

course, but such a plan will also allow for greater clarity of lessons learned. Lessons learned need to be shared not only with the affected community residents, but also with other communities and stakeholders so that best practices can be replicated broadly. Several key steps that should be included in developing an evaluation framework for lessons learned can consist of:

- Clearly defining measures of success of project objectives, process, outputs, institutional effects, and quality-of-life results;
- Understanding and evaluating, from different stakeholder perspectives, indicators used to measure success;
- Developing a "template" for successful collaborative models, based on experience in a specific community;
- Developing mechanisms to integrate the lessons into future efforts as new issues and challenges are identified; and
- Sharing, publishing, and disseminating experiences and lessons learned.

Example of a Project Where the Environmental Justice Collaborative Problem-Solving Model Is Used

An example of a community-based organization that has successfully utilized elements of the Environmental Justice Collaborative Problem-Solving Model is outlined below. CPS Project X, located in Any Town, USA, is a proactive community-based organization of 1,400 members who have taken the lead in establishing collaborative partnerships to address local environmental and/or public health issues through environmental cleanup and community revitalization initiatives. A synopsis of the CPS Project X Partnership as it relates to the Environmental Justice Collaborative Problem-Solving Model follows:

1. *Issue Identification/Vision:* A community survey confirmed concerns about public health problems associated with two abandoned toxic waste sites. The community developed a vision of environmental cleanup and community revitalization. Their goals included cleanup and redevelopment plans involving improved housing, and the need for a technology and job-training center, greenway development, and a health clinic.

2. *Community Capacity Building:* Proactive, committed, and strategic leadership provided by a champion resulted in the formation of CPS Project X, a community-based organization, and the development of the broad-based CPS Project X Partnership. Among other things, the CPS Project X Partnership educated the community on the

fundamentals of brownfields redevelopment and sustainable development.

3. *Consensus Building and Dispute Resolution:* Partners have been and continue to be committed to a consensus building process that rests upon a common vision among its partners. All major stakeholders have participated in the development of a common vision for the project.

4. *Multi-Stakeholder Collaborative Partnerships:* The CPS Project X Partnership established a steering committee co-chaired by CPS Project X, the City of Any Town, and the County of All Towns, and the EPA. Other partners included: local banks; State Department of Health and Environmental Control; State Economic Development Administration; the University of State; and several elected officials. These partners have brought significant resources—human, technical, and institutional—to help realize the community's goals.

5. *Supportive and Facilitative Role of Government:* Several Federal agencies have provided resources and technical assistance, including EPA; the Departments of Transportation, Housing and Urban Development, and Energy; the National Institute for Environmental Health Sciences, and the Agency for Toxic Substances and Disease Registry. Federal funding for this effort has exceeded \$1.5 million.

6. *Management and Implementation:* A well-formulated partnership design, which included specific subcommittees geared to address the project goals, and a set of clear objectives have resulted in a viable workplan. Assistance in organizational management issues is being provided by an expert in nonprofit organizations. Ongoing coordination is being provided by a partnership consisting primarily of the steering committee co-chairs.

7. *Evaluation Framework/Lessons Learned:* While the CPS Project X Partnership has not developed an overall evaluation framework, some measures of success are built into discreet project components such as the Health Care Clinic Workplan, Brownfields Assessment Workplan, and the Dump Superfund Initiative Workplan. A case study of this project has been completed by EPA: another is being planned by a non-government organization.

More examples of how the Model has been applied can be found in two EPA documents, the "Federal Interagency Working Group on Environmental Justice Status Report, (February 2002). ([http://epa.gov/compliance/resources/publications/ej/iwg-status-](http://epa.gov/compliance/resources/publications/ej/iwg-status-02042002.pdf)

[02042002.pdf](http://epa.gov/compliance/resources/publications/ej/iwg-2003.pdf)) and the recent 2003 List of Revitalization Projects <http://epa.gov/compliance/resources/publications/ej/iwg-2003.pdf>.

IV. Evaluation Criteria (Performance Measures) for the Collaborative Problem-Solving Grant Program

As required by 40 CFR 30.63, anticipated accomplishments must be stated. The following criteria will be used to determine the effectiveness of the Environmental Justice CPS Grant Program in meeting its anticipated objective. The overarching goal of the Environmental Justice CPS Grant Program is to build the capacity of the communities to address strategically defined local environmental and/or public health issues in a collaborative problem-solving partnership, and to create positive public health and/or environmental improvements in each of the affected communities selected for this program.

The Environmental Justice CPS Grant Program is intended to seek:

1. Improvements in the capacity of affected communities to think strategically and to work with other stakeholders; and

2. Improvements in the environmental conditions in the communities that are perceived to have an impact on the health of the residents of these affected communities.

The following criteria will be used by EPA to measure the success of the overall Environmental Justice CPS Grant Program. These criteria are for the evaluation of the grant program *as a whole*. However, each grantee must include evaluation criteria for its project at the time the application is submitted. All grant applications must reflect the following four key elements:

1. Proper documentation and assessment of the local environmental and/or public health problem.

2. Development of the appropriate partnerships, including all organizations which can play a role in addressing the problem(s).

3. Formulation of a well-designed strategic plan to sustain the partnerships and to ensure resolution of the issue(s).

4. Development of mechanisms to share lessons learned from the process.

EPA will use several measures to evaluate the success of the Environmental Justice CPS Grant Program, including, but not limited to:

- Operation and maintenance of effective collaborative partnerships are sustained throughout the period of the grant and afterwards.
- More effective oversight of the grant program by EPA is achieved with OEJ