



Partner Interview & Survey Analysis

2023-2024

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CONTENTS

- 2024 Partner Interview & Survey Analysis 1
 - Summary, Purpose, and Method.....3
 - Key Evaluation Questions.....3
- KEQ #1.....4
 - Key Insight.....4
 - By the Numbers.....4
 - In The Words of Partners.....5
- KEQ #2.....6
 - Key Insight.....7
 - By the Numbers.....7
 - In the Words of Our Partners8
- KEQ #3..... 10
 - Key Insight..... 10
 - By the Numbers..... 10
 - In the Words of Our Partners 11
 - Project Exit Survey Responses 12
- Appendix A..... 14
 - Interview Protocol 14
 - Interview Questions 14
- Appendix B 17
 - Long Exit Survey Protocol 17
- Appendix C..... 21
 - Short Exit Survey Protocol 21

Summary, Purpose, and Method

This report presents thematic analysis of findings from partner interviews and project surveys conducted by The Civic Canopy's (the Canopy) evaluation team.

Breakdown of data gathering methods was as follows:

- 5 virtual interviews with **Community Learning and Development Partners**
- 174 [Community Learning Model Rubric](#) surveys
- 17 Long Exit Project surveys
- 252 Short Exit Project surveys

The interview protocol used was informed by The Civic Canopy's Key Evaluation Questions alongside the previous 2023 Partner Evaluation report put together by the Canopy evaluation team. [Appendix A](#) contains the full interview protocol used.

Only responses to qualitative survey questions are reflected in this analysis. The protocol for the Community Learning Model Rubric can be found [here](#). Survey protocols for the Long Exit survey and Short Exit Survey can be found in [Appendix B](#), and [Appendix C](#) respectively.

The Civic Canopy's Key Evaluation Questions (KEQs) are used as the guiding framework for the thematic analysis of the interviews at hand. The Key Evaluations Questions are as follows:

KEY EVALUATION QUESTIONS

1. To what extent are The Civic Canopy's key programming elements the right type to meet the goals of the communities we serve?
 - a. Are the methods of training or technical assistance provided effective?
2. To what extent are partners, clients, and communities better off after applying the Knowledge, Skills, and Ability (KSA) taught by The Civic Canopy to increase their capacity and support to collaborate?
 - a. To what extent do partners, clients, and communities apply the KSAs?
 - b. To what end are clients applying KSAs from The Civic Canopy?
 - c. What are partner perceptions of The Civic Canopy?

The present analysis is organized by KEQ, providing respondent quotes to support identified themes from data gathered around each KEQ. Additional brief summaries of Exit Survey questions are included at the end of the analysis.

All quotes from interviewees and surveys are labeled as either "Interview" or "Survey" to maintain participant anonymity.

KEQ #1

To what extent are The Civic Canopy's key programming elements the right type to meet the goals of the communities we serve?

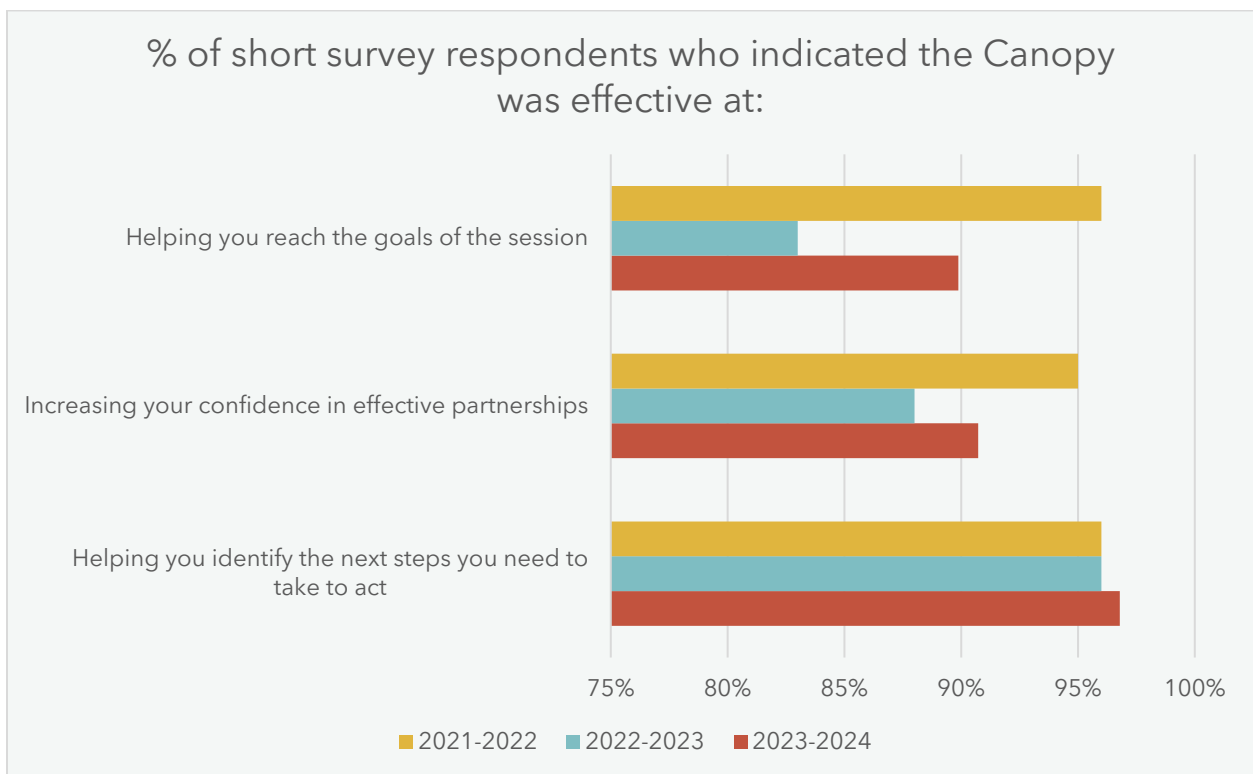
- Are the methods of training or technical assistance provided effective?

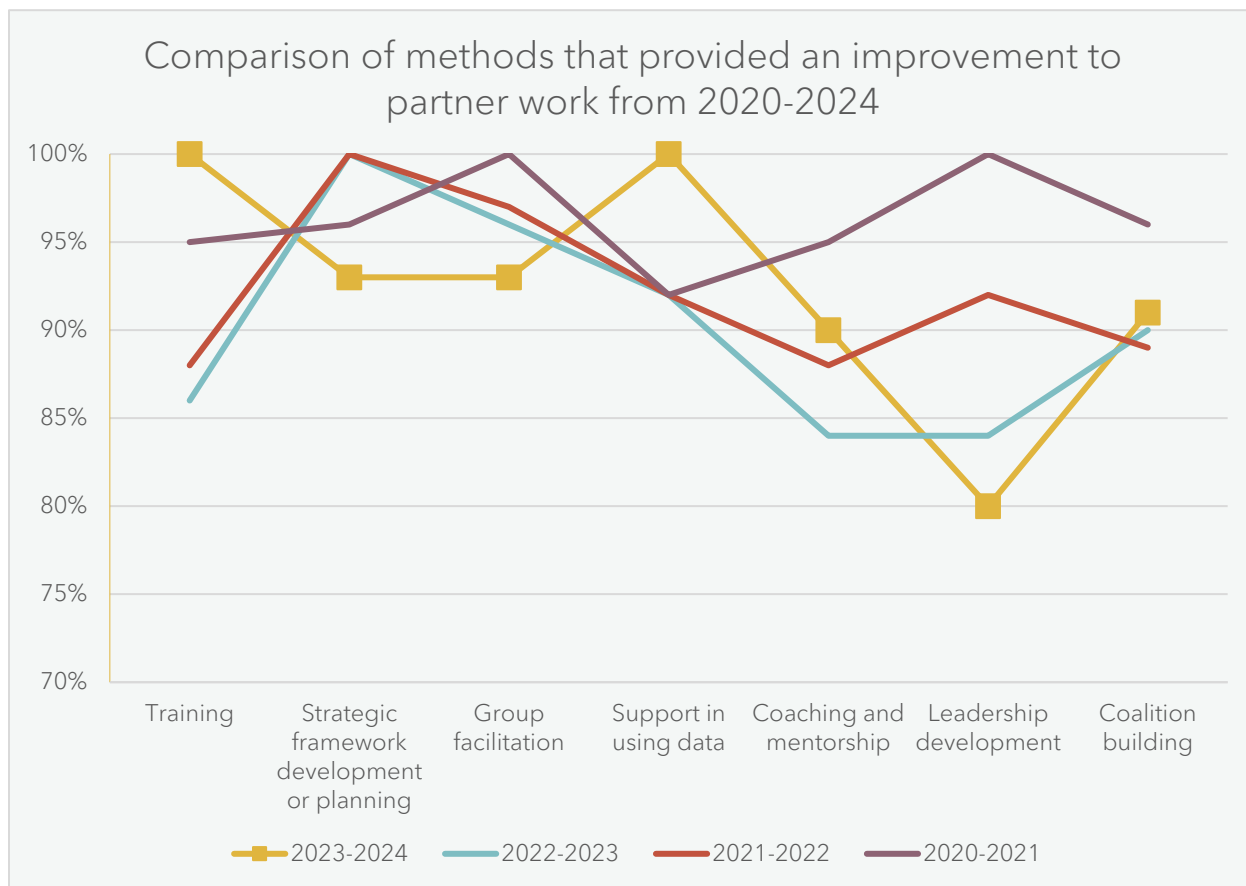
KEY INSIGHT

Partners identified The Civic Canopy as a trusted partner who could provide support via thought partnership, individualized approaches, accountability, and specific programming.

This is especially true for strategic planning and group facilitation, while room for small gains exists in development, coaching, and mentorship.

BY THE NUMBERS





IN THE WORDS OF PARTNERS

- "...the Canopy really helped us in those times when we couldn't even afford to be thinking strategically, like we were just trying to get through the days, the weeks, and continue with programming...and they were able to come in and hold space for the coalition to be thinking strategically, like thinking about what the future will look like, what direction we want to go in, and times when like myself and my co-worker are like, didn't have the capacity but also didn't have the skills to facilitate..." (Interview).
- "As I recall at the end there was very much an expectation and encouragement of, OK, well, we had the training, but what's next? You know? What [is] everyone in this room going to do in your agencies, in [our] community, to take these steps? Not just 'hey, there's a training and that's over', but 'hey, there's a training and we're here to follow up and help you with any next steps that you can identify out of this training...to me that is an extremely helpful way to transition from the training into ongoing [work]..." (Interview).
- "Civic Canopy takes a compassionate, collaborative, and effective approach in working with their clients." (Survey)

- "...by having Civic Canopy as a partner...we invested in hard and valuable conversations and really took a deep dive to where we are, where we have been, and where we want to go...it was wildly valuable to us and has resulted in a plan that we are proud of as a team, as a board. And that we're excited to share with our community and continue to pull them into it as we move forward." (Interview).
- "...having The Civic Canopy team be there to help guide some of those harder conversations as we really looked at what directions the organization wanted to head was kind of paramount in getting to the true meat of what we need to do to move forward and do as an organization, and there were some hard conversations to be had...the way that Civic Canopy sets up their facilitation and the relationships they build during that process were very substantially impactful for our team." (Interview).
- "Y'all [Civic Canopy] are kind and so supportive of organizations at all sorts of levels of 'maturity'. Created a really safe container to work through the pain points of our organization and see them through." (Survey).

"Yo lo recomendaría por que para nosotros fue una guía, un proceso de aprendizaje y...herramientas confiables, clara y en nuestro idioma."

"I would recommend [working with the Canopy] because for us it was a guide, a learning process and reliable tools, clear and in our language." (Survey).

It is worth noting that the only Long Survey response in Spanish referred to being able to access Canopy support in their language.

- "I think a huge piece [of working with the Canopy] is that understanding and respect to the value of community engagement. Prior to working with The Civic Canopy, the organization had never gone further than like a community engagement survey and like one-offs here and there, whereas our strategic planning process [with the Canopy] included a pretty extensive 4-month community engagement." (Interview).

KEQ #2

To what extent are partners, clients, and communities better off after applying the Knowledge, Skills, and Abilities taught by The Civic Canopy to increase their capacity and support to collaborate?

- *To what end do partners, clients, and communities apply the KSAs?*
- *To what end are clients applying KSAs from The Civic Canopy?*

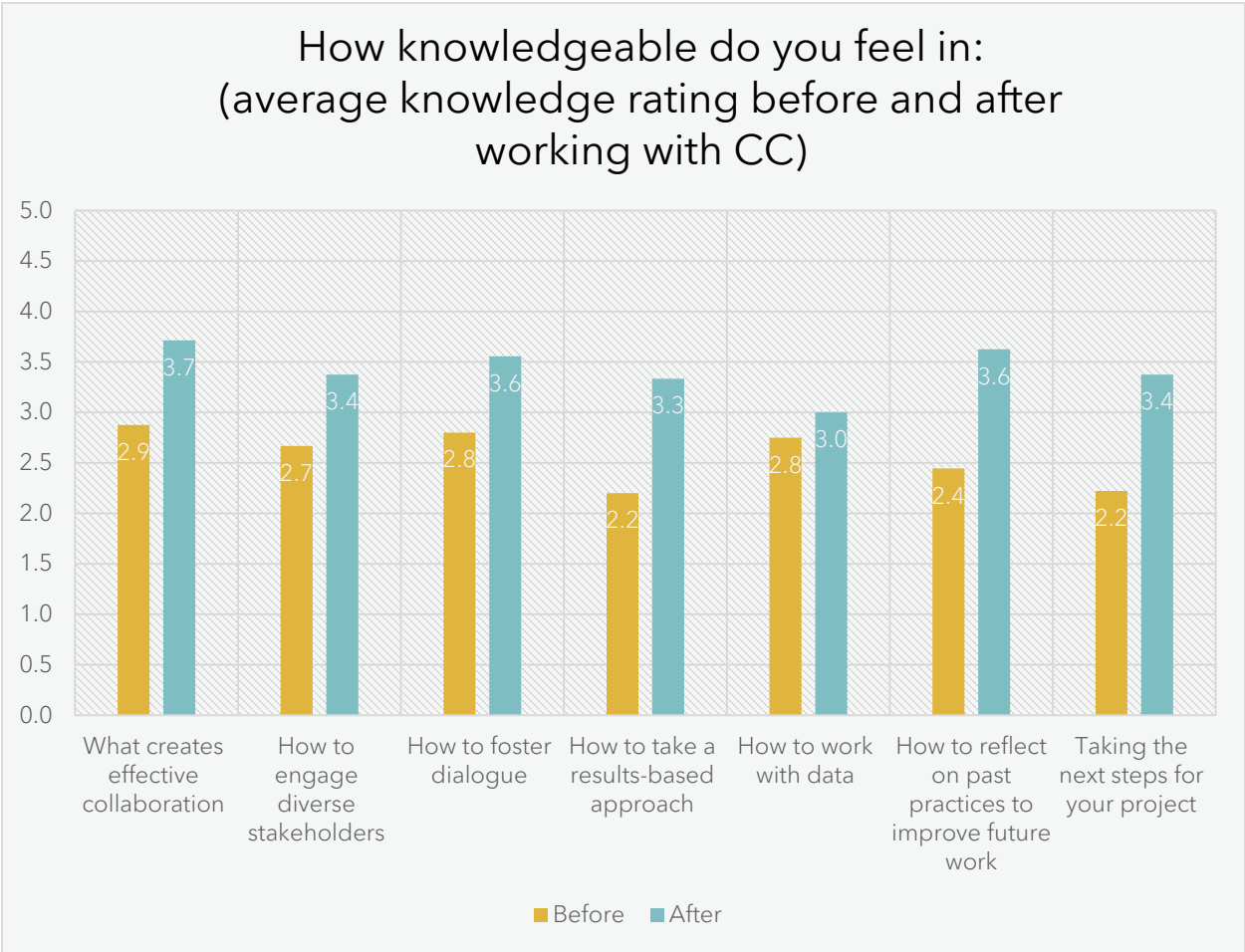
KEY INSIGHT

Partners consistently feel more knowledgeable after working with The Civic Canopy and turn that knowledge into action.

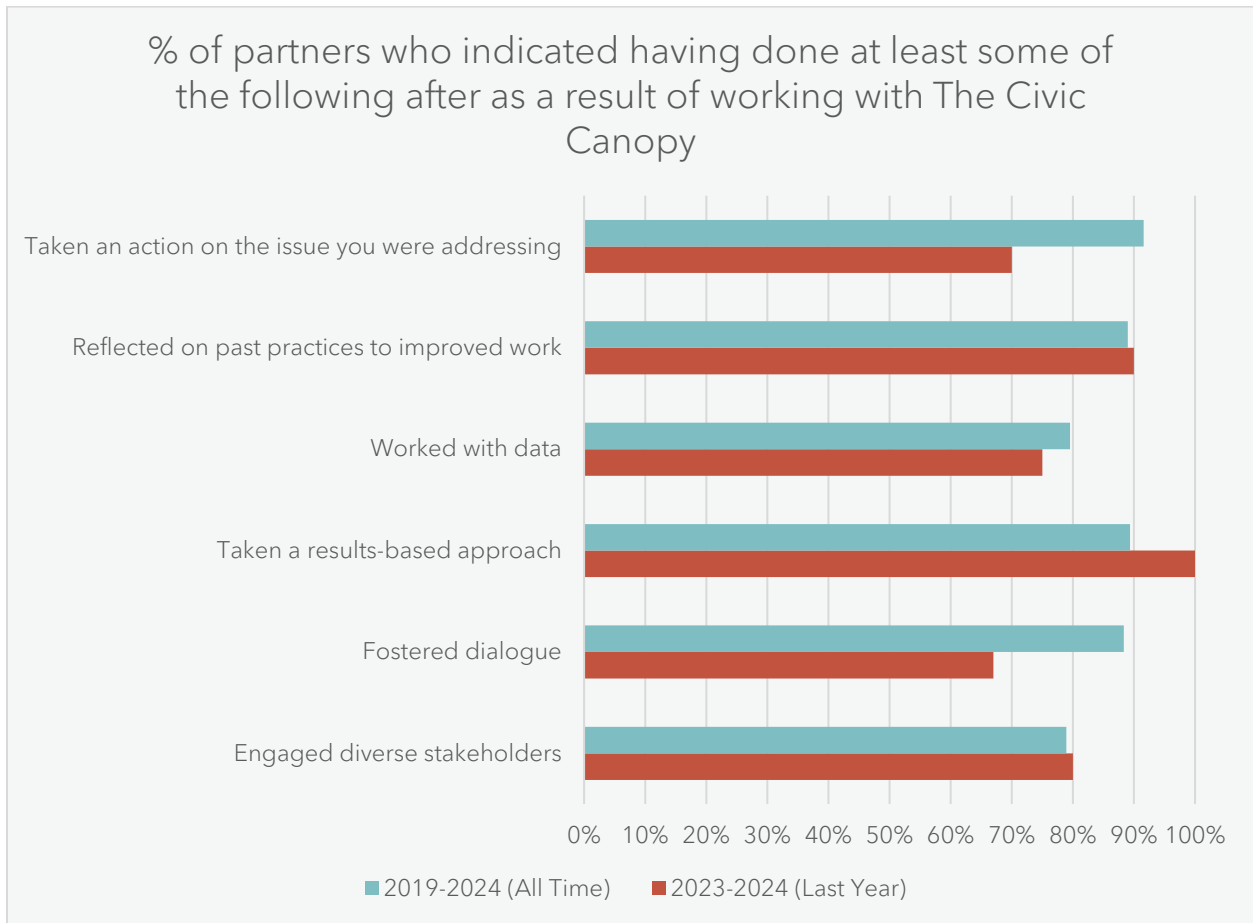
Knowledge gains continue to increase, while action taken is a little lower than in past years. Dialogue and include are areas of strength, while results, learn, and act need more attention.

BY THE NUMBERS

On average, partners increased their knowledge by 16% in 2023-2024.



At least 67% of partners took action in each area of the Community Learning Model.



IN THE WORDS OF OUR PARTNERS

Both Short and Long Project Exit surveys include a question aimed at participant learning:

- *What is one thing you learned from the session that will impact your work most? (Short Exit survey)*
- *What one thing did you learn from your partnership with The Civic Canopy that has impacted your work most? (Long Exit survey)*

Responses in the Short survey refer to content-specific learnings and takeaways from shorter one-time engagements, as well as a sense of connection with others across communities.

On learnings:

- "How to better tell our story"
- "Renters rights, and equity building resources."
- "I learned about all the new bills related to housing that I was unaware of very helpful"
- "The accessibility if so much data can help prioritize the work and initiatives"

- "Data tools and sources"
- "The idea of inviting new board members to help develop the board."
- "Got a better understanding and idea of what our mission and goals are for the nonprofit."
- "I learned that there are many tools I can provide and use to support the ERG leads. I also learned to be more tuned in with their experiences with the groups and not assume things are going well."
- "Storytelling matters and is the place where seeds of change are planted and nurtured."
- "Clear definitions for goal, objective, strategy, tactic"

On community connection:

- "Our concerns for our community are pretty much the same no matter our location within the state."
- "None of us are alone"
- "The understanding that we are tackling some serious challenges - together. I feel inspired in this space."
- "I am not alone in this journey."
- "Potential for partnerships with other nonprofits in the food space."
- "How our work is similar with other [coalitions] and the same goals and barriers we have. It was great to network and connect with everyone."
- "That many other people share the same struggles as us and similarly, they also share successes. It's nice to know that we're not alone."
- "I've gained a better understanding of where other communities are and how to better collaborate with them!"
- "Breaking down barriers also refers to the barriers between organizations. It is okay to be open and look at things differently so we can all work together to meet the needs of our community."

Responses in the Long survey refer primarily to learnings in the areas of skills around facilitation and collaboration from partnerships with the Canopy:

- "how important it is to thoughtfully set the tone of a dialogue with citizens"
- "How to engage in conversation with stakeholders using models from Civic Canopy."
- "The importance of follow up to get stakeholders moving post meetings (not assuming community meetings yield outcomes w/o additional engagement)"

As for improvements in areas of the Community Learning Model, Dialogue and Include are reflected in the following interviewee responses:

- “We’re one player on a team rather than being in a solo sport...and [are] really seeing our role in the community as a whole rather than just focusing on our individual operations.”
- “...thinking about who is not represented in places and at meetings and like thinking about how we might need to change our ways in order to bring in those communities who are underrepresented or where we need to go to meet them.” (Interview).
- “[engagement with the Canopy led to] ...open the door for more transparent feedback from our community, which then, you know, gave us a clear direction to head as well as, you know, hopefully gave the community a little bit more of a trust-building opportunity to believe in our organization.” (Interview).

KEQ #3

What are partner perceptions of The Civic Canopy?

KEY INSIGHT

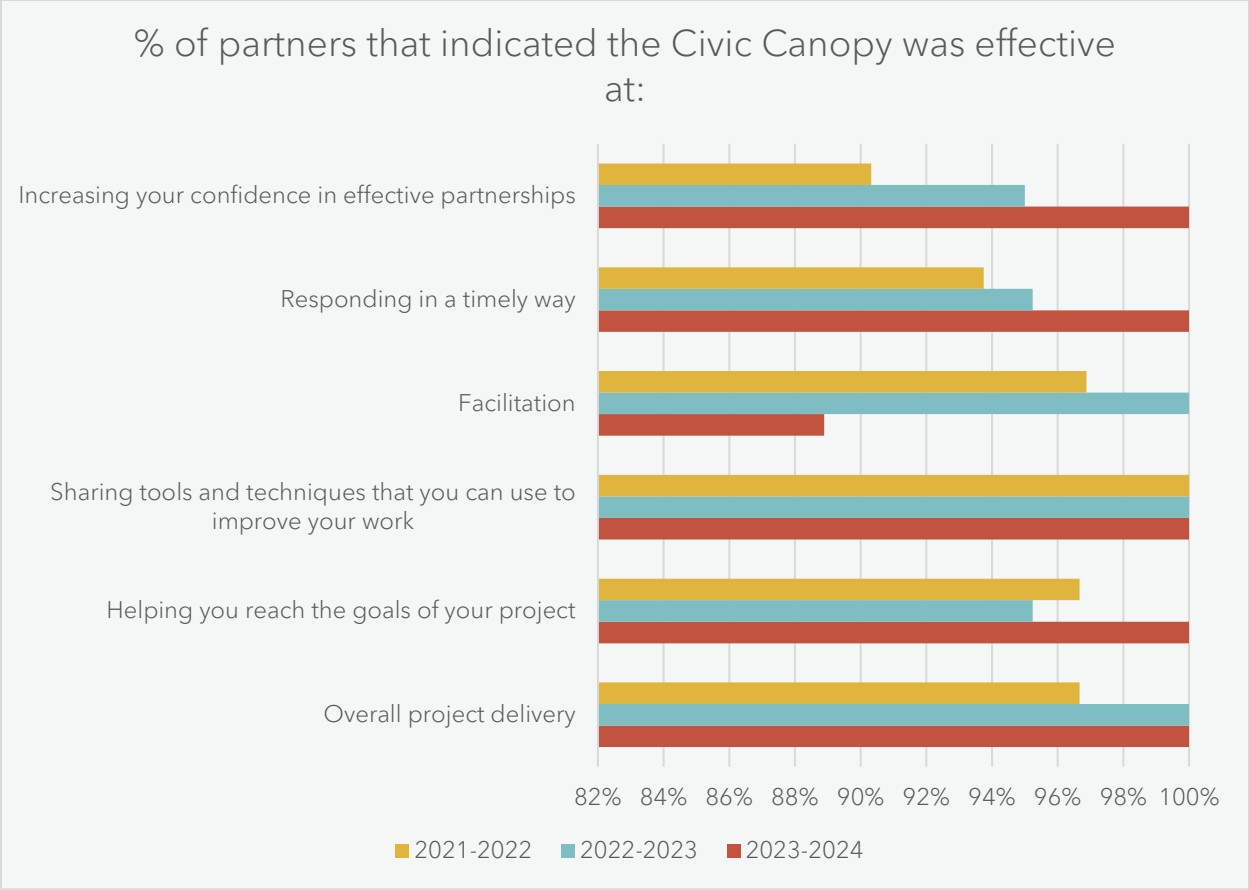
Partners are likely to recommend Canopy and trust us with another project. They see the Canopy as a trusted, caring, professional, and approachable ally in their work.

Partners ask for more time to connect and discuss, a better understanding of the Canopy’s work, actionable next steps, and small tweaks to facilitation.

BY THE NUMBERS

On **long-term projects**, our partners ranked their likelihood to trust us with a future project at **9.1** on average while **short-term project** partners ranked their likelihood at **8.8** on average.

These are consistent with **all-time trends**, with average rankings of **9** and **8.5** respectively.



IN THE WORDS OF OUR PARTNERS

Canopy as honest, trusted partner:

- “Morgan is never afraid to have a really honest conversation about how some of the things that we do might appear to marginalized communities or how we might be...using power in a way that isn’t fully...equitable...so just having someone that is willing to be very honest with you in those moments and like hold up a mirror...there’s been some powerful moments that have come just from having someone who is willing to bring that up.” (Interview).
- “Phenomenal facilitators...and trusted thought partners. Like, I felt in hard conversations, I felt like we could be transparent. And that they would help us work through those challenging discussions and also sometimes just be that thought partner to bounce additional ideas off of in a less formal setting than a group facilitation.” (Interview).

Canopy as an approachable partner:

- “I don’t feel like I could ask for much else because The Civic Canopy has been so helpful to us. Like it would just feel like...it doesn’t feel like I could ask for more. I

mean, seriously, Morgan is very responsive and they're like not even a part of our staff but sometimes it feels like it because I can just call them or email them when something comes up." (Interview).

- "If Alice called, I would pick up the phone and be like, we got time to talk. You understand what I'm saying? All those trainings in the world won't ever replace the value of the individual. Like I said, a lot of it is for me, was more about their willingness to listen, to get to know us, to pay attention, to want to be involved." (Interview).

Canopy as a caring partner:

- "I've been impressed by the combination of talent and experience. But also what really seems to be a root in care, and concerned for the work, the people they're working with. And I think that that combination is really, you know, powerful for building up...a community." (Interview).
- "The team is so very kind...just people who I can tell really lead with their hearts and like really care about communities and the organizations and the work that they get to work with...I feel like I just have so much love for the people we have gotten to work with from the Canopy." (Interview).
- "It's been mostly Morgan, Sheffy, and Daniela [that] have kind of been our people. And each of them show up with different skills and strengths but it really feels like they prioritize truly wanting to understand your unique situation and your unique problems that you're facing and struggles to really figure out the best way that they can plug in. They're very intentional in how they work with us... and I appreciate their honesty...just kind, loving intelligent, intentional people we're very lucky to work with."

Recommending the Canopy:

- "If you were looking for a well-connected community partner, [the Canopy] is phenomenal at facilitation...and group dynamics...and also that kind of like that community learning model and human centered design components. Diving in and working with The Civic Canopy is a great, great idea." (Interview)
- "We've already made numerous referrals. We've told a number of organizations that you know...if you're looking for someone to help facilitate a collaborative process, reach out to them...I know I've done it at least three times." (Interview).

PROJECT EXIT SURVEY RESPONSES

This section of the qualitative analysis presents predominant themes present in responses to open-ended questions in the Short Exit, Long Exit, and Community Learning Model Rubric project surveys. A total of 440 combined survey responses were analyzed

- 252 Short Exit
- 17 Long Exit
- 171 Community Learning Model Rubric

Findings will be presented in a summary of predominant themes followed by examples of responses speaking to said themes.

What one word would you use to describe the session? (Short Exit)

Top 20 words in Short Exit Survey

Word	Occurrences	Word	Occurrences	Word	Occurrences
Informative	23	Enlightening	6	Amazing	4
Productive	12	Interactive	5	Collaborative	4
Helpful	10	Powerful	4	Great	3
Engaging	8	Awesome	4	Organized	3
Interesting	9	Thought-Provoking	4	Energizing	4
Inspiring	9	Useful	5	Successful	3
Insightful	6	Connection	5		

What one word would you use to describe your experience partnering with The Civic Canopy? (Long Exit)

Words included in all Long Exit Survey Responses. One occurrence each, no repeats.

Collaborative	Purposeful	Connected
Nurturing	Exceptional	Exciting
Efficient	Amazing	Helpful
Great	Guía (Guide)	Productive
<i>Sociabilité</i> (Social Interactions)	Enlightening	
Fruitful	Frustrating	
Extraordinary	Navigational	

Appendix A

INTERVIEW PROTOCOL

Key Evaluation Questions

1. To what extent are The Civic Canopy's key programming elements the right type to meet the goals of the communities we serve? a. Are the methods or training or technical assistance provided effective?
2. To what extent are partners, clients, and communities better off, after applying the Knowledge, Skills, and Ability (KSA) taught by The Civic Canopy to increase their capacity and support to collaborate?
 - a. To what extent do partners, clients, and communities apply the KSAs?
 - b. Towards what end are clients applying KSA's from The Civic Canopy?
3. What are partner perceptions of The Civic Canopy?

Intro Script

Hello, my name is _____. I'm with The Civic Canopy's evaluation team as we work to learn and better understand the experiences of the organizations that partner with us.

Thank you so much for taking the time to talk with me today! During our conversation over the next 45 minutes, I hope to better understand your experience partnering with The Civic Canopy and hear what's happened since then.

As we get into the questions, please know that there are no wrong answers and that we appreciate your candid feedback, which will help us improve our practices.

This interview will be recorded for accuracy's sake and any recordings made will not be given to the Civic Canopy. Your participation is entirely voluntary, and you're of course free to go at any time. If possible, I would like to record the conversation to make sure I capture everything accurately. The audio recording will not be shared outside of Vantage and our transcription service, is that OK with you? To protect your confidentiality, I won't share your names when I share these findings with the Civic Canopy team.

And finally, thank you again. I so appreciate you taking time to talk more in depth today.

INTERVIEW QUESTIONS

Application of Learnings

- 1) What were your goals as an organization throughout your partnership/relationship with The Civic Canopy?
 - a. Could you please elaborate as to the extent you believed your organization achieved these goals?
 - b. [If goals were achieved] How did The Civic Canopy assist you in achieving these goals? What tools and/or resources did The Civic Canopy provide you/your organization to achieve these goals?

c. [If unsure or goals not achieved] What resources do you believe The Civic Canopy could provide you with to better address and achieve your organizational and project goals?

2) Since working with The Civic Canopy, what has been the most significant shift or change you've experienced in how you collaborate in your organization and with partners?

Probes:

a. How, if at all, has the work with The Civic Canopy affected how you think about collaboration?

b. In what ways, if any, would you say your perspective around community changed since your work with The Civic Canopy?

c. What, if anything, has hampered your ability to collaborate with partners or in community?

d. Can you provide an example or memorable moment related to that? e. What training, resources, or support would help you collaborate with partners in productive ways?

i. Of these, which could The Civic Canopy have been better during your work together? Are there any The Civic Canopy could have provided you with?

3) I understand your work with The Civic Canopy included [project description as it relates to goals, community, and impact]. How did your work with The Civic Canopy impact the community you serve?

a. I would love to learn more about the different tools and resources The Civic Canopy provided you with and if/how you think these helped you better engage with your community.

b. Have you been able to apply these learnings beyond your time with The Civic Canopy?

i. [If yes] could you give me an example?

ii. [If no example] That's ok, let's keep going for now—we'll come back to this question later.

iii. [If not] Thanks for sharing.

iv. Outside of your intended goals for the project, were there additional learnings in working with the Canopy that you didn't anticipate? [If yes] What were those learnings?

4) Were there any specific skills that your work with The Civic Canopy helped you gain or boost?

a. What's your level of confidence in using those skills since having concluded your work with The Civic Canopy?

i. [low/unsure] How could The Civic Canopy prepare you to feel more confident using those skills?

- b. How have you applied those skills in your work?
- c. What has come out of using those skills in your work?

Changes in Ability Collaborate

5) Since working with The Civic Canopy, what actions has the collaborative/your team taken and what has that looked like?

- a. Could you elaborate a bit more on _____?

6) Overall, what do you think has been the biggest change in your work since working with The Civic Canopy?

7) What role did equity play throughout your project? How did equity show up?

- a. Equity Standard:

- i. Equity is defined in tangible terms through indicators that measure what it means for a community to thrive and for all people to have the opportunity to reach their full potential.

- ii. Ensure the various people, perspectives, and systems involved in the work are engaged in the process.

- iii. Conversations honor the legitimacy and value of diverse forms of communication and ensure all voices in a process are heard on equal terms.

- iv. Responsibility for action is distributed across the group, the diverse assets of group members are fully engaged, and any symbolic and/or material rewards for actions taken are disbursed fairly.

- v. Each collaborator contributes to a collective process of continuously capturing, sharing, and applying lessons that reflect diverse methods of gaining and creating knowledge that remain accountable to the agreed upon results.

- vi. Enable all collaborators to contribute their strengths by attending to power, access, and the larger systems within which the collaborative is embedded.

Perspectives of The Civic Canopy as Partner

I'd love to talk about your perspectives of The Civic Canopy. Please know that your honest feedback is appreciated and helps us craft a more complete evaluation of the work The Civic Canopy does.

8) What was your overall impression of The Civic Canopy throughout your work with them?

9) How would you describe partnering with The Civic Canopy to a colleague who is considering working with them?

10) What are two changes that The Civic Canopy could make to improve its role as a partner?

11) What was the most valuable aspect of working with The Civic Canopy to you and your organization?

Appendix B

LONG EXIT SURVEY PROTOCOL

Thank you for taking the time to share your experience working with The Civic Canopy. The results will help us learn to better partner with organizations and communities to achieve their goals.

The Survey will take less than 10 minutes to complete. Your decision to participate or not participate will not influence any current or future services you choose to receive from the Canopy.

And finally, please be honest! Candid and specific feedback will help us refine our practice and better serve you.

- 1) What one word would you use to describe your experience partnering with The Civic Canopy?
- 2) How much, if at all, did the following methods used by The Civic Canopy improve your work?

	No improvement	Some improvement	A great improvement	N/A Did not receive
Training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strategic framework development or planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Group facilitation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support in using data	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Coaching and mentorship	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leadership development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Coalition building	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other, please describe below:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other

- 3) How useful, if at all, were the following tools that The Civic Canopy Provided?

	Not useful	Somewhat Useful	Very Useful	N/A Did not receive
Civic Network	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Materials provided at trainings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tools for designing and facilitating meetings (e.g., agendas, templates)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sample products (e.g. action maps, strategic frameworks)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other, please describe below:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other:

4) How knowledgeable do you feel in: (Please choose a response for both Before and After partnering with The Civic Canopy)

	Before	After
What creates effective collaboration	<input type="text"/>	<input type="text"/>
How to engage diverse stakeholders	<input type="text"/>	<input type="text"/>
How to foster dialogue	<input type="text"/>	<input type="text"/>
How to take a results-based approach	<input type="text"/>	<input type="text"/>
How to work with data	<input type="text"/>	<input type="text"/>
How to reflect on past practices to improve future work	<input type="text"/>	<input type="text"/>
What's needed to take the next steps on your project	<input type="text"/>	<input type="text"/>

5) What one thing did you learn from your partnership with The Civic Canopy that has impacted your work most?

6) Because of this project with The Civic Canopy, how much, if at all, have you DONE each of the following in your work?

	Not at all	A little	Some	A lot	N/A this project did not focus this
Engaged diverse stakeholders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fostered dialogue	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Taken a results-based approach	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Worked with data	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reflected on past practices to improved work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Taken an action on the issue the project addressed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

- 7) What is one thing you would change about this project that would have improved it?
- 8) What are you most proud of that came out of this project?
- 9) What is one goal you plan to accomplish in 6 months?
- 10) How effective, if at all, was The Civic Canopy team at:

	Not at all effective	Ineffective	Neither ineffective nor effective	Effective	Very effective	N/A
Overall project delivery	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Helping you reach the goals of your project	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sharing tools and techniques that you can use to improve your work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facilitation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Responding in a timely way	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increasing your confidence in effective partnerships	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

- 11) How likely, if at all, are you to:

	1 (not at all likely)	2	3	4	5	6	7	8	9	10 (extremely likely)
Trust The Civic Canopy with a future project?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recommend The Civic Canopy to a friend or colleague?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12) Why would or wouldn't you recommend partnering with The Civic Canopy to a friend or colleague?

13) If you could change one thing about your partnership with The Civic Canopy, what would it be?

14) What was most valuable about working with The Civic Canopy on this project?

15) Which of The Civic Canopy's team did you work with? (select all that apply)

- a. Bill Fulton
- b. Jodi Hardin
- c. Alice Pugh
- d. Ageno Otii
- e. Kale McMonagle
- f. Daniela Young
- g. Morgan Schmehl
- h. Jesus Calderon
- i. Sheffy Minnick
- j. Other (please specify)

16) Thank you for taking the time to give us your feedback. Would you be open to having The Civic Canopy team follow up for additional feedback in the future? If so, please enter your email address below. All of your responses to the survey will remain confidential.

