
    - Pre-Survey
    - Post-Survey
  - Marshallese
    - Pre-Survey
    - Post-Survey
  - Spanish
    - Pre-Survey
    - Post-Survey

→ We want to complete the measurement in one interaction

- We want to use **paper surveys**
  - English
    - One Time Survey
  - Marshallese
    - One Time Survey
  - Spanish
    - One Time Survey
- We want to use **digital surveys**
  - English
    - One Time Survey
  - Marshallese
    - One Time Survey
 - Spanish
    - One Time Survey

Are you ready?

Whether you are using the One Time Survey or a Pre- and Post-Survey, make sure you have completed this checklist each time you plan to collect responses. Consider what additional steps you'd like to add:

☐ You have created your surveys and reviewed them with your measurement team. If you are using a Google Forms template, you have copied the template and saved it with a name that is specific to your program or event.

☐ Participant expectations have been set in pre-program communications, if possible.

☐ You have located a large and visible place to post the QR Code

☐ You have acquired a table for paper surveys + banner inviting participation and explaining the importance of feedback

☐ You have identified people to announce and host the survey:

° A person who will announce the survey at the beginning and/or end of the program;
° A person to attend the survey table and answer questions.
° A person designated to safely store and enter paper survey responses
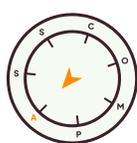
Administer

You're ready to launch! Now the focus shifts to inviting broad participation and making the experience feel fun. Encourage folks to take part by reminding them of incentives (like treats, a raffle, or swag) and by emphasizing how their feedback helps shape the program's future and deepen its impact. Their voices truly matter — let them feel that.
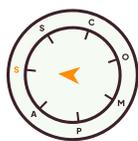
Synthesize & Analyze

Now that you have collected data, it is time to make sense of it. This involves:

- Downloading the Google Forms data into Google Sheets, or entering the data from your paper surveys into Google Sheets.

- Using simple functions to calculate item averages and/or counts (for the whole sample, and by any demographic variable of interest), and

- Have Google Sheets create visuals (e.g., charts, graphs, etc.) as needed.

We have included a pre-programmed Google sheet to make analysis easier. Please find a step-by-step guide for using it and/or analyzing data manually in the Appendix.

Share & Strengthen

We realize the value of evaluation and impact assessment by using it. In this step, you will: summarize your results, discuss them with your team and stakeholders, and apply your new insights (e.g,. by adapting programs, improving partnerships, communicating your impact, and potentially, building out a set of learnings and best practices for this type of work within your community).

A Draft a summary of your measurement results. This might include visuals displaying averages, counts, or t-tests of group comparisons. Note: The results from your survey can tell you about your outcomes, but those results need to be tied to your theory of change for you to determine what they mean.

> Note: The results from your survey can tell you about your outcomes, but those results need to be tied to your theory of change in order for you to determine what they mean.

B Present the results to your measurement team or other stakeholders.

C The questions below can guide your discussion:

- Where do the results reflect our intended impact? Where do they not?

- What are the activities that are linked with the outcomes we're seeing?

- What do these results mean?

- What are the implications for...
  ° Program design?
  ° Partners, Funders, Community?
  ° Communication?

Congratulations! Once you've completed Step 7–Share & Strengthen, you will have completed one full iteration of impact measurement using the Compass. We hope the learnings that have come from this work make the process of impact assessment feel indispensable to your organization as you move forward. May this be the beginning of an iterative research and design cycle that continues within your organization for a very long time.

Appendix

Appendix

Measurement = Design + Impact

Measurement is usually associated with understanding the impact of community-based initiatives, but your initiatives will be most effective if measurement is incorporated into the design process as well—both in the initial planning phase and in ongoing discussions about adjustments to the model.

For many organizations, a first step in designing their community-based initiatives is to articulate the outcomes they are hoping to influence and how they plan to influence them. This is called a "theory of change" For example, if your goal is to promote belonging, which activities in your program do you believe will promote belonging and why?

Another way organizations can formalize their theory of change is to document the "program logic" behind their programs. A logic model visualizes the changes you hope to achieve and the inputs and activities that will be necessary to achieve those outcomes. This process outlines the goals of your initiative, describing the resources available (inputs) and describing how you selected the activities (outputs) that might achieve the intended impacts (outcomes). Linking specific components of the program, event, or space with their intended outcomes gives an organization much more context for *why* its initiative is (or is not) achieving its intended goals. Further, this promotes consensus building and collaboration among community stakeholders by developing a shared understanding of the components of the initiative, its activities, and intended outcomes that will guide discussions about impacts, challenges, and potential adjustments to the initiative.
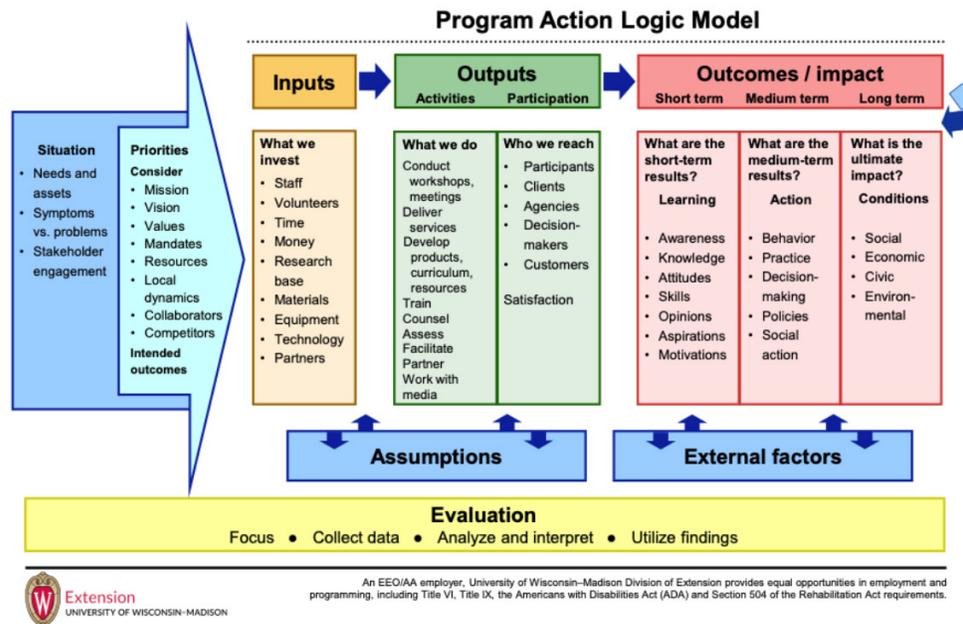
Figure 1. Sample Logic Model. University of Wisconsin–Madison Extension.

Logic models are a popular tool for linking inputs and activities to outcomes. Even very simplified versions of logic models can help an organization to document and track their initiative's impacts. By doing so, stakeholders have a shared frame of reference to guide their review of ongoing activities, as well as their discussions of potential modifications. They've even been shown to help keep participants to communicate more effectively between each other and with external communities.[28] For example, one group found that by articulating the assumptions and goals of their program, they were able to identify which role everyone had.[29] Creating such a model can help organizations:

- Identify program activities that are particularly effective in promoting desired outcomes

- Identify program activities that are falling short

- Identify whether some community members are more likely to experience the desired outcomes than others

- Promote evidence-based conversations in collaboration with stakeholders regarding changes to the program model/activities

- Build consensus among stakeholders for which program changes would best strengthen outcomes. Consider referring back to the logic model worksheet here.

Hypothetical Case Studies

Sample 1: Community Well-Being Through Public Spaces

Initiative Overview

The "Park Together" Initiative was launched in 2023 by a coalition of neighborhood organizations and the city's Department of Parks and Recreation. Its goal was to transform an underutilized urban park into a vibrant community gathering space by hosting monthly cultural festivals, group fitness classes, and open mic nights. These events were free and intentionally inclusive, featuring multilingual signage, activities for children and elders, and booths where residents could share stories about their neighborhood.

The central aim was to foster a stronger sense of belonging, respect, and trust among community members, while also providing opportunities for stress reduction through collective leisure and recreation.

Community Engagement

Community members engaged in multiple ways:

- Attending public space events such as concerts, community art projects, and wellness workshops.
- Participating in small "story circles" where neighbors shared personal experiences and ideas for improving the park.
- Volunteering at events (e.g., helping set up, leading fitness activities, or welcoming attendees).

To measure the initiative's impact, the program team used the Community Compass, distributed both digitally (via QR codes posted in the park) and on paper at events. The design of their impact assessment was visualized in a formal logic model to ensure they were measuring intended program impacts:

Logic Model

Inputs (Resources)	Outputs (Activities)	Outcomes (Short-Term)	Outcomes (Intermediate)	Outcomes (Long-Term)
• City funding and grants • Staff & volunteers • Park facilities • Community partnerships • Equipment	• Concerts • Community art projects • Wellness workshops • Community story circles • Volunteer pportunities	• Increased participation • More connections among neighbors • Increased openness, belonging, connection, respect, engagement, trust, and perceived community impact	• Sustained empathy and collaboration • Mutual respect • Shared ownership of community spaces • Reduced stress	• Sustained cohesion • Healthier residents • Long-term reduction in isolation • Cross-group cooperation leading to resilient communities

Survey Measurement

Survey questions asked participants to reflect on changes in their perceptions of community well-being. Respondents rated each item on a 5-point scale (from strongly disagree to strongly agree).

Behavioral questions included:

- **Connection (behavioral):** "Did you have a meaningful and positive interaction with anyone you did not previously know?" [Response: No, Yes - with 1 person, Yes - with 2–53 people, Yes - with 4–5 people, Yes - with 6 or more people]
- **Intergroup contact (behavioral): "**If you answered "yes" to the question above, how many of those interactions were with someone who is different from you in any of the following ways: race or ethnicity, partisan leaning, socioeconomic status, sexual or gender identity, national origin, etc.?" [Response: 0, 1, 2–3, 4–5, 6 or more]
- **Impact:** "To what extent did this event/visit feel meaningful to you?" [Response: Not at all, Slightly, Moderately, Very, Extremely]

Key questions included:

- **Connection:** I feel more open to other attendees/visitors
- **Openness:** I feel more open to understanding the perspectives of others, even if they differ from my own
- **Norms of respect:** I am more inclined to think that people in this community treat one another with respect, even across differences
- **Belonging:** I feel more like I belong here

- **Civic Engagement:** I feel more interested in getting involved in community activities
- **Agency:** I feel more like I can have a positive impact on the people and community around me
- **Trust:** I feel a greater sense of trust towards other attendees/visitors
- **Intergroup Contact:** I feel more interested in interacting with other community members whose identities and backgrounds differ from mine
- **Evaluation:** Is there anything else you would like to share? (For example: What, if anything, made the visit meaningful for you? Suggestions for improvement?)

Findings

After the first six months of programming and surveying nearly 400 residents, the results were encouraging:

- Connection: 82% felt more connected to other people.
- Openness: 88% felt more open to new perspectives.
- Norms of respect: 70% felt more inclined to think people in their community can respect others who differ from them.
- Belonging: 85% felt like they belong.
- Engagement: 80% were more interested in getting involved in community activities.
- Agency: 72% felt like they can have a positive impact on their community.
- Trust: 76% have more trust in other members of their community.
- Intergroup contact: 78% were more interested in interacting with people who were different from them.
- Impact: 83% found their experience very or extremely meaningful.

The survey also included an open-ended question asking for feedback on what participants found most useful in the program and what could be improved.

Park Together Initiative Survey Results
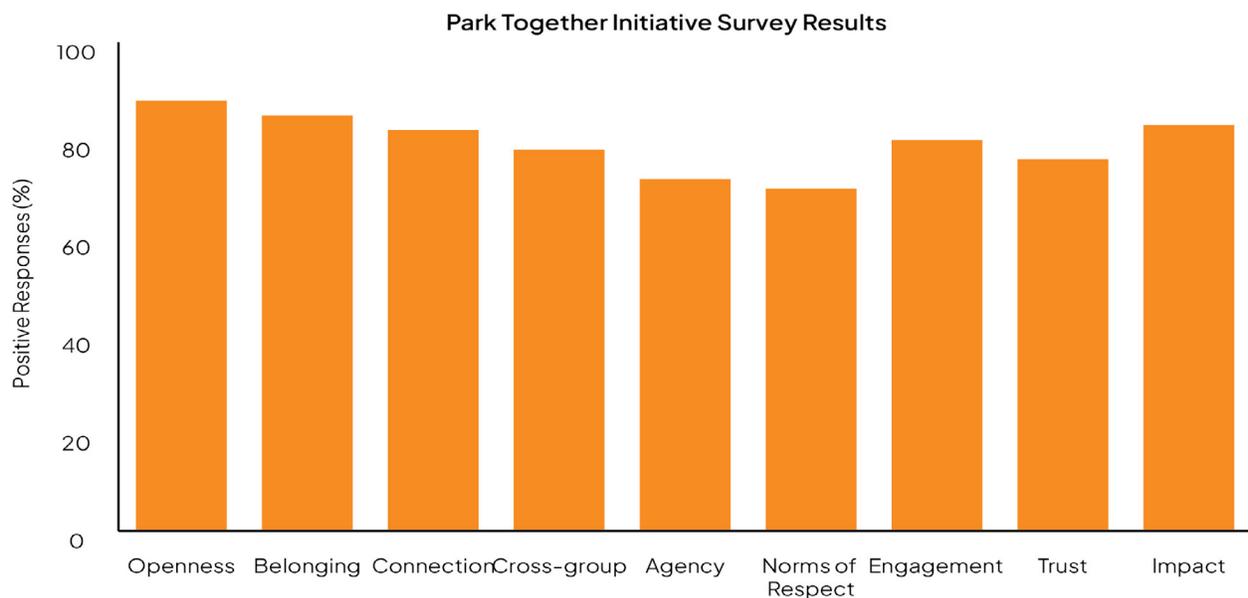
- **Connection:** Nearly 60% of attendees reported having two or more meaningful interactions with people they didn't previously know, demonstrating that park-based events effectively fostered social connection.
- **Intergroup Contact:** 60% said at least two of those interactions were with people who differ from them in race, politics, or background — underscoring the initiative's success in building social bridges.

Community Voices

"Today reminded me that even with our differences, we all share the same hopes for our neighborhood."

"I feel like I belong here and want to keep helping make our park better."

"I left feeling proud and trusting that our community can really work together."

Survey Respondent Demographics

Age

18–24	15%
25–34	20%
35–44	23%
45–54	19%
55–64	15%
65+	8%

Gender

Man	42%
Woman	53%
Non-Binary	3%
Other	2%

Race/Ethnicity

American Indian or Alaska Native	1%
Asian	9%
Black or African American	27%
Hispanic or Latino	20%
Middle Eastern or North African	2%
Native Hawaiian or Pacific Islander	1%
White	40%

Sexual Orientation

Heterosexual	79%
LGBTQ+	21%

Education

High school or less	20%
Some college	30%
Bachelor's degree	32%
Graduate degree	18%

Using the Data for Improvement

Organizers concluded that the data confirmed the initiative's positive impact while also highlighting areas for growth:

- Addressing Barriers: Some residents mentioned concerns about safety after dark, so the team is exploring better lighting and earlier event times.
- Expanding Inclusivity: Survey responses suggested adding more programming for teens and non-English-speaking residents.
- Building Sustainability: Positive results will be used in grant applications to secure funding for year-round programming.

By embedding surveys directly into the initiative, the team is committed to iteratively adapting the events to strengthen belonging, trust, respect, and stress reduction for all community members.

Sample 2: Public Libraries for Lifelong Learning

Initiative Overview

In many neighborhoods, residents face barriers to accessing reliable information, technology, and learning opportunities. Community members have expressed challenges in navigating health, financial, and civic issues due to limited educational resources. The Public Libraries for Lifelong Learning initiative addresses these needs by turning libraries into community hubs that offer digital skills classes, civic education workshops, and access to knowledgeable facilitators.

The central aim of the initiative is to empower residents to feel a sense of control over their learning, build confidence in using information tools, and experience greater physical, mental, and financial well-being.

Community Engagement

Residents engaged in the initiative through the following activities:

- Attending civic education and financial literacy workshops.
- Joining technology and digital literacy classes.
- Participating in reading groups and lectures.
- Volunteering as peer mentors.

A survey was used to assess participant experiences after the initiative activities. The design of their impact assessment was visualized in a formal logic model to ensure they were measuring intended program impacts:

Logic Model

Inputs (Resources)	Outputs (Activities)	Outcomes (Short-Term)	Outcomes (Intermediate)	Outcomes (Long-Term)
• Library facilities, staff, and volunteers • Funding & grants • Books, computers, digital tools • Local experts	• Workshops, seminars, tech training • Health and financial literacy programs • Resource guides • Volunteer opportunities as peer mentors	• Higher attendance • Improved knowledge and digital skills • Greater awareness of resources • Increased openness, belonging, connection, respect, engagement, trust, and perceived community impact	• More self-efficacy • Better decision-making • Greater civic participation • Sustained empathy and collaboration • Mutual respect • Shared ownership of community spaces	• Sustained lifelong learning culture • Informed and empowered residents • Greater equity in education • Long-term reduction in isolation • Cross-group cooperation leading to resilient communities

Survey Measurement

The Community Compass was used to assess social and community impacts of participation in the initiative. Respondents rated each item on a 5–point scale (from strongly disagree to strongly agree).

Behavioral questions included:

- **Connection (behavioral):** "Did you have a meaningful and positive interaction with anyone you did not previously know?" [Response: No, Yes - with 1 person, Yes - with 2–53 people, Yes - with 4–5 people, Yes - with 6 or more people]
- **Intergroup contact (behavioral):** "If you answered "yes" to the question above, how many of those interactions were with someone who is different from you in any of the following ways: race or ethnicity, partisan leaning, socioeconomic status, sexual or gender identity, national origin, etc.?" [Response: 0, 1, 2–3, 4–5, 6 or more]
- **Impact:** "To what extent did this event/visit feel meaningful to you?" [Response: Not at all, Slightly, Moderately, Very, Extremely]

Key questions included:

As a result of my experience here today…
- **Openness:** I feel more open to understanding the perspectives of others, even if they differ from my own
- **Norms of respect:** I am more inclined to think that people in this community treat one another with respect, even across differences
- **Belonging:** I feel more like I belong here
- **Civic Engagement:** I feel more interested in getting involved in community activities
- **Agency:** I feel more like I can have a positive impact on the people and community around me
- **Trust:** I feel a greater sense of trust towards other participants
- **Intergroup Contact:** I feel more interested in interacting with other community members whose identities and backgrounds differ from mine
- **Evaluation:** Is there anything else you would like to share? (For example: What, if anything, made the visit meaningful for you? Suggestions for improvement?)

Findings

Survey findings indicated the following outcomes:

- **Openness:** 78% felt more open to new perspectives.
- **Belonging:** 81% felt like they belong in this community.
- **Connection:** 75% felt more connected to other people in their community.
- **Cross–group:** 70% were more interested in interacting with people who were different from them.
- **Agency:** 90% felt like they could have a positive impact on their community.
- **Norms of respect:** 85% felt more inclined to think people in their community can respect

others who differ from them.
- **Engagement:** 88% were more interested in getting involved in the community.
- **Trust:** 72% reported more trust in other members of their community.
- **Impact:** 91% believed the program is making a positive impact on their community.

Public Libraries Initiative Survey Results
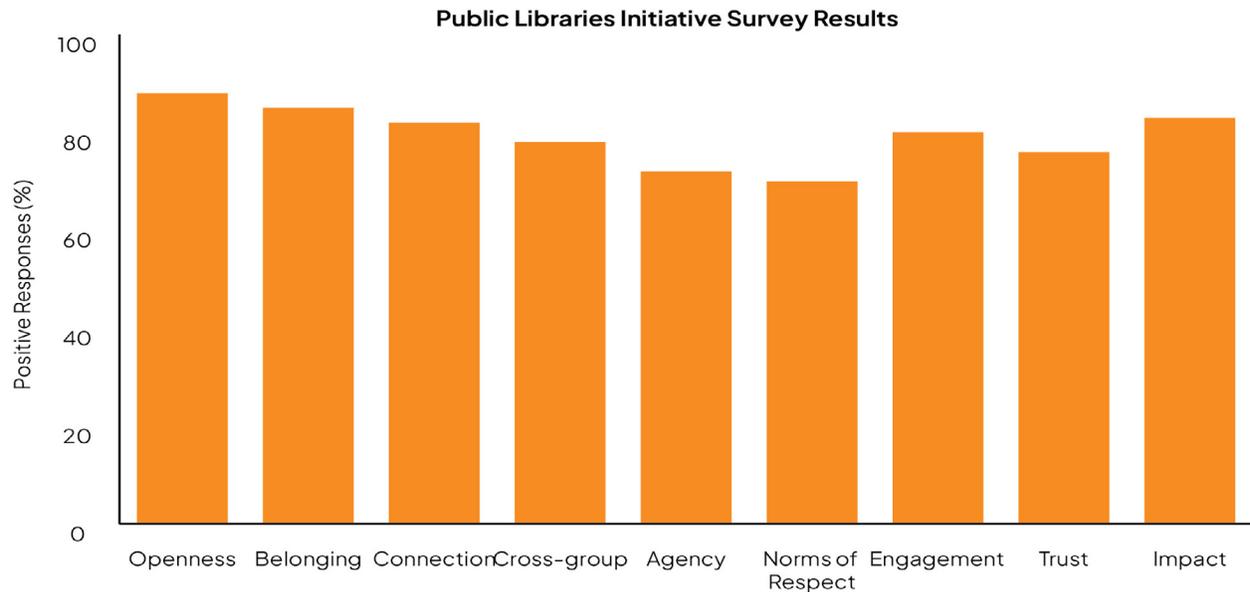
- **Connection:** About 43% of participants made new personal connections, though fewer than in the park events, likely reflecting the smaller, structured nature of workshops.
- **Intergroup Contact:** 47% cited at least one meaningful exchange across lines of difference, supporting the library's role as a civic connector.

Community Voices

"This workshop helped me see that learning together builds respect and understanding."

"I met people from totally different backgrounds who care about the same issues I do."

"The library gives me confidence that our community can create change together."

Using the Data for Improvement

Organizers also identified opportunities for growth based on the open-ended feedback:

- Expanding digital literacy for older adults.
- Offering bilingual programming.
- Building partnerships with schools.

Survey Respondent Demographics

Age

18–24	15%
25–34	20%
35–44	23%
45–54	19%
55–64	15%
65+	8%

Gender

Man	42%
Woman	53%
Non-Binary	3%
Other	2%

Race/Ethnicity

American Indian or Alaska Native	1%
Asian	9%
Black or African American	27%
Hispanic or Latino	20%
Middle Eastern or North African	2%
Native Hawaiian or Pacific Islander	1%
White	40%

Sexual Orientation

Heterosexual	79%
LGBTQ+	21%

Education

High school or less	20%
Some college	30%
Bachelor's degree	32%
Graduate degree	18%

Sample 3: Neighborhood Cleanup for Pride and Safety

Initiative Overview

Residents in multiple city neighborhoods raised concerns about litter, vandalism, and unsafe or neglected public areas. These environmental stressors were seen as negatively affecting residents' health, discouraging social connection and reducing pride in the community. The Neighborhood Cleanup initiative was launched to address these issues by mobilizing residents for monthly cleanup days. The program fosters shared responsibility, improves neighborhood appearance, and builds stronger connections among neighbors.

Community Engagement

Residents engaged in the initiative through the following activities:

- Participating in cleanup days.
- Planting trees, flowers, and community art.
- Removing graffiti and waste.
- Promoting recycling and waste reduction.

Logic Model

Inputs (Resources)	Outputs (Activities)	Outcomes (Short-Term)	Outcomes (Intermediate)	Outcomes (Long-Term)
• Funding for tools and supplies • Volunteers • Local gov support • Environmental orgs • Public spaces	• Cleanup events, planting, graffiti removal • Recycling campaigns • Beautification projects	• Cleaner streets • Greater event participation • Increased openness, belonging, connection, respect, engagement, trust, and agency • Better safety perceptions	• Greater community pride • Consistent upkeep • Stronger bonds and trust • Sustained empathy and collaboration • Shared ownership of community spaces • Mutual respect	• Sustained belonging • Healthier environment • Reduced stress • Long-term reduction in isolation • Cross-group cooperation leading to resilient communities

Survey Measurement

The Community Compass was used to assess social and community impacts of participation in the initiative. Respondents rated each item on a 5-point scale (from strongly disagree to strongly agree).

Behavioral questions included:

- **Connection (behavioral):** "Did you have a meaningful and positive interaction with anyone you did not previously know?" [Response: No, Yes - with 1 person, Yes - with 2–53 people, Yes - with 4–5 people, Yes - with 6 or more people]
- **Intergroup contact (behavioral):** "If you answered "yes" to the question above, how many of those interactions were with someone who is different from you in any of the following ways: race or ethnicity, partisan leaning, socioeconomic status, sexual or gender identity, national origin, etc.?" [Response: 0, 1, 2–3, 4–5, 6 or more]
- **Impact:** "To what extent did this event/visit feel meaningful to you?" [Response: Not at all, Slightly, Moderately, Very, Extremely]

Key questions included:

As a result of my experience here today…
- **Openness:** I feel more open to understanding the perspectives of others, even if they differ from my own
- **Norms of respect:** I am more inclined to think that people in this community treat one another with respect, even across differences
- **Belonging:** I feel more like I belong here
- **Civic Engagement:** I feel more interested in getting involved in community activities
- **Agency:** I feel more like I can have a positive impact on the people and community around me
- **Trust:** I feel a greater sense of trust towards other participants
- **Intergroup Contact:** I feel more interested in interacting with other community members whose identities and backgrounds differ from mine
- **Evaluation:** Is there anything else you would like to share? (For example: What, if anything, made the visit meaningful for you? Suggestions for improvement?)

Findings

Survey findings indicated the following outcomes:

- **Openness:** 72% felt more open to new perspectives.
- **Belonging:** 77% felt like they belong in this community.
- **Connection:** 85% felt more connected to other people in their community.
- **Cross-group:** 90% were more interested in interacting with people who were different from them.
- **Agency:** 65% felt like they can have a positive impact on their community.
- **Norms of respect:** 68% felt more inclined to think people in their community can respect

others who differ from them.
- **Engagement:** 82% were more interested in getting involved in the community.
- **Trust:** 84% have more trust in other members of their community.
- **Impact:** 88% believed the program is making a positive impact on their community.

Community Cleanup Initiative Survey Results
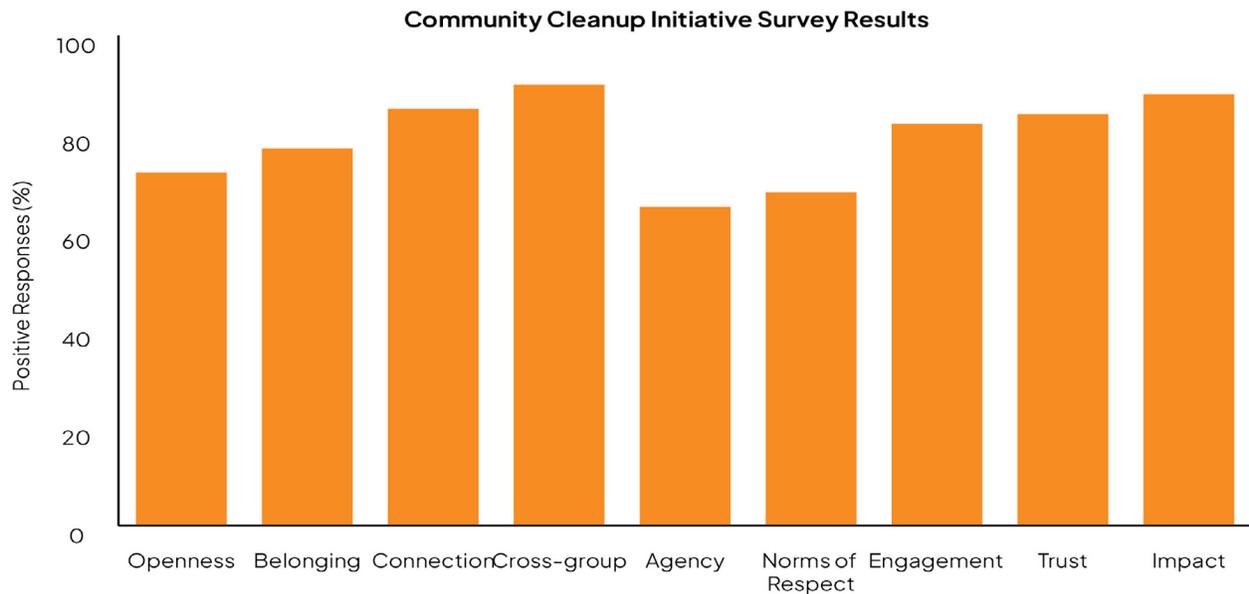
- **Connection:** Nearly 70% connected with two or more new people, and 22% connected with six or more — the highest of all initiatives, reflecting teamwork and shared goals.
- **Connection Across Differences:** 68% reported a meaningful interaction with one or more people from a different background than them, demonstrating the cleanup's success in uniting residents across differences.

Community Voices

"Cleaning up together showed me how much respect people here have for one another."

"I've started trusting my neighbors more and want to stay involved."

"Seeing our progress made me realize the real impact we can have when we work together."

Using the Data for Improvement

Organizers identified opportunities for growth based on the data:
- Providing more tools and equipment.
- Partnering with schools to involve youth.
- Expanding events to underserved neighborhoods.

Survey Respondent Demographics

Age

18–24	22%
25–34	24%
35–44	20%
45–54	18%
55–64	10%
65+	6%

Gender

Man	47%
Woman	48%
Non-Binary	3%
Other	2%

Race/Ethnicity

American Indian or Alaska Native	2%
Asian	6%
Black or African American	29%
Hispanic or Latino	26%
Middle Eastern or North African	3%
Native Hawaiian or Pacific Islander	1%
White	33%

Sexual Orientation

Heterosexual	82%
LGBTQ+	18%

Education

High school or less	28%
Some college	33%
Bachelor's degree	27%
Graduate degree	12%

Surveys

Core Survey: Post–event, Single Visit/Activity

Core Indicators: 1–Time, Post–Event Examples: Park clean-up day, parties, community events, festivals, performances	
Type	**Items**
Connection (Behavioral)	Did you have a positive, meaningful interaction with anyone you did not previously know? (More than just a brief greeting). No, Yes - with 1 person, Yes - with 2–3 people, Yes - with 4–5 people, Yes - with 6 or more people
Bridging, Intergroup Contact (Behavioral)	If you answered "yes" to the question above, to the best of your knowledge, how many of those interactions were with someone who differs from you in one of the following ways: race, ethnicity, faith, politics, national origin, socioeconomic status, sexual orientation, or gender identity? 0, 1, 2–3, 4–5, 6 or more
Event/Program Impact	To what extent did this visit/program/event feel meaningful to you? Not at all, Slightly, Moderately, Very, Extremely
Take a moment to reflect on your experience at this [place/program/event]. Then, please rate each of the remaining statements according to how much you agree or disagree: Strongly Disagree, Disagree, Neither agree nor disagree, Agree, Strongly Agree	
Connection	As a result of this experience, I feel more emotionally connected to other attendees.
Openness	As a result of this experience, I feel more open to understanding the perspectives of other attendees, even if they differ from my own.
Norms of Respect	As a result of this experience, I am more inclined to think that people in this community treat one another with respect, even across differences.
Belonging	As a result of this experience, I feel more like I belong here.
Civic Engagement	As a result of this experience, I feel more interested in getting involved in community activities.
Agency	As a result of this experience, I feel more like I can have a positive impact on the people and community around me.
Trust	As a result of this experience, I feel a greater sense of trust toward others who attended this event.
Bridging, Intergroup Contact	As a result of this experience, I feel more interested in interacting with other community members whose identities and backgrounds differ from mine.
Event/Program Evaluation	Is there anything else you would like to share? (For example: What, if anything, made this visit meaningful for you? Suggestions for improvement?)

Core Survey: Pre- and Post Measures, Iterative Programs

Core Indicators: Iterative, Pre- and Post-Surveys Examples: Summer camps, Sports leagues	
Type	**Items**
Connection Behavioral (Post-Survey only)	During this visit, did you have a positive, meaningful interaction with anyone you did not previously know? (More than just a brief greeting) No, Yes - with 1 person, Yes - with 2–3 people, Yes – with 4–5 people, Yes - with 6 or more people
Bridging, Intergroup Contact Behavioral (Post-Survey only)	If you answered "yes" to the question above, to the best of your knowledge, how many of those interactions were with someone who differs from you in one of the following ways: race, ethnicity, faith, politics, national origin, socioeconomic status, sexual orientation, or gender identity? 0, 1, 2–3, 4–5, 6 or more
Event/Program Impact (Post-Survey only)	To what extent did this visit/program/event feel meaningful to you? Not at all, Slightly, Moderately, Very, Extremely
Take a moment to [PRE: think about the visit/experience you are about to have at this place/ in this program] / POST: reflect on your experience at this [place/program/event]. Then, please rate each of the remaining statements according to how much you agree or disagree: Strongly Disagree, Disagree, Neither agree nor disagree, Agree, Strongly Agree	
Connection	I feel emotionally connected to other [visitors who come to this place / participants in this program].
Openness	I feel open to understanding the perspectives of [others who come to this place / other participants in this program], even if they differ from my own.
Norms of Respect	People [who visit this space / in this program] generally treat one another with respect, even across differences.
Belonging	I feel like I belong here.
Civic Engagement	I feel interested in getting involved in community activities.
Agency	I feel like I can have a positive impact on the people and community around me here.
Trust	I feel a sense of trust toward others.
Bridging, Intergroup Contact	I feel interested in interacting with other community members whose identities and backgrounds differ from mine.
Event/Program Evaluation	Is there anything else you would like to share? (For example: What, if anything, made this visit meaningful for you? Suggestions for improvement?)

Core Survey: Demographic Items

Demographics
Item
What is your gender? Man, Woman, Non-binary, Other
What is your age? 18–24, 25–34, 35–44, 45–54, 55–64, 65–74, 75–84, 85+
What is your sexual orientation? Asexual/Aromantic, Bisexual/Pansexual, Gay/Lesbian, Straight/Heterosexual, Other
What is your race/ethnicity? American Indian or Alaska Native, Asian, Black or African American, Hispanic or Latino, Middle Eastern or North African, Native Hawaiian or Pacific Islander, White, Other
How long have you lived in this community? I don't live here, Less than 2 years, 2–5 years, 6–10 years, 11–15 years, More than 15 years

Analyzing Community Compass Data

After a One-Time Event

These instructions will help your organization analyze and report the results of your Community Compass survey.

Specifically, they will serve as a guide to:

1. Download your data from Google Forms
2. Label and, if applicable, create variables (combinations of items, called "composites")
3. Calculate descriptive statistics for each demographic variable (e.g., averages, frequencies, percentages)

Let's jump in! And remember: If at any time you have questions about the process, please reach out to oncommonground@tpl.org.

1. Data Management: Download and Label Your Data

First, export your data from Google Forms into Google Sheets. On the "Responses" tab of your Google Form, click "View in Sheets" to export the data to a Sheet. If you used paper/pencil surveys-you can use this template here for data entry. Make a copy of the sheet for your data. You can see a sample of this spreadsheet with mock data here.

Note: If you added questions or changed the order of questions, you will need to make adjustments to your Google Sheet template.

Next, check to see if your variables are already labeled. If not, you can label them.

- For demographic variables, label the column as: age, sex, race/ethnicity, etc.
- For your outcome variables, label each column with the name of the item (e.g. agency, belonging)

2. Calculating Descriptive Statistics

You can summarize the sample's demographic characteristics as well as its responses to the Compass items with "descriptive statistics." We are interested in seeing the number of participants in the sample that were from each gender group, race, etc.

You will compute different statistics for different types of variables:

Numerical variables represent scores (e.g., on a 1–5 scale), and they should be computed as an average or a sum. This will include scores from the Compass items.

Categorical variables are labels, such as responses to questions about gender or political affiliation. You will need to assign a numerical code (e.g. woman = 1, man = 2, non-binary = 3)

to each category. While we can't compute an average from categorical variables, we can compute frequencies, e.g., count how many participants were coded as 1, 2, or 3.

To Calculate Descriptive Statistics for Numerical (e.g., Compass) Variables you'll want to get the average and standard deviation for each item. You will do this for all the numerical variables on your survey.

To calculate the average in Google Sheets:

- Create a table for each numerical variable with an empty cell next to average.

Belonging	
Average	
Standard Deviation	

- Click on this empty cell in the table and click "Insert" then "Function"
- Scroll up to the top of the Function menu and click "Average"
- Highlight the entire column of interest (not the label, only the data) then hit enter
- The average score should appear in the cell that was once empty

To calculate the standard deviation in Google Sheets:

- Click on the empty cell next to standard deviation in the table and click "Insert" then "Function
- Scroll to the statistical options, then click on STDEV
- Highlight the entire column of interest (not the label, only the data) then hit enter
- The standard deviation should appear in the cell that was once empty.

To Calculate Descriptive statistics for Categorical (e..g, Demographic) Variables you'll want to get the frequency for each item.

To calculate frequency in Google Sheets:

- Create a table for each categorical variable.

Gender – Frequency	
Woman (1)	
Man (2)	
Non-Binary (3)	
Total	

- Click on the empty cell next to each category in the tables for categorical variables
- Type in the cell = COUNTIF (highlight the entire variable column, "variable group")
- Do that for each category in each variable (e.g. you have to do that separately for each gender, political affiliation, race/ethnicity, etc)

To Calculate Descriptive Statistics for Compass items by Demographic Group

You might be interested in whether Compass item scores (e.g., belonging, agency) differ for people who belong to different demographic groups (e.g., gender, race/ethnicity, etc.).

To calculate descriptive statistics by demographic group in Google Sheets:

- Create a table for your numerical variable with rows for each category of the demographic of interest like below

Belonging X Gender	
Woman (1)	
Man (2)	
Non-Binary (3)	

- In the empty box next to each category, you'll type "=AVERAGEIF" and it will ask you to give it three pieces of information– (criterion_range, criterion, [average_range]).
    - ° Criterion_range: Highlight the whole column of data (not including the labels) for the category variable (e.g., gender).
    - ° Criterion: This is where you tell G-Sheets to give you information for a specific category, so if you wanted to look at belonging for women, you'd type "1".
    - ° Average_range: Highlight the whole column (not including the label) for the numerical variable (e.g., belonging). Press enter.
    - ° Do this for each group of the categorical variable.

With a Pre/Post Design

These instructions will help your organization analyze and report the results of your Community Compass survey.

Specifically, they will serve as a guide to:

1. Download your data from Google Forms.
2. Merge Multiple Sheets
3. Label and, if applicable, create variables (combinations of items, called "composites")
4. Calculate descriptive statistics for each demographic variable (e.g., averages, frequencies, percentages)

Let's jump in! And remember: If at any time you have questions about the process, please reach out to oncommonground@tpl.org.

1. Data Management: Download and Label Your Data

First, export your data from Google Forms into Google Sheets. On the "Responses" tab of your Google Form, click "View in Sheets" to export the data to a Sheet. You should have at least 2 Google Sheets–one for each time you collected responses to the survey. Open them both. If you used paper/pencil surveys– you can use this template here for data entry. Make a copy of the sheet for your data. You can see a sample of this spreadsheet with mock data here.

Label your variables
Next, check to see if your variables are already labeled. If not, you can label them. Check that the column headers in both sheets clearly indicate pre- or post-data and are consistent (e.g., "Pre Score" vs. "Post Score").

- For demographic variables, label the column as: age, sex, race/ethnicity, etc.
- For your outcome variables, label each column with the name of the item (e.g. agency, belonging.

Create composite variable
We need to calculate a composite variable for the attitude questions in the Compass.

- Create a column at the after the last "agreement with statement item" (right click last question column and click on "insert 1 right")
- Label it "CompassComposite"
- Click on the first cell on the first row below the "average" label and insert the "average" function
- Highlight the row for the columns that represent the questions you would like to average.

Merge Files

Then, to merge, you'll need to ensure that each person has a unique identifier (e.g., ID number). This identifier is crucial for matching pre- and post-data accurately.

- **Open the file containing the first time point of data.**
- Choose an empty column (or sheet) to import data from the second time point of data on file.
- Use the IMPORTRANGE function to pull data:
    - In a cell, enter: =IMPORTRANGE("URL_of_Post_File", "SheetName!Range"
    - Replace:
        - URL_of_Post_File with the URL of the second time point of the data file (in quotes).
        - SheetName!Range with the name and range of the data to import (e.g., Sheet1!A1:D).
    - Allow access when prompted.

- **Combine Data Using a Common Column**
- Ensure both sheets have the same unique identifier (e.g., Participant ID).
- Use the **VLOOKUP function** to combine corresponding data:
    - In the first time point file, add a new column for second time point data.
    - In a cell of the new column, enter: =VLOOKUP(A2, ImportedRange, ColumnIndex, FALSE)
    - Replace:
        - A2 with the cell containing the Participant ID
        - ImportedRange with the range name or range from the IMPORTRANGE function.
        - ColumnIndex with the column number in the post-intervention data range to retrieve (e.g., 2 for the second column).

2. Descriptive Statistics

You can describe your sample's demographic characteristics as well as its responses to the Compass items with "descriptive statistics." We are also interested in seeing the number of participants in the sample that were from each gender group, race, etc.

You will compute different statistics for different types of variables:

Numerical variables represent scores (e.g., on a 1–5 scale), and they should be computed as an average or a sum. This will include scores from the Compass items.

Categorical variables are labels, such as responses to questions about gender or political affiliation. You will need to assign a numerical code (e.g. woman = 1, man = 2, non-binary = 3) to each category. While we can't compute an average from categorical variables, we can compute frequencies, e.g., count how many participants were coded as 1, 2, or 3.

To Calculate Descriptive Statistics for Numerical (e.g., Compass) Variables you'll want to get the average and standard deviation for each item. You will do this for all the numerical variables on your survey.

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Average	
Standard Deviation	

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Man (2)	
Non–Binary (3)	
Total	

- Click on the empty cell next to each category in the tables for categorical variables
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To calculate descriptive statistics by demographic group in Google Sheets:

- Create a table for your numerical variable with rows for each category of the demographic of interest like below

Gender – Frequency	
Woman (1)	
Man (2)	
Non-Binary (3)	

- In the empty box next to each category, you'll type "=AVERAGEIF" and it will ask you to give it three pieces of information– (criterion_range, criterion, [average_range]).
    - ° Criterion_range: Highlight the whole column of data (not including the labels) for the category variable (e.g., gender).
    - ° Criterion: This is where you tell G-Sheets to give you information for a specific category, so if you wanted to look at belonging for women, you'd type "1".
    - ° Average_range: Highlight the whole column (not including the label) for the numerical variable (e.g., belonging). Press enter.
    - ° Do this for each group of the categorical variable.
- You'll also want to do this to compare pre and post columns as well.

Resources for Designing Inclusive Shared Spaces

The Common Ground Framework
Based on Trust for Public Land's extensive experience creating parks and protecting land with a diverse range of communities, this guide offers an evidence-based community engagement model, along with more than 50 recommended strategies for planning, programming, and design activities that are proven to help communities thrive.

Bridging Differences Playbook
As part of the Bridging Differences initiative at the University of California at Berkeley's Greater Good Science Center, this playbook synthesizes the core skills and strategies for bridging political, racial, religious, and other divides to support positive dialogue, relationships, and understanding between groups or individuals.

Cultivating Contact
This guide describes how to set the stage for people from different backgrounds to engage with each other in ways that foster trust and belonging, while also drawing on their similarities and differences to solve community problems. It reviews strategies that encourage people from different groups to work together as equals. It also provides materials that can help organizations begin to envision how they might assess the effectiveness of their contact programs. Cultivating Contact was produced in partnership with Welcoming America and the Intergroup Relations and Social Justice Lab at the University of Massachusetts Amherst.

Design for Belonging
Design for Belonging is a framework to support you to build greater belonging and reduce othering in your community.

End Notes

[1] Health and Human Services (2023). "Our Epidemic of Loneliness and Isolation: The U.S. Surgeon General's Advisory on the Healing Effects of Social Connection and Community." May 23. https://www.hhs.gov/sites/default/files/surgeon-general-social-connection-advisory.pdf

[2] The US Surgeon General has issued advisories for American parents and youth. See US Surgeon General (2024). Parents Under Pressure: The U.S. Surgeon General Advisory on the Mental Health and Well-Being of Parents. https://www.hhs.gov/sites/default/files/parents-under-pressure.pdf US Surgeon General (2021). Protecting Youth Mental Health. US Surgeon General (2021). Protecting Youth Mental Health. https://www.hhs.gov/sites/default/files/surgeon-general-youth-mental-health-advisory.pdf; US Surgeon General (2023). Social Media and Youth Mental Health. https://www.hhs.gov/sites/default/files/sg-youth-mental-health-social-media-advisory.pdf

[3] About 1 in 5 voters say that politics has hurt their relationships with family and friends. New York Times (2022). "Today's Politics Divide Parties, and Friends and Families, Too." October 18. https://www.nytimes.com/2022/10/18/us/politics/political-division-friends-family.html. In addition, Partisans believe that the outgroup party holds more extreme attitudes than they actually do. See More in Common (2019). "The Perception Gap: How False Impressions are Pulling Americans Apart." June 19. https://perceptiongap.us/. In addition, Americans believe that the members of the outgroup party dehumanize and hate them more than they actually do, and this increases a desire to maintain greater distance from outgroup members. Beyond Conflict (2020). "AMERICA'S DIVIDED MIND: Understanding the Psychology That Drives Us Apart." June 20. https://beyondconflictint.org/wp-content/uploads/2020/06/Beyond-Conflict-America_s-Div-ided-Mind-JUNE-2020–FOR-WEB.pdf

[4] Yougov (2023). "Polls from the Past: Democracy, Patriotism, and Trust in Other Americans." June 23. https://today.yougov.com/politics/articles/45867–polls-past-democracy-patriotism-trust-americans . See also: See Edelman Trust Institute (2024). "2024 Edelman Trust Barometer: Global Report." September 24 https://www.edelman.com/trust/2024/trust-barometer and Pew Research Center (2024). "Public Trust in Scientists and Views on Their Role in Policymaking." November 24. https://www.pewresearch.org/science/2024/11/14/public-trust-in-scientists-and-views-on-their-role-in-policymaking/.

[5] Walton Family Foundation. (2023). "Americans Views on Change and Collaboration." November 23. https://www.waltonfamilyfoundation.org/learning/americans-views-on-change-and-collaboration

[6] Walton Family Foundation. (2023). "Americans Views on Change and Collaboration." November 23. https://www.waltonfamilyfoundation.org/learning/americans-views-on-change-and-collaboration

[7] Recent momentum for this work can be seen in: Robert Putnam, with Shaylyn Romney Garrett

(2020), *The Upswing: How America Came Together a Century Ago and How We Can Do It Again*, Simon & Schuster; The American Academy of Arts and Sciences (2022). *Our Common Purpose: Reimagining American Democracy for the 21st Century*, https://www.amacad.org/ourcommonpurpose/report. Sam Pressler (2024). "Connective Tissue: Regenerating Connection within Communities, Reimagining the Role of Policy." June; and, Kaplan, S. D. (2023). *Fragile neighborhoods: Repairing American society, one zip code at a time.* Little, Brown Spark. In recent years, national and place-based initiatives focused on rebuilding connection across difference have proliferated. For a synthesis of philanthropy's role in advancing this work, see the Council on Foundations' first 2024 report, *Coming Together, Not Apart: How Philanthropy Supports Connection in a Time of Dangerous Division*, produced in partnership with New Pluralists and Philanthropy for Active Civic Engagement (PACE). For a scan of the many ways this work is being done, see the Council on Foundations' second report in the same series, *Coming Together, Not Apart: Inside the Work of Turning Conflict Into Collaboration*.

[8] Stand Together (2024). How should nonprofits measure success? It starts with the right metrics.

[9] Dragolov, G., Ignácz, Z., Lorenz, J., Delhey, J., and Boehnke, K.(2013).Social Cohesion Radar Measuring Common Ground: An International Comparison of Social Cohesion Methods Report. Bertelsmann Stiftung. Cited in, Democracy Funders Network, (2022). "A Funders Guide to Building Social Cohesion."

[10] Over Zero and The American Immigration Council. (2024). The Belonging Barometer: The State of Belonging in America. Revised ed.

[11] Kim, J., Sheely, R., Schmidt, C. (2020). Social Capital and Social Cohesion Measurement Toolkit for Community-Driven Development Operations. Washington, DC: Mercy Corps and The World Bank Group.

[12] Knack, Steven. "Trust, Associational Life, and Economic Performance", paper submitted to OECD, 2001. The correlation held true across the United States and 14 western European countries, even controlling for levels of income.

[13] One definition of social capital is: "the resources embedded in a social structure which are accessed and/or mobilized in purposive actions." See Lin, N. (2001). *Social Capital: A Theory of Social Structure and Action*. Cambridge: Cambridge UP.

[14] Aldrich, D. P., & Meyer, M. A. (2015). Social Capital and Community Resilience. *American Behavioral Scientist*, 59(2), 254–269. https://doi.org/10.1177/0002764214550299

[15] Tropp, L & Dehrone, T. (2022). Cultivating contact: A guide to building bridges and meaningful connections between groups. Washington, DC: American Immigration Council; 2022. 24 p. Available from: https://www.americanimmigrationcouncil.org/research/cultivating-contact.

[16] See Pettigrew, T. F., & Tropp, L. R. (2008). How does intergroup contact reduce prejudice?Meta-analytic tests of three mediators. *European Journal of Social Psychology*, 38(6), 922–934. See also Christ, O., Schmid, K., Lolliot, S., Swart, H., Stolle, D., Tausch, N., Al Ramiah, A., Wagner, U., Vertovec,

S., & Hewstone, M. (2014). Contextual effect of positive intergroup contact on outgroup prejudice. *Proceedings of the National Academy of Sciences*, 111(11), 3996–4000.

[17]Some of these individual items have been validated (see below), but the Compass as an instrument has not yet been validated.

[18]Objective measures capture observable, externally verifiable facts or behaviors—such as attendance counts, participation frequency, demographic characteristics, or measurable outputs—and are valuable for documenting what happened. Subjective measures, by contrast, capture peoples' lived experiences, perceptions, and internal states—such as feelings of belonging, trust, or openness to different perspectives—which are not directly observable but are essential for understanding how an experience was received and why it mattered. Together, objective and subjective measures can provide a more complete picture of impact.

[19]See Berkman, L. F., & Syme, S. L. (1979). *Social networks, host resistance, and mortality: A nine-year follow-up study of Alameda County residents*. American Journal of Epidemiology, 109(2), 186–204; and, Wickramaratne, P. J., et al. (2022). *Social connectedness as a determinant of mental health*. PLOS ONE.

[20]See Ali, T. "The Diversity of Our Social Relationships is Just as Important as Quantity in Staying Healthy as We Age," School of Public Health, University of Michigan.

[21]See: Pettigrew, T. F., & Tropp, L. R. (2006). *A meta-analytic test of intergroup contact theory. Journal of Personality and Social Psychology*, 90(5), 751–783. See also: Tropp, L. R. (2022). *Intergroup contact and prejudice reduction: A review of theory and evidence. (Publication source if available, otherwise note as unpublished review)*.

[22]Over Zero and The American Immigration Council. (2024). The Belonging Barometer: The State of Belonging in America. Revised ed.
https://www.projectoverzero.org/media-and-publications/belongingbarometer

[23]For instance, a recent study published in has found that people with diverse social networks tend to report higher social cohesion in their neighborhoods and, in turn, higher levels of well-being. See Ramos, M. et al. (2024). Variety Is the Spice of Life: Diverse Social Networks Are Associated with Social Cohesion and Well-Being. Psychological Science, 35(6), 665–680. https://journals.sagepub.com/doi/10.1177/09567976241243370

[24]In community psychology, "*shared emotional connection*" is one of the four classic elements of Psychological Sense of Community. See McMillan, D.W., & Chavis, D.M. (1986). Sense of community: A definition and theory. *Journal of Community Psychology*, 14, 6–23. Multiple scales – such as the Brief Sense of Community Scale (BSCS) – have operationalized it for community settings. See: Davidson, W. B., & Cotter, P. R. (1986). Measurement of sense of community within the sphere of city. Journal of Applied Social Psychology, 16, 608–619; and, Peterson, N.A., Speer, P.W. & McMillan, D. (2008). Validation of a brief sense of community scale: Confirmation of the principal theory of sense of community. *Journal of Community Psychology*, 36, 61–73. "Emotional connection" is made explicit in the Belonging Barometer, authored by Nichole Argo and Hammad Sheikh. See

Over Zero and The American Immigration Council. (2024). The Belonging Barometer: The State of Belonging in America. Revised ed. https://www.projectoverzero.org/media-and-publications/ belongingbarometer . This item was recently used in a Gallup survey. See Maese, E. (2025). "Community Cohesion Could Unlock Rural Leadership," Social and Policy Issues. November 9. https://news.gallup.com/poll/697217/community-cohesion-unlock-rural-leadership.aspx

[25]See: Ng, D., Lin, P., Marsh, N, Ramsay, J. (2025). "Associations between openness and intergroup attitudes: A facet level analysis," *Personality and Individual Differences*, v 236 (112985), https://doi.org/10.1016/j.paid.2024.112985. See also: Park, Y., Turetsky, K. M., Duckworth, A. L., & Tsukayama, E. (2025). Open-mindedness predicts racial, political, and socioeconomic diversity of real-world friendship networks. Group Processes & Intergroup Relations, 28(6), 1145–1167. https:// doi.org/10.1177/13684302251324887

[26]In Cultivating Contact, the item is: "I am motivated to understand the thoughts and feelings of people who are...", while in SCIM it is, "I am interested in learning about people who have different opinions or backgrounds than me." We chose a more passive framing to be inclusive of the less interactive experiences that can occur in shared spaces and experiences contexts. See: Tropp, L & Dehrone, T. (2022). Cultivating contact: A guide to building bridges and meaningful connections between groups. Washington, DC: American Immigration Council; 2022. 24 p. Available from: https://www.americanimmigrationcouncil.org/research/cultivating-contact
See also: Social Cohesion Impact Measurement Framework (SCIM). Bridging Movement Alliance Council.

[27]See Davidson, W. B., & Cotter, P. R. (1986). Measurement of sense of community within the sphere of city. Journal of Applied Social Psychology, 16, 608–619. See also Walton, G. M., & Cohen, G. L. (2007). A question of belonging: Race, social fit, and achievement. *Journal of Personality and Social Psychology*, 92, 82–96. https://www.goshen.edu/wp-content/uploads/sites/2/2016/08/ WaltonCohen2007.pdf. For a review of belonging items and pathways to belonging, see Hirsch, J. and Clark, M. (2019). Multiple Paths to Belonging That We Should Study Together," Perspectives on Psychological Science, v.14(2): 238–255.

[28]See Over Zero and The American Immigration Council. (2024). The Belonging Barometer: The State of Belonging in America. Revised ed. https://www.projectoverzero.org/media-and-publications/ belongingbarometer; also, Social Cohesion Impact Measurement Framework (SCIM). Bridging Movement Alliance Council. See also: Library SCIM, a collaboration between the Bridging Movement Goals and Measures Program and the International Research & Exchanges Board (IREX), sponsored by the Listen First Project.

[29]The SCIM item is, "People in my community respect others who do not share their values." Social Cohesion Impact Measurement Framework (SCIM). Bridging Movement Alliance Council.

[30]Psychological empowerment is a multidimensional construct that includes intrapersonal (emotional and one's perception of being empowered), *interactional* (inter-group relationships) and *behavioral* components (how one behaves). The *intrapersonal* component is defined as the way people perceive their capability to influence social and political systems important to them, their self-view of control, and the level of power they possess within their environment

(Zimmerman, 1990, 2000). See Opara I, Lardier DT Jr, Garcia-Reid P, Reid RJ. Measuring Intrapersonal Psychological Empowerment and Ethnic Identity: Highlighting Strengths of Urban Black Girls. Youth Soc. 2022 May;54(2):573–592. doi: 10.1177/0044118X20970226. Epub 2020 Nov 25. PMID: 35813075; PMCID: PMC9269979; and Eisman AB, Zimmerman MA, Kruger D, Reischl TM, Miller AL, Franzen SP, Morrel-Samuels S. Psychological Empowerment Among Urban Youth: Measurement Model and Associations with Youth Outcomes. Am J Community Psychol. 2016 Dec;58(3–4):410–421. doi: 10.1002/ajcp.12094. Epub 2016 Oct 6. PMID: 27709632; PMCID: PMC5161682.

[31]Tropp, L & Dehrone, T. (2022). Cultivating contact: A guide to building bridges and meaningful connections between groups. Washington, DC: American Immigration Council; 2022. 24 p. Available from: https://www.americanimmigrationcouncil.org/research/cultivating-contact

[32]These measures typically ask how interested group members are in contact with outgroup members. See Tropp, L. and Bianchi, R. (2006). "Valuing Diversity and Interest in Intergroup Contact," Journal of Social Issues, v.62(3): 533–551..

[33]See Center for Community Health and Evaluation. (2022). Measuring What Matters: A toolkit to learn step-by-step how to evaluate programs. https://www.kpwashingtonresearch.org/application/files/5616/4435/6916/MeasuringWhatMatters_CCHE_2022-update.pdf.

[34]We have assembled these ideas from a range of other toolkits and resources. See Center for Community Health and Evaluation. (2022). Measuring What Matters: A toolkit to learn step-by-step how to evaluate programs. https://www.kpwashingtonresearch.org/application/files/5616/4435/6916/MeasuringWhatMatters_CCHE_2022-update.pdf. See also: Essential Partners and Share Our America at 92NY's Belfer Center for Innovation and Social Impact. (2024). Share Our Organization Toolkit: A 5-Step Guide to Catalyze Organizational Change. https://whatisessential.org/resources/share-our-organization-toolkit-5-step-guide-catalyze-organizational-change

[35]The Listen First Bridging Movement Goals and Measures Community of Practice webpage is here: https://www.listenfirstproject.org/goals-and-measures. The "Best Practices for Survey Completion" document is here: https://docs.google.com/document/d/1MxTJYA5IC44sN0K0wdF58KMuwj6ywq2jW1ZbiYpyT60/edit?tab=t.0#heading=h.9cxts4jvu749