GETTING EFFICIENT AS A MEANS TO CREATE CHANGE: HOW THE COMMUNITY IMPACT FRAMEWORK BY HERITAGE UNITED WAY CREATES EFFICIENCES IN LOCAL ORGANIZATIONS

By

Melissa L. Nemon

A DISSERTATION SUBMITTED TO
THE SCHOOL OF COMMUNITY ECONOMIC DEVELOPMENT
OF SOUTHERN NEW HAMPSHIRE UNIVERSITY
IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF
DOCTOR OF PHILOSOPHY IN COMMUNITY ECONOMIC DEVELOPMENT

I certify that I have read this dissertation and that, in my opinion, it is fully adequate in scope and quality as a dissertation for the degree of Doctor of Philosophy.

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DATE: June 15, 2010

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ACKNOWLEDGEMENTS

I would like to thank all of my family, friends and faculty along with my numerous supporters throughout the community who have all helped to make this happen. Special thanks go to my committee, Jolan Rivera, Jim Freiburger, and Chuck Hotchkiss, for being patient, kind and having a sense of humor. Thank you to my colleagues at Heritage United Way and the various community service organizations that worked with me on this research, this would not be possible without you. Particular thanks to my doctoral peers Richard Koenig, Balu Iyer and Davaasuren Sodnomdarjaa who made this journey more pleasant and have all become my lifelong friends and support. To my friends and family too numerous to name that continuously encouraged me – you all know who you are and I thank each of you. To Grandma Sally, Joey, Riitta and Larry who have never failed to see what I was capable of and helped me believe it. And finally, to my husband David who graciously kept my spirits up, endured my relentless hours of dissertation work, and always gave me a reason to smile, thank you.

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ABSTRACT

GETTING EFFICIENT AS A MEANS TO CREATE CHANGE: HOW THE COMMUNITY IMPACT FRAMEWORK BY HERITAGE UNITED WAY CREATES EFFICIENCES IN LOCAL ORGANIZATIONS

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Social service organizations are critical players and partners in community dynamics. However, until recently their effect on the community was mostly assumed. In an effort to determine how social service organizations impact the community, United Ways have begun implementing an outcomes-measurement framework and using it to determine funding. Known as Community Impact, this methodology includes a logic model design that intends for partner agencies to clearly identify outcomes their programs intend to affect in the greater community. While this paradigm shift is affecting system-wide community structures, what has not been clear to this point is the effect community impact – and more specifically, the outcomes measurement training – has had on local agencies and their organizational structure and behavior. This study examined the partner agencies of Heritage United Way. A survey was conducted to determine the highest adopters of Community Impact and then an organizational assessment was done on eight of the highest adopters, as well as two local municipal government departments that also adopted Community Impact – to determine if any efficiencies had been gained since adopting the paradigm. Results determined that small agencies tended to adopt Community Impact more readily than other agency typologies. Additionally, organizational assessment results demonstrate that large agencies regardless of affiliation perceived the highest rate of efficiency in sustainability while small agencies perceived efficiency in mission, vision, values; small nationally affiliated agencies perceived efficiency in structure; and small government departments perceived efficiency in partnerships. The organizational survey instrument adapted and implemented for this study could prove to be a useful tool for future analysis of organizations and the efficiencies experienced when adopting new frameworks.

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CHAPTER 1: INTRODUCTION

1.1. Overview of Topic

Communities come in all shapes and sizes. By definition and in the most basic of terms, community represents a set of social relationships that are constituted in such a way that participants share something in common (Scott & Marshall, 2005). However, beyond the basic definition some argue that community is more of a concept; a place with social networks, some sort of cohesion, and a point for collective action. On the other hand, some debate that a community can have none of these things and yet still consider themselves a community (Dalton, Elias & Wandersman, 2001).The social sciences have debated the term community for a long time. Tonnies (1887/1988) believed that community was about relationships and argued that there was a distinction between relationships developed in communal preindustrial village life, Gemeinschaft, and the relationships formed to pursue individual goals, Gesellschaft. It was his belief that relationships built on individual goals was slowly undermining and dissolving Gemeinschaft and contributing to loss of community. In contrast, Kropotkin (1914/1955) argued that one type of relationship would not necessarily cause the demise of the other but instead belied that mutual aid promoted survival of individuals and communities. His argument for interdependence was later expanded by Sarason (1974) who defined community as a mutually supportive network of relationships. Sarason used community to refer to localities and institutions, neighbors and fraternities, religious groups and professional organizations and inherent to his idea was the concept of participation. McMillan and Chavis (1986) furthered the concept of community by considering the participatory nature of individuals through their localities and relationships thus linking the interdependence of the two concepts to a sense of community. Social sciences continue to delve into the concept community, considering separately and cohesively the terms of localities, relationships and participation.

Colloquially, the word community is used often to describe physical or social groups and therefore can have numerous meanings, characteristics and implications. Community characteristics can be social, economic and political. Social characteristics can include collective behaviors, cultural norms and demographics while economic characteristics can include resource distribution, mobility, and density. Political characteristics add to this mix by bringing in characteristics such as informal networks, formal organizations and external linkages. These characteristics combine in such a manner that no two communities – no matter how they define themselves – are exactly alike.

It is reasonable then to expect that communities are perceived in a variety of ways as well. Some communities are considered marginalized where citizens may feel isolated, separated and alien to the environment, society and typically the dominant culture. Conversely, some communities are empowered wherein citizens participate and share leadership and a sense of community. In this type of community, parties can maximize benefits while minimizing the costs of participation. Although most often the concept of community is applied towards individuals and groups, within certain defined community-based parameters organizations are a core piece of the community ecology and experience community behaviors and conditions.

Organizations have a formal structure, maintain relationships and can be indentifying characteristics of individuals (Dalton, Elias & Wandersman, 2001). In addition, parts of organizations create other community dynamics such as committees, work teams, classes and so on. Holistically, organizations have hierarchy and typically play a part in larger macrosystems such a being a part of a wider national program or a local office for an international conglomerate. In short, organizations are both locality-based and relationship-based and although it is not as commonly perceived as such, they are an interdependent member of community.

Social service organizations, which typically consist of nonprofits but can also include governmental departments, are members of community through both locality and relationships. Girl Scouts of America is an example of a nonprofit national organizational that has a presence in most communities through localized troops which promote participation of young girls and build relationships among the members. Likewise, some government programs such as Weed and Seed are federal government initiatives that are instituted in local communities, foster relationships between municipal government and the public, and are highly participatory. Social service organizations such as these play an integral part in the creation or capitalization of opportunities that can maximize limited local resources and simultaneously provide venues for participation.

Social service organizations are typically geared towards advancing human welfare or promoting disadvantaged citizens. In most cases, prevention and promotion interventions are best examined and implemented ecologically through organizational and macrosystem approaches. For example, child development programs and anti-bullying programs can be implemented in a one-on-one setting with individuals but more often are conducted in classrooms and school systems district wide. Although some social service organizations provide direct services, other organizations provide funding and support such intervention, promotion and prevention programs. United Way, and specifically a local United Way affiliate, is one of these funding organizations.

Historically, United Ways have played the intermediary between community donors and non-profit organizations. Their primary role was to pool local resources through fundraising, most notably its workplace campaigns, and offer support. However, as donors are becoming more discerning and social issues are becoming more complex, United Ways in 1996 began adopting a business-world model that demonstrates how donations add value and directly impact the local community. In essence, the new model – known as Community Impact – targets funds towards strategic "impact" areas identified by the community, measures change in these impact areas, and reports back to donors the effect or "impact" of their contribution. The philosophy behind the new ideology was relatively simple, "improving lives by mobilizing communities to create lasting changes in community conditions" (United Way of America, 2005a, p. iv). Ideally, Community Impact allows United Ways to tell donors how their money made a difference more directly than the traditional success story.

The most significant change for United Ways in this new paradigm was the introduction of outcome measurement. According to the introductory manual of The United Way of America (1996), outcome measurement was a direct result of the interplay of three major forces. First, some local United Ways in the 1980's were trying independently to devise ways to tell their story more effectively and ensure donors that their dollars were making a difference (United Way of America, 1996). However, these attempts were localized, resource specific and could not always be replicated. By the 1990's other United Ways were asking for some sort of formalization, methodology and central resource from the national affiliate in order to streamline outcome measurement. Second, performance measurement has been a standard in the nonprofit sector for some time therefore it was only a matter of time before outcome measurement followed (United Way of America, 1996). In fact, United Ways have historically been very good at conveying the message that they fund good programs that do good work (productivity measurements) but never really had the research findings to answer the next inevitable question of "so what" or "how does that good program impact X community issue" (outcome and performance measurements). Third, outcome measurement is most certainly United Way's answer to a more universal call for accountability, transparency and results-driven performance (United Way of America, 1996). During the 1990's, several business sectors such as healthcare and federal programs placed special emphasis on outcome measurement; at the same time the private business sector was focusing on defining mission statements, developing measurable goals and creating objectives. The age of outcome measurement was at hand and United Ways felt the pressure to define donor return on investment in much the same way companies were being pressured by their stockholders.

Initial responses by United Way of America to this pressure resulted in a preliminary manual in 1996 titled "Measuring Program Outcomes: A Practical Approach" which introduced the first preliminary steps in outcome measurement. However, some local United Ways such as United Way of the Minneapolis Area had begun taking steps beyond outcome measurement and looking into creating lasting community changes (Plantz, 2002). In 1998, a follow-up publication titled “Community Impact: A New Paradigm Emerging” officially launched the Community Impact paradigm into the United Way system. This publication was directly focused at moving beyond program measurement and instead aimed to make community impact through achieving measurable results and developing and implementing comprehensive strategies for community change. Following the enthusiastic response United Way of America received, eight United Ways were chosen to pilot Community Impact conversion and initiatives in their communities. Although the initial intent was to include a diverse range of United Ways from around the country, capacity and commitment were primary factors for inclusion to the pilot group therefore the initial eight were made up of seven United Ways that raised $9 million or more a year, the largest United Ways nationally, and one United Way that raised $4 million to $8,999,999 per year. Each of these pilot sites received assistance from United Way of America in terms of consultants, researchers and facilitators. Though there were some minor challenges in the pilot groups, by 2001 United Way of America had an approach on their hands that they felt would be the new paradigm for the United Way system and they began encouraging it nationally (Plantz, 2002).

While many larger United Ways such as Los Angeles, California and Atlanta, Georgia, were quick to embrace and implement the new United Way pedagogy, many other United Ways simply lacked the capacity to implement immediately and the necessary cooperation from local donor and existing partners.

In May 2008 at the United Way of America national conference and in the subsequent report “Goals for the Common Good: the United Way Challenge to

America", United Way of America identified three impact areas: Health, Income and Education. In addition, the report laid out aggressive 10 year national goals and outlined outcome-based measurement as the key element to achieving these goals (United Way of America, 2008). This call to arms on a national level placed a profound urgency for local United Ways to start implementation as soon as possible. While it is not mandatory for every United Way nationally to adopt Community Impact and there are certainly no penalties currently if they did not adopt, the national marketing campaigns and communication plans reflect the Community Impact dogma. Additionally, the majority of training opportunities and supported initiatives from United Way of America are Community Impact focused. Therefore, not adopting Community Impact may serve to isolate and limit fundraising in local United Ways.

As of 2009, in the United States there were 1,258 United Ways. The vast majority of them are mid-sized and lack the resources necessary to launch into Community Impact right away. Thus, a great majority of them started the process after 2004, working diligently in the earlier years to get the collaboration, support and resources necessary to begin building the capacity. Many of these mid-sized United Ways are still in their infancy with Community Impact and have yet to fully implement the model.

Heritage United Way is a mid-sized United Way, averaging about $2.8 million a year in revenue and investing almost $2 million annually back into the 18 communities it serves in southern New Hampshire. In 2004, a strategic committee was developed by the Board of Directors to specifically and purposely begin the process of introducing Community Impact to donors, collaborators and current partners, as well as develop the capacity necessary to complete the transition. The committee initially hired a consulting firm who conducted a survey to determine impact focus areas specific for southern New Hampshire. Interestingly, they found the same impact areas that United Way of America would announce just four years later as their national impact areas: health, education and housing.

Once the impact areas were determined, Heritage United Way partnered with the Applied Research Center at Southern New Hampshire University for two reasons. First, a community needs assessment was done. This was conducted by doctoral students and gave Heritage United Way the ability to have a data-driven baseline with academic credibility to present to the community. The second reason for working with the university was to offer a class-like logic model training to all current agencies and partners whose future United Way funding proposals had to conform to Community Impact criteria.

During this training period, doctoral students and an assistant professor from the School of Community Economic Development taught the logic model structure, which included outcome measurement. It was the first time many of the agencies were required to integrate these concepts into their proposals. The level and magnitude of the training was designed not only to be appropriate for the United Way shift to outcome measurement but also to respond to other local funding sources and foundations that had begun developing their own outcome-based models of funding determination. In addition to the class setting for the training, each organization was provided an at-office tutoring session where they received one-on-one logic model development help as well as discussions about ways this logic model and outcome measurement could reduce redundancies, identify gaps in services, and help manage inefficiencies.

The official transition to Community Impact began in 2006 with the application for funding process requiring logic models. All programs the previous year were level-funded during this funding cycle. In essence, this simply enabled those agencies that were struggling through the logic model and outcomes measurement process to spend more time developing their models. At this point, Heritage United Way had been funding 84 non-profit programs within 49 agencies and little changed for these organizations except submitting a brief application and the logic model training.

In 2007, Heritage United Way completely transformed its approach and introduced the Community Impact funding model. In applying for funding the agencies had to use the logic models and change from applications to formal proposals, but also the community volunteers who review and make recommendations on the proposals were instructed and educated to evaluate proposals on their overall impact to the community. This was a significant shift from the old paradigm where they did not need to justify the program's effect but rather had to demonstrate that the program was doing what it said it would, regardless of overall community impact. Due to this change in methodology, Heritage United Way went from funding over 84 programs in 2006 to 41 programs in 2009, focusing its dollars in those activities that best impacted the community on the whole.

Out of the 53 non-profit agencies that attended the logic model training and subsequent follow-up meetings, many programs and organizations began to anecdotally discuss specific improvements to their programs, services, revenue and capacity. While these observations were encouraging to Heritage United Way, they did not formally capture the extent of the short-term behavior changes experienced by these agencies, changes which can lead to long-term improvements in the overall condition of the community and the prove that the dollars Heritage United Way invests in those programs was having an impact for the greater good. Also, there was no clear indication as to whether only certain types of agencies were more able to adopt the paradigm or if certain agency typologies experienced results more readily than others.

In addition to the observations and the anecdotal successes collected by Heritage United Way related to the transition to Community Impact by local non-profits, the local municipal government started meeting with Heritage United Way and began making efforts to adopt the outcomes measurement pedagogy into their internal development. The local city government is one of the largest funders to local agencies and programs through its Community Improvement Program. The local agencies started to talk about the training and new approach Heritage United Way was taking with its funding. The mayor asked Heritage United Way to be a co-leader on their 10-Year Plan to End Homelessness coalition. Heritage United Way exercised a strong leadership role in this coalition, helping provide a framework, goals and objectives for the city in a formalized report that is still considered the blueprint for the city's approach towards homelessness. Not long after, the city's Public Health Department was in the midst of creating one of the largest collaborations amongst health care providers in the region. As a result, Heritage United Way was asked to be a part of the collaboration and bring with it the framework concept in order to help the collaboration better define its purpose, goals, objectives and outcomes. This collaboration provided two direct results. First, the collaboration was able to create a new community health center in a section of the city that has the highest rate of poverty and uninsured or underinsured individuals. Second, the collaboration has now evolved into a larger entity that continually meets to review health indicators in the community and create collective solutions that attempt to maximize resources and minimize negative impacts on the community.

A second municipal government office, The Office of Youth Services, has just begun utilizing the same Community Impact framework in a much different way. This city department was seeking to have all local agencies that report to it on a regular basic start tracking more impact data so that the office could start to demonstrate change over time. They took the logic model idea and focused it on the collective outcomes of specific youth programs measured against city demographics and educational statistics. This has resulted in two new initiatives for the city. First, they have recently begun a widespread effort with the school district to begin analyzing school performance and afterschool youth programs to determine best practices. Second, the school district is using the framework model to begin a comprehensive early education program aimed at ensuring all children are entering the first grade ready to learn.

Without doubt, the primary motivation for Heritage United Way, and United Ways in general, in converting to Community Impact was to illustrate that donor dollars were being utilized effectively in the community and thus show the benefits to being a United Way supporter. However, a secondary and somewhat unspoken result of the transition to Community Impact is the possible benefits experienced by the partner agencies. As such, this study is designed to formally examine levels of adoption by organizations trained in the Community Impact paradigm and the possible efficiencies experienced by eight local programs and organizations that are currently funded under this methodology. This research will be a case study of some of the 53 agencies that received training and were funded by Heritage United Way under the Community Impact paradigm.

1.2. Conceptual Framework

Community Impact was created with the goal of “improving lives by mobilizing communities to create lasting changes in community conditions” (United Way of America, 2005a, p. iv). This meant that non-profit, social service programs and agencies funded by United Ways across the nation were now tasked with not just stating that they were a good program by their very nature but proving that they were making a difference in the social conditions their local communities faced. Historically, non-profit organizations were considered a solution to the flaws in the fabric of the existing social safety-net. The social safety net represents those services offered by the state and other institutions that were designed to prevent individuals from falling into poverty or to help those individuals already in poverty. Examples of this safety net include welfare, unemployment benefits and subsidized child care. However, many recognize that this system in incomplete and is not necessarily inclusive of all individuals who may require social supports. Non-profits are by nature organizations that attempt to alleviate the flaws in the social safety net and help those individuals in the community that would otherwise be left out. For a long time, this explanation of their services and need was enough for foundations to fund them.

United Ways have historically been large funders of non-profits in their local communities. However, with their recent change to Community Impact, non-profits needed to demonstrate their need more succinctly and be accountable in ways that had not previously been required. This required a tremendous amount of training on the part of United Way of America nationally for the local United Ways. Trainings were held in various places around the U.S. and focused on the community engagement to determine focus areas and creating a framework that represented specific community dynamics. Heritage United Way staff and some Board members participated in several trainings at various conferences. These trainings became the springboard for the adoption of a framework approach by Heritage United Way and the genesis for a partnership with an academic institution to do the due diligence on community dynamics and needs as well as help develop the framework training that would eventually be given to agencies.

Starting in 2006, Heritage United Way provided intense training to all current and formerly funded agencies as well as to business partners and local government officials. This training included the Community Impact framework, which had been introduced and discussed for two years with partner agencies, as well as logic model development and lessons on data and measurement. Fifty-three agencies participated in the training and on-going education provided by Heritage United Way. ***The first part of this study will examine the level of adoption by the 53 agencies that participated in the education and training.*** As a point of clarification, only 41 of the 53 agencies that received education and on-going training received funding in the first year of the Community Impact process. However, all were asked to participate in the first part of the study.

It certainly is not unheard of for agencies to simply adapt to new types of funding requests. As foundations evolve to better respond to donor desires, many funding applications have changed through vehicles such as technology, online forms, reporting requirements, and targeted funding areas versus general operation monies. However, adaptation is simply adjusting to outside influences. In other words, the questions on the form changes so you alter your answer but nothing fundamental to the organization changes. On the other hand, adoption requires the organization to not only respond differently but to internalize elements of change and put them into practice and process. Although it might be easy to state that agencies simply adapted to a new funding request for Heritage United Way, this study seeks to determine the degree of adoption agencies experienced with the Community Impact paradigm.

Once the level of adoption is determined, agencies will be categorized on three dimensions: degree of adoption, agency affiliation (local, national affiliate, or governmental), and size as determined by agency budget. Local organizations are those that are indigenous to the communities they serve by virtue of a local presence, a local Board of Directors. They do not pay franchise or affiliation fees to a national conglomerate or entity. National affiliate organizations are not indigenous as location and structure is often determined by external community factors. These agencies can have both a local and national presence, answer to both a local and national Board of Directors and pay franchise or affiliation fees to a national conglomerate or entity. A typical example of these agencies is a local Boys and Girls Club which is an affiliate member of the Boys and Girls Clubs of America. Lastly, the government affiliation will apply to the two departments in the city that have consulted or collaborated with Heritage United Way regarding the Community Impact framework, outcome measurement and accountability.

The second part of this study will complete an in-depth case study on ten agencies: two small local agencies, two small national affiliate agencies, two large

local agencies, two large national affiliates, and two government agencies. The purpose of the in-depth case study will be to determine if an increase in organizational efficiency has been acquired as a result of adopting the Community Impact paradigm.

Organizational efficiencies are the lynchpin to organizational success. This is just as true with the non-profit sector as it is with the private sector. Heuer (1999) published a broad literature review that captured and defined some of the essential characteristics of organizational efficiency. She found that essential to all successful organizations were mission and vision statements that were well defined and intrinsic to the organization. In addition, success required a solid organizational structure complete with an organized and involved Board of Directors, strong and capable leadership, and motivated staff. Lastly, she found that dependable resources including diverse funding sources help create successful organizations. Complementing the Heuer literature review, Sowa, Selden and Sandfort (2004) added two more factors to determining organizational efficiency. One of the factors they discuss examines the practices and processes within and organization. More specifically, they describe the importance of ensuring that programs are operated and structured to meet their individual goals as well as the objectives of the overall agency. Lastly, they discuss the importance of successful, strong and reliable partnerships as a measure of organizational success.

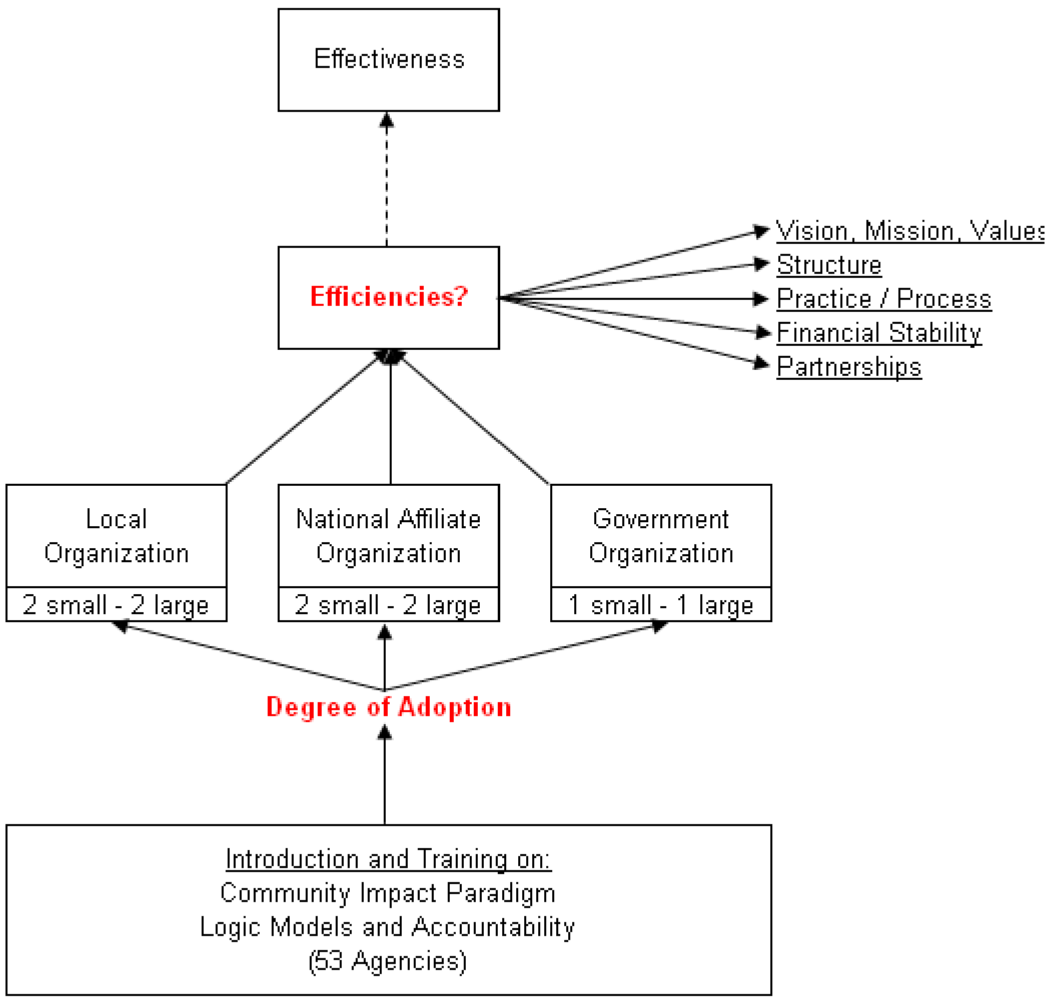
Ultimately, an organization wants to prove it is being effective. This is particularly true of social service and non-profit entities whose missions are to make an impact on individuals who are otherwise marginalized or not succeeding in the current social safety net. Measurements of efficiency help determine if an organization is maximizing its internal and external resources and acquiring the knowledge and tools necessary to become effective. This distinction has been described rather comically by Kanter and Brinkerhoff (1981) as, "we acknowledge the important and conceptual distinction between efficiency – doing things right – and effectiveness – doing the right thing" (p.322).

It is hard to capture change over time but a comparative analysis of programs and their adoption of a framework may point to trends that can illustrate efficiencies, thus leading us to effectiveness. Therefore this study will focus on efficiency, but due to the short duration that Community Impact has been in the Heritage United Way system, this study will not examine the effectiveness experienced by trained agencies. If we consider that a change in resources, knowledge, networks and skill sets can create changes in behavior, then we can consider a change in the efficiencies of a program and agency which could create better behaviors which would ultimately create effectiveness in the community.

The conceptual framework reflects the study's two-tier approach. All 53 educated and trained agencies will be invited to participate in the first phase of the study which will consist of an online adoption survey. All participants will be broken down into their typologies and ten agencies will be selected for the second phase of the study which will consist of a longer survey, in-depth interviews, and documentation review. ***The purpose of this study is to***

- ***first, identify those agencies that have most adopted the Community Impact paradigm and***
- ***second, to determine if an increase in organizational efficiency has been perceived as a result of adopting the Community Impact paradigm.***

Figure 1. Conceptual Framework



1.3. Significance of Study

Community Economic Development is about change. The premise of Community Economic Development is built on the idea that community development is good but without the economic factors which enable sustainability, it will fail. Likewise, economic development is necessary for growth but without the will of the people and the usage of interdependent relationships, it too will fail. Community Economic Development stresses that it is the combination of the two – community development and economic development – that enables a community to create lasting, sustainable change that responds to the needs of the community.

This study will contribute to Community Economic Development theory by supporting the premise that social service organizations seek to advance the common good for marginalized communities through both economic and social means. Social theory suggests that this should be done in the most participative way possible. Economic theory suggests this should be done in the most efficient and maximal approach. The outcomes framework model is an instrument by which social service organizations can locally cultivate economic opportunities to their fullest and foster inclusive participation to address social conditions in order to make sustainable change. In the paradigm of Community Economic Development, the outcomes-based framework model is a means to helping marginalized communities.

This study will contribute to Community Economic Development practice by supporting the evidence-based practice of framework development and outcome measurement as a means to creating efficiencies in communities. More specifically, as resources become increasingly scarce and communities more fractured, this study will help reinforce the framework strategy as a means to maximize the social and economic benefits of the work being done by social service organizations in order to advance marginalized communities.

This study will contribute to Community Economic Development policy by reinforcing the importance of advocating for framework development and strategizing when developing or investing in social service organizations. In addition, this study provides the basis for streamlining the social service organization business model in order to maximize resources and social capital. For both investors and leadership, an outcome measurement framework approach would create more efficiency in the design, investment and delivery of social service organizations thereby maximizing the effect on marginalized communities.

Finally, this study will contribute to research methodology in two ways. First, while many studies have examined organizational effectiveness, they have either assumed the intervening step of efficiency or have not accounted for it. This study will seek to demonstrate that an adoption of an outcome measurement framework creates organizational efficiency in the immediate and intermediate thus facilitating effectiveness over time. Second, this study utilizes a newly developed organizational assessment tool, adopted from existing instruments and proven valid and reliable through the triangulation of user feedback, focus groups and archival research. This organizational assessment tool may be helpful for an expansion of this study as well as future studies of organizational efficiency.

CHAPTER 2: REVIEW OF RELEVANT LITERATURE

2.1. Characterizing Community Economic Development

Community Economic Development (CED) is a relatively new field in the social sciences. It is so new that a person asked to define "community economic development" would likely give a couple of random guesses but rarely be able to define it fully. This is not to say it is impossible to define or that it is so multi-layered and complex it defies definition. This is more of a reflection of the lack of substantial theory in the field so far. The literature in the field to date is limited and somewhat primitive. It is a young field, a new field, and much like psychology 100 years ago it is searching for some good theories.

So what is Community Economic Development (CED)? From a theoretical perspective, we can define CED as a means of developing an economy in such a way that a community is strengthened and structural change occurs, resulting in a more equal distribution of income and community self-determination (Boothroyd & Davis, 1993). In more simple terms, CED is about raising the standard of living for the entire community by reducing wealth or resource inequality (Sherraden, Slosar & Sherraden, 2002). The strategies used in CED are both economic and social, intended to improve life for the long term (Midgley & Livermore, 1998). It stems from the concept that community development is good but not always inclusive of economic growth which is so essential to enabling sustainable improvement to living standards. Meanwhile, economic development is good but somehow is exclusive to the needs and interdependent relationships communities require to facilitate enhancement and progress. So, as a means of trying to capture the positive aspects of both community development and economic development, CED was introduced. In the simplest of terms, CED occurs when communities locally utilize economic opportunities and address social conditions in order to make sustainable change.

Most theories of change stem from the basic assumption that if we increase or provide some element or elements, we can change a behavior or attitude or action which will then change a broader condition. An example of this simple model in practice would be anti-smoking campaigns. When the American Lung Association puts posters and billboards in public places or when the Truth (an anti-cigarette campaign) airs controversial advertisements on television, both organizations are working under the simple assumption that changing a person's level of knowledge about the dangers of smoking will cause them to change their behavior – in this case limit or cease smoking – which will change the long-term condition of public health problems due to smoking for the individual and society in the future. In other words, if people only knew the harmful effects of smoking and the long-term consequences, they would stop doing it.

However, this simple model fails to acknowledge other elements necessary for change. It is hard to believe that most people would not already know the dangers of smoking but even if we assume they did not have previous knowledge, can we really say that making them aware is enough? What if they lack the resources to quit, such as the money to purchase a nicotine patch or other smoking cessation supplies? What if they lack the social structure and supports necessary to change an addictive habit? In other words, knowledge is not enough. If knowledge were the only thing necessary to change behaviors and long-term conditions, it would be hard to explain the social problems we have today.

A theory of change that leads to CED should include the element of knowledge, but also skills and resources in order to change the behavior and attitudes of a community from a marginalized community to an empowered community. In this model, the condition of CED occurs as a result of a paradigm shift, which changes the behavior, accessibility and attitude of the community. Although many argue that CED is a process and should not be considered an end result, CED can also be a goal for a community to attain thus making it a condition and not a behavior. The condition of CED is not a final end-point but rather a community condition that allows for new processes to occur and therefore new models of change to be introduced. In this idea, elements that lead to a paradigm shift create CED, which promotes an initial level of change. What the community does with that atmosphere of CED becomes the next level of change, and so on. CED is the process by which community change continuously evolves.

In 1962, Thomas Kuhn introduced the term "paradigm shift" in his book "The Structure of Scientific Revolutions". In doing so, he introduced the world to a new way of thinking about change – specifically a change in the assumptions we hold to be true regarding science. If we think about the social sciences, this paradigm shift theory becomes a useful tool in not only describing why a change occurred but also how we can formulate ways to help make it happen. In this case, I am referring to a social paradigm shift wherein social circumstances create a shift in the community and the effects of that shift change social institutions. By this rationale, a broad shift in the community can change the way an individual perceives reality.

In order to accomplish CED a change in the behavior, accessibility and attitudes of the community must happen. This social paradigm shift occurs when a community goes from thinking, acting and behaving as a marginalized community and changes so that they start thinking, acting and behaving as an empowered community. This does not happen quickly or uniformly but given the right elements, it is possible to have such a change.

In 1977, a Detroit study characterized perceived sense of community by examining the linkages between residents and neighborhood organizations (Warren & Warren). This created a neighborhood spectrum that identified degrees of shared neighborhood identity, degrees of perceived connectedness, and degrees of neighborhood distinctiveness. This spectrum defined six types of neighborhoods, from the integral, which experiences a high degree of neighborhood identity, internal interaction and external linkages, to the anomic with its low sense of neighborhood identity, low internal interaction and low external linkages. Although this particular study focuses on neighborhoods, it illustrates the evolution of thinking about neighborhoods as a social unit with individual character. As we go beyond the neighborhood and into communities, we add more variables to the equation such as the interaction effects of various neighborhoods within a community, the socioeconomic breakdown of the community, and the social and cultural considerations for a community. While the equation becomes more complex, the underlying neighborhood typology becomes an important factor in considering the spectrum of communities and provides some guidelines for how we can begin to examine their typologies to further define, classify and strategize.

Communities can be considered along a spectrum ranging from marginalized to empowered in much the same rationale. Marginalized communities occur when individuals or groups do not or cannot identify or fully participate with the dominant culture or social class (Berry & Sam, 1997). This is most often purposeful, although not always explicit, and due to its high rate of exclusion is often associated with great psychological distress. Marginalization has most often been coupled with minority racial and ethnic groups. However, marginalization can be experienced due to gender, age, ability, sexual orientation and so on. Along with marginalization come the social ills resulting from exclusion such as poverty, unemployment, poor education, poor health, and the like. In communities like these, self-determination and choice seem almost non-existent.

In stark contrast, empowered communities pride themselves on participation, shared leadership, and sense of community. The primary element of successfully empowered communities is being able to maximize the benefits while minimizing the costs of participation. Maton and Salem (1995) examined three empowered community settings to determine if there were any commonalities between them. In their research, they found four common elements that not only strengthened the communities but also the individuals as well. The first element was a group based, strength based belief system which basically means that every community had a clear set of principles that defined members and the society and encouraged growth for both. The second element was that all communities had developed a system of tasks and roles that involved each member actively. The third element was simply solid peer social support systems. The last element was a shared and inspired leadership. These elements helped to create communities where people could organize, develop confidence, find a voice and make change.

The social paradigm shift from marginalization to empowerment is essential in creating an atmosphere where communities can create and establish CED and become fully self-determining entities. Change does not come easily or alone and the primary issue with any CED theory is the catalyst. The most basic answer to how or where the catalyst comes from is an internal or external change agent. An internal agent is a person from within the community who actively acquires the knowledge, skills and ability to access resources and becomes the mechanism to start change. An example would be young students from a marginalized community who gain an education and return home with new knowledge, skills, and resources to improve their community. In contrast, an external change agent is someone from outside the community who comes in and helps that community access the knowledge, skills and resources necessary for change. There is a fundamental and somewhat controversial debate about whether a change agent should be either internal or external. While this debate will not be addressed in this proposed study, it should be acknowledged when considering possible catalyst factors for bringing about a CED change in a community.

A secondary consideration should be that even with all the elements in place, it is possible that other extenuating and uncontrollable forces may prevent the change from a marginalized community to an empowered community, thus preventing an environment for CED. This includes factors such as political force through divisive legalization (such as a legislative policy to alter or redefine federal poverty guidelines), extreme social stigmatism (such as the denial or revocation of individual rights), or other factors simply out of the control of the community.

While these factors must be considered there are examples where CED has not only changed communities but also developed strong and powerful venues for individuals, groups, and whole communities to flourish.

2.2. The Value of Organizations in Community Economic Development

Community Economic Development (CED) has historically been examined in the context of individuals within their communities. As stated before, CED occurs when communities locally utilize economic opportunities and address social conditions in order to make sustainable change. However, the inclusion of organizations in this context is either implied or non-existent. There is no defined role for organizations and often they are simply used as either a conduit for individuals and communities to achieve their CED means or their existence in the community is assumed and underrepresented as having a common interest in the success of CED interventions.

Ecological community studies give us a conceptual model of the role of organizations within our communities. When examined more closely, it is hard to consider the life of the individual or the community without considering the impact organizations has on them. In particular, the characteristics of settings – not individuals – can indeed define the community typology and often highlight the importance of organizations. Although ecological studies of community are relatively young, the fundamental framework has essentially four characteristics by which we can think about communities and also illustrate the importance of organizations (Trickett, Kelly & Todd, 1972).

The first characteristic is interdependence, which is a basic elemental axiom of ecology. In essence, interdependence recognizes that every system has multiple, related parts and that a change in one part results in a change in others (Trickett, Kelly & Todd, 1972). The most basic understanding of this can be illustrated with a family. If one person gets sick, everyone is affected somehow – others may become sick as well, chores may have to be shifted to others, and the situation can change dramatically if the illness is more permanent, such as a debilitating illness. Likewise, we can consider organizations in a similar vein. If a manufacturing plant closes workers are displaced, unemployment may rise, and the entire community is affected. In some cases if the plant was a predominant revenue source then the local economy and social cohesion can suffer terribly such as what occurred in Flint, Michigan during the 1980's (Moore & Stanzler, 1989).

A second characteristic when thinking about communities ecologically is the cycling of resources which postulates that any system can be understood once you understand how its resources are defined, used, created, conserved and transformed (Trickett, Kelly & Todd, 1972). If we think about this in a community setting, when individuals and organizations have the capacity to recognize and support those resources that maximize the collective good of the community, then by virtue of the ecological principle everyone benefits. This is the underlying premise of the old adage of helping someone today because you might need it tomorrow, which is really a paraphrase of the cycling of resources. Organizations often find unique ways to maximize and share their collective capitals including financial, social (sometimes referred to as cultural), built (manufactured infrastructure), human and natural (as referred to as ecological). Often, private businesses invest in local initiatives as a means of helping other agencies and maximizing the collective resources.

The last two characteristics are adaptation and succession (Trickett, Kelly & Todd, 1972). Basically put, individuals adapt to their surroundings and environment as a means of survival, as do organizations. If you cannot keep up with demand or perhaps do not recognize the changing demographics of your clientele, then your organization will lose its usefulness. Likewise, the last characteristic of succession recognizes that things change over time. A person is not static, a community is not static and it stands to reason that an organization is not static – particularly when we recollect that a change in one piece of the system constitutes a change in the others parts. Therefore, just as individuals and communities have histories, organizations do too. In fact, organizations can be the lynchpin of community histories such as the textile mills of Lowell, Massachusetts, and the automobile manufacturers of Detroit, Michigan.

Thinking about organizations and CED in an ecological framework allows communities the ability to think holistically about power structures and empowerment beyond groups and individuals. Empowerment can refer to values, processes, or outcomes (Zimmerman, 1995), as well as to activities at the level of the individual or the organization (Swift & Levin, 1987; Zimmerman 1995). Empowerment is the social, economic and/or political power of individuals and organizations either separately or collectively. Yet, there is a distinct difference between an empowering organization and an empowered organization. Empowering organizations are those that provide experiences for the members and promote participation. Empowered organizations are able to influence the community in meaningful ways, create community change and promote quality of life for all citizens (Zimmerman, 1995, 2000). According to Speer and Hughey (1995), the blending and maximization of both empowered organizations and empowering organizations in a community allow participants to follow a more ecological approach to think about how power relations operate within the community context and how to utilize them constructively to create change.

Organizations can and should be perceived similarly to individuals within a community. They are in fact valuable members of the ecology of a community and they bring viability and impact to CED interventions and strategies. Again, the main goal of CED is to create sustainable change. Change can be derived by social action, development, consciousness raising, research and advocacy (Dalton, Elias, & Wandersman, 2001). Organizations can help give structure, resources, leadership and levels of empowerment – sometimes at levels that individuals and groups cannot – in order to help facilitate change. By this measure, they are an integral part of the Community Economic Development paradigm and certainly play a major role in the change process of a community.

2.3. Efficiencies versus Effectiveness within Organizations

Organizations, as part of their structure, set forth certain goals or objectives as the purpose of their existence. For example, a youth organization may have as its goal to give youth opportunities in order to achieve their potential. The question many organizations ask themselves is how are they reaching those goals? In light of recent controversies and scandals, the community has been asking this same fundamental question. Efficiency is different from effectiveness. Efficiency is the actual and perceived improvements to an organization while effectiveness is the lasting change to society. Efficiency is something we should be able to detect rather quickly as programs and organizations adopt a new pedagogy unlike effectiveness which will take much longer to demonstrate. In regards to CED and outcome measurement within organizations, we can make the same assertion. In this research, we will only be concerned with the possible efficiency of the studied programs and agencies.

2.4. The Elements of Organizations

Max Weber can be credited with the origins of organizational analysis as we think of it today. It was his work, The Theory of Social and Economic Organization, published in 1947 examining bureaucracy and modernization that led to the now commonly understood idea that organizations have grown and will continue to grow in response to the markets. Weber is often referred to as the father of sociology and his writings reflect a level of collectiveness, examining social structures in terms of groups and societies versus the individual. He introduced clearly defined concepts of social action, social organization, and classes, groups and parties, which make up Weber’s foundation for social theory. Two things that primarily stand out in his conceptual definitions are that he clearly signifies society versus individual man and secondly, he strives diligently to take a scientific approach to his topic. His classification and organization of terminology and topics connote an examination of primary structures and not overarching esoteric concepts.

Thinking about an organization using a classification framework helps to better understand organizational success. According to several studies (DiMaggio & Anheier, 1990; Heuer, 1999; Linnell, 2002), successful non-profit organizations have five distinct and critical elements. These elements include a vital mission and vision; a cohesive and strong structure; practices and processes that adhere and align to the goals of the organization; financial stability including a revenue stream that is sustainable, reliable and diverse; and partnerships that enhance the organization and the mission.

In order for a mission to be meaningful, it must be realistic and operational (Heuer, 1999). Several studies have stated that for a mission to be realistic and operational, it must be participatory (Kegler, Steckler, Malek, & McLeroy, 1998). In a study that compared the mission building process across several different leadership types and organizations, it was found that organizations with staff members that did not share a common vision generally had medium levels of mission development while organizations dependent solely on higher management direction and leadership had the lowest levels of mission development (Kegler, Steckler, Malek, & McLeroy, 1998). It was only when staff and management worked together with a common vision that mission development was most successful. The key to successful mission development is focus (Fawcett, Francisco, Paine-Andrews, & Schultz, 2000).

A mission essentially clarifies an organization's common interest. It focuses on creating a sense of common purpose and synergy to bind people together for addressing their goals (Bergstrom, Clark, Hogue, Iyechad, Miller, Mullens, et al., 1995). By establishing a mission, organizations can generate a common purpose, support and awareness (Fawcett, Francisco, Paine-Andrews, & Schultz, 2000). In addition, it allows organizations to express what they intend to accomplish (Hogan & Murphey, 2002) thus making the argument for why they are critical to the larger community infrastructure. Lastly, a mission can identify allies, reduce conflicting agendas, and minimize costs (Hogan & Murphey, 2002).

Defining organizational structure and operating mechanisms is a process of establishing and arranging clear ways to work together and get things done. This effort can include the establishment of role and responsibilities, levels of authority, and support for the members such as conflict-resolution protocols and communication plans. Defining structure and procedure can help to create logistical conditions and social relationships to support collaborative action for change. Participation is key in this process as it not only helps create the infrastructure more efficiently but it also cements the purpose and meaning for many of the members, generates opportunities working together and sharing power, and breaks apart perception of difference allowing for open diversity (Foster-Fishman, Berkowitz, Lounsbury, Jacobson, & Allen, 2001). A solid structure where members know their roles and are comfortable expressing their influence establishes a collective foundation for strategic planning. Several studies have examined ways to define and create positive structure and most argue that enhancing participation and engagement in the process along with clarifying and connecting people to opportunities to be impactful can help tremendously (Foster-Fishman, Berkowitz, Lounsbury, Jacobson, & Allen, 2001). This can be done through task assignment, mobilizing resources effectively, and implementing programs. In addition, Goodman, Wheeler and Lee (1995) also point out that removing or addressing barriers to progress can be essential in creating a sustainable structure.

Practices and processes are those actions taken by the organization to implement the program or agency goals and objectives. Implementing effective practices and processes may also include adopting interventions, seeking technical assistance, researching best practices, and adapting to new conditions. Despite numerous best practices out there, there is no “one-size-fits-all” approach; therefore, the evolution of practices and processes can be as unique as the organization itself. Two particular studies (Merzel & D'Affliti, 2003; Sorensen, Emmons, Hunt, & Johnston, 1998) point to several key factors when successfully putting practices and processes into place. Chiefly, they highlight using a varied combination of interventions and programmatic styles. This includes responding to the organizational needs in an ecologically-holistic way to avoid the so-called “band-aid” approach to problems and issues. They recommend tailoring all practices and process to maximize efficiencies and effectiveness. Lastly, they highlight the importance of avoiding wastefulness of resources on practices or processes that do not yield results and do not achieve long-term goals.

Core to any business is financial stability and this can sometimes be especially perilous in the non-profit sector. More often than not, non-profits are funded by external agents. Their very survival is dependent on not just fundraising but fundraising well. On the most basic level, financial stability is essential to ensuring the organization survives and can get the work done (Merzel & D'Affliti, 2003). However, financial stability in the non-profit realm is also a sign of community support. Because communities recognize that issues will not be solved on their own, they invest into those agencies they perceive to be a priority (Thompson, Lichtenstein, Corbett, Nettekoven, & Feng, 2000). In the end, a financially sound non-profit can institutionalize the work being done by creating infrastructure around a core issue critical to the community (Sorensen, Emmons, Hunt, & Johnston, 1998). In essence, financial stability is produced by drawing on and maximizing the use of existing resources as well as the long-term planning of core programs and practices, particularly in times of unexpected change or challenge (Sorensen, Emmons, Hunt, & Johnston, 1998). Lastly, Merzel & D'Affliti (2003) reemphasize the importance of partnerships and relationships that can not only share resources but continually monitor the resource use and distribution amongst each other.

The final element of successful non-profit organizations is partnerships. Partnerships can be both informal and formal, active and inactive (Sorensen, Emmons, Hunt, & Johnston, 1998) and they can help maximize resources, engage others in an issue or action plan, and functionally assist an organization in planning, execution or evaluation of efforts. The core to a successful partnership is if it is mutually beneficial to those involved (Sorensen, Emmons, Hunt, & Johnston, 1998). However, it is important to note that the benefit may not be equal, simply mutual. Within the non-profit world, partnerships occur with volunteers, board members, politicians, donors, other agencies, informal community systems and formal community infrastructure, businesses, and many other individuals and groups. While there are several methods for building key partnerships, there are some variables that seem to ensure a greater level of success such as engaging a broad spectrum of partners from different backgrounds, ages, races and ethnicities and so on (Foster-Fishman, Berkowitz, Lounsbury, Jacobson, & Allen, 2001). Amongst the partners should also be people of power and influence such as politicians and key decision makers in the community (Mattessich & Monsey, 1992). Lastly, foster the partnership by following up and interfacing regularly, reinforce the change-agent role as often as possible, and create an atmosphere of collaboration (Fawcett, Francisco, Paine-Andrews, & Schultz, 2000).

Understanding the elements of non-profit organizations is critical for comprehending the abilities and struggles agencies may have in adopting new innovations. By analyzing the mission, the structure, the practices and processes, the financial stability and the partnerships of an organization for any positive change since the implementation of Community Impact, a determination of potential efficienency can be made. In this study, organizational elements will be compared pre-implementation and post-implementation of Community Impact as a means of determining both the level of adoption and possible efficiencies.

2.5. Defining Adoption

In the most basic of explanations adoption means to take up, accept formally or put into effect a practice or policy (Merriam-Webster, 2009). More recent studies tend to focus on adaptation to new technologies or innovations however the process of adaptation is the adjustment to outside factors and influences (Merriam-Webster, 2009). Put more simply, adoption is the internal process of change within the agency while adaptation is an external force for change. In this case, the change is being brought about by the Community Impact paradigm, a model that seeks to move away from funding direct services and transition into creating sustainable social and economic change in order to improve community conditions. In the perspective of this study, the focus is solely on the internal degree of adoption of the community impact paradigm by the agency and the potential efficiencies experienced by that adoption.

Perhaps just as key to thinking about adoption characteristics is the concept of change theory. Van de Ven and Poole (1995) identified four ideal types of change theory. They determined that any organizational change theory should follow the underlying mechanisms that helped generate change – what they call motors. The lifecycle motor perceives organizational change through a predetermined sequence of stages (Van de Ven and Poole, 1995) and while the stages are fixed, the speed of progress through those stages is not. This motor can best be explained by thinking about a small business evolving into a large one. There are certain periods of growth that typically happen. However, all of the phases of that growth are the same no matter what business it is. The second motor type described by Van de Ven and Poole (1995) is the dialectic motor which examines organizational change from the perspective of opposing entities. According to their study, this change is brought about by the Hegelian process of a thesis and antithesis, when new ideas and values confront the status quo. In this motor, organizational transformation stems from a changing business dynamics, ecology, political scene, or social interaction. The evolutionary motor looks at change in a given population over a given period of time (Van de Ven and Poole, 1995). In the most basic of explanations, this motor is driven by environmental conditions that create internal pressures, thus becoming the impetus for change. In many ways, this is business Darwinism, a survival mechanism that allows for change when the outside culture changes. The final motor they mention is the teleological motor which frames organizational change as a purposeful social construction by organization members. In the end, they conclude that while more than one motor may be present during periods of organizational change, there will always be one primary motor moving the others along. For the purpose of this study, focus will be placed on the teleological motor.

The teleological motor frames organizational change as a purposeful social construction by organization members (Van de Ven and Poole, 1995). In this model, organizational change is goal driven. If members of the organization feel their current work is not attaining the goals of their organizational focus, then a conscious, concerted effort is made to realign work and purpose for members of the organization. For example, if a non-profit is not able to raise funds in the traditional way it has been, there is an impetus to reflect and change the methodology in order to acquire and sustain funding. It is the teleological motor that helps institute innovation in agencies, regardless if the innovation is introduced from the outside or inside. Many contemporary theories of participatory organizational change as well as leadership change theories are predicated on the teleological motor (Van de Ven and Poole, 1995).

Strategic change is predicated on the teleological motor. The underlying trigger behind most strategic change in organizations is goal-oriented personnel who can foster a need and desire for change (Rajaopalan & Spreitzer, 1996). Further, key management with an ability to communicate and set forth a goal-oriented change agenda not only forward strategic planning but could also set in place a framework so that goals and orientation to those goals could be accomplished with little organizational upheaval (Gioia & Chittipeddi, 1991).

Change momentum follows the basic principles of inertia – a body in motion tends to stay in motion and a body at rest tends to stay at rest. Jansen (2000) determined that organizational momentum was critical in order to keep change moving. Movement allows for change to be continual and evolutionary versus an end-game. If an organization begins to change but does so with a target purpose and plans to continue to change, then the change is temporary and not necessarily purposeful (Jensen, 2000). This can create disillusionment among the personnel experiencing change and an inability for the change to permeate into the organization.

Lastly, within the teleological motor are theories of innovation which consider external environmental changes along with internal pressures to innovate (Ford, 1996; Glynn, 1996). In Glynn's (1996) study, he argued that individual intelligence and organizational intelligence can combine to generate creativity. These ideas, combined with resources and support can create innovations. In addition, this particular system allows for a collective-sense in the organization – one of the most effective means of creating innovation adoption.

According to Kimberly and Evanisko (1981), adoption is influenced by three major factors in an organization: the characteristics of the individual people within the organization – particularly management, the characteristics of the organization itself, and the characteristics of the context in which it operates and by which it emerged. These factors have been studied in regards to innovation adoption but no one factor has been determined to be primary or necessary (Kimberly & Evanisko, 1981).

In a non-profit, the individuals considered part of the organization go well beyond management and staff to include board members who help govern and volunteers who help in a multitude of ways. Within an organization, different types of leadership can bring about different business cultures. Baldridge and Burnham (1975) noted that behaviors towards innovation – specifically adoption behaviors – often originated from key leadership or roles that had significant influence in the organization. They continue to note that adoption is most strongly influenced by persons with strong communication skills, influence, power and the ability to make decisions.

For most non-profits, the executive director holds the majority of power and influence as well as the ability to push forward an innovation. Executive directors are tasked with converting the organization's mission into action and that includes adopting new innovations and paradigms as they advance the opportunities, competence and commitment of the organization (Drucker, 1990). Yet, there are certain factors to executive director leadership that can determine openness to new innovations such as tenure, sophistication, education, and the nature of the leadership (Kimberly & Evanisko, 1981). Amongst these chiefly is tenure which allows for legitimacy, political clout, and a broad-based perspective on past organizational successes and failures (Kimberly & Evanisko, 1981). None of these traits are exclusive to the executive director and in fact can be held by any person viewed in a leadership or power role but depending on the size of the non-profit, it is most commonly the executive director.

Without a doubt the structure and design of an organization can strongly influence adoption behaviors (Kimberly & Evanisko, 1981). One of the core elements to adoption on an organizational level is the idea of centralization – if innovation is introduced to those who can properly use it and stems from the administrative branch of the organization outward, the likelihood of adoption is greatly increased (Kimberly & Evanisko, 1981). Secondly, consideration must be given to the specialization of the organization and the members within it. For example, if personnel are technologically savvy then the introduction of a measurement database would be less intimidating or intrusive to the existing knowledge base. Another variable to consider is the size of the organization which, according to Baldridge and Burnham (1975), relates directly to economics of scale allowing for feasibility in innovation adoption. If an organization has the capacity to adopt then an innovation is more likely to succeed. Kimberly & Evanisko (1981) also examined the cohesiveness and purpose of an organization's subunits also known as functional differentiation. In non-profits this may be a particular concern as larger entities tend to have several subunits or programs that function in tandem to create a safety-net social service. For example, a transitional housing agency may have a mental health program, a socialization program, a financial literacy program, a workforce development program and so on in addition to its core housing program. Kimberly & Evanisko (1981) theorize that the more cohesive these subunits are with one another, the greater the chance for innovation adoption. The last organizational characteristic would be external integration, which is the extent to which various mechanisms can inform and educate an organization about innovations. The more receptive an organization is to learning, the more likely they are to adopt. This includes consistent and reliable communication amongst the organizational units. In their study, communication was at the core of external integration and most positively influenced an organization's ability to adopt innovation.

The last major factor that Kimberly & Evanisko (1981) considered was the contextual variables in innovation adoption. The first variable was competition which some economics would argue increases the likelihood of adoption (Utterback, 1974). Competition forces organizations to continually evolve and demonstrate that they are better than the rival. In the social services arena, the terms such as rival and competition are rarely used; however, when it comes to fundraising these entities are often competing against each other. The second variable is the age of the organization. Kimberly & Evanisko (1981) admit that there are divergent views on this topic but, according to their study, the older and more established an organization is, the more likely it can tolerate change. Organizations with a history may be pillars in the community, or have a higher survival rate, and as such have a deep knowledge-base and considerably more resources available to them to weather innovation adoption. The last variable to consider is the size of the community. Kimberly & Evanisko (1981) argue that whether an organization is located in a rural or urban setting may have a major effect on its ability to adopt innovation. In many ways, size necessitates innovation adoption. At some point, organizations hit a “critical mass” and must change in order to continue and remain on mission. This means that organizations have to consistently be aware of their changing dynamics and reflect on their innovation adoption regularly.

There is an art and a science to bringing social innovation, preventative measures or promotion efforts to an organization or a community. Adoption of those innovations must be considered in relation to the organizations characteristics – its personnel, the organization itself, and the context in which innovation is being introduced. Community Economic Development states that community development is good but not always inclusive of economic factors leading to sustainability. Likewise, we know that economic development is good but somehow exclusive to the needs and interdependent relationships of communities. It is the combination of community development and economic development that creates, fosters and implements change. Likewise in an organization it is not solely the management and personnel that can facilitate change, nor the internal or external pressures of organizational development, but rather the combination of those elements which will determine why an organization adopts an innovation and how successful it will be when it does so.

2.6. Role of Federated Fundraising Organizations

Non-profits can take on many shapes and sizes and much like any business out there, for profit or not, they can suffer from an identity crisis. Part of the growth and evolution of any business is to ask what are the goals and values of the business. What is our mission? Who do we want to be? Albert and Whitten (1985) stated that organizational identity is those things that are central, distinctive and enduring about an organization. It is the core of the business rationale and often defines the approach and manner in which a business is developed and continues throughout its lifecycle. While it may seem elementary that a business would go through such an exercise in its formation, it is pivotal to note that this should be a continuous exercise on the part of the business. In fact, business identity faces many crises, most often brought about a challenge or change to the status quo (Whetten & Godfrey, 1998).

Business identity, particularly in the world of non-profits, is important to the social infrastructure in which non-profits exist because it helps define its function within community systems (Young, 2001b). For example, a transitional housing program may give direct services and consider itself on the “front-line” ergo its business identity would differ greatly from a charitable trust foundation whose mission is donate and support services that benefit a social cause. The business identity helps form a relationship between the two – often symbiotic – where function is understood and successes on the part of one can become successes on the part of both.

This highlights the often unavoidable truth that many nonprofits can struggle with multiple identities, typically the result of accumulating tasks the business does not really want. If a transitional housing program does not receive full funding from a charitable foundation, they will have to fundraise. If grant-making organizations do not see their investment making change, they may become instigators for new programs that will.

According to Young (2001b), there are essentially four major non-profit identities. The first one he discusses is the grant-making foundation. There are over 47,000 grant-making foundations in the United States alone (Renz & Lawrence, 2000) with 94% of them holding $10 million or less in assets. Essentially, a grant-making foundation controls a cache of assets or accounts and allocates from these accounts on a periodic basis. Allocations can be made several ways but the most common are designated, where a donor states its particular cause or agency of interest and a donation is made on their behalf on a regular periodic basis, or undesignated which is when the foundation makes the decision to invest funds according to its stated mission and area of interest (i.e. healthcare, education, etc). According to Young (2001b) this particular non-profit type has historically been the venture capitalist in the non-profit world, funding innovations as a means of maximizing social benefits.

A second non-profit type Young (2001b) defines is the academic center for non-profit study. Since 1978, colleges and universities have developed multidisciplinary centers which conduct community-based research. These centers can act as a facilitator, offering interdisciplinary education, service-learning, and research opportunities to students and instructors while connecting the university to the community, social services, local government and other community infrastructure partners.

Young (2001b) also defines a third non-profit identity as social enterprise; however, this identity has two distinct types. On one hand is the corporate philanthropist: a for-profit business that decides it will allocate some of its resources to advance a social cause. Smith (1996) also defines this as strategic philanthropy because although the corporation may be helping a social cause, it does so with the long-term benefit of making a profit through the improvement of public image, marketing products, and so on. The other hand, there are social purpose organizations which are the “front-line” agencies that are mission driven to achieving a social good. More often than not when one thinks of the term non-profit, these types of agencies are the ones that come to mind. National examples include the Boys and Girls Club, the American Cancer Society, and the American Red Cross.

The final non-profit identity Young (2001b) discusses is the federated fundraising organization. Essentially, this organization is designed to collect donations from various sources including private and corporate and allocate them to agencies throughout the community. United Way is a federated fundraising organization.

The initial purpose of a federated fundraising organization was to provide a single-point access of fundraising to prevent agencies from competing amongst each other within the same donor base as well as to allow donors a single-point access to donate. According to Young (2001b), “By eliminating duplicate fundraising expenditures and exploiting economies of scale, the federation reduces the average cost of raising a charitable dollar.”

Young (2001b) is quick to point out that federated fundraising organizations are the most common form of non-profit to embrace evolution, demonstrating several identities simultaneously. Young (2001b) breaks down these identities into four characteristics: fiscal intermediary, economic regulator, community problem solver, and charitable mutual fund.

As a fiscal intermediary, federated fundraising organizations have the mechanical task of collecting funds and designating funds, soliciting funds and distributing funds. United Ways, and others like it, have operated this way since their inception only requiring a small governing board and staff in order to set uniform policies and administrate those policies. Young (2001b) notes that until recently, strategic goals and their development were limited to the amount fundraised and the criteria for distributing those funds as inclusively as possible.

Through the establishment of localized polices and their administration, federated fundraising organizations became the de facto repository of financial and organizational documentation from their partner agencies. This allows federated fundraising organizations to evaluate the fiscal viability, perform audits, create evaluation plans, request data reports on program objectives, and generally make judgments about an agency's performance. Thus, according to Young (2001b), federated fundraising organizations become economic regulators by putting pressure and penalizing poor performing agencies while rewarding organizations that perform well. Young (2001b) notes that as an economic regulator, the governance of a federated fundraising organization is fraught with political and social issues. This creates more pressure on board members who must establish firm policies and be willing to stick to them in times of opposition which means that governance needs to be as inclusive and broad-sweeping as possible.

Another identity for federated fundraising organizations is that of community problem solver. In this particular role, United Ways have transformed themselves from a community chest model, whereby donations are simply allocated to worthy agencies, into a community impact model where allocations are more targeted towards a specific community-identified goal such as reducing the drop-out rate or increasing access to quality healthcare. This differs significantly from other non-profits as it places the federated fundraising organizations in the position of becoming a broker between the donor, the agency, and the community at need (Billitteri, 2000). This means extraordinary pressure on staff and board members who are tasked with collaborating, facilitating and convening the community around issues while maintaining the donor-base and funding those programs that forward a specific agenda. As such, federated fundraising organizations are becoming leaders in the non-profit world as well as in their communities because they require “staff knowledgeable in community needs and a governing body capable of assessing and defending the fairness and efficiency of alternative community investments” (Young, 2001b).

Lastly, federated fundraising organizations have the identity of a charitable mutual fund (Young, 2001b). By virtue of its structure, these organizations can offer a portfolio of investment options to their donor base. This makes donors inclined to give as much as possible knowing that they can direct their giving – whole or in part – to a general fund, specific target area (i.e. education), or to a specific program (i.e. the local Boys and Girls Club after school program). Thus, federated fundraising organizations offer choice to their donors, creating a personalized way to improve their local communities.

Federated fundraising organizations are community change agents. They act as a bridge between the donor, the agency and the community. They store and maintain vital information on the fiscal and organizational viability of agencies and use this information to regulate the allocation of limited resources. At the same time, they are conveners, facilitators and leaders within the community helping to identify and create solutions to needs, gaps and inefficiencies in the social systems. Lastly, they are a means for the donor to have maximum choice about how they can participate and invest in solutions to community problems. In summary, federated fundraising organizations provide the linkages between the individual, agencies and community in order to facilitate change.

2.7. United Way Structure and Philosophy

In 1887, a small group of religious leaders in the city of Denver, Colorado recognized the need for cooperative action to address their city's welfare problems. In just a little more than 15 years, the city had grown from a population of 5,000 to 100,000 and social problems quickly followed the growth spurt. The Reverend Myron W. Reed, Monsignor William J. O'Ryan, Minister Dean H. Martyn Hart, and Rabbi William S. Friedman met to plan the first united campaign for ten health and welfare agencies. They created an organization called the Charity Organization Society (COS) to serve as an agent to collect funds for local charities, as well as to coordinate relief services, counsel and refer clients to cooperating agencies, and make emergency assistance grants in cases which could not be referred. That year, Denver raised $21,700 of which $17,000 went to organizations and the balance went to an emergency relief fund (United Way of America, 1977).

Once they completed their first-ever campaign, it became evident that there needed to be an advisory and supervisory body to maintain the intended vision of the COS, to continually monitor the financial reports of the recipient agencies, to prevent wasteful spending, and to monitor the growth of charity agencies against the community need (United Way of America, 1977). Thus, the COS created a small Board of Directors with an accompanying staff to follow through with the governance and policy-making of the COS.

Despite the apparent success of the Denver COS, the concept did not catch on initially with other communities. In fact, they received criticism from similar organizations in other major cities such as Chicago, Illinois and Detroit, Michigan (United Way of America, 1977). Most of their criticism was based in the perceived lack of desire of the COS to promote cooperation, community planning, and high standards of return from the recipient agencies. However, this did not deter their growth which received its greatest boost when the International Congress of Charities, Correction and Philanthropy was held in 1893 in Chicago, Illinois during the World's Fair (United Way of America, 1977). At this time Francis G. Peabody of Boston. Massachusetts spoke about a recent study he had conducted examining the scattered and fragmented approach charities and philanthropy had towards social issues. He also discussed some of the fraud and extravagance that was running rampant in charitable foundations at the time (United Way of America, 1977). Suddenly, the COS model had some credibility and appeal in its approach, governance and structure. In several cities, agencies began forming their own independent federations based loosely on the COS model from Denver (United Way of America, 1977).

The first community chest model was created in 1913 in Cleveland, Ohio (United Way of America, 1977). Up until this point most of the charitable giving by COS-type of federations was haphazard, based primarily on emergent needs and emergencies but not really focused on the long-term problems communities faced. The community chest provided a standardized program by which allocating funds would be decided and monitored by interested community volunteers. In addition, the community chest not only solicited individuals but began approaching businesses with long-term social investment opportunities, guaranteeing business donations for more than a single year (United Way of America, 1977). The community chest model remained intact, replicated in over 1,000 federations across the United States and Canada, until 1963.

During World War II and the Korean War, numerous charitable foundations developed with the intent of funding various national-based social service agencies that promised to help ease the suffering of the poor and disadvantaged during wartime (United Way of America, 1977). Many of these organizations used the term “united” as a means of advertising the federation approach they took to raise and distribute funds such as the Texas United Fund, the United Defense Fund, United Community Defense Services, the Durham United Fund, and so on. As a universal symbol of this approach, most of these organizations used a capital letter “U” with the word “united” through it to illustrate and drive home the importance of being unified.

By 1962, the social welfare landscape of the United States was changing dramatically. Populations had become more mobile and as a result inner cities were beginning to decay while suburbs were staring to grow. For those who could afford a life in the suburbs, incomes had grown but for those left in the decaying cities, poverty was on the rise. Urban areas that were once working-class neighborhoods became perceived as places of bad housing and bad environments (Rae, 2003). On January 18, 1964, President Lyndon B. Johnson declared a war on poverty. Realizing that the social landscape was changing and that there needed to be an extraordinary effort on the part of charitable foundations, several interconnected community chests and other “united” foundations that had been working together throughout the United States organized and established the name United Way. As part of their efforts to make the name a mainstay in the cultural lexicon, they tabbed the change “the United Way movement” reflecting the times and maintaining the cultural and social significance of the of turbulent 1960’s (United Way of America, 1977).

Today, the United Way has 1,258 offices throughout the United States and many more regional offices all over the world. United Way’s mission is “to improve lives by mobilizing the caring power of communities” (United Way of America, 2009). Their vision is to “build a stronger America by mobilizing our communities to improve people’s lives” (United Way of America, 2009). This mission and vision is shared by all United Way offices.

The governance of United Way is very similar to its ancestor the Denver COS. All United Ways have a Board of Directors that is intended to capture a varied array of professional and community expertise. Staff is comprised of an Executive Director or Chief Executive Officer (depending on the size of the United Way) and minimally a Resource Development Director and a Community Investment Director. In addition, United Ways utilize volunteers extensively from sitting on committees to help fundraise or allocate funds to donating time and energy in community participatory events such as the annual Day of Caring, where volunteers are given a paid day from their employers to go into the community and volunteer at a local social service agency.

As United Ways convert to the community impact paradigm, the evolution of United Way continues. Locally, United Ways have found themselves reestablishing their role as a pivotal convener, collaborator, educator and partner in the community by becoming the leader in outcome measurement and impact adoption in the non-profit sector. Just as in its genesis, United Way continues to focus on long-term community issues and utilizing the best practices available to combat them.

2.8. Community Impact Framework

United Way's move into Community Impact was a concerted effort to evolve from the perceived United Way and agency-centric agenda to a community-centered agenda (United Way of America, 2005b). In the past, United Way treated its role in the social service network solely as a funder whose strategy was to fund direct services, whose only resources were money, and whose partners were really only the social service agencies it funded. However, a paradigm shift occurred at United Way introducing a business model of outcome measurement called Community Impact. This paradigm focused solely on the community agenda and identified United Way's role as a convener, collaborator, partner, educator and leader in helping change community conditions. As a result, United Ways could better classify its partnerships beyond recipient agencies to now include those also interested and invested in social issues such as local businesses, municipalities and government entities, unfunded agencies and organizations, funders and foundations other than United Way, formal and informal associations, and many others. In this new rationale, efforts made by the United Way were owned by the community, accounted for by the community, and the community shared responsibility and credit (United Way of America, 2005b).

United Way also redefined its role in the community through this shift. From simply being a local community chest that collects donor money and allocates it to agencies, United Ways can now become advocates, investors, advisors, community issue educators and data collectors, repositories for information, facilitators, conveners and even innovators. In order to accomplish this, the focus needed to shift from only funding direct services to funding strategic interventions that could create sustained changes in community conditions. This meant looking at resources as more than just money. Now resources such as people, power, influence, relationships, knowledge, expertise, technology and others could be considered and used as necessary to influence a social issue. In this new paradigm, resource development and resource distribution become a unified business initiative.

In order to utilize its new role and all of the resources available to it, United Way needed to establish a coordinated community impact strategy – both a national one to direct the federated system and a localized one specific to the needs and issues facing each community (United Way of America, 2005b). This strategy pinpoints potential solutions and creates a roadmap by which communities can accomplish these solutions. That roadmap is most often done with a logic model framework that not only identifies the long-term solution or goal but also targets behaviors, resources and the knowledge necessary to get there. Within that framework, partnerships can be developed and fostered through a consolidated effort.

The logic model is the lynchpin of the Community Impact paradigm. It is an outcomes oriented framework that outlines the overall organizational analysis of a particular social problem. By laying out long-term, intermediate and short-term outcomes, the program can start to create outputs and activities that will help achieve desired short-term outcomes. This goal-oriented process allows programs to think about measuring their success not just in performance but against those longer-term outcomes and expectations they have set for themselves. In essence, the logic model is a visual framework that identifies and links the components of a program to their intended outcomes. It is a helpful tool because it not only summarizes the intentions of the program but outlines the flow and evaluative nature of the program process (Kohn, 2006). Logic models also annotate resources and activities in a way that can help determine whether they are being used appropriately.

The programmatic logic model has been used for a few decades, since at least the 1970's, as a means of describing sensibly how a program should work given expected conditions (McLaughlin & Jordan, 1999). The core of the logic model is predicated on a theory of change. This theory should be both prescriptive and descriptive and state a perceived theory of action (Chen, 1990; Patton, 1997). According to McLaughlin and Jordan (1999), a logic model should be able to establish a common understanding of the program and its expectations, is helpful for program design improvement, communicates the place of the program within the overall organization, and points to a set of key performance measurements thus improving data collection. When examined holistically, a theory of change should be evident.

Logic model construction has five phases (McLaughlin & Jordan, 1999). Phases one and two are conceptual, phases three and four are mechanical, and phase five verifies and corroborates the information.

In the first phase, developers are collecting the relevant information. This includes not just deriving context from program management but also internal and external key stakeholders, literature reviews of other programs, and staff that are core to the program's function (McLaughlin & Jordan, 1999). The second phase is clearly defining the problem and its context. This process not only makes a clear statement which predicates the purpose of the program but also highlights the causes leading to the problem and the expected long-term consequences should the problem remain unabated.

The third phase of logic model development become a little more mechanical in that it starts to define the elements within the logic model (McLaughlin & Jordan, 1999). In this phase, outcomes, outputs, activities and inputs are considered and placed in a semi-sequential manner. Phase four is the actual formatting of the logic model which, more commonly than not, is in a table format (McLaughlin & Jordan, 1999).

The final phase is the verification process in which the logic model is shared with partners, other programs within the organization, leadership and others in order to verify the information, examine the level of detail, determine if it seems theoretically sound, and consider all of the externalities that might be inherent in the problem (McLaughlin & Jordan, 1999).

In the end, a logic model is not only a tool that better explains your program but also a means to developing a measurement and evaluation process so that programs and agencies can better track their accomplishments and objectives. This is at the heart of the Community Impact paradigm because the only way to determine that funding is making a difference is if programs are measuring their levels of achievement. By adopting the logic model process and passing it along to funded programs, United Ways can collect data and evaluate community conditions that can be examined against community-identified and selected solutions for change.

Heritage United Way adopted the following logic model. In it, the intermediate outcome represents the behaviors a program or agency wished to change in order to create the long-term outcome – a change in the overall community condition. However in order to do this, programs must meet short-term outcomes which typically fall into three categories: increase of knowledge/education, increase of resources, and an increase in skill sets, networks and/or change of attitudes.

Figure 2. Logic Model Framework

Long-Term Outcome	Change in community condition		
Intermediate Outcome	Change in behavior(s)		
Short-Term Outcome	Increase resources, capitals	Increase knowledge, education	Increase skill sets, networks, attitudes

The logic model used by Heritage United Way was developed in conjunction with academic advisors from Southern New Hampshire University.

2.9. Theoretical Reason for Efficiencies with the Community Impact Framework

Inherent to the logic model are the theories of efficiency and effectiveness. As stated earlier, efficiency is the actual and perceived improvements to an organization while effectiveness is the lasting change to society. Within the logic model, efficiency can be determined if resources and efforts are being more cohesively coordinated. Because the United Way collects logic models and other pertinent information from all funded partners, it can holistically examine the landscape of agencies and their functionality, allocation and usage of resources, and pockets of acquired and tacit knowledge. This cataloging of community efforts gives the United Way the ability to better allocate fund distribution, make suggestions about process improvement, guide larger decision-making bodies towards community-based strategies and solutions, and identify gaps, inefficiencies and underutilized resources. As a change agent, the United Way can help create and sustain efficiencies in the community thus protecting the limited resources from funding duplicative efforts or those programs that are not yielding results. Likewise, United Ways can be more efficient by changing their investment strategy towards more collaborative efforts that are aimed at a specific community-based solution strategy.

Likewise, the logic model allows for agencies and programs to demonstrate their own efficiencies. Agencies can start to determine if they are aligned with their mission and vision and if not, now they have a tool to help them identify where those missteps or extraneous variables are within their program. They can better think about or move organizational structure to be more efficient and sound. They may change some practices in order to better serve the program or the overall mission of the agency. In addition, they may become more financially stable because they can more logically and succinctly talk about their program thus creating better fundraising messaging. Lastly, they may achieve better partnerships by being able to more clearly determine their program or agency's place within the broader community context.

United Ways have chosen Community Impact because they have tasked themselves with becoming more efficient with donor dollars to help create effective and long-lasting solutions. Efficiency is determined over time; however, certain efficiencies can make themselves evident relatively quickly. That is not the case with effectiveness. Effectiveness is defined as the lasting change to society. Whether or not the Community Impact paradigm will bring about effectiveness will take a while to determine, and will not be the focus of this study, but the potential efficiencies of agencies could help bring about sustainable change and result in real community-based solutions.

2.10. Contribution of Community Impact to Community Economic Development

Community Impact is designed to complement CED. The basis for the logic model looks at both the social and economic resources and capacity available to organizations in order to create and sustain social change. Keeping this in mind, non-profits are ideal to examine in this framework as it is typically in their mission to strive for community and/or social change. Up to this point, measuring efficiency in the non-profit sector was done through performance indicators. If non-profits could assist more individuals with limited dollars and continue their capacity building through collaborations, they were being efficient. However, just hitting numbers is no longer enough and they are getting the message from funders like United Way but also from donors that there needs to be more impact to their work. It’s no longer enough to get a child into an after-school program because we know it’s good but they now have to show that their program can help contribute to more youth graduating. This is much more difficult and many organizations lack the capacity to accomplish this. However, as more foundations and municipal entities move to a more outcome-oriented framework, these organizations will have to adopt the measurement paradigm and develop ways to assess their long-term achievements. Otherwise, they risk losing funding and other supports.

2.11. Summary

Community Economic Development is a community-centered strategy that aims to improve communities in a participatory and resource-maximizing way. In order for this approach to be most effectual, communities should be considered in an ecological way wherein the levels and layers of community life are interdependent and relational. When examined in this way, organizations become strong partners and integral players in a community so that any efficiencies and eventual effectiveness developed or maximized can have lasting ramifications in the greater community ecology. Social service organizations such as nonprofits and municipal government agencies may even experience this interdependence more acutely by the nature of their missions and business goals. The introduction of an outcome measurement framework allows for agencies to not just respond to external pressure and adapt to new funder requests but instead internalizing organizational change in order to improve service delivery. By adopting a framework model into their agency, efficiency can be created thus leading to effectiveness.

United Way of America introduced the Community Impact paradigm in 1996 and while local United Ways took time to build capacity and local endorsement, the wheels of change were in place. Heritage United Way, located in Southern New Hampshire, began its full conversion to Community Impact in 2006. By creating a partnership with a local university, Heritage United Way promoted and educated local nonprofit agencies and municipal departments on a framework model that defined program goals, greater community goals with created measureable and demonstrable outcomes and outputs. While anecdotally early successes appeared evident, there was no real way to determine if efficiencies were being created. Knowing that efficiency is central to effectiveness, this study was developed to explore and analyze the consequences of Community Impact to the agencies that adopted it most and to determine if there are any specific typology characteristics that experience efficiency significantly different that others.

CHAPTER 3: RESEARCH AND DESIGN METHODOLOGY

3.1. Research Questions

This research study is a two-part quasi-experimental case study design focused on two main research questions:

1. To what degree did certain agencies successfully adopt the Community Impact paradigm as endorsed by Heritage United Way?
2. Amongst those with the highest level of adoption, what increase in organizational efficiency has been experienced since adoption?

Research Study Part I

In the first part of the study, there is only one main research question. Question one examines the level of adoption participating agencies have with the Community Impact paradigm. Indirectly, observations will be made as to the organizational characteristics and possible influences that improve or negate the likelihood of impact adoption.

The first part of the study will include all 53 agencies that participated in the logic model and community impact training offered by Heritage United Way and are currently funded.

Research Study Part II

In the second part of the study, there are two main research questions. Question one examines possible efficiencies experienced by agencies that have a higher level of adoption. More specifically, what types of efficiencies have been experienced by those agencies that have a high degree of adopting the community impact framework? This research question is broken down into five domains in order to determine efficiency:

1.1 Has Community Impact influenced the vision, mission and values of an organization?

1.2 Has Community Impact realigned the structure of an organization?

1.3 Has Community Impact enhanced the processes of the organization?

1.4 Has Community Impact created financial stability within the organization?

1.5 Has Community Impact generated partnerships for the organization?

Domain1.1 examines whether organizations changed and perceive an influence to their mission statement, organizational values or vision. Domain 1.2 examines perceived realignment to leadership or technology use after implementing community impact. Domain 1.3 intends to determine enhancement in the practices and processes that the organization does in response to adopting the community impact paradigm including planning, implementation and evaluation of programming. Domain 1.4 determines any financial improvements and possible sustainable features to fund development and fund management after implementing community impact. Finally, Domain 1.5 examines strengthened or newly formed partnerships as a direct result of community impact through public relations or relationship strategies.

The second question in study part two examines agency efficiency by typologies to determine if there were any significant trends. This research question will be examining the following items:

2.1 Was efficiency perceived significantly differently by respondent status (leadership or staff) in local organizations who most adopted community impact?

2.2 Was efficiency perceived significantly differently by respondent size (small of large) in local organizations who most adopted community impact?

2.3 Was efficiency perceived significantly differently by respondent affiliation (local, national or government) in local organizations who most adopted community impact?

There are essentially two hypotheses for this study. For the first part of the study, the degree that certain agencies successfully adopted the Community Impact paradigm as endorsed by Heritage United Way, the hypothesis is that organizations with a local presence and a large budget will adopt the Community impact paradigm more readily than others. With a large amount of resources, an agency can afford the manpower and time necessary to adopt an innovation. Additionally, a local agency will most likely not have national initiatives that would supersede or impede innovation adoption. Typically, a large local agency has a good amount of social capital and can utilize outside resources and partnerships more resourcefully to alleviate the internal stressors of innovation adoption. It should be noted that agencies with this type of capacity may already have exposure to a Community Impact type of paradigm through other funders, therefore their increased set of capital has also brought them experience that others may not have.

For the second part of the study, the efficiencies experienced both in general and by organizational typology by those agencies that have adopted the community impact paradigm, the hypothesis is that small agencies will have experienced a greater degree of economic efficiencies through greater financial stability that they otherwise may not have had the ability to compete for. Likewise, large agencies and governmental agencies will experience more social efficiencies such as growth in partnerships which have otherwise eluded them due to perceptions of their size, autonomy and independence.

3.2. Variables

Research Study Part I

In the first part of the study, both the size (small or large) of the agency and the agency affiliation (local, national or government) are the independent variables. The dependent variable in part one of the study is the degree of adoption.

In the absence of any one, single industry standard or budgetary distinction made by other studies of what a "large" or "small" agency is, this study determined size by using Heritage United Way as a mid-point. In 2008, the net revenue of Heritage United Way was approximately $2.8 million therefore, agencies with net revenues less than $2.8 million are considered small agencies and those agencies with net revenues greater than $2.8 million are considered large agencies. Likewise, the 2008 municipal budgets of the two government entities examined in this study were also used to classify the departments as small and large.

The variable of affiliation is determined by examining the governance of the agency. Local agencies are autonomous to their local community or state and do not have a parent organization to which they pay fees, dues or membership. Additionally, their internal structure or programming is not governed or predetermined by a parent organization. Typically, they have a local Board of Directors and although they may cover a large geographic area, remain local in their activities and presence. Nationally affiliated agencies do pay fees, dues or memberships to a parent organization or federation. They typically have some parts of their structure and governance that are predetermined by an organizational standard in order to remain brand-compliant. While these agencies can be local and have a significant presence, they might have a local, regional and national Board of Directors. A typical example of this type of agency would be Big Brothers Big Sisters agencies which typically have local offices and a local Board of Directors but additionally these local offices report to a regional Board of Directors, are an affiliate member to the national Big Brothers Big Sisters of America, pay federation fees and memberships dues, and are required to run nationally recognized and brand-specific programs.

The last characteristic of the affiliation variable is government which encompasses the two departments of the local municipal government that were examined in this study. These two departments are government funded but they exist in a social service delivery function much like nonprofits and have strong relationships and partnerships with the local nonprofit community.

The dependent variable in part one of the study is the degree of adoption. This was determined by averaging the scores from items five through nine of the adoption survey and divided the sum by five. The adoption score ranges from one to five with one being the lowest level of adoption and five being the highest.

Research Study Part II

The independent variables in part two of the study are the agency affiliation, agency size and status of the respondents by agency. The dependent variable in the second part of the study was the efficiencies experienced.

The variables of agency affiliation and agency size were determined exactly the same as they were in part one of the study.

Two types of respondents were asked to participate in phase two of the study, leadership and staff. Leadership was defined as a Board Member, director, manager or supervisor – essentially anyone with decision-making capabilities with the organization. Staff was considered to be those individuals who were responsible for the day-to-day activities of the program or agency operations. These two types of respondents were classified under the variable status and responses were examined by status to determine any possible difference in perception. Many studies have expounded on the different perceptions of staff versus leadership. Drucker (1990) pointed out that staff and leadership have a symbiotic relationship that encompasses direction, listening and action. However, when new innovations or strategies are instituted it can be very easy for one member of the relationship to push forward while the other member feels overwhelmed, unsure and disconnected. During the logic model training by Heritage United Way, some of the agencies only sent leadership while others sent leadership and staff. Knowing that exposure and training on the logic model framework and the Community Impact paradigm are crucial to its adoption; the status of the respondents was examined in study part two.

The dependent variable in the second part of the study was the perceived efficiencies experienced. Efficiency was classified within the five domains of organizational development. The first domain was Mission, Vision, Values which essentially clarifies an organization's common interest and goals. This domain was split into two standards, mission/vision (1.1) and values (1.2). The second domain was Structure which is the process of establishing and arranging clear ways to work together and get things done. In this study, structure was divided into two standards, leadership (2.1) and technology use (2.2). The third domain was Practice and Process which are those actions taken by the organization to implement the program or agency goals and objectives. Implementing effective practices and processes may also include adopting interventions, seeking technical assistance, researching best practices, and adapting to new conditions. In this study, Practice and Process were divided into the three standards of planning (3.1), implementation (3.2), and evaluation (3.3). The fourth domain was Sustainability. Also referred to as Financial Stability, this domain is produced by drawing on and maximizing the use of existing resources as well as the long-term planning of core programs and practices, particularly in times of unexpected change or challenge. Sustainability in the non-profit realm is also a sign of community support. In this study, Sustainability was broken down into two standards, fund development (4.1) and fund management (4.2). The final domain was Partnerships, which can be informal and formal, active and inactive and they can help maximize resources, engage others in an issue or action plan, and functionally assist an organization in planning, execution or evaluation of efforts. The core to a successful partnership is if it is mutually beneficial to those involved. However it is important to note that the benefit may not be equal, simply mutual. In this study, Partnerships had two standards, public relations (5.1) and relationship strategies (5.2).

3.3. Overall Approach and Rationale

This two-part quasi-experimental research examines the possible efficiencies created when organizations adopt the community impact framework endorsed by Heritage United Way and nationally by the United Way of America. The first research question will determine the degree of adoption experienced by the 53 partner agencies of Heritage United Way that were trained with the Community Impact framework. The second research question will examine the types of efficiency experienced by ten organizations – two small and two large local agencies, two small and two large nationally affiliated agencies, and two municipal governmental agencies – with the highest degree of adoption to determine any trends by organizational typology. This will result in a quasi-experimental case study design with two distinct phases.

Research Study Part I

Part one of this study consisted of a survey instrument that was administered to all 53 of Heritage United Way's partner agencies that were formally trained in the Community Impact framework. The survey scores the agency on a scale from one to five to determine degree of adoption. The instrument is a 10-item online survey consisting of single-choice answers and Likert-scales. Single-choice questions include the position of respondent at the organization, the length of time at the organization, the impact area the organization most closely aligns with, and whether or not the specific respondent attended logic model training. A single Likert-scale question, item five, asks the respondent to disclose how involved they were in the process of logic model development at their organization on a scale of one to five. Items six through nine are a series of Likert-scale responses also on a scale of one to five. A series of questions or statements are listed under each item. Item six has eight questions and analyzes the process of logic model development at their agency. Item seven has five questions regarding the agency's depth of engagement in the logic model process. Item eight examines whether the community impact paradigm helped the agency's ability to focus and lists eight items for the respondent to rate. Lastly, item nine has six questions and refers to any perceived improvements since converting to community impact. The last item, ten, reverts back to a single-choice question regarding whether or not the agency had been able to successfully use any portion of community impact outside of United Way.

This survey helped determine the level of adoption by analyzing the process characteristics of individuals within the organization – particularly those involved in the logic model development and training on community impact, the characteristics of the organization itself in regards to their acceptance of the logic model, and the characteristics of the context by which they have experienced and utilized the logic model and the community impact paradigm. Those organizations with mid to high levels of adoption were potential candidates for phase two of the study.

Research Study Part II

The second part of the study consisted of a sampling of ten agencies with mid to high levels of adoption that participated in a secondary organizational assessment survey, focus groups and archival data review. A non-proportional quota sampling method was used so that only those agencies with the highest adoption scores were selected. The groupings were determined by two main factors: affiliation of the organization (local based, national affiliate, or government entity) and annual budget as reported on their 2008 Internal Revenue Service Form 990 (small and large) or in the published municipal budget. The end result of the sampling should represent two local-based agencies with small budgets, two local-based agencies with large budgets, two nationally affiliated agencies with small budgets, two nationally affiliated agencies with large budgets, one government entity with a small budget, and one government entity with a large budget. In the end, there were ten total agencies that participated in the organizational assessment survey, focus groups and archival data analysis to determine rates of efficiency.

3.4. Methods

Research Study Part I - Participants

Fifty-three non-profit agencies within the 18 communities served by Heritage United were invited to participate in this study. All agencies were funded by Heritage United Way for at least one year using the Community Impact paradigm between 2007 and 2009. All participants report their IRS 990 tax statements, audited financial statements and a comprehensive budget form which reports their net revenues to Heritage United Way as part of the grant proposal process. The net revenue of the 53 agencies ranges between just under $100,000 per year to over $50 million per year. Within each agency, program managers and executive directors were invited to answer the survey on behalf of their organization as well as any staff that had some exposure to the Community Impact framework. Participants and their respective agencies were not compensated for their participation nor were they promised future compensation or Community Impact grant awards for participating.

Research Study Part I – Methods

A 10-item online survey was developed using questions from the United Way of America Community Impact Practices Survey (Elder, 2008) and the United Way of America Resource Investment Survey (Fischbein, 2008). All questions chosen for the 10-item online survey were determined to have the highest level of interconnectedness between the training of Community Impact and the implementation of Community Impact and therefore defined a logical cause-and-effect relationship. Items one through four were basic single-select multiple choice questions such as which impact area does your agency most closely align with. Items five through nine utilized Likert-scales. Questions were posed with a primary statement such as "for the following questions, please rank your agency's depth of engagement" with a listing of five separate questions or statements. The final item, ten, was a basic single-select multiple choice question. In total, while there were 10 items in the survey, there were a total of 33 data points.

Research Study Part I – Design and Procedure

Participants received a letter from the Executive Director of Heritage United Way stating the purpose of the survey and encouraging all executive directors, program/project managers, and all corresponding staff to participate in a brief online survey. The letter reiterated that participants and their respective agencies would not be compensated for their participation. Additionally, the letter explicitly stated that they would not receive any future compensation or preference in the Community Impact grant process, nor would they be penalized in the Community Impact grant process as a result of their participation or non-participation. The letter was sent both hardcopy and via email with an electronic web-based link that directed the participant to the survey. The survey was available online between October 29, 2009 and December 1, 2009.

Participants clicked on the survey link and were directed to a letter once again stating the purpose of the survey, indicating any direct or indirect benefits of participation, stating that all individual responses were anonymous, and emphasizing that participation was completely voluntary. Participants were encouraged to print and keep the document. Lastly, contact information was provided for the primary researcher as well as Southern New Hampshire University and Heritage United Way. As stated clearly in the letter, consent was assumed once the participant continued into the survey.

The survey lasted approximately 10 to 15 minutes and questions appeared on the screen for as long as the participant needs. Once a question was completed, the participant clicked a button labeled “next” to proceed. All participants had the option to go back and change answers if desired or needed.

Question one on the survey asked about the respondent’s current role within the organization. The options included executive director or CEO, program or project manager, board member, staff or volunteer. An “other” category was included with a space for respondents to fill in their answer.

Question two asked how long the respondent had been associated with the organization. The year range started at less than one year and continued in five year increments until the option “15 years or more.”

Question three asked the respondent to identify the impact area the organization most closely associated itself with. The impact areas correspond to the impact areas determined by Heritage United Way: education and lifelong learning, health and wellness, and housing and economic self-sufficiency. In addition, respondents were given the choices of “don’t know” and “other.”

Question four was a yes or no option and asks whether the respondent attended logic model training. Because some agencies are funded by more than one United Way, the question also has a “yes but not with Heritage United Way” option.

Items five through nine were Likert-scale questions.

Question five asked about the respondent’s level of involvement in developing the program or agency logic model. The range for this particular question included 1-not at all, 2-slightly, 3-moderately, 4-mostly, 5-I did it myself. This question was a required response as it was a critical element in determining the adoption score.

Item six contained eight separate questions all aimed at deriving the agency’s process and progress regarding its logic model development. The first three questions asked how committed various members of the agency were during the logic model development. The three questions focus on staff, management and board members respectively. The next two questions dealt directly with respondents by asking whether the impact areas were clear to them and whether they could clearly define how their program or agency fits within one of the impact areas. The last three questions focused on the agency. Specifically, they asked whether the logic model had been adopted beyond one program in the agency, whether the agency had used the logic model for other funding opportunities, and whether or not the agency had examined community impact beyond the Heritage United Way requirements. Responses for all eight questions were rated along a Likert-scale ranging from one to five. The scale states 1-not at all, 2-

slightly, 3-moderately, 4-strongly, and 5-very strongly. This question and corresponding elements was a required response as it was a critical element in determining the adoption score.

Item seven contained five separate statements aimed at determining the agency's depth of engagement. Respondents were given a Likert-scale range consisting of 1-yes, 2-working on it, 3-not yet started but intend to, 4-possibly but I am not involved, and 5-not planning to do this. Respondents were asked to rank the agency's depth of engagement on identifying the program outcomes, community outcomes, new processes that need to be put in place, target populations on a community level, and local data already known about target populations. This question and corresponding elements was a required response as it was a critical element in determining the adoption score.

Item eight asked respondents to think about a specific program and determine whether community impact helped them improve their abilities or program focus. The five-point Likert-scale in this item was the same as the five-point Likert-scale in item six. There were eight categories for this item which included program outcomes, program improvement, simplifying language or terminology, the logic model as a tool, creating project or program timeframes, tracking data, reporting data and creating a practical evaluation process. This question and corresponding elements was a required response as it was a critical element in determining the adoption score.

Item nine again followed the same Likert-scale responses as items six and eight. This question was particularly aimed at perceived improvements since experiencing community impact. Improvement categories included a refocusing or redefining of the mission or vision of the agency, redefining personnel structure and roles, efficiencies in program practice and process, increase in available resources – acquired and shared, improved existing or newly formed partnerships, and the ability to tell or explain their program "story" better. This question and corresponding elements was a required response as it was a critical element in determining the adoption score.

The last item in the survey was a single-response question asking if the respondent had been able to successfully utilize any portion of community impact outside of United Way. Options given to the respondent included yes and no along with don't know and other.

Once the survey was complete, a thank you page appeared once again stating the contact information for the primary researcher, Southern New Hampshire University and Heritage United Way. Additionally, a voluntary section where respondents could identify their agency only was offered through an open-ended box response. Participants did not need to do anything further and the respondent closed the survey by click the button "close survey."

Research Study Part I – Scoring

Items one through four, along with item ten, of the survey were used help identify organizational characteristics in order to classify the respondents and determine any patterns amongst those who were active in the process and those who were not.

Items five through nine were used to determine a level of adoption score. Item five was a single Likert-scale score ranking from one to five, one being the lowest level of involvement and five being the greatest level of involvement. This score was averaged across all respondents from a particular agency.

A score for items six through nine was calculated by adding the scores of all questions or statements within a particular item and dividing it by the number of questions or statements in that item. For example, item six has eight questions along a Likert-scale ranging from one to five. The total of all questions was assessed and then divided by eight. Again, these averaged scores were amassed by all participants from a particular agency.

Once scores from items six through nine were accumulated, they were added to the score of item five and divided by five. This final number determined the level of adoption score.

This scoring method was used because there was no clear or consistent means of determining an adoption score from the previous Community Impact surveys that this survey was based on.

Research Study Part II - Participants

Eight non-profit agencies and two government offices that had successfully adopted the community impact paradigm participated in phase two of this study. Agencies were chosen by score, affiliation (local, national or government), and size (budget as determined by 2008 IRS 990 statement). In addition, two municipal government departments that had adopted Community Impact participated in this study and were chosen because they have social service delivery models as part of their mission.

Agency A is a small, local organization with net revenue of $1,078,261 according to their 2008 IRS 990 statement. The agency is a nonprofit family resource center dedicated to helping teenagers and young families with education, support and resources to achieve financial independence and stability. Established in 1986, this agency offers programs such as General Equivalency Degree (GED) education and test preparation, teen parenting education, court diversion and anger management support groups, and general parenting education for young families. Agency A has qualified and received funding in the education and health impact areas with Heritage United Way and is the only agency located in the southern portion of the Heritage United Way catchment area.

Agency B is a small, local organization with net revenue of $1,724,113 according to their 2008 IRS 990 statement. The agency is a nonprofit designed to assist low-income households in obtaining and maintaining safe, affordable housing. Established in 1988, Agency B was a direct response to the local concerns about affordable housing and safe housing for low-income individuals. Throughout its history, over 15,000 families and individuals have been helped. Agency B has qualified and received funding in the housing and economic self-sufficiency impact area with Heritage United Way.

Agency C is a large, local organization with net revenue of $4,449,321 according to their 2008 IRS 990 statement. The agency is a healthcare provider specific to low-income children in the largest city. Established in 1980, Agency C utilizes a bio-psychosocial model of healthcare which goes beyond the physical exam and instead examines the holistic health, education, environment, and social issues of a low-income child. Agency C has qualified and received funding in the health impact area with Heritage United Way.

Agency D is a large, local organization with net revenue of $3,022,272 according to their 2008 IRS 990 statement. The agency is a child care center and family resource center that specifically targets low-income families. Agency D accepts children into their child care center as young as six weeks old in order to help working poor families maintain and sustain their employment. Additionally, the agency offers parenting classes, interactive development education for families, and preschool education along with dental, vision and hearing screening and free food for the children during center hours. Agency D has qualified and received funding in the education impact area with Heritage United Way.

Agency E is a small, nationally affiliated organization with net revenue of $1,549,178 according to their 2008 IRS 990 statement. The agency is a nonprofit designed to revitalize local neighborhoods and providing access to affordable housing opportunities. The agency had created affordable housing in several areas within the Heritage United Way catchment area and conducts financial literacy and homeownership education classes for low-to-moderate income families and individuals. Additionally, Agency E maximizes opportunities for individuals and families that wish to pursue homeownership through Individual Development Accounts (IDA) which allows participants to save and receive a matched amount from a financial institution. Agency E has qualified and received funding in the housing and economic self-sufficiency impact area with Heritage United Way.

Agency F is a small, nationally affiliated organization with net revenue of $1,765,415 according to their 2008 IRS 990 statement. The agency is a nonprofit that strengthens communities by connecting volunteers to people in need and encouraging community service. Some of their more distinctive programs include placing retired individuals in elementary school classrooms to assist students prone to falling behind due to difficult family and life situations, connecting local volunteers with home-bound seniors, and emergency housing for low-income families. Agency F has qualified and received funding in the education impact area with Heritage United Way.

Agency G is a large, nationally affiliated organization with net revenue of $3,618,081 according to their 2008 IRS 990 statement. The agency is a nonprofit focused on afterschool youth programming, particularly concentrated on inner-city low-income youth who are more likely to have limited or no afterschool supervision or homework support at home. Programming includes homework and academic subject tutoring, mentorship opportunities, and sports and recreational activities. Agency G has qualified and received funding in the education impact area with Heritage United Way.

Agency H is a large, nationally affiliated organization with net revenue of $7,616,697 according to their 2008 IRS 990 statement. The agency is a nonprofit focused on health and recreation as a means to build community and develop character. It’s clientele range from low-income individuals and families who receive subsidized memberships to full paying affluent community leaders. Programming is available for all ages including early childcare, youth sports and recreation, afterschool interventions, adult health programs and senior activities. Agency H has qualified and received funding in the education impact area with Heritage United Way.

Agency I is a small municipal government department with a budget of $568,425 according to the 2008 published city budget. The mission of department I is to support the inner-city youth by addressing issues of substance abuse, juvenile delinquency, truancy, and environmental issues and reinforcing the collaboration of city youth programs to best serve the needs of those youth most in need. The department was established to address the rising rate of disconnected youth in the city. The agency is funded in the municipal budget and receives no funding from Heritage United Way.

Agency J is a large municipal government department with a budget of $4,884,527 according to the 2008 published city budget. The mission of department J is to improve the health of the city through prevention, promotion and education. Agency J has been a critical piece of the municipal government since 1885, helping to alleviate health threats throughout the community and offering specialized clinics to low-income and subsidized individuals and families. The department has been nationally recognized for its efforts and advocacy. The agency is funded in the municipal budget and receives no funding from Heritage United Way.

Participants and their respective agencies were not compensated for their participation in the study nor were they promised future compensation or special consideration for Community Impact grant awards due to their participation.

Research Study Part II – Methods

An 11-item online survey was utilized using questions from the Organizational Analysis Survey Instrument as developed in the School of Community Economic Development. This instrument was developed using elements from two organizational assessment studies from the Enterprise Foundation (1999) and from the Minnesota Center for Community Economic Development (1990). All questions chosen for the 11-item online survey were determined to have the highest level of interconnectedness between the areas of organizational analysis and the entity typologies being investigated for this research. After a primary page that identified the individual respondent's status in the organization and identified the organization they belonged to, all items were divided by domain and standard. All items utilized Likert-scales with potential responses including from one – "we've done nothing in this area"; two – "we don't do this well and our poor performance holds us back"; three – "we do an okay job in this area but still need improvement"; four – "we do a good, respectable job in this area"; and five – "we do an excellent job in this area." Additionally, respondents were offered the ability to chose not applicable or don't know. Each domain was broken down into specific standards. Each standard was posed as a reflective statement, for example "[s]ince incorporating the logic model and learning the community impact paradigm, how well does your organization…" to which the respondent was given a list of completing statements or items to rate. The smallest amount of items in any one standard was five (standard 2.2 – technology use) and the largest amount of items was ten in standards 4.1 – fund development and 5.1 – public relations. In total, while there were 11 items in the survey, there were a total of 78 data points.

Research Study Part II – Design and Procedure

The agencies selected to participate in this survey were chosen because they had the highest rate of Community Impact adoption within their typology classification or because they were a government entity who successfully adopted the Community Impact paradigm. Agency executive directors were contacted via telephone by the primary researcher of the study and invited to participate in an in-depth organizational analysis to determine perceived efficiencies since adopting Community Impact. Agencies were assured that their information and results would be used in aggregate form only and that they would receive a formalized report specific to their agency results after the study was concluded. By agreeing to participate, the agencies also agreed to participate in follow-up focus groups and archival review to validate any findings from the organizational assessment survey. Agencies were informed that once they agreed to participate, they would receive an email formally thanking them for their participation, reminding them of the elements of the organizational assessment (survey, focus group, and archival review), and providing a template to email to their Board Members, management and staff which included an electronic hyperlink to the actual survey. Agency executive directors were asked to acquire a minimum of eight responses, ideally four from leadership and four responses from staff in order for a substantive comparison. However, in most cases the staff or leadership ratio was not even. The survey was available online between January 15, 2010 and March 1, 2010.

Once executive directors received the email, they distributed it throughout their agency. Respondents clicked on the survey link and were directed to an informed consent letter stating the purpose of the survey, a highlight of the direct and indirect benefits of participation, a statement that all responses were anonymous, and emphasizing that participation was completely voluntary. The letter reiterated that participants and their respective agencies would not be compensated for their participation. Additionally, the letter explicitly stated that they would not receive any future compensation or preference in the Community Impact grant process, nor would they be penalized in the Community Impact grant process as a result of their participation or non-participation. Participants were encouraged to print and keep the document. Lastly, contact information was provided for the primary researcher as well as Southern New Hampshire University and Heritage United Way. As stated clearly in the letter, consent was assumed once the participant continued into the survey.

The survey lasted approximately 30 to 45 minutes and questions appeared on the screen for as long as the participant needed. Once a question was completed, the participant clicked a hyperlinked box titled “next” to proceed. All participants had the option to go back and change answers if desired or needed.

Once the participant clicked “next” from the informed consent page, they were directed to a preliminary data collection page. Question one asked the respondent to self-identify their role within the organization. Options included leadership – which had a definition next to it indicating Board Member, director, manager or supervisor – and staff. The second question was a pull-down option where the respondent chose their agency from a list of participating agencies. The 10 identified agencies were pre-loaded into the online survey. Once they completed this preliminary entry page, the respondent clicked “next” and was prompted into the actual Likert-scales of the organizational assessment.

As stated previously, the remaining questions were broken into domains and standards. There were five domains included in this organizational analysis. The survey broke each domain down as necessary to assist the participant in responding and to give a more in-depth exploration of each domain. The five domains are (1) Mission, Vision, Values; (2) Structure; (3) Practice and Process; (4) Sustainability / Financial Stability; and (5) Partnerships.

All scales had five response options. Participants selected from the following answer choices: 5-we do an excellent job in this area; 4-we do a good, respectable job in this area; 3-we do an OK job in this area, but need improvement; 2-we do not do this well and our poor performance holds us back; and 1-we have done little or nothing in this area. In addition, respondents were given the choice of not applicable (N/A) or don't know.

Domain one examines Mission, Vision and Values. This domain was split into two sets of scaled questions identified as standards. Standard 1.1 specifically identified mission and vision. Participants were asked "[s]ince incorporating the logic model and learning the community impact paradigm, how well does your organization…" which was followed by six statements. Statements one and two discussed whether the mission and vision are known internally and externally from the organization. Statements three, four and five sought to determine if the mission and vision guided decisions on programming, administrative services and/or management. The final statement examined whether the mission and vision were periodically reviewed.

Standard 1.2 specifically examined organizational values. Participants were asked "[s]ince incorporating the logic model and learning the community impact paradigm, how well does your organization…" which was followed by six statements. Statements one through six followed the same structure and content as Standard 1.1 items.

Domain two examined organizational Structure. This domain was split into two sets of scaled questions identified as standards. Standard 2.1 specifically identified leadership. Participants were asked "[s]ince incorporating the logic model and learning the community impact paradigm, how well does your organization's leadership…" which was followed by seven statements. Statement one examined how well leadership promoted staff participation. Statement two determined whether leadership was perceived to have appropriate knowledge and skills. Statements three and four identified whether leadership had made plans for succession and/or promoted mentor or coaching opportunities for employees. Statements five and six examined the communication skills of leadership both internally and externally. The final statement determined whether the organization's leadership was thought to maintain and sustain Board and staff.

Standard 2.2 specifically examined technology usage and management. Participants were asked "[s]ince incorporating the logic model and learning the community impact paradigm, how well does your organization manage or use technology…" which was followed by five statements. Statements one and two examined training and internal communication regarding how technology is perceived. Statements three and four both explored how technology affected the monitoring, storage, assessment and evaluation of information within the organization. Statement five determined how well the organization reported to multiple audiences internally and externally.

Domain three examined organizational Practice and Process. This domain was split into three sets of scaled questions identified as standards. Standard 3.1 specifically identified planning while Standard 3.2 and Standard 3.3 explored implementation and evaluation respectively.

In Standard 3.1, participants were asked "[s]ince incorporating the logic model and learning the community impact paradigm, how well does your organization's planning process for programs and projects…" which was followed by six statements. Statements one and two explored the involvement of Board members, staff and other stakeholders in the planning process. Statement three examined how community needs and assessments were utilized in the planning process. Statements four and five determined how well the organization considers methodology and potential financial impacts during the planning phase. Lastly, statement six reflected on how well the vision, mission and values of the organization are considered during the planning phase.

Standard 3.2 specifically identified implementation. Participants were asked "[s]ince incorporating the logic model and learning the community impact paradigm, how well does your organization's program or project implementation process…" which was followed by six statements. Statements one and two explored the involvement of Board members, staff and other stakeholders in the planning process. Statement three determined the perceived adequacy of a monitoring and documenting process. Statement four examined the extent to which the implementation process is flexible and responsive to organizational changes or impacts. Statements five and six addressed the sufficiency of human, material and financial resources during the implementation phase.

Lastly, Standard 3.3 specifically identified evaluation. Participants were asked "[s]ince incorporating the logic model and learning the community impact paradigm, how well does your organization's program or project evaluation process…" which was followed by six statements. Statements one and two explored how well the evaluation process reflects outcomes and affects future planning. Statements three, four and five examined the resources for the evaluation process including internal and/or external evaluators and the involvement of organizational stakeholders. Statement six considered how well an organization's evaluation process communicates to internal and external stakeholders.

Domain four examined financial stability. This component was split into two sets of scaled questions identified as standards. Standard 4.1 specifically identified fund development while Standard 4.2 explored fund management.

In Standard 4.1, participants were asked "[s]ince incorporating the logic model and learning the community impact paradigm, how well does your organization's fund development strategies…" which was followed by 10 statements. Statement one considered whether an organization has complete Board involvement. Statements two through five explored how well an organization targets various community entities such as business, individuals and other foundations. Statements six, seven and eight examined whether fund development allows for multiple methods for contribution, how the process is tracked and whether the acknowledgement process is public and private. Statement nine was intended to determine whether the process of fund development was perceived to reflect on the organizations vision, mission and values. Lastly, statement ten again considered the formalization of Board involvement.

Standard 4.2 specifically identified fund management. Participants were asked "[s]ince incorporating the logic model and learning the community impact paradigm, how well does your organization's financial management systems…" which was followed by eight statements. Statement one determined the degree to which the organization follows generally accepted accounting practices. Statement two examined whether reports are accessible to various stakeholders. Statements three through six determined the perceived quality of the financial management system and its ability to distinguish fund types, allocate resources, generate information, and whether training is available. Statement seven considered the Board's oversight of the financial management system while statement eight sought to determine the formality of the system through written policies and procedures.

Domain five examined partnerships. This domain was split into two sets of scaled questions identified as standards. Standard 5.1 specifically identified public relations. Participants are asked "[s]ince incorporating the logic model and learning the community impact paradigm, how well does your organization's public relations strategy…" which was followed by ten statements. Statement one reflected on how well the vision, mission and values of the organization are conveyed through public relations. Statements two through six examined how the organization promotes visibility and establishes communication with various stakeholders such as the general public, funders, and public/private sectors. Statements seven through ten determined how well the public relations strategy utilizes various mediums such as print, broadcast and electronic media.

Standard 5.2 specifically identified relationship strategies. Participants were asked "[s]ince incorporating the logic model and learning the community impact paradigm, how well does your organization's partnership-related strategy…" which was followed by six statements. Statement one reflected on how well the vision, mission and values of the organization are conveyed to partners. Statements two through six examine the degree to which the organization involves various members of the community such as institutions, community organizations, and other sectors.

Once the survey is completed, a thank you page appears. The thank you page once again stated the contact information for the primary researcher, Southern New Hampshire University and Heritage United Way. Participants did not need to do anything further and the survey automatically closed once the respondent clicked a button labeled "close survey."

Agencies were required to determine a survey closing date for their organizations and notify the primary researcher. On the closing date for each agency, the primary research went into the online survey tool and ensured that a minimum of eight participants from each agency had completed the survey. If the minimum was met, agency executive directors were notified via email that they could internally close the survey. For those agencies that did not meet the minimum, the agency executive director was called and arrangements were made to either hold a physical face-to-face meeting to collect the last amount of surveys in hardcopy or an extension of up to two weeks was given to collect data using the online survey tool.

Once the minimum response quota was met, data was downloaded and entered into a statistical software package (SPSS version 16.0). Organizational specific data was assessed first. A report and presentation was created for each agency and was used as the primary protocol for the focus groups.

Focus groups were held during the first two weeks of March 2010. Focus groups were scheduled for a minimum of one hour and 30 minutes and agency executive directors chose the date and time most convenient for them. Focus group protocols were broken into two phases including a general presentation of findings and then a specific set of data questions for those items that were significant to each agency. The primary researcher arrived at the agency with copies of the organizational assessment report specific to that organization. A presentation was done for the first 15 to 20 minutes of the process, overall results and standard specific results at which point participants were welcome to interject or add any information they felt was important or valuable. Once this was complete, a more detailed discussion was held around specific items within the standards that scored particularly high or particularly low. Also, emphasis was given to those items that scored high in one standard but low in another. For example, it was possible to have an agency give a high rating to the perception that their mission and vision was well known externally (Standard 1.1, item 2) but then rate their public relations in reflecting their mission and vision (standard 5.1, item 1) very low. Items like this were teased out and notated in order to facilitate specific discussions. Focus group discussions were notated by the primary researcher and, when available, an additional person was used to take notes during the focus groups. This data was used to corroborate or refute any aggregated data determined by the organizational assessment.

Archival review was done to substantiate information provided through the surveys and focus group discussions. For the purposes of this study, documents such as 2008 IRS 990 statements, audited financial statements, and 2009 budget forms as reported to Heritage United Way in the Community Impact grant process were reviewed to determine size typology and information pertinent to domain four – Sustainability / Financial Stability. The agency's most recent Annual Reports, individual project plans, logic models, organizational charts and communications or mass media plans were also analyzed to substantiate or rebut information specific to the remaining domains.

Once the focus groups and archival research were complete, a final report will be provided to all agencies highlighting the findings of this study and relating their individual results to the overall findings.

Research Study Part II – Scoring

All domains and subsequent standards helped give a more in-depth overview and organizational analysis for each agency. Specifically, this survey portion of the research assisted in determining if the Community Impact paradigm made any impact in organizational efficiency.

An average score was determined for each standard, as well as each item within the standards. Additionally, all domains were individually averaged. Lastly, an overall average score was determined by averaging all five domains.

Trends were examined by analyzing the averages in a general amalgamation of all agencies and then broken down by various typologies. Analysis included examining leadership responses versus staff responses, larger versus small agencies, and variances by affiliation types (local, national and government). Initial analysis was done by examining associations (gammas). However, to determine if any of the results were significant, analysis of variance (ANOVA) was also done. Additionally, it became clear that there could be significance beyond the main effects and those results may be significant due to the relationship between the typologies. A further examination using multiple analysis of variance (MANOVA) was done in order to evaluate whether score differences varied by typology interactions.

3.5. Analysis Plan

In part one of this study, an adoption survey was administered to all 53 agencies that participated in the logic model training and were funded by Heritage United Way at some point between 2007 and 2009. Adoption scores were determined by averaging the survey scores of all respondents for each individual item five through nine. The scores for items five through nine were then added together and divided by five, thus determining a mean score. The mean scores for each respondent from a particular agency were added to each other and divided by the total number of respondents from the agency. This final mean score was the adoption score and ranged from one to five, one being lowest level of self-reported adoption and five being the highest level of self-reported adoption. The mean is the most common measure of central tendency. As a measure, the mean assures the center of score distribution, it minimizes variation of the scores and it allows for every score to affect the final score (Healey, 2002). In this study, the mean was utilized for two specific reasons. First, not more than three people from any one agency participated in the online adoption survey therefore the mean provided a solid measurement that accounted for every score equally amongst the participants. Second, in the absence of any predefined calculation or validated reason for the weighting of items five through nine in the previous studies that the survey was adopted from, there was no predominant rationale for calculating the adoption score in a more multifaceted methodology.

The highest scoring adopters were then broken down by typology. This was done by ranking the adoption scores from highest to lowest and calculating their net revenue. Net revenue was determined by using their 2008 IRS 990 statements or, in the case of the two government departments, the published 2008 municipal budgets. In the absence of an industry standard of what defines a small or large agency, the 2008 net revenue of Heritage United Way was used as a mid-point measure. Agencies with budgets below $2.8 million were ranked as small and those with budgets above $2.8 million were ranked as large. A second typology considered was affiliation which was determined by their governance structure and budget forms which identify any fees or dues to parent organizations. The categories were local, nationally affiliated which meant that the agency had a charter or federation status, or government. In the end, a chart was constructed that ranked agencies by adoption score and listed their size, affiliation and location within the Heritage United Way catchment area. A non-proportional quota sampling method was then used to determine the highest scoring agencies in each category which were then selected for part two of the study. The resulting study sample consisted of two small, local agencies; two large, local agencies; two small, nationally affiliated agencies; and two large, nationally affiliated agencies who were the top ranked adopters. Additionally, this study examined two government departments, one small and one large, for a total of 10 agencies in the study sample.

In the second part of the study, an organizational assessment survey was given to both leadership and staff at each of the 10 agencies. The responses from each respondent were entered into a statistical software package (SPSS version 16.0) and analyzed. Mean scores for each domain, standard and item within the standards was calculated along with a range and standard deviation. A range is simply the amount between the highest and lowest scores in a distribution (Healey, 2002). This statistic helped discover responses with a significant variability (wide range) between perceptions of respondents. This was particularly helpful when constructing the focus group protocol and identified areas of particular interest for discussion topics. The standard deviation statistic describes the dispersion of a distribution which identifies the degree of variability in a score (Healey, 2002). Scores with high standard deviation again became items that were focused on for the focus group protocol discussion points.

Once all organizational assessment survey responses were collected for all 10 agencies, a more nuanced statistical evaluation was completed. First, mean scores for each domain, standard and item within the standards was calculated along with range and standard deviation statistics. This was done for each agency as well as in aggregate. Next, measures of association were done to determine strength of the connection between two of the domains or standards. The measures of association used in this study were lambda and gamma. A lambda measure helps determine the degree of error in predicting the dependent variable when the independent variable is known or present (Healey, 2002). The lambda measure is presented as a percentage and is only used when at least one of the variables is nominal. In this study, lambda measures were used to examine the association between typology characteristics and domain or standard scores. Similarly, the gamma statistic is also a measure of association but only used when the variables are ordinal (Healey, 2002). With the gamma statistic, values range from negative one to positive one where either can mean a perfect association and zero represents no association. In this study, gamma measures were used to examine the association between domain scores as well as standard scores. Specifically, for the highest and lowest ranking domain scores, a gamma measure was calculated in order to determine what other domains were most closely associated and which domains were least associated. The scores for each of the standards were also evaluated the same way. The results of these associations were compared to information from the focus groups and archival review for verification.

In addition to measures of association, an analysis of variance (ANOVA) was computed to determine if there was a significant difference between and among score from each of the typologies. An analysis of variance (ANOVA) examines the relationship between the categories of the independent and dependent variables (Healey, 2002). In this study, an ANOVA was calculated to determine if there were significant difference between the responses of staff and leadership (status), small and large agencies (size), and if there were significant differences between responses from local, national or government entities (affiliation).

Because the ANOVA test of significance only measures the variability within a singular typology category, the significance testing can only determine main effects – the individual effects of each factor from a single independent variable on the dependent variable (Hair, Black, Babin, Anderson & Tatham, 2006). However, it is possible that there could be a joint effect of two independent variables on the dependent variable, known as interaction effects (Hair, Black, Babin, Anderson & Tatham, 2006). Therefore a multivariate analysis of variance (MANOVA) was also calculated to determine any possible interaction effects between typology groups.

CHAPTER 4: FINDINGS

4.1. Adoption Survey Results

Fifty-three nonprofit agencies that were trained in logic model development and applied to Heritage United Way for Community Impact grant funding between 2007 and 2009 were invited to participate in an online survey. The purpose of the survey was to determine their level of adoption of the Community Impact paradigm and to determine the highest ranked adopters for the second part of the study. The survey was available online from October 29, 2010 until December 1, 2009. A total of 35 agencies participated in the adoption survey, roughly two-thirds (66%) of the invited population.

Out of those agencies that responded, 57% were local agencies and 43% were nationally affiliated agencies. Additionally, 69% were small agencies and 31% were large agencies. Exactly 40% of the responding agencies were small, local organizations; 17% were local, large agencies; 29% were small, nationally affiliated entities; and 14% were large, nationally affiliated organizations.

Heritage United Way serves both Rockingham County, which is traditionally referred to as the southern portion of the Heritage United Way catchment area, and Hillsborough County. The largest city in the state of New Hampshire resides in Hillsborough County and is part of the Heritage Untied Way catchment area therefore it is common for the majority of Heritage United Way funded programs to come from this greater metropolitan area. However, in this study approximately 25% of the adoption survey respondents were from Rockingham County which means there was good representation from both the southern and metropolitan areas of the Heritage United Way catchment area. Results of the adoption survey scores, including affiliation, size, revenue and location, are shown below in Table 1.

Table 1. Adoption Survey Results

Agency ID	Score	Affiliation	Size	2008 Revenue	Location
001	4.75	Local	Small	$783,488	Rockingham
002	4.40	National	Small	$1,549,178	Hillsborough
003	4.36	Local	Small	$1,847,695	Hillsborough
004	4.32	National	Large	$60,730,294	Hillsborough
005	4.23	Local	Small	$1,724,113	Hillsborough
006	4.22	Local	Small	$1,078,261	Rockingham
007	4.10	Local	Small	$634,616	Hillsborough
008	4.05	Local	Small	$199,614	Hillsborough
009	4.02	National	Small	$1,765,415	Hillsborough
010	3.97	National	Small	$1,783,843	Hillsborough
011	3.95	National	Large	$7,616,697	Hillsborough
012	3.89	National	Small	$439,966	Rockingham
013	3.89	National	Small	$1,255,623	Hillsborough
014	3.88	Local	Small	$647,915	Hillsborough
015	3.87	National	Small	$3,163,893	Hillsborough
016	3.85	Local	Large	$18,258,041	Hillsborough
017	3.81	Local	Small	$399,502	Hillsborough
018	3.80	National	Small	$1,384,021	Hillsborough
019	3.79	National	Small	$1,486,117	Hillsborough
020	3.68	Local	Small	$828,127	Hillsborough
021	3.64	Local	Large	$4,449,321	Hillsborough
022	3.62	Local	Small	$94,376	Rockingham
023	3.57	National	Large	$22,063,735	Hillsborough
024	3.49	Local	Large	$20,847,228	Hillsborough
025	3.48	Local	Small	$68,312	Rockingham
026	3.46	Local	Small	$1,803,719	Rockingham
027	3.42	Local	Large	$430,599	Hillsborough
028	3.39	Local	Small	$116,803	Rockingham
029	3.34	National	Small	$238,915	Hillsborough
030	3.32	National	Small	$957,936	Rockingham
031	3.26	National	Large	$56,450,908	Hillsborough
032	2.98	National	Large	$4,291,451	Hillsborough
033	2.97	Local	Small	$2,017,206	Hillsborough
034	2.89	Local	Large	$4,699,716	Hillsborough
035	2.84	Local	Large	$10,449,064	Rockingham

The mean of all agency responses was 3.73 with a range of 1.91. Interestingly, the mean of Rockingham County agencies was 3.66 with a range of 1.91 while Hillsborough County agencies had a mean score of 3.75 but a smaller range of 1.51. While having only 25% of the responses, Rockingham County had the largest variability in the adoption levels. Upon closer analysis, only three of the top half of respondents (17%) were from Rockingham County.

Small agencies had a mean score of 3.84 with a range of 1.78 while large agencies had a mean score of 3.47 and a range of 1.48. While the range of the large agencies was less than that of smaller agencies, the mean score was significantly lower. In addition, there were only three large agencies in the top-half of the adoption survey ranked scores.

Local agencies had a mean score of 3.71 with a range of 1.91 while nationally affiliated agencies had a mean score of 3.76 with a range of 1.43. The division of local to nationally affiliated agencies was closer than the other typologies therefore the close proximity of their mean scores to the overall total mean score was expected.

Small local agencies had a mean score of 3.86 with a range of 1.78 making it the highest ranking typology combination, despite the large range of scores. Large local agencies had a mean score of 3.35 with a range of 1.01, making it the lowest ranking typology combination yet it had the smallest range of scores indicating less variability amongst large local agencies. Small nationally affiliated agencies had a mean score of 3.83 with a range of 1.08, again a relative low range indicating little variability between small nationally affiliated agencies. Lastly, large nationally affiliated agencies had a mean score of 3.61 with a range of 1.34.

Of the top ten adoption score ranked respondents, 50% were small local agencies, 30% were small national agencies, 10% were large local agencies, and 10% were large national agencies. Overall, 80% of the top ten respondents were small agencies, regardless of affiliation.

It is important to note that there were three top ranked agencies that would have been selected to participate in the second phase of the study but they declined to participate.

Agency 001 was unable to participate due to the size of the organization. At the time of the study, they were operating with two full-time equivalents and they indicated that they would be unable to acquire Board member participation because they were spending the first quarter of 2010 on a five-year strategic plan. The agency indicated they would not be able to fulfill the minimum respondent requirements for this study and therefore felt they could not participate.

Agency 004 was unable to participate due to a current restructuring of their internal staffing and management system. They are part of a national organization which is experiencing a nation-wide systems change to their internal structure model in order to become more efficient. Due to the ongoing internal strategic planning and structural changes, they indicated they would not be able participate.

Agency 016 is a large local organization that was in the process of downsizing during the first quarter of 2010 due to high overhead costs and increased government funding cuts. With the ongoing re-organization of the agency and the uncertainty of personnel consistency, they felt they could not participate in the study at this time.

4.2. Organizational Assessment Survey Results

The top two scoring Community Impact adopters in their respective categories were selected to participate in the in-depth organizational assessment survey. There were three agencies unable to participate; therefore the next highest scoring adopter on the list was chosen to replace them. In addition to the final eight agencies, two government departments with social service missions and delivery systems that had also adopted Community Impact were included in the second phase of the study for further efficiency comparison. The summary of agencies included in the second part of the study is listed in Table 2.

Table 2. Summary of Highest Community Impact Adopters

	SMALL	**LARGE**	**TOTAL**
LOCAL	AGENCY A $1,078,261 Leadership 2 Staff 6 AGENCY B $1,724,113 Leadership 5 Staff 3 **Total N for this category 16**	AGENCY C $4,449,321 Leadership 4 Staff 5 AGENCY D $3,022,272 Leadership 4 Staff 5 **Total N for this category 18**	**34**
NATIONAL	AGENCY E $1,549,178 Leadership 4 Staff 4 AGENCY F $1,765,415 Leadership 6 Staff 3 **Total N for this category 17**	AGENCY G $3,618,081 Leadership 6 Staff 4 AGENCY H $7,616,697 Leadership 4 Staff 4 **Total N for this category 18**	**35**
GOVERNMENT	AGENCY I $568,425 Leadership 1 Staff 7 **Total N for this category 8**	AGENCY J $4,884,527 Leadership 3 Staff 4 **Total N for this category 7**	**15**
TOTAL	**41**	**43**	**84**

In total, there were 10 agencies included in the second phase of the study. Agency A and Agency B were small local agencies, one located in Hillsborough County and the other Rockingham County. Agency C and Agency D were large local agencies both located in Hillsborough County. Agency E and Agency F were small nationally affiliated agencies, both located in Hillsborough County. Agency G and Agency H were large nationally affiliated agencies, both located in Hillsborough County. Agency I was a small municipal government department in Hillsborough County. Agency J was a large municipal government department in Hillsborough County.

The ten selected social service agencies were invited to participate in an online organizational assessment survey. The purpose of the survey was to determine any perceived efficiencies in five core domains since the adoption of the Community Impact paradigm. The survey was available online from January 15, 2010 until March 1, 2010. A total of 84 respondents participated in the adoption survey, 39 of which were leadership – meaning a Board Member, director, manager or supervisor – and 45 were staff members.

Participants were asked to rank a series of Likert-scale questions and statements in relation to any perceived organizational change since adopting Community Impact. The scaled answers ranged from 1 – we've done nothing in this area; 2 – we don't do this well and our poor performance holds us back; 3 – we do an okay job in this area but still need improvement; 4 – we do a good, respectable job in this area; and 5 – we do an excellent job in this area. In addition, respondents had the option of not applicable (N/A) or don't know. The results of the total aggregated scores are in Table 3.

Table 3. Total Aggregate Scores for All Agencies

SUMMARY	ALL	SD	RANGE
Weighted Average Standard 1.1 (Mission & Vision)	*4.25*	*0.32*	*0.96*
Weighted Average Standard 1.2 (Values)	*4.16*	*0.37*	*1.16*
WEIGHTED AVERAGE FOR DOMAIN 1	**4.21**	**0.33**	**0.90**
Weighted Average Standard 2.1 (Leadership)	*4.04*	*0.47*	*1.47*
Weighted Average Standard 2.2 (Technology Use)	*3.97*	*0.47*	*1.39*
WEIGHTED AVERAGE FOR DOMAIN 2	**4.01**	**0.47**	**1.40**
Weighted Average Standard 3.1 (Planning)	*4.24*	*0.35*	*1.00*
Weighted Average Standard 3.2 (Implementation)	*4.10*	*0.34*	*1.24*
Weighted Average Standard 3.3 (Evaluation)	*4.01*	*0.52*	*1.62*
WEIGHTED AVERAGE FOR DOMAIN 3	**4.12**	**0.38**	**1.26**
Weighted Average Standard 4.1 (Fund Development)	*4.18*	*0.31*	*0.84*
Weighted Average Standard 4.2 (Fund Management)	*4.42*	*0.48*	*1.56*
WEIGHTED AVERAGE FOR DOMAIN 4	**4.30**	**0.38**	**1.11**
Weighted Average Standard 5.1 (Public Relations)	*3.98*	*0.37*	*1.13*
Weighted Average Standard 5.2 (Relationship Strategies)	*4.17*	*0.20*	*0.62*
WEIGHTED AVERAGE FOR DOMAIN 5	**4.08**	**0.26**	**0.88**
OVERALL WEIGHTED AVERAGE (All Questions)	**4.15**	**0.33**	**1.02**
N	***84***		

Overall, the highest adopters ranked their organizations a 4.15 which indicated they believe they do a good, respectable job. The highest rated domain was sustainability, specifically standard 4.2 – fund management. The lowest rated domain was structure, specifically standard 2.2 – technology use. Despite the high and low rankings, the range between the highest and lowest standards was 0.45 and only 0.29 between the domains, which is not significant. In fact, the standard deviations and ranges indicate there was no real deviation between the scores. While this analysis gives a broad idea of the highest and lowest ranking domains, further analysis illustrates that the nuanced differences in perceived efficiency were found in the typologies.

Status

Responses were gathered from two types of participants, leadership and staff. Leadership was defined as a Board Member, director, manager or supervisor – essentially anyone with decision-making capabilities within the organization. Staff was considered to be those individuals who were responsible for the day-to-day activities of the program or agency operations. The results of aggregate scores by status are demonstrated in Table 4 and none of the scores in this table have significant standard deviations.

Table 4. Aggregate Scores by Status

SUMMARY	Leaders	Staff
Weighted Average Standard 1.1 (Mission & Vision)	*4.28*	*4.26*
Weighted Average Standard 1.2 (Values)	*4.17*	*4.16*
WEIGHTED AVERAGE FOR DOMAIN 1	**4.23**	**4.21**
Weighted Average Standard 2.1 (Leadership)	*4.09*	*4.07*
Weighted Average Standard 2.2 (Technology Use)	*4.08*	*3.94*
WEIGHTED AVERAGE FOR DOMAIN 2	**4.09**	**4.01**
Weighted Average Standard 3.1 (Planning)	*4.29*	*4.21*
Weighted Average Standard 3.2 (Implementation)	*4.12*	*4.10*
Weighted Average Standard 3.3 (Evaluation)	*4.00*	*4.02*
WEIGHTED AVERAGE FOR DOMAIN 3	**4.14**	**4.11**
Weighted Average Standard 4.1 (Fund Development)	*4.07*	*4.27*
Weighted Average Standard 4.2 (Fund Management)	*4.45*	*4.44*
WEIGHTED AVERAGE FOR DOMAIN 4	**4.27**	**4.36**
Weighted Average Standard 5.1 (Public Relations)	*3.91*	*4.06*
Weighted Average Standard 5.2 (Relationship Strategies)	*4.29*	*4.11*
WEIGHTED AVERAGE FOR DOMAIN 5	**4.10**	**4.09**
OVERALL WEIGHTED AVERAGE (All Questions)	**4.16**	**4.15**
N	***39***	***45***

General observations, starting with the domains first, were that leadership and staff was close in their ranking of each domain with low deviations in scores. Both leadership and staff ranked domain 2 – structure as the lowest domain, with element 2.2 – technology use particularly lowly ranked by staff. In ascending order, leadership and staff were the next closely ranked in domain 5 – partnerships, then domain 3 – practice and process, and domain 1 – mission, vision, and values. The highest ranked category was domain 4 – sustainability. The range between the highest and lowest ranked domains for leadership was 0.18 and for staff the range was 0.35. The range between the highest and lowest standard scores overall (4.45 and 3.91) was only 0.54 within leadership and an even smaller range of 0.50 by staff.

Leadership consistently ranked each domain category higher than staff except for domain 4 – sustainability, but again the difference in scoring was less than one-tenth of a point. Specifically, standard 4.1 – fund development was ranked lower by leadership.

In order to find out how standard 4.1 – fund development and organizational status were associated, a lambda measure was done. This was chosen because organizational status is a nominal category. A lambda of 0.193 ($p=0.007$) indicated weak but positive association, thus when attempting to predict scoring for standard 4.1 – fund development, estimates would make 19.3% fewer errors by considering the organizational status of the respondent.

Standard 4.1 – fund development was also examined in relation to other scores specific to organizational status. Because both sets of scores are ordinal, a gamma measure was used to summarize strength and direction of the association. Element 4.1 – fund development, when examined for leadership responses only, was more closely positively associated with scores of element 3.1 – planning ($G = 0.726$, $p<0.001$) than any other score. Alternatively, the association between 4.1 – fund development and 5.2 – relationship strategies was still positive but the least associated (G = 0.375, $p<0.001$).

Under closer inspection it is reasonable to state that leadership often sees fund development as more of a challenge because fund development is typically perceived as the responsibility of leadership. When factored with the 2008-2009 economic recession, dwindling government support, and diminishing alternative resources, it makes sense that leadership would have ranked this standard low. Focus group discussions reiterated this fact as did a review of current audited financial statements where many organizations have seen a significant decrease in their endowments, government funding and foundational support.

The highest scored standard when examined by status was 4.2 – fund management (4.45 and 4.44, leadership and staff respectively). A significant lambda score between standard 4.2 – fund management and organizational status was not obtained.

Using a gamma measure, again because both sets of scores are ordinal, strength and direction of association can be summarized. Standard 4.2 – fund management, when examined for leadership responses only, was more closely positively associated with scores of standard 2.2 – technology use (G = 0.502, $p<0.001$) than any other score. Alternatively, the association between 4.2 – fund management and 1.1 – mission and vision was still positive but the least associated (G = 0.348, $p=0.007$).

When examined for staff responses only, standard 4.2 – fund management was more closely positively associated with scores of standard 3.1 – planning (G = 0.502, p<0.001) while the association between 4.2 – fund management and 5.2 – partnership strategies was still positive but the least associated (G = 0.278, p=0.037).

Because a large portion of fund management involves reporting and analysis, the association to technology use is not surprising on the part of leadership. In some of the focus groups, leadership spoke of their fund management as becoming more analysis oriented, with foundations and other grantors requesting more intricate and detailed reporting of funding streams and expenditures for specific programming. The limited association between mission/vision and fund management could be accounted for several ways, however at the focus groups many leaders spoke about "chasing the dollars" and "creating or re-envisioning programming to get funding" which has the potential to lead them away from mission and vision.

From the staff perspective, a close association between fund management and planning was explained specifically regarding the financial impact programming, more so in regards to new programming, can have on the organization. Because staff usually takes on additional responsibilities as programming changes, shifts or is added, the perceived allocation of resources becomes an issue. The looser association between fund management and partnership strategies was explained at a particular focus group in the following way, "Partnerships shouldn't cost you anything."

The lowest scored standard for leadership was standard 5.1 – public relations, which ranked a 3.91. A lambda measure was done to determine how standard 5.1 – public relations and organizational status was associated, once again because organizational status is nominal. A lambda of 0.189 (p<0.001) indicated weak but positive association, thus when attempting to predict scoring for public relations, estimates would make 18.9% fewer errors by considering the organizational status of the respondent.

Examining the gamma measure of standard 5.1 – public relations against all other scores, again because both sets of scores are ordinal, the strength and direction of association can be summarized. Standard 5.1 – public relations was more closely positively associated with standard 2.1 – leadership ($G = 0.603$, $p<0.001$) than any other score. Alternatively, the association between standard 5.1 – public relations and standard 3.3 – evaluation was still positive but the least associated ($G = 0.384$, $p<0.001$). This might be explained because leadership tends to feel that public relations are a core part of their job. In a few focus groups, some leadership participants made it clear that above all else, they need to be the "cheerleader" both internally and externally no matter what's happening in the organization. A few Board members mentioned that they believe a primary purpose of selecting Board members is to spread an understanding and excitement about a particular organization. The lack of association between evaluation and public relations is a deeper issue that permeates most nonprofits today, which is the lack of capacity to accomplish evaluation. Simply put, there is limited association between the two because evaluation is not really being done. In a few focus groups, evaluation was discussed as a "nice to have" but frankly not likely. If an agency was doing evaluation, it is reasonable to conclude that this would be a core part of their public relations as it would speak to the successes, achievements and outcomes of the agency overall and the specific programming they provide.

The lowest scored standard for staff was 2.2 – technology use (3.94). A significant lambda score between standard 2.2 and organizational status was not obtained.

Examining the gamma measure of standard 2.2 – technology use against all other scores, again because both sets of scores are ordinal, the strength and direction of association can be summarized. Standard 2.2 – technology use was more closely positively associated with standard 2.1 – leadership ($G = 0.724$, $p<0.001$) than any other score. Alternatively, the association between standard 2.2 – technology use and standard 4.1 – fund development was still positive but the least associated ($G = 0.394$, $p<0.001$). The strong association between technology use and leadership in an agency centers on training and reporting. Documentation review of job expectations lists training and staff development as a priority yet there are limited opportunities available to staff. According to staff participants in focus groups, training and reporting only happen when leadership needs them to happen otherwise they are not a main concern. In the economic recession of 2008-2009, leadership has been forced to cut back and typically training budgets and adaptable technology tend to be the first to go. This may also explain the lower association between technology use and fund development as most funding does not go towards staff development or reporting technologies but rather it is often specified and targeted for program specific expenses. According to most of the budgets of the examined agencies, many funding sources were very restrictive and had to be applied to programming very specifically, leaving some operational costs – including staff development and technology – to the agency.

In addition to examining the associations between domains and standards, an analysis of variance (ANOVA) was done to determine if there was a significant difference between and among leadership and staff when it comes to their average scores. With an alpha of 0.05, the statistic in each of the domains was not within the critical regions. Therefore we can reject the null hypothesis and conclude that there was no significant difference between leadership and staff in scoring. In summary, the scoring of perceived organizational efficiency since adopting Community Impact does not vary significantly by organizational status.

In conclusion, the overall theme from an analysis by status is that leadership and staff tends to feel that they do a good, respectable job with fund management. However, leadership feels they do an okay job in public relations but could improve while staff feels they do an okay job in technology use but could improve.

Size

A small versus large size entity was determined by the agency's latest IRS 990 filing, which in many cases was 2008, or the published municipal budget. Heritage United Way was used as the measure by which an agency's budget was determined to be small or large. In 2008, Heritage United Way reported approximately $2.8 million in revenue on their 2008 IRS 990 statement. As such, agencies were measured as small when their budgets were below $2.8 million and large when their budgets were above $2.8 million.

General observations starting with the domains first were that smaller organizations consistently ranked each category higher than larger organizations, except for domain 4 – sustainability. This may be because, quite simply, larger organizations feel more sustainable.

In ranking order, both small and large organizations scored domain 2 – structure as the lowest domain, with element 2.2 – technology use particularly lowly ranked by large organizations (3.87). In ascending order, small and large organizations ranked domain 5 – partnerships followed by domain 3 – practice and process. However, the top ranked domains were different for small and large organizations. Large organizations identified domain 4 – sustainability as their highest ranked item while small agencies indicated domain 1 – mission, vision and values. The range between the highest and lowest standard scores overall was 0.71, with this particular range occurring within large agency scoring. The range under small agency scoring was even smaller at 0.25. None of the scores in this table has significant standard deviations. The results of aggregate scores by size are demonstrated in Table 5.

Table 5. Aggregate Scores by Size

SUMMARY	Small	Large
Weighted Average Standard 1.1 (Mission & Vision)	*4.27*	*4.24*
Weighted Average Standard 1.2 (Values)	*4.30*	*4.03*
WEIGHTED AVERAGE FOR DOMAIN 1	**4.28**	**4.13**
Weighted Average Standard 2.1 (Leadership)	*4.08*	*4.01*
Weighted Average Standard 2.2 (Technology Use)	*4.06*	*3.87*
WEIGHTED AVERAGE FOR DOMAIN 2	**4.08**	**3.94**
Weighted Average Standard 3.1 (Planning)	*4.17*	*4.31*
Weighted Average Standard 3.2 (Implementation)	*4.22*	*3.98*
Weighted Average Standard 3.3 (Evaluation)	*4.13*	*3.89*
WEIGHTED AVERAGE FOR DOMAIN 3	**4.17**	**4.06**
Weighted Average Standard 4.1 (Fund Development)	*4.15*	*4.21*
Weighted Average Standard 4.2 (Fund Management)	*4.27*	*4.58*
WEIGHTED AVERAGE FOR DOMAIN 4	**4.21**	**4.39**
Weighted Average Standard 5.1 (Public Relations)	*4.05*	*3.91*
Weighted Average Standard 5.2 (Relationship Strategies)	*4.22*	*4.12*
WEIGHTED AVERAGE FOR DOMAIN 5	**4.14**	**4.02**
OVERALL WEIGHTED AVERAGE (All Questions)	**4.18**	**4.11**
N	***41***	***43***

Small organizations scored domain 1 – mission, vision, values as the highest (4.28). Specifically, the standard 1.2 – values was scored at 4.30 although standard 1.1 – mission/vision was not far behind at 4.27. A lambda measure of 0.144 ($p=0.047$) indicates weak but positive association between standard 1.2 – values and the size of the organization thus when attempting to predict scoring for standard 1.2 – values, estimates would make 14.4% fewer errors by considering the organizational size of the respondent.

A gamma measure was used to determine strength and direction of association. Standard 1.2 – values was more closely positively associated with scores of standard 1.1 – mission and vision ($G = 0.760$, $p<0.001$) than any other score for small organizations. Alternatively, the association between standard 1.2 – values and standard 5.2 – partnership strategies was still positive but the least associated ($G = 0.371$, $p=0.008$). The close tie between mission/vision and values is consistent with most literature. According to Sawhill and Williamson (2001), smaller non-profits tend to have more concrete mission/vision statements which can lead to a substantial value-system within an organization. Furthermore, many small agencies were built for very specific purposes thus it is their specificity in mission/vision which allows for a specific value-laden environment. For example, the mission/vision of Agency B is to "[a]ssist lower income families and individuals to obtain and keep safe, affordable housing..." This mission/vision ties seamlessly into the values of the staff and leadership because its action oriented mission/vision is something the staff can relate to – as they say, "we actually do this." Conversely, the less extreme association between standard 1.2 – values and standard 5.2 – partnership strategies may be closely related to the need for many small agencies to find and establish partnerships as more of a necessity than as a value-related strategy. In other words, the values of the agency may be strikingly different from many of its partners – in some cases counter to – but the relationships become is necessary due to limited capacities and dwindling resources. Furthermore, many focus groups indicated that they see values as a strictly an internal function while partnership strategies are more of an external operation.

Large organizations scored domain 4 – sustainability as the highest (4.39). Specifically, standard 4.2 – fund management scored the highest (4.58). A lambda measure of 0.112 ($p=0.018$) indicates weak but positive association between standard 4.2 – fund management and the size of the organization thus when attempting to predict scoring for standard 4.2 – fund management, estimates would make 11.2% fewer errors by considering the organizational size of the respondent.

A gamma measure was used to determine the strength and direction of association. The standard 4.2 – fund management score was more closely positively associated with scores of standard 2.2 – technology use ($G = 0.625$, $p<0.001$) than any other score for large organizations. Alternatively, the association between standard 4.2 – fund management and standard 1.1 – mission/vision was still positive but the least associated ($G = 0.341$, $p=0.009$). A close association between fund management and technology use may be explained through the higher level of fund diversification many larger organizations must deal with, many of which have very specific reporting requirements. Additionally, an examination of the budget forms of all large nonprofit agencies in this study averaged almost 10 (mean = 9.75) different types of funding sources while smaller nonprofit agencies average just over 7 (mean = 7.50). This scoring was not inclusive of government as they do not have a diversified funding stream and do not fundraise the way nonprofits do. However, the lack of association between standard 4.2 – fund management and standard 1.1 – mission/vision may be similar to the issues leadership experienced in the previous chart where many leaders talked about "chasing the dollars" and "creating or re-envisioning programming to get funding" which has the potential to lead them away from mission and vision. The larger the organization, the greater the overhead therefore as funding sources become more specified and targeted, straying from mission/vision may be perceived as necessary in order to keep the agency operating.

The lowest scored standard for small agencies was 5.1 – public relations, which ranked a 4.05. A lambda of 0.205 ($p=0.004$) indicates weak but positive association, thus when attempting to predict scoring for public relations, we would make 20.5% fewer errors by considering the size of the organization the respondent belongs to.

Examining the gamma measure of standard 5.1 – public relations against all other scores, again because both sets of scores are ordinal, the strength and direction of association can be summarized. Standard 5.1 – public relations was more closely positively associated with standard 4.1 – fund development ($G = 0.579$, $p<0.001$) than any other score. Alternatively, the association between standard 5.1 – public relations and standard 2.2 – technology use was still positive but the least associated ($G = 0.363$, $p=0.004$). The linkage between standard 5.1 – public relations and standard 4.1 – fund development is simple to understand because smaller agencies tend to only do marketing or public relations in direct relationship to their fundraising goals. Due to limited financial and human capital, marketing and public relations needs to be done in order to raise more funds. The limited association between standard 5.1 – public relations and standard 2.2 – technology use can be understood the same way. The same capacity limitations that inhibit smaller agencies from adequately addressing public relations are the same limitations that restrict their technology use. In focus groups, it was emphasized that technology use was done as needed and not used to enhance or develop new strategies – including public relations – at this time.

The lowest scored item for large agencies was standard 2.2 – technology use (3.87). A lambda of 0.119 ($p=0.033$) indicated a weak but positive association, thus when attempting to predict scoring for technology use, we would make 11.9% fewer errors by considering the size of the organization the respondent belongs to.

A gamma measure determined that standard 2.2 – technology use was most closely positively associated with standard 2.1 – leadership ($G = 0.645$, $p<0.001$) than any other score. Alternatively, the association between standard 2.2 – technology use and standard 4.1 – fund development was still positive but the least associated ($G = 0.311$, $p=0.009$). A larger association between technology use and leadership may be explained due to structure. In larger organizations, technology use is used as a means of internal and external communication as well as a means of executive-level information for management decisions. However, the limited association between technology use and fund development may simply represent disconnection between documentation and technological support in guiding fund development strategies. Focus group discussion echoed this sentiment in that many leadership or large organizations made comments that they wish they had the time to more effective use the reporting they create to generate more revenue.

As an additional observation, standard 5.2 – relationship strategies was the lowest associated standard with all other scores from domains one through four for small agencies. This might be explained within the organizational structure. More specifically, larger organizations tend to have a dedicated staff or director who is responsible for relationships and marketing. Among the large organizations in this study, there is a Development Officer and/or a Marketing Director in each one. Among the smaller organizations, particularly the small local organizations, there is no singular position such as this. Quite often, it is the Executive Directors maintaining relationships while staff cobbles marketing materials together. This is further emphasized when examining the organizational charts of each agency. In smaller organizations, work is divided by programming function whereas in large organizations the positions are delineated by executive roles and staff who run programming.

In addition to examining the associations between domains and standards, an analysis of variance (ANOVA) was done to determine if there was a significant difference between and among small and large agencies when it comes to their average scores. With an alpha of 0.05, the statistic in each of the domains was not within the critical regions. Therefore we can reject the null hypothesis and conclude that there was no significant difference between small and large organizations in scoring. In summary, scoring of perceived organizational efficiency since adopting Community Impact does not vary significantly by organizational size.

Size by Status

As mentioned earlier, there was no significant difference between leadership and staff responses or between small and large agencies in their general perceptions of efficiency since adopting Community Impact. In fact, leadership, staff and large agencies perceived their highest rated efficiency in domain 4 – sustainability while small agencies perceived their highest rated efficiency in domain 1 – mission, vision, values. However, what is not readily clear is whether there were distinct differences between and among status typology within different agencies sizes. The results of the aggregate scores by status in different sized agencies are reflected in Table 6.

Table 6. Aggregate Scores of Size by Status

	Small < $2.8m		**Large > $2.8m**	
SUMMARY	**Leaders**	**Staff**	**Leaders**	**Staff**
Weighted Average Standard 1.1 (Mission & Vision)	*4.21*	*4.30*	*4.36*	*4.16*
Weighted Average Standard 1.2 (Values)	*4.22*	*4.34*	*4.15*	*3.93*
WEIGHTED AVERAGE FOR DOMAIN 1	**4.22**	**4.30**	**4.25**	**4.05**
Weighted Average Standard 2.1 (Leadership)	*4.05*	*4.15*	*4.14*	*3.89*
Weighted Average Standard 2.2 (Technology Use)	*4.08*	*4.05*	*4.10*	*3.69*
WEIGHTED AVERAGE FOR DOMAIN 2	**4.06**	**4.09**	**4.12**	**3.79**
Weighted Average Standard 3.1 (Planning)	*4.16*	*4.19*	*4.46*	*4.13*
Weighted Average Standard 3.2 (Implementation)	*4.11*	*4.30*	*4.15*	*3.82*
Weighted Average Standard 3.3 (Evaluation)	*3.98*	*4.23*	*4.10*	*3.69***
WEIGHTED AVERAGE FOR DOMAIN 3	**4.06**	**4.23**	**4.24**	**3.89**
Weighted Average Standard 4.1 (Fund Development)	*4.02*	*4.26*	*4.19*	*4.23*
Weighted Average Standard 4.2 (Fund Management)	*4.35*	*4.17***	*4.63*	*4.47*
WEIGHTED AVERAGE FOR DOMAIN 4	**4.19**	**4.17**	**4.41**	**4.34**
Weighted Average Standard 5.1 (Public Relations)	*3.67*	*4.32*	*4.10*	*3.77*
Weighted Average Standard 5.2 (Relationship Strat.)	*4.10*	*4.29*	*4.34*	*3.90*
WEIGHTED AVERAGE FOR DOMAIN 5	**3.88**	**4.28**	**4.22**	**3.84**
OVERALL WEIGHTED AVERAGE (All)	**4.08**	**4.21**	**4.25**	**3.98**
N	***18***	***23***	***21***	***22***

*** Standard deviation greater than 0.90*

General observation of organizational size by status initially gives the impression that the staff of smaller organizations (4.21) and the leadership of larger organizations

(4.25) felt very dedicated. Not far behind was the leadership of small agencies (4.08) who ranked their overall efficiency at a "4 – we do a good, respectable job in this area." Staff of large agencies felt the least efficient with a score of 3.98; however, this was not significantly different from the previous scores. The staff of large organizations may feel less efficient since the adoption of the Community Impact because they were typically not the individuals involved in the training. Large organizations tend to have more executive management than small agencies therefore, the people sent by large agencies to logic model training and Community Impact education was typically the program managers and directors, not the staff.

The range between the highest and lowest scores for leadership in small organizations was 0.68 and with staff was 0.29. In large organizations, the range for leadership was 0.53 and for staff it was 0.78. There is a larger but not significant gap in perceived efficiency between leadership and staff in large organizations, less so in small organizations.

Leadership from large organizations scored the highest rate of perceived efficiency since adopting Community Impact. This was also echoed in focus groups where leadership of larger organizations tended to feel as though they were doing good work and could somewhat understand the impact it made in the larger scheme of things within the community. Their highest scored domain was 4 – sustainability, and specifically they rated standard 4.2 – fund management the highest (4.63). Many larger agencies discussed in focus groups that the achievement of funding and the diversity of funding were measures of their success and approval from the community. Being able to manage several different funding streams and allocate resources to programs in a viable way was identified as a sign of management success, particularly for executive directors who had financial stability as part of their job description and employment goals.

Staff of smaller organizations was also highly dedicated. Their highest scoring domain was 1 – mission, vision, values and particularly standard 1.2 – values rated highest (4.34). As discussed previously, smaller agencies tend to have a more value-laden environment due to their specificity and the typical action-oriented nature of their mission statements. Often the least paid of all organizational types and sizes, they reiterated in focus group discussions that they often are on the frontlines of the work being done, seeing the immediate results of their work and therefore become very connected to the work of the agency.

Among these two highest efficient feeling groups, staff of smaller organizations and leadership of large organizations both ranked domain 2 – structure as their lowest. Staff explicitly ranked standard 2.2 – technology use as their lowest (4.05) which echoed previous findings in both small organizations and staff perceptions. Within leadership responses from large organizations, standard 2.2 – technology use as well as standards 3.3 – evaluation and 5.1 – public relations all scored a 4.10. The rationale for these standards being particularly low was consistent with issues previously discussed in the prior analyses.

It is important to note that staff of smaller organizations did have one standard, 4.2 – fund management, with a particularly high standard deviation (0.94). An analysis of the scores from standard 4.2 – fund management from small organizational staff demonstrated a range of scores from 2.00 to 5.00. Out of the 22 staff respondents from small organizations, four ranked standard 4.2 – fund management around a “2 – we don’t do this well and our poor performance holds us back." Only one person ranked standard 4.2 – fund management as a "3 – we do an okay job in this area but still need improvement" while 10 respondents scored it as a "4 – we do a good, respectable job in this area." The remaining seven respondents scored standard 4.2 – fund management as a "5 – we do an excellent job in this area." The majority of the lowest ranked scores occurred within Agency I which is a small municipal government entity which does not fundraise nor manage funds the way other nonprofits do. Those respondents from Agency I that did not indicate a "not applicable" (N/A) or "don't know" for standard 4.2 – fund management, tended to rate the standards low because they did not necessarily know how to account for them. In light of this, when Agency I is removed from the analysis, the range decreases from 3.00 to 1.34 and the standard deviation become insignificant at 0.44. As a matter of further reflection, once Agency I was removed from the analysis, Agency B had one respondent that scored standard 4.2 – fund management below a "4 – we do a good, respectable job in this area." According to their most recent logic model, this agency had recently discontinued two programs due to funding issues and shifted their program focus to become more centralized with their mission and vision. Depending on the position of the staff respondent, their perception of standard 4.2 – fund management may have been affected by this.

Returning to the overall scores, the leadership of small organizations (4.08) and the staff of large organizations (3.98) felt the least efficient. However, it is important to note that one-tenth of a point separates them from each other and the range between the group with the highest perceived efficiency since adopting Community Impact (leadership from large agencies, 4.25) and the lowest ranking group (staff from large agencies, 3.98) was only 0.27. In other words, there was little deviation by size of the agency when accounting for status of respondent.

For leadership of small organizations, domain 1 – mission/vision/values ranked highest with standard 1.2 – values at a score of 4.22. This was reflective of discussions with small agencies as well as literature which emphasizes the connection between small agencies and value-rich environments.

In large organizations, staff felt the least efficient of all categories in this chart (3.98). Their highest rated domain was 4 – sustainability and much like their leadership counterparts, they rated standard 4.2 – fund management highest (4.47). Again, this could be reflective of the tendency for larger agencies to simply feel more sustainable. This may be particularly true for staff who are not necessarily tasked with fund development or marketing.

The lowest ranked domain for leadership in small agencies was domain 5 – partnerships. Standard 5.1 – public relations ranked particularly low (3.67). This makes sense given the financial tendencies of smaller organizations which is not to invest in public relations or marketing and instead put available funds into core essential programming. This was corroborated by the fact that they also ranked element 4.2 – fund management (4.35) much higher than development as small organizational leaders stated in focus groups that they ensure “monies raised go to programming” and they believe “investors don’t want to think their money goes to flyers and marketing.”

For staff of large organizations, the lowest rated domain was 2 – structure (3.79). However, it is important to note that three domains ranked within the “3 – we do an okay job in this area but still need improvement” range. The two standards scored lowest by staff of large agencies were standard 2.2 – technology use and 3.3 – evaluation, which both scored a 3.69. The low score for standard 2.2 – technology use was explained similarly to the analysis done in the staff only analysis. Basically stated, technology use is closely related to training and development which has been particularly difficult since the 2008-2009 recession. Additionally, the recordkeeping and reporting functionality of technology use is not necessarily the responsibility of the staff but instead falls within the job descriptions of the program or project manager. The low score for standard 3.3 – evaluation is more reflective of the limited evaluation being done within social service organizations in general. More specifically related to staff in large organizations, this result may also be a sign of a lack of knowledge or understanding about what evaluation is. Again, in large agencies it was not the staff who attended logic model training or Community Impact education sessions but rather the program managers and agency directors. Therefore a low score in standard 3.3 – evaluation may be more related to a lack of understanding than a perceived organizational efficiency or inefficiency.

As mentioned previously, three domains were ranked below a "4 – we do a good, respectable job in this area" by staff of large organizations. Aside from domain 2 – structure which was discussed earlier, domain 3 – practice and process and domain 5 – partnerships scored a 3.89 and a 3.84 respectively. This may be indicative of the fact that the farther away from organizational operations a staff person's position may be, the less of a connection between these domains they observe. Again, in social service organizations most staff jobs are specific to a programming function and there most often is no organizational function identified specifically for evaluation. Therefore the process of planning, implementation and evaluation are perceived as the responsibility of the program manager or leadership. Similarly, the focus of creating and sustaining partnerships as well as the marketing of the agency are seen as the responsibility of the executive level of the organization.

It is important to note that staff of large organizations did have one standard, 3.3 – evaluation, with a particularly high standard deviation (0.98). An analysis of the scores from standard 3.3 – evaluation from large organizational staff demonstrated a range of scores from 2.00 to 5.00. Out of the 19 staff respondents from large organizations, only three ranked standard 3.3 – evaluation within the "2 – we don't do this well and our poor performance holds us back" range. Seven ranked standard 3.3 – evaluation as a "3 – we do an okay job in this area but still need improvement" while eight respondents scored it as a "4 – we do a good, respectable job in this area." The remaining respondent scored standard 3.3 – evaluation as a "5 – we do an excellent job in this area." Upon closer inspection, the majority of the lowest ranked scores occurred within Agency C which experienced a significant leadership change in 2008 and has experienced a high staff turnover. Additionally, according to Heritage United Way attendance rosters for the logic model training and Community Impact education sessions, no staff from this particular agency attended any classes or meetings.

Previous analysis of variance (ANOVA) measurements determined no significant difference between leadership and staff in their scoring, nor were there any significant difference found between small and large organizations in terms of scoring perceived efficiencies since adopting the Community Impact paradigm. However, the analysis of main effects only demonstrates significance between the factors of a particular variable and does not indicate whether there could be a joint effect of two independent variables on the dependent variable. Therefore, a multivariate analysis of variance was done to determine if there were any interaction effects between the size of the organization and the status of the respondent in relation to scoring perceived efficiency. A significant interaction was determined to exist between size and status in relation to scoring domain 5 – partnerships ($F = 4.39$, $p<0.05$). Therefore, any interpretation of main effects for domain 5 – partnerships and its related standards should be considered within the scope of both variables (status and size) simultaneously.

Nonprofit versus Government Entities

As a means of determining that there was not something specific to perceived efficiency in nonprofits only, a small municipal government department and a large municipal government department were also assessed. Both government entities had successfully adopted the Community Impact paradigm and had attended training and education sessions. In addition, the two government departments were also chosen because their missions are similar to social service organizations and other than their financial development and management, they are structurally and organizationally comparable to nonprofit agencies. However, due to the subtle difference between the two, a comparison between nonprofits and government entities was done to tease out potential anomalies. As demonstrated already, government entities did have a significant impact on the scoring results of standard 4.2 – fund management when examined for small organizations.

A very general observation between the two entities was that overall small nonprofits tended to feel most efficient (4.28), followed by large nonprofits (4.14) with both indicating "4 – we do a good, respectable job in this area." Conversely, the government indicated an overall score of 3.85, suggesting they feel they do a "3 – we do an okay job in this area but need improvement." It is important to note that the range between the highest rated and lowest rated overall scores was 0.43 and that at cursory glance, smaller nonprofits noted they felt more mission/vision/value centered, larger nonprofits felt more sustainable, and government entities had experienced highest efficiencies in their partnerships. The results of the aggregate scores for nonprofit and government entities is recorded in Table 7.

Table 7. Aggregate Score of Nonprofit and Government Entities

SUMMARY	**Small NP**	**Large NP**	**Government**
Weighted Average Standard 1.1 (Mission & Vision)	*4.38*	*4.34*	*3.81*
Weighted Average Standard 1.2 (Values)	*4.38*	*4.10*	*3.78*
WEIGHTED AVERAGE FOR DOMAIN 1	**4.38**	**4.22**	**3.78**
Weighted Average Standard 2.1 (Leadership)	*4.25*	*4.03*	*3.68*
Weighted Average Standard 2.2 (Technology Use)	*4.25*	*3.93*	*3.50*
WEIGHTED AVERAGE FOR DOMAIN 2	**4.25**	**3.98**	**3.58**
Weighted Average Standard 3.1 (Planning)	*4.29*	*4.28*	*4.00*
Weighted Average Standard 3.2 (Implementation)	*4.31*	*3.97*	*3.93*
Weighted Average Standard 3.3 (Evaluation)	*4.28*	*3.95*	*3.58*
WEIGHTED AVERAGE FOR DOMAIN 3	**4.27**	**4.06**	**3.84**
Weighted Average Standard 4.1 (Fund Development)	*4.23*	*4.27*	*3.84*
Weighted Average Standard 4.2 (Fund Management)	*4.50*	*4.54*	*3.87***
WEIGHTED AVERAGE FOR DOMAIN 4	**4.36**	**4.39**	**3.79**
Weighted Average Standard 5.1 (Public Relations)	*4.05*	*3.97*	*3.84*
Weighted Average Standard 5.2 (Relationship Strat.)	*4.22*	*4.13*	*4.08*
WEIGHTED AVERAGE FOR DOMAIN 5	**4.13**	**4.05**	**3.94**
OVERALL WEIGHTED AVERAGE (All)	**4.28**	**4.14**	**3.79**
N	***33***	***36***	***15***

*** Standard deviation greater than 0.90*

Small nonprofits scored highest on domain 1 – mission, vision, values which was consistent with previous analysis. To be more precise, they scored standard 1.1 – mission/vision and standard 1.2 – values exactly the same (4.38) which again emphasizes the earlier analysis that examined the interconnectedness of small agencies and their mission/vision as well as their values. Despite domain 1 0 mission, vision, values being the highest ranked domain for small nonprofits, the highest rated standard was actually 4.2 – fund management (4.50).

A gamma measure was used to determine the strength and direction of association. Standard 4.2 – fund management was more closely positively associated with scores of standard 2.2 – technology use ($G = 0.652$, $p<0.001$) than any other score for small nonprofits. Alternatively, the association between 4.2 – fund management and standard 3.2 – implementation was still positive but the least associated ($G = 0.480$, $p<0.001$). The stronger connection between fund management and technology use has been explored in earlier analysis and to summarize the linkage is reflective of the specified technological applications to meet the reporting requirements and demands of different funding streams. This finding was particularly true for small nonprofits with a national parent affiliation. However, the lower association between standard 4.2 – fund management and standard 3.2 – implementation has not been explored previously yet this may be accounted for by the fact that most funding received by smaller nonprofits goes directly to existing programming, not the planning or implementation of new programming. Focus group discussions also focused on the connection between implementation and the involvement of community members and outside stakeholders which can be costly for small nonprofits with limited funds and staff. According to the small nonprofit agencies in this study, the primary job is to "get the work done" and appropriate implementation of new programming or new technologies and innovations becomes second to the existing work.

The lowest rated domain for small nonprofits was domain 5 – partnerships. Specifically, standard 5.1 – public relations was scored at 4.05. Although this has been explored earlier, in summary smaller nonprofits simply do not have the financial of human capacity to maintain a steady public relations campaign. As such, when measured using a gamma measure of association, it was not surprising that standard 5.1 – public relations was most closely positively associated with standard 2.1 – leadership ($G = 0.673$, $p<0.001$). Likewise, standard 5.1 – public relations was least closely positively associated with standard 2.2 – technology use ($G = 0.427$, $p=0.003$). This clearly indicates, and was substantiated in small nonprofit agency focus groups, that leadership is seen as the "voice" of the organization and act as ad-hoc public relations when technology and capital are not sufficient within many smaller nonprofits to constitute a fulltime public relations approach.

Large nonprofits scored highest on domain 4 – sustainability which is consistent with previous analysis. To be more precise, they scored standard 4.2 – fund management at 4.54. A gamma measure was used to determine strength and direction of association. Standard 4.2 – fund management was most closely positively associated with scores of standard 3.2 – implementation ($G = 0.663$, $p<0.001$) than any other score for large nonprofits. Alternatively, the association between standard 4.2 – fund management and standard 1.1 – mission/vision was still positive but the least associated ($G = 0.395$, $p=0.006$). The high association between standards 4.2 – fund management and 3.2 –

implementation may be connected to program activity. In a tight economy, the ability to keep multiple funding streams in order to maintain programming is essential. This is particularly true for large nonprofits which may have multiple programs and multiple levels of client approach. Therefore, the activity of keeping those programs running is particularly incumbent upon exceptional fund management. The low association between standards 4.2 – fund management and 1.1 – mission/vision could most likely be attributed to having to “chase the dollars” and “create or re-envisioning programming to get funding” which has the potential to lead them away from mission and vision.

Large nonprofits scored lowest on domain 2 – structure, specifically standard 2.2 – technology use. A gamma measure was used to determine strength and direction of association. Standard 2.2 – technology use score was more closely positively associated with scores of standard 2.1 – leadership ($G = 0.641$, $p<0.001$) than any other score for large nonprofits. Alternatively, the association between standard 2.2 – technology use and standard 4.1 – fund development was still positive but the least associated ($G = 0.409$, $p<0.001$). This is consistent with other analysis in that technology use, particularly in large nonprofits, is typically a tool for internal and external communication as well as a means of recording and storing organizational accomplishments, policy and goals. The weaker association between elements 2.2 – technology use and 4.1 – fund development may simply represent disconnection between documentation and technological support in guiding fund development strategies. A few leadership from large nonprofits noted in the focus group discussions that while they understand the merit of the reports they produce, they wish they had the time and resources to analyze them more thoroughly so they could be used to engage new and current donors.

Perhaps it should be noted that overall, government entities scored all domains and almost all standards in the "3 – we do an okay job in this area but still need improvement" range. The two exceptions were standards 5.2 – relationship strategies and 3.1 – planning (4.08 and 4.00 respectively). Additionally, it should be noted that in this study there were only two government department analyzed with a total of 15 respondents. This is less than half of the respondents for small nonprofits (33) and large nonprofits (36), therefore considerations about the implications of the results should be regarded within that context.

Government entities scored highest on domain 5 – partnerships. To be more precise, they scored standard 5.2 – relationship strategies as their highest rated standard overall. A gamma measure to determine strength and direction of association was done. Standard 5.2 – relationship strategies was most closely positively associated to standard 5.1 – public relations ($G = 0.389$, $p=0.127$) although not quite significant at the 0.05 level. Conversely, standard 5.2 – relationship strategies was negatively associated with standard 4.1 – fund development ($G = -0.167$, $p=0.519$) but again, not significant at the 0.05 level. This coincides with feedback from government departments about their adoption of a framework methodology. A few individuals noted that the logic model has improved their "image" with nonprofits and has better defined their relationships by better establishing expectations and further delineating their respective roles. The negative association between relationship strategies and fund development stems from the fact that government entities do not have the need nor are they required to fundraise the way nonprofits do. Relationship strategies for government entities, particularly the two in this study, are built on issue-based needs such as creating a cohesive healthcare system or providing safe opportunities for inner-city youth and not on financial benefit or accumulation.

The lowest scored domain for government was 2 – structure and specifically standard 2.2 – technology use (3.50). A gamma measure to determine strength and direction of association was done. Standard 2.2 – technology use was most closely positively associated to standard 2.1 – leadership ($G = 0.667$, $p<0.001$). Conversely, standard 2.2 – technology use was least positively closely associated with standard 3.1 – planning ($G = 0.026$, $p=0.926$) but this was not significant at the 0.05 level. Technology use at the government level is tied closely to perceptions of leadership. Typically, technology usage is done for very specific reporting to the public and government decision-makers and it is particularly focused on budgetary or fiduciary matters. Technology use is not tightly associated with planning because frankly, community needs assessments and considerations of mission, vision, values are not done at local government level. The voice of the people is done through voting while public discourse is done at the board of mayor and alderman meetings. Thus, although planning may be done, it is increasingly political and often not based on the same level of planning a nonprofit would do.

It is important to note that government departments did have one standard, 4.2 – fund management, with a particularly high standard deviation (1.03). An analysis of the scores from standard 4.2 – fund management from government departments demonstrated a range of scores from 2.00 to 5.00. After completing the focus group discussion, it became apparent that it was inappropriate to analyze domain 4 – sustainability and its corresponding standards in relation to government entities.

Specifically, the questions and statements in both standards concern explicit fund development and fund management strategies including Board participation and education, targeting business and individual donors, and the technology to distinguish between restricted and unrestricted funds. Government entities do not have any of thee concerns. Government departmental budgets are determined by the board of mayor and alderman and decided annually at a public meeting and vote. While the annual allocation to the specific department budget may increase or decrease given the financial dynamics of the municipal government and the fiduciary tendencies of the current mayor, the department would continue to exist is not dependent on independent fundraising to sustain or match government funding. On-going analysis in this study in regards to domain 4 – sustainability and government entities was discussed in relation to this particular concern and considered inappropriate to extrapolate any conclusions. This was substantiated as well by the high number of not applicable (N/A) and don’t know responses in the survey for items with domain 4.

In the end, this analysis points out that government entities tend to score lower in perceived efficiency since adopting Community Impact and may behave as an anomaly when examining total scores overall or by typology. Given that government departments may behave as an anomaly within the scoring rates, an analysis of variance was examined again on both organizational status and organizational size, removing government responses from the dataset.

An analysis of variance was computed with an alpha of 0.05 and the statistics in each of the domains when analyzed for leadership and staff (status) were not within the critical regions. Therefore there was no significant difference between leadership and staff in scoring. In summary, scoring organizational efficiency did not vary significantly by organizational status even with government responses removed.

An analysis of variance was computed with an alpha of 0.05 and the statistics in each of the domains were not within the critical regions. Therefore there was no significant difference between small and large organizations in scoring. In summary, scoring organizational efficiency did not vary significantly by organizational size even with government responses removed.

Affiliation

Organizations were also broken down by their affiliation. Local agencies are organizations that have a local presence, local governance, and do not report or pay to a charter or federation. Nationally affiliated agencies are those with a local presence but also report to a regional or national organization. In addition, nationally affiliated organizations usually pay membership fees or federation dues to the parent company and are required to provide some proprietary programming as a means of illustrating compliance with the national brand. The last level of affiliation was government which was explained earlier but in essence is comprised of two departments that act as social services organizations in that they have missions focused on improving human welfare, increasing access for all, and minimizing the effects of social marginalization. Additionally, the selected government departments operate structurally and programmatically as social service organizations and are comparative to nonprofit organizations.

General observations when analyzing the score results by affiliation was that large organizations felt the most efficient (4.33) since adopting Community Impact, followed by small organizations (4.12). Government organizations indicated the lowest perceived efficiency with a score of 3.85. It is important to note that the range between the highest rated and lowest rated was only 0.48. Results from the analysis of score by affiliation are represented in Table 8.

Table 8. Aggregate Scores by Affiliation

SUMMARY	Local	National	Government
Weighted Average Standard 1.1 (Mission & Vision)	4.32	4.42	3.81
Weighted Average Standard 1.2 (Values)	4.14	4.36	3.83
WEIGHTED AVERAGE FOR DOMAIN 1	**4.23**	**4.39**	**3.82**
Weighted Average Standard 2.1 (Leadership)	3.97	4.30	3.69
Weighted Average Standard 2.2 (Technology Use)	3.92	4.24	3.52
WEIGHTED AVERAGE FOR DOMAIN 2	**3.95**	**4.27**	**3.60**
Weighted Average Standard 3.1 (Planning)	4.11	4.49	4.03
Weighted Average Standard 3.2 (Implementation)	3.97	4.31	3.93
Weighted Average Standard 3.3 (Evaluation)	3.95	4.27	3.62
WEIGHTED AVERAGE FOR DOMAIN 3	**4.01**	**4.36**	**3.86**
Weighted Average Standard 4.1 (Fund Development)	4.16	4.35	3.88
Weighted Average Standard 4.2 (Fund Management)	4.42	4.63	4.03**
WEIGHTED AVERAGE FOR DOMAIN 4	**4.29**	**4.49**	**3.96**
Weighted Average Standard 5.1 (Public Relations)	3.93	4.08	3.89
Weighted Average Standard 5.2 (Relationship Strat.)	4.27	4.11	4.10
WEIGHTED AVERAGE FOR DOMAIN 5	**4.10**	**4.10**	**4.00**
OVERALL WEIGHTED AVERAGE (All)	**4.12**	**4.33**	**3.85**
N	***34***	***35***	***15***

*** Standard deviation greater than 0.90*

Local nonprofits scored domain 4 – sustainability the highest at 4.29 with standard 4.2 – fund management ranking the highest (4.42). In order to find out how fund management and organizational affiliation were associated, a lambda measure was done. A lambda of 0.133 (p=0.030) indicates weak but positive association, thus when attempting to predict scoring for fund management, we would make 13.3% fewer errors by considering the organizational status of the respondent.

The highest rated standard for local nonprofits was 4.2 – fund management. Using a gamma measure, strength and direction of association was summarized. Standard 4.2 – fund management when examined for local nonprofit responses only was more closely positively associated with scores of standard 2.2 – technology use ($G = 0.706$, $p<0.001$) than any other score. Alternatively, the association between standard 4.2 – fund management and standard 1.2 – values was still positive but the least associated ($G = 0.438$, $p<0.001$). While this result echoes previous analysis, in summation a large portion of fund management involves reporting and analysis, therefore the high association to technology use is not surprising as it is becoming more necessary for local organizations to have some capacity to report. In some of the focus groups, particularly large local nonprofits spoke of their fund management as becoming more analysis oriented, with foundations and other grantors requesting more intricate and detailed reporting of funding streams and expenditures for specific programming. The limited association between values and fund management is similar to the low association between mission and vision and fund management. In particular, focus groups discussions referred to the fact that many organizations feel forced to "chase dollars" and "create or re-envision programming" in order to acquire funding which has the potential to lead them away from mission, vision and values.

The lowest rated standard for local nonprofits was 2.2 – technology use (3.92). Using a gamma measure, strength and direction of association was summarized. Standard 2.2 – technology use when examined for local nonprofit responses only was more closely positively associated with scores of standard 2.1 – leadership ($G = 0.713$, $p<0.001$) than any other score. Alternatively, the association between standard 2.2 – technology use and standard 4.1 – fund development was still positive but the least associated ($G = 0.444$, $p<0.001$). Again, this echoes previous analysis which demonstrated that the close association between technology use and leadership was in part due to the fact that, particularly in large local nonprofits, technology is a leadership tool for internal and external communication as well as a means of recording and storing organizational accomplishments, policy and goals. The weaker association between standards 2.2 – technology use and 4.1 – fund development may simply represent disconnection between documentation and technological support in guiding fund development strategies.

Nationally affiliated agencies also scored domain 4 – sustainability the highest at 4.49. The highest rated standard was 4.2 – fund management (4.63). Using a gamma measure, strength and direction of association was summarized. Standard 4.2 – fund management when examined for national nonprofit responses only was more closely positively associated with scores of standard 3.1 – planning ($G = 0.559$, $p<0.001$) than any other score. Alternatively, the association between standard 4.2 – fund management and standard 5.2 – relationship strategies was still positive but the least associated ($G = 0.325$, $p=0.011$). The high association between fund management and planning was discussed in focus groups with nationally affiliated agencies in an ancillary way when talking about multiple funding streams and acquisition of new or nationally mandated programming. Often, national parent organizations will add programming or change existing programming. The community-based affiliate organization often is required to comply to maintain their membership however are tasked with adapting or finding funding streams to accomplish programming. Therefore, planning and fund management are closely intertwined for national nonprofits. Conversely, the limited association between fund management and relationship strategies may be more closely related to the fact that the national affiliated agencies in this study indicated they keep financial management and programming very separate within their organizations; therefore, relationships are often created or built on the basis of programming need or development while fund management is perceived as an internal function of the executive staff of the organization. Additionally, it is important to note that fund development was closely tied with relationship strategies corroborating the focus group information which clearly identified delineation between internal functionality (the management of funds) and external development (relationship strategies).

The lowest scoring standard for nationally affiliated organizations was standard 5.1 – public relations (4.08). Using a gamma measure, strength and direction of association was summarized. Standard 5.1 – public relations when examined for national nonprofit responses only was more closely positively associated with scores of standard 2.1 – leadership ($G = 0.773$, $p<0.001$) than any other score. Alternatively, the association between standard 5.1 – public relations and standard 1.2 – values was still positive but the least associated ($G = 0.408$, $p<0.001$). The close association between public relations and leadership was referenced earlier but in summary, leaders of nonprofits often feel as though they are the “cheerleaders” for their organization. In addition, some Board members indicated that they believe the point of being recruited to a Board position was to promote and educate about the organization thus capturing interests and potentially donors. The low association between public relations and values could be attributed to the feelings some respondents had about "chasing dollars" and re-classifying programs in order to obtain funding. However, one focus group with a large national affiliate made the comment that they benefitted from their national affiliation in that most people believe they know who they are simply through national exposure. Additionally, the executive director added that "people think they know all about us but they don't really know our mission or values, they only know that this is a great place for kids and families and we do good work."

Government entities scored domain 5 – partnerships the highest at 4.00 with standard 5.2 – relationship strategies ranking the highest (4.10). A significant lambda score between standard 5.2 and organizational affiliation was not obtained. However, using a gamma measure, strength and direction of association was summarized. Standard 5.2 – relationship strategies when examined for government responses only was more closely positively associated with scores of standard 5.1 – public relations ($G = 0.389$, $p=0.127$) than any other score although not significant at the 0.05 level. Alternatively, the association between standard 5.2 – relationship strategies and standard 4.1 – fund development was negative and the least associated ($G = -0.167$, $p=0.519$) but again, not significant at the 0.05 level. These results were consistent with focus group discussions about their particular conversion to Community Impact. Leadership from government entities in particular commented that the primary benefit from their adoption of the framework was a better relationship with the community. Specifically, government departments could better define their roles and interactions with nonprofit agencies throughout the city. Also the logic model provided a roadmap wherein government officials could better understand how nonprofit agencies interacted with each other as well as with the local government efforts on particular social issues such as healthcare and youth interventions. The negative association between relationship strategies and fund development is reminiscent of the earlier discussion regarding the budget and funding mechanisms of the municipal government which are distinctly different from the fundraising model of nonprofits.

The lowest scored standards for government entities was 2.2 – technology use (3.52). A gamma measure was used to determine the strength and direction of association. Standard 2.2 – technology use when examined for government responses only was more closely positively associated with scores of standard 2.1 – leadership ($G = 0.667$, $p<0.001$) than any other score. Alternatively, the association between standard 2.2 – technology use and standard 3.1 – planning was still positive but the least associated ($G = 0.026$, $p=0.926$) although not significant at the 0.05 level. The connection between leadership and technology use was discussed in government focus groups briefly. The general feeling, particularly from staff, was that leadership was responsible for providing and training on new technologies. Additionally, given the local municipal government budget restraints over the past three years and the conservative administration in power at the time of this study, government respondents felt that technology use was highly driven by the needs and agenda of leadership. The low association between technology use and planning can be attributed to the other concerns raised by government respondents in terms of planning. To summarize, planning at the government level is not the same as at the nonprofit level. While planning certainly does happen, it is increasingly political and often trumped by the agenda or goals of the current administration.

It is important to note that government entities did have one standard, 4.2 – fund management, with a particularly high standard deviation (0.96). However, as stated in the previous analysis, it is inappropriate to examine government departments in relation to items in domain 4 – sustainability because the questions simply do not relate to the way government departments acquire or maintain their fiduciary information.

In addition to examining the associations between domains and standards, an analysis of variance (ANOVA) was done to determine if there was a significant difference between and among local, national and government agencies when it comes to their average scores. A significant difference was detected between organizational affiliation and perceived efficiency scores for domain 1 – mission, vision, values ($F = 8.336$, $p<0.001$). Likewise, a significant difference was detected between organizational affiliation and perceived efficiency scores for domain 2 – structure ($F = 6.989$, $p=0.002$). A significant difference was detected between organizational affiliation and perceived efficiency scores for domain 3 – practice and process ($F = 5.244$, $p=0.007$). Lastly, a significant difference was detected between organizational affiliation and perceived efficiency scores for domain 4 – sustainability ($F = 8.621$, $p<0.001$). The only domain not found to be significant was 5 - partnerships. In summary, scoring of perceived organizational efficiency since adopting Community Impact varies by affiliation in all domains except partnerships.

Previous analysis of variance (ANOVA) measurements determined no significant difference between leadership and staff in their scoring nor were there any significant differences found between small and large organizations in terms of scoring perceived efficiencies since adopting the Community Impact paradigm. There were significant findings when examined by affiliation therefore it might be reasonable to conclude that affiliation of the organization most significantly determines perceived organizational efficiency after adopting Community Impact. However, the analysis of main effects only demonstrates significance between the factors of a particular variable and does not indicate whether there could be a joint effect of two independent variables on the dependent variable. Therefore, a multivariate analysis of variance was done to determine if there were any interaction effects between the size of the organization, the status of the respondent, and organizational affiliation in relation to scoring perceived efficiency. A significant interaction was determined to exist between size, status and affiliation in relation to scoring domain 3 – practice and process ($F = 3.148$, $p<0.05$) and domain 5 – partnerships ($F = 3.674$, $p<0.05$). Therefore, any interpretation of main effects for domain 3 – practice and process as well as domain 5 – partnerships and their related standards should be considered within the scope of all three variables (status, size and affiliation) simultaneously. In other words, difference in scores must be explained within different categories because score differences vary by typology interactions.

4.3. Focus Groups

Focus groups were held for the 10 agencies that were included in study part two. The focus groups were held during normal business days and hours between March 2, 2010 and March 21, 2010. The total list of agencies focus group information is represented in Table 9.

Table 9. Focus Group Participation Information

AGENCY	DATE	PARTICIPANTS	SIZE	AFFILIATION
A	March 5, 2010	6	Small	Local
B	March 3, 2010	4	Small	Local
C	March 9, 2010	9	Large	Local
D	March 10, 2010	5	Large	Local
E	March 5, 2010	4	Small	National
F	March 11, 2010	7	Small	National
G	March 3, 2010	5	Large	National
H	March 9, 2010	5	Large	National
I	March 2, 2010	4	Small	Government
J	March 21, 2010	3	Large	Government
		52		

A total of 52 participants attended the focus groups. Small agencies had a total of 25 participants while large agencies had 27 participants. Local agencies had the largest amount of participants with 24 while national agencies had 21. Government entities had two of the smallest focus groups with one only having three participants. The largest focus group held belonged to a large local agency which had nine participants.

All agencies were presented with a report of their individual agency scores broken down by status (leadership and staff responses). A presentation and discussion was couched around the general domains as elements of organizational assessment and how individuals felt about the scoring in general. More nuanced discussion was prompted by the primary researcher if significant differences were found between leadership and staff scores.

Agency A, a small local nonprofit, was very consistent in their scoring on the organizational assessment therefore in addition to the general discussion; prompted dialogue was focused on standard 2.2 – technology use and standard 3.3 – evaluation.

Agency B, a small local nonprofit, had a lot of variability between leadership and staff scoring therefore prompted discussion topics included items within domain 1 – mission, vision, values; domain 2 – structure; standard 3.1 – planning; standard 3.2 – implementation; standard 4.2 – fund management; and standard 5.1 – public relations.

Agency C, a large local nonprofit, had the largest focus group and opted to hold a longer meeting than most others at two-and-a-half hours. In addition to the general discussion, prompted items were derived from domain 2 - structure, standard 3.1 – planning, standard 3.3 – evaluation, and domain 4 – sustainability.

Agency D, a large local nonprofit, held the second longest focus group meeting at approximately two hours. Along with the general discussion, prompted items included domain 1 – mission, vision, values; standard 2.1 – leadership, and standard 5.1 – public relations.

Agency E, a small national nonprofit, had a high rate of consistency amongst their responses therefore the majority of the conversation centered on the general findings. However one standard, 4.1 – fund development, did have significant variability between leadership and staff and a large portion of the conversation was spent on the challenges of fund development.

Agency F, a small national nonprofit, had the second largest number of focus group participants (7). Again, there was little variability between leadership and staff scores therefore, in addition to the general discussion prompts were made to discuss standard 3.3 – evaluation and domain 5 – partnerships.

Agency G, a large national nonprofit, had a high rate of variability in domain 3 – practice and process as well as domain 4 – sustainability. General discussions spent a long time teasing out nuanced differences in standard 2.2 – technology use and 5.2 – relationship strategies.

Agency H, a large national nonprofit, had a high amount of variability in domain 1 – mission, vision, values but little to no variability in any of the others. The general discussion however illustrated a distinct difference between leadership and staff in regards to technology use, strategic planning, evaluation, and partnerships.

Agency I is a small municipal government department. Along with the general discussion, prompted discussion items included domain 1 – mission, vision, values and domain 2 – structure. However, it is important to note that staff and leadership explained why they felt domain 4 – sustainability should not have been included or perhaps rephrased to be more appropriate for government department respondents. Lastly, while there was a high rate of variance on domain 1 – mission, vision, values, the majority of the conversation focused on the benefits of Community Impact to government departments. Specifically discussed was the impact to domain 5 – partnerships which ranked very highly by leadership and staff.

Finally, agency J is a large municipal government entity that also held the smallest focus group. In addition to the general discussion, this group echoed the sentiments of agency I in regards to domain 5 – partnerships. Furthermore, this focus group focused a lot of discussion on the impediments that a government structure places on the adoption of new technologies and innovations. While they felt the logic model framework was essential to their operation, they also felt that any planning would be hampered by current administration philosophies and the voting public.

4.4 Archival Data

For this study, an archival review was done to substantiate survey scores and focus group discussions. All 10 agencies agreed to have various documents reviewed in order to demonstrate or corroborate information.

As part of the Heritage United Way Community Impact grant process, every agency is required to submit a logic model, their most recent audited financial statements – all of which were from 2008 for this study sample, their 2008 IRS 990 tax filing statement, an agency budget form which lists revenue and expenses by source type and functionality, a certified copy of their 501(c)(3) letter from the IRS verifying their nonprofit status, and a most recent annual report. These items were readily available to the primary researcher from Heritage United Way.

In addition to these, Heritage United Way tracked logic model training and Community Impact educational session attendance by agency, and in some cases by individual names, which was used to determine what types of personnel attended.

Nonprofit agencies also offered copies of their organizational charts, project plans, job descriptions, strategic planning documents, marketing collateral and Board orientation packets.

Government entities provided project plans, municipal budgets, political directives as assigned to them by the board of mayor and alderman, logic models and any collateral they created to promote project or programs.

CHAPTER 5: SUMMARY AND CONCLUSIONS

5.1. Overview and Discussion of Findings

The purpose of this study was to obtain quantitative and qualitative data related to the adoption of the Community Impact paradigm as promoted by Heritage United Way and any perceived efficiencies within the organizations that had the highest self-reported adoption of Community Impact. Chapter one gave an overview of the topic, introduced a theoretical framework for the study, and outlined the research questions for this study. To further expound on the underlying concepts and theories contained within the study, chapter two focused on a detailed literature review exploring Community Economic Development, organizations, adoption of frameworks, efficiency and effectiveness, United Ways, and the Community Impact paradigm. Chapter three set forth the methodology of the study, highlighting the research questions, variables, overall study approach and analysis plan. Lastly, chapter four discusses the findings of the first part of the study – the adoption survey results, as well as the second part of the study – the organizational assessment survey results with corresponding focus group and archival review.

Research Study Question One

The first research question in this study was to what degree did certain agencies successfully adopt the Community Impact paradigm as endorsed by Heritage United Way? According to the adoption survey results, out of the top ten adopters, 80% were from small agencies regardless of affiliation. Local agencies had a mean score of 3.71 while nationally affiliated agencies had a mean score of 3.76.

When examined by combined typology (size and affiliation), small local agencies had the highest level of self-reported adoption of Community Impact (mean = 3.86). This was closely followed by small nationally affiliated agencies (mean = 3.83). Large agencies did not do as well. Nationally affiliated large agencies scored a mean of 3.61 while large local agencies scored the lowest of the typology categories with a mean of 3.35.

This result was contrary to the original hypothesis of the primary researcher that organizations with a local presence and a large budget would adopt the Community Impact paradigm more readily than others. This hypothesis was based on the notion that with a large amount of resources, an agency can afford the manpower and time necessary to adopt an innovation and that a local agency will most likely not have national initiatives that would supersede or impede innovation adoption. It was assumed that a large local agency would have a good amount of social capital and could utilize outside resources and partnerships more resourcefully to alleviate the internal stressors of innovation adoption.

Typically, small nonprofits lack the financial capacity as well as the access to education and training necessary to acquire new innovations (Schneider, 2001). However, that does not mean they do not want innovation or to learn new methodologies to help make their organization more efficient and effective. Another factor that typically prohibits innovation adoption for small agencies is staff size and time (Schneider, 2001). An assumption often made of small organizations is that they simply do not have the capacity to adopt new innovations. The findings of this study however refute these basic ideas and instead demonstrate that small agencies, regardless of affiliation, tended to adopt the Community Impact paradigm more than large agencies.

There may be several idiosyncratic reasons for this seemingly contrary finding. Agencies within the Heritage United Way catchment area may have been more receptive to new innovation or they may have had enough of a transition period in order to fully undertake the conversion to Community Impact and the outcome measurement framework. However, a much more likely explanation could be that local resources are becoming increasingly difficult to secure and maintain and with the competitive nature of Community Impact funding, many smaller agencies saw the adoption of Community Impact as a means to financial survival. Without a doubt, increased efficiency within the nonprofit sector is being emphasized and rewarded (Frumkin & Kim, 2001) and as Heritage United Way adopted a competitive funding process, smaller nonprofits had to acclimate in order to remain viable.

One consideration for this adoption was that Heritage United Way insisted on the creation of a logic model as a means to apply and receive Community Impact grant funding, therefore it is not surprising that all agencies including small ones would have adopted Community Impact on some level. Yet, the degree to which smaller agencies adopted may be reflective of their flexibility. Smaller agencies may not necessarily be perceived as having the financial or human capital to readily adopt new innovations or technologies yet it is in fact their smallness that make them flexible and adaptable to new business practices (Damanpour, 1992). It is this ability to by dynamic, to “turn on a dime” so to speak, that might explain why the small agencies in the Heritage United Way system could more thoroughly adopt Community Impact. In addition, Damanpour (1992) argues that smaller organizations have the ability to be more radical, inventive and pioneering than their larger counterparts. Thus the Community Impact paradigm may have been adopted quickly because it was a new way of defining and justifying their existence. By its very nature, the logic model gives justification to a program or project thus smaller agencies could utilize the logic model in order to justify programming that may have at first glance appeared redundant, non-performing or too radical.

Finally, one possible reason smaller agencies adopted Community Impact so highly could be a simple case of affordability. Heritage United Way offered logic model training and Community Impact education free of charge to all partner agencies. To put this in perspective, a similar course on outcome measurement framework design and implementation could cost a few thousand dollars, money which most small nonprofits cannot afford. However, a lack of affordability should be translated into a lack of desire to learn. In fact, for some of the smaller agencies, the opportunity to receive free training and support on outcome measurement frameworks was well received. According to Heritage United Way attendance rosters for 2006 through 2009, small agencies tend to return to refresher sessions more so than their larger counterparts.

Lastly, the high level of adoption could be accounted for by the nature of its adoption. In other words, larger organizations created a logic model for the purposes of describing a singular program in order to receive funding for that program. However, many small agencies self-reported that they utilized their logic model more holistically meaning it was more likely to become a function of the whole agency versus a singular program. This may account for a higher rated perception of adoption in the logic model had become more of an agency-wide function.

Although there are many possible reasons why smaller agencies adopted the Community Impact paradigm at a greater rate than their counterparts, more research should be done to explore this result. A substantial amount of literature suggests that larger organizations have greater capacity for change however smaller organizations may have more flexibility. Further research should be done on nonprofits to determine if nonprofits adopt differently than other organizational types.

Research Study Question Two

The second research question in this study was amongst those with the highest level of adoption, what increase in organizational efficiency has been experienced since adoption? There were essentially two main components of this research question. Component one examined any possible efficiency to the five domains of organizational development as a result of adopting Community Impact. Specifically, this study intended to determine if community impact had an influence on domain 1 – mission, vision, values; domain 2 – structure; domain 3 – practice and process; domain 4 – sustainability; or domain 5 – partnerships within the organizations examined.

In summary, Community Impact had a significant influence on domains 1 through 4 when examined by the affiliation of the agency. However, more compelling was the fact that there were interaction effects on domains 3 and 5 suggesting that the effect of Community Impact was significantly dependent on the combination of agency size, status of the respondent and organizational affiliation in terms of practice and process as well as partnerships. Table 10 highlights the effects Community Impact had on certain domains when accounting for both main effects and interaction effects.

Table 10. Main and Interaction Effects of Community Impact

Source	Dependent Variable	df	F	Sig.
Size	*Nothing Significant*			
Status	*Nothing Significant*			
Affiliation	Domain 1 wt avg. Domain 2 wt avg. Domain 3 wt avg. Domain 4 wt avg.	2 2 2 2	5.424 3.860 4.304 5.884	0.006 0.026 0.017 0.004
Size * Affiliation	*Nothing Significant*			
Size * Status	Domain 5 wt avg.	1	4.389	0.040
Affiliation * Status	*Nothing Significant*			
Size * Affiliation * Status	Domain 3 wt avg. Domain 5 wt avg.	2 2	3.148 3.674	0.049 0.030

The second component of the second part of the study was to examine agency efficiency by typologies to determine if there were any significant trends. Specifically, analysis examined results by status of the respondent (leadership versus staff), size of the agency (small versus large), and affiliation of the organization (local, national, or government).

According to the organizational assessment survey results, focus groups and archival review, both leadership and staff of local and nationally affiliated agencies perceived their highest rate of efficiency in domain 4 – sustainability. The leadership and staff of government entities perceived their highest rate of efficiency since adopting Community Impact to be in domain 5 – partnerships.

During the study, it became apparent that affiliation was a significant determinant in the analysis. All large organizations regardless of affiliation (local, national and government) perceived their highest level of efficiency in domain – sustainability. However, there was a great deal of variation between small agencies when accounting for affiliation. Small local agencies perceived their highest degree of efficiency in domain 1 – mission, vision, values. Small nationally affiliated agencies perceived their highest rate of efficiency in domain 2 – structure. Lastly, small government entities felt their highest level of efficiency since adopting Community Impact was in domain 5 – partnerships.

The hypothesis for research question two was that smaller agencies would experience more financial benefits since adopting Community Impact that they otherwise may not have had the ability to compete for while larger agencies and government entities would experience more efficiency in partnerships which have otherwise eluded them due to perceptions of their size, autonomy and independence. The results of this study are opposing for small and large agencies but the assumption for government entities was partially correct.

Small local agencies self-reported their highest level of efficiency was in domain 1- mission, vision, values. According to most research, small nonprofits tend to be more mission and value centered than their larger counterparts (Sawhill & Williamson, 2001); therefore, an increase in perceived efficiency in domain 1 appears contrary to existing thought because if you are already well focused on mission and values then there should be minimal efficiency experienced in that domain. However, the answer may lie in the definition of efficiency itself. As stated earlier in this study, efficiency is the actual and perceived improvements to an organization while effectiveness is the lasting change to society. This differentiation may sound pedantic but it may explain why the highest perceived efficiency was in domain1 for small local agencies. During focus groups, small local nonprofits noted that they do the work set out for them by their mission; yet they explain “doing the work” by the results which is more akin to the effectiveness of their actions and not the efficiency of how it is getting done. Simply put, smaller agencies know they were doing good work but the adoption of Community Impact and a measurement outcome framework allowed them to examine how efficiently their organization was doing good work.

Small nationally affiliated nonprofits experienced their highest rate of efficiency in domain 2 – structure. Often, agencies that report and pay membership dues to a parent organization suffer from a bit of dual-identity crisis (Young, 2001a). On one hand, they are part of a larger organization that has broad-sweeping goals and programming that is meant to be inclusive to all regional typologies. For example, an anti-drug program needs to be applicable in Los Angeles, California and Manchester, New Hampshire. In this realm, they have a brand image to uphold and a formulaic system to approaching community issues as dictated by the national umbrella organization. Alternatively, small nationally affiliated organizations also have a local presence and are tasked with meeting local need lest they sacrifice donor investment and interest. This conflicting existence can affect the structure of an organization (Young, 2001a). According to the two small nationally affiliated nonprofits in this study, the goal-oriented design of the logic model and Community Impact helped them better utilize leadership at the Board level and management level as well as determine how to implement technology use in the most impactful way. In short, small nationally affiliated agencies have limited capital but tremendous visibility which can cause them to be scattered in their identity and structure. With the adoption of Community Impact, these agencies have been better able to redefine their leadership and usage of technology in order to maximize benefits.

Small government entities rated their highest perceived efficiency in partnerships which was consistent with anecdotal information given to Heritage United Way prior to this study. While government has the scale, infrastructure and stability to be a good partner, bureaucracy and politics have often prevented government entities from maximizing partnerships with non-governmental organizations (Brinkerhoff, 2002). In one of the government focus groups, they self-described their department as a "social pariah" in that nonprofits did not want to be political nor potentially alienate a portion of their donor-base by being perceived as political. However, with adoption of the Community Impact paradigm, government agencies in general were better able to explain and create partnerships based on community need. For example, one of the government entities in this study was particularly focused on an integrated healthcare system for individuals who are uninsured or underinsured. The development of a system-wide logic model and holistic healthcare framework helped them define and acknowledge areas where nonprofits were already providing services and instead of potentially duplicating services, this department was able to work with nonprofit agencies to better deliver services. This resulted in relationships and partnerships that served both the municipal government and the nonprofit agencies in a mutually beneficial way.

It is important to note that according to the results of this study, large government entities also perceived their highest efficiency in domain 4 – sustainability, however as discussed earlier in this paper, applying any results concerning domain 4 to government entities would be inappropriate given the manner in which department funds are distributed and allocated. Therefore, if we remove domain 4 from consideration for large government entities, there highest perceived efficiency is in domain 5 – partnerships.

Lastly, large local and large nationally affiliated organizations perceived their highest rate of efficiency in domain 4 – sustainability. General assumptions led the primary research to believe that if they were large entities, chances are they were already financially stable. This was corroborated through initial results in the study where the scores from large entities insinuated that larger organizations tended to feel more stable. Again, this causes one to ask why they would perceive their highest rate of efficiency in sustainability. The answer may lie in the standards within domain 4. There were two standard in domain 4, standard 4.1 – fund development and standard 2 – fund management. Overwhelmingly, efficiency in standard 4.2 – fund management was perceived highest amongst large organizations. As reiterated in the focus group discussions, fund management has become an increasing challenge for nonprofits in general due to the complexity of reporting requirements. Additionally, larger organizations have a higher level of fund diversification thus compounding the complexity of sustaining and reporting on program performance and outcomes. Yet at the same time, larger organizations perceive diversified funding as a measure of success and community support. In examining the audited financial statements and budget forms or large agencies, it is easier to see how fund management can become overly complex and costly. The introduction of the logic model and Community Impact paradigm allowed many large organizations to report more successfully to both Heritage United Way and their other funders.

Community Impact

Although not a research question in this study, some general observations were made regarding organizational efficiency and Community Impact. The paradigm of Community Impact is centered on frameworks, specifically the logic model, which has inherent to it a structure of planning, implementation and evaluation. One interesting trend in this study was that all organizations regardless of size, status or affiliation followed a very specific trend within domain 3 – practice and process wherein planning ranked highest of the three, followed by implementation and evaluation ranked lowest. The one exception was in small organizations where implementation was their highest element within this domain. This finding was also corroborated in focus group discussions where many smaller organizations felt their strengths were in program approach and responsiveness, not necessarily planning. In other words, a lot of small organizations started programs out of apparent necessity or alleged need of the clients but the agencies did not typically perform the necessary planning to determine the human and financial impact, "good fit" with mission/vision/values, and whether the need was as great as they thought or were led to believe it might have been.

A further observation concerning domain 3 was the general lack of emphasis on evaluation which highlights a deeper issue that permeates most organizations today – the lack of capacity to accomplish evaluation. Simply put, evaluation is not really being done. In a few focus groups, evaluation was discussed as a nice to have but frankly not likely. Many agencies lack the skills, capacity and time to accomplish evaluation therefore the accomplishments of program outcomes is assumed and not really challenged or measured. In many ways, nonprofits especially are sticking to the old paradigm “we do good work” and steadfastly believe in some instances that measurement is intangible in many cases. Throughout the focus groups, many said “it’s hard to measure what we do” which further illustrates the deeper issue of a lack of understanding and comprehension around evaluation and measurement methodology.

5.2. Limitations of Study

Although this study used existing knowledge and theory to derive its conclusions, this study was a research pilot. Existing literature gave no real indication on how to analyze or examine the results of this study. The results and implications as a result of this study are suggestive and cannot be substantiated without further research to validate the findings. The best way to expound on this research would be to replicate in other United Ways, use larger sample sizes, and make the study longitudinal using a pretest and posttest methodology.

Research Method

A limitation of this study was in the sampling method. The method used for this study was a nonprobability quota sampling which does not involve random selection. With nonprobability samples, representation of the overall population is a concern and it will be difficult for the research to substantiate how well representative the sample was to the overall population. It should be noted though that in many cases of applied social research, it is not feasible, practical or theoretically sensible to do random sampling. However, in this study the issue might have been resolved by using a larger sample size in the second part of the study.

Another limitation to the research methodology and sampling was regionalization. It was determined late in the study that representation by geography way not proportional. Heritage United Way serves 18 communities in the southern New Hampshire region. To further clarify, the largest city north of Boston and the only city in the state of New Hampshire is part of the Heritage United Way catchment area. Of the total 53 partner agencies invited to participate in this study, 14 (26%) are agencies located outside of the city. Additionally, nine (26%) of the 35 adoption respondents were also from outside the city. Yet in the organizational assessment only one agency (10%) was from outside the city, therefore the second part of the study was not geographically representative.

Survey Instrument

A primary limitation of this study was in the query nature of the organizational assessment survey. More specifically, the survey tool was a recall survey which has inherent issues in its design. Recall surveys all suffer from the same thing – the ability of the respondent to accurately remember events or perceptions. In this case, because there was no pretest, the survey required respondents to make a determination of perceived changed since adopting Community Impact. There are two immediate issues with this. First, the conversion of Community Impact and training on logic models began in 2006 while the second part of this study occurred in early 2010, which is a long period of time to ask people to recall. Second, there is no comparison data from before they converted to Community Impact to make a reasonable conclusion about actual experienced efficiencies. In short, there is actually no way to conclusively evaluate how well the sample agencies recalled experiencing efficiencies due to the adoption of Community

Impact without some sort of detailed records. Because these records do not exist and this study was designed after Heritage United Way agencies converted to Community Impact, a recall survey was used. Therefore, the quality of respondents' ability to recall should be considered in relation to the findings.

A second issue arising from the survey instrument was the inappropriate nature of domain 4 – sustainability for government entities. Government departments receive their funding as a function of the budget appropriation committee from the board or mayor and alderman. Unlike nonprofits that fundraise in order to sustain their business, government departments receive an allocation from the municipal budget and do not seek foundational, industry or individual donors unless they are working on a special initiative in collaboration with nonprofits agencies. Several respondents from government entities indicated not applicable (N/A) or don't know to domain 4 questions. Recommendations for future studies would measure government and nonprofits differently in terms of sustainability and take into consideration how to comparatively analyze these efficiency effects.

Research Analysis

One limitation within the analysis of the results was in the large amount of reliance on associations (lambda and gamma measurements). As noted earlier, in the absence of any real direction on how to examine a study like this, associations were used to determine the nuances of perceived efficiency by typology. However, with so many significance tests there is the possibility of running into Type II errors (poor sensitivity) which can results in a false negative (failing to reject the null when you should).

A second limitation within the analysis of the study was in the use of inferential statistics. In this study, analysis of variance (ANOVA) and multivariate analysis of variance (MANOVA) were used however, the primary means of validation for these tests is replication. Knowing that this study was a pilot, the power of replication was not possible. Additionally, inferential statistics typically are more reliable when the sampling is representative however due to the design of this study which relied on individual/agency self-selection and perceptions, random assignment was impossible. Lastly, the analysis of variance gave indications of main effects however it there is always the possibility that the combination of independent variables had an effect on the dependent variable. Therefore, a multivariate analysis of variance was also used to determine interaction effects. Due to the nature of the variables, interaction effects needed to be taken into account as they should give caution on how to interpret main effects. Given the concerns raised, a limitation of this study is the amount of generalization we can infer from both the main effects and interaction effects to the rest of the population.

5.3. Implications for Community Economic Development Research

Community Economic Development (CED) is a relatively new field in the social sciences therefore research involving its core philosophies is also relatively new and limited. This study sought to enhance CED theory, practice and policy by examining the outcomes measurement framework promoted by United Way of America known as Community Impact. The connection between Community Impact and CED can be found most clearly through the usage of the logic model, which is the basis for the Community

Impact paradigm. The logic model is predicted on the change in social and economic resources and capacity (short term outcomes) as a means to change behaviors (intermediate outcomes) in order to change the overall condition (long term outcome). This tiered logic mimics the basic tenets of CED which argues that in order to create and sustain social change, both community development tactics and economic development tools should be utilized to maximize change. The mission of United Way of America, as well as its local United Way members in different variations of the same sentiment, is to improve lives by mobilizing communities to advance the common good (United Way of America, 2005a) which ties in directly to the core philosophy of CED. In fact, United Way is a change agent for CED. It is for these two reasons it could be argued that Community Impact is a tool for CED. Therefore this study adds to the current limited research of CED as well as enhances the extensive body research on nonprofits, adoption of new innovations, and organizational efficiency.

This study contributes to CED theory by cohesively connecting the outcomes measurement framework with the core philosophy of CED. CED is about change. More specifically, it is about using community participation and economic factors – such as the reduction of wealth or resource inequality – in order to make lasting, sustainable change for marginalized communities. The outcome measurement framework utilized by United Way of America was adopted by Heritage United Way in 2004 and implemented starting 2006. Heritage United Way based their implementation of Community Impact on the logic model which connects the activities and outcomes of local agencies to the larger social and economic change. For a long time, assumptions were made that nonprofits always did good work. However, with the implementation of a logic model and evaluation of their programs, nonprofits can now prove it. Theoretically, CED combines social community theory of maximal participation and the economic theory of maximum efficiency in order to make change and Community Impact is a framework model design that illustrates CED theory.

This study contributed to the CED practice by introducing a model which can be applied to empirically prove CED theory. The adoption and usage of an outcome measurement framework such as Community Impact has produced some efficiency for nonprofit agencies and government entities. Organizational theory tells us that efficiency can later lead to effectiveness which can translate into improved community conditions. Therefore, this study reinforces the framework strategy as a means to maximize the social and economic benefits of the work being done by social service organizations in order to advance marginalized communities and can be reframed and promoted as a best-practice.

This study contributed to CED policy by providing a rationale for United Way of America and its local member United Ways to promote Community Impact as a means of not only improving the donor base and financial success of United Way, but also as a means to improve the efficiency of partner agencies thus making them more effective in creating community change. Furthermore, this study promotes the core philosophy of CED through the mechanism of Community Impact which could lead to better advocacy for framework adoption in nonprofits, improvements to service delivery models, and a logical examination of social and economic community issues and how to approach them.

Lastly, this study contributed to overall research methodology through the creation of an adoption survey instrument, which may prove to be helpful to future studies. Additionally, the usage of the organizational assessment provided reliability and validity to a tool that had been adapted from previous organizational assessments. While extensive research methodology has been done on the effectiveness of organizations in general, very little focus has been placed on the intermediate step of creating efficiency as a means to becoming effective. Research is clear that the means to becoming an effective organization start with creating efficiencies within the organization. Not a lot of studies have focused on the mechanisms that help create efficiency and this study sought to do just that. While the end goal of CED and Community Impact is to create more effective solutions to community issues, this study principally focuses on the development of efficiency knowing that efficiency leads to effectiveness over time.

5.4. Recommendations to Future Research

Participants in this study were agencies that had been funded between 2007 and 2009 in the Community Impact grant process as promoted by Heritage United Way. Only 35 of the 53 possible agencies that met this requirement participated in the first part of the study, of which eight nonprofits were chosen to join two municipal government departments that act as social service organizations for the second part of the study. The small sample of the second part of the study certainly does not offer any conclusive findings but it does offer organizational typology tendencies. In the future, this study could be expanded in several ways. For the first part of the study, the adoption survey could be done by all trained and educated partner agencies of a United Way and not just self-selected funded partners. This total enumeration would allow for a more conclusive adoption score analysis across all agencies and the differences between funded or non-funded organizations may become another variable. Additionally, the issues of regionalization would be resolved for those United Ways where catchment areas may be geographically physically large and otherwise underrepresented.

For the second part of the study, all agencies within a local United Way system should undergo the organizational assessment survey as well as the corresponding focus groups and archival review. The nuances of agency typologies would become more reliable and valid given a bigger sampling size that accounts for regionalization issues along with the slight differences between agencies even within typologies. While this would certainly create more variables such as location, organizational structure (executive team or not), and perhaps logic model focus (agency versus program), these typologies along with the three focused on in this study (size, status, and affiliation) may give a finer distinction about the type of agency and their perceived experience in efficiency since adopting Community Impact. Furthermore, with a total enumeration of agencies, it may also become clear what type of agency did not readily adopt Community Impact or experience any significant efficiency. However, it is important to note that as more variables are entered into the study, the possibility of interaction effects becomes even more prevalent therefore multivariate analysis or variance would be more conclusive that a standard analysis of variance measure. Furthermore, as future studies expand the scope of this study, other multivariate data techniques should be utilized such as cluster analysis and multidimensional scaling.

A further expansion of this study would be to replicate it in other United Ways to determine trends across states, regions and nationally. This will take a tremendous amount of time, financial commitment and personnel. However, the broader the sample size, the more statistically significant the findings become and the more reliable the results. For United Way of America this may be incredibly important as Community Impact is the cornerstone of its organizational design and has become its proprietary calling-card in the nonprofit sector. While financial outcome measurement is being done at the individual United Way and donor level, the effects of implementing Community Impact among partner agencies is not known nor understood. This study was the first within United Way to even consider the possible ramification of Community Impact on partner agencies. A statewide, regional and national expansion of this study would give direction to individual United Ways as well as United Way of America in how to further educate and train on Community Impact. More importantly, a wider replication of this study will demonstrate the strengths and weaknesses of the Community Impact plan and implementation, which can be critical to the evolution of Community Impact and outcome measurement framework design.

The instrument designed for the first part of the study was an amalgam of two internal United Way of America assessments for Community Impact conversion by a local United Way. This newly developed tool was part of the value of this study and should be replicated to further support its reliability and validity. However, if this tool is used again, it should be made clear that the anonymity of the respondent will be maintained externally but it is impossible for the primary researcher not to know. Question one asks the respondent to identify their current role within the organization. Because the agency is always known in the adoption survey, when a respondent checks executive director as one of the options it is clear who this individual is. Likewise, some agencies are so small that there may only be one program or project manager. Therefore, clarity should be made about the anonymity of the responses.

For second part of the study, future research should be considerate of several things. One of the most prevalent issues in this study was the inappropriateness of domain 4 – sustainability when surveying municipal government entities. Due to the nature of government funding, which is usually appropriated through a government budget that has been vetted through the board of mayor and alderman, the questions in domain 4 do not cohesively respond to the financial issue of a government department. The questions in standard 4.1 – fund development and standard 4.2 – fund management were directly related to the nature of nonprofits. Future studies should either exclude domain 4 from government analysis or adapt the questions in domain 4 so that they are more relatable to the financial method of business government department's face. An adaptation of questions should be done with some caution because the compatibility and comparative nature of the questions will have to valid and reliable.

A second consideration for the second part of the study should be on the theoretical value of comparing nonprofits to government entities. In this study, the comparison was done to determine several things including the distinct nuances of perceived nonprofit efficiencies as compared to other types of perceived efficiencies, such as government entities. In addition, due to the social service organizational nature of the two government entities in this study, the relationship was comparable. However, future research should be wary of using this type of comparison as government perceptions do radically differ from nonprofits. Sustainability, structure and practice/process are all intrinsically different for government entities versus nonprofits. It would be difficult to predict that the comparative nature in this study would be able to be replicated in future studies.

Another consideration for future studies would be within the methodology of the second part of the study. While this study was done as a recall survey, "[s]ince incorporating the logic model and learning the community impact paradigm, how well does your organization…" future studies should perform this assessment as a pre and post test thus eliminating the threat of recall bias and eliminating the ways in which memory can be faulty – memories that are not stored or memories that are added later. The pretest and posttest should be the same organizational assessment tool so that answers would be comparable. However, the prompting statement in the beginning of each standard would alter. For example, standard 3.1 currently states, "[s]ince incorporating the logic model and learning the community impact paradigm, how well does your organization's planning process for programs/projects…" and this would remain the same for the posttest. However, the pretest prompting statement might be phrased as such, "Currently, how well does your organization's planning process for programs/projects…" Ideally, the organizational assessment survey would be administered prior to education and training on the logic model and outcome measurement framework thus a true comparison could be ascertained. In the United Way system, the Community Impact conversion process typically take between two and three years, therefore there is time and opportunity to implement the organizational assessment survey to partner agencies prior to logic model training and education.

Future studies could enhance and expound on this study with more qualitative and quantitative research on the effect of Community Impact in the community. Again, a lot of focus and research has been spent on how Community Impact has financially improved local United Ways, United Way of America and the donor base but little to nothing has been explored by way of the partner agency impact, the impact to delivery systems of social services, or the overall community and social impact. This study was a pilot study intended to start this type of wide-scale analysis. Future studies should consider that if partner agencies experience efficiencies that should lead to overall effectiveness, then that effectiveness should reverberate into the greater community through maximized community participation, maximized resource allocation and utilization, and proficient service delivery models that ensure the maximization of human welfare.

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PRINT OUT AND KEEP THIS FORM FOR YOURSELF

The following survey is part of a research project for Melissa Nemon and is endorsed by Heritage United Way, Manchester, NH, and Southern New Hampshire University, School of Community Economic Development, Manchester, NH.

Dear Participant:

You have been asked to take part in the research project described below. If you have any questions, please feel free to call Melissa Nemon, Principal Investigator, at 603-625-6939 x.23, or Patrick Tufts, President & CEO of Heritage United Way, at 603-625-6939 x.11, or Jolan Rivera, Faculty Sponsor at SNHU, at 603-644-3355, the people mainly responsible for this study. The purpose of this study is to determine and validate levels of agency adoption of community impact. Responses to these items will be gathered online and will remain anonymous, reported only in aggregate.

If you decide to take part in this study, your participation will involve filling out an online questionnaire pertaining to your perception of your agency's adoption of community impact. It is anticipated that it will take approximately 10 to 15 minutes to complete the survey.

Although there are no direct benefits of the study, your answers will help increase the knowledge regarding adoption of community impact by local agencies.

Your part in this study is anonymous. That means that your answers to all questions are private. No one else can know if you participated in this study and no one else can find out what your answers were. Scientific reports will be based on group data and will not identify you or any individual as being in this project.

The decision to participate in this research project is up to you. You do not have to participate and you can refuse to answer any question. The possible risks or discomforts of the study are negligible and participation in this study is not expected to be harmful or injurious to you. Please note that your participation does not imply or ensure future funding from Heritage United Way. If you have other concerns about this study, please contact Ms. Nemon, Mr. Tufts or Dr. Rivera.

Your filling out the survey implies your consent to participate in this study.

Thank you,
Melissa Nemon
melissa.nemon@heritageunitedway.org

THINKING ABOUT COMMUNITY IMPACT SURVEY

1. **What is your current role in your organization?**
   _____Executive Director
   _____Project or Program Manager
   _____Board Member
   _____Staff
   _____Volunteer
   _____Other ___________________________

2. **How many years have you been associated with your organization?**
   _____Less than 1 year
   _____1 to 4 years
   _____5 to 9 years
   _____10 to 14 years
   _____15 years or more

3. **What impact area does your organization most closely associate itself with?**
   _____Education & Lifelong Learning
   _____Health & Wellness
   _____Housing & Economic Self-Sufficiency
   _____Don't know
   _____Other ___________________________

4. **Did you attend logic model training? If you attended it with Heritage Untied Way, it included classroom instruction as well as time at your agency site to work on the logic model.**
   _____Yes
   _____Yes but not with Heritage United Way
   _____No

5. **How involved were you in developing your program or agency logic model?**

Not at All	Slightly	Moderately	Mostly	I did it myself
1	2	3	4	5

6. For the following questions, rank your agency's process and progress regarding logic model development.

	Not at All	Slightly	Moderately	Strongly	Very Strongly
How committed was staff to developing a logic model?	1	2	3	4	5
How committed was management to developing a logic model?	1	2	3	4	5
How committed was your Board to developing a logic model?	1	2	3	4	5
Are the impact areas clear to you?	1	2	3	4	5
Can you clearly define how your program fits in an impact area?	1	2	3	4	5
Has your agency adopted the logic model beyond a single program?	1	2	3	4	5
Has your agency utilized the logic model for other funders or grants?	1	2	3	4	5
Has your agency utilized any aspect of Community Impact beyond Heritage United Way?	1	2	3	4	5

7. For the following tasks, please rank your agency's depth of engagement.

	Yes	Working on it	Not started yet but intend to	Possible nut I am not involved	Not planning to do this
Identifying which program outcomes are you looking for	1	2	3	4	5
Identifying which community outcomes are you looking for	1	2	3	4	5
Identifying new processes that need to be put in place	1	2	3	4	5
Identifying a target population on a community level	1	2	3	4	5
Identifying local data already known about target population	1	2	3	4	5

8. In thinking about your specific program, has community impact helped you improve your ability or focus on:

	Not at All	Slightly	Moderately	Strongly	Very Strongly
Program outcomes	1	2	3	4	5
Program improvement	1	2	3	4	5
Simplifying language / terminology	1	2	3	4	5
The logic model as a tool	1	2	3	4	5
Creating project/program timeframes	1	2	3	4	5
Tracking data	1	2	3	4	5
Reporting data	1	2	3	4	5
Creating a practical evaluation process	1	2	3	4	5

9. Has your program or agency experienced any improvements in the following since experiencing Community Impact:

	Not at All	Slightly	Moderately	Strongly	Very Strongly
Refocusing or redefining your mission and vision	1	2	3	4	5
Defining personnel structure and roles	1	2	3	4	5
Improvements in program practice and process	1	2	3	4	5
Increase in available resources (both acquired and shared)	1	2	3	4	5
Improved existing or newly formed partnerships	1	2	3	4	5
Telling or explaining your program "story" better	1	2	3	4	5

10. In your opinion, have you been able to successfully utilize any portion of Community Impact outside of United Way.

_____Yes
_____No
_____Don't know / Not sure
_____Other ________________________________

11. Please provide the name of your agency only (you do not need to provide your name nor the name of your program).

____

Thank you for taking the time to fill out this survey. Your input will play a critical role as we examine and evolve the Community Impact strategy in the coming years.

If you have any questions, please contact Melissa Nemon at 603-625-6939 x.23 or at melissa.nemon@heritageunitedway.org

PRINT OUT AND KEEP THIS FORM FOR YOURSELF

The following survey is part of a research project for Melissa Nemon and is endorsed by Heritage United Way, Manchester NH and Southern New Hampshire University, School of Community Economic Development, Manchester, NH.

Dear Participant:

Your agency has been asked to take part in the research project described below. If you have any questions, please feel free to call Melissa Nemon, Principle Investigator, at 603-625-6939 x.23, or Patrick Tufts, President and CEO of Heritage United Way, at 603-625-6939 x.11, or Jolan Rivera, Faculty Sponsor at 603-644-3355, the people mainly responsible for this study.

The purpose of this study is to determine any organizational efficiency gained after your adoption of the logic model and community impact paradigm. Responses to these items will be gathered online and will remain anonymous, reported only in organizational aggregate.

If you decide to take part in this study, your participation will involve filling out an online questionnaire pertaining to your perception of your agency's efficiency since the adoption of community impact. It is anticipated that it will take approximately 25 to 30 minutes to complete the survey. Once the survey is complete, a meeting will be convened to discuss your organization’s results and to have an opportunity to explain any anomalies.

The direct benefits of this study include an organizational report that will identify perceptions about your organization’s efficiency. Indirectly, your answers will help increase knowledge regarding efficiencies gained by local agencies through the adoption of community impact.

Your part in this study is anonymous, which means that your answers to all questions are private. No one can find out your specific responses. Scientific reports will be based on group data and will not identify you or any individual response.

The decision to participate in this research project is up to you. You do not have to participate and you can refuse to answer any question. The possible risks or discomforts of the study are negligible and participation in this study is not expected to be harmful or injurious to you. If you have other concerns about this study, please contact Ms. Nemon, Mr. Tufts or Dr. Rivera.

Your filling out the survey implies your consent to participate in this study.

Thank you,
Melissa Nemon
melissa.nemon@heritageunitedway.org

PRELIMARY INFORMATION

Please select your organizational status (pull down option)

1 – Leadership (Board Member / Director / Manager / Supervisor)
2 – Staff

Please select your organization (pull down option)

Agency A
Agency B
Agency C
Agency D
Agency E
Agency F
Agency G
Agency H
Agency I
Agency J

DOMAIN 1: VISION, MISSION, VALUES

Standard 1.1 – Mission & Vision **Since incorporating the logic model and learning the community impact paradigm, how well does your organization…**	We do an ***excellent*** job in this area	We do a ***good***, respectable job in this area	We do an ***OK*** job in this area, but need improve-ment	We don't do this well & our ***poor*** performance holds us back	We've done little or ***nothing*** in this area	Not applicable ***(N/A)***
…make the mission and/or vision known within the organization						
…make the mission and/or vision known externally						
…utilize its mission and/or vision to guide its decisions related to programs						
…utilize its mission and/or vision to guide its decisions related to administrative services						
…utilize its mission and/or vision to hold the management, Board and/or Staff members of the organization accountable						
…periodically review its mission and/or vision						

DOMAIN 1: VISION, MISSION, VALUES

Standard 1.2 – Values **Since incorporating the logic model and learning the community impact paradigm, how well does your organization…**	We do an ***excellent*** job in this area	We do a ***good***, respectable job in this area	We do an ***OK*** job in this area, but need improve-ment	We don't do this well & our ***poor*** performance holds us back	We've done little or ***nothing*** in this area	Not applicable ***(N/A)***
…make its guiding principles or values known within the organization						
…make its guiding principles or values known externally						
…utilize its guiding principles to guide its decisions related to programs						
…utilize its guiding principles or values to guide its decisions related to administrative services						
…utilize its guiding principles or values to hold its members accountable						
…periodically review its guiding principles or values						

DOMAIN 2: ORGANIZATIONAL STRUCTURE

Standard 2.1 – Leadership **Since incorporating the logic model and learning the community impact paradigm, how well does your organization's leadership…**	We do an ***excellent*** job in this area	We do a ***good***, respectable job in this area	We do an ***OK*** job in this area, but need improve-ment	We don't do this well & our ***poor*** performance holds us back	We've done little or ***nothing*** in this area	Not applicable ***(N/A)***
…promote staff participation						
…possess appropriate knowledge and skills						
…plan for succession						
….coach/mentor other employees						
…communicate internally						
…communicate externally						
…maintain and sustain board and staff						

DOMAIN 2: ORGANIZATIONAL STRUCTURE

Standard 2.2 – Technology Use **Since incorporating the logic model and learning the community impact paradigm, how well does your organization manage or use technology…**	We do an ***excellent*** job in this area	We do a ***good***, respectable job in this area	We do an ***OK*** job in this area, but need improve-ment	We don't do this well & our ***poor*** performance holds us back	We've done little or ***nothing*** in this area	Not applicable ***(N/A)***
…provide adequate training for staff						
…support internal communication						
…support record keeping, documentation, storage						
…support evaluation and assessment						
…support reporting to multiple audiences internally or externally						

DOMAIN 3: PRACTICE / PROCESS

Standard 3.1 – Planning **Since incorporating the logic model and learning the community impact paradigm, how well does your organization's planning process for programs/projects…**	We do an ***excellent*** job in this area	We do a ***good***, respectable job in this area	We do an ***OK*** job in this area, but need improve-ment	We don't do this well & our ***poor*** performance holds us back	We've done little or ***nothing*** in this area	Not applicable ***(N/A)***
…involve Board and staff in setting goals						
…involve other stakeholders (community and other partners)						
…include needs assessment or takes into consideration known community needs						
…provide a methodology for successful execution						
…takes into consideration the financial impact on the organization						
…reflect the organization's vision, mission and values						

DOMAIN 3: PRACTICE / PROCESS

Standard 3.2 – Implementation **Since incorporating the logic model and learning the community impact paradigm, how well does your organization's program/project implementation process…**	We do an ***excellent*** job in this area	We do a ***good***, respectable job in this area	We do an ***OK*** job in this area, but need improve-ment	We don't do this well & our ***poor*** performance holds us back	We've done little or ***nothing*** in this area	Not applicable ***(N/A)***
…involve community members						
…involve other stakeholders (Board, other partners)						
…includes a monitoring &/or documenting system						
…allows for flexibility						
….address sufficiency of human resources (staff)						
…address sufficiency of material and financial resources						

DOMAIN 3: PRACTICE / PROCESS

Standard 3.3 – Evaluation **Since incorporating the logic model and learning the community impact paradigm, how well does your organization's program/project evaluation process…**	We do an ***excellent*** job in this area	We do a ***good***, respectable job in this area	We do an ***OK*** job in this area, but need improve-ment	We don't do this well & our ***poor*** performance holds us back	We've done little or ***nothing*** in this area	Not applicable ***(N/A)***
…accurately reflect outcomes						
…affect future planning						
…involve both internal and external evaluators						
…include the appropriate resources for evaluation						
…involve stakeholders (community members, Board, etc.)						
...communicate results to internal and external stakeholders						

DOMAIN 4: FINANCIAL STABILITY

Standard 4.1 – Development **Since incorporating the logic model and learning the community impact paradigm, how well does your organization's fund development strategies…**	We do an ***excellent*** job in this area	We do a ***good***, respectable job in this area	We do an ***OK*** job in this area, but need improve-ment	We don't do this well & our ***poor*** performance holds us back	We've done little or ***nothing*** in this area	Not applicable ***(N/A)***
…involve complete Board participation						
…target government						
…target businesses						
…target individuals						
…foundations and other philanthropic organizations						
…allow multiple methods for contribution						
…get accurately tracked						
…acknowledge contributions privately and publicly						
…reflect its vision, mission and values						
…get included into the description of roles for staff and Board						

DOMAIN 4: FINANCIAL STABILITY

Standard 4.2 – Management **Since incorporating the logic model and learning the community impact paradigm, how well does your organization's financial management systems…**	We do an ***excellent*** job in this area	We do a ***good***, respectable job in this area	We do an ***OK*** job in this area, but need improve-ment	We don't do this well & our ***poor*** performance holds us back	We've done little or ***nothing*** in this area	Not applicable ***(N/A)***
…meet generally acceptable accounting principles						
…generate understandable reports for Board, staff, and stakeholders						
…distinguish restricted and unrestricted funds						
…allocate resources between programs and administration						
…is supported by appropriate training for Board, management and staff						
…generate adequate information for financial analysis						
…allow the Board Treasurer's oversight of the organization's financial/health						
…include written policies and procedures						

DOMAIN 5: PARTNERSHIPS

Standard 5.1 – Public Relations **Since incorporating the logic model and learning the community impact paradigm, how well does your organization's public relations strategy…**	We do an ***excellent*** job in this area	We do a ***good***, respectable job in this area	We do an ***OK*** job in this area, but need improvement	We don't do this well & our ***poor*** performance holds us back	We've done little or ***nothing*** in this area	Not applicable ***(N/A)***
…reflect its vision, mission and values						
…promote visibility and establish communication with the general public						
…promote visibility and establish communication with community members						
…promote visibility and establish communication with funders						
…promote visibility and establish communication with the public sector						
…promote visibility and establish communication with the private sector						
…utilize print media (e.g., newspapers, newsletters, brochures, magazines, etc.)						
…utilize broadcast media (e.g., TV, radio)						
…utilize the Internet						
…utilize face-to-face/in-person interaction (annual/special events, etc.)						

DOMAIN 5: PARTNERSHIPS

Standard 5.2 – Relationship Strategies **Since incorporating the logic model and learning the community impact paradigm, how well does your organization's partnerships-related strategy…**	We do an ***excellent*** job in this area	We do a ***good***, respectable job in this area	We do an ***OK*** job in this area, but need improve-ment	We don't do this well & our ***poor*** performance holds us back	We've done little or ***nothing*** in this area	Not applicable ***(N/A)***
…reflect its vision, mission and values						
…involve membership in relevant coalitions, collaboratives, or trade organizations						
…involve working relationships with the public sector						
…involve working relationships with the private sector						
…involve working relationships with universities and other institutions of learning						
…involve working relationships with community organizations						

END OF SURVEY – THANK YOU FOR YOUR PARTICIPATION

Organizational Assessment Results

Agency Name: AGENCY G

Date: March 2010

Prepared By: Melissa Nemon

Table of Contents

Background

Organizations, as part of their structure, set forth certain goals or objectives as the purpose of their existence. But how does an organization determine if they are making an impact?

Nonprofit Impact[1] states that "organizational analysis is a systematic, objective review of an organization (or program) to help it be more effective, efficient, and potent towards defined outcomes. It provides a context for strategic and operational decisions and for organizational design and development. The process can help an organization reach its fullest potential, leverage success, capitalize on opportunities, and re-tool for greater impact."

It is important to note that efficiency is different from effectiveness. Efficiency is the actual and perceived improvements to an organization while effectiveness is the lasting change to society. Efficiency is doing things right while effectiveness is doing the right things. While agencies and programs strive for effectiveness, they typically measure their efficiency as a proxy for eventual or long-term effectiveness.

Elements of Organizational Analysis

Areas

There are five core areas of organizational analysis:

- Mission, Vision, Values

  A mission essentially clarifies an organization's common interest.

- Structure

  Defining organizational structure is the process of establishing and arranging clear ways to work together and get things done. This effort can include the establishment of role and responsibilities, levels of authority, and support for the members such as conflict-resolution protocols and communication plans.

- Practice and Process

  Practices and processes are those actions taken by the organization to implement the program or agency goals and objectives. Implementing effective practices and processes may also include adopting interventions, seeking technical assistance, researching best practices, and adapting to new conditions.

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[1] Nonprofit Impact (2009). *Using Organizational Analysis for Development and Growth*. http:// nonprofitimpact.com/wp-content/uploads/2009/.../ORGANA~1.PDF

- Financial Stability / Sustainability

  Financial stability is produced by drawing on and maximizing the use of existing resources as well as the long-term planning of core programs and practices, particularly in times of unexpected change or challenge. Financial stability in the non-profit realm is also a sign of community support.

- Partnerships

  Partnerships can be informal and formal, active and inactive and they can help maximize resources, engage others in an issue or action plan, and functionally assist an organization in planning, execution or evaluation of efforts. The core to a successful partnership is if it is mutually beneficial to those involved however it is important to note that the benefit may not be equal, simply mutual.

Domains

Within each of the five areas there are specific domains. The domains in this study include:

- Area 1 – Mission, Vision, Values
  - Domain 1: Mission & Vision
  - Domain 2: Values
- Structure
  - Domain 1: Leadership
  - Domain 2: Technology Use
- Practice and Process
  - Domain 1: Planning
  - Domain 2: Implementation
  - Domain 3: Evaluation
- Financial Stability / Sustainability
  - Domain 1: Fund Development
  - Domain 2: Fund Management
- Partnerships
  - Domain 1: Public Relations
  - Domain 2: Relationship Strategies

Survey Details

The survey was provided online during January and February of 2010. Ten members of the Boys and Girls Club Manchester participated in the survey. Of the 10, six were leadership (manager / director/ executive / board member) and four were staff members.

Participants were asked to rank questionnaire items on a scale of one (1) to five (5). The categories in the scale were as follows:

1 = We've done nothing in this area

2 = We don't do this well and our poor performance holds us back

3 = We do an okay job in this area but still need improvement

4 = We do a good, respectable job in this area

5 = We do an excellent job in this area

Additionally, participants were given the option to answer "Don't Know" or "Not Applicable", as well as skip a question.

An informed consent was given to all survey participants indicating that all responses would be anonymous, that there would be no anticipated harm or discomfort by their participation, and contact information in case participants wanted more information.

The survey took no more than 30 minutes to complete with most finishing in 15 minutes.

Results

Surveys were analyzed by participant type (leadership or staff) and in aggregate.

Question 1.1

This question examines mission and vision.

Question 1.1: After incorporating the logic model and learning the community impact paradigm, how well does your organization…	**L**	**S**	**All**
…make the mission and/or vision known within the organization	5.00	4.75	4.90
…make the mission and/or vision known externally	4.50	3.75	4.20
…utilize its mission and/or vision to guide its decisions related to programs	5.00	4.25	4.70
…utilize its mission and/or vision to guide its decisions related to administrative services	4.83	4.25	4.60
…utilize its mission and/or vision to hold the management, Board and/or Staff members of the organization accountable	4.83	4.25	4.60
…periodically review its mission and/or vision	5.00	4.50	4.80
Weighted Average for Question 1.1	**4.86**	**4.29**	**4.63**

Follow up questions:

- NONE

Question 1.2

This question examines values.

Question 1.2: After incorporating the logic model and learning the community impact paradigm, how well does your organization…	**L**	**S**	**All**
…make its guiding principles or values known within the organization	4.50	4.50	4.50
…make its guiding principles or values known externally	4.33	3.75	4.10
…utilize its guiding principles to guide its decisions related to programs	4.83	4.25	4.60
…utilize its guiding principles or values to guide its decisions related to administrative services	4.50	4.25	4.40
…utilize its guiding principles or values to hold its members accountable	4.67	4.50	4.60
…periodically review its guiding principles or values	5.00	4.50	4.80
Weighted Average for Question 1.2	**4.64**	**4.29**	**4.50**

Follow up questions:

- NONE

Question 2.1

This question examines leadership.

Question 2.1: After incorporating the logic model and learning the community impact paradigm, how well does your organization's leadership…	**L**	**S**	**All**
…promote staff participation	4.83	4.50	4.70
…possess appropriate knowledge and skills	4.83	4.25	4.60
…plan for succession	4.50	4.50	4.50
….coach/mentor other employees	4.67	4.00	4.40
…communicate internally	5.00	4.25	4.67
…communicate externally	4.83	3.75	4.40
…maintain and sustain board and staff	4.83	4.00	4.50
Weighted Average for Question 2.1	**4.78**	**4.18**	**4.54**

Follow up questions:

- NONE

Question 2.2

This question examines technology use.

Question 2.2: After incorporating the logic model and learning the community impact paradigm, how well does your organization manage or use technology…	**L**	**S**	**All**
…provide adequate training for staff	4.50	3.50	4.10
…support internal communication	4.67	4.50	4.60
…support record keeping, documentation, storage	4.60	4.35	4.44
…support evaluation and assessment	4.67	3.50	4.20
…support reporting to multiple audiences internally or externally	4.67	3.75	4.30
Weighted Average for Question 2.2	**4.62**	**3.92**	**4.33**

Follow up questions:

- NONE

Question 3.1

This question examines planning.

Question 3.1: After incorporating the logic model and learning the community impact paradigm, how well does your organization's planning process for programs/projects…	**L**	**S**	**All**
…involve Board and staff in setting goals	5.00	4.00	4.60
…involve other stakeholders (community and other partners)	4.67	2.75	3.90
…include needs assessment or takes into consideration known community needs	4.83	3.00	4.10
…provide a methodology for successful execution	5.00	3.75	4.50
…takes into consideration the financial impact on the organization	5.00	4.00	4.60
…reflect the organization's vision, mission and values	5.00	4.50	4.80
Weighted Average for Question 3.1	**4.92**	**3.67**	**4.42**

Follow up questions:

- How does your organization utilize stakeholders? How about specifically for planning purposes? Can you explain some of your experiences with stakeholders in planning? What are ways that you can include stakeholders in the planning process differently than you have been?
- What types of community needs assessments does your agency use when in the planning process? How do you typically know what's going on in your community? How about with your specific population?

Question 3.2

This question examines implementation.

Question 3.2: After incorporating the logic model and learning the community impact paradigm, how well does your organization's program/project implementation process…	**L**	**S**	**All**
…involve community members	4.83	3.00	4.10
…involve other stakeholders (Board, other partners)	5.00	3.25	4.30
…includes a monitoring &/or documenting system	4.50	3.75	4.20
…allows for flexibility	4.67	3.75	4.30
….address sufficiency of human resources (staff)	4.83	3.25	4.20
…address sufficiency of material and financial resources	4.83	3.25	4.20
Weighted Average for Question 3.2	**4.78**	**3.38**	**4.22**

Follow up questions:

- How does your organization utilize community members when it's implementing a program or project? Can you explain some of your experiences with community members when implementing a program or project?
- How does your organization utilize Board members or other partners when it's implementing a program or project? Can you explain some of your experiences with Board members or other partners when implementing a program or project?
- When implementing a program, what are ways that the agency deals with staffing issues? Are considerations made for staffing when a new program is being implemented? How?
- When implementing a program, what are ways that the agency deals with resource issues? Are considerations made for resources when a new program is being implemented? How?

Question 3.3

This question examines evaluation.

Question 3.3: After incorporating the logic model and learning the community impact paradigm, how well does your organization's program/project evaluation process…	**L**	**S**	**All**
…accurately reflect outcomes	4.50	3.25	4.00
…affect future planning	4.83	3.25	4.20
…involve both internal and external evaluators	4.17	3.00	3.70
…include the appropriate resources for evaluation	4.83	3.00	4.10
…involve stakeholders (community members, Board, etc.)	5.00	3.00	4.20
...communicate results to internal and external stakeholders	4.83	3.25	4.20
Weighted Average for Question 3.3	**4.69**	**3.13**	**4.07**

Follow up questions:

- How does your organization utilize past experiences when planning its next program or project? What do you use your evaluations for?
- When evaluating a program, what are your in-house resources? Are considerations made for resources during evaluation? How?
- How are your evaluations conducted? Do you use outside partners? Do you go outside or the agency for evaluation help?
- What are the methods you use to communicate your findings? What do you do with the data and information?

Question 4.1

This question examines fund development.

Question 4.1: After incorporating the logic model and learning the community impact paradigm, how well does your organization's fund development strategy…	**L**	**S**	**All**
…involve complete Board participation	4.67	4.00	4.40
…target government	4.67	3.00	4.00
…target businesses	4.67	3.25	4.10
…target individuals	4.83	4.00	4.50
…foundations and other philanthropic organizations	4.67	3.50	4.20
…allow multiple methods for contribution	4.83	4.00	4.50
…get accurately tracked	4.83	4.25	4.60
…acknowledge contributions privately and publicly	5.00	4.25	4.70
…reflect its vision, mission and values	5.00	4.25	4.70
…get included into the description of roles for staff and Board	4.83	4.25	4.60
Weighted Average for Question 4.1	**4.80**	**3.88**	**4.43**

Follow up questions:

- What is your funding relationship like with local, state and federal government? Have you funding streams changed? Why?
- What is your relationship like with philanthropic organizations and foundations?

Question 4.2

This question examines fund management.

Question 4.2: After incorporating the logic model and learning the community impact paradigm, how well does your organization's financial management system…	**L**	**S**	**All**
…meet generally acceptable accounting principles	4.83	4.75	4.80
…generate understandable reports for Board, staff, and stakeholders	4.67	4.50	4.60
…distinguish restricted and unrestricted funds	4.83	4.75	4.80
…allocate resources between programs and administration	5.00	4.75	4.90
…is supported by appropriate training for Board, management and staff	4.83	4.00	4.50
…generate adequate information for financial analysis	4.83	4.00	4.50
…allow the Board Treasurer's oversight of the organization's financial/health	5.00	4.75	4.90
…include written policies and procedures	4.83	4.25	4.60
Weighted Average for Question 4.2	**4.85**	**4.47**	**4.70**

Follow up questions:

- NONE

Question 5.1

This question examines public relations.

Question 5.1: After incorporating the logic model and learning the community impact paradigm, how well does your organization's public relations strategy…	**L**	**S**	**All**
…reflect its vision, mission and values	5.00	4.50	4.80
…promote visibility and establish communication with the general public	5.00	4.25	4.70
…promote visibility and establish communication with community members	5.00	4.25	4.70
…promote visibility and establish communication with funders	4.83	4.25	4.60
…promote visibility and establish communication with the public sector	5.00	4.00	4.60
…promote visibility and establish communication with the private sector	4.50	4.00	4.30
…utilize print media (e.g., newspapers, newsletters, brochures, magazines, etc.)	4.50	4.00	4.30
…utilize broadcast media (e.g., TV, radio)	4.33	3.25	3.90
…utilize the Internet	4.33	4.00	4.20
…utilize face-to-face/in-person interaction (annual/special events, etc.)	5.00	4.00	4.60
Weighted Average for Question 5.1	**4.75**	**4.05**	**4.47**

Follow up questions:

- NONE

Question 5.2

This question examines relationship strategies.

Question 5.2: After incorporating the logic model and learning the community impact paradigm, how well does your organization's partnerships-related strategy…	**L**	**S**	**All**
…reflect its vision, mission and values	4.67	4.25	4.50
…involve membership in relevant coalitions, collaboratives, or trade organizations	4.50	3.50	4.10
…involve working relationships with the public sector	4.67	3.50	4.20
…involve working relationships with the private sector	5.00	3.50	4.40
…involve working relationships with universities and other institutions of learning	4.00	2.75	3.50
…involve working relationships with community organizations	4.67	3.50	4.20
Weighted Average for Question 5.2	**4.59**	**3.50**	**4.15**

Follow up questions:

- NONE

General Summary

SUMMARY	L	S	ALL
Weighted Average Question Set 1.1 (Mission & Vision)	*4.86*	*4.29*	*4.63*
Weighted Average Question Set 1.2 (Values)	*4.64*	*4.29*	*4.50*
WEIGHTED AVERAGE FOR QUESTION SET 1	**4.75**	**4.29**	**4.57**
Weighted Average Question Set 2.1 (Leadership)	*4.78*	*4.18*	*4.54*
Weighted Average Question Set 2.2 (Technology Use)	*4.62*	*3.92*	*4.33*
WEIGHTED AVERAGE FOR QUESTION SET 2	**4.70**	**4.05**	**4.44**
Weighted Average Question Set 3.1 (Planning)	*4.92*	*3.67*	*4.42*
Weighted Average Question Set 3.2 (Implementation)	*4.78*	*3.38*	*4.22*
Weighted Average Question Set 3.3 (Evaluation)	*4.69*	*3.13*	*4.07*
WEIGHTED AVERAGE FOR QUESTION SET 3	**4.80**	**3.39**	**4.24**
Weighted Average Question Set 4.1 (Fund Development)	*4.80*	*3.88*	*4.43*
Weighted Average Question Set 4.2 (Fund Management)	*4.85*	*4.47*	*4.70*
WEIGHTED AVERAGE FOR QUESTION SET 4	**4.83**	**4.18**	**4.57**
Weighted Average Question Set 5.1 (Public Relations)	*4.75*	*4.05*	*4.47*
Weighted Average Question Set 5.2 (Relationship Strategies)	*4.59*	*3.50*	*4.15*
WEIGHTED AVERAGE FOR QUESTION SET 5	**4.67**	**3.78**	**4.31**
OVERALL WEIGHTED AVERAGE (All Questions)	**4.75**	**3.94**	**4.43**