CIVICWELL

CivicSpark

2021-2022
Final Evaluation Report

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Contents

Background & Introduction

In recent decades, environmental resiliency has become an increasing concern in communities around the world. The effects of climate change, for instance, have started to negatively impact people and the environment in myriad ways. To address this issue, in 2006 the California State legislature enacted a set of ambitious goals aimed at reducing greenhouse gas emissions by 15 percent below 1990 levels before the year 2020. In 2016, this legislation was updated to deepen and extend goals out to 2050. The State's integrated plan for achieving these goals includes a multi-pronged approach to safeguard California against the adverse effects of climate change.

While participation from almost all sectors of the economy is needed to accomplish the goals set forth by the California legislature, a large portion of the responsibility for implementing resiliency strategies falls to local governments – cities, counties, regional agencies, schools, and special districts. However, many local agencies are not equipped with the tools and resources necessary to effectively carry out these efforts. For instance, local governments are often without dedicated staffing, data, formal plans, or mechanisms to implement and track progress on initiatives. As such, in order to meet state goals, there is a significant need for increased capacity among agencies and organizations responsible for achieving environmental resiliency goals. For California to meet its ambitious goals and to prevent significant, negative impacts on California's economy and environment, local governments need expanded capacity to manage the new research, planning, and implementation tasks required.

The CivicSpark program is designed to address these issues by building the capacity for local governments to address emerging environmental and social equity resilience challenges such as climate change, water resource management, affordable housing, and mobility. As a Governor's Initiative AmeriCorps program administered by CivicWell (formerly the Local Government Commission), CivicSpark engages skilled AmeriCorps Members to work collaboratively with government agencies ("beneficiaries") on research, planning, and implementation projects in pursuit of advancing local environmental and equity initiatives. Each year, CivicSpark places AmeriCorps Fellows with local governments around the state in need of technical assistance and support on environmental and social equity resiliency projects. During the 11-month service year, Fellows work in collaboration with their host agency to complete research, planning, and implementation projects, all of which build the capacity of local governments to address specific environmental and social equity needs. Through this experience, not only do local governments receive dedicated project support, but Fellows are able to gain valuable professional development experience.

Such an intervention builds capacity for local governments by providing beneficiaries with: (1) tangible, written products that provide stakeholders and staff with concrete, actionable information and resources, (2) opportunities to engage new stakeholders into climate initiatives, and (3) direct experience working with the new resources they need to integrate climate concerns into existing skills and responsibilities. In the longer-term, CivicSpark contributes to a more effective statewide climate change response by building regional networks, creating a statewide platform to disseminate effective strategies and resources, and strengthening state and local coordination.

In 2018, CivicWell contracted with LPC Consulting Associates, Inc. (LPC) to evaluate CivicSpark's ability to help beneficiaries achieve their project goals and to increase the capacity of local governments to address environmental and social equity resilience challenges. While the evaluation was originally launched in 2019, it was postponed until 2021 due to disruptions caused by the COVID-19 pandemic.

This report presents the results of a quasi-experimental evaluation study comparing beneficiary agencies from the 2021/22 service year with a comparison sample of local government agencies not receiving services from CivicSpark. The report describes outcomes related to changes in agency capacity, capacity improvements, as well as goal achievement across intervention and comparison groups, and concludes with results from beneficiary interviews that highlight program impact and suggestions for program improvement.

Methodology

Study Design

The evaluation of the CivicSpark program focused on examining the degree to which local government agencies' capacity to enact their environmental resiliency projects is affected by CivicSpark support. The evaluation employed a quasi-experimental design, using a pre- and post-test assessment with a comparison group of local government agencies not served by CivicSpark to measure goal achievement and changes in capacity over time. The evaluation sought to answer the following research questions:

Research Questions

1. Do local governments increase their capacity to address climate change during the program?

2. Does AmeriCorps service result in beneficiaries' achievement of climate capacity goals? Which goals (i.e., staff, project, knowledge sharing) are more often met and why?

3. Do local governments who receive CivicSpark support demonstrate a greater increase in capacity and goal achievement than local governments not receiving the services?

4. What are the perceived intermediate and long-term outcomes of the CivicSpark program according to beneficiaries?

The evaluation utilized a quasi-experimental time series design using a pre- and post-test assessment with a comparison group to measure changes in capacity. While a randomized control trial (RCT) is preferable for attributing causal relationships, due to the current process used to approve local governments to participate in the program, and the importance of maintaining existing long-term relationships with several local government agencies, CivicWell determined that it would not be feasible to randomly assign participating governments to a comparison group or intervention group. As such, the evaluation instead measured program outcomes by comparing capacity and goal achievement before and after implementation, among both the intervention and comparison groups. The evaluation also examined program impact on local government capacity via qualitative interviews with beneficiary representatives, which were used to further define and understand survey outcomes.

This evaluation design allowed CivicWell to answer questions about the effectiveness of the CivicSpark program by eliminating some of the confounding factors present in the non-experimental evaluations previously conducted. The addition of a comparison group added to the validity of results by controlling for the influences that local governments may undergo during the study period. Using this design, CivicSpark will be able to determine the extent to which changes in capacity are due to external factors or to the program itself.

Measurement Tools

This study utilized a Pre- and Post-Capacity Assessment Survey to measure changes in environmental and social equity resiliency capacity and goal achievement. Both surveys were administered online via Alchemer to the intervention and comparison group.

The Pre-Survey (Appendix A) consisted of approximately 20 questions, including both open- and closed-ended question types. This survey served as a baseline measure of local government capacity in a number of climate action domains, including: (1) overall agency capacity, (2) understanding of climate impacts, (3) program and service delivery capacity, (4) stakeholder support, (5) policy awareness, and (6) resource awareness. Under each of these domains, respondents rated themselves on various items using a 5-point Likert scale. The Pre-Survey also captured qualitative data about local governments' goals related to climate action, and descriptive characteristics about the respondent and the agency.

The Post-Survey (Appendix B) served as an endpoint measure of local government capacity and largely mirrored the Pre-Survey. The Post-Survey include additional questions about the agency's achievement of climate action staffing, project, and knowledge sharing goals.
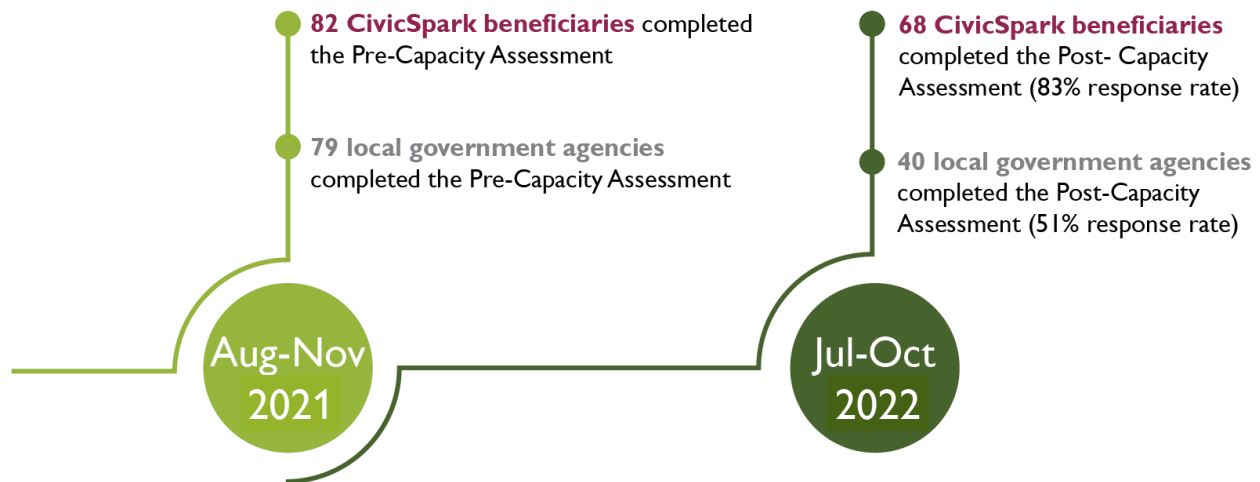
Sample

The sample for this study included a census of all CivicSpark beneficiary agencies during the 2021/22 service year. The initial comparison group sampling frame was constructed based on CivicWell's existing contacts and 2019 survey respondents. To recruit local government agencies for a comparison group, CivicWell staff emailed the Capacity Assessment Pre-Survey to a distribution list of all local governments in California that were not CivicSpark beneficiaries, explaining the purpose of the survey and requesting their participation in the study. Given the low response of comparison agencies, the CivicWell team drew upon its networks to increase the sampling frame and also pulled additional names from a purchased list of approximately 3,000 California elected officials.

Data Collection

Data collection for the evaluation spanned 15 months. Quantitative data for the study was collected at two points in time. The Pre-Capacity Assessment Survey was administered online via SurveyMonkey to both the intervention and comparison group before CivicSpark service commenced (August-November 2021). The Post-Capacity Assessment was administered using the same process after the service term concluded (July-October 2022). At each administration, agencies received up to four reminder emails, and CivicWell staff made follow-up calls to some comparison group respondents to encourage completion of the post-survey.

Unfortunately, comparison responses lagged behind beneficiary responses on both the pre-survey and the post-survey, despite survey reminders and incentives offered. In total, 79 comparison group agencies completed the Pre-Survey and 40 completed the Post-Survey (a 51% response rate). A total of 82 beneficiary agencies completed the Pre-Survey and 68 completed the Post-Survey (an 83% response rate). Additional data cleaning steps, described in Appendix C, resulted in valid responses from 63 beneficiary agencies and 33 comparison group agencies.

Figure 1. Survey Data Collection Timeline

82 CivicSpark beneficiaries completed the Pre-Capacity Assessment

79 local government agencies completed the Pre-Capacity Assessment

Aug-Nov 2021

68 CivicSpark beneficiaries completed the Post- Capacity Assessment (83% response rate)

40 local government agencies completed the Post-Capacity Assessment (51% response rate)

Jul-Oct 2022

Matching Procedure

The evaluation team performed a propensity score matching procedure to match local government comparison agencies with CivicSpark beneficiaries. Beginning the matching procedure, the sample included 63 cases from the intervention group and 33 cases from the comparison group. To create the propensity scores, four variables were used: (1) population, (2) revenue per capita, (3) agency type, and (4) perceived capacity to address climate change. Multicollinearity between these variables were examined and all scaled generalized variance inflation factors (GVIFs) were close to one, indicating that there was little correlation between each predictor variable and the remaining predictor variables.

Next, the model was created using one-to-one matching and the optimal algorithm, without caliper and without replacement (see Appendix D for additional details about the matching procedure). To assess balance, the Std. Mean Difference (SMD), empirical Cumulative Distribution Function (eCDF) statistics, variance ratios, and several visual diagnostics were examined. In this model, the SMDs were close to 0, as were the eCDF statistics, indicating good balance. Although variance ratios were less than ideal (population and perceived capacity were less than 0.5), given that other measures reflected relatively good balance in the model, and that moderate imbalance can be expected in small samples, even if the propensity score model has been correctly specified (Austin, 2009), this is acceptable (see Appendix E for details about the quality of the matching model).

To visually assess balance, a jitter plot, empirical quantile-quantile (eQQ) plots, a histogram of propensity scores, and density plots were created (see Appendix E). Most importantly, the jitter plot demonstrated that there was satisfactory overlap in the propensity score distribution between the matched intervention group and the matched comparison group. Following the matching procedure, the sample consisted of 33 intervention cases and 33 comparison cases.

Next, a confirmatory analysis of the matching process was performed. Respondent and agency characteristics (including the variables used in the matching procedure) as reported on the Pre-Survey were calculated using simple frequencies and percentages for the intervention group (n=33) and the comparison group (n=33). To identify any statistically significant differences in characteristics across the two groups, the analysis included chi-square tests for dichotomous and categorical variables and t-tests for continuous variables (see Appendix F). No variables were significantly different across the two groups, with the exception of how the long the project had been going on (p=0.012).

Analysis Approach

Analysis of Pre- and Post-Service Capacity Assessment Survey data was conducted using R. Change in agency capacity (RQ#1) was measured by comparing baseline and endpoint data for the intervention group and the comparison group. Analysis included the calculation of absolute change and percent change in each of the domain scores, as well as total average change by group. T-tests and/or chi-square tests were performed within each group, to determine statistical significance of change over time on each survey item.

Before analyzing capacity domain scores, items measuring the same domain were combined to create a composite score representing a measurement of each latent variable (e.g., understanding of climate change, policy awareness, etc.). Using Cronbach's alpha, the evaluation team examined patterns in correlation between the items measuring the same latent variable, and omitted any outliers from the composite score. A mean of the remaining items served as the composite score for each domain.

To assess the difference in capacity building between the intervention and comparison group (RQ#3), the analysis included the estimation of bivariate logistic regression models and linear regression models predicting change in capacity and goal achievement using group type (i.e., intervention or comparison) as the predictor variable. To control for significant differences (p<0.05) in agency characteristics across groups, the analysis estimated multivariate regression models predicting capacity change using group type and other variables with statistically significant differences as independent variables.

Next, an analysis of the relationship between capacity building and goal achievement (RQ#2) was conducted. Using data from the intervention group, logistic regression models were estimated using change in capacity as the predictor variable and achievement of goal as the dependent variable. A similar analysis using the entire sample helped determine, in general, whether increases in capacity among local governments predicts the achievement of different project goals. Models were tested both using an index of the capacity variables as the predictor, as well as including all capacity variables in the models as predictors.

Due to the high degree of attrition in the comparison group, nonresponse bias was examined by comparing outcomes of beneficiaries included in the final sample to the outcomes of beneficiaries dropped from the sample due to attrition from their comparison group counterpart. A similar analysis was performed comparing pre-survey capacity of comparison group agencies that responded to the post-survey to the comparison agencies that did not respond to the post-survey. A t-test or chi-square test was used depending on variable type. There were no significant differences in

capacity or goal achievement outcomes between the two beneficiary groups, and no significant differences in pre-survey capacity between the two comparison groups, suggesting minimal nonresponse bias on the items of interest.

Beneficiary Interviews

To understand the perceived long-term outcomes of the CivicSpark program (RQ#4), qualitative interview data for the study was collected at the conclusion of the 2021/22 service year. To collect interview data, the evaluator (LPC) developed a semi-structured interview protocol (Appendix G) in collaboration with CivicWell staff to guide the beneficiary interviews. CivicWell staff selected a purposive sample of 20 Fellow supervisors as interview candidates, with attention to a diversity of jurisdictions, agency types, and geographic location. In May and June 2022, LPC contacted the site supervisors and conducted one-on-one virtual interviews with 12 supervisors.

The evaluation team examined beneficiary interview data using content analysis to surface themes in qualitative responses as well as frequencies for responses to any close-ended interview questions. This data was used to further evaluate beneficiary outcomes and the impact of CivicSpark from the perspective of participating beneficiary representatives, deepening the understanding of program outcomes in order to gain a richer perspective on the "how" and "why" behind the outcomes observed.

Study Limitations

There were several main limitations to this evaluation. First, it was not feasible to use random sampling to recruit local governments for the evaluation or to randomly assign local governments to intervention and comparison groups. Thus, beneficiary agencies that self-select into the program could be fundamentally different from the comparison group agencies on a number of unmeasured characteristics that may influence the outcomes of interest. Similarly, individual respondents to the Pre- and Post- Service Capacity Assessment will be self-selected, instead of selected via within-agency random sampling. These individuals may respond differently from their colleagues on the variables of interest, which could lead to biased results.

Second, the success of this study depended on access to a comparison group that matched the intervention group on the identified characteristics. Unfortunately, there were limitations associated with achieving and retaining a quality match for each beneficiary case. First, the study was not able to recruit enough comparison agencies to provide a one-to-one match with all the beneficiary agencies. In most studies using matching procedures, the intervention sample tends to be smaller than the comparison sample; however, in this study, the opposite was the case. Because of this, it was necessary to drop beneficiaries from the sample, resulting in a smaller sample size and thus less power to detect the expected effects. This challenge was coupled with attrition among the comparison group, despite individualized telephone follow up, the offer of a gift card, and an offer to send survey results to all participants. Comparison agencies did not have the same ongoing

connection with the CivicSpark program or the obligation to complete the survey as did the beneficiaries. Furthermore, the Local Government Commission rebranded as an organization during the study, changing its name to CivicWell and changing staff email addresses. This could have impacted comparison agencies' completion of the Post-Survey, if for instance, communication sent from the new staff email addresses were flagged as spam. Although attrition resulted in a smaller sample size, and thus less statistical power, a nonresponse bias analyses found that the capacity characteristics of agencies that did not participate in the Post-Survey were not statistically different than those that did respond to the survey, suggesting that attrition did not strongly impact the evaluation results.

Finally, other potential sources of bias in the data may exist, such as measurement biases associated with the assessment survey tool and the way the survey was administered. In particular, self-reported data may be correlated with participation in the CivicSpark program. For example, beneficiaries are required to complete the survey as part of their participation in the program, and because the survey is not anonymous, survey respondents may have had different motivations in answering questions than did comparison agencies. Also, there were several instances where the person who responded to the pre-survey for an agency was not the same individual who responded to the post-survey for that agency. This could introduce measurement error, as changes in response may be due to change in respondent and not to actual change at the agency level. Findings should be interpreted in light of these potential biases.

Capacity Assessment Results

Goal Achievement

Beneficiaries and comparison group agencies identified their project goals in the following three areas at the beginning of the service year, and reported on their achievement of the same goals at the conclusion of the year:

Program development	program and service accomplishments
Agency understanding	technical knowledge or resource understanding capacities
Stakeholder engagement	stakeholder interest, involvement, and communication

When comparing the percentage of agencies that met or exceeded their stated goals, survey results indicate that a significantly greater percentage of CivicSpark beneficiaries met or exceeded their goals in each of the three categories, as compared to the comparison agencies (see Figure 2).

Figure 2. Comparing Goal Achievement

A greater percentage of **CivicSpark beneficiaries** (n=33) achieved their goals related to their resiliency project, as compared to the **local government agencies not in the program** (n=33).

Program Development Goals Met
CivicSpark beneficiaries: 73%
Comparison agencies: 36% **

Agency Understanding Goals Met
85%
27% ***

Stakeholder Engagement Goals Met
73%
33% **

**p < .01; ***p < .001

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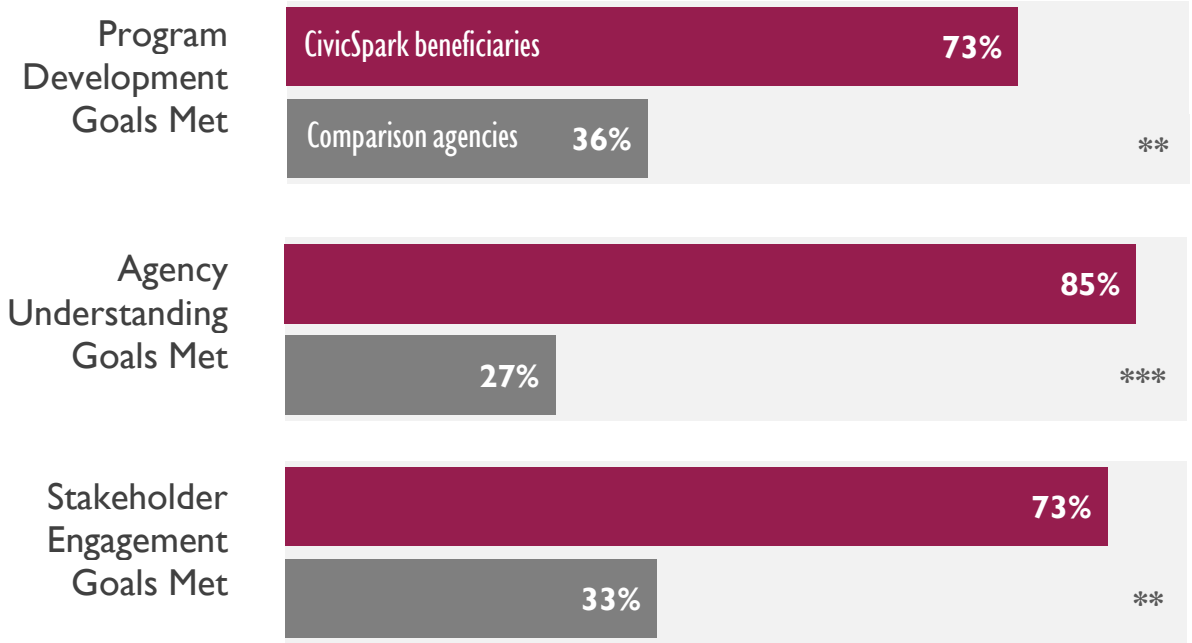
Furthermore, logistic regression models using group (intervention and comparison) to predict goal achievement showed that CivicSpark beneficiaries were significantly more likely to achieve their project goals than were comparison agencies. Being in the intervention group gave an agency **14.9 times greater odds** of achieving their Agency Understanding goals (p<0.001), **5.3 times greater odds** of achieving their Stakeholder goals (p=0.002), and **4.6 times greater odds** of achieving their Program Development goals (p=0.004). Details about each of these models can be found in Appendix H.

Changes in Agency Capacity

At the beginning and end of the service year, beneficiary and comparison group respondents assessed agency capacity in five overarching domains, listed below. When comparing change in capacity during the service year, beneficiaries demonstrated a greater increase in capacity to address environmental resiliency issues as compared to local governments that did not receive CivicSpark services. This same pattern was observed across all five capacity domains, as shown in Figure 3, and described below. However, the difference in capacity increases between the two groups was only statistically significant for "personal understanding."

Personal Understanding

To assess the personal understanding of an agency's project manager, survey respondents were asked to rate their level of understanding, with respect to their project, on eight items using a scale from (1) no understanding to (4) full understanding. For beneficiary agencies, the average score across the eight items increased from 2.85 at baseline to 3.35 at endpoint (a **20% increase**), whereas the average score for the comparison group slightly increased from 3.05 to 3.07 (a **5% increase**).

Scores for each of the eight "personal understanding" items (see Appendix I) revealed that the increase in beneficiary capacity was statistically significant at the p<0.01 level for all but one of the items, whereas change in capacity among the comparison group was significant for only one item.

Stakeholder Support and Internal Structure

To examine changes in external support for the resilience project, respondents indicated the degree of support (1=no support, 5=complete support) the project had from five different stakeholder groups (see Appendix I for details). On average across the five items, both beneficiaries and comparison agencies rated their project support between "some" and "very little" support at baseline and endpoint. Ratings of support slightly increased among both groups from the pre- to the post-survey, with a greater increase among beneficiaries (**6% increase**) than among comparison agencies (**4% increase**), although neither change was statistically significant at the p<0.05 level.

Apart from stakeholder support, agencies also assessed their internal structure by indicating their level of agreement (1=strongly disagree, 5=strongly agree) with the following statement: "Our agency has well-defined mechanisms for tracking burdens and/or impacts related to this issue." On average, both groups had a slight, non-significant increase in the rating of internal structure (from 2.30 to 2.36 for beneficiaries and from 2.18 to 2.24 for the comparison group).

Policy and Resource Awareness

Next, survey respondents assessed agency staff's awareness of policies and resources related to the resiliency project by rating their level of agreement with four statements on a scale from (1) strongly disagree to (4) strongly agree. The average score across the four items was somewhat neutral for both groups, falling midway between "agree" and "disagree" at both baseline and endpoint. However, while average awareness rating **increased by 9% for beneficiaries**, capacity in this area **decreased by 4% for the comparison group**, although the difference between groups was not statistically significant at the p<0.05 level.

Agency Staffing

To assess staffing, partners indicated their level of agreement with four statements on a scale from (1) strongly disagree to (4) strongly agree. Again, the average score was somewhat neutral for both groups, falling midway between "agree" and "disagree" at both baseline and endpoint. While both beneficiaries and the comparison agencies increased their average staffing capacity rating from the pre- to the post-survey, beneficiary agencies reported a greater increase (**5% increase**) than did the comparison group (**3% increase**). However, the difference between groups was not statistically significant at the p<0.05 level.

Program Service and Delivery

Lastly, change in program service and delivery capacity was assessed using respondents' level of agreement with four statements using the same scale (1=strongly disagree to 4=strongly agree). Again, the average score was somewhat neutral for both groups, falling midway between "agree" and "disagree" at both baseline and endpoint. However, while the average program delivery rating **increased by 12% for beneficiaries**, capacity in this area **decreased by 4% for the comparison group**, although again the difference between groups was not statistically significant at the p<0.05 level.
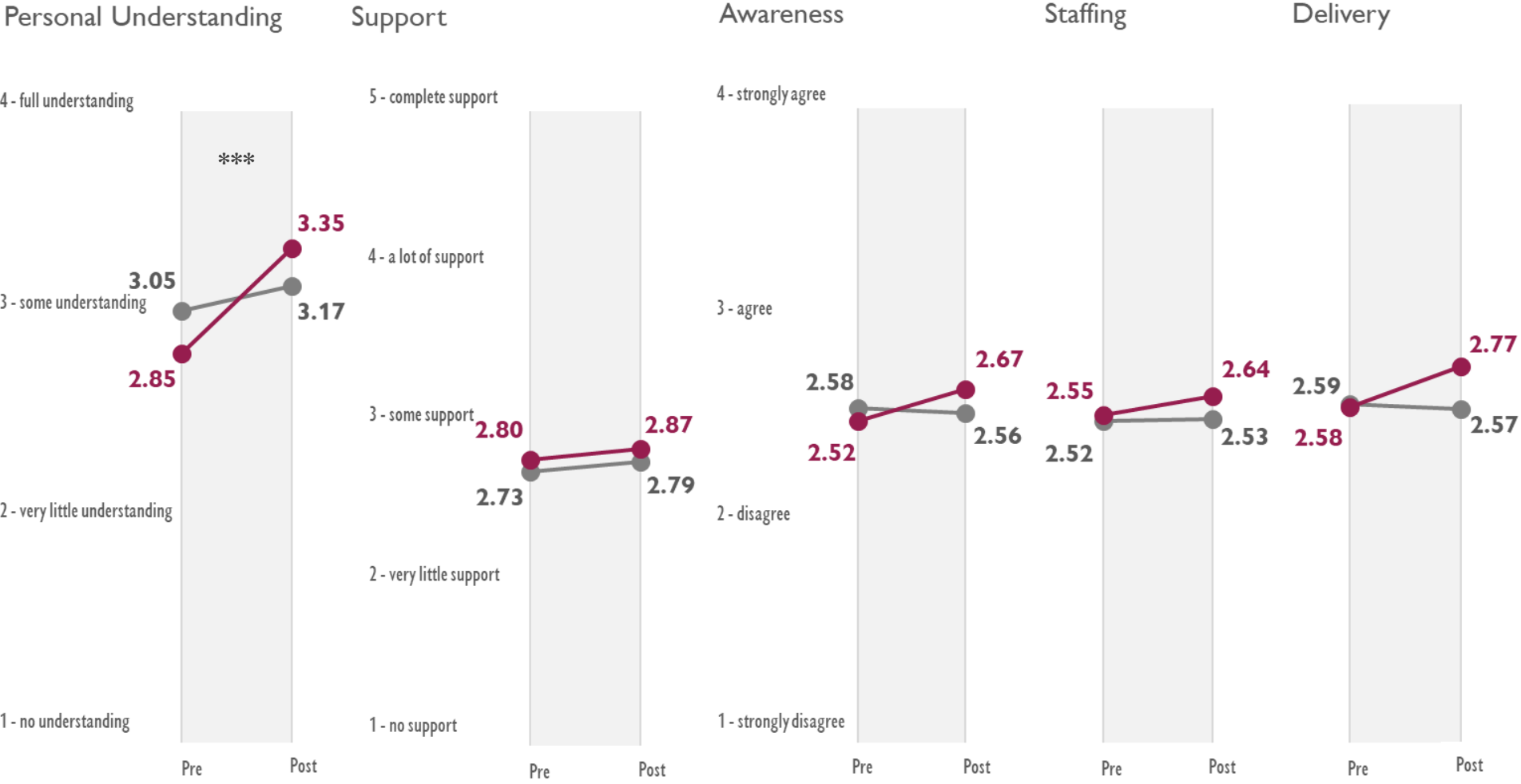
Figure 3. Comparing Changes in Agency Capacity

Average capacity among **CivicSpark beneficiaries** (n=33) increased in all five topic areas, while changes in average capacity among the **comparison group** (n=33) either increased to a lesser degree or decreased.

***p < .01

Overall Capacity Improvements

On the post-survey, beneficiaries and comparison group agencies rated the degree to which their agency had improved its capacity in three areas:

Effectiveness	ability to achieve success or quality of outcomes
Efficiency	ability to achieve better outcomes with the same resources, or the same outcomes with fewer resources
Scale/Reach	scope of services (e.g., more people served, new populations served, new/expanded services)

On average, both groups indicated between "some" and "a lot" of capacity improvement was made in each of the three areas, as shown in Figure 4. However, CivicSpark beneficiaries reported greater capacity improvements than did the comparison group. Although improvement in "scale/reach" was the only statistically significant difference between the two groups (p=0.013), when examining overall improvement using a Capacity Improvement Index score (combining effectiveness, efficiency, and scale/reach), the difference was also statistically significant (p=0.043).

Figure 4. Comparing Overall Capacity Improvements

On average, **CivicSpark beneficiaries** (n=33) had greater capacity improvements than the **comparison agencies** (n=33) in each of the three overarching areas.

Effectiveness — 3.15 3.39

Efficiency — 3.06 3.30

Scale / Reach — 3.15 3.55 *

Capacity Improvement Index — 3.12 3.41 *

| 1 | 2 | 3 | 4 | 5 |
| No improvement | Very little improvement | Some improvement | A lot of improvement | Complete improvement |

*p < .05
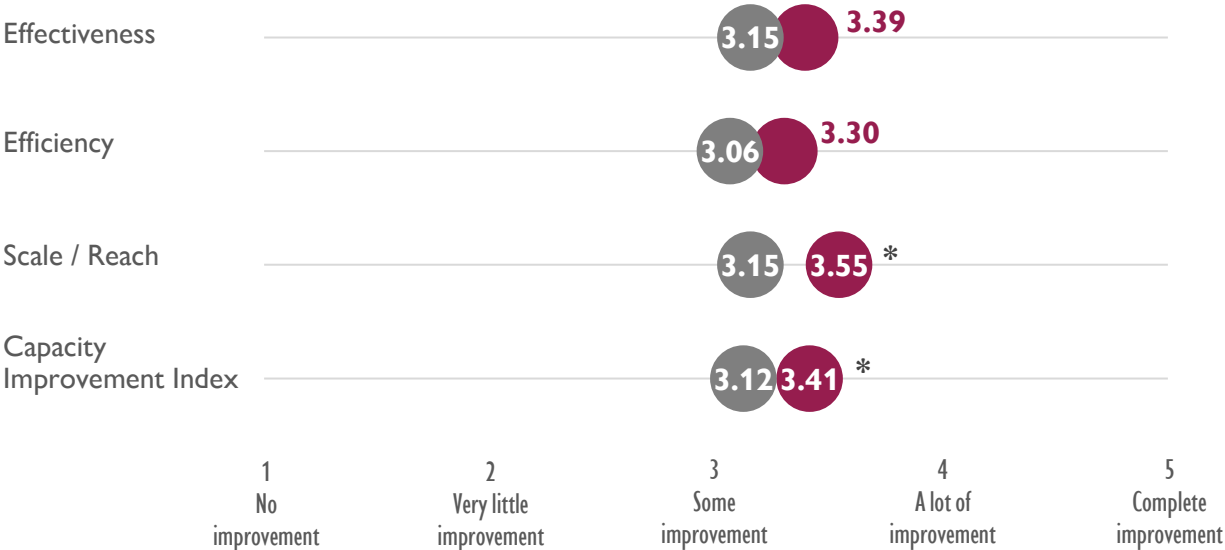
Liner regression models using group (intervention and comparison) to predict capacity improvements yielded only one significant result related to "scale/reach." On average, **the comparison group reported their "scale/reach" improved 0.457 points less** than the beneficiary group (p=0.043). However, although there was a relationship between group and improvement in scale/reach, the statistical model did not fit the data well (R^2=0.062).

Relationship Between Capacity & Goal Achievement

With data from the entire sample (intervention and comparison group), logistic regression models using change in agency capacity to predict goal achievement yielded only one model with statistically significant results. **With every point increase in the Improved Capacity Index, the odds of achieving Agency Understanding goals increased by 4.5** (p=0.026). See Appendix H for model details.

Beneficiary Interview Findings

As previously mentioned, to understand the perceived outcomes of and collect feedback about the CivicSpark program, the evaluator conducted qualitative interviews with 12 beneficiaries at the conclusion of the 2021/22 service year. This section of the report presents the findings from the interviews with site supervisors, including program impact on the agency and the community, ability to sustain changes, and opportunities for program improvement.

Program Impact on the Beneficiary Agency

Ten of the twelve supervisors (83%) said the CivicSpark Fellows had tremendous impact on their agency. During their service term, Fellows **developed programs** (92%) and **created action plans or planning documents** that would be used for future projects (42%).

> "Our CivicSpark Fellow developed an EEP plan. Programmatically, the EEP will have the most impact. The plan's target audience is policymakers and city staff but could also be useful for the development community. [The document] gives a lot of background on existing electrification policies and potential new policies. There are numerous policies in that that we hope to implement in the near future. All those plans are roadmaps for policy development and program development. His [the Fellow's] work is on the beginning side of things."

Eleven of the twelve (92%) also shared that Fellows **conducted stakeholder engagement or community building activities.** Specific community engagement activities included developing and using surveys, attending community events, networking with other department members, and educating stakeholders.

> "[The Fellow] did tons of stakeholder outreach, visiting businesses every week to educate them on new regulations. Met in person, phone calls, really grassroots engagement to make sure businesses were aware of upcoming changes."

Other positive impacts the Fellows made on their agency included **increasing capacity within the agency** (67%) and increasing the organization's **technical knowledge** (83%).

> "Our Fellow helped us do additional research for the project. She and I worked equally in developing a technical report from scratch. She was a big help in pulling the report together."

Program Impact on the Local Community

A clear majority (83%) of the site supervisors said that CivicSpark Fellows made a meaningful impact on the local community. About 75% of the site supervisors indicated that having a CivicSpark Fellow **increased agency reach in the community**, and 33% said their Fellow employed **new ways of engaging the community**.

> "People of color or from a disadvantaged community can't make it to City Hall, but may meet at a park… [Our Fellow] thought of new ideas of doing engagement."

> "[The Fellows] are here to help reach out to these communities. We've been able to develop new partnerships based on their work, [which is] very useful. Also, the coordination with the cities, parks, and maintenance folks has been strengthened with participation of the Fellows. The Housing Justice Coordinator has been able to make connections with a few of the newer organizations and bring them into the fold."

Due to limited staff and resources, many supervisors said they did not have the capacity or time to dedicate to community engagement. However, 33 percent shared that having a CivicSpark Fellow on board allowed for **more hours to be spent directly in the community**.

> "We have limited capacity [for community engagement]. Just as a whole there is just so much work to do. We count on him [the Fellow] to take it A to Z. He allows them [community members] to take all the services they are interested in. We didn't have to worry about it because he could take care of it. From our beneficiary list, he also went to look for other people he could reach. Really helped build momentum."

Not all Fellows were able to engage in community activities (8%). However, this was not due to these Fellows' abilities, but rather the lack of communication from stakeholders and/or lack of opportunities to participate in community events.

Perceived Ability to Sustain Changes

A majority (75%) of the site supervisors felt that their agency would be able to sustain the changes the Fellow made after their service term ended. For instance, Fellows created **frameworks** to help agency staff continue their projects in the future. Some Fellows developed **transition plans** towards the end of their service year. Three (25%) site supervisors reported that their agency was able to hire more staff or plans to continue to employ CivicSpark Fellows to sustain the changes.

Though most of the site supervisors were certain that they could sustain the positive changes, three had mixed feelings. Two individuals said that their agency lacks the capacity to maintain the Fellows' projects with existing staffing. Another mentioned internal issues with leadership that would hinder sustainability of the work.

> "I don't know [if we can sustain the changes]. It goes beyond [the Fellow's] role. It goes higher up, and we need to strengthen that stuff anyway…It's hard to sustain change when you have one part-time staff that works in the sub-cities but then leaves…Having someone internally working with these sub-cities has made a profound impact, because the Fellow is becoming the point of contact for these individuals in sub-cities to reach the agency and work we do with housing."

Opportunities for Program Improvement

While supervisors described many program benefits and impacts, they also acknowledged challenges they encountered during the program and ways that CivicSpark might improve the program for Fellows and partner agencies. Challenges and suggestions for improvement centered on: (1)

insufficient Fellow compensation, (2) time spent on program requirements, (3) supervisor support and communication, (4) Fellow training, and (5) Fellow recruitment and hiring.

Fellow Compensation

Ten of the twelve supervisors interviewed (83%) felt that the CivicSpark Fellow **stipend is too low**, which can affect Fellows and their work. Supervisors observed that the limited stipend negatively impacted Fellows' morale, prevented them from traveling to conferences and other events that would benefit their work, and made it difficult for them to afford to live in the community they serve.

One supervisor was very clear that due to the high cost of living in their city, affordable housing for Fellows is the primary program challenge. He acknowledged that, "I would like to see this [CivicSpark] program grow, and it's not, because of housing." This supervisor viewed the limited stipend as both an equity issue and a safety issue (e.g., affordable housing was not perceived as a safe environment).

> "Some Fellows that have deeper resources might be able to get family members to help them with housing costs. I don't know if that's right. That's inequitable."

One supervisor noted that while they often recommend the CivicSpark program to others, when doing so they always include a warning about how little Fellows are paid.

> "You on your moral compass have to be okay with that … I take away extra time of my day to make sure that they have what they need to succeed, both professionally in their time here, but also professionally in their time out of the office, whether that's networking or when they move on to either grad school or a job. … That's how I try to feel better about how little they're paid."

Overall, supervisors supported increasing the stipend for Fellows. They also suggested other types of benefits to offer Fellows, including supplemental funding for housing costs, free or discounted memberships to professional organizations, and supplemental funding for work-related travel.

Partner agencies typically must match the AmeriCorps funding amount to provide Fellows with a stipend. While not all supervisors were directly involved in financing the match cost, most (58%) either knew or thought their agency would be able to afford a higher match amount, as shown in Figure 5.

Figure 5. Supervisor Perception of Agency's Ability to Afford Fellow Stipend

Think we could afford more — 33%
Don't think we could afford more — 25%
Know we could afford more — 25%
Not sure — 17%

Fellow Time Spent on CivicSpark Program Requirements

Half of the supervisors interviewed reported challenges regarding the **amount of time Fellows spent on CivicSpark program requirements**. Two supervisors felt the volunteer engagement requirement should be reduced.

> "The biggest challenge has been the amount of time they have to spend on not just the training, but the volunteer engagement … I understand that CivicSpark wants to provide a balance of training versus the service term, but part of me almost wishes the training was all together … My Fellow has been very involved in his volunteer engagement and that volunteer engagement has taken up a lot of his time. I ask for updates on a weekly basis, and many times the weekly update is, 'I could not devote as much time to my project because my volunteer engagement took up a lot more time.'"

Supervisors expressed a desire for advanced notice about Fellows' CivicSpark commitments. Two supervisors mentioned it would be a helpful if CivicSpark commitments were on a predictable schedule or if they could obtain a list of scheduled events in advance, so that "we could maybe set aside a day that we can all expect it to happen, like a Friday or Wednesday, so we can plan out our projects." And two supervisors wished the service term could be 12 to 18 months: "An eleven-month term is really short. By the time we get new people in local government up and running … They have to start wrapping up for the end of the year."

Supervisor Support and Communication

Interview findings suggested that the desired level of support from CivicWell varied by supervisor. In general, supervisors appreciated the regularly scheduled opportunities to connect with CivicWell staff and other supervisors, and **most were happy with the current level of support**.

> "I appreciate that [CivicWell] didn't add a whole bunch of things like weekly check-ins … that would have eaten up time. I would suggest they keep it as relaxed as they do."

However, others requested more opportunities to connect with CivicSpark regional coordinators and other supervisors. Four interviewees (33%) expressed that they would like more guidance from CivicWell in order to better support the Fellow.

> "I think one thing I might suggest is more frequent check-ins between site supervisor and regional coordinator … I think I would find that useful because the goal of the program is to provide professional development to a young professional … There is not a lot of coordination on 'Are we both doing something that's in the best interest of the Fellow?'"

> "I don't feel like I have a whole lot of information from CivicWell this year about, 'Here's what your Fellow will be doing,' and/or how much direction I should give them in that."

Lastly, two supervisors (17%) expressed that CivicWell's communication methods could be simpler. Signing up for additional portals and platforms (e.g., Monday.com) was frustrating, and these

supervisors would have preferred all communication by email. One supervisor recommended that CivicSpark "try to match the technology and communication style of the local governments they are working with."

Fellow Training

Supervisors were **complementary of the training Fellows receive from CivicSpark** and felt that when it comes to training Fellows on specific community needs, it is the site supervisor's responsibility. Still, interviewees recommended that CivicSpark include training on general community engagement, outreach strategies, community surveys, as well as training on more specific topics including:

- Housing policy
- Building electrification
- CalEnviroScreen
- How to develop a work plan
- How to find local resources, such as data centers and historical societies
- Specific legislation (e.g., SB 1000, SB 1383, CARB 2022 Scoping Plan)

Fellow Recruitment and Hiring

Five supervisors (42%) shared that they experienced **difficulty with Fellow recruitment and hiring**. One supervisor described the placement process as stressful for both Fellow and supervisor. This person strongly recommended that Fellows be able to receive multiple offers at once, as this more closely mirrors how the professional hiring process works and would lead to more optimal Fellow placement.

> "The 'only one offer at a time' puts so much stress on the Fellows, and then as project partners, our issue is that we have to cram all our interviews into a two-week timeframe … It's like we've got to beat the other sites they're interviewing with to an offer letter … which doesn't allow us a lot of time to meaningfully decide who's the best fit for us."

Three supervisors mentioned difficulty attracting candidates to their specific community. One supervisor noted that multiple candidates did not respond to interview invitations and suspected it was due to the agency's geographic location. To remedy this issue, supervisors recommended that CivicSpark prioritize building relationships with local universities to attract candidates, and that candidates be "filtered" by desired location early in the recruitment process.

CivicSpark Assessments

Four supervisors (33%) commented that CivicSpark's assessments (e.g., the Gap Assessment and Capacity Assessment) were either unclear or impractical. As one supervisor explained, "Our project needs are very fluid, very dynamic, so it was almost challenging to try to define what the goal is and have our Fellow commit to it for the entire service year… The suggestion I would have is for the ability to reevaluate the gap assessment at the halfway point and two or three times during the service year."

Other Challenges

Nearly all of the supervisors interviewed (92%) said that significant program barriers were related to **internal or political issues**. While these barriers may not be within CivicWell's control, they are important to understanding the CivicSpark program in context. Supervisors mentioned three primary barriers stemming from local agency issues, including projects being delayed or defunded because of political priorities (50%), limited staff capacity to support and supervise the Fellow (50%), and the lengthy process to onboard the Fellow due to government bureaucracy (33%). Although these factors can negatively affect a Fellow's project, supervisors acknowledge it is often the "nature of the work" in local government.

> "There's political drama that's [held up our climate work], and therefore held up our climate Fellow … She did a really good job of staying positive and pivoting and still finding a purpose even though politics held us back for a little bit."

Overall Reflections

All site supervisors shared ways their agency benefited from the CivicSpark program. Half (50%) of the site supervisors shared that the Fellows were extremely talented, and primary benefit of working with CivicSpark was the Fellow's **ability to increase agency capacity** (42%). One emphasized that Fellows' work has a **lasting impact** on the agency.

> "They [the Fellows] are just really great people to work with. They are understanding and supportive, flexible and adaptable. Especially in the last two years when Covid hit. The qualities of CivicSpark really were highlighted during Covid, helping us maintain our collective mental health and helping us achieve what we wanted to achieve despite the setbacks. I would just say the people [Fellows]. They are fantastic staff members. Great with communication and working with us. They are very open and willing to get us to a place where we are all in agreement."

In addition to having talented Fellows, four site supervisors mentioned that their Fellows offered **fresh perspectives on the assigned projects**, and supervisors also valued CivicSpark's emphasis on equity in the Fellow training. Several expressed that Fellows bring an **important perspective on equity and social justice.**

> "What I value about having a Fellow is that the Fellow comes in and is like, 'I just read this, I just learned this.' They're getting exposed to it [equity principles] because CivicWell is teaching them about it or bringing it up. That's how then it gets into the projects and programs we're working on … I think that's a tremendous resource that CivicSpark can provide, is being the channel for making sure local governments are learning about equity best practices through their Fellows … I think that's one thing that's really great and should continue or be further emphasized."

Two site supervisors especially appreciated that they were able to mentor their Fellows, while 33% said they would caution others about the **commitment involved** in mentoring and supervising a Fellow. Supervisors acknowledged the challenge of investing time to train a temporary worker, but

also described the program as a good opportunity for agency staff looking to improve their management skills.

> "I love being a mentor. I love the fact that CivicSpark provides these opportunities for the Fellows. My favorite part of my day is supervising the CivicSpark Fellows. Taking on more projects and mentoring has been rewarding."

> "Be prepared to really train them like you would train a full-time employee … It's a lot of mentoring. You're mentoring a completely green professional. And that's the hard part, that you're doing all of this work and you know that it's only for ten months."

Finally, all (100%) of the supervisors interviewed said they would recommend CivicSpark to other agencies, and 58% said they had already done so. Three site supervisors (25%) described the program as a **great value for the cost.** Two interviewees specifically mentioned that CivicSpark Fellows provide consultant-level work without the high cost of hiring a consultant. Another emphasized that CivicSpark allowed them to hire college graduates, which is typically outside of their budget.

When asked what they would tell others to expect about the program, a majority of supervisors (58%) emphasized the positive impact of Fellows, describing the Fellows as "**passionate**," "**hardworking**," "**super knowledgeable**," able bring fresh ideas of thinking, and able to handle important projects.

> "You'll get a ton of really good work … as well as re-energizing yourself and increasing capacity overall."

Others discussed the **resources that CivicWell brings** to the Fellows and the agency. One supervisor mentioned the importance of the network available to Fellows as a positive, while another emphasized the valuable support from the CivicWell team.

> "Expect a team coming from CivicWell that is looking for not only the Fellow to be successful, but the agency to be successful."

Conclusions

1 **A greater percentage of CivicSpark beneficiaries met or exceeded their goals** related to their resiliency project, as compared to the agencies not in the program. Being in the intervention group gave an agency 14.9 times greater odds of achieving their Agency Understanding goals, 5.3 times greater odds of achieving their Stakeholder goals, and 4.6 times greater odds of achieving their Program Development goals ($p<0.05$).

2 **Beneficiaries realized greater changes in agency capacity** during the service year, than did comparison agencies. Average capacity among CivicSpark beneficiaries increased in all five topic areas (personal understanding, support, staffing, awareness, and program delivery), while changes in average capacity among the comparison group either increased to a lesser extent or decreased. However, differences between the beneficiary and the comparison group were only statistically significant in the area of personal understanding.

3 **CivicSpark beneficiaries reported greater overall improvements in effectiveness, efficiency, and scale/reach** than did the comparison group. Although improvement in scale/reach was the only statistically significant difference between the two groups, when examining overall improvement using a Capacity Improvement Index score, the difference was also statistically significant.

4 **Change in agency capacity did not strongly predict goal achievement**, as only one model had statistically significant results. With every point increase in the Improved Capacity Index, the odds of an agency achieving its Agency Understanding goals increased by 4.5 ($p=0.026$).

5 **Beneficiaries identified opportunities for program improvement** which included (1) increasing Fellow compensation, (2) reducing the time Fellows spend on CivicSpark program commitments, (3) adding opportunities for supervisors to connect with CivicSpark staff, (4) providing Fellow training on additional topics, (5) streamlining the Fellow placement process, and (6) improving the CivicSpark assessment tools.

Appendix

Appendix A – Pre-Survey Questionnaires

CivicSpark Capacity Assessment for Service Recipients

Introduction

We are asking you to complete this survey because you have been listed as one of the service recipients for a 2021-2022 CivicSpark Project. As a Governor's Initiative AmeriCorps program, CivicSpark has specific performance goals and tracking measures. Having service recipients complete this survey is part of that performance tracking. Thank you for your help!

The intent of this survey is to better understand the capacity-building goals that local public agencies have for their work, their current capacity to implement projects over time, the factors that influence their progress, and the various ways in which CivicSpark might be helping to build their capacities. The best way to learn about these issues is from public agency staff like you.

Some survey questions are subjective and may reflect your opinions. We are interested in identifying your specific project and capacity-building goals and your frank and candid assessment of where your community and/or agency stands with respect to the issue your project is seeking to address. We ask that you answer each question genuinely and to the best of your ability at this point in time (without regard to any desired outcome or anticipation of impacts to come). Your responses on this survey will not affect your agency's eligibility to partner with CivicSpark.

This survey should take **approximately 15-20 minutes to complete**. All individual responses will be kept strictly confidential and will not be shared outside of the Local Government Commission and its evaluator, LPC Consulting Associates, Inc. Responses will be reported so that no individual person or agency can be identified, and only aggregate survey results will be shared.

As the survey has required answers, and sections appear on a series of pages, you can't preview all the questions without entering information on each page. If you want to preview the whole survey, please download a copy here. Please do not submit the survey in pdf form; rather, we ask that you please return here to submit your answers online. We also ask that you **fully complete all questions to the best of your ability,** as partial responses limit our ability to learn from the data.

Thank you in advance for your participation. We look forward to your responses. We will require a similar survey near the completion of the CivicSpark project next year to learn about your progress toward your goals and any changes in your agency's capacity.

If you have any questions or would like assistance with this survey, please contact Sarah Mosseri at sarah@lpc-associates.com.

Local Public Agency Information

All local public agencies working with a CivicSpark Fellow must provide the following information. We use this information to match your response to a specific project in our system and to track outcomes from the support provided during the service year.

The following questions ask for specific contact, organization, and project details and ask you to indicate the problem or need in your community that this project seeks to address (which you may have described in your application). If you did not apply for a Fellow but are working with an organization that did, please reach out to that contact to confirm project-specific information. **We will ask you to refer back to this identified problem/need when answering questions about your agency's capacity later in the survey.**

1) First, we would like some information about you:*

First name: _____

Last name: _____

Job title: _____

Email address: _____

---

2) What is the name of your agency?*

_____

3) Which of the following <u>best </u>describes your agency?*

( ) City or Town

( ) County

( ) Council of Governments (COG), Community Advisory Group (CAG), Metropolitan Planning Organization (MPO), etc.

( ) Special District

( ) Joint Powers Authority (JPA)

( ) Other - Write In: _____

4) What department do you work in?*

( ) City / County Manager

( ) Planning

( ) Public Works

( ) Parks and Recreation

( ) Environmental Services

( ) Other - Write In: _____

5) How long has your agency been partnering with the CivicSpark program?*

( ) This is our first year working with CivicSpark.

( ) This is our second year working with CivicSpark.

( ) We have worked with CivicSpark for three or more years.

6) What is the <u>primary</u> jurisdiction that your agency serves (e.g., San Diego, LA County, or San Fernando Valley CoG)?*

_____

Project

7) Please provide a short descriptive name of the capacity-building project CivicSpark is assisting with.*

_____

8) How long has this project been going on? *

( ) The project has not yet started

( ) Less than 3 months

( ) 4-6 months

( ) 7-12 months

( ) A year or more

9) In general, what percentage of your time at work is spent (or will be spent) on the specific resiliency area this project is focused on (e.g. climate, water, housing)?*

_____

10) How much experience do you have working in the specific resiliency area of this project (e.g. climate, water, housing, etc.)?

( ) None

( ) A little

( ) Some

( ) A lot

11) What is the <u>primary</u> environmental and/or social equity issue that your project will address?*

( ) Climate Mitigation/Adaptation

( ) Energy Conservation/Efficiency

( ) Waste Reduction/Mitigation

( ) Affordable Housing

( ) Mobility (alternative or multimodal transportation)

( ) Water Resources Management

( ) Environmental Justice/Social Equity

( ) Other - Write In: _____

12) Indicate the primary mitigation and/or adaptation focus for the climate project:

What is the primary <u>mitigation</u> focus?

( ) Residential Buildings

( ) Commercial or municipal buildings

( ) Transportation

( ) Solid waste

( ) This project will equally address all mitigation areas

( ) Other - Write In (Required): _____*

( ) N/A - there is no mitigation focus

What is the primary <u>adaptation</u> focus?

( ) Sea level rise

( ) Wildfire

( ) Ecosystems and habitat

( ) Heat

( ) Precipitation (drought or flooding)

( ) This project will equally address all adaptation areas

( ) Other - Write In (Required): _____*

( ) N/A - there is no adaptation focus

13) What is the <u>secondary</u> environmental and/or social equity issue that your project will address?*

( ) Climate Mitigation/Adaptation

( ) Energy Conservation/Efficiency

( ) Waste Reduction/Mitigation

( ) Affordable Housing

( ) Mobility (alternative or multimodal transportation)

( ) Water Resources Management

( ) Environmental Justice/Social Equity

( ) Other - Write In: _____

( ) N/A - there is no secondary environmental or social equity problem

14) Indicate the primary mitigation and/or adaptation focus for the climate project:

What is the primary <u>mitigation</u> focus?

( ) Residential Buildings

( ) Commercial or municipal buildings

( ) Transportation

( ) Solid waste

( ) This project will equally address all mitigation areas

( ) Other - Write In (Required): _____*

( ) N/A - there is no mitigation focus

What is the primary <u>adaptation</u> focus?

( ) Sea level rise

( ) Wildfire

( ) Ecosystems and habitat

( ) Heat

( ) Precipitation (drought or flooding)

( ) This project will equally address all adaptation areas

( ) Other - Write In (Required): _____*

( ) N/A - there is no adaptation focus

15) What kind of activities will this project consist of? (check all that apply)*

[ ] Plan development

[ ] Program implementation

[ ] Research

Next, we would like to hear about your specific capacity-building goals for the project. In the following questions, you will be asked to describe the goals you would like to see accomplished within the 11-month CivicSpark service term. You will be asked about your goals in three areas:

- program development (program and service accomplishments)
- agency understanding (technical knowledge or resource understanding capacities)
- stakeholder engagement (interest, involvement, and communication)

When describing these goals, please identify specific, achievable goals as opposed to broader, longer-term, or larger goals you might have in mind. Remember that you can use the "back" button as needed to return to previous questions.

Broadly, "capacity building" means creating lasting institutional change and enhancing the capacity of the public agency to achieve its goals by increasing the knowledge base, building program resources or plans, or creating or strengthening key relationships.

16) <u>Program Development Goals</u>: What are the specific environmental and social equity resiliency program and/or service goals you hope to accomplish within the duration of your CivicSpark project? (examples: complete a greenhouse gas inventory; implement a new housing program; develop a water conservation ordinance; prepare a Complete Streets plan)

_____

_____

_____

_____

17) <u>Agency Understanding Goals:</u> What specific technical knowledge or resource understanding capacities do you hope your agency can enhance with this project? (examples: agency staff have a deeper understanding of community needs or challenges, including social inequity issues; key staff complete technical training and knowledge; agency staff are engaged in organizational equity assessment)*

_____

_____

_____

_____

18) <u>Stakeholder Engagement Goals:</u> At the end of this project, how might you like to engage with and transfer lessons learned or outcomes back to other departments and/or stakeholders, including frontline and/or vulnerable community members? (examples: foster lasting relationships with stakeholders through community engagement programs; provide a clear understanding of project results to elected officials and community members; develop a plan of action; identify key stakeholders to be engaged in sustained project work)

_____

_____

_____

_____

This section of the survey explores your <u>current</u> capacities and understanding with respect to the project you are proposing to work on this service term.

19) Indicate your personal level of understanding of each of the following topics with respect to the project whose goals you previously described.*

	No understanding	Very little understanding	Some understanding	Full understanding
How this issue affects your community	( )	( )	( )	( )
Who in your community is most negatively affected by this issue	( )	( )	( )	( )
How this issue impacts frontline and/or vulnerable populations in your community (e.g. low-income communities, communities of color, immigrants, seniors, people with disabilities, previously incarcerated individuals, individuals experiencing homelessness)	( )	( )	( )	( )
How the historical context of this issue is related to racial inequities today	( )	( )	( )	( )
Where work is most needed to address this issue in your community	( )	( )	( )	( )
The steps your agency can take to address this issue at the community level (e.g. through policies, ordinances)	( )	( )	( )	( )
The steps your agency can take to address this issue in the long term to maintain services that address this issue (e.g. through tools, financing, training)	( )	( )	( )	( )
The steps your agency can take to address the social equity dimension of this issue (e.g., seeking input from key stakeholder groups, creating equity accountability measures)	( )	( )	( )	( )

20) Indicate the level to which you agree or disagree with each of the following statements with respect to the project whose goals you previously described.

Answers to this question will not affect eligibility to partner with CivicSpark.*

	Strongly disagree	Disagree	Agree	Strongly agree
Our agency has sufficient staff allocated to respond appropriately to this issue	( )	( )	( )	( )
Our staff represents the diversity of the community we serve	( )	( )	( )	( )
Our staff has the technical knowledge and training needed to effectively address this issue in our community	( )	( )	( )	( )
Our agency has well-defined mechanisms for tracking burdens and/or impacts related to this issue	( )	( )	( )	( )
Our community has a defined vision, plan, or policies related to the issue this project is addressing	( )	( )	( )	( )
Our agency has all the funding we need to address this issue for our community	( )	( )	( )	( )
Our staff has the capacity to ensure leaders across departments are aware of and responsive to this issue	( )	( )	( )	( )
Our staff has the capacity to discuss social equity considerations associated with this issue with key stakeholders (e.g., community members, partners, elected officials)	( )	( )	( )	( )
Our staff has the capacity/expertise to generate community awareness of and engagement in this issue to support our project	( )	( )	( )	( )

Our staff are aware of current policies related to this issue and know how these policies will affect our work on the project	( )	( )	( )	( )
Our staff are familiar with all the issue-specific resources we need to efficiently plan and implement our work (e.g., guides, reports, strategies, associations, and organizations)	( )	( )	( )	( )
Our staff has the capacity to identify social equity implications of proposed solutions to this issue (e.g., policies, plans)	( )	( )	( )	( )
Our agency has the capacity to support frontline and/or vulnerable populations (e.g., low income communities, communities of color, immigrants, seniors, people with disabilities) with this project	( )	( )	( )	( )

21) Indicate the degree to which your various stakeholders are supportive of the project and goals you previously described.*

	No support	Very little support	Some support	A lot of support	Complete support	Not applicable
Elected officials	( )	( )	( )	( )	( )	( )
City Manager / County Executive Officer (or Leading Director)	( )	( )	( )	( )	( )	( )

Department heads	( )	( )	( )	( )	( )	( )
Community members including frontline and/or vulnerable populations	( )	( )	( )	( )	( )	( )
Local businesses	( )	( )	( )	( )	( )	( )

Thank You!

Thank you for taking our survey. Your response is very important to us.

Environmental and Social Equity Capacity Survey

Introduction

We are asking you to complete this survey because you work for a local public agency that may be involved in implementing environmental and/or social equity resiliency projects (projects focused on climate change, affordable housing, etc) . The survey is geared toward local agencies that are planning to work on a **specific environmental and/or social equity project in the next year**.

The Local Government Commission is conducting a study to better understand the capacity-building goals public agencies have for their work, their current capacity to implement projects over time, and the factors that influence their progress. The best way to learn about these issues is from public agency staff like you. Thank you for your help!

Some survey questions are subjective and may reflect your opinions. We are interested in identifying your specific project and capacity-building goals and your frank and candid assessment of where your community and/or agency stands with respect to the issue your project is seeking to address. We ask that you answer each question genuinely and to the best of your ability at this point in time (without regard to any desired outcome or anticipation of impacts to come).

The survey should take **approximately 15 to 20 minutes to complete**, and your participation is voluntary. All individual responses will be kept strictly confidential and will not be shared outside of the Local Government Commission and its evaluator, LPC Consulting Associates, Inc. Responses will be reported so that no individual person or agency can be identified, and only aggregate survey results will be shared.

As the survey has required answers, and sections appear on a series of pages, you can't preview all the questions without entering information on each page. If you want to preview the whole survey, please download a copy here. Please do not submit the survey in pdf form; rather, we ask that you please return here to submit your answers online. We also ask that you **fully complete all questions to the best of your ability**, as partial responses limit our ability to learn from the data.

When you complete the survey, you will have the opportunity to enter a raffle for a $25 gift certificate.

Thank you in advance for your participation. We look forward to your responses. If you choose to participate, we will **follow up with a similar survey in 1 year** to learn about your progress toward your goals and any changes in your agency's capacity.

If you have any questions or would like assistance with this survey, please contact Sarah Mosseri at sarah@lpc-associates.com.

Local Public Agency Information

The following questions ask for specific contact and organizational details. They also ask you to identify whether you are currently working on a specific environmental and/or social equity resiliency project or if you plan to do so in the next year. If so, you will be asked to indicate the problem or need in your community that the project will address. **We will ask you to refer back to this identified problem/need when answering questions about your agency's capacity later in the survey.**

1) First, we would like some information about you:*

First name: _____

Last name: _____

Job title: _____

Email address: _____

2) What is the name of your agency?*

_____

3) Which of the following <u>best</u> describes your agency?*

( ) City or Town

( ) County

( ) Council of Governments (COG), Community Advisory Group (CAG), Metropolitan Planning Organization (MPO), etc.

( ) Special District

( ) Joint Powers Authority (JPA)

( ) Other - Write In: _____

4) What department do you work in?*

( ) City / County Manager

( ) Planning

( ) Public Works

( ) Parks and Recreation

( ) Environmental Services

( ) Other - Write In: _____

5) Has your agency ever previously partnered with the CivicSpark program?

( ) Yes

( ) No

( ) I don't know

6) What is the <u>primary</u> jurisdiction that your agency serves (e.g., San Diego, LA County, or San Fernando Valley CoG)?*

_____

7) Is there a specific environmental and/or social equity resiliency project that your agency is <u>currently working on</u> or <u>plans to work on in the next year</u>?*

( ) Yes

( ) No

8) Please briefly describe the environmental and/or social equity resiliency project you referenced in the previous question.*

_____

_____

_____

_____

9) How long has this project been going on? *

( ) This project has not yet started

( ) Less than 3 months

( ) 4-6 months

( ) 7-12 months

( ) A year or more

10) In general, what percentage of your time at work is spent (or will be spent) on the specific resiliency area this project is focused on (e.g., climate, water, housing)? *

_____

11) How much experience do you have working in the specific resiliency area of this project (e.g., climate, water, housing)?

( ) None

( ) A little

( ) Some

( ) A lot

12) What is the primary environmental and/or social equity issue that your project will address?*

( ) Climate Mitigation/Adaptation

( ) Energy Conservation/Efficiency

( ) Waste Reduction/Mitigation

( ) Affordable Housing

( ) Mobility (alternative or multimodal transportation)

( ) Water Resources Management

( ) Environmental Justice/Social Equity

( ) Other - Write In: _____

13) Indicate the primary mitigation and/or adaptation focus for the climate project:

What is the primary <u>mitigation</u> focus for this project?

( ) Residential buildings

( ) Commercial or municipal buildings

( ) Transportation

( ) Solid waste

( ) This project will equally address all mitigation areas

( ) Other - Write In (Required): _____ *

( ) NA - there is no mitigation focus for this project

What is the primary <u>adaptation</u> focus for this project?

( ) Sea level rise

( ) Wildfire

( ) Ecosystems and habitat

( ) Heat

( ) Precipitation (drought or flooding)

( ) This project will equally address all adaptation areas

( ) NA - There is no adaptation focus for this project

( ) Other - Write In (Required): _____ *

14) What is the <u>secondary</u> environmental and/or social equity issue that your project will address?*

( ) Climate Mitigation/Adaptation

( ) Energy Conservation/Efficiency

( ) Waste Reduction/Mitigation

( ) Affordable Housing

( ) Mobility (alternative or multimodal transportation)

( ) Water Resources Management

( ) Environmental Justice/Social Equity

( ) NA - there is no secondary environmental and/or social equity issue

( ) Other - Write In: _____

15) Indicate the primary mitigation and/or adaptation focus for the climate project:

What is the primary <u>mitigation</u> focus for this project?

( ) Residential buildings

( ) Commercial or municipal buildings

( ) Transportation

( ) Solid waste

( ) This project will equally address all mitigation areas

( ) Other - Write In (Required): _____ *

( ) NA - there is no mitigation focus for this project

What is the primary <u>adaptation</u> focus for this project?

( ) Sea level rise

( ) Wildfire

( ) Ecosystems and habitat

( ) Heat

( ) Precipitation (drought or flooding)

( ) This project will equally address all adaptation areas

( ) NA - There is no adaptation focus for this project

( ) Other - Write In (Required): _____ *

16) What kind of activities will this project consist of? (check all that apply)*

[ ] Plan development

[ ] Program implementation

[ ] Research

Next, we would like to hear about your specific capacity-building goals for the project. In the following questions, you will be asked to describe the goals you would like to see accomplished <u>within the next year</u>. You will be asked about your goals in three areas:

- program development (program and service accomplishments)
- agency understanding (technical knowledge or resource understanding capacities)
- stakeholder engagement (interest, involvement, and communication)

When describing these goals, please identify specific, achievable goals as opposed to broader, longer-term, or larger goals you might have in mind. Remember that you can use the "back" button as needed to return to previous questions.

Broadly, "capacity building" means creating lasting institutional change and enhancing the capacity of the public agency to achieve its goals by increasing the knowledge base, building program resources or plans, or creating or strengthening key relationships.

17) <u>Program Development Goals</u>: What are the specific environmental and social equity resiliency program and/or service goals you hope to accomplish within the next year? (examples: complete a greenhouse gas inventory; implement a new housing program; develop a water conservation ordinance; prepare a Complete Streets plan)

_____

_____

_____

_____

18) Agency Understanding Goals: What specific technical knowledge or resource understanding capacities do you hope your agency can enhance with this project? (example: agency staff have a deeper understanding of community needs or challenges, including social inequity issues; key staff complete technical training and knowledge; agency staff are engaged in organizational equity assessment)*

_____

_____

_____

_____

19) Stakeholder Engagement Goals: At the end of this project, how might you like to engage with and transfer lessons learned or outcomes back to other departments and/or stakeholders, including frontline and/or vulnerable community members? (examples: foster lasting relationships with stakeholders through community engagement programs; provide a clear understanding of project results to elected officials and community members; develop a plan of action; identify key stakeholders to be engaged in sustained project work)

_____

_____

_____

_____

This section of the survey explores your <u>current</u> capacities and understanding with respect to the project you are proposing to work on this coming year.

20) Indicate your personal level of understanding of each of the following topics with respect to the project whose goals you previously described.*

	No understanding	Very little understanding	Some understanding	Full understanding
How this issue affects your community	( )	( )	( )	( )
Who in your community is most negatively affected by this issue	( )	( )	( )	( )
How this issue impacts frontline and/or vulnerable populations in your community (e.g. low-income communities, communities of color, immigrants, seniors, people with disabilities, previously incarcerated individuals, individuals experiencing homelessness)	( )	( )	( )	( )
How the historical context of this issue is related to racial inequities today	( )	( )	( )	( )
Where work is most needed to address this issue in your community	( )	( )	( )	( )
The steps your agency can take to address this issue at the community level (e.g. through policies, ordinances)	( )	( )	( )	( )

The steps your agency can take to address this issue in the long term to maintain services that address this issue (e.g. through tools, financing, training)	( )	( )	( )	( )
The steps your agency can take to address the social equity dimension of this issue (e.g., seeking input from key stakeholder groups, creating equity accountability measures)	( )	( )	( )	( )

21) Indicate the level to which you agree or disagree with each of the following statements with respect to the project whose goals you previously described.*

	Strongly disagree	Disagree	Agree	Strongly agree
Our agency has sufficient staff allocated to respond appropriately to this issue	( )	( )	( )	( )
Our staff represents the diversity of the community we serve	( )	( )	( )	( )
Our staff has the technical knowledge and training needed to effectively address this issue in our community	( )	( )	( )	( )
Our agency has well-defined mechanisms for tracking burdens and/or impacts related to this issue	( )	( )	( )	( )
Our community has a defined vision, plan, or policies related to the issue this project is addressing	( )	( )	( )	( )

Our agency has all the funding we need to address this issue for our community	( )	( )	( )	( )
Our staff has the capacity to ensure leaders across departments are aware of and responsive to this issue	( )	( )	( )	( )
Our staff has the capacity to discuss social equity considerations associated with this issue with key stakeholders (e.g., community members, partners, elected officials)	( )	( )	( )	( )
Our staff has the capacity/expertise to generate community awareness of and engagement in this issue to support our project	( )	( )	( )	( )
Our staff are aware of current policies related to this issue and know how these policies will affect our work on the project	( )	( )	( )	( )
Our staff are familiar with all the issue-specific resources we need to efficiently plan and implement our work (e.g., guides, reports, strategies, associations, and organizations)	( )	( )	( )	( )
Our staff has the capacity to identify social equity implications of proposed solutions to this issue (e.g., policies, plans)	( )	( )	( )	( )
Our agency has the capacity to support frontline and/or vulnerable populations (e.g., low income communities, communities of color, immigrants, seniors, people with disabilities) with this project	( )	( )	( )	( )

22) Indicate the degree to which your various stakeholders are supportive of the project and goals you previously described.*

	No support	Very little support	Some support	A lot of support	Complete support	Not applicable
Elected officials	( )	( )	( )	( )	( )	( )
City Manager / County Executive Officer (or Leading Director)	( )	( )	( )	( )	( )	( )
Department heads	( )	( )	( )	( )	( )	( )
Community members including frontline and/or vulnerable populations	( )	( )	( )	( )	( )	( )
Local businesses	( )	( )	( )	( )	( )	( )

23) Would you like to participate in a raffle for a $25 gift certificate? If yes, check the box below.

[ ] Yes, I would like to enter the raffle

Thank You!

Thank you for taking our survey. We appreciate and value your time and response.

Appendix B - Post-Survey Questionnaires

CivicSpark Capacity Assessment for Service Recipients

Introduction

We are asking you to complete this survey because you were a service recipient of a 2021-2022 CivicSpark Project. As a Governor's Initiative AmeriCorps program, CivicSpark has specific performance goals and tracking measures. You may remember completing a similar survey at the beginning of the service term, in August or September 2021. Having service recipients complete this post-survey is part of program performance tracking. Thank you for your help!

In advance of completing this survey, please review the goals defined at the outset of the project during the gap assessment process, as you will refer to them during this survey. A copy of these goals is attached to the email you received from CivicWell (formerly Local Government Commission) containing the survey link.

The intent of this survey is to better understand the achievement of capacity-building goals that local public agencies have for their work, changes in capacity to implement projects over time, the factors that influence their progress, and the various ways in which CivicSpark might be helping to build their capacities. The best way to learn about these issues is from public agency staff like you.

Some survey questions are subjective and may reflect your opinions. We are interested in the degree to which your specific project and capacity-building goals were achieved, and your frank and candid assessment of where your community and/or agency stands with respect to the issue your project addressed. We ask that you answer each question genuinely and to the best of your ability at this point in time (without regard to any desired outcome or anticipation of impacts to come). Your responses on this survey will not affect your agency's eligibility to partner with CivicSpark in the future.

This survey should take **approximately 15 minutes to complete**. All individual responses will be kept strictly confidential and will not be shared outside of CivicWell and its evaluator, LPC Consulting Associates, Inc. Responses will be reported so that no individual person or agency can be identified, and only aggregate survey results will be shared.

As the survey has required answers, and sections appear on a series of pages, you can't preview all the questions without entering information on each page. If you want to preview the whole survey, please download a copy here. Please do not submit the survey in pdf form; rather, we ask that you please return here to submit your answers online. We also ask that you **fully complete all questions to the best of your ability,** as partial responses limit our ability to learn from the data.

Thank you in advance for your participation. We look forward to your responses.

If you have any questions or would like assistance with this survey, please contact Allison Burke at allison@lpc-associates.com.

Local Public Agency Information

All local public agencies working with a CivicSpark Fellow must provide the following information. We use this information to match your response to a specific project in our system and to track outcomes from the support provided during the service term.

The following questions ask for specific contact, organization, and project details and ask you to indicate the problem or need in your community that this project addressed (which you may have described in your application or on the pre-survey). If you did not apply for a Fellow but are working with an organization that did, please reach out to that contact to confirm project-specific information. **We will ask you to refer back to this identified problem/need when answering questions about your agency's capacity later in the survey.**

*1) First, we would like some information about you:

First name: _____

Last name: _____

Job title: _____

Email address: _____

---

*2) What is the name of your agency? _____

*3) Which of the following <u>best</u> describes your agency?

( ) City or Town

( ) County

( ) Council of Governments (COG), Community Advisory Group (CAG), Metropolitan Planning Organization (MPO), etc.

( ) Special District

( ) Joint Powers Authority (JPA)

( ) Other - Write In: _____

*4) What department do you work in?

( ) City / County Manager

( ) Planning

( ) Public Works

( ) Parks and Recreation

( ) Environmental Services

( ) Other - Write In: _____

*5) What is the <u>primary</u> jurisdiction that your agency serves (e.g., San Diego, LA County, or San Fernando Valley CoG)?

_____

*6) What is the approximate population of your <u>primary</u> jurisdiction?

_____

Project

*7) Please provide a short descriptive name of the capacity-building project the CivicSpark Fellow assisted with this service term.

_____

*8) How long has this project been going on?

( ) Less than 3 months

( ) 4-6 months

( ) 7-12 months

( ) A year or more

*9) Approximately what percentage of your time at work in the last 12 months was spent on the specific resiliency area this project focused on (e.g. climate, water, housing)?

_____

10) How much experience do you have working in the specific resiliency area of this project (e.g. climate, water, housing, etc.)?

( ) None

( ) A little

( ) Some

( ) A lot

*11) What is the <u>primary</u> environmental and/or social equity issue that your project addressed?

( ) Climate Mitigation/Adaptation

( ) Energy Conservation/Efficiency

( ) Waste Reduction/Mitigation

( ) Affordable Housing

( ) Mobility (alternative or multimodal transportation)

( ) Water Resources Management

( ) Environmental Justice/Social Equity

( ) Other - Write In: _____

*12) What is the <u>secondary</u> environmental and/or social equity issue that your project addressed?

( ) Climate Mitigation/Adaptation

( ) Energy Conservation/Efficiency

( ) Waste Reduction/Mitigation

( ) Affordable Housing

( ) Mobility (alternative or multimodal transportation)

( ) Water Resources Management

( ) Environmental Justice/Social Equity

( ) Other - Write In: _____

*13) What kind of activities did the project consist of? (check all that apply)

[ ] Plan development

[ ] Program implementation

[ ] Research

Next, we would like to hear about the degree to which your capacity-building goals for the project were achieved or not achieved. Your agency identified specific project goals in the pre-service capacity assessment survey that were finalized with the Fellow during the gap assessment process. A copy of those goals is attached to the email you received containing the link to this survey. Please review those goals before completing this section.

In the following questions, you will be asked to indicate the degree to which the goals were met during the 11-month CivicSpark service term. You will be asked about your goals in three areas:

- program development (program and service accomplishments)
- agency understanding (technical knowledge or resource understanding capacities)
- stakeholder engagement (interest, involvement, and communication)

Remember that you can use the "back" button as needed to return to previous questions.

Broadly, "capacity building" means creating lasting institutional change and enhancing the capacity of the public agency to achieve its goals by increasing the knowledge base, building program resources or plans, or creating or strengthening key relationships.

*14) To what extent were your <u>Program Development Goal(s)</u> met?

( ) Exceeded goal(s) – met all goals and exceeded one or more goals

( ) Fully met goal(s) – met all goals

( ) Partially met goal(s) – met one or more goals, but did not meet all goals

( ) Did not meet goal(s) – did not meet any goals

15) Please describe the specific outcomes related to your <u>Program Development Goal(s).</u> Provide comments on the achievement of the goals, or if you did not meet this goal, please share why you think this goal was not met.

_____

_____

_____

_____

*16) To what extent were your <u>Agency Understanding Goal(s)</u> met?

( ) Exceeded goal(s) – met all goals and exceeded one or more goals

( ) Fully met goal(s) – met all goals

( ) Partially met goal(s) – met one or more goals, but did not meet all goals

( ) Did not meet goal(s) – did not meet any goals

17) Please describe the specific outcomes related to your <u>Agency Understanding Goal(s).</u> Provide comments on the achievement of the goals, or if you did not meet this goal, please share why you think this goal was not met.

_____

_____

_____

_____

*18) To what extent were your <u>Stakeholder Engagement Goal(s)</u> met?

( ) Exceeded goal(s) – met all goals and exceeded one or more goals

( ) Fully met goal(s) – met all goals

( ) Partially met goal(s) – met one or more goals, but did not meet all goals

( ) Did not meet goal(s) – did not meet any goals

19) Please describe the specific outcomes related to your <u>Stakeholder Engagement Goal(s)</u>. Provide comments on the achievement of the goals, or if you did not meet this goal, please share why you think this goal was not met.

_____

_____

_____

_____

This section of the survey explores your <u>current</u> capacities and understanding with respect to the project you worked on this service term.

*20) Indicate your personal level of understanding of each of the following topics with respect to the project and goals you worked on during the past 12 months.

	No understanding	Very little understanding	Some understanding	Full understanding
How this issue affects your community	( )	( )	( )	( )
Who in your community is most negatively affected by this issue	( )	( )	( )	( )
How this issue impacts frontline and/or vulnerable populations in your community (e.g. low-income communities, communities of color, immigrants, seniors, people with disabilities, previously incarcerated individuals, individuals experiencing homelessness)	( )	( )	( )	( )
How the historical context of this issue is related to racial inequities today	( )	( )	( )	( )
Where work is most needed to address this issue in your community	( )	( )	( )	( )
The steps your agency can take to address this issue at the community level (e.g. through policies, ordinances)	( )	( )	( )	( )
The steps your agency can take to address this issue in the long term to maintain services that address this issue (e.g. through tools, financing, training)	( )	( )	( )	( )
The steps your agency can take to address the social equity dimension of this issue (e.g., seeking input from key stakeholder groups, creating equity accountability measures)	( )	( )	( )	( )

*21) Indicate the level to which you agree or disagree with each of the following statements with respect to the project and goals you worked on during the past 12 months.

Answers to this question will not affect future eligibility to partner with CivicSpark.

	Strongly disagree	Disagree	Agree	Strongly agree
Our agency has sufficient staff allocated to respond appropriately to this issue	( )	( )	( )	( )
Our staff represents the diversity of the community we serve	( )	( )	( )	( )
Our staff has the technical knowledge and training needed to effectively address this issue in our community	( )	( )	( )	( )
Our agency has well-defined mechanisms for tracking burdens and/or impacts related to this issue	( )	( )	( )	( )
Our community has a defined vision, plan, or policies related to the issue this project is addressing	( )	( )	( )	( )
Our agency has all the funding we need to address this issue for our community	( )	( )	( )	( )
Our staff has the capacity to ensure leaders across departments are aware of and responsive to this issue	( )	( )	( )	( )
Our staff has the capacity to discuss social equity considerations associated with this issue with key stakeholders (e.g., community members, partners, elected officials)	( )	( )	( )	( )
Our staff has the capacity/expertise to generate community awareness of and engagement in this issue to support our project	( )	( )	( )	( )

Our staff are aware of current policies related to this issue and know how these policies will affect our work on the project	( )	( )	( )	( )
Our staff are familiar with all the issue-specific resources we need to efficiently plan and implement our work (e.g., guides, reports, strategies, associations, and organizations)	( )	( )	( )	( )
Our staff has the capacity to identify social equity implications of proposed solutions to this issue (e.g., policies, plans)	( )	( )	( )	( )
Our agency has the capacity to support frontline and/or vulnerable populations (e.g., low income communities, communities of color, immigrants, seniors, people with disabilities) with this project	( )	( )	( )	( )

*22) Indicate the degree to which your various stakeholders are supportive of the project and goals you worked on during the past 12 months.

	No support	Very little support	Some support	A lot of support	Complete support	Not applicable
Elected officials	( )	( )	( )	( )	( )	( )
City Manager / County Executive Officer (or Leading Director)	( )	( )	( )	( )	( )	( )
Department heads	( )	( )	( )	( )	( )	( )
Community members including	( )	( )	( )	( )	( )	( )

frontline and/or vulnerable populations					
Local businesses	( )	( )	( )	( )	( )	( )

*23) Please indicate how much your agency's capacity improved in each of the following areas during the past 12 months.

	No improvement	Very little improvement	Some improvement	A lot of improvement	Complete improvement
Effectiveness (ability to achieve success or quality of outcomes)	( )	( )	( )	( )	( )
Efficiency (ability to achieve better outcomes with the same resources, or the same outcomes with fewer resources)	( )	( )	( )	( )	( )
Scale/Reach (scope of service, for example, more people served, new populations served, or new/expanded services)	( )	( )	( )	( )	( )

24) Please describe how CivicSpark contributed to the effectiveness, efficiency, or scale/reach of your agency's work. Please be specific in your response as to which of the three you are describing.

_____

_____

_____

Thank You!

Thank you for taking our survey. We appreciate and value your time and response.

Environmental and Social Equity Capacity Survey

Introduction

We are asking you to complete this survey because you work for a local public agency that may be involved in implementing environmental and/or social equity resiliency projects (projects focused on climate change, affordable housing, etc). As you may know, your agency completed a similar survey last year, in August or September 2021. This is the follow-up survey.

CivicWell (formerly the Local Government Commission) is conducting a study to better understand the capacity-building goals public agencies have for their work, their current capacity to implement projects over time, and the factors that influence their progress. The best way to learn about these issues is from public agency staff like you. Thank you for your help!

In advance of completing this survey, please review the goals your agency identified in the pre-survey that was completed in 2021. A copy of these goals is attached to the email you received from CivicWell containing the survey link.

Some survey questions are subjective and may reflect your opinions. We are interested in the degree to which your specific project and capacity-building goals were or were not achieved during the past 12 months, and your frank and candid assessment of where your community and/or agency stands with respect to the issue your project addressed. We ask that you answer each question genuinely and to the best of your ability at this point in time (without regard to any desired outcome or anticipation of impacts to come).

This survey should take **approximately 15 minutes to complete**. All individual responses will be kept strictly confidential and will not be shared outside of CivicWell and its evaluator, LPC Consulting Associates, Inc. Responses will be reported so that no individual person or agency can be identified, and only aggregate survey results will be shared.

As the survey has required answers, and sections appear on a series of pages, you can't preview all the questions without entering information on each page. If you want to preview the whole survey, please download a copy here. Please do not submit the survey in pdf form; rather, we ask that you please return here to submit your answers online. We also ask that you **fully complete all questions to the best of your ability,** as partial responses limit our ability to learn from the data.

Thank you in advance for your participation. We look forward to your responses.

If you have any questions or would like assistance with this survey, please contact Allison Burke at allison@lpc-associates.com.

Local Public Agency Information

The following questions ask for specific contact, organization, and project details and ask you to indicate the problem or need in your community that this project addressed (which you may have described in the pre-survey you completed in 2021). **We will ask you to refer back to this identified problem/need when answering questions about your agency's capacity later in the survey.**

*1) First, we would like some information about you:

First name: _____

Last name: _____

Job title: _____

Email address: _____

*2) What is the name of your agency? _____

*3) Which of the following <u>best</u> describes your agency?

( ) City or Town

( ) County

( ) Council of Governments (COG), Community Advisory Group (CAG), Metropolitan Planning Organization (MPO), etc.

( ) Special District

( ) Joint Powers Authority (JPA)

( ) Other - Write In: _____

*4) What department do you work in?

( ) City / County Manager

( ) Planning

( ) Public Works

( ) Parks and Recreation

( ) Environmental Services

( ) Other - Write In: _____

*5) What is the <u>primary</u> jurisdiction that your agency serves (e.g., San Diego, LA County, or San Fernando Valley CoG)?

_____

*6) What is the approximate population of your <u>primary</u> jurisdiction?

_____

*7) Is there an environmental and/or social equity resiliency project that your agency is <u>currently working on</u> or <u>worked on in the past 12 months</u>?

( ) Yes

( ) No

*8) Please briefly describe the environmental and/or social equity resiliency project you referenced in the previous question.

_____

_____

_____

_____

*9) How long has this project been going on?

( ) Less than 3 months

( ) 4-6 months

( ) 7-12 months

( ) A year or more

*10) Approximately what percentage of your time at work in the last 12 months was spent on the specific resiliency area this project focused on (e.g. climate, water, housing)?

_____

11) How much experience do you have working in the specific resiliency area of this project (e.g. climate, water, housing, etc.)?

( ) None

( ) A little

( ) Some

( ) A lot

*12) What is the _primary_ environmental and/or social equity issue that your project addressed?

( ) Climate Mitigation/Adaptation

( ) Energy Conservation/Efficiency

( ) Waste Reduction/Mitigation

( ) Affordable Housing

( ) Mobility (alternative or multimodal transportation)

( ) Water Resources Management

( ) Environmental Justice/Social Equity

( ) Other - Write In: _____

*13) What is the secondary environmental and/or social equity issue that your project addressed?

( ) Climate Mitigation/Adaptation

( ) Energy Conservation/Efficiency

( ) Waste Reduction/Mitigation

( ) Affordable Housing

( ) Mobility (alternative or multimodal transportation)

( ) Water Resources Management

( ) Environmental Justice/Social Equity

( ) Other - Write In: _____

*14) What kind of activities did the project consist of? (check all that apply)

[ ] Plan development

[ ] Program implementation

[ ] Research

Next, we would like to hear about the degree to which your capacity-building goals for the project were achieved or not achieved. Your agency identified specific project goals in the pre-survey that was completed in 2021. A copy of those goals is attached to the email you received containing the link to this survey. Please review those goals before completing this section.

In the following questions, you will be asked to indicate the degree to which the goals were met in the past 12 months. You will be asked about your goals in three areas:

- program development (program and service accomplishments)
- agency understanding (technical knowledge or resource understanding capacities)
- stakeholder engagement (interest, involvement, and communication)

Remember that you can use the "back" button as needed to return to previous questions.

Broadly, "capacity building" means creating lasting institutional change and enhancing the capacity of the public agency to achieve its goals by increasing the knowledge base, building program resources or plans, or creating or strengthening key relationships.

*15) To what extent were your <u>Program Development Goal(s)</u> met?

( ) Exceeded goal(s) – met all goals and exceeded one or more goals

( ) Fully met goal(s) – met all goals

( ) Partially met goal(s) – met one or more goals, but did not meet all goals

( ) Did not meet goal(s) – did not meet any goals

16) Please describe the specific outcomes related to your <u>Program Development Goal(s)</u>. Provide comments on the achievement of the goals, or if you did not meet this goal, please share why you think this goal was not met.

_____

_____

_____

_____

*17) To what extent were your <u>Agency Understanding Goal(s)</u> met?

( ) Exceeded goal(s) – met all goals and exceeded one or more goals

( ) Fully met goal(s) – met all goals

( ) Partially met goal(s) – met one or more goals, but did not meet all goals

( ) Did not meet goal(s) – did not meet any goals

18) Please describe the specific outcomes related to your <u>Agency Understanding Goal(s)</u>. Provide comments on the achievement of the goals, or if you did not meet this goal, please share why you think this goal was not met.

_____

_____

_____

_____

19) To what extent were your <u>Stakeholder Engagement Goal(s)</u> met?

( ) Exceeded goal(s) – met all goals and exceeded one or more goals

( ) Fully met goal(s) – met all goals

( ) Partially met goal(s) – met one or more goals, but did not meet all goals

( ) Did not meet goal(s) – did not meet any goals

20) Please describe the specific outcomes related to your <u>Stakeholder Engagement Goal(s)</u>. Provide comments on the achievement of the goals, or if you did not meet this goal, please share why you think this goal was not met.

_____

_____

_____

_____

This section of the survey explores your <u>current</u> capacities and understanding with respect to the project you worked on during the past 12 months.

*21) Indicate your personal level of understanding of each of the following topics with respect to the project and goals you worked on during the past 12 months.

	No understanding	Very little understanding	Some understanding	Full understanding
How this issue affects your community	( )	( )	( )	( )
Who in your community is most negatively affected by this issue	( )	( )	( )	( )
How this issue impacts frontline and/or vulnerable populations in your community (e.g. low-income communities, communities of color, immigrants, seniors, people with disabilities, previously incarcerated individuals, individuals experiencing homelessness)	( )	( )	( )	( )
How the historical context of this issue is related to racial inequities today	( )	( )	( )	( )
Where work is most needed to address this issue in your community	( )	( )	( )	( )
The steps your agency can take to address this issue at the community level (e.g. through policies, ordinances)	( )	( )	( )	( )
The steps your agency can take to address this issue in the long term to maintain services that address this issue (e.g. through tools, financing, training)	( )	( )	( )	( )
The steps your agency can take to address the social equity dimension of this issue (e.g., seeking input from key stakeholder groups, creating equity accountability measures)	( )	( )	( )	( )

*22) Indicate the level to which you agree or disagree with each of the following statements with respect to the project and goals you worked on during the past 12 months.

	Strongly disagree	Disagree	Agree	Strongly agree
Our agency has sufficient staff allocated to respond appropriately to this issue	( )	( )	( )	( )
Our staff represents the diversity of the community we serve	( )	( )	( )	( )
Our staff has the technical knowledge and training needed to effectively address this issue in our community	( )	( )	( )	( )
Our agency has well-defined mechanisms for tracking burdens and/or impacts related to this issue	( )	( )	( )	( )
Our community has a defined vision, plan, or policies related to the issue this project is addressing	( )	( )	( )	( )
Our agency has all the funding we need to address this issue for our community	( )	( )	( )	( )
Our staff has the capacity to ensure leaders across departments are aware of and responsive to this issue	( )	( )	( )	( )
Our staff has the capacity to discuss social equity considerations associated with this issue with key stakeholders (e.g., community members, partners, elected officials)	( )	( )	( )	( )
Our staff has the capacity/expertise to generate community awareness of and engagement in this issue to support our project	( )	( )	( )	( )

Our staff are aware of current policies related to this issue and know how these policies will affect our work on the project	( )	( )	( )	( )
Our staff are familiar with all the issue-specific resources we need to efficiently plan and implement our work (e.g., guides, reports, strategies, associations, and organizations)	( )	( )	( )	( )
Our staff has the capacity to identify social equity implications of proposed solutions to this issue (e.g., policies, plans)	( )	( )	( )	( )
Our agency has the capacity to support frontline and/or vulnerable populations (e.g., low income communities, communities of color, immigrants, seniors, people with disabilities) with this project	( )	( )	( )	( )

*23) Indicate the degree to which your various stakeholders are supportive of the project and goals you worked on during the past 12 months.

	No support	Very little support	Some support	A lot of support	Complete support	Not applicable
Elected officials	( )	( )	( )	( )	( )	( )
City Manager / County Executive Officer (or Leading Director)	( )	( )	( )	( )	( )	( )
Department heads	( )	( )	( )	( )	( )	( )
Community members including	( )	( )	( )	( )	( )	( )

frontline and/or vulnerable populations					
Local businesses	( )	( )	( )	( )	( )	( )

*24) Please indicate how much your agency's capacity improved in each of the following areas during the past 12 months.

	No improvement	Very little improvement	Some improvement	A lot of improvement	Complete improvement
Effectiveness (ability to achieve success or quality of outcomes)	( )	( )	( )	( )	( )
Efficiency (ability to achieve better outcomes with the same resources, or the same outcomes with fewer resources)	( )	( )	( )	( )	( )
Scale/Reach (scope of service, for example, more people served, new populations served, or new/expanded services)	( )	( )	( )	( )	( )

25) Please describe how the project contributed to the effectiveness, efficiency, or scale/reach of your agency's work. Please be specific in your response as to which of the three you are describing.

_____

_____

_____

_____

Thank You!

Thank you for taking our survey. We appreciate and value your time and response.

Appendix C – Sample for Analysis

Comparison Sample

There were 56 total submissions to the post-survey from the comparison group. Of these, 43 were complete and 13 were partially complete. Several partials were duplicates of completed surveys, and none of the remaining partials submitted enough data to be included in the analysis. In addition, there were 3 duplicates in the completed surveys, making the final unique submissions count 40. Of these 40, seven (7) responded "no" to the question: "Is there an environmental and/or social equity resiliency project that your agency is currently working on or worked on in the past 12 months?" making the final sample for the comparison group 33 agencies. All 33 agencies had also completed a pre-survey.

Intervention (Beneficiary) Sample

There were 111 total complete submissions to the post-survey from the intervention (beneficiary) group. To create the beneficiary sample, this sample needed to be reduced to one project per agency (as the unit of analysis in the study was the agency, and not the project). The project type (primary issue) was used to reduce the number of responses in the beneficiary group to more closely resemble the project types in the comparison group, using the following steps:

- If a partner only had one submitted survey, this survey was used (35 submissions, 35 partners)
- If a partner had multiple surveys submitted of the same project type, one project was randomly selected from this partner (44 submissions, 19 partners).
- If a partner had multiple surveys submitted of different project types, projects that most closely matched the distribution of the comparison group were prioritized with the following prioritization (32 submissions, 14 partners):
  - Climate Mitigation/Adaptation: 1
  - Other - Write In (Required): 2
  - Energy Conservation/Efficiency: 3
  - Mobility (alternative or multimodal transportation): 3
  - Environmental Justice/Social Equity: 4
  - Waste Reduction/Mitigation: 4
  - Affordable Housing: 5
  - Water Resources Management: 5

With the sample narrowed to one project response per agency, the final sample had 68 submissions. An additional five (5) beneficiary cases were dropped, as revenue data could not be determined, and variables to create the propensity scores must be available for all observations. Therefore, the final intervention (beneficiary) sample had 63 agencies.

Appendix D - Propensity Score Matching Procedure

This section describes the model used to create the matched sample. Analysis was conducted in R using the MatchIt package (v4.4.0; Ho, Imai, King, & Stuart, 2011). Optimal matching was performed using, the optmatch package (v0.10.5; Hansen & Klopfer, 2006).

The analysis first checked for multicollinearity to determine if there was high correlation among two or more independent variables. In this analysis, generalized variance inflation factor (GVIF) (Fox & Monette, 1992) is reported as opposed to variance inflation factor (VIF), as there is one categorical variable, and VIF cannot be used with categorical variables since it is only suitable with variables having one degree of freedom. To make GVIFs comparable across dimensions, the analysis used GVIF^(1/(2*DF)), where DF (degrees of freedom) is the number of coefficients in the subset, reducing the GVIF to a linear measure (Fox & Monette, 1992).

As shown in Table 1 below, all scaled GVIFs were close to 1, indicating that there was little correlation between each predictor variable and the remaining predictor variables

Table 1. Multicollinearity

Variable	GVIF	Df	GVIF$^{[1/(2*df)]}$
Revenues per capita	1.347771	1	1.160935
Agency Type	1.428301	2	1.093213
Population	1.081588	1	1.039994
Pre-Survey Program Service Delivery Index	1.017556	1	1.008740

Next, a regression model for the propensity score matching was created using four variables. Table 2 on the next page lists each variable and the sources of data. A one-to-one matching procedure using optimal matching without caliper and without replacement was run. The sample was large enough to use one-to-one matching. Including more neighbors (e.g., one-to-many) may reduce the variance in the treatment effects, but can increase the bias when using controls that are poor matches. Because "nearest neighbor" is the most common form of matching, this method was initially tried. However, the quality of matches was extremely low. Instead, we used "optimal matching," which can be more appropriate when there are fewer controls than treated subjects (Gu & Rosenbaum, 1993).

Table 2. Propensity Score Variable Data Sources

Propensity Score Variable	Source
Agency type (dummy variable, factor)	Pre-Survey response (0 – Other, 1 – City, 2 – County)
Population size of jurisdiction (continuous)	Post-Survey response and public dataset. *Note: If the agency was a city or county, the population data from the 2020 dataset was used. If it was another type of agency, the population reported in the survey was used. Some values were reported in millions and these were adjusted in the final dataset.*
Per capita tax revenue of jurisdiction (continuous)	Financial data was collected from <u>The California State Controller's Office Local Government Financial Data</u>. *Note: Revenue information for the following agencies was not available from the Controller's Office, and additional research to determine revenues was conducted:* *Beneficiaries* • *Tuolumne River Preservation Trust, <u>2,093,111</u>* • *SMUD, <u>1,582,979</u>* • *California Water Efficiency Partnership, <u>1,098,186</u>* *Comparison agencies* • *Regional Climate Protection Authority, <u>170,5222</u>* • *Carbon Cycle Institute, <u>689,252</u>*
Perceived capacity to address climate change (continuous)	Pre-Survey Program Service Delivery Index, which included the following four items: • Our staff has the capacity to discuss social equity consideration • Our staff has the capacity to generate community awareness/ engagement • Our staff has the capacity to ensure leaders are responsive to this issue • Our agency has the capacity to support frontline and/or vulnerable populations

Appendix E - Quality of Matching Model

To determine the quality of the matching model, the analysis included an assessment of the covariate balance as well a number of visual diagnostics, as described below.

Covariate Balance

The analysis examined the covariate balance by calculating the standard mean difference (SMD), the variance ratio, and the empirical CDF statistics (eCDF Mean and eCDF Max). Note that 30 cases in the treatment group were dropped, as the control group only had 33 observations (Table 1).

Table 1. Sample Size

	Control	Treatment
All	33	63
Matched	33	33
Unmatched	0	30

As shown in Tables 2 and 3, the SMDs in the model are close to 0, indicating good balance. The eCDF statistics are also close to zero, indicating good balance. The variance ratios are less than ideal, particularly for the population variable. However, given that other measures reflect relatively good balance in the model, and that moderate imbalance can be expected in small samples even if the propensity score model has been correctly specified (Austin, 2009), this is acceptable.

Table 2. Summary of Balance for All Data

	Mean Treatment	Mean Control	SMD	Variance Ratio	eCDF Mean	eCDF Max
Distance	0.6786	0.6135	0.4878	1.9551	0.1379	0.2670
Revenues per capita	2449.2976	1767.7909	0.2231	3.1749	0.0819	0.2338
Agency Type (0)	0.5714	0.4545	0.2362	.	0.1169	0.1169
Agency Type (1)	0.2857	0.3333	-0.1054	.	0.0476	0.0476
Agency Type (2)	0.1429	0.2121	-0.1979	.	0.0693	0.0693
Population	1813338.2698	806299.697	0.1765	16.8801	0.0841	0.1876
Pre-Survey Program Service Delivery Index	2.5079	2.5909	-0.1660	0.4329	0.0855	0.1804

**Table 3. Summary of Balance for Matched Data**

	Mean Treatment	Mean Control	Std. Mean Diff	Variance Ratio	eCDF Mean	eCDF Max	Std. Pair Dist
Distance	0.6167	0.6135	0.0244	0.9233	0.0150	0.0606	0.0438
Revenues per capita	1723.3894	1767.7909	-0.0145	0.5025	0.0852	0.2121	0.5471
Agency Type (0)	0.5152	0.4545	0.1225	.	0.0606	0.0606	1.1022
Agency Type (1)	0.3333	0.3333	0.0000	.	0.0000	0.0000	0.6061
Agency Type (2)	0.1515	0.2121	-0.1732	.	0.0606	0.0606	0.6928
Population	320929.6364	806299.697	-0.0851	0.1049	0.1326	0.2424	0.1538
Pre-Survey Program Service Delivery Index	2.5758	2.5909	-0.0303	0.4701	0.0661	0.1515	1.1517

Visual Diagnostics

Distribution of Propensity Scores

The analysis assessed "common support" to ensure there is overlap in the range of propensity scores across treatment and comparison groups. Below is a jitter plot of the overall distribution of propensity scores in the treated and control group. This indicates propensity score matching is appropriate, as there is satisfactory overlap in the propensity score distribution between the matched treated group and the matched control group.

Distribution of Propensity Scores
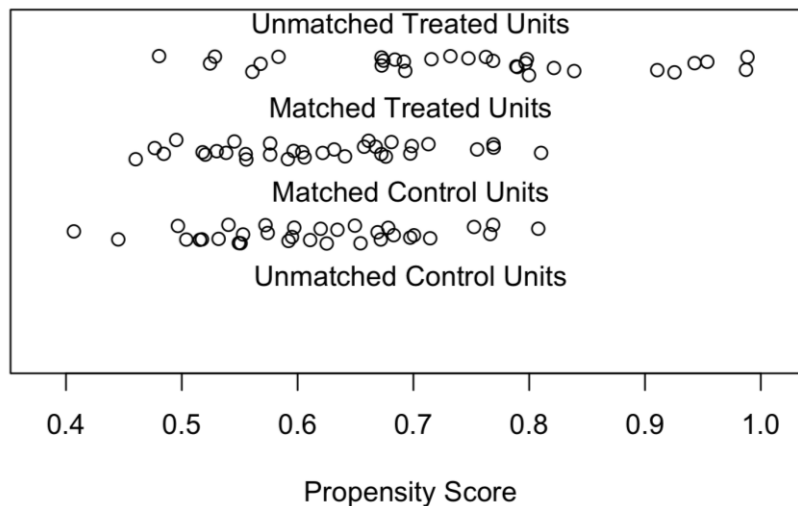
eQQ Plots

The y-axis displays each value of the covariate for the treated units, and the x-axis displays the value of the covariate at the corresponding quantile in the control group. When values fall on the 45 degree line, the groups are balanced (Greifer, 2022).
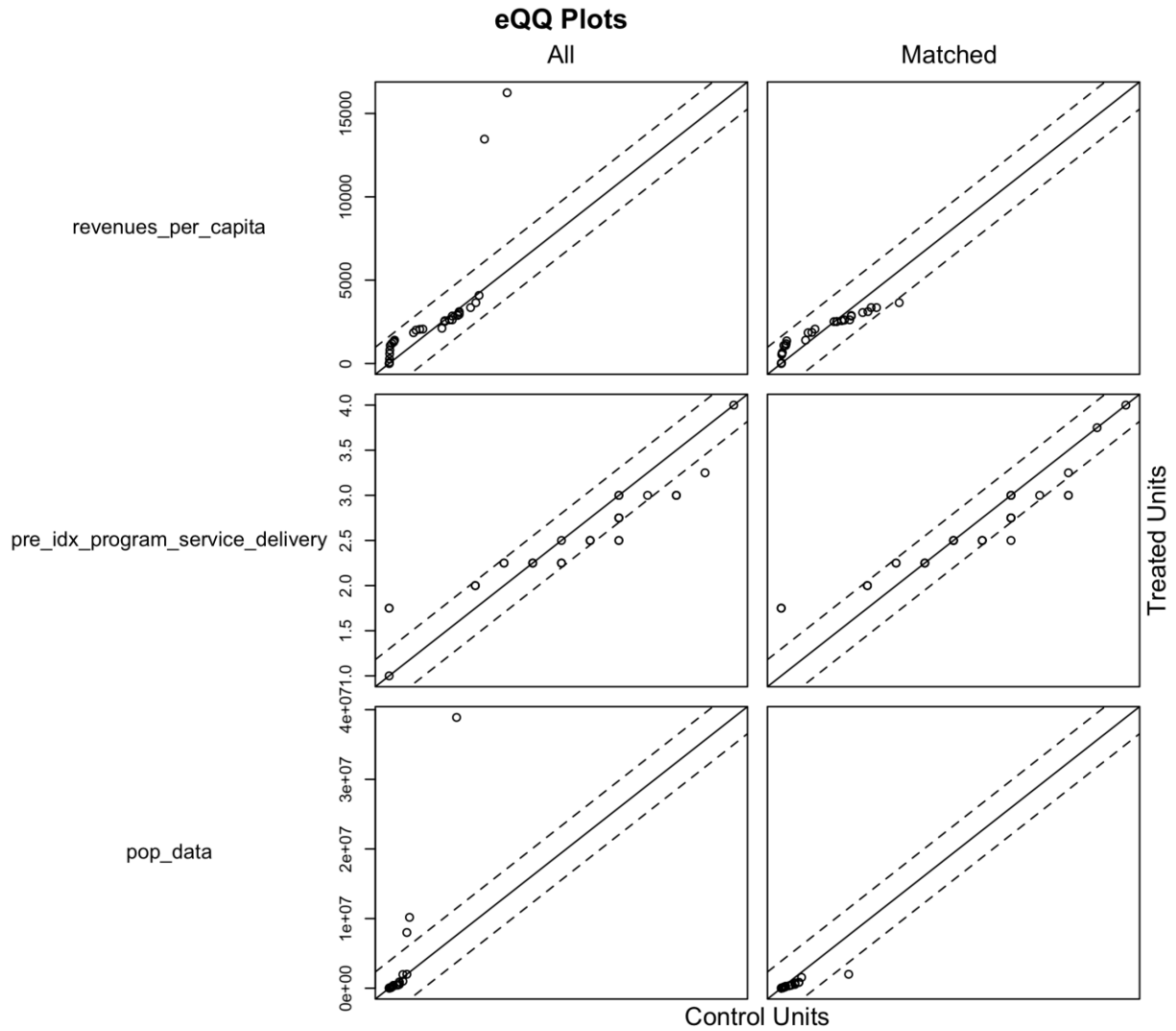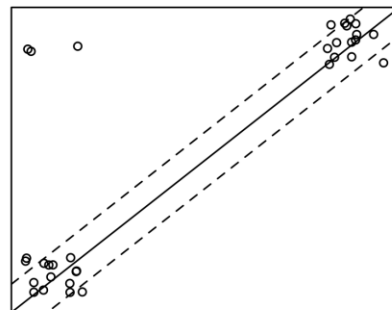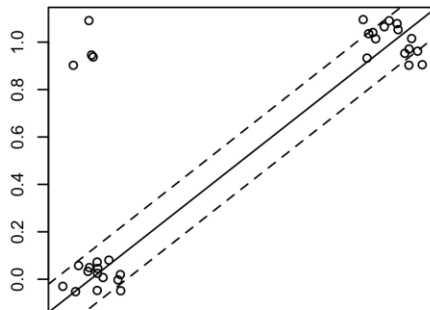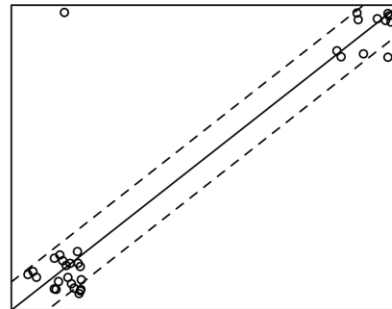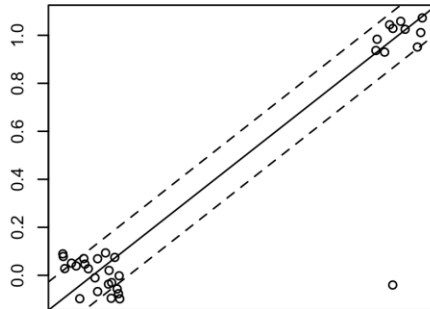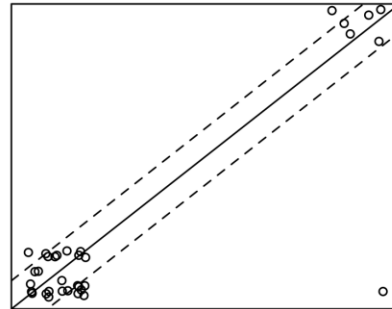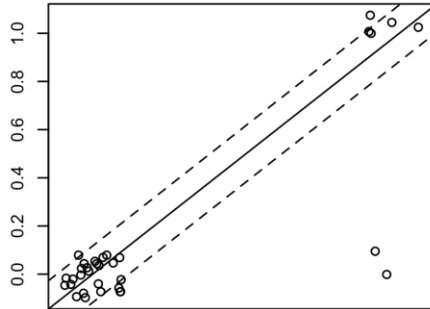
eQQ Plots

Histograms of Propensity Scores
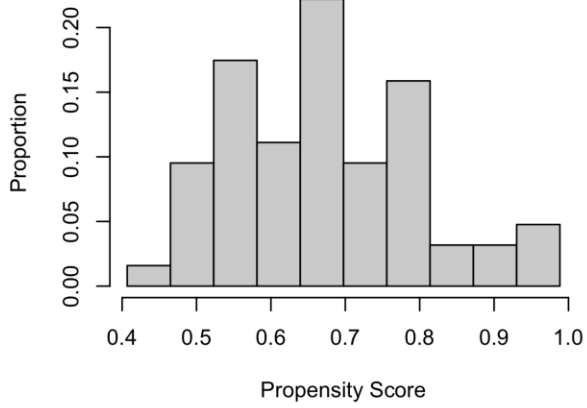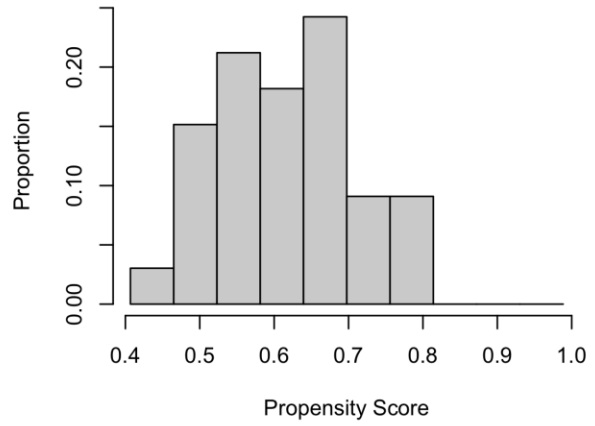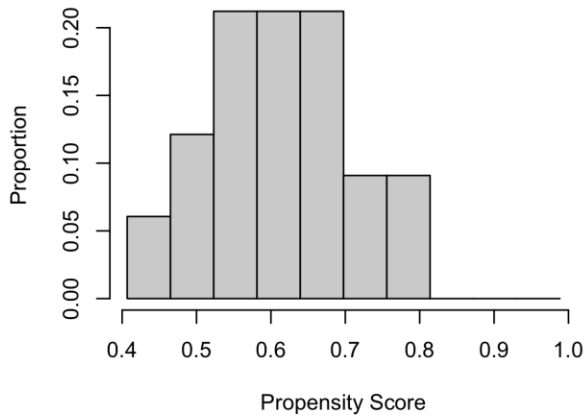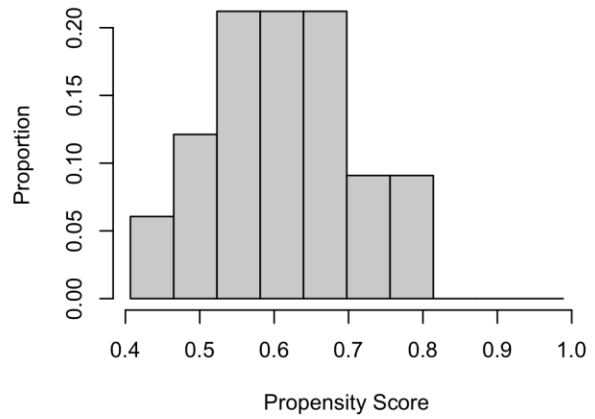
Density Plots

The x-axis displays the covariate values and the y-axis displays the density of the sample at that covariate value. For binary variables, the y-axis displays the proportion of the sample at that covariate value. Perfectly overlapping lines indicate good balance. The black line corresponds to the treated group and the gray line to the control group.

Appendix F - Matched Sample Descriptive Statistics

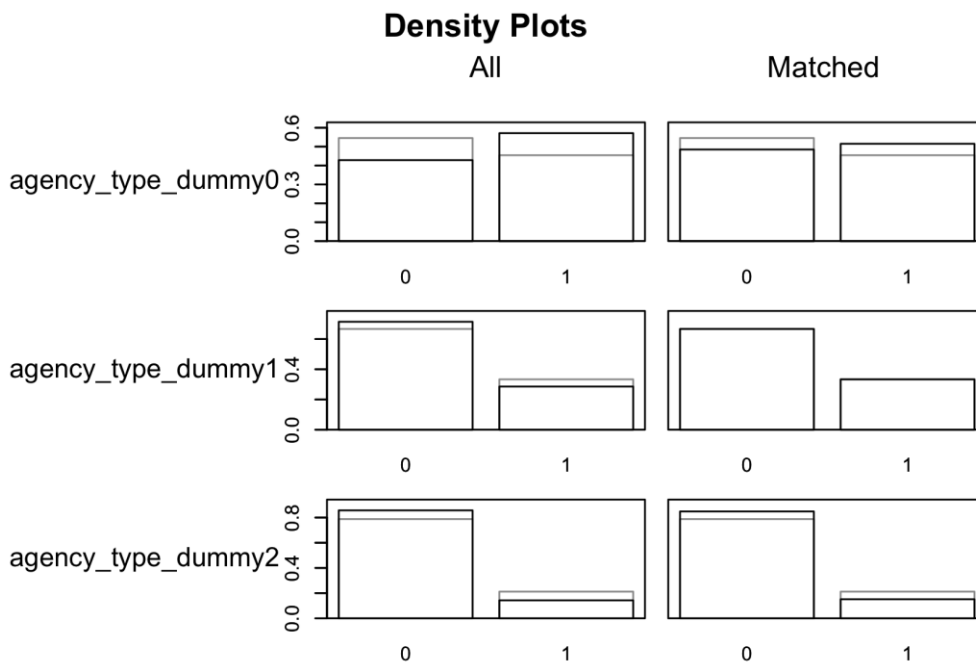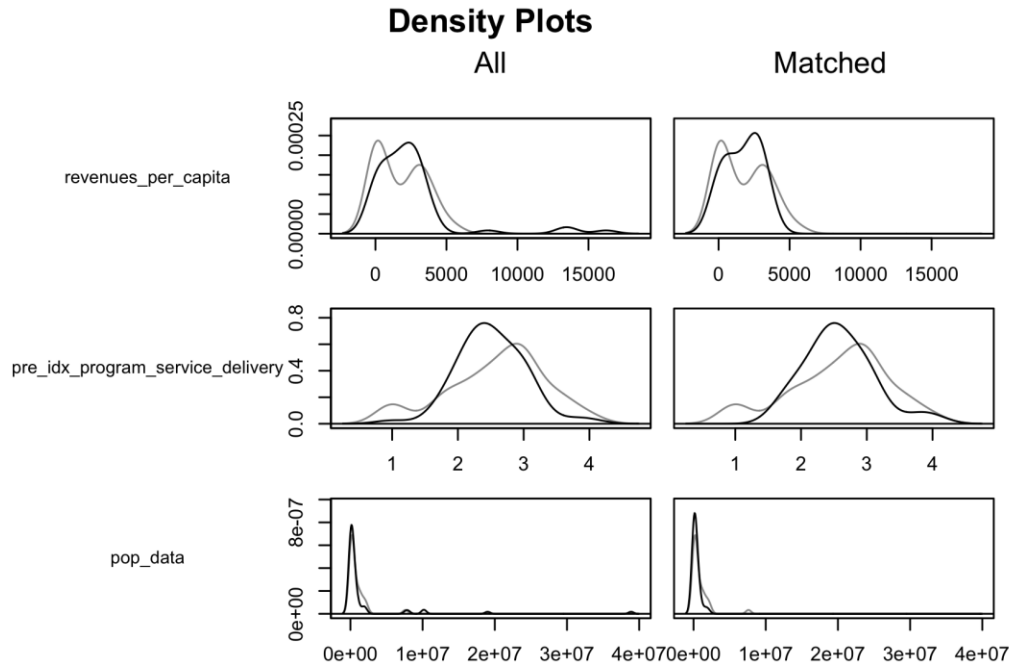| Variable	N	Comparison N = 33[1]	Treatment N = 33[1]	p-value[2]
Agency Type	66			0.6
City or Town		11 (33%)	17 (52%)	
Council of Governments (COG), Community Advisory Group (CAG), Metropolitan Planning Organization (MPO), etc.		2 (6.1%)	2 (6.1%)	
County		7 (21%)	7 (21%)	
Joint Powers Authority (JPA)		3 (9.1%)	1 (3.0%)	
Other		2 (6.1%)	2 (6.1%)	
Special District		8 (24%)	4 (12%)	
How long has this project been going on?	66			0.012
4-6 months		3 (9.1%)	1 (3.0%)	
7-12 months		6 (18%)	17 (52%)	
A year or more		24 (73%)	15 (45%)	
Approximately what percentage of your time at work in the last 12 months was spent on the specific resiliency area this project focused on?	58	0.44 (0.35)	0.54 (0.35)	0.3
How much experience do you have working in the specific resiliency area of this project?	66			0.12
A little		6 (18%)	4 (12%)	
A lot		13 (39%)	22 (67%)	
None		1 (3.0%)	0 (0%)	
Some		13 (39%)	7 (21%)	
What is the primary environmental and/or social equity issue that your project addressed?	64			0.5
Affordable Housing		1 (3.0%)	4 (13%)	
Climate Mitigation/Adaptation		16 (48%)	12 (39%)	
Energy Conservation/Efficiency		3 (9.1%)	2 (6.5%)	
Environmental Justice/Social Equity		2 (6.1%)	6 (19%)	
Mobility (alternative/multimodal transportation)		3 (9.1%)	1 (3.2%)	
Other		5 (15%)	4 (13%)	
Waste Reduction/Mitigation		2 (6.1%)	2 (6.5%)	
Water Resources Management		1 (3.0%)	0 (0%)	
Population of Primary Jurisdiction	66	806,300 (1,388,330)	320,930 (449,735)	0.058
Revenue per capita	66	1,768 (1,714)	1,723 (1,215)	>0.9

[1] n (%); Mean (SD)

[2] Fisher's exact test; Mann Whitney Wilcoxon Test; Pearson's Chi-squared test

Facilitator name:
Notetaker name:
Date:
Interviewee name:
Agency and project:

Introduction

Thank you for taking the time to meet with us today. We are chatting with several local agencies to learn more about your experience working with CivicSpark and hosting a CivicSpark Fellow. Our hope is to gather information that will help CivicWell improve the program. I have some questions to guide our discussion, but we want this to be more of a conversation than a formal question and answer, so feel free to elaborate on your responses. And just so you know, we won't use any identifying information in the report, and your identity will remain confidential. Do you have any questions before we start?

Background

1. First off, please tell us your title and how long you've worked in the position.

2. How many CivicSpark fellows did you supervise in the 21/22 service year?

3. How many years has your organization worked with CivicSpark Fellows?

4. How many years have <u>you</u> supervised a CivicSpark Fellow?

Agency & Community Impacts

5. What impact has the current CivicSpark Fellow had on your <u>agency</u>?

    a. Did your Fellow contribute to <u>program development</u> (program and service accomplishments)? How so?

    b. Did your Fellow increase <u>agency understanding</u> (technical knowledge or resource understanding capacities) around the project? How so?

    c. Did your Fellow promote <u>stakeholder engagement</u> (interest, involvement, and communication) during their service term?

6. In what ways has your Fellow enhanced the scale, reach, or effectiveness of your agency's programs in the <u>community</u>?

7. Do you think the agency will be able to sustain the changes your Fellow made after their service term ends? Why or why not?

Experience with CivicSpark

8. In your opinion, what has been the biggest benefit of working with CivicSpark?

9. What have been some of the challenges in working with CivicSpark?
   a. Have any internal changes at CivicSpark had an impact on your work? (e.g., staff, rebranding)
   b. What do you think about the amount of the Fellow stipend?
   c. How about the agency match cost – is this prohibitively high? Could you afford to pay more?

10. What kind of barriers did you or your Fellow experience in completing project goals?

11. How could the CivicSpark program be improved?
    a. Relationship with Fellow (recruitment, supervision support)
    b. Relationship with CivicSpark (program operations)

12. Is there any additional support CivicSpark could provide to help achieve project goals?

13. Are there any specific topics, legislation, or content areas that CivicSpark could support or educate agency staff or Fellows on, either now or coming up in the future?
    a. Are there things CivicSpark could be providing to support agency staff or Fellows in understanding community needs?
    a. How about racial equity and the historical context of the communities in which they work?

14. Would you recommend CivicSpark to other agencies? If so, what would you tell them about what to expect?

15. Those are all my questions! Is there anything we didn't cover that you would like to share, or do you have any other feedback or suggestions?

Appendix H – Regression Models

Assessing Relationship between Capacity and Goal Achievement

Agency Goals Met and Improved Capacity Index

	Estimated	Std. Error	z-value	p	Odds	CI 2.5%	CI 97.5%
Intercept	-4.7651	2.2949	-2.076	0.0379*	.00852175	6.334382e-0	0.4996182
Improved capacity index	1.4973	0.6737	2.222	0.0262*	4.46949886	1.361580e+00	19.1111768

Deviance Residuals:
```
  Min     1Q  Median    3Q    Max
-1.721  -1.064  0.718  1.083  1.295
```

Assessing Goal Achievement between Groups

Program Development Goals

	Estimate (log -odds)	Std. Error	z-value	p	Odds	CI 2.5%	CI 97.5%
Intercept	-0.5596	0.3619	-1.546	0.12200	0.5714286	0.2726188	1.143545
Treatment	1.5404	0.5327	2.892	0.00383**	4.6666667	1.6899138	13.816733

Deviance Residuals:

```
  Min      1Q   Median     3Q     Max
-1.6120  -0.9508  0.7981  0.7981  1.4224
```

Null deviance: 90.949 on 65 degrees of freedom

Residual deviance: 81.935 on 64 degrees of freedom

AIC: 85.935

Agency Understanding Goals

	Estimated	Std. Error	z-value	p	Odds	CI 2.5%	CI 97.5%
Intercept	-0.9808	0.3909	-2.509	0.0121*	0.37500	0.1649459	0.7789663
Treatment	2.7036	0.6233	4.338	1.44e-05***	14.93333	4.7159063	55.8313520

Deviance Residuals:

```
   Min      1Q   Median      3Q     Max
-1.9427  -0.7981   0.5732   0.5732   1.6120
```

Null deviance: 90.523 on 65 degrees of freedom

Residual deviance: 66.745 on 64 degrees of freedom

AIC: 70.745

Stakeholder Goals

	Estimated	Std. Error	z-value	p	Odds	CI 2.5%	CI 97.5%
Intercept	-0.6931	0.3693	-1.877	0.06051	0.500000	0.2334895	1.009396
Treatment	1.6740	0.5377	3.113	0.00185**	5.333333	1.9174072	15.991508

Deviance Residuals:

```
   Min      1Q   Median      3Q     Max
-1.6120  -0.9005   0.7981   0.7981   1.4823
```

Null deviance: 91.253 on 65 degrees of freedom

Residual deviance: 80.683 on 64 degrees of freedom

AIC: 84.683

Appendix I - Change in Agency Capacity (Detail)

Paired-sample T-tests and/or chi-square tests were performed within each topic group, to determine statistical significance of change over time on each survey item. P values less than .05 are highlighted.

	Control				Treatment			
	N	Pre N = 33[1]	Post N = 33[1]	p-value[2]	N	Pre N = 33[1]	Post N = 33[1]	p-value[2]
Personal Understanding								
How this issue affects your community	66	3.27 (0.63)	3.45 (0.56)	0.066	66	3.33 (0.65)	3.48 (0.51)	0.3
Who in your community is most negatively affected by this issue	66	3.18 (0.68)	3.30 (0.59)	0.2	66	2.97 (0.68)	3.39 (0.66)	0.005
How this issue impacts frontline and/or vulnerable populations in your community	66	3.06 (0.61)	3.27 (0.52)	0.023	66	2.76 (0.75)	3.45 (0.56)	<0.001
How the historical context of this issue is related to racial inequities today	66	2.97 (0.88)	3.06 (0.70)	0.5	66	2.39 (0.86)	2.94 (0.79)	0.001
Where work is most needed to address this issue in your community	66	3.09 (0.68)	3.15 (0.76)	0.6	66	2.85 (0.67)	3.42 (0.56)	0.001
The steps your agency can take to address this issue at the community level (e.g. through policies, ordinances)	66	2.97 (0.64)	3.09 (0.63)	0.3	66	3.03 (0.47)	3.45 (0.51)	0.002
The steps your agency can take to address this issue in the long term to maintain services that address this issue (e.g. through tools, financing, training)	66	2.88 (0.70)	3.06 (0.66)	0.2	66	2.88 (0.55)	3.36 (0.65)	<0.001
The steps your agency can take to address the social equity dimension of this issue (e.g., seeking input from key stakeholder groups, creating equity accountability measures)	66	2.94 (0.66)	2.97 (0.68)	0.8	66	2.61 (0.61)	3.30 (0.64)	<0.001
Staffing								
Our agency has sufficient staff allocated to respond appropriately to this issue	66	2.06 (0.83)	2.30 (0.88)	0.2	66	2.12 (0.78)	2.24 (0.79)	0.6
Our staff represents the diversity of the community we serve	66	2.58 (0.79)	2.67 (0.78)	0.5	66	2.85 (0.76)	2.73 (0.76)	0.3
Our staff has the capacity to identify social equity implications of proposed solutions to this issue (e.g., policies, plans)	66	2.67 (0.82)	2.45 (0.83)	0.10	66	2.55 (0.62)	2.82 (0.68)	0.12
Our staff has the technical knowledge and training needed to effectively address this issue in our community	66	2.79 (0.86)	2.70 (0.68)	0.6	66	2.70 (0.64)	2.76 (0.71)	0.7

Policy and Resources Awareness

	N			p	N			p
Our community has a defined vision, plan, or policies related to the issue this project is addressing	66	2.64 (0.90)	2.67 (0.78)	0.9	66	2.73 (0.67)	2.88 (0.65)	0.3
Our agency has all the funding we need to address this issue for our community	66	1.64 (0.82)	1.85 (0.91)	0.13	66	1.82 (0.85)	1.82 (0.88)	>0.9
Our staff are aware of current policies related to this issue and know how these policies will affect our work on the project	66	3.09 (0.52)	3.00 (0.61)	0.5	66	2.82 (0.64)	2.97 (0.53)	0.4
Our staff are familiar with all the issue-specific resources we need to efficiently plan and implement our work (e.g., guides, reports, strategies, associations, and organizations)	66	2.94 (0.66)	2.73 (0.72)	0.2	66	2.73 (0.57)	3.00 (0.56)	0.078

Program and Service Delivery

	N			p	N			p
Our staff has the capacity to ensure leaders across departments are aware of and responsive to this issue	66	2.55 (0.79)	2.64 (0.82)	0.6	66	2.58 (0.66)	2.64 (0.65)	0.7
Our staff has the capacity to discuss social equity considerations associated with this issue with key stakeholders (e.g., community members, partners, elected officials)	66	2.79 (0.86)	2.61 (0.83)	0.14	66	2.70 (0.77)	2.85 (0.71)	0.5
Our staff has the capacity/expertise to generate community awareness of and engagement in this issue to support our project	66	2.67 (0.82)	2.64 (0.70)	0.8	66	2.48 (0.57)	2.91 (0.68)	0.005
Our agency has the capacity to support frontline and/or vulnerable populations (e.g., low income communities, communities of color, immigrants, seniors, people with disabilities) with this project	66	2.36 (0.90)	2.39 (0.83)	0.8	66	2.55 (0.71)	2.70 (0.77)	0.4

Internal Structure and Support for Action

	N			p	N			p
Our agency has well-defined mechanisms for tracking burdens and/or impacts related to this issue	66	2.18 (0.81)	2.24 (0.75)	0.5	66	2.30 (0.59)	2.36 (0.70)	0.7

Indicate the degree to which your various stakeholders are supportive of the project and goals you worked on during the past 12 months.

	N			p	N			p
Elected officials	63	3.82 (0.77)	4.10 (0.66)	0.063	65	4.06 (0.75)	3.94 (0.91)	0.4
City Manager / County Executive Officer (or Leading Director)	58	3.73 (0.78)	4.11 (0.79)	0.019	65	3.91 (0.88)	4.06 (0.98)	0.4
Department heads	55	3.87 (0.68)	4.04 (0.73)	0.2	65	3.82 (0.85)	3.81 (0.86)	>0.9
Community members including frontline/vulnerable populations:	59	3.79 (0.68)	3.47 (0.63)	0.008	62	3.52 (0.89)	3.81 (0.65)	0.3
Local businesses	53	3.18 (0.72)	3.36 (0.76)	0.7	55	3.11 (0.88)	3.19 (0.74)	0.8