

# 2023 ANNUAL EVALUATION REPORT

# CBO-TEC PARTNERSHIP

Prepared For:

**The Environmental Collaboratory  
and The Waverley Street Foundation**

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## Acknowledgements

The following individuals across five organizations participating in the initiation of the Philadelphia Climate Justice Collective during 2022-2024 contributed to this report:

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### Partners from each organization engaged in at least three of the following evaluation activities:

- Co-construction of the **Guiding Principles and Data Sovereign Framework**
- Refinement of evaluation tools
- Completion of the Annual Project Evaluation Survey
- CBO Focus Group Participation
- Participation in collective and 1:1 Evaluator-CBO evaluation discussions
- Reflection meeting on the evaluation report and refining the draft Logic Model

# Executive Summary

This external evaluation focused specifically on the Community-Based Organization (CBO) and TEC partnership to continuously enhance effectiveness. Important to note is that the partnership is in its initial stage. Project goal progress and CBO-TEC partnership effectiveness were evaluated using an end-of-the-year online CBO-TEC Partnership Survey aligned to the Collective's co-constructed [Guiding Principles](#) and a 90-minute follow-up virtual CBO Focus Group. CBO partners informed survey refinements prior to administration. Partners from three out of four (75%) CBOs participated in the survey ( $n = 6$ ). The focus group was attended by partners ( $n=6$ ) from all four (100%) CBOs. Responses were aggregated to maintain confidentiality. The survey asked CBO partners to rate progress on their project-level goals supported by the Waverly Foundation grant, CBO-TEC partnership impact and indicators of CBO-TEC partnership effectiveness. Survey and focus-group open-ended questions asked CBO partners to elaborate on the survey results.

**Goal Progress** **100% OF PROJECT GOALS WERE INITIATED IN YEAR 1, AND 2 GOALS COMPLETED**  
Of 3 CBOs reporting, 100% of goals were initiated. Two goals (8.7%) were Completed, 10 goals (43.5%) had Significant Progress, and 11 goals (47.8%) had Some Progress.

**Impact** **100% CBO SURVEY PARTICIPANTS STRONGLY AGREED THE CBO-TEC PARTNERSHIP**

- Positively impacted CBO desire to engage in future CBO-TEC environmental projects
- Added value to individual CBO's environmental project
- Added value to environmental justice at-large

**100% CBO SURVEY PARTICIPANTS AGREED THE CBO-TEC PARTNERSHIP**

- Added value to individual CBO's missions
- Established conditions that will lead to long-term CBO-TEC collaborations

**Partnership Quality** **100% CBO SURVEY PARTICIPANTS RATED THE CBO-TEC PARTNERSHIP AS BETTER QUALITY THAN WITH OTHER UNIVERSITY PARTNERS**  
100% also reported Agree or Strongly Agree to all indicators of the CBO-TEC partnership quality as aligned to the [Guiding Principles](#). Factors influencing this quality included:

Partnership make-up	CBO expertise and experiences
	TEC Executive Director background and expertise
	Responsive and organized Project Manager
Partnership practices	Prior established trust with TEC leadership
	TEC demonstration of DEI and respect for community members
	Consistent and open communication
	Collaborative co-designing and co-determination of the experience
Partnership outcomes	Sharing of knowledge
	Advancement of CBO climate resiliency work and policy agenda
	Increased opportunity to hear from underserved and diverse community members
	Started laying the groundwork for capacity building, a longer-term process requiring larger funding and sustained resources/supports

## Three recommended actions for enhancing the CBO-TEC partnership:

**#1** Continue aligning partnership practices with the [Guiding Principles](#).

**#2** Increase opportunities for CBOs to converse with each other.

**#3** Engage in conversations around additional resources, tailored workshops, using the forum to convene relationships with philanthropic organizations, capacity building for sustained action, and reciprocal benefits of the partnership.

# Evaluation Purposes & Approach

## Evaluation Purposes

This external evaluation was part of a larger multi-year evaluation of the Philadelphia Climate Justice Collective (hereafter referred to as “the Collective”) and its funded projects in relation to The Environmental Collaboratory (TEC) objective. Each of the current four active community-based organizations (CBO) has a unique research project. However, CBO and projects are connected through the Collective, a key mechanism proposed to progress towards the ultimate objective of environmental justice.

In 2022-23 (Year 1), three main CBO-TEC activities were the establishment of the Collective, initiation of project goals, and co-construction of the [Guiding Principles](#) (see [Appendix A](#)). Accordingly, four evaluation purposes in Year 1 were to:

### TEC Objective



Create a platform to align the core functions of higher education – teaching and research – with a community driven and justice-centered approach to climate and environmental problem-solving.

1. Evaluate CBO and TEC partnership quality (Process, Implementation)
2. Evaluate CBO progress on project-level goals (Product, Outcome)
3. Evaluate CBO and TEC partnership immediate impacts (Product, Outcome)
4. Evaluate CBO and TEC partnership strengths and areas for further development (Process \* Product)

## Evaluation Approach

The evaluation was framed by the CIPP (Context > Input > Process > Product) evaluation model<sup>[1]</sup>, a cyclical model for continuous improvement<sup>[2,3]</sup> (see [Figure 1](#)).

This report focused on the CBO-TEC partnerships and CBO project goals. A “project” is defined as each CBO research initiative funded through TEC.

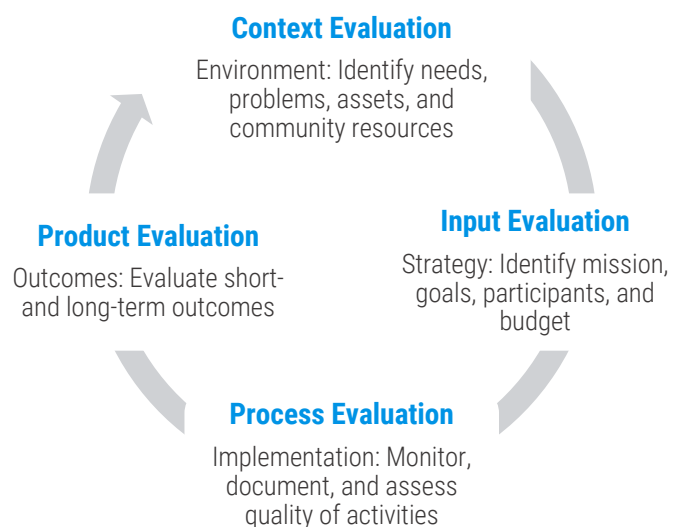


Figure 1. CIPP Evaluation Cycle

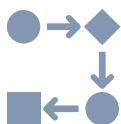
# Evaluation Questions & Utilization

## Questions

In Year 1, five evaluation questions were addressed:

1. To what extent was there **progress on project-level goals**, as reported by CBOs?
2. In what ways did CBOs describe any **immediate impacts** of the CBO and TEC partnership on their project goals?
3. What were CBOs' perceptions of the CBO and TEC **partnership effectiveness**?
4. How did CBOs describe the CBO and TEC partnership **strengths and areas for further development**?
5. What is the year 1 **logic model** for the Philadelphia Climate Justice Collective after one year of funding?

## Context and Utilization Aims



One key mechanism hypothesized towards the ultimate goal of justice-centered solution-based environmental problem-solving is the CBO and TEC partnership.

The CBO-TEC partnership was engaged in a planning phase in Year 1. As such, evaluation findings in Year 1 aimed to be utilized in at least two ways:

### Aim 1

Identify actions to enhance  
**CBO-TEC partnership effectiveness.**

### Aim 2

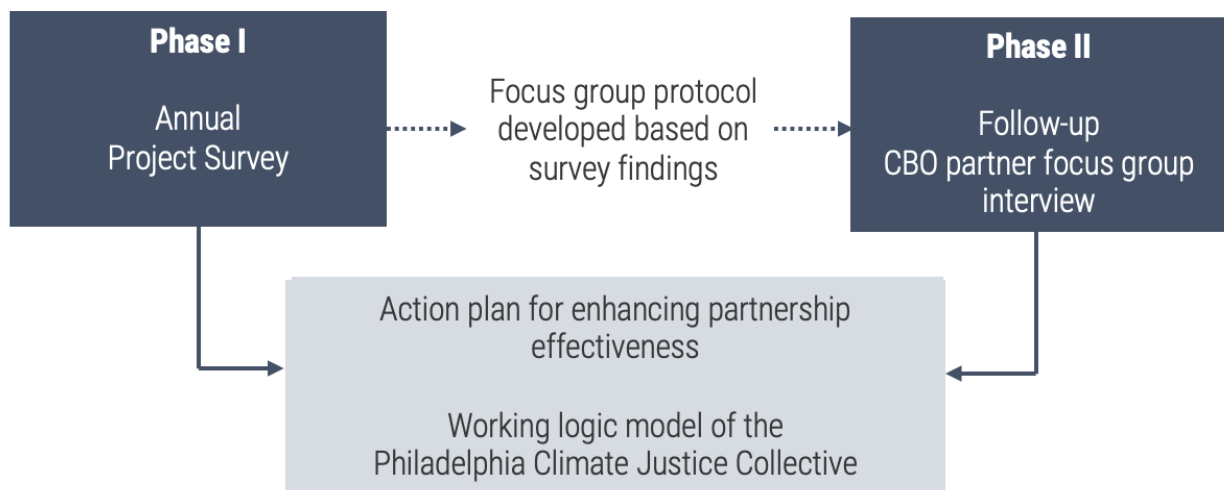
Develop and refine a  
**Philadelphia Climate Justice Collective logic model.**

# Evaluation Methods

## Design

A **mixed-methods** research design<sup>[4]</sup> using an intrinsic case study approach<sup>[5]</sup> was applied to address the six evaluation questions. The bounded intrinsic case of interest was the CBO and TEC partnership.

As illustrated in [Figure 2](#), quantitative (survey ratings) and qualitative data (written responses) were collected in **Phase I**. Findings informed the follow-up semi-structured focus group interview protocol (verbal discussion) in **Phase II**.



**Figure 2.** Mixed-Methods Design – Year 1

Phase I and Phase 2 findings informed: a) **action planning** for enhancing partnership effectiveness as one key mechanism of the Collective and b) an initial **logic model** illustrating the relationship(s) between components and intended impacts of the Collective.

## Data Collection and Participants

Prior to data collection, this evaluation was approved as “exempt status” by the Institutional Review Board at Drexel University. Procedures were in alignment with the Collective’s **Data Sovereign Framework**. Confidentiality of the data and was maintained using password-protected files only accessible by the evaluators. Any CBOs/partners named in the data were masked prior to reporting.



### Annual Project Survey

3 sections • ~ 20 minutes to completed • Completed Online • Voluntary

An Annual Project Survey consisted of close-ended rating scale and open-ended questions framed for CBO members to reflect specifically on their CBO project goals and CBO-TEC partnership during Year 1. Three iterations of survey refinements were made after 1:1 CBO-evaluator virtual meetings whereby CBO partners provided feedback on a draft survey. A summary of CBO feedback and survey refinements can be found in [Appendix B](#).

The final survey consisted of 3 sections asking partners to rate:

- Progress on their project-level goals
- CBO-TEC partnership impacts
- CBO-TEC partnership effectiveness as compared to their expectations, other universities, and multiple indicators of partnership quality aligned with the [Guiding Principles](#)

Additional open-ended questions asked partners to:

- Describe any significant challenges encountered in achieving project goals
- Describe any additional supports needed to achieve project goals
- Explain their survey ratings related to the CBO-TEC partnership effectiveness
- Describe CBO-TEC partnership strengths and areas for improvement

CBO partners were sent an e-mail invitation and provided 2 weeks to complete the survey. Two reminders were sent. Six CBO partners across three of four (75%) actively participating CBOs completed the Annual Project Survey. CBOs reported engaging in at least two of five activities through the Collective (see [Table 1](#)).

**Table 1. CBO Reported Engagement in the Collective**

Activity	% CBOs	# of CBOs
Individual meetings with TEC	100%	3 CBOs
Individual CBO meetings with the evaluation team	100%	3 CBOs
Monthly meetings with the Collective	67%	2 CBOs
TEC event in May 2023	67%	2 CBOs
Summer course through the Urban Health Collaborative	33%	1 CBO





### **CBO Focus Group Interview Protocol**

90 minutes • Evaluator facilitated • Virtual • Voluntary • Recorded & Transcribed

The CBO Focus Group Interview was a semi-structured 90-minute interview consisting of open-ended questions asking CBO partners to reflect and expand on each survey finding and interpretation. TEC leadership provided feedback on the interview protocol prior to the evaluators conducting the interview. CBO partners were sent an electronic e-mail invitation and Zoom link to participate.

Six partners across all four (100%) actively participating CBOs attended the CBO Focus Group Interview. Five of six partners from across three of four (75%) CBOs actively engaged (conversed) during the interview. After the conclusion of the interview, focus group participants were sent a \$10 electronic gift card.

## Data Analysis



### Annual Project Survey Responses

**Rating scale responses** were analyzed using descriptive statistics (frequencies, percentages) and graphically represented with appropriate charts/figures. To maintain anonymity, only aggregate findings across CBOs are shared in this report rather than by individual CBOs.

Measures of central tendency (e.g., means computed for sections or individual items) were not used due to a small sample size. As such, quantitative data in this report summarize an overarching story of the relationship experience between CBOs, on the whole, and TEC. While overarching results are shared in the body of the report, item-level survey findings are provided in the Appendices.

**Qualitative written responses** were analyzed using evaluation coding<sup>[6]</sup> comparing the written responses to the established **Guiding Principles** for the CBO-TEC partnerships as *a priori* themes. Each written response was treated as a unit of analysis to represent each voice. Multiple sub-coding techniques were used including descriptive (noting the topic and/or recommendation), *in vivo* (use of partners' words to as codes when appropriate), and magnitude (whether the participant comment was a strength or area of improvement for the CBO-TEC partnership) coding.<sup>[6]</sup> Interpretations drawn were member checked with CBO focus group interview participants and further refined.



### CBO Focus Group Interview Transcript

Content analysis<sup>[7]</sup> was conducted for each interview question through the following steps:

1. Became familiarized with the transcript
2. Defined the unit of analysis (i.e., coding segments)
3. Generated initial codes
4. Moved from codes to categories
5. Organized coded segments by category
6. Refined categories by collapsing or expanding
7. Identified exemplar quotes to support and illustrate each category

Qualitative data analysis concluded with mapping qualitative findings (categories and supporting quotes) to associated quantitative survey findings. This mapping provided context around the survey ratings and clarified/expanded upon the quantitative findings, common in mixed methods data integration.

# Findings

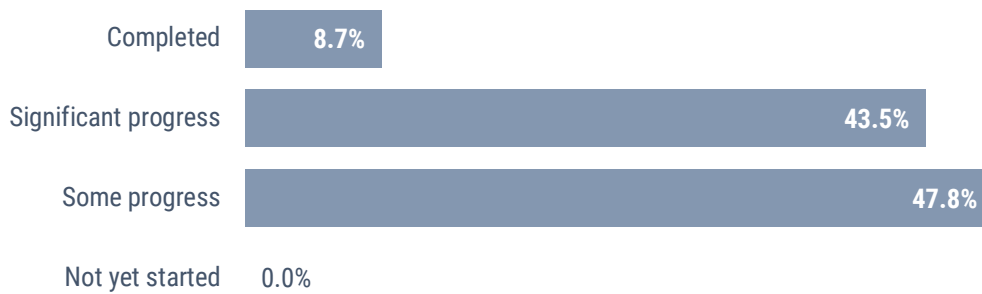
## CBO Progress on Project Goals

CBOs reported that 100% of project goals were initiated in Year 1.

CBOs were asked to rate their organization's Year 1 progress on their CBO-identified project goals. Across responding CBOs, 23 total goals were evaluated on a 4-point scale. [Figure 3](#) summarizes the percentage of goals by extent of progress, as reported by CBOs.

As described by the CBO partner focus group participants, the Collective continues to be in the “very foundation [and] planning stage.” This noted, of three CBOs reporting, efforts towards **100% of goals were initiated in Year 1**. Two goals (8.7%) were Completed, 10 goals (43.5%) had Significant Progress, and 11 goals (47.8%) had Some Progress.

**Figure 3.** CBO Project Goal Progress (out of 23 goals total)



Challenges that CBOs described encountering in achieving their project goals during Year 1 related to **internal CBO capacity/resource challenges** and **initial logistics challenges**. CBO partners identified **two additional supports** specifically to assist with their CBO-identified project goal progress:

Internal CBO Capacity Challenges	Initial Logistics Challenges	Additional Supports Identified Related to Project Goals
<ol style="list-style-type: none"> <li>1. “<b>Staff capacity</b> due to turnover and changes in portfolio of grants.”</li> <li>2. “<b>Limited staff</b> members.”</li> <li>3. “<b>Lack of resources</b> to serve the linguistic and cultural diversity of the immigrant communities...”</li> </ol>	<ol style="list-style-type: none"> <li>1. “...<b>time conflict</b> with Drexel intern.”</li> <li>2. “...a few challenges as we’ve <b>transitioned from one partner to the next.</b>”</li> <li>3. <b>Delay of funding</b> distribution.</li> <li>4. Technical issues with the “<b>JAGGAER system.</b>”</li> </ol>	<ol style="list-style-type: none"> <li>1. Distribute <b>funds earlier.</b></li> <li>2. Allocate <b>additional resources</b> for focus groups to include “diverse linguistic communities” that are “inaccessible due to limited English proficiency.” (1 CBO)</li> </ol>

## CBO and TEC Partnership Impacts

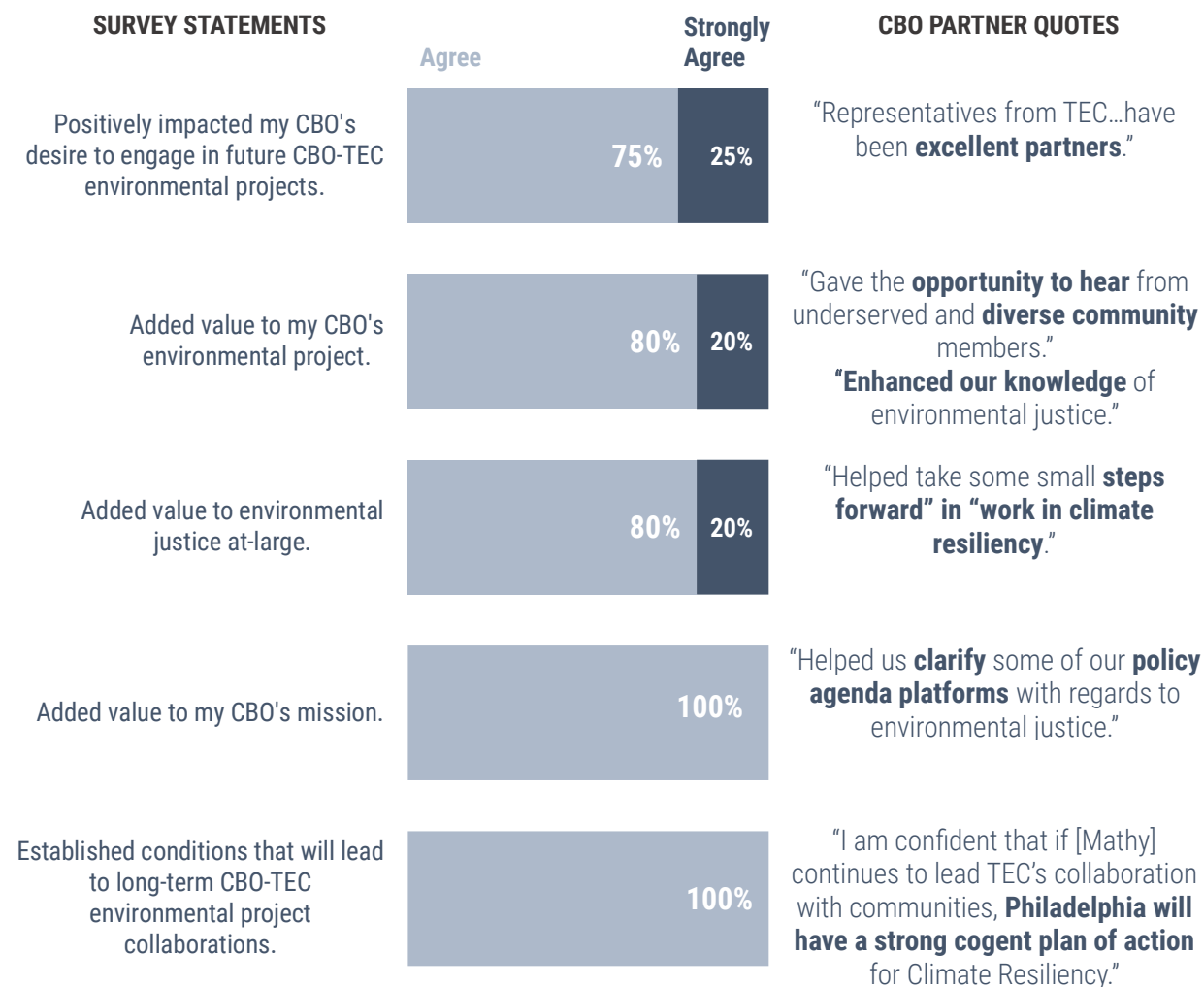
CBO-TEC partnerships resulted in multiple immediate impacts.



- CBOs were asked 5 items on a 4-point agreement scale (Strongly Disagree, Disagree, Agree, Strongly Agree) that were intended to evaluate the impact of the CBO and TEC partnership.
- All CBOs indicated some level of agreement across items.

**Figure 4** shows a slight variation in percent Agree and Strongly Agree across areas of potential impacts, as well as supporting CBO partner quotes. At the end of Year 1, CBO partner survey participants reported the **strongest agreement** with a **positive impact on their desire to engage in future CBO-TEC environmental projects**.

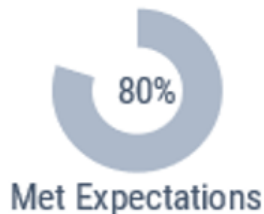
**Figure 4.** Agreement Ratings and Supporting Quotes for Year 1 CBO-TEC Partnership Impact



## Perceptions of CBO-TEC Partnership Effectiveness

100% of CBO survey participants rated the CBO-TEC partnership as Better Quality than with other university partnerships and 11 key factors contributing to this quality.

### Partnership Effectiveness Compared to CBO Expectations



- CBOs were asked to rate the extent to which collaborating with TEC on this project met their expectations on a 4-point scale of Did Not Meet My Expectations, Somewhat Met My Expectations, Met My Expectations, and Exceeded My Expectations.
- Four out of five respondents (80%) indicated their collaboration with TEC met their expectations with one individual (20%) rating that this collaboration Somewhat Met their expectations.

### Partnership Effectiveness Compared to Other University Partnerships



- To evaluate TEC and CBO collaboration, CBOs were asked how collaborating with TEC compared to collaborating with other university partners. A 6-point scale was used: Unsure – no prior experience, Poorer Quality, Somewhat Poorer Quality, Same Quality, Better Quality, and Much Better Quality.
- All five responding CBO survey participants (100%) indicated their collaborating experience with TEC was of Better Quality than with other university partners.

### Key factors emerged as contributing to the Better Quality:

Partnership qualities	<ul style="list-style-type: none"> <li>▪ Prior established “trust” with TEC leadership</li> <li>▪ Open conversations</li> <li>▪ “Co-design” and “co-determination” of the experience</li> <li>▪ “Consistent” communication</li> </ul>
CBO Partner Expertise and Experiences	<ul style="list-style-type: none"> <li>▪ Research “expertise” such as related to “co-ownership of data”</li> <li>▪ Representation of “50” different languages</li> <li>▪ “Equity and power balance perspective”</li> <li>▪ Individual experience as “an immigrant and a refugee”</li> </ul>
Background and Responsiveness of TEC	<ul style="list-style-type: none"> <li>▪ TEC Executive Director background and expertise</li> <li>▪ Project Manager responsiveness and organization</li> <li>▪ TEC demonstrated “DEI” such as through “respect” for community “voices and lived experiences”</li> </ul>

## CBO-TEC Partnership Effectiveness by Guiding Principle

CBO survey participants reported indicators of Equity & Promoting Power Balance as the strongest quality of the CBO-TEC Partnership.

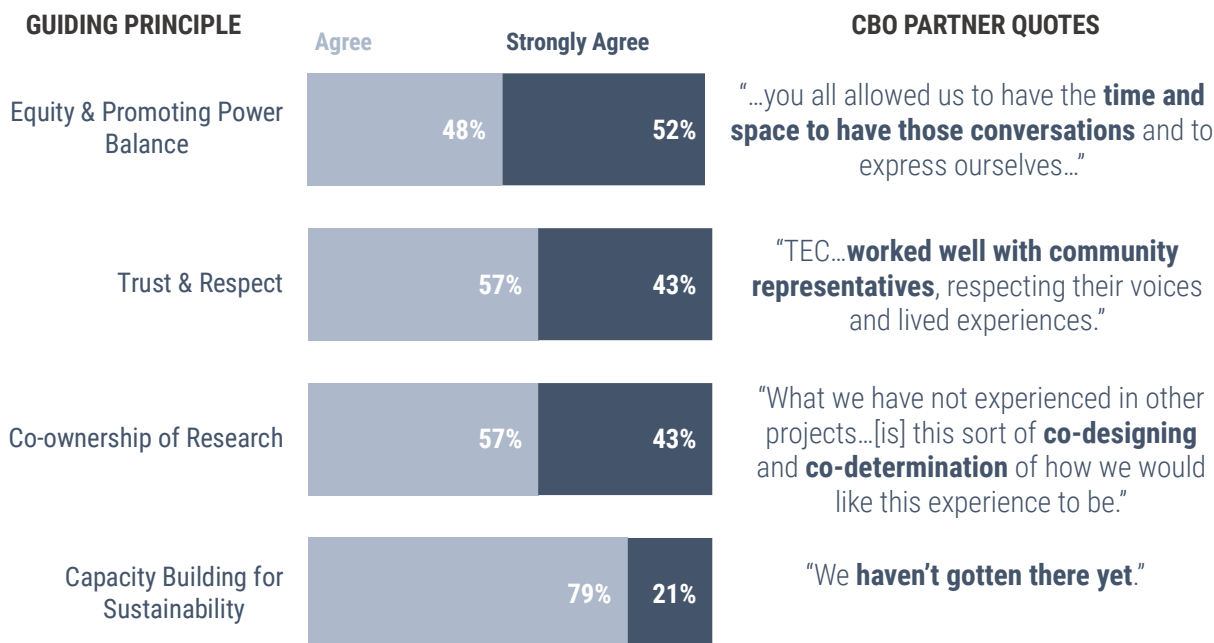
### Partnership Effectiveness by the Collective’s Guiding Principles



- CBOs were asked a series of questions on an agreement scale (Strongly Disagree, Disagree, Agree, Strongly Agree) for four areas representing CBO and TEC Collaboration **Guiding Principles**: 1) Equity and Promoting Power Balance (5 items); Trust and Respect (8 items); Co-ownership of Research (7 items); and Capacity Building for Sustainability (5 items).
- Across items and sections, **100% of CBO survey participants reported Agree or Strongly Agree with all indicators of the CBO-TEC partnership effectiveness**, as aligned to the **Guiding Principles**.

**Appendix C** provides percentages and frequencies of responses by survey item (indicators). **Figure 5** shows the percentage of CBO partners rating indicators of the **Guiding Principles** as Agree or Strongly Agree, as well as supporting quotes for each area. A slight variation in percent agreement was reported across indicators aligned with the **Guiding Principles**. CBO partners most frequently (52%) Strongly Agreed that indicators of Equity & Promoting Power Balance were present, while 21% Strongly Agreed and 79% Agreed that indicators of Capacity Building for Sustainability were present.

**Figure 5. Agreement Ratings for Year 1 CBO-TEC Partnership Effectiveness**



While the survey responses and focus group findings supported a highly effective CBO-TEC partnership in Year 1, CBO partner focus group participants emphasized that **the partnership is still in the initial planning phase.**

CBO focus group participants explained that **capacity building for sustainability is a long-term nonlinear process** requiring more resources.

More aligned with the scope of the current project is to **replace “Capacity Building for Sustainability” with “outcomes” or “supports.”**

— “ —  
We haven't gotten there **yet.**

We may be able to start thinking about laying the groundwork and have conversations in terms of defining what does capacity-building for sustainability look like for us...The investment is just not proportionate to it.

## CBO-TEC Partnership Strengths and Areas for Improvement

Open-ended survey and focus group findings were corroborated to develop a holistic list of the CBO-TEC partnership strengths and areas for improvement. [Table 2](#) lists 10 strengths that emerged and three opportunities for improvements related to the CBO-TEC partnership, as informed by CBO partner responses. Improvements centered around the **partner background and expertise, effective partnership practices** related to the [Guiding Principles](#), and **advancement of CBO work**. Improvements centered around exploring how to provide for equitable share of resources and tailored experiences based on individual CBO needs, as well as clearer communication regarding meetings and evaluation efforts at project start.

**Table 2. CBO Partner Identified Strengths and Improvements**

Strengths	
Partner background and expertise	▪ TEC Executive Director background and expertise
	▪ CBO expertise and experiences
	▪ Responsive and organized Project Manager
Effective partnership practices	▪ Established “trust” and “respect” (for TEC, CBOs, and communities)
	▪ TEC demonstration of “DEI”
	▪ “Consistent” and open communication
	▪ Collaborative “co-designing” and “co-determination of the experience”
Advanced CBO work	▪ Helped advance CBO work in “climate resiliency”
	▪ “...an opportunity to hear from underserved and diverse community members”
Improvements	
More clear Initial communication	▪ “More clarification from the beginning instead of adding additional meetings and evaluation comonents in the middle of the project.”
Increased tailored experiences	▪ “More tailored experiences to each CBO’s needs, priorities, and projects, as opposed to us as one homogeneous group. Both kinds of experiences and treatment are important.”
	▪ “...a more equitable share of the resources (if funding is successfully granted) would be helpful in supporting grassroots capacity to tackle environmental work.”



# Next Steps

## Recommended actions to enhance the CBO-TEC Partnership

The External Co-Evaluators generated three recommended next steps for the CBO-TEC partner consideration based on the evaluation findings that reflect CBO partner input (see [Table 3](#)).

**Recommended Action # 1** was informed by CBO partner survey participants ratings and focus group participants' elaborations supporting a highly effective CBO-TEC partnership in relation to indicators (i.e., survey items) of the [Guiding Principles](#).

**Recommended Action # 2** was informed by a recommendation shared during the CBO-TEC focus group interview among CBO partners.

**Recommended Action # 3** reflects six topics identified across the open-ended survey responses and CBO focus group as warranting further conversation between CBOs and TEC to identify next steps.

**Table 3.** Next Steps to Enhancing the CBO-TEC Partnership

Recommended Actions	
<b># 1 Continue partner practices</b>	Continue aligning partnership practices with the <a href="#">Guiding Principles</a>
<b># 2 Increased opportunities for CBOs to converse</b>	Build in opportunities for CBOs to converse with each other as part of the Collective strategy
<b># 3 Engage in CBO-TEC conversations</b>	Facilitate CBO-TEC conversations around topics A-F listed below.
<ul style="list-style-type: none"> <li>A. Resolutions for technical issues with the <b>JAGGAER system</b></li> <li>B. CBO needs for <b>equitable allocation of additional resources</b> to expand project goal(s)</li> <li>C. <b>Tailored workshops</b> based on individual CBO and partner needs to lay the foundation for building internal capacity</li> <li>D. How to use the “forum to convene <b>relationships with philanthropic organizations</b>”</li> <li>E. Defining <b>capacity building for sustained action</b> and necessary strategies and resources for sustainability</li> <li>F. <b>Reciprocal benefits of the CBO-TEC Partnership</b> and the Collective including those to TEC</li> </ul>	

## Appendix A. Survey Alignment to Principles

Survey Section		Evaluation Purpose and Principles Aligned
Engagement in activities		Describe the overall survey sample.
<b>Section 1 Project Goals</b>	Progress on CBO project goals	Monitor project goal progress.
	Challenges and additional supports needed	Inform CBO-TEC partnership action planning.
<b>Section 2 CBO-TEC Partnership</b>	Perceptions of CBO and TEC partnership effectiveness	Monitor CBO-TEC partnership health.
	• Equity and power balance	h, i-a, j
	• Trust and respect	b, c, f, i-b, i-c, l
	• Co-ownership of research	e, k
	• Capacity building for sustainability	a, d, e, g
Perception of overall CBO and TEC partnership quality		a-l
<b>Section 3 Impact</b>	Overall CBO and TEC partnership impact	Evaluate impact.
	Impact of CBO and TEC partnership on CBO project, mission, and environmental justice	e, g, j
	Areas for CBO and TEC partnership improvement	Monitor partnership health and action planning.

### Principles

- a. Invest financially in community members.
- b. Engage people during times that work best for them.
- c. Community knowledge must be respected.
- d. Technical assistance must be delivered to empower community driven processes.
- e. Build/support community infrastructure for sustaining the work.
- f. Respect the challenge of time of community member participation.
- g. Assist in building the community capacity for leadership for sustaining work.
- h. Respect the frustration of being historically marginalized.
- i. Trust must be earned:
  - i-a: Given the history of marginalization and failure of establishing equal partnerships.
  - i-b: Consistency – show up and keep showing up.
  - i-c: Don't over promise and not deliver.
- j. Institutions that partner with community groups must leverage their access, and reputation to advance the community agenda – not side with power.
- k. Community must co-own/be recognized with the products of research.
- l. Build a sense of commonality and meet people where they are at.

## Appendix B. Survey Feedback



### Summary of Project Outcome Survey Changes

#### Philadelphia Climate Justice Collective

November 2023



The Methods Lab met with 3 community-based organizations virtually to collect feedback on the Project Outcome Survey.



Survey revisions are outlined below.

Survey Section	Revisions Based on CBO Feedback
<b>Directions and Items</b>	Throughout the survey, it is now specified that survey responses are for the relationship between the CBO and The Environmental Collaboratory (TEC) rather than Drexel at large.
<b>Section 1 Progress on your CBO Project Goals</b>	Revised rating scale based on feedback to: <i>Not yet started, Some progress, Significant progress, Completed</i>
<b>Section 2 Perceptions of your CBO and TEC partnership effectiveness</b>	<p><b>Equity and Power Balance:</b></p> <ul style="list-style-type: none"> <li>Two items were removed (focused on “leverage”)</li> </ul> <p><b>Trust and Respect:</b></p> <ul style="list-style-type: none"> <li>One item was removed because it was repetitive with another item (“partners routinely work together”)</li> <li>One item had wording revised (work “demands” to work “capacity”)</li> </ul> <p><b>Co-ownership of Research:</b></p> <ul style="list-style-type: none"> <li>Items were revised to align with the Collective’s current <i>Data Protection and Sharing Framework</i></li> <li>NA (not applicable) response option added</li> </ul> <p><b>Capacity Building for Sustainability:</b></p> <ul style="list-style-type: none"> <li>NA response option added since some activities are not relevant to all CBO’s</li> <li>Types of resources specified in an item asking about resources provided through the partnership</li> </ul> <p><b>Open-Ended Questions:</b></p> <ul style="list-style-type: none"> <li>Participants prompted based on how they rated prior overall expectations and collaboration comparison items</li> </ul>
<b>Section 3 Impact of CBO-TEC Partnership</b>	<ul style="list-style-type: none"> <li>One item removed because it focused on CBO-CBO relationships instead of CBO-TEC partnership (focus of this survey)</li> <li>Revised item language from “my value for” to “my desire to...”</li> <li>One item was removed because not aligned to goals of the collective (impact on CBO “ability to engage in CBO-university environmental projects”)</li> </ul>



## Appendix C. CBO-TEC Partnership Effectiveness Ratings

### Item-Level Survey Results (Ordered by % agreement)

#### Equity and Power Balance

Equity and Power Balance:	Strongly Disagree	Disagree	Agree	Strongly Agree
A. I felt my CBO's voice was heard in project decision-making.	–	–	40% (2)	60% (3)
B. My CBO and TEC established expectations to promote equitable participation in all phases of the work.	–	–	40% (2)	60% (3)
C. My CBO and TEC established a shared understanding of my CBO's project goals.	–	–	50% (3)	50% (3)
D. TEC demonstrated respect for the frustration of individuals who have been historically marginalized in my CBO's community.	–	–	67% (4)	33% (2)
E. My CBO and TEC had equal power in project decision-making.	–	–	67% (4)	33% (2)

#### Trust and Respect

Trust and Respect:	Strongly Disagree	Disagree	Agree	Strongly Agree
A. My CBO and TEC respected one another's diverse perspectives.	–	–	33% (2)	67% (4)
B. My CBO followed through on commitments to the partnership with TEC.	–	–	50% (3)	50% (3)
C. TEC followed through on commitments to the partnership with my CBO.	–	–	60% (3)	40% (2)
D. My CBO was engaged during times that worked best for us.	–	–	67% (4)	33% (2)
E. TEC considered the challenge of time of community member participation in my CBO's project.	–	–	67% (4)	33% (2)
F. My CBO and TEC communicated effectively to advance my CBO's project goals.	–	–	67% (4)	33% (2)
G. TEC took into account my CBO's work capacity.	–	–	83% (5)	17% (1)
H. My CBO and TEC established routines that promoted collaborative decision-making.	–	–	83% (5)	17% (1)

## Co-Ownership of Research (Ordered by % agreement)

Co-ownership of Research:	Strongly Disagree	Disagree	Agree	Strongly Agree	N/A
A. My CBO has upheld the Collective's "Data Sovereignty Framework."	–	–	–	100% (3)	–
B. My CBO and TEC shared knowledge that contributed to my CBO's environmental research project.	–	–	50% (2)	50% (2)	–
C. My CBO and TEC shared tools and methods that can be used for my CBO's environmental research project.	–	–	50% (2)	50% (2)	–
D. TEC has acknowledged my CBO as a partner in disseminations (publications, media, reporting).	–	–	50% (2)	50% (2)	–
E. TEC has upheld the Collective's "Data Sovereignty Framework."	–	–	67% (2)	33% (1)	–
F. My CBO and TEC shared ideas that contributed to my CBO's action planning.	–	–	80% (4)	20% (1)	–
G. My CBO has acknowledged TEC as a partner in disseminations to the community.	–	–	80% (4)	20% (1)	–

## Capacity Building for Sustainability (in action)

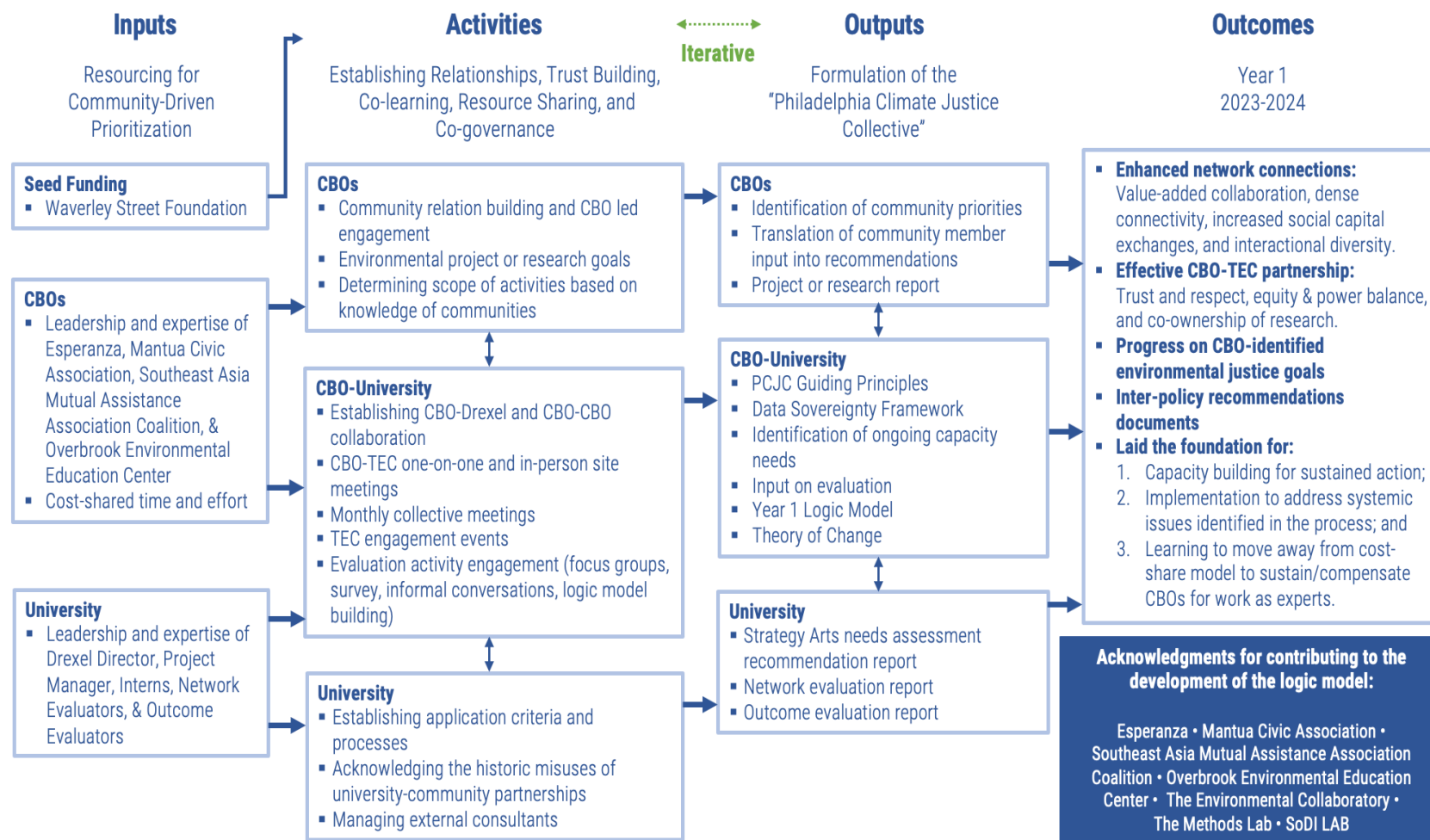
Capacity Building for Sustainability:	Strongly Disagree	Disagree	Agree	Strongly Agree	N/A
A. The partnership between my CBO and TEC is helping to build community infrastructure for environmental efforts.	–	–	60% (3)	40% (2)	–
B. The partnership between my CBO and TEC is generating research capacity in my CBO to empower community-driven environmental projects.	–	–	75% (3)	25% (1)	–
C. The partnership between my CBO and TEC fostered my CBO's desire to engage in continued collaborative environmental efforts.	–	–	80% (4)	20% (1)	–
D. The partnership between my CBO and TEC is assisting in building community leadership for sustaining environmental work.	–	–	80% (4)	20% (1)	–
E. My CBO was connected to capacity building resources (such as education, student support, consultants, grant prep) by TEC that helped advance our project goals.	–	–	100% (5)	–	–

## Appendix D. Draft Year 1 Logic Model

Draft logic model developed after CBO and TEC input collected in June 2024.

### Developing Community Driven-University Supported Climate Justice Partnerships

Year 1 • 2023-2024 • Draft Logic Model



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