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Assessing Changes in Nonprofit Capacity— Outcome Study of the Compassion Capital Fund Demonstration Program

Technical Appendix Report

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Introduction

This Technical Appendix report is a companion document to the report, *Assessing Changes in Nonprofit Capacity—Outcome Study of the Compassion Capital Fund Demonstration Program*.

The Compassion Capital Fund (CCF), established by Congressional appropriation in 2002, is a key component of President Bush's Faith-Based and Community Initiative. CCF is administered through the Office of Community Services, Administration for Children and Families (ACF) within the Department of Health and Human Services. The primary purpose of CCF is to help nonprofit organizations (NPOs) increase their organizational effectiveness, enhance their service delivery capacity, diversify their funding sources, and create collaborations to better serve those in need.

A major component of CCF is the Demonstration program. The CCF Demonstration program funds intermediary organizations that serve as a bridge between the federal government and NPOs. All CCF-funded intermediary organizations provide grassroots faith-based and community organizations with at least three types of capacity building assistance: training, technical assistance, and financial sub-awards.

Consistent with ACF's emphasis on performance measurement and accountability, the agency has contracted with Abt Associates and its partner, Branch Associates, to conduct a comprehensive evaluation to examine the outcomes and effects of the Demonstration program. This Technical Appendix and its companion report present the key findings from the outcome study that collected information from NPOs receiving technical or financial assistance services from 44 intermediary grantees initially funded in the 2003, 2004 and 2005 CCF grant cycles. A subsequent report will present findings on effects from the impact study which includes grantees from the 2006 grant cycle.

A baseline survey was completed by 1,221 NPOs selected for services by the intermediaries in Fall 2005. That survey consisted of 70 questions about basic organizational characteristics, areas of service and organizational capacity in areas such as financial management, fundraising, human resources, governance, recordkeeping, and community engagement. A follow-up survey containing similar questions as well as questions related to services received from the intermediary or other organizations was administered between August 2007 and February 2008, approximately 15 months after the NPOs began receiving services from the intermediaries. A total of 835 NPOs completed the follow-up survey for a response rate of 70 percent.

Using the information from the baseline survey and the follow-up survey allows us to describe the extent of changes in organizational and service delivery capacity reported by the NPOs over the 15 month period.

Organization of the Report

The first appendix is a descriptive summary of methods employed during the baseline and follow-up data collection processes.

The second appendix presents summary descriptive information about all NPOs included in the study's population.

The third appendix is a series of tables illustrating the results of data analysis for the entire population. Average NPOs responses at baseline and follow-up are reported, as well as the change between baseline and follow-up.

The fourth appendix presents the results of subgroup analysis. Analysis was completed to understand if organization type, size, age or paid-status of the executive director would significantly affect the amount of organization capacity added by participating NPOs. Average NPOs responses at baseline and follow-up are reported, as well as the change between baseline and follow-up.

The final two appendices include copies of the baseline and follow-up survey instruments.

Appendix I: Baseline and Follow-up Data Collection

In this section we describe the data collection procedures for both the baseline and follow-up survey efforts. We describe the data collection processes, the retrieval efforts undertaken, and final sample reconciliation procedures. We first describe the process for conducting the baseline survey below and then provide a description of the follow-up data collection process.

Baseline Survey Data Collection Process

For the Outcome Study, baseline survey data were collected from 1221 NPOs across the 44 CCF Demonstration Program intermediaries. The baseline survey data collection was completed on a rolling basis between January and November 2006.

Baseline Survey Sample release. The following procedures were implemented across all CCF Demonstration Program intermediaries:

1. Intermediaries generally included the survey in their grant announcements and required its submission as part of the grant application.
2. NPOs were provided with a paper survey to be completed and submitted to the intermediary; each intermediary then forwarded the surveys to Abt Associates.
3. Once the surveys were submitted, NPOs awaited questions on their completed surveys.

Between January and November 2006, the intermediaries' were responsible for providing baseline surveys to all NPOs that applied for funding. Surveys were to be returned to the intermediary and then forwarded in batches to Abt Associates. Based on intermediaries' timelines, the data collection period spanned several months, corresponding to the period during which it was accepting applications for subawards. The last of the surveys were returned at the end of November 2006.

Survey processing. All surveys were completed on paper by the individual NPOs. Upon receipt at Abt, paper surveys were assigned a unique case ID, batched in groups, and submitted to our data processing contractor for processing.¹ Data processing consisted of three steps of survey review:

1. A review of the survey for completeness;
2. A review of the survey to ensure that values were within acceptable ranges;
3. A review of the survey to ensure that skip patterns were followed properly.

If no issues or problems were found in the coding review, then the paper surveys were entered into a secure database. However, if upon review of a survey, out-of-range values, missing data, or improperly followed skips were identified, the survey was flagged by coding staff and returned to Abt Associates for data follow-up and retrieval. Initially, all surveys received were reviewed and

¹ Initially, the evaluation that eventually became the Outcome Study was to be an Impact Study, complete with random assignment. While the evaluation design was ultimately changed, initial data collection procedures had already been developed to accommodate random assignment. Upon receipt, surveys were sorted and entered variably, depending on whether an intermediary referred the organization for random assignment. Organizations that were not referred by their intermediaries for random assignment were batched and filed by Abt staff.

processed. However, once the decision not to conduct random assignment was made, Abt began processing only those organizations that were funded.

Follow-up and retrieval. The retrieval effort was managed by Abt staff directly. Abt staff called each NPO to inquire about missing, inconsistent, or out of range values. During this follow-up and retrieval phase, a comprehensive set of coding rules was established. Follow-up was performed to address: 1) mistakes associated with self-administered data collection such as improper skip patterns; 2) item non-response; and 3) survey questions that had multiple interpretations and without an interviewer to clarify, the respondent was left to his/her own interpretation. Abt staff made several attempts to reach each organization's contact person in an effort to verify or correct problem cases. The follow-up retrieval protocol called for up to four telephone attempts to retrieve data. All efforts were recorded into a data cleaning documentation file. In an effort to minimize the retrieval effort, Abt staff met with staff from the data entry vendor to identify particularly problematic items and solutions to address each.

Delivery of the final data to Abt and post-delivery data processing. The data collection and follow-up retrieval effort ended for all intermediaries on November 2006. The months of October and November 2006 were spent reconciling the sample, ensuring that all retrieval efforts were exhausted and reviewing data in two key areas. First, the data were reviewed for content to ensure that all data values were within range. In some instances, outlier values were found. Those cases were reviewed further in conjunction with the follow-up status variables to see if they were confirmed, corrected, or verified. Second, the final survey file was reconciled against the final follow-up retrieval tracking log. The Outcome Study baseline data set was deemed ready for analysis in early December 2006.

Follow-up Survey Data Collection

The outcome follow-up data collection effort occurred approximately 15 months after an NPO began delivering services. The outcome follow-up survey data collection began in August 2007 and ended in February 2008; data cleaning and sample reconciliation occurred in March 2008; and analysis and reporting occurred in April and May 2008. Data were collected using a mixed mode approach with some NPOs completing their surveys online, some on paper, and some via telephone; the choice of data collection mode was left to the individual NPO.

Follow-up Survey Sample release and Special Data Collection Efforts. The beginning sample for the outcome follow-up survey effort consisted of 1,228 NPOs, across 44 CCF Demonstration Program intermediaries. The 1,228 NPOs in the starting sample were required to meet the following criteria:

1. The NPO received funding from the intermediary;
2. The NPO had a completed baseline survey; and
3. If the NPO received funding from multiple intermediaries, they were instructed to report to only one of them.

Each NPO in the sample was assigned a flag indicating the month that follow-up data collection should commence. Roughly 85 percent of the NPOs in the sample were flagged for August 2007 release; an additional 6 percent were released in September 2007; 5.1 percent were released in

October 2007; 2.2 percent were released in November and the remaining 1.5 percent was released in December 2007.

The original data collection steps were as follows:

4. Each NPO was sent a test email to identify invalid email addresses.
5. Each NPO for which we had a valid email address was sent an email with a link to their customized online survey. NPO's for which we did not have a valid email address was sent a paper survey.
6. Telephone interviewers followed within 5 days to ensure that there were no problems with the survey link and to offer assistance, if needed.
7. If the surveys were not completed within 2 weeks, telephone interviewers called NPOs to offer to have them complete the survey by phone.

Special Data Collection Circumstances. NPOs for two intermediaries completed their surveys on a modified version of the paper survey. Prior to the follow-up data collection effort, Auburn and New Detroit had sent the baseline survey to their NPOs as part of their own internal evaluations. In order to capture the required follow-up items without negating the work already put into the baseline survey, Abt staff created a supplemental survey for the NPOs under these two intermediaries. Once both pieces of the survey were received at Abt, the responses were combined into one survey and submitted for data entry.

Survey processing. Data processing consisted of three steps of survey review:

8. A review of the survey for completeness;
9. A review of the survey to ensure that values were within acceptable ranges;
10. A review of the survey to ensure that skip patterns were followed properly.

If no issues or problems were found in the coding review, then the paper surveys were entered into a secure database. However, if the review of a survey produced out-of-range values, missing data, or improperly followed skips, the survey was flagged by coding staff and sent to the phone center for data follow-up and retrieval.

A similar process was used for the *web surveys* completed online and the *telephone surveys* completed in CATI. Evaluation staff downloaded the data for all of the completed interviews from the web. Like the paper surveys, the web data were reviewed for unexpected values or missing data. The web survey was automated and, therefore, was designed to control skip patterns, eliminating the risk of improperly followed skips. Cases with outlying values or missing data items were flagged by coding staff for follow-up and retrieval.

Follow-up and retrieval. The retrieval effort was monitored through periodic receipt of spreadsheets indicating which organizations required follow-up, the data item(s) for which follow-up was required, and the outcome of the follow-up retrieval effort. Once a case was flagged for follow-up retrieval, the same protocol was followed for web and paper and phone surveys. Interviewers made several attempts to reach each organization's contact person in an effort to verify or correct problem cases. The follow-up retrieval protocol called for up to six telephone attempts and up to three email attempts. At the end of the retrieval effort, the final results were coded and appended to the final data set. The information was provided in three variables: the first indicated whether the response was

verified, corrected, unable to be confirmed, or did not require follow-up; the second indicated whether the case required follow-up on multiple items; and the third provided a summary of the items that required follow-up.

Delivery of the final data to Abt and post-delivery data processing. The data collection and follow-up retrieval effort ended for all intermediaries February 2008. The months of March and April were spent reconciling the sample, ensuring that all retrieval efforts were exhausted and reviewing data in three key areas. First, staff reviewed the data to ensure that the merge of the web and phone/paper survey data was done properly. Next, the data were reviewed for content to ensure that all data values were within range. In some instances, outlier values were found. Those cases were reviewed further in conjunction with the follow-up status variables to see if they were confirmed, corrected, or verified. Third, the final survey file was reconciled against the final follow-up retrieval tracking log.

Sample reconciliation for the outcomes follow-up study went beyond simply identifying the final status for each NPO in the sample. As stated above, Abt put into action tools to determine how many organizations refused to answer due to changes in organization structure or interview length. In addition, some NPOs had to be dropped from the sample because they were not in the survey universe. A complete reconciliation of the sample is presented in Exhibit I.1. The original outcomes follow-up study sample consisted of 1,228 NPOs across 44 intermediaries. However, in reconciling the sample, it was determined that 37 of those cases were not eligible and should be dropped from the base. Of the 37 cases dropped from the sample, the reasons were as follows:

Exhibit I.1: Outcomes Follow-up Study Sample Reconciliation	
Abt Final Status Codes	Total
Complete	828
Dropped	37
Non-complete	342
Partially Complete	8
Other Status	13
Total	1,228

- Seven did not complete a baseline survey.
- Nine were dropped because the NPO was in the sample twice, with different intermediaries; and
- Twenty one were dropped because the NPO was not a participant in the CCF Demonstration;

The adjusted eligible sample was reduced to 1,191, yielding an adjusted response rate of 70 percent.

Of the 342 NPOs that did not complete the survey, 43 were refusals, 90 had invalid contact information, 14 disbanded during the follow-up period, one NPO merged with another organizations, and the contact person at 3 of the organizations did not think they could complete the survey accurately because they were not at the organization during the program operation.

The Outcome Study follow-up data set was deemed ready for analysis in early April 2008.

Appendix II: Background Information

Exhibit II.1: Organizational Characteristics—All Items		
Survey Items of Interest	Mean	% Yes
<i>Background Organization Information:</i>		
At the time of the baseline survey:		
Organization is a faith-based organization	n/a	50.49
Organization is a secular community-based organization	n/a	49.51
Number of years since organization was established	14.39	n/a
Number of years since organization began providing services	14.04	n/a
Geographic area where organization provides services: ^a		
Urban	n/a	67.78
Large town	n/a	25.70
Rural	n/a	23.12
Suburban	n/a	18.14
Organization's primary programmatic area: ^a		
At risk youth / children and youth services	n/a	67.52
Economic/community development	n/a	22.53
Elderly/disabled services	n/a	21.38
Health services	n/a	17.48
Homelessness/housing assistance	n/a	23.59
Hunger	n/a	20.15
Job training/welfare-to-work	n/a	21.32
Marriage/relationships	n/a	23.74
Abstinence/pregnancy prevention	n/a	16.15
Prison ministry or prisoner reentry services	n/a	18.48
Drug and alcohol rehabilitation	n/a	15.16
Education	n/a	48.18
Services to immigrants (including ESL)	n/a	12.14
<i>At the time of the follow-up survey:</i>		
Organization's primary programmatic area: ^a		
At risk youth / children and youth services	n/a	64.66
Economic/community development	n/a	24.88
Elderly/disabled services	n/a	18.79
Health services	n/a	19.68
Homelessness/housing assistance	n/a	23.66
Hunger	n/a	20.64
Job training/welfare-to-work	n/a	19.59
Marriage/relationships	n/a	22.15
Abstinence/pregnancy prevention	n/a	16.41
Prison ministry or prisoner reentry services	n/a	14.63
Drug and alcohol rehabilitation	n/a	12.18
Education	n/a	48.51
Services to immigrants (including ESL)	n/a	9.48
Between the time of the baseline and follow-up survey administration, the organization's number of primary programmatic areas:		
Increased	n/a	32.37
Stayed the same	n/a	31.46
Decreased	n/a	36.18
^a Organizations reported one or more responses to this question		

Exhibit II.2: Services Received by NPOs

Survey Items of Interest	Mean	% Yes
<i>Content Area: Resource Development and Fundraising</i>		
<i>In the 12 months prior to the follow-up survey:</i>		
Staff or board members received assistance in resource development and/or fundraising	n/a	78.22
Total number of staff and board members that received assistance in resource development and/or fundraising	8.94	n/a
Total number of hours of assistance related to resource development/fundraising received: ^a		
from the intermediary	54.92	n/a
from other organizations	51.59	n/a
Hours of one-on-one technical assistance received:		
from the intermediary	27.09	n/a
from other organizations	32.04	n/a
Hours of group training received:		
from the intermediary	29.36	n/a
from other organizations	29.59	n/a
<i>Content Area: Board Development</i>		
<i>In the 12 months prior to the follow-up survey:</i>		
Staff or board members received assistance in board development	n/a	69.43
Total number of staff and board members that received assistance in board development	8.76	n/a
Total number of hours of assistance related to board development received: ^a		
from the intermediary	46.94	n/a
from other organizations	36.07	n/a
Hours of one-on-one technical assistance received:		
from the intermediary	30.34	n/a
from other organizations	27.30	n/a
Hours of group training received:		
from the intermediary	26.38	n/a
from other organizations	23.03	n/a
<i>Content Area: Strategic Planning</i>		
<i>In the 12 months prior to the follow-up survey:</i>		
Staff or board members received assistance in strategic planning	n/a	27.77
Total number of staff and board members that received assistance in strategic planning	7.16	n/a
Total number of hours of assistance received: ^a		
from the intermediary	19.58	n/a
from other organizations	41.28	n/a
Hours of one-on-one technical assistance received:		
from the intermediary	12.35	n/a
from other organizations	49.76	n/a
Hours of group training received:		
from the intermediary	13.97	n/a
from other organizations	16.50	n/a
<i>Content Area: Human Resources and Volunteer Management</i>		
<i>In the 12 months prior to the follow-up survey:</i>		
Staff or board members received assistance in human resources and volunteer management	n/a	42.51
Total number of staff and board members that received assistance in human resources and volunteer management	4.77	n/a
Total number of hours of assistance received: ^a		
from the intermediary	22.40	n/a
from other organizations	27.44	n/a
Hours of one-on-one technical assistance received:		
from the intermediary	16.97	n/a
from other organizations	18.69	n/a
Hours of group training received:		
from the intermediary	13.43	n/a
from other organizations	19.41	n/a

Exhibit II.2: Services Received by NPOs

Survey Items of Interest	Mean	% Yes
Content Area: Networking, Collaboration, and Partnerships		
<i>In the 12 months prior to the follow-up survey:</i>		
Staff or board members received assistance in networking, collaboration, and partnerships	n/a	58.06
Total number of staff and board members that received assistance in networking, collaboration, and partnerships	5.23	n/a
Total number of hours of assistance received: ^a		
from the intermediary	26.26	n/a
from other organizations	30.36	n/a
Hours of one-on-one technical assistance received:		
from the intermediary	15.17	n/a
from other organizations	13.53	n/a
Hours of group training received:		
from the intermediary	18.60	n/a
from other organizations	24.31	n/a
Content Area: Financial Management		
<i>In the 12 months prior to the follow-up survey:</i>		
Staff or board members received assistance in financial management	n/a	48.70
Total number of staff and board members that received assistance in financial management	3.93	n/a
Total number of hours of assistance received: ^a		
from the intermediary	21.04	n/a
from other organizations	22.23	n/a
Hours of one-on-one technical assistance received:		
from the intermediary	15.07	n/a
from other organizations	15.74	n/a
Hours of group training received:		
from the intermediary	13.75	n/a
from other organizations	17.10	n/a
Content Area: Becoming a 501(c)(3)		
<i>In the 12 months prior to the follow-up survey:</i>		
Staff or board members received assistance in becoming a 501(c)(3)	n/a	16.66
Total number of staff and board members that received assistance in becoming a 501(c)(3)	4.49	n/a
Total number of hours of assistance received: ^a		
from the intermediary	30.44	n/a
from other organizations	20.83	n/a
Hours of one-on-one technical assistance received:		
from the intermediary	17.48	n/a
from other organizations	14.17	n/a
Hours of group training received:		
from the intermediary	16.84	n/a
from other organizations	14.95	n/a
Content Area: Program Design		
<i>In the 12 months prior to the follow-up survey:</i>		
Staff or board members received assistance in program design	n/a	44.05
Total number of staff and board members that received assistance in program design	5.38	n/a
Total number of hours of assistance received: ^a		
from the intermediary	29.35	n/a
from other organizations	41.46	n/a
Hours of one-on-one technical assistance received:		
from the intermediary	19.05	n/a
from other organizations	34.11	n/a
Hours of group training received:		
from the intermediary	15.03	n/a
from other organizations	28.52	n/a

Exhibit II.2: Services Received by NPOs

Survey Items of Interest	Mean	% Yes
<i>Content Area: Evaluation and Outcome Measurement</i>		
<i>In the 12 months prior to the follow-up survey:</i>		
Staff or board members received assistance in record keeping and evaluation	n/a	53.39
Total number of staff and board members that received assistance in record keeping and evaluation	4.31	n/a
Total number of hours of assistance received: ^a		
from the intermediary	19.83	n/a
from other organizations	23.99	n/a
Hours of one-on-one technical assistance received:		
from the intermediary	12.24	n/a
from other organizations	14.60	n/a
Hours of group training received:		
from the intermediary	14.02	n/a
from other organizations	19.40	n/a
^a Received assistance may have been in the form of one-on-one technical assistance, group training, coaching/mentoring, college courses, or other forms.		

Exhibit II.3: Helpfulness of Services Received by NPOs

Reviews of Assistance Across Content Areas ^a	Mean ^b
Level of helpfulness of one-on-one technical assistance received:	
from the intermediary	4.50
from other organizations	4.48
Level of helpfulness of group training received:	
from the intermediary	4.39
from other organizations	4.37
Level of helpfulness of coaching/mentoring received:	
from the intermediary	4.50
from other organizations	4.54
Level of helpfulness of college courses supported:	
by the intermediary	3.95
by other organizations	4.24
Level of helpfulness of other assistance received:	
from the intermediary	4.05
from other organizations	4.20
^a Received assistance may have been in the form of one-on-one technical assistance, group training, coaching/mentoring, college courses, or other forms.	
^b The “Level of Helpfulness” scores are based on a scale from 1 to 5 with 1 being “not at all helpful” and 5 being “very helpful.”	

Appendix III: Item and Domain Analysis Tables

Exhibit III.1: Entire Sample—Significance Testing of All Survey Items

Survey Items of Interest	Mean (Pre)	Mean (Post)	% Yes (Pre)	% Yes (Post)	Difference between Pre & Post	H ₀ : Pre=Post p-value
Organizational Structure						
Organization is 501(c)(3)	n/a	n/a	74.77	78.12	3.35 *	0.0493*
Head of organization is a paid position	n/a	n/a	61.41	61.18	-0.23	0.8666
Over the past 12 months, 1 or 2 individuals served as head of the organization (compared to 3 or more)	n/a	n/a	89.06	97.68	8.62 **	<0.0001
Mission and Strategy						
Organization has written mission statement	n/a	n/a	95.71	97.43	1.72 *	0.0309
Organization has written strategic plan	n/a	n/a	46.02	69.73	23.71 **	<0.0001
In the past 12 months, organization conducted or participated in an assessment of organizational strengths/needs	n/a	n/a	48.84	79.16	30.32 **	<0.0001
Among organizations that conducted or participated in an assessment of organizational strengths/needs, the assessment was conducted/guided by an external individual/entity	n/a	n/a	53.53	65.16	11.63 **	0.0006
Service Delivery						
Total number of service recipients (individuals/ families) served in most recent month of full service delivery ^a	426.97	685.74	n/a	n/a	258.77 *	0.0174
Compared to the same period a year ago, the number of individuals or families served increased	n/a	n/a	67.12	70.42	3.30	0.1406
Level of focus on increasing the number of clients served by the organization ^b	3.27	3.49	n/a	n/a	0.22 **	<0.0001*
Level of focus on expanding services to include new group of service recipients or geographic area ^b	2.76	2.95	n/a	n/a	0.19 **	0.0032*
In the past 12 months, undertook activity to gain understanding of needs in service area	n/a	n/a	54.51	63.42	8.91 **	<0.0001*
Organization has added / expanded programmatic areas within the past 12 months	n/a	n/a	60.24	60.38	0.14	0.9466
Program Design						
Level of focus on increasing the number or scope of services offered to clients ^b	3.15	3.30	n/a	n/a	0.15 **	0.0037
Level of focus on incorporating a new approach to services to improve quality/ effectiveness ^b	3.07	3.28	n/a	n/a	0.21 **	<0.0001
Records & Evaluation						
Organization keeps records on referral sources of service recipients	n/a	n/a	63.03	74.02	10.99 **	<.0001
Among organizations that keep these records, organization keeps electronic (instead of only paper) records	n/a	n/a	37.70	46.78	9.08 **	0.0054
Organization keeps records on the needs of individuals/families upon first contact with the program	n/a	n/a	74.06	80.69	6.63 **	0.0004
Among organizations that keep these records, organization keeps electronic (instead of only paper) records	n/a	n/a	30.63	36.00	5.37	0.0557
Organization keeps records on the types of services provided to individuals/families	n/a	n/a	84.42	89.74	5.32 **	0.0010
Among organizations that keep these records, organization keeps electronic (instead of only paper) records	n/a	n/a	46.29	56.83	10.54 **	<.0001
Organization keeps records on the number of individuals or families enrolled in / served through programs	n/a	n/a	94.06	95.99	1.93	0.0769
Among organizations that keep these records, organization keeps electronic (instead of only paper) records	n/a	n/a	57.76	63.78	6.02 **	0.0053
Organization keeps records on individual service recipients' outcomes	n/a	n/a	71.37	82.24	10.87 **	<.0001

Exhibit III.1: Entire Sample—Significance Testing of All Survey Items

Survey Items of Interest	Mean (Pre)	Mean (Post)	% Yes (Pre)	% Yes (Post)	Difference between Pre & Post	Ho: Pre=Post p-value
Among organizations that keep these records, organization keeps electronic (instead of only paper) records	n/a	n/a	46.34	54.90	8.56 **	0.0020
Organization conducts formal measurements/assessments of the results and benefits of the services provided to individuals or families	n/a	n/a	55.57	69.36	13.79 **	<0.0001
Organization seeks and obtains regular feedback from individuals/families on their satisfaction with services	n/a	n/a	77.88	86.93	9.05 **	<0.0001
Level of focus on strengthening the organization's ability to evaluate its overall effectiveness ^b	2.79	3.14	n/a	n/a	0.35 **	<0.0001
Level of focus on developing a way to collect more information about clients, including the number and characteristics of clients as well as how they are helped by the programs ^b	2.91	3.08	n/a	n/a	0.17 **	0.0013
<i>Human Resource Management and Staff Development</i>						
Conduct annual performance reviews for paid staff	n/a	n/a	67.75	73.15	5.40 **	0.0097*
Conduct annual performance reviews for unpaid staff	n/a	n/a	22.09	25.95	3.86	0.0509
Written job description for each paid staff position or job category	n/a	n/a	85.07	89.33	4.26 **	0.0066*
Written job description for each unpaid staff position or job category	n/a	n/a	50.63	60.20	9.57 **	<0.0001*
Total number of full-time paid staff	3.38	4.27	n/a	n/a	0.89 **	0.0017*
Total number of full-time unpaid staff	0.65	1.09	n/a	n/a	0.44 *	0.0458*
Total number of part-time paid staff	2.29	2.73	n/a	n/a	0.44 *	0.0304*
Total number of part-time unpaid staff	22.08	23.91	n/a	n/a	1.83	0.5668
Number of full-time paid administrative staff	1.16	1.50	n/a	n/a	0.34 *	0.0363*
Number of full-time unpaid administrative staff	0.23	0.41	n/a	n/a	0.18	0.0749
Number of part-time paid administrative staff	0.46	0.70	n/a	n/a	0.24 **	<0.0001*
Number of part-time unpaid administrative staff	3.05	3.89	n/a	n/a	0.84	0.4291
Number of full-time paid service staff	2.24	2.80	n/a	n/a	0.57 **	0.0032*
Number of full-time unpaid service staff	0.43	0.68	n/a	n/a	0.26 *	0.0362*
Number of part-time paid service staff	1.85	2.05	n/a	n/a	0.20	0.2562
Number of part-time unpaid service staff	26.45	20.21	n/a	n/a	-6.24	0.4000
Total number of volunteer hours contributed by unpaid staff in an average week	121.56	120.20	n/a	n/a	-1.36	0.9646
Level of focus on recruiting, developing, and managing volunteers more effectively ^b	2.85	3.05	n/a	n/a	0.20 **	<0.0001*
In the past 12 months, number of staff that participated in training related to: Management & Administration	2.36	2.96	n/a	n/a	0.60 **	0.0088*
In the past 12 months, number of staff that participated in training related to: Fundraising	1.49	2.38	n/a	n/a	0.89 **	<0.0001*
In the past 12 months, number of staff that participated in training related to: Service delivery	6.86	9.19	n/a	n/a	2.32	0.0588
<i>IT Management</i>						
Number of functioning computers	6.04	7.67	n/a	n/a	1.63 **	<0.0001*
The number of functioning computers that the organization owns is sufficient for organization/staff needs	n/a	n/a	44.94	69.10	24.16 **	<0.0001
Staff sufficiently proficient in computer and software use	n/a	n/a	67.33	79.95	12.62 **	<0.0001*
Organization has access to the internet	n/a	n/a	95.28	97.17	1.89 *	0.0439
The internet is used in support of organizational activities	n/a	n/a	90.33	94.99	4.66 **	<0.0001

Exhibit III.1: Entire Sample—Significance Testing of All Survey Items

Survey Items of Interest	Mean (Pre)	Mean (Post)	% Yes (Pre)	% Yes (Post)	Difference between Pre & Post	H ₀ : Pre=Post p-value
Among organizations that use the internet to support organization activities, the internet is used in support of organizational website	n/a	n/a	55.93	74.97	19.04 **	<0.0001*
Among organizations that use the internet to support organization activities, the internet is used to learn about funding opportunities	n/a	n/a	85.39	90.23	4.84 **	0.0012*
Among organizations that use the internet to support organization activities, the internet is used to gather information needed to write grant applications	n/a	n/a	85.85	89.12	3.27 *	0.0376*
Funding Readiness						
Level of focus on identifying and pursuing new sources of government funding ^b	2.82	2.83	n/a	n/a	0.02	0.7287
Level of focus on identifying and pursuing new sources of in-kind donations ^b	2.95	3.11	n/a	n/a	0.17 **	0.0011
Level of focus on identifying and pursuing new sources of non-government funding ^b	3.17	3.27	n/a	n/a	0.10 *	0.0166
Level of focus on developing a fund-development plan (including setting fundraising goals) ^b	2.81	3.14	n/a	n/a	0.33 **	<0.0001
In the past 12 months, the head of the organization participated in training related to fundraising	n/a	n/a	59.38	69.42	10.04 **	<0.0001
In the past 12 months, organization sought funding from any new sources	n/a	n/a	74.75	67.31	-7.44 **	0.0002
Organization has ever hired a grant/contract writer to prepare applications for funding	n/a	n/a	26.69	29.69	3.00 *	0.0391
Organization has ever hired a grant/contract writer to train staff to prepare applications for funding	n/a	n/a	8.63	15.91	7.28 **	<0.0001
Organization has ever sent key staff to grant/contract writing workshops or similar learning opportunities	n/a	n/a	71.20	81.41	10.21 **	<0.0001
Organization has a written fundraising / fund-development plan	n/a	n/a	22.93	66.49	43.56 **	<0.0001
Among organizations that never applied for a federal grant at baseline, percentage that applied for a grant at follow-up	n/a	n/a	0.00	32.20	32.20 **	<0.0001
Among organizations that never applied for or received funding at the time of the baseline survey, the number that received federal funding at the time of the follow-up survey	n/a	n/a	0.00	20.48	20.48 **	<0.0001
Revenue Development						
In the past 12 months, number of applications submitted for funding from: Federal government agencies	0.56	0.72	n/a	n/a	0.16 **	0.0081
In the past 12 months, number of applications submitted for funding from: State/local government agencies	1.06	1.10	n/a	n/a	0.04	0.6928
In the past 12 months, number of applications submitted for funding from: Foundations	4.31	4.65	n/a	n/a	0.34	0.3186
In the past 12 months, number of applications submitted for funding from: Other federated giving groups	0.39	0.45	n/a	n/a	0.06	0.3401
In the past 12 months, number of applications approved for funding from: Federal government agencies	0.30	0.38	n/a	n/a	0.08 *	0.0190
In the past 12 months, number of applications approved for funding from: State/local government agencies	0.87	0.79	n/a	n/a	-0.08	0.2929
In the past 12 months, number of applications approved for funding from: Foundations	2.13	1.97	n/a	n/a	-0.16	0.2398
In the past 12 months, number of applications approved for funding from: Other federated giving groups	0.33	0.32	n/a	n/a	-0.01	0.8704
Sum of number of grants received/approved from all sources	4.16	4.47	n/a	n/a	0.31	0.1418
In the past 12 months, total amount of funds from this source: Federal government agencies	33,937	33,951	n/a	n/a	14	0.9986
In the past 12 months, total amount of funds from this source: State/local government agencies	51,035	25,797	n/a	n/a	-25,238 **	0.0039
In the past 12 months, total amount of funds from this source: Foundations	26,823	13,948	n/a	n/a	-12,875 **	<0.0001
In the past 12 months, total amount of funds from this source: Other federated giving groups	7,449	3,271	n/a	n/a	-4,178 **	0.0018
Obtained funding from new sources in past 12 months	n/a	n/a	73.68	57.37	-16.31 **	<0.0001*
Total number of revenue sources, from grants and fundraising combined	5.06	5.48	n/a	n/a	0.42 *	0.0275*

Exhibit III.1: Entire Sample—Significance Testing of All Survey Items

Survey Items of Interest	Mean (Pre)	Mean (Post)	% Yes (Pre)	% Yes (Post)	Difference between Pre & Post	H ₀ : Pre=Post p-value
Total expenditures over last completed fiscal year	270,398	322,165	n/a	n/a	51,767 *	0.0447*
Financial Management						
Organization has a designated person responsible for financial management	n/a	n/a	96.45	98.53	2.08 **	0.0022
The Executive Director/head of the organization is responsible for financial management, as opposed to another person	n/a	n/a	41.81	43.53	1.72	0.3839
Organization prepares a budget	n/a	n/a	92.00	92.62	0.62	0.6245
Organization has financial management procedures that provide checks and balances for ensuring expenditures are properly authorized	n/a	n/a	67.39	93.11	25.72 **	<0.0001
Organization had an audit of its finances/financial records by an external auditor in the past 12 months	n/a	n/a	38.90	41.76	2.86	0.0805
Level of focus on developing systems that will help manage the organizations' finances more effectively ^b	3.35	3.53	n/a	n/a	0.18 **	0.0008
Level of focus on putting in place a budgeting process that ensures effective allocation of resources ^b	3.41	3.67	n/a	n/a	0.25 **	<0.0001
Organization regularly uses computer software to keep financial records	n/a	n/a	75.39	89.13	13.74 **	<0.0001
Board Composition						
Organization has a Board of Directors	n/a	n/a	89.70	90.39	0.69	
Among organizations that do not have a Board of Directors, organization has plans for establishing a Board	n/a	n/a	56.43	56.18	-0.25	0.9747
Percent of Board positions that are currently filled	0.86	0.85	n/a	n/a	-0.01	0.3541
Level of focus on developing a Board that represents a cross-section of the community ^b	3.34	3.52	n/a	n/a	0.18 **	0.0012
Level of focus on developing a Board with ties to different constituencies ^b	3.17	3.40	n/a	n/a	0.23 **	0.0001
Level of focus on recruiting Board members with diverse expertise ^b	3.33	3.49	n/a	n/a	0.16 *	0.0050
Someone regularly takes minutes and keeps records of attendance at Board meetings	n/a	n/a	96.90	97.93	1.03	0.1293
Primary activities of the Board: Outreach to community and key stakeholders	n/a	n/a	61.35	72.80	11.45 **	<0.0001
Primary activities of the Board: Develop organization's budget	n/a	n/a	54.81	64.19	9.38 **	<0.0001
Primary activities of the Board: Recruit new board members	n/a	n/a	67.13	74.81	7.68 **	0.0002
Primary activities of the Board: Set goals and strategies for the organization	n/a	n/a	80.71	88.14	7.43 **	<0.0001
Primary activities of the Board: Review performance of programs and program outcomes	n/a	n/a	64.45	69.54	5.09 *	0.0234
Primary activities of the Board: Review organization's financial records to ensure funds were properly spent in support of the organization's mission	n/a	n/a	85.56	86.99	1.43	0.3957
Primary activities of the Board: Conduct performance reviews of executive director	n/a	n/a	46.71	59.20	12.49 **	<0.0001
Board Development						
Board provides a formal orientation for new Board members	n/a	n/a	47.20	64.20	17.00 **	<0.0001
In the past 12 months, any Board member participated in training/learning opportunities to learn more about governance/roles & responsibilities of Board members	n/a	n/a	48.21	65.96	17.75 **	<0.0001
Level of focus on providing information to the Board so they can better understand their responsibilities and create plans for improving their performance ^b	3.22	3.44	n/a	n/a	0.23 **	<0.0001

Exhibit III.1: Entire Sample—Significance Testing of All Survey Items

Survey Items of Interest	Mean (Pre)	Mean (Post)	% Yes (Pre)	% Yes (Post)	Difference between Pre & Post	H ₀ : Pre=Post p-value
<i>Community Outreach</i>						
In the past 12 months, organization created or updated a website to expand awareness about the organization to individuals or families in the community/service area	n/a	n/a	49.88	65.48	15.60 **	<0.0001
In the past 12 months, organization developed or distributed written materials to expand awareness about the organization to individuals or families in the community/service area	n/a	n/a	86.99	89.62	2.63	0.0773
In the past 12 months, organization made presentations to faith-based or other community groups to expand awareness about the organization to individuals or families in the community/service area	n/a	n/a	78.28	81.32	3.04	0.0930
In the past 12 months, organization utilized public service announcements or paid advertising to expand awareness about the organization to individuals or families in the community/service area	n/a	n/a	43.01	51.15	8.14 **	<0.0001
Number of activities organization has undertaken in the past 12 months to expand awareness about the organization to individuals or families in the community/service area	2.89	3.01	n/a	n/a	0.12 **	0.0080
<i>Establishing Collaborative Relationships</i>						
Partnership arrangements with other organizations	n/a	n/a	87.32	91.30	3.98 **	0.0024*
Sector of Project Partners: Government	n/a	n/a	44.62	45.81	1.19	0.2137
Sector of Project Partners: Business	n/a	n/a	40.17	43.13	2.96	0.0539
Sector of Project Partners: Educational institution	n/a	n/a	56.82	57.23	0.41	0.2675
Sector of Project Partners: Secular non-profit	n/a	n/a	72.14	72.68	0.54	0.0661
Sector of Project Partners: Faith-based sector	n/a	n/a	71.41	71.27	-0.14 *	0.0413*
Purpose of Partnership(s): Recipient referrals	n/a	n/a	71.72	82.16	10.44 **	<0.0001*
Purpose of Partnership(s): Joint programming	n/a	n/a	68.21	41.61	-26.60 **	<0.0001*
Purpose of Partnership(s): Funding alliance	n/a	n/a	50.96	58.81	7.85 **	0.0015*
Purpose of Partnership(s): Recruit volunteers	n/a	n/a	45.30	50.63	5.33 *	0.0307*
Purpose of Partnership(s): Advocacy, awareness & education	n/a	n/a	67.33	74.04	6.71 **	0.0045*
Purpose of Partnership(s): In-kind donations	n/a	n/a	42.18	47.65	5.47 *	0.0237*
Purpose of Partnership(s): Assess community needs	n/a	n/a	52.77	61.06	8.29 **	0.0018*
Purpose of Partnership(s): Peer learning	n/a	n/a	31.48	39.37	7.89 **	0.0014*
Purpose of Partnership(s): Access complementary skills/knowledge	n/a	n/a	37.78	48.78	11.00 **	<0.0001*
In the past 12 months, organization created or updated a website to expand awareness about the organization to potential partners or funders	n/a	n/a	46.34	61.53	15.19 **	<0.0001
In the past 12 months, organization developed or distributed written materials to expand awareness about the organization to potential partners or funders	n/a	n/a	80.69	83.70	3.01	0.0921
In the past 12 months, organization made presentations to faith-based or other community groups to expand awareness about the organization to potential partners or funders	n/a	n/a	75.34	77.99	2.65	0.1566
In the past 12 months, organization utilized public service announcements or paid advertising to expand awareness about the organization to potential partners or funders	n/a	n/a	31.50	39.39	7.89 **	0.0001
Number of activities organization has undertaken in the past 12 months to expand awareness about the organization to potential partners or funders	2.58	2.74	n/a	n/a	0.16 **	0.0015

Exhibit III.1: Entire Sample—Significance Testing of All Survey Items

Survey Items of Interest	Mean (Pre)	Mean (Post)	% Yes (Pre)	% Yes (Post)	Difference between Pre & Post	Ho: Pre=Post p-value
In the past 12 months, the head of the organization met regularly with a mentor who provides guidance regarding the duties and responsibilities of an executive director/organizational leader	n/a	n/a	50.38	55.89	5.51 **	0.0060
Number of types of training in which head of organization participated in the past 12 months	1.90	2.06	n/a	n/a	0.16 **	0.0006*
In the past 12 months, any staff met regularly with a mentor who provides guidance on performing the roles assigned to the staff	n/a	n/a	51.55	51.70	0.15	0.9435
Level of focus on providing staff with professional development and training to enhance skills in service delivery or skills in administration and management ^b	3.03	3.26	n/a	n/a	0.23 **	<0.0001

*p-value < .05, **p-value < .01

- a A few organizations (5) reported that they experienced very large changes in the number of clients served. These large changes are considered "outliers," which skew the pre and post means presented. Thus, the means are not representative of the typical organization. The following figures were calculated excluding the 5 outlier organizations and, thus, are likely more representative of the typical organization:
 Mean (Pre) = 408.45
 Mean (Post) = 540.98
 Difference between Pre & Post = 132.53
- b The "Level of Focus" scores are based on a scale from 1 to five, with 1 being "not an area of focus at this time" and 5 being "not a focus because we are satisfied with our achievement in this area."

Exhibit III.2: Descriptive Information Related to CCF Assistance—All Items

Survey Items of Interest	Mean	% Yes
Financial Assistance		
Type of assistance organization requested from the Intermediary:		
Financial assistance	n/a	21.53
Technical assistance	n/a	2.63
Both financial and technical assistance	n/a	75.83
Purpose that organization applied for assistance: ^a		
Start up new program	n/a	27.46
Implement programmatic Best Practices	n/a	35.84
Expand type of services	n/a	48.33
Increase number of people served	n/a	60.16
Develop Board of Directors	n/a	43.36
Train administrative staff	n/a	42.14
Train program staff	n/a	42.18
Increase/diversify funding and resources	n/a	65.65
Improve image/public relations	n/a	43.91
Improve general management, financial management, or administrative systems	n/a	53.84
Develop system for tracking outcomes	n/a	46.05
Recruit, develop, or manage volunteers	n/a	44.28
Expand/strengthen community partnerships/networking	n/a	60.47
Strengthen long-term sustainability of the organization	n/a	75.92
Organization had previously received assistance from the Intermediary:		
Type of assistance organization had previously received from the Intermediary: ^a		
Financial assistance	n/a	55.38
One-on-one technical assistance	n/a	39.71
Training	n/a	77.64
<i>In the 12 months prior to the follow-up survey:</i>		
Type of assistance organization received from the Intermediary: ^a		
Financial assistance	n/a	70.36
One-on-one technical assistance	n/a	40.72
Training	n/a	60.59
Revenue Development		
<i>In the 12 months prior to the follow-up survey:</i>		
What the organization wanted to accomplish with funds from the grants/contracts (from any source) that organization applied for/received: ^a		
Start up a new program	n/a	25.16
Implement programmatic Best Practices	n/a	32.55
Expand type of services	n/a	41.06
Increase number of service recipients	n/a	36.70
Develop Board of Directors	n/a	27.64
Train administrative staff	n/a	20.88
Training program staff	n/a	17.78
Increase/diversify income and resources	n/a	27.27
Improve image/public relations	n/a	26.16
Improve general management, financial management, or administrative systems	n/a	34.84
Develop system for tracking outcomes	n/a	19.85
Financial Management		
<i>In the 12 months prior to the follow-up survey:</i>		
Organization implemented a new/better accounting system	n/a	94.93
Human Resource Management and Staff Development		
<i>At the time of the follow-up survey:</i>		
For organizations that do not have volunteers, recruiting volunteers:		
Is a current goal	n/a	35.66
Not a goal because of the nature of organization's work	n/a	25.13
Not a current goal, but a likely future goal	n/a	39.21
Level of focus at the time of the follow-up survey on recruiting, developing, and managing volunteers more effectively ^b	2.58	n/a
Level of focus at the time of the follow-up survey on hiring additional staff ^b	3.04	n/a
^a Organizations reported one or more responses to this question		
^b Level of Focus" scores are based on a scale from 1 to five, with 1 being "not an area of focus at this time" and 5 being "not a focus because we are satisfied with our achievements in this area."		

Appendix IV: Subgroup Analysis Tables

Exhibit IV.1: Subgroup Analysis: Faith-Based vs. Community-Based Organizations—Significance Testing of All Survey Items

Survey Items of Interest	Mean (Pre)	Mean (Post)	% Yes (Pre)	% Yes (Post)	Difference between Pre & Post	Level of Significance of Any Difference	H ₀ : Pre=Post p-value
Organizational Structure							
Organization is 501(c)(3)							
Faith-based organization	n/a	n/a	73.13	75.95	2.82		
Community-based organization	n/a	n/a	76.25	80.18	3.93		
Head of organization is a paid position							
Faith-based organization	n/a	n/a	61.88	57.24	-4.64	*	
Community-based organization	n/a	n/a	61.57	65.35	3.78	*	
Over the past 12 months, 1 or 2 individuals served as head of the organization (compared to 3 or more)							
Faith-based organization	n/a	n/a	90.11	98.24	8.13	**	
Community-based organization	n/a	n/a	87.68	97.02	9.34	**	
Mission and Strategy							
Organization has written mission statement							
Faith-based organization	n/a	n/a	94.90	96.85	1.95		
Community-based organization	n/a	n/a	96.45	97.98	1.53		
Organization has written strategic plan							
Faith-based organization	n/a	n/a	43.11	68.34	25.23	**	
Community-based organization	n/a	n/a	49.43	71.06	21.63	**	
In the past 12 months, organization conducted or participated in an assessment of organizational strengths/needs							
Faith-based organization	n/a	n/a	46.52	79.72	33.20	**	
Community-based organization	n/a	n/a	51.20	78.68	27.48	**	
Among organizations that conducted or participated in an assessment of organizational strengths/needs, the assessment was conducted/guided by an external individual/entity							
Faith-based organization	n/a	n/a	52.03	68.58	16.55	**	
Community-based organization	n/a	n/a	54.30	62.38	8.08		
Service Delivery							
Total number of service recipients (individuals/ families) served in most recent month of full service delivery ^a							
Faith-based organization	373.69	512.45	n/a	n/a	138.76		
Community-based organization	481.95	871.08	n/a	n/a	389.13		

Exhibit IV.1: Subgroup Analysis: Faith-Based vs. Community-Based Organizations—Significance Testing of All Survey Items

Survey Items of Interest	Mean (Pre)	Mean (Post)	% Yes (Pre)	% Yes (Post)	Difference between Pre & Post	Level of Significance of Any Difference	H ₀ : Pre=Post p-value
Compared to the same period a year ago, the number of individuals or families served increased							
Faith-based organization	n/a	n/a	68.04	71.25	3.21		
Community-based organization	n/a	n/a	66.54	69.99	3.45		
Level of focus on increasing the number of clients served by the organization ^b							
Faith-based organization	3.24	3.42	n/a	n/a	0.18	**	
Community-based organization	3.31	3.55	n/a	n/a	0.24	**	
Level of focus on expanding services to include new group of service recipients or geographic area ^b							
Faith-based organization	2.73	2.88	n/a	n/a	0.15		
Community-based organization	2.78	3.02	n/a	n/a	0.24	**	
In the past 12 months, undertook activity to gain understanding of needs in service area							
Faith-based organization	n/a	n/a	48.29	61.43	13.14	**	
Community-based organization	n/a	n/a	60.92	65.67	4.75		
Organization has added / expanded programmatic areas within the past 12 months							
Faith-based organization	n/a	n/a	59.58	61.64	2.06		
Community-based organization	n/a	n/a	60.61	59.05	-1.56		
Program Design							
Level of focus on increasing the number or scope of services offered to clients ^b							
Faith-based organization	3.09	3.30	n/a	n/a	0.20	**	
Community-based organization	3.22	3.29	n/a	n/a	0.08		
Level of focus on incorporating a new approach to services to improve quality/ effectiveness ^b							
Faith-based organization	3.04	3.24	n/a	n/a	0.20	**	
Community-based organization	3.11	3.31	n/a	n/a	0.20	**	
Records & Evaluation							
Organization keeps records on referral sources of service recipients							
Faith-based organization	n/a	n/a	59.49	72.39	12.90	**	
Community-based organization	n/a	n/a	66.60	75.83	9.23	**	
Among organizations that keep these records, organization keeps electronic (instead of only paper) records							
Faith-based organization	n/a	n/a	33.60	41.82	8.22		
Community-based organization	n/a	n/a	40.73	50.16	9.43	*	
Organization keeps records on the needs of individuals/families upon first contact with the program							

Exhibit IV.1: Subgroup Analysis: Faith-Based vs. Community-Based Organizations—Significance Testing of All Survey Items

Survey Items of Interest	Mean (Pre)	Mean (Post)	% Yes (Pre)	% Yes (Post)	Difference between Pre & Post	Level of Significance of Any Difference	H ₀ : Pre=Post p-value
Faith-based organization	n/a	n/a	72.98	81.50	8.52	**	
Community-based organization	n/a	n/a	74.99	79.81	4.82		
Among organizations that keep these records, organization keeps electronic (instead of only paper) records							
Faith-based organization	n/a	n/a	28.28	35.13	6.85		
Community-based organization	n/a	n/a	32.79	36.78	3.99		
Organization keeps records on the types of services provided to individuals/families							
Faith-based organization	n/a	n/a	81.74	89.60	7.86	**	
Community-based organization	n/a	n/a	87.15	90.01	2.86		
Among organizations that keep these records, organization keeps electronic (instead of only paper) records							
Faith-based organization	n/a	n/a	42.92	55.04	12.12	**	
Community-based organization	n/a	n/a	49.88	58.77	8.89	*	
Organization keeps records on the number of individuals or families enrolled in / served through programs							
Faith-based organization	n/a	n/a	94.51	96.68	2.17		
Community-based organization	n/a	n/a	93.76	95.47	1.71		
Among organizations that keep these records, organization keeps electronic (instead of only paper) records							
Faith-based organization	n/a	n/a	54.49	60.81	6.32	*	
Community-based organization	n/a	n/a	61.13	66.61	5.48		
Organization keeps records on individual service recipients' outcomes							
Faith-based organization	n/a	n/a	68.19	80.00	11.81	**	
Community-based organization	n/a	n/a	74.67	84.50	9.83	**	
Among organizations that keep these records, organization keeps electronic (instead of only paper) records							
Faith-based organization	n/a	n/a	40.52	52.37	11.85	**	
Community-based organization	n/a	n/a	52.16	57.00	4.84		

Exhibit IV.1: Subgroup Analysis: Faith-Based vs. Community-Based Organizations—Significance Testing of All Survey Items

Survey Items of Interest	Mean (Pre)	Mean (Post)	% Yes (Pre)	% Yes (Post)	Difference between Pre & Post	Level of Significance of Any Difference	H ₀ : Pre=Post p-value
Organization conducts formal measurements/assessments of the results and benefits of the services provided to individuals or families							
Faith-based organization	n/a	n/a	46.40	60.90	14.50	**	
Community-based organization	n/a	n/a	65.24	77.94	12.70	**	
Organization seeks and obtains regular feedback from individuals/families on their satisfaction with services							
Faith-based organization	n/a	n/a	72.54	83.89	11.35	**	
Community-based organization	n/a	n/a	83.43	89.93	6.50	**	
Level of focus on strengthening the organization's ability to evaluate its overall effectiveness ^b							
Faith-based organization	2.78	3.12	n/a	n/a	0.34	**	
Community-based organization	2.80	3.16	n/a	n/a	0.36	**	
Level of focus on developing a way to collect more information about clients, including the number and characteristics of clients as well as how they are helped by the programs ^b							
Faith-based organization	2.82	3.02	n/a	n/a	0.20	*	
Community-based organization	2.99	3.13	n/a	n/a	0.14		
<i>Human Resource Management and Staff Development</i>							
Conduct annual performance reviews for paid staff							
Faith-based organization	n/a	n/a	64.63	66.55	1.92		
Community-based organization	n/a	n/a	70.86	79.76	8.90	**	
Conduct annual performance reviews for unpaid staff							
Faith-based organization	n/a	n/a	22.70	25.05	2.35		
Community-based organization	n/a	n/a	21.45	27.26	5.81	*	
Written job description for each paid staff position or job category							
Faith-based organization	n/a	n/a	82.49	85.93	3.44		
Community-based organization	n/a	n/a	87.42	92.56	5.14	*	
Written job description for each unpaid staff position or job category							
Faith-based organization	n/a	n/a	50.47	56.41	5.94		
Community-based organization	n/a	n/a	51.03	64.54	13.51	**	
Total number of full-time paid staff							
Faith-based organization	2.41	2.94	n/a	n/a	0.53	**	
Community-based organization	4.46	5.73	n/a	n/a	1.27	*	

Exhibit IV.1: Subgroup Analysis: Faith-Based vs. Community-Based Organizations—Significance Testing of All Survey Items

Survey Items of Interest	Mean (Pre)	Mean (Post)	% Yes (Pre)	% Yes (Post)	Difference between Pre & Post	Level of Significance of Any Difference	H ₀ : Pre=Post p-value
Total number of full-time unpaid staff							
Faith-based organization	0.75	1.09	n/a	n/a	0.34	*	
Community-based organization	0.56	1.08	n/a	n/a	0.52	*	
Total number of part-time paid staff							
Faith-based organization	2.03	2.46	n/a	n/a	0.43	*	
Community-based organization	2.59	2.90	n/a	n/a	0.31		
Total number of part-time unpaid staff							
Faith-based organization	24.83	27.76	n/a	n/a	2.93		
Community-based organization	19.54	20.31	n/a	n/a	0.77		
Number of full-time paid administrative staff							
Faith-based organization	1.01	1.11	n/a	n/a	0.10		
Community-based organization	1.36	1.94	n/a	n/a	0.58		
Number of full-time unpaid administrative staff							
Faith-based organization	0.26	0.40	n/a	n/a	0.13		
Community-based organization	0.19	0.41	n/a	n/a	0.23		
Number of part-time paid administrative staff							
Faith-based organization	0.50	0.79	n/a	n/a	0.29	**	
Community-based organization	0.42	0.55	n/a	n/a	0.14	*	
Number of part-time unpaid administrative staff							
Faith-based organization	2.25	2.59	n/a	n/a	0.35		
Community-based organization	3.91	5.26	n/a	n/a	1.36		
Number of full-time paid service staff							
Faith-based organization	1.41	1.84	n/a	n/a	0.43	*	
Community-based organization	3.15	3.87	n/a	n/a	0.71	*	
Number of full-time unpaid service staff							
Faith-based organization	0.48	0.70	n/a	n/a	0.21		
Community-based organization	0.38	0.68	n/a	n/a	0.30		
Number of part-time paid service staff							
Faith-based organization	1.54	1.67	n/a	n/a	0.14		
Community-based organization	2.20	2.38	n/a	n/a	0.18		

Exhibit IV.1: Subgroup Analysis: Faith-Based vs. Community-Based Organizations—Significance Testing of All Survey Items

Survey Items of Interest	Mean (Pre)	Mean (Post)	% Yes (Pre)	% Yes (Post)	Difference between Pre & Post	Level of Significance of Any Difference	H ₀ : Pre=Post p-value
Number of part-time unpaid service staff							
Faith-based organization	22.59	25.17	n/a	n/a	2.58		
Community-based organization	30.78	15.39	n/a	n/a	-15.39		
Total number of volunteer hours contributed by unpaid staff in an average week					143.87	*	0.0225
Faith-based organization	90.82	157.03	n/a	n/a	66.21		
Community-based organization	157.46	79.80	n/a	n/a	-77.66		
Level of focus on recruiting, developing, and managing volunteers more effectively ^b							
Faith-based organization	2.89	3.10	n/a	n/a	0.21	**	
Community-based organization	2.81	2.99	n/a	n/a	0.18	*	
In the past 12 months, number of staff that participated in training related to: Management & Administration							
Faith-based organization	2.26	2.73	n/a	n/a	0.47		
Community-based organization	2.47	3.23	n/a	n/a	0.76	*	
In the past 12 months, number of staff that participated in training related to: Fundraising							
Faith-based organization	1.48	2.32	n/a	n/a	0.84	**	
Community-based organization	1.50	2.45	n/a	n/a	0.95	**	
In the past 12 months, number of staff that participated in training related to: Service delivery							
Faith-based organization	5.39	6.88	n/a	n/a	1.49		
Community-based organization	8.31	11.64	n/a	n/a	3.33		
<i>IT Management</i>							
Number of functioning computers							
Faith-based organization	5.18	6.40	n/a	n/a	1.22	**	
Community-based organization	7.04	9.03	n/a	n/a	1.99	**	
The number of functioning computers that the organization owns is sufficient for organization/staff needs							
Faith-based organization	n/a	n/a	41.95	65.58	23.63	**	
Community-based organization	n/a	n/a	48.53	72.53	24.00	**	
Staff sufficiently proficient in computer and software use							
Faith-based organization	n/a	n/a	65.63	79.86	14.23	**	
Community-based organization	n/a	n/a	68.58	79.58	11.00	**	

Exhibit IV.1: Subgroup Analysis: Faith-Based vs. Community-Based Organizations—Significance Testing of All Survey Items

Survey Items of Interest	Mean (Pre)	Mean (Post)	% Yes (Pre)	% Yes (Post)	Difference between Pre & Post	Level of Significance of Any Difference	H ₀ : Pre=Post p-value
Organization has access to the internet					4.42	*	0.0168
Faith-based organization	n/a	n/a	93.27	97.46	4.19	**	
Community-based organization	n/a	n/a	97.31	97.08	-0.23		
The internet is used in support of organizational activities							
Faith-based organization	n/a	n/a	87.77	93.19	5.42	**	
Community-based organization	n/a	n/a	93.23	96.72	3.49	*	
Among organizations that use the internet to support organization activities, the internet is used in support of organizational website							
Faith-based organization	n/a	n/a	55.31	74.66	19.35	**	
Community-based organization	n/a	n/a	56.21	75.35	19.14	**	
Among organizations that use the internet to support organization activities, the internet is used to learn about funding opportunities					8.35	**	0.0051
Faith-based organization	n/a	n/a	82.75	91.92	9.17	**	
Community-based organization	n/a	n/a	87.89	88.71	0.82		
Among organizations that use the internet to support organization activities, the internet is used to gather information needed to write grant applications							
Faith-based organization	n/a	n/a	83.67	88.24	4.57		
Community-based organization	n/a	n/a	87.94	90.58	2.64		
Funding Readiness							
Level of focus on identifying and pursuing new sources of government funding ^b							
Faith-based organization	2.89	2.74	n/a	n/a	-0.15	*	
Community-based organization	2.73	2.94	n/a	n/a	0.21	**	
Level of focus on identifying and pursuing new sources of in-kind donations ^b							
Faith-based organization	3.06	3.10	n/a	n/a	0.04		
Community-based organization	2.84	3.13	n/a	n/a	0.28	**	
Level of focus on identifying and pursuing new sources of non-government funding ^b							
Faith-based organization	3.12	3.22	n/a	n/a	0.10		
Community-based organization	3.21	3.32	n/a	n/a	0.11		
Level of focus on developing a fund-development plan (including setting fundraising goals) ^b							
Faith-based organization	2.79	3.11	n/a	n/a	0.31	**	
Community-based organization	2.83	3.17	n/a	n/a	0.35	**	

Exhibit IV.1: Subgroup Analysis: Faith-Based vs. Community-Based Organizations—Significance Testing of All Survey Items

Survey Items of Interest	Mean (Pre)	Mean (Post)	% Yes (Pre)	% Yes (Post)	Difference between Pre & Post	Level of Significance of Any Difference	H ₀ : Pre=Post p-value
In the past 12 months, the head of the organization participated in training related to fundraising							
Faith-based organization	n/a	n/a	56.21	69.36	13.15	**	
Community-based organization	n/a	n/a	62.13	69.29	7.16	*	
In the past 12 months, organization sought funding from any new sources							
Faith-based organization	n/a	n/a	70.47	63.89	-6.58	*	
Community-based organization	n/a	n/a	79.36	70.87	-8.49	**	
Organization has ever hired a grant/contract writer to prepare applications for funding							
Faith-based organization	n/a	n/a	23.81	26.08	2.27		
Community-based organization	n/a	n/a	29.26	33.32	4.06		
Organization has ever hired a grant/contract writer to train staff to prepare applications for funding							
Faith-based organization	n/a	n/a	10.41	13.18	2.77		
Community-based organization	n/a	n/a	6.99	18.56	11.57	**	
Organization has ever sent key staff to grant/contract writing workshops or similar learning opportunities							
Faith-based organization	n/a	n/a	68.92	80.23	11.31	**	
Community-based organization	n/a	n/a	73.13	82.44	9.31	**	
Organization has a written fundraising / fund-development plan							
Faith-based organization	n/a	n/a	20.99	39.35	18.36	**	
Community-based organization	n/a	n/a	24.66	43.47	18.81	**	
Among organizations that never applied for a federal grant at baseline, percentage that applied for a grant at follow-up							
Faith-based organization	n/a	n/a	0.00	32.03	32.03	**	
Community-based organization	n/a	n/a	0.00	33.01	33.01	**	
Among organizations that never applied for or received funding at the time of the baseline survey, the number that received federal funding at the time of the follow-up survey							
Faith-based organization	n/a	n/a	0.00	20.99	20.99	**	
Community-based organization	n/a	n/a	0.00	20.12	20.12	**	
Revenue Development							
In the past 12 months, number of applications submitted for funding from: Federal government agencies							
Faith-based organization	0.50	0.67	n/a	n/a	0.17	*	
Community-based organization	0.61	0.78	n/a	n/a	0.17		

Exhibit IV.1: Subgroup Analysis: Faith-Based vs. Community-Based Organizations—Significance Testing of All Survey Items

Survey Items of Interest	Mean (Pre)	Mean (Post)	% Yes (Pre)	% Yes (Post)	Difference between Pre & Post	Level of Significance of Any Difference	H ₀ : Pre=Post p-value
In the past 12 months, number of applications submitted for funding from: State/local government agencies							
Faith-based organization	0.57	0.62	n/a	n/a	0.04		
Community-based organization	1.59	1.62	n/a	n/a	0.03		
In the past 12 months, number of applications submitted for funding from: Foundations							
Faith-based organization	3.53	3.77	n/a	n/a	0.24		
Community-based organization	5.15	5.62	n/a	n/a	0.46		
In the past 12 months, number of applications submitted for funding from: Other federated giving groups							
Faith-based organization	0.25	0.25	n/a	n/a	0.00		
Community-based organization	0.54	0.68	n/a	n/a	0.14		
In the past 12 months, number of applications approved for funding from: Federal government agencies							
Faith-based organization	0.25	0.33	n/a	n/a	0.09	*	
Community-based organization	0.36	0.44	n/a	n/a	0.08		
In the past 12 months, number of applications approved for funding from: State/local government agencies							
Faith-based organization	0.44	0.40	n/a	n/a	-0.04		
Community-based organization	1.32	1.19	n/a	n/a	-0.13		
In the past 12 months, number of applications approved for funding from: Foundations							
Faith-based organization	1.70	1.45	n/a	n/a	-0.24		
Community-based organization	2.62	2.52	n/a	n/a	-0.10		
In the past 12 months, number of applications approved for funding from: Other federated giving groups							
Faith-based organization	0.21	0.18	n/a	n/a	-0.03		
Community-based organization	0.45	0.48	n/a	n/a	0.02		
Sum of number of grants received/approved from all sources							
Faith-based organization	3.06	3.24	n/a	n/a	0.19		
Community-based organization	5.23	5.64	n/a	n/a	0.41		
In the past 12 months, total amount of funds from this source: Federal government agencies							
Faith-based organization	11,907	10,859	n/a	n/a	-1,048		
Community-based organization	57,393	58,635	n/a	n/a	1,242		

Exhibit IV.1: Subgroup Analysis: Faith-Based vs. Community-Based Organizations—Significance Testing of All Survey Items

Survey Items of Interest	Mean (Pre)	Mean (Post)	% Yes (Pre)	% Yes (Post)	Difference between Pre & Post	Level of Significance of Any Difference	H ₀ : Pre=Post p-value
In the past 12 months, total amount of funds from this source: State/local government agencies					56,125	**	0.0017
Faith-based organization	9,674	11,668	n/a	n/a	1,994		
Community-based organization	94,888	40,757	n/a	n/a	-54,131	**	
In the past 12 months, total amount of funds from this source: Foundations					17,388	**	0.0011
Faith-based organization	17,693	12,981	n/a	n/a	-4,712		
Community-based organization	36,914	14,814	n/a	n/a	-22,100	**	
In the past 12 months, total amount of funds from this source: Other federated giving groups							
Faith-based organization	3,923	1,242	n/a	n/a	-2,681		
Community-based organization	11,237	5,451	n/a	n/a	-5,786	**	
Obtained funding from new sources in past 12 months							
Faith-based organization	n/a	n/a	71.70	56.40	-15.30	**	
Community-based organization	n/a	n/a	76.57	58.41	-18.16	**	
Total number of revenue sources, from grants and fundraising combined							
Faith-based organization	4.12	4.57	n/a	n/a	0.45		
Community-based organization	6.08	6.44	n/a	n/a	0.36		
Total expenditures over last completed fiscal year							
Faith-based organization	192,011	245,076	n/a	n/a	53,065	**	
Community-based organization	356,060	406,592	n/a	n/a	50,532		
Financial Management							
Organization has a designated person responsible for financial management							
Faith-based organization	n/a	n/a	97.30	99.01	1.71	*	
Community-based organization	n/a	n/a	95.51	98.00	2.49	*	
The Executive Director/head of the organization is responsible for financial management, as opposed to another person							
Faith-based organization	n/a	n/a	36.36	39.63	3.27		
Community-based organization	n/a	n/a	47.58	47.19	-0.39		
Organization prepares a budget							
Faith-based organization	n/a	n/a	92.10	92.34	0.24		
Community-based organization	n/a	n/a	91.71	93.25	1.54		

Exhibit IV.1: Subgroup Analysis: Faith-Based vs. Community-Based Organizations—Significance Testing of All Survey Items

Survey Items of Interest	Mean (Pre)	Mean (Post)	% Yes (Pre)	% Yes (Post)	Difference between Pre & Post	Level of Significance of Any Difference	H ₀ : Pre=Post p-value
Organization has financial management procedures that provide checks and balances for ensuring expenditures are properly authorized							
Faith-based organization	n/a	n/a	64.13	93.62	29.49	**	
Community-based organization	n/a	n/a	70.33	92.71	22.38	**	
Organization had an audit of its finances/financial records by an external auditor in the past 12 months							
Faith-based organization	n/a	n/a	32.28	33.82	1.54		
Community-based organization	n/a	n/a	46.05	49.84	3.79		
Level of focus on developing systems that will help manage the organizations' finances more effectively ^b							
Faith-based organization	3.33	3.46	n/a	n/a	0.13		
Community-based organization	3.36	3.60	n/a	n/a	0.25	**	
Level of focus on putting in place a budgeting process that ensures effective allocation of resources ^b							
Faith-based organization	3.39	3.60	n/a	n/a	0.21	**	
Community-based organization	3.42	3.73	n/a	n/a	0.31	**	
Organization regularly uses computer software to keep financial records							
Faith-based organization	n/a	n/a	78.82	91.84	13.02	**	
Community-based organization	n/a	n/a	71.55	86.58	15.03	**	
<i>Board Composition</i>							
Organization has a Board of Directors							
Faith-based organization	n/a	n/a	89.00	88.64	-0.36		
Community-based organization	n/a	n/a	90.16	92.46	2.30		
Among organizations that do not have a Board of Directors, organization has plans for establishing a Board							
Faith-based organization	n/a	n/a	66.61	60.06	-6.55		
Community-based organization	n/a	n/a	47.39	52.74	5.35		
Percent of Board positions that are currently filled							
Faith-based organization	0.85	0.86	n/a	n/a	0.00		
Community-based organization	0.87	0.85	n/a	n/a	-0.02		
Level of focus on developing a Board that represents a cross-section of the community ^b							
Faith-based organization	3.21	3.43	n/a	n/a	0.23	**	
Community-based organization	3.49	3.60	n/a	n/a	0.11		

Exhibit IV.1: Subgroup Analysis: Faith-Based vs. Community-Based Organizations—Significance Testing of All Survey Items

Survey Items of Interest	Mean (Pre)	Mean (Post)	% Yes (Pre)	% Yes (Post)	Difference between Pre & Post	Level of Significance of Any Difference	H ₀ : Pre=Post p-value
Level of focus on developing a Board with ties to different constituencies^b					0.23	*	0.0473
Faith-based organization	3.07	3.40	n/a	n/a	0.33	**	
Community-based organization	3.31	3.40	n/a	n/a	0.10		
Level of focus on recruiting Board members with diverse expertise^b							
Faith-based organization	3.28	3.42	n/a	n/a	0.14		
Community-based organization	3.41	3.56	n/a	n/a	0.15	*	
Someone regularly takes minutes and keeps records of attendance at Board meetings							
Faith-based organization	n/a	n/a	96.33	98.16	1.83		
Community-based organization	n/a	n/a	97.38	97.67	0.29		
Primary activities of the Board: Outreach to community and key stakeholders							
Faith-based organization	n/a	n/a	55.54	70.07	14.53	**	
Community-based organization	n/a	n/a	67.44	75.63	8.19	**	
Primary activities of the Board: Develop organization's budget							
Faith-based organization	n/a	n/a	60.59	68.09	7.50	*	
Community-based organization	n/a	n/a	49.68	60.52	10.84	**	
Primary activities of the Board: Recruit new board members							
Faith-based organization	n/a	n/a	60.58	71.66	11.08	**	
Community-based organization	n/a	n/a	74.05	78.38	4.33		
Primary activities of the Board: Set goals and strategies for the organization							
Faith-based organization	n/a	n/a	79.90	88.44	8.54	**	
Community-based organization	n/a	n/a	82.19	87.87	5.68	*	
Primary activities of the Board: Review performance of programs and program outcomes					-10.74	*	0.0167
Faith-based organization	n/a	n/a	67.74	67.39	-0.35		
Community-based organization	n/a	n/a	61.08	71.47	10.39	**	
Primary activities of the Board: Review organization's financial records to ensure funds were properly spent in support of the organization's mission							
Faith-based organization	n/a	n/a	87.40	90.10	2.70		
Community-based organization	n/a	n/a	83.76	84.02	0.26		
Primary activities of the Board: Conduct performance reviews of executive director							
Faith-based organization	n/a	n/a	46.91	57.29	10.38	**	
Community-based organization	n/a	n/a	46.15	61.22	15.07	**	

Exhibit IV.1: Subgroup Analysis: Faith-Based vs. Community-Based Organizations—Significance Testing of All Survey Items

Survey Items of Interest	Mean (Pre)	Mean (Post)	% Yes (Pre)	% Yes (Post)	Difference between Pre & Post	Level of Significance of Any Difference	H ₀ : Pre=Post p-value
<i>Board Development</i>							
Board provides a formal orientation for new Board members							
Faith-based organization	n/a	n/a	43.05	60.80	17.75	**	
Community-based organization	n/a	n/a	51.38	67.19	15.81	**	
In the past 12 months, any Board member participated in training/learning opportunities to learn more about governance/roles & responsibilities of Board members							
Faith-based organization	n/a	n/a	44.69	64.82	20.13	**	
Community-based organization	n/a	n/a	51.28	66.86	15.58	**	
Level of focus on providing information to the Board so they can better understand their responsibilities and create plans for improving their performance ^b							
Faith-based organization	3.13	3.34	n/a	n/a	0.21	**	
Community-based organization	3.32	3.55	n/a	n/a	0.23	**	
<i>Community Outreach</i>							
In the past 12 months, organization created or updated a website to expand awareness about the organization to individuals or families in the community/service area							
Faith-based organization	n/a	n/a	48.40	63.50	15.10	**	
Community-based organization	n/a	n/a	51.11	67.27	16.16	**	
In the past 12 months, organization developed or distributed written materials to expand awareness about the organization to individuals or families in the community/service area							
Faith-based organization	n/a	n/a	85.54	88.59	3.05		
Community-based organization	n/a	n/a	88.69	90.97	2.28		
In the past 12 months, organization made presentations to faith-based or other community groups to expand awareness about the organization to individuals or families in the community/service area							
Faith-based organization	n/a	n/a	78.83	80.56	1.73		
Community-based organization	n/a	n/a	78.33	82.23	3.90		
In the past 12 months, organization utilized public service announcements or paid advertising to expand awareness about the organization to individuals or families in the community/service area							
Faith-based organization	n/a	n/a	38.42	46.51	8.09	**	
Community-based organization	n/a	n/a	47.98	56.38	8.40	**	

Exhibit IV.1: Subgroup Analysis: Faith-Based vs. Community-Based Organizations—Significance Testing of All Survey Items

Survey Items of Interest	Mean (Pre)	Mean (Post)	% Yes (Pre)	% Yes (Post)	Difference between Pre & Post	Level of Significance of Any Difference	H ₀ : Pre=Post p-value
Number of activities organization has undertaken in the past 12 months to expand awareness about the organization to individuals or families in the community/service area							
Faith-based organization	2.80	2.92	n/a	n/a	0.12	*	
Community-based organization	2.99	3.11	n/a	n/a	0.11		
<i>Establishing Collaborative Relationships</i>							
Partnership arrangements with other organizations							
Faith-based organization	n/a	n/a	86.01	90.24	4.23	*	
Community-based organization	n/a	n/a	88.64	92.44	3.80	*	
Sector of Project Partners: Government							
Faith-based organization	n/a	n/a	38.67	37.50	-1.17		
Community-based organization	n/a	n/a	51.01	54.03	3.02		
Sector of Project Partners: Business							
Faith-based organization	n/a	n/a	36.06	38.74	2.68		
Community-based organization	n/a	n/a	44.35	47.65	3.30		
Sector of Project Partners: Educational institution							
Faith-based organization	n/a	n/a	49.48	49.28	-0.20		
Community-based organization	n/a	n/a	64.31	65.35	1.04		
Sector of Project Partners: Secular non-profit							
Faith-based organization	n/a	n/a	62.28	66.23	3.95	*	
Community-based organization	n/a	n/a	81.35	79.36	-1.99		
Sector of Project Partners: Faith-based sector							
Faith-based organization	n/a	n/a	85.61	83.33	-2.28		
Community-based organization	n/a	n/a	56.84	59.13	2.29		
Purpose of Partnership(s): Recipient referrals							
Faith-based organization	n/a	n/a	72.26	83.28	11.02	**	
Community-based organization	n/a	n/a	71.39	81.83	10.44	**	
Purpose of Partnership(s): Joint programming							
Faith-based organization	n/a	n/a	66.20	42.04	-24.16	**	
Community-based organization	n/a	n/a	70.04	40.98	-29.06	**	
Purpose of Partnership(s): Funding alliance							
Faith-based organization	n/a	n/a	48.06	54.88	6.82	*	
Community-based organization	n/a	n/a	53.25	62.90	9.65	**	
Purpose of Partnership(s): Recruit volunteers							

Exhibit IV.1: Subgroup Analysis: Faith-Based vs. Community-Based Organizations—Significance Testing of All Survey Items

Survey Items of Interest	Mean (Pre)	Mean (Post)	% Yes (Pre)	% Yes (Post)	Difference between Pre & Post	Level of Significance of Any Difference	H ₀ : Pre=Post p-value
Faith-based organization	n/a	n/a	45.42	50.00	4.58		
Community-based organization	n/a	n/a	44.78	51.28	6.50		
Purpose of Partnership(s): Advocacy, awareness & education							
Faith-based organization	n/a	n/a	64.39	71.49	7.10	*	
Community-based organization	n/a	n/a	70.05	77.15	7.10	*	
Purpose of Partnership(s): In-kind donations							
Faith-based organization	n/a	n/a	41.67	50.02	8.35	*	
Community-based organization	n/a	n/a	42.19	45.54	3.35		
Purpose of Partnership(s): Assess community needs							
Faith-based organization	n/a	n/a	51.52	58.76	7.24		
Community-based organization	n/a	n/a	53.47	63.60	10.13	**	
Purpose of Partnership(s): Peer learning							
Faith-based organization	n/a	n/a	32.83	36.88	4.05		
Community-based organization	n/a	n/a	29.68	41.87	12.19	**	
Purpose of Partnership(s): Access complementary skills/knowledge							
Faith-based organization	n/a	n/a	39.06	46.13	7.07	*	
Community-based organization	n/a	n/a	36.21	51.35	15.14	**	
In the past 12 months, organization created or updated a website to expand awareness about the organization to potential partners or funders							
Faith-based organization	n/a	n/a	42.90	61.67	18.77	**	
Community-based organization	n/a	n/a	49.04	61.20	12.16	**	
In the past 12 months, organization developed or distributed written materials to expand awareness about the organization to potential partners or funders							
Faith-based organization	n/a	n/a	77.95	83.51	5.56	*	
Community-based organization	n/a	n/a	83.60	84.12	0.52		
In the past 12 months, organization made presentations to faith-based or other community groups to expand awareness about the organization to potential partners or funders							
Faith-based organization	n/a	n/a	76.68	77.65	0.97		
Community-based organization	n/a	n/a	74.35	78.46	4.11		

Exhibit IV.1: Subgroup Analysis: Faith-Based vs. Community-Based Organizations—Significance Testing of All Survey Items

Survey Items of Interest	Mean (Pre)	Mean (Post)	% Yes (Pre)	% Yes (Post)	Difference between Pre & Post	Level of Significance of Any Difference	H ₀ : Pre=Post p-value
In the past 12 months, organization utilized public service announcements or paid advertising to expand awareness about the organization to potential partners or funders							
Faith-based organization	n/a	n/a	28.23	34.85	6.62	*	
Community-based organization	n/a	n/a	34.83	44.13	9.30	**	
Number of activities organization has undertaken in the past 12 months to expand awareness about the organization to potential partners or funders							
Faith-based organization	2.47	2.69	n/a	n/a	0.22	**	
Community-based organization	2.69	2.80	n/a	n/a	0.11		
In the past 12 months, the head of the organization met regularly with a mentor who provides guidance regarding the duties and responsibilities of an executive director/organizational leader							
Faith-based organization	n/a	n/a	54.15	59.66	5.51		
Community-based organization	n/a	n/a	46.08	51.71	5.63		
Number of types of training in which head of organization participated in the past 12 months							
Faith-based organization	1.86	2.07	n/a	n/a	0.21	**	
Community-based organization	1.95	2.05	n/a	n/a	0.11		
In the past 12 months, any staff met regularly with a mentor who provides guidance on performing the roles assigned to the staff							
Faith-based organization	n/a	n/a	52.49	53.20	0.71		
Community-based organization	n/a	n/a	50.73	50.31	-0.42		
Level of focus on providing staff with professional development and training to enhance skills in service delivery or skills in administration and management ^b							
Faith-based organization	3.00	3.20	n/a	n/a	0.19	**	
Community-based organization	3.06	3.34	n/a	n/a	0.28	**	

Exhibit IV.1: Subgroup Analysis: Faith-Based vs. Community-Based Organizations—Significance Testing of All Survey Items

Survey Items of Interest	Mean (Pre)	Mean (Post)	% Yes (Pre)	% Yes (Post)	Difference between Pre & Post	Level of Significance of Any Difference	H ₀ : Pre=Post p-value
*p-value < .05, **p-value < .01							
a A few organizations (5) reported that they experienced very large changes in the number of clients served. These large changes are considered "outliers," which skew the pre and post means presented. Thus, the means are not representative of the typical organization. The following figures were calculated excluding the 5 outlier organizations and, thus, are likely more representative of the typical organization:							
Faith-based Organizations							
Mean (Pre) = 362.36							
Mean (Post) = 390.68							
Difference between Pre & Post = 28.32							
Community-based Organizations							
Mean (Pre) = 455.70							
Mean (Post) = 700.24							
Difference between Pre & Post = 244.54							
b The "Level of Focus" scores are based on a scale from 1 to 5, with 1 being "not an area of focus at this time" and 5 being "not a focus because we are satisfied with our achievement in this area."							

Exhibit IV.2: Subgroup Analysis: Organization Size—Significance Testing of Key Survey Items

Survey Items of Interest	Mean (Pre)	Mean (Post)	% Yes (Pre)	% Yes (Post)	Difference between Pre & Post	Level of Significance of Any Difference	H ₀ : Pre=Post p-value
Organizational Structure							
Organization is 501(c)(3)					12.39	**	0.0002
Organizations with expenditures less than \$100K	n/a	n/a	70.33	76.50	6.17	**	
Organizations with expenditures of \$100K or more	n/a	n/a	89.50	83.28	-6.22	**	
Head of organization is a paid position							
Organizations with expenditures less than \$100K	n/a	n/a	43.38	43.18	-0.20		
Organizations with expenditures of \$100K or more	n/a	n/a	92.82	90.28	-2.54		
Mission and Strategy							
Organization has written mission statement							
Organizations with expenditures less than \$100K	n/a	n/a	95.43	97.48	2.05		
Organizations with expenditures of \$100K or more	n/a	n/a	97.84	99.09	1.25		
Organization has written strategic plan							
Organizations with expenditures less than \$100K	n/a	n/a	39.45	64.79	25.34	**	
Organizations with expenditures of \$100K or more	n/a	n/a	57.48	77.61	20.13	**	
Service Delivery							
Total number of service recipients (individuals/ families) served in most recent month of full service delivery ^a							
Organizations with expenditures less than \$100K	282.22	575.11	n/a	n/a	292.89		
Organizations with expenditures of \$100K or more	667.27	917.50	n/a	n/a	250.23		
Organization has added / expanded programmatic areas within the past 12 months							
Organizations with expenditures less than \$100K	n/a	n/a	56.48	58.02	1.54		
Organizations with expenditures of \$100K or more	n/a	n/a	68.23	63.57	-4.66		
Records & Evaluation							
Organization keeps records on referral sources of service recipients							
Organizations with expenditures less than \$100K	n/a	n/a	61.18	68.55	7.37	*	
Organizations with expenditures of \$100K or more	n/a	n/a	66.06	79.89	13.83	**	
Among organizations that keep these records, organization keeps electronic (instead of only paper) records							
Organizations with expenditures less than \$100K	n/a	n/a	29.14	41.34	12.20	**	
Organizations with expenditures of \$100K or more	n/a	n/a	45.86	54.20	8.34		

Exhibit IV.2: Subgroup Analysis: Organization Size—Significance Testing of Key Survey Items

Survey Items of Interest	Mean (Pre)	Mean (Post)	% Yes (Pre)	% Yes (Post)	Difference between Pre & Post	Level of Significance of Any Difference	H ₀ : Pre=Post p-value
Organization keeps records on the needs of individuals/families upon first contact with the program					-7.87	*	0.0366
Organizations with expenditures less than \$100K	n/a	n/a	73.09	76.20	3.11		
Organizations with expenditures of \$100K or more	n/a	n/a	75.64	86.62	10.98	**	
Among organizations that keep these records, organization keeps electronic (instead of only paper) records					-12.23	*	0.0341
Organizations with expenditures less than \$100K	n/a	n/a	27.34	26.85	-0.49		
Organizations with expenditures of \$100K or more	n/a	n/a	35.38	47.12	11.74	**	
Organization keeps records on the types of services provided to individuals/families							
Organizations with expenditures less than \$100K	n/a	n/a	82.01	86.57	4.56		
Organizations with expenditures of \$100K or more	n/a	n/a	88.98	93.84	4.86	*	
Among organizations that keep these records, organization keeps electronic (instead of only paper) records							
Organizations with expenditures less than \$100K	n/a	n/a	40.02	48.18	8.16	*	
Organizations with expenditures of \$100K or more	n/a	n/a	54.14	67.01	12.87	**	
Organization keeps records on the number of individuals or families enrolled in / served through programs							
Organizations with expenditures less than \$100K	n/a	n/a	92.97	93.75	0.78		
Organizations with expenditures of \$100K or more	n/a	n/a	97.11	98.73	1.62		
Among organizations that keep these records, organization keeps electronic (instead of only paper) records							
Organizations with expenditures less than \$100K	n/a	n/a	46.09	51.38	5.29		
Organizations with expenditures of \$100K or more	n/a	n/a	73.32	78.66	5.34		
Organization keeps records on individual service recipients' outcomes							
Organizations with expenditures less than \$100K	n/a	n/a	66.30	78.40	12.10	**	
Organizations with expenditures of \$100K or more	n/a	n/a	79.01	88.16	9.15	**	
Among organizations that keep these records, organization keeps electronic (instead of only paper) records							
Organizations with expenditures less than \$100K	n/a	n/a	35.70	43.03	7.33		
Organizations with expenditures of \$100K or more	n/a	n/a	57.36	67.29	9.93	**	

Exhibit IV.2: Subgroup Analysis: Organization Size—Significance Testing of Key Survey Items

Survey Items of Interest	Mean (Pre)	Mean (Post)	% Yes (Pre)	% Yes (Post)	Difference between Pre & Post	Level of Significance of Any Difference	H ₀ : Pre=Post p-value
Organization conducts formal measurements/assessments of the results and benefits of the services provided to individuals or families					8.38	*	0.0483
Organizations with expenditures less than \$100K	n/a	n/a	47.86	65.39	17.53	**	
Organizations with expenditures of \$100K or more	n/a	n/a	66.05	75.20	9.15	**	
Human Resource Management and Staff Development							
Total number of full-time paid staff							
Organizations with expenditures less than \$100K	0.69	1.37	n/a	n/a	0.68	*	
Organizations with expenditures of \$100K or more	7.64	8.96	n/a	n/a	1.32	*	
Total number of full-time unpaid staff							
Organizations with expenditures less than \$100K	0.60	1.09	n/a	n/a	0.49	**	
Organizations with expenditures of \$100K or more	0.76	2.05	n/a	n/a	1.29		
Total number of part-time paid staff							
Organizations with expenditures less than \$100K	1.08	1.58	n/a	n/a	0.50	*	
Organizations with expenditures of \$100K or more	4.29	4.66	n/a	n/a	0.37		
Total number of part-time unpaid staff							
Organizations with expenditures less than \$100K	10.87	14.11	n/a	n/a	3.25	*	
Organizations with expenditures of \$100K or more	41.37	40.83	n/a	n/a	-0.54		
IT Management							
Organization has access to the internet							
Organizations with expenditures less than \$100K	n/a	n/a	92.44	94.73	2.29		
Organizations with expenditures of \$100K or more	n/a	n/a	99.05	99.67	0.62		
Funding Readiness							
In the past 12 months, organization sought funding from any new sources							
Organizations with expenditures less than \$100K	n/a	n/a	69.17	63.45	-5.72	*	
Organizations with expenditures of \$100K or more	n/a	n/a	84.49	73.97	-10.52	**	
Among organizations that never applied for a federal grant at baseline, percentage that applied for a grant at follow-up							
Organizations with expenditures less than \$100K	n/a	n/a	0.00	30.07	30.07	**	
Organizations with expenditures of \$100K or more	n/a	n/a	0.00	33.29	33.29	**	

Exhibit IV.2: Subgroup Analysis: Organization Size—Significance Testing of Key Survey Items

Survey Items of Interest	Mean (Pre)	Mean (Post)	% Yes (Pre)	% Yes (Post)	Difference between Pre & Post	Level of Significance of Any Difference	H ₀ : Pre=Post p-value
Among organizations that never applied for or received funding at the time of the baseline survey, the number that received federal funding at the time of the follow-up survey							
Organizations with expenditures less than \$100K	n/a	n/a	0.00	19.05	19.05	**	
Organizations with expenditures of \$100K or more	n/a	n/a	0.00	24.21	24.21	**	
Revenue Development							
In the past 12 months, number of applications approved for funding from: Federal government agencies							
Organizations with expenditures less than \$100K	0.19	0.27	n/a	n/a	0.08		
Organizations with expenditures of \$100K or more	0.48	0.55	n/a	n/a	0.07		
In the past 12 months, number of applications approved for funding from: State/local government agencies					0.40	*	0.0317
Organizations with expenditures less than \$100K	0.37	0.44	n/a	n/a	0.07		
Organizations with expenditures of \$100K or more	1.70	1.37	n/a	n/a	-0.33		
In the past 12 months, number of applications approved for funding from: Foundations							
Organizations with expenditures less than \$100K	0.91	0.90	n/a	n/a	-0.02		
Organizations with expenditures of \$100K or more	4.10	3.67	n/a	n/a	-0.43		
In the past 12 months, number of applications approved for funding from: Other federated giving groups							
Organizations with expenditures less than \$100K	0.21	0.16	n/a	n/a	-0.05		
Organizations with expenditures of \$100K or more	0.55	0.59	n/a	n/a	0.05		
Sum of number of grants received/approved from all sources							
Organizations with expenditures less than \$100K	1.92	2.45	n/a	n/a	0.54	**	
Organizations with expenditures of \$100K or more	7.22	7.16	n/a	n/a	-0.06		
In the past 12 months, total amount of funds from this source: Federal government agencies							
Organizations with expenditures less than \$100K	7,929	20,565	n/a	n/a	12,636		
Organizations with expenditures of \$100K or more	75,094	57,543	n/a	n/a	-17,551		
In the past 12 months, total amount of funds from this source: State/local government agencies					74,419	**	0.0007
Organizations with expenditures less than \$100K	5,529	9,582	n/a	n/a	4,052		
Organizations with expenditures of \$100K or more	121,980	51,613	n/a	n/a	-70,367	**	
In the past 12 months, total amount of funds from this source: Foundations					32,833	**	<0.0001
Organizations with expenditures less than \$100K	7,144	6,655	n/a	n/a	-489		
Organizations with expenditures of \$100K or more	57,768	24,446	n/a	n/a	-33,322	**	

Exhibit IV.2: Subgroup Analysis: Organization Size—Significance Testing of Key Survey Items

Survey Items of Interest	Mean (Pre)	Mean (Post)	% Yes (Pre)	% Yes (Post)	Difference between Pre & Post	Level of Significance of Any Difference	H ₀ : Pre=Post p-value
In the past 12 months, total amount of funds from this source: Other federated giving groups					10,990	**	0.0011
Organizations with expenditures less than \$100K	856	978	n/a	n/a	122		
Organizations with expenditures of \$100K or more	17,786	6,918	n/a	n/a	-10,868	**	
Obtained funding from new sources in past 12 months							
Organizations with expenditures less than \$100K	n/a	n/a	68.35	50.41	-17.94	**	
Organizations with expenditures of \$100K or more	n/a	n/a	82.83	66.60	-16.23	**	
Financial Management							
Organization had an audit of its finances/financial records by an external auditor in the past 12 months					0.13	**	0.0001
Organizations with expenditures less than \$100K	0.19	0.27	n/a	n/a	0.08	**	
Organizations with expenditures of \$100K or more	0.71	0.67	n/a	n/a	-0.05		
Organization has financial management procedures that provide checks and balances for ensuring expenditures are properly authorized					9.26	**	0.0061
Organizations with expenditures less than \$100K	n/a	n/a	62.19	91.33	29.14	**	
Organizations with expenditures of \$100K or more	n/a	n/a	77.00	96.88	19.88	**	
Organization regularly uses computer software to keep financial records					18.69	**	<0.0001
Organizations with expenditures less than \$100K	n/a	n/a	64.85	84.99	20.14	**	
Organizations with expenditures of \$100K or more	n/a	n/a	95.07	96.52	1.45		
Board Composition							
Organization has a Board of Directors							
Organizations with expenditures less than \$100K	n/a	n/a	87.47	88.61	1.14		
Organizations with expenditures of \$100K or more	n/a	n/a	95.63	95.19	-0.44		
Among organizations that do not have a Board of Directors, organization has plans for establishing a Board					75.38	*	0.0169
Organizations with expenditures less than \$100K	n/a	n/a	48.00	56.30	8.30		
Organizations with expenditures of \$100K or more	n/a	n/a	67.08	0.00	-67.08	*	
Community Outreach							
In the past 12 months, organization created or updated a website to expand awareness about the organization to individuals or families in the community/service area							
Organizations with expenditures less than \$100K	n/a	n/a	43.01	60.07	17.06	**	
Organizations with expenditures of \$100K or more	n/a	n/a	64.15	74.02	9.87	**	

Exhibit IV.2: Subgroup Analysis: Organization Size—Significance Testing of Key Survey Items

Survey Items of Interest	Mean (Pre)	Mean (Post)	% Yes (Pre)	% Yes (Post)	Difference between Pre & Post	Level of Significance of Any Difference	H ₀ : Pre=Post p-value
In the past 12 months, organization developed or distributed written materials to expand awareness about the organization to individuals or families in the community/service area							
Organizations with expenditures less than \$100K	n/a	n/a	83.61	87.21	3.60		
Organizations with expenditures of \$100K or more	n/a	n/a	93.11	92.92	-0.19		
In the past 12 months, organization made presentations to faith-based or other community groups to expand awareness about the organization to individuals or families in the community/service area							
Organizations with expenditures less than \$100K	n/a	n/a	77.03	77.94	0.91		
Organizations with expenditures of \$100K or more	n/a	n/a	82.19	87.90	5.71	*	
In the past 12 months, organization utilized public service announcements or paid advertising to expand awareness about the organization to individuals or families in the community/service area							
Organizations with expenditures less than \$100K	n/a	n/a	39.28	48.43	9.15	**	
Organizations with expenditures of \$100K or more	n/a	n/a	50.15	54.35	4.20		
<i>Establishing Collaborative Relationships</i>							
Partnership arrangements with other organizations							
Organizations with expenditures less than \$100K	n/a	n/a	85.14	88.35	3.21		
Organizations with expenditures of \$100K or more	n/a	n/a	93.78	95.71	1.93		
Purpose of Partnership(s): Recipient referrals					10.70	**	0.0093
Organizations with expenditures less than \$100K	n/a	n/a	68.19	83.00	14.81	**	
Organizations with expenditures of \$100K or more	n/a	n/a	77.53	81.64	4.11		
Purpose of Partnership(s): Joint programming							
Organizations with expenditures less than \$100K	n/a	n/a	66.89	41.67	-25.22	**	
Organizations with expenditures of \$100K or more	n/a	n/a	70.93	40.62	-30.31	**	
Purpose of Partnership(s): Funding alliance							
Organizations with expenditures less than \$100K	n/a	n/a	49.00	57.77	8.77	*	
Organizations with expenditures of \$100K or more	n/a	n/a	52.57	61.02	8.45	*	
Purpose of Partnership(s): Recruit volunteers							
Organizations with expenditures less than \$100K	n/a	n/a	46.69	50.17	3.48		
Organizations with expenditures of \$100K or more	n/a	n/a	40.40	51.79	11.39	**	
Purpose of Partnership(s): Advocacy, awareness & education							
Organizations with expenditures less than \$100K	n/a	n/a	66.90	73.30	6.40		
Organizations with expenditures of \$100K or more	n/a	n/a	68.17	76.12	7.95	*	

Exhibit IV.2: Subgroup Analysis: Organization Size—Significance Testing of Key Survey Items

Survey Items of Interest	Mean (Pre)	Mean (Post)	% Yes (Pre)	% Yes (Post)	Difference between Pre & Post	Level of Significance of Any Difference	H ₀ : Pre=Post p-value
Purpose of Partnership(s): In-kind donations							
Organizations with expenditures less than \$100K	n/a	n/a	43.48	48.57	5.09		
Organizations with expenditures of \$100K or more	n/a	n/a	39.44	46.06	6.62		
Purpose of Partnership(s): Assess community needs							
Organizations with expenditures less than \$100K	n/a	n/a	54.86	60.48	5.62		
Organizations with expenditures of \$100K or more	n/a	n/a	48.69	61.26	12.57	**	
Purpose of Partnership(s): Peer learning							
Organizations with expenditures less than \$100K	n/a	n/a	30.19	39.28	9.09	**	
Organizations with expenditures of \$100K or more	n/a	n/a	32.89	40.36	7.47	*	
Purpose of Partnership(s): Access complementary skills/knowledge							
Organizations with expenditures less than \$100K	n/a	n/a	37.40	46.80	9.40	*	
Organizations with expenditures of \$100K or more	n/a	n/a	36.83	52.56	15.73	**	

*p-value < .05, **p-value < .01

a A few organizations (5) reported that they experienced very large changes in the number of clients served. These large changes are considered "outliers," which skew the pre and post means presented. Thus, the means are not representative of the typical organization. The following figures were calculated excluding the 5 outlier organizations and, thus, are likely more representative of the typical organization:

Organizations with expenditures less than \$100k

Mean (Pre) = 258.56

Mean (Post) = 483.55

Difference between Pre & Post = 224.99

Organizations with expenditures of \$100k or more

Mean (Pre) = 654.16

Mean (Post) = 681.49

Difference between Pre & Post = 27.33

Exhibit IV.3: Subgroup Analysis: Organization Age—Significance Testing of Key Survey Items

Survey Items of Interest	Mean (Pre)	Mean (Post)	% Yes (Pre)	% Yes (Post)	Difference between Pre & Post	Level of Significance of Any Difference	Ho: Pre=Post p-value
Organizational Structure							
Organization is 501(c)(3)					16.39	**	<0.0001
Organizations formed fewer than 6 years ago	n/a	n/a	62.24	75.12	12.88	**	
Organizations formed 6 years ago or more	n/a	n/a	83.68	80.17	-3.51		
Head of organization is a paid position							
Organizations formed fewer than 6 years ago	n/a	n/a	43.68	46.46	2.78		
Organizations formed 6 years ago or more	n/a	n/a	73.74	71.66	-2.08		
Mission and Strategy							
Organization has written mission statement							
Organizations formed fewer than 6 years ago	n/a	n/a	93.54	96.92	3.38	*	
Organizations formed 6 years ago or more	n/a	n/a	97.13	97.75	0.62		
Organization has written strategic plan							
Organizations formed fewer than 6 years ago	n/a	n/a	41.36	68.97	27.61	**	
Organizations formed 6 years ago or more	n/a	n/a	49.24	70.56	21.32	**	
Service Delivery							
Total number of service recipients (individuals/ families) served in most recent month of full service delivery ^a							
Organizations formed fewer than 6 years ago	242.90	367.95	n/a	n/a	125.05		
Organizations formed 6 years ago or more	549.52	896.92	n/a	n/a	347.41	*	
Organization has added / expanded programmatic areas within the past 12 months							
Organizations formed fewer than 6 years ago	n/a	n/a	58.22	61.11	2.89		
Organizations formed 6 years ago or more	n/a	n/a	61.82	60.30	-1.52		
Records & Evaluation							
Organization keeps records on referral sources of service recipients							
Organizations formed fewer than 6 years ago	n/a	n/a	62.53	72.67	10.14	**	
Organizations formed 6 years ago or more	n/a	n/a	63.80	75.38	11.58	**	
Among organizations that keep these records, organization keeps electronic (instead of only paper) records							
Organizations formed fewer than 6 years ago	n/a	n/a	34.13	44.45	10.32		
Organizations formed 6 years ago or more	n/a	n/a	39.66	48.07	8.41	*	

Exhibit IV.3: Subgroup Analysis: Organization Age—Significance Testing of Key Survey Items

Survey Items of Interest	Mean (Pre)	Mean (Post)	% Yes (Pre)	% Yes (Post)	Difference between Pre & Post	Level of Significance of Any Difference	Ho: Pre=Post p-value
Organization keeps records on the needs of individuals/families upon first contact with the program							
Organizations formed fewer than 6 years ago	n/a	n/a	76.28	78.62	2.34		
Organizations formed 6 years ago or more	n/a	n/a	73.02	82.25	9.23	**	
Among organizations that keep these records, organization keeps electronic (instead of only paper) records					-15.05	**	0.0099
Organizations formed fewer than 6 years ago	n/a	n/a	34.60	30.55	-4.05		
Organizations formed 6 years ago or more	n/a	n/a	28.26	39.26	11.00	**	
Organization keeps records on the types of services provided to individuals/families							
Organizations formed fewer than 6 years ago	n/a	n/a	82.54	89.73	7.19	**	
Organizations formed 6 years ago or more	n/a	n/a	85.88	89.91	4.03		
Among organizations that keep these records, organization keeps electronic (instead of only paper) records							
Organizations formed fewer than 6 years ago	n/a	n/a	42.21	53.67	11.46	*	
Organizations formed 6 years ago or more	n/a	n/a	48.81	58.84	10.03	**	
Organization keeps records on the number of individuals or families enrolled in / served through programs							
Organizations formed fewer than 6 years ago	n/a	n/a	92.29	94.85	2.56		
Organizations formed 6 years ago or more	n/a	n/a	95.54	96.65	1.11		
Among organizations that keep these records, organization keeps electronic (instead of only paper) records							
Organizations formed fewer than 6 years ago	n/a	n/a	50.40	57.69	7.29	*	
Organizations formed 6 years ago or more	n/a	n/a	61.87	67.42	5.55	*	
Organization keeps records on individual service recipients' outcomes							
Organizations formed fewer than 6 years ago	n/a	n/a	69.97	80.63	10.66	**	
Organizations formed 6 years ago or more	n/a	n/a	72.71	83.08	10.37	**	
Among organizations that keep these records, organization keeps electronic (instead of only paper) records							
Organizations formed fewer than 6 years ago	n/a	n/a	47.59	51.48	3.89		
Organizations formed 6 years ago or more	n/a	n/a	45.63	56.85	11.22	**	

Exhibit IV.3: Subgroup Analysis: Organization Age—Significance Testing of Key Survey Items

Survey Items of Interest	Mean (Pre)	Mean (Post)	% Yes (Pre)	% Yes (Post)	Difference between Pre & Post	Level of Significance of Any Difference	Ho: Pre=Post p-value
Organization conducts formal measurements/assessments of the results and benefits of the services provided to individuals or families							
Organizations formed fewer than 6 years ago	n/a	n/a	51.89	68.55	16.66	**	
Organizations formed 6 years ago or more	n/a	n/a	57.77	69.93	12.16	**	
<i>Human Resource Management and Staff Development</i>							
Total number of full-time paid staff							
Organizations formed fewer than 6 years ago	1.01	1.78	n/a	n/a	0.77	**	
Organizations formed 6 years ago or more	5.05	6.02	n/a	n/a	0.97	*	
Total number of full-time unpaid staff							
Organizations formed fewer than 6 years ago	0.55	0.99	n/a	n/a	0.43	*	
Organizations formed 6 years ago or more	0.73	1.75	n/a	n/a	1.03		
Total number of part-time paid staff							
Organizations formed fewer than 6 years ago	1.13	1.82	n/a	n/a	0.69	*	
Organizations formed 6 years ago or more	3.11	3.37	n/a	n/a	0.26		
Total number of part-time unpaid staff							
Organizations formed fewer than 6 years ago	11.40	16.87	n/a	n/a	5.47	*	
Organizations formed 6 years ago or more	29.72	29.05	n/a	n/a	-0.68		
<i>IT Management</i>							
Organization has access to the internet							
Organizations formed fewer than 6 years ago	n/a	n/a	95.14	96.73	1.59		
Organizations formed 6 years ago or more	n/a	n/a	95.54	97.61	2.07		
<i>Funding Readiness</i>							
In the past 12 months, organization sought funding from any new sources							
Organizations formed fewer than 6 years ago	n/a	n/a	70.82	65.94	-4.88		
Organizations formed 6 years ago or more	n/a	n/a	77.93	68.46	-9.47	**	
Among organizations that never applied for a federal grant at baseline, percentage that applied for a grant at follow-up							
Organizations formed fewer than 6 years ago	n/a	n/a	0.00	35.65	35.65	**	
Organizations formed 6 years ago or more	n/a	n/a	0.00	29.41	29.41	**	

Exhibit IV.3: Subgroup Analysis: Organization Age—Significance Testing of Key Survey Items

Survey Items of Interest	Mean (Pre)	Mean (Post)	% Yes (Pre)	% Yes (Post)	Difference between Pre & Post	Level of Significance of Any Difference	Ho: Pre=Post p-value
Among organizations that never applied for or received funding at the time of the baseline survey, the number that received federal funding at the time of the follow-up survey							
Organizations formed fewer than 6 years ago	n/a	n/a	0.00	18.79	18.79	**	
Organizations formed 6 years ago or more	n/a	n/a	0.00	21.98	21.98	**	
Revenue Development							
In the past 12 months, number of applications approved for funding from: Federal government agencies							
Organizations formed fewer than 6 years ago	0.18	0.31	n/a	n/a	0.13	**	
Organizations formed 6 years ago or more	0.39	0.43	n/a	n/a	0.05		
In the past 12 months, number of applications approved for funding from: State/local government agencies							
Organizations formed fewer than 6 years ago	0.43	0.41	n/a	n/a	-0.02		
Organizations formed 6 years ago or more	1.17	1.05	n/a	n/a	-0.12		
In the past 12 months, number of applications approved for funding from: Foundations							
Organizations formed fewer than 6 years ago	0.98	1.23	n/a	n/a	0.25	*	
Organizations formed 6 years ago or more	2.93	2.49	n/a	n/a	-0.45	*	
In the past 12 months, number of applications approved for funding from: Other federated giving groups							
Organizations formed fewer than 6 years ago	0.18	0.13	n/a	n/a	-0.05		
Organizations formed 6 years ago or more	0.43	0.46	n/a	n/a	0.03		
Sum of number of grants received/approved from all sources							
Organizations formed fewer than 6 years ago	2.12	2.82	n/a	n/a	0.70	**	
Organizations formed 6 years ago or more	5.50	5.55	n/a	n/a	0.05		
In the past 12 months, total amount of funds from this source: Federal government agencies							
Organizations formed fewer than 6 years ago	5,142	12,936	n/a	n/a	7,794		
Organizations formed 6 years ago or more	53,913	48,646	n/a	n/a	-5,267		
In the past 12 months, total amount of funds from this source: State/local government agencies							
Organizations formed fewer than 6 years ago	8,451	13,214	n/a	n/a	4,763		
Organizations formed 6 years ago or more	80,513	34,487	n/a	n/a	-46,026	**	
In the past 12 months, total amount of funds from this source: Foundations							
Organizations formed fewer than 6 years ago	12,885	10,333	n/a	n/a	-2,552		
Organizations formed 6 years ago or more	36,594	16,567	n/a	n/a	-20,027	**	
In the past 12 months, total amount of funds from this source: Other federated giving groups							
					5,318	*	0.0208

Exhibit IV.3: Subgroup Analysis: Organization Age—Significance Testing of Key Survey Items

Survey Items of Interest	Mean (Pre)	Mean (Post)	% Yes (Pre)	% Yes (Post)	Difference between Pre & Post	Level of Significance of Any Difference	Ho: Pre=Post p-value
Organizations formed fewer than 6 years ago	1,447	404	n/a	n/a	-1,043		
Organizations formed 6 years ago or more	11,622	5,262	n/a	n/a	-6,360	**	
Obtained funding from new sources in past 12 months							
Organizations formed fewer than 6 years ago	n/a	n/a	71.10	50.02	-21.08	**	
Organizations formed 6 years ago or more	n/a	n/a	75.40	62.20	-13.20	**	
Total expenditures over last completed fiscal year							
Organizations formed fewer than 6 years ago	63,682	140,402	n/a	n/a	76,720	**	
Organizations formed 6 years ago or more	393,058	430,737	n/a	n/a	37,679		
Financial Management							
Organization had an audit of its finances/financial records by an external auditor in the past 12 months					0.12	**	0.0006
Organizations formed fewer than 6 years ago	0.18	0.27	n/a	n/a	0.10	**	
Organizations formed 6 years ago or more	0.54	0.52	n/a	n/a	-0.02		
Organization has financial management procedures that provide checks and balances for ensuring expenditures are properly authorized					29.71	**	0.003
Organizations formed fewer than 6 years ago	n/a	n/a	60.31	92.01	31.70	**	
Organizations formed 6 years ago or more	n/a	n/a	92.01	94.00	1.99	**	
Organization regularly uses computer software to keep financial records					11.43	**	0.0005
Organizations formed fewer than 6 years ago	n/a	n/a	65.66	86.06	20.40	**	
Organizations formed 6 years ago or more	n/a	n/a	82.51	91.48	8.97	**	
Board Composition							
Organization has a Board of Directors							
Organizations formed fewer than 6 years ago	n/a	n/a	86.80	90.17	3.37		
Organizations formed 6 years ago or more	n/a	n/a	91.92	91.03	-0.89		
Among organizations that do not have a Board of Directors, organization has plans for establishing a Board					38.55	*	0.0135
Organizations formed fewer than 6 years ago	n/a	n/a	59.18	76.31	17.13		
Organizations formed 6 years ago or more	n/a	n/a	49.94	28.52	-21.42		

Exhibit IV.3: Subgroup Analysis: Organization Age—Significance Testing of Key Survey Items

Survey Items of Interest	Mean (Pre)	Mean (Post)	% Yes (Pre)	% Yes (Post)	Difference between Pre & Post	Level of Significance of Any Difference	Ho: Pre=Post p-value
<i>Community Outreach</i>							
In the past 12 months, organization created or updated a website to expand awareness about the organization to individuals or families in the community/service area							
Organizations formed fewer than 6 years ago	n/a	n/a	42.65	59.91	17.26	**	
Organizations formed 6 years ago or more	n/a	n/a	54.81	69.25	14.44	**	
In the past 12 months, organization developed or distributed written materials to expand awareness about the organization to individuals or families in the community/service area							
Organizations formed fewer than 6 years ago	n/a	n/a	84.02	89.91	5.89	*	
Organizations formed 6 years ago or more	n/a	n/a	89.46	89.56	0.10		
In the past 12 months, organization made presentations to faith-based or other community groups to expand awareness about the organization to individuals or families in the community/service area							
Organizations formed fewer than 6 years ago	n/a	n/a	76.57	79.45	2.88		
Organizations formed 6 years ago or more	n/a	n/a	79.85	82.60	2.75		
In the past 12 months, organization utilized public service announcements or paid advertising to expand awareness about the organization to individuals or families in the community/service area							
Organizations formed fewer than 6 years ago	n/a	n/a	34.42	48.78	14.36	**	
Organizations formed 6 years ago or more	n/a	n/a	48.97	53.16	4.19		
<i>Establishing Collaborative Relationships</i>							
Partnership arrangements with other organizations							
Organizations formed fewer than 6 years ago	n/a	n/a	83.65	90.77	7.12	**	
Organizations formed 6 years ago or more	n/a	n/a	90.28	92.17	1.89		
Purpose of Partnership(s): Recipient referrals							
Organizations formed fewer than 6 years ago	n/a	n/a	69.43	83.95	14.52	**	
Organizations formed 6 years ago or more	n/a	n/a	73.25	81.20	7.95	**	
Purpose of Partnership(s): Joint programming							
Organizations formed fewer than 6 years ago	n/a	n/a	65.96	41.79	-24.17	**	
Organizations formed 6 years ago or more	n/a	n/a	69.46	41.70	-27.76	**	
Purpose of Partnership(s): Funding alliance							
Organizations formed fewer than 6 years ago	n/a	n/a	54.55	57.86	3.31		
Organizations formed 6 years ago or more	n/a	n/a	48.49	59.43	10.94	**	

Exhibit IV.3: Subgroup Analysis: Organization Age—Significance Testing of Key Survey Items

Survey Items of Interest	Mean (Pre)	Mean (Post)	% Yes (Pre)	% Yes (Post)	Difference between Pre & Post	Level of Significance of Any Difference	Ho: Pre=Post p-value
Purpose of Partnership(s): Recruit volunteers							
Organizations formed fewer than 6 years ago	n/a	n/a	49.47	51.45	1.98		
Organizations formed 6 years ago or more	n/a	n/a	42.45	50.13	7.68	**	
Purpose of Partnership(s): Advocacy, awareness & education							
Organizations formed fewer than 6 years ago	n/a	n/a	64.78	69.87	5.09		
Organizations formed 6 years ago or more	n/a	n/a	68.76	76.75	7.99	**	
Purpose of Partnership(s): In-kind donations							
Organizations formed fewer than 6 years ago	n/a	n/a	44.39	50.46	6.07		
Organizations formed 6 years ago or more	n/a	n/a	40.52	45.89	5.37		
Purpose of Partnership(s): Assess community needs							
Organizations formed fewer than 6 years ago	n/a	n/a	55.97	63.81	7.84		
Organizations formed 6 years ago or more	n/a	n/a	50.56	59.41	8.85	**	
Purpose of Partnership(s): Peer learning							
Organizations formed fewer than 6 years ago	n/a	n/a	30.08	39.17	9.09	*	
Organizations formed 6 years ago or more	n/a	n/a	32.25	39.43	7.18	*	
Purpose of Partnership(s): Access complementary skills/knowledge							
Organizations formed fewer than 6 years ago	n/a	n/a	38.60	44.67	6.07		
Organizations formed 6 years ago or more	n/a	n/a	36.96	51.32	14.36	**	

*p-value < .05, **p-value < .01

a A few organizations (5) reported that they experienced very large changes in the number of clients served. These large changes are considered "outliers," which skew the pre and post means presented. Thus, the means are not representative of the typical organization. The following figures were calculated excluding the 5 outlier organizations and, thus, are likely more representative of the typical organization:

Organizations formed fewer than 6 years ago

Mean (Pre) = 308.06

Mean (Post) = 243.60

Difference between Pre & Post = 64.50

Organizations formed 6 years ago or more

Mean (Pre) = 519.02

Mean (Post) = 696.86

Difference between Pre & Post = 17.84

b The "Level of Focus" scores are based on a scale from 1 to five, with 1 being "not an area of focus at this time" and 5 being "not a focus because we are satisfied with our achievement in this area."

Exhibit IV.4: Subgroup Analysis: Whether or Not Organization has a Paid Executive Director—Significance Testing of Key Survey Items

Survey Items of Interest	Mean (Pre)	Mean (Post)	% Yes (Pre)	% Yes (Post)	Difference between Pre & Post	Level of Significance of Any Difference	Ho: Pre=Post p-value
Organizational Structure							
Organization is 501(c)(3)					-17.62	**	<0.0001
Organizations with a paid executive director	n/a	n/a	83.62	79.83	-3.79		
Organizations with an unpaid executive director	n/a	n/a	61.57	75.40	13.83	**	
Mission and Strategy							
Organization has written mission statement							
Organizations with a paid executive director	n/a	n/a	96.82	98.61	1.79	*	
Organizations with an unpaid executive director	n/a	n/a	94.13	95.45	1.32		
Organization has written strategic plan							
Organizations with a paid executive director	n/a	n/a	52.52	73.88	21.36	**	
Organizations with an unpaid executive director	n/a	n/a	35.15	62.82	27.67	**	
Service Delivery							
Total number of service recipients (individuals/ families) served in most recent month of full service delivery ^a							
Organizations with a paid executive director	499.49	793.83	n/a	n/a	294.34		
Organizations with an unpaid executive director	313.45	517.56	n/a	n/a	204.11		
Organization has added / expanded programmatic areas within the past 12 months							
Organizations with a paid executive director	n/a	n/a	65.71	63.88	-1.83		
Organizations with an unpaid executive director	n/a	n/a	51.83	55.45	3.62		
Records & Evaluation							
Organization keeps records on referral sources of service recipients							
Organizations with a paid executive director	n/a	n/a	64.57	76.90	12.33	**	
Organizations with an unpaid executive director	n/a	n/a	59.65	68.66	9.01	*	
Among organizations that keep these records, organization keeps electronic (instead of only paper) records							
Organizations with a paid executive director	n/a	n/a	43.28	52.30	9.02	*	
Organizations with an unpaid executive director	n/a	n/a	24.61	34.97	10.36		

Exhibit IV.4: Subgroup Analysis: Whether or Not Organization has a Paid Executive Director—Significance Testing of Key Survey Items

Survey Items of Interest	Mean (Pre)	Mean (Post)	% Yes (Pre)	% Yes (Post)	Difference between Pre & Post	Level of Significance of Any Difference	Ho: Pre=Post p-value
Organization keeps records on the needs of individuals/families upon first contact with the program					9.70	*	0.013
Organizations with a paid executive director	n/a	n/a	74.33	84.42	10.09	**	
Organizations with an unpaid executive director	n/a	n/a	73.24	73.63	0.39		
Among organizations that keep these records, organization keeps electronic (instead of only paper) records							
Organizations with a paid executive director	n/a	n/a	34.35	41.80	7.45	*	
Organizations with an unpaid executive director	n/a	n/a	22.44	25.12	2.68		
Organization keeps records on the types of services provided to individuals/families							
Organizations with a paid executive director	n/a	n/a	87.27	91.21	3.94	*	
Organizations with an unpaid executive director	n/a	n/a	79.20	87.03	7.83	**	
Among organizations that keep these records, organization keeps electronic (instead of only paper) records							
Organizations with a paid executive director	n/a	n/a	53.39	64.08	10.69	**	
Organizations with an unpaid executive director	n/a	n/a	32.01	42.96	10.95	*	
Organization keeps records on the number of individuals or families enrolled in / served through programs							
Organizations with a paid executive director	n/a	n/a	95.64	97.60	1.96		
Organizations with an unpaid executive director	n/a	n/a	91.19	93.09	1.90		
Among organizations that keep these records, organization keeps electronic (instead of only paper) records							
Organizations with a paid executive director	n/a	n/a	66.76	71.78	5.02	*	
Organizations with an unpaid executive director	n/a	n/a	40.34	48.81	8.47	*	
Organization keeps records on individual service recipients' outcomes							
Organizations with a paid executive director	n/a	n/a	75.74	85.30	9.56	**	
Organizations with an unpaid executive director	n/a	n/a	63.11	76.49	13.38	**	
Among organizations that keep these records, organization keeps electronic (instead of only paper) records							
Organizations with a paid executive director	n/a	n/a	51.51	61.85	10.34	**	
Organizations with an unpaid executive director	n/a	n/a	34.40	39.00	4.60		

Exhibit IV.4: Subgroup Analysis: Whether or Not Organization has a Paid Executive Director—Significance Testing of Key Survey Items

Survey Items of Interest	Mean (Pre)	Mean (Post)	% Yes (Pre)	% Yes (Post)	Difference between Pre & Post	Level of Significance of Any Difference	Ho: Pre=Post p-value
Organization conducts formal measurements/assessments of the results and benefits of the services provided to individuals or families							
Organizations with a paid executive director	n/a	n/a	60.90	74.40	13.50	**	
Organizations with an unpaid executive director	n/a	n/a	46.08	60.18	14.10	**	
<i>Human Resource Management and Staff Development</i>							
Total number of full-time paid staff					1.06	*	0.024
Organizations with a paid executive director	5.29	6.60	n/a	n/a	1.31	**	
Organizations with an unpaid executive director	0.42	0.67	n/a	n/a	0.25	**	
Total number of full-time unpaid staff							
Organizations with a paid executive director	0.63	1.73	n/a	n/a	1.10		
Organizations with an unpaid executive director	0.70	0.98	n/a	n/a	0.28	*	
Total number of part-time paid staff							
Organizations with a paid executive director	3.25	3.78	n/a	n/a	0.53		
Organizations with an unpaid executive director	0.83	1.12	n/a	n/a	0.29		
Total number of part-time unpaid staff							
Organizations with a paid executive director	31.01	33.25	n/a	n/a	2.24		
Organizations with an unpaid executive director	8.47	9.45	n/a	n/a	0.98		
<i>IT Management</i>							
Organization has access to the internet							
Organizations with a paid executive director	n/a	n/a	97.48	99.58	2.10	**	
Organizations with an unpaid executive director	n/a	n/a	90.51	92.28	1.77		
<i>Funding Readiness</i>							
In the past 12 months, organization sought funding from any new sources							
Organizations with a paid executive director	n/a	n/a	81.63	73.71	-7.92	**	
Organizations with an unpaid executive director	n/a	n/a	64.66	57.18	-7.48	*	
Among organizations that never applied for a federal grant at baseline, percentage that applied for a grant at follow-up							
Organizations with a paid executive director	n/a	n/a	0.00	35.71	35.71	**	
Organizations with an unpaid executive director	n/a	n/a	0.00	28.69	28.69	**	
Among organizations that never applied for or received funding at the time of the baseline survey, the number that received federal funding at the time of the follow-up survey					7.58	*	0.0495
Organizations with a paid executive director	n/a	n/a	0.00	24.12	24.12	**	

Exhibit IV.4: Subgroup Analysis: Whether or Not Organization has a Paid Executive Director—Significance Testing of Key Survey Items

Survey Items of Interest	Mean (Pre)	Mean (Post)	% Yes (Pre)	% Yes (Post)	Difference between Pre & Post	Level of Significance of Any Difference	Ho: Pre=Post p-value
Organizations with an unpaid executive director	n/a	n/a	0.00	16.54	16.54	**	
Revenue Development							
In the past 12 months, number of applications approved for funding from: Federal government agencies							
Organizations with a paid executive director	0.35	0.48	n/a	n/a	0.13	*	
Organizations with an unpaid executive director	0.21	0.23	n/a	n/a	0.02		
In the past 12 months, number of applications approved for funding from: State/local government agencies							
Organizations with a paid executive director	1.20	1.03	n/a	n/a	-0.17		
Organizations with an unpaid executive director	0.34	0.40	n/a	n/a	0.06		
In the past 12 months, number of applications approved for funding from: Foundations							
Organizations with a paid executive director	3.06	2.82	n/a	n/a	-0.24		
Organizations with an unpaid executive director	0.65	0.62	n/a	n/a	-0.04		
In the past 12 months, number of applications approved for funding from: Other federated giving groups							
Organizations with a paid executive director	0.42	0.48	n/a	n/a	0.06		
Organizations with an unpaid executive director	0.18	0.07	n/a	n/a	-0.11	**	
Sum of number of grants received/approved from all sources							
Organizations with a paid executive director	5.43	5.70	n/a	n/a	0.27		
Organizations with an unpaid executive director	1.59	1.99	n/a	n/a	0.39	**	
In the past 12 months, total amount of funds from this source: Federal government agencies							
Organizations with a paid executive director	52,849	42,176	n/a	n/a	-10,673		
Organizations with an unpaid executive director	3,714	21,475	n/a	n/a	17,761		
In the past 12 months, total amount of funds from this source: State/local government agencies							
Organizations with a paid executive director	79,959	37,999	n/a	n/a	-41,960	**	
Organizations with an unpaid executive director	5,331	6,586	n/a	n/a	1,255		

Exhibit IV.4: Subgroup Analysis: Whether or Not Organization has a Paid Executive Director—Significance Testing of Key Survey Items

Survey Items of Interest	Mean (Pre)	Mean (Post)	% Yes (Pre)	% Yes (Post)	Difference between Pre & Post	Level of Significance of Any Difference	Ho: Pre=Post p-value
In the past 12 months, total amount of funds from this source: Foundations					-19,203	**	<0.0001
Organizations with a paid executive director	40,194	19,871	n/a	n/a	-20,323	**	
Organizations with an unpaid executive director	5,836	4,716	n/a	n/a	-1,120		
In the past 12 months, total amount of funds from this source: Other federated giving groups					-5,042	*	0.0232
Organizations with a paid executive director	11,383	5,241	n/a	n/a	-6,142	**	
Organizations with an unpaid executive director	1,265	165	n/a	n/a	-1,100	*	
Obtained funding from new sources in past 12 months							
Organizations with a paid executive director	n/a	n/a	78.00	64.20	-13.80	**	
Organizations with an unpaid executive director	n/a	n/a	64.63	44.06	-20.57	**	
Total expenditures over last completed fiscal year							
Organizations with a paid executive director	400,319	455,201	n/a	n/a	54,882		
Organizations with an unpaid executive director	36,112	83,300	n/a	n/a	47,188	*	
Financial Management							
Organization had an audit of its finances/financial records by an external auditor in the past 12 months							
Organizations with a paid executive director	0.52	0.54	n/a	n/a	0.01		
Organizations with an unpaid executive director	0.18	0.23	n/a	n/a	0.06	*	
Organization has financial management procedures that provide checks and balances for ensuring expenditures are properly authorized							
Organizations with a paid executive director	n/a	n/a	73.08	96.19	23.11	**	
Organizations with an unpaid executive director	n/a	n/a	58.66	88.29	29.63	**	
Organization regularly uses computer software to keep financial records					-17.96	**	<0.0001
Organizations with a paid executive director	n/a	n/a	86.75	93.53	6.78	**	
Organizations with an unpaid executive director	n/a	n/a	57.33	82.07	24.74	**	
Board Composition							
Organization has a Board of Directors							
Organizations with a paid executive director	n/a	n/a	91.77	91.90	0.13		
Organizations with an unpaid executive director	n/a	n/a	86.77	88.06	1.29		

Exhibit IV.4: Subgroup Analysis: Whether or Not Organization has a Paid Executive Director—Significance Testing of Key Survey Items

Survey Items of Interest	Mean (Pre)	Mean (Post)	% Yes (Pre)	% Yes (Post)	Difference between Pre & Post	Level of Significance of Any Difference	Ho: Pre=Post p-value
Among organizations that do not have a Board of Directors, organization has plans for establishing a Board							
Organizations with a paid executive director	n/a	n/a	53.45	53.46	0.01		
Organizations with an unpaid executive director	n/a	n/a	59.07	58.59	-0.48		
<i>Community Outreach</i>							
In the past 12 months, organization created or updated a website to expand awareness about the organization to individuals or families in the community/service area							
Organizations with a paid executive director	n/a	n/a	57.83	72.28	14.45	**	
Organizations with an unpaid executive director	n/a	n/a	36.81	54.14	17.33	**	
In the past 12 months, organization developed or distributed written materials to expand awareness about the organization to individuals or families in the community/service area							
Organizations with a paid executive director	n/a	n/a	91.61	91.70	0.09		
Organizations with an unpaid executive director	n/a	n/a	79.27	86.09	6.82	*	0.0472
In the past 12 months, organization made presentations to faith-based or other community groups to expand awareness about the organization to individuals or families in the community/service area							
Organizations with a paid executive director	n/a	n/a	82.59	86.11	3.52		
Organizations with an unpaid executive director	n/a	n/a	71.53	73.49	1.96		
In the past 12 months, organization utilized public service announcements or paid advertising to expand awareness about the organization to individuals or families in the community/service area							
Organizations with a paid executive director	n/a	n/a	46.77	54.03	7.26	**	
Organizations with an unpaid executive director	n/a	n/a	36.47	46.43	9.96	**	
<i>Establishing Collaborative Relationships</i>							
Partnership arrangements with other organizations							
Organizations with a paid executive director	n/a	n/a	89.75	94.24	4.49	**	
Organizations with an unpaid executive director	n/a	n/a	83.53	86.43	2.90		
Purpose of Partnership(s): Recipient referrals							
Organizations with a paid executive director	n/a	n/a	75.90	81.86	5.96	**	
Organizations with an unpaid executive director	n/a	n/a	64.25	82.64	18.39	**	
Purpose of Partnership(s): Joint programming							
Organizations with a paid executive director	n/a	n/a	68.43	41.63	-26.80	**	
Organizations with an unpaid executive director	n/a	n/a	68.04	41.24	-26.80	**	

Exhibit IV.4: Subgroup Analysis: Whether or Not Organization has a Paid Executive Director—Significance Testing of Key Survey Items

Survey Items of Interest	Mean (Pre)	Mean (Post)	% Yes (Pre)	% Yes (Post)	Difference between Pre & Post	Level of Significance of Any Difference	Ho: Pre=Post p-value
Purpose of Partnership(s): Funding alliance							
Organizations with a paid executive director	n/a	n/a	50.79	59.54	8.75	**	
Organizations with an unpaid executive director	n/a	n/a	51.87	57.80	5.93		
Purpose of Partnership(s): Recruit volunteers							
Organizations with a paid executive director	n/a	n/a	40.31	51.46	11.15	**	
Organizations with an unpaid executive director	n/a	n/a	54.02	49.30	-4.72		
Purpose of Partnership(s): Advocacy, awareness & education							
Organizations with a paid executive director	n/a	n/a	67.48	74.92	7.44	**	
Organizations with an unpaid executive director	n/a	n/a	66.85	71.92	5.07		
Purpose of Partnership(s): In-kind donations							
Organizations with a paid executive director	n/a	n/a	39.67	44.41	4.74		
Organizations with an unpaid executive director	n/a	n/a	46.32	53.21	6.89		
Purpose of Partnership(s): Assess community needs							
Organizations with a paid executive director	n/a	n/a	51.00	59.96	8.96	**	
Organizations with an unpaid executive director	n/a	n/a	56.20	63.44	7.24		
Purpose of Partnership(s): Peer learning							
Organizations with a paid executive director	n/a	n/a	31.58	38.95	7.37	*	
Organizations with an unpaid executive director	n/a	n/a	31.91	40.05	8.14	*	
Purpose of Partnership(s): Access complementary skills/knowledge							
Organizations with a paid executive director	n/a	n/a	37.00	50.62	13.62	**	
Organizations with an unpaid executive director	n/a	n/a	39.95	45.97	6.02		

Exhibit IV.4: Subgroup Analysis: Whether or Not Organization has a Paid Executive Director—Significance Testing of Key Survey Items

Survey Items of Interest	Mean (Pre)	Mean (Post)	% Yes (Pre)	% Yes (Post)	Difference between Pre & Post	Level of Significance of Any Difference	H ₀ : Pre=Post p-value
*p-value < .05, **p-value < .01							
a A few organizations (5) reported that they experienced very large changes in the number of clients served. These large changes are considered "outliers," which skew the pre and post means presented. Thus, the means are not representative of the typical organization. The following figures were calculated excluding the 5 outlier organizations and, thus, are likely more representative of the typical organization:							
Organizations with a paid executive director							
Mean (Pre) = 490.31							
Mean (Post) = 661.82							
Difference between Pre & Post = 171.51							
Organizations with an unpaid executive director							
Mean (Pre) = 278.88							
Mean (Post) = 348.28							
Difference between Pre & Post = 69.40							
b The "Level of Focus" scores are based on a scale from 1 to five, with 1 being "not an area of focus at this time" and 5 being "not a focus because we are satisfied with our achievement in this area."							

Appendix V: Baseline Survey

Compassion Capital Fund Evaluation Baseline Survey

This survey is a part of the application for assistance (financial and technical assistance) from [name]. Completing an application for assistance is voluntary. However, completion of this form is a requirement for organizations that choose to apply for assistance. Completed surveys should be submitted with all the other materials required as part of your request for financial assistance or technical assistance.

Information obtained through this survey will also be used for research purposes in a study sponsored by the U.S. Department of Health and Human Services to learn about the effects of capacity building services supported through the Compassion Capital Fund (CCF) program.

The survey responses will be accessed by the intermediary organization to which you are applying for assistance and by staff at the research firms conducting the evaluation of the Compassion Capital Fund. The research firms are: Abt Associates and Branch Associates. The evaluation includes collecting information from faith-based and community organizations at the time of an initial request for assistance and again approximately 15 months later to obtain updated information.

Notice: The Paperwork Reduction Act of 1995 requires the agency to inform all potential persons who respond to this collection of information that such persons are not required to respond unless it displays a currently valid OMB control number. (See 5 C.F.R. 1320.5(b)(2)(i)). The time required to complete this collection of information is estimated to average 30 minutes per response, including the time to review instructions and complete the information collection.

Responses to this data collection will be used only for statistical purposes. The reports prepared for this study will summarize findings across organizations and will not associate responses with a specific organization or individual. We will not provide information that identifies you or your organization to anyone outside the study team, except as required by law.

Please answer the questions in this survey about the organization (or project) that will be the *primary recipient/beneficiary* of the assistance requested, should your application be accepted. Throughout this questionnaire, the unit that is slated to be the primary recipient/beneficiary of the assistance is referred to as "your organization." Please answer all questions about the current state of your organization.

1. Name of your organization: _____
2. Address: _____
3. Name of individual primarily responsible for completing this application: _____
4. Title: _____
5. Phone number: _____ - _____ - _____ Email address: _____
6. Is your organization requesting: Financial assistance Technical assistance Both

7. For what purpose(s) are you applying for assistance? (*Check all that apply*)

- Start up new program
- Implement programmatic Best Practices
- Expand type of services
- Increase number of people served
- Develop Board of Directors
- Train administrative staff
- Train program staff
- Increase/diversify funding and resources
- Improve image/public relations
- Improve general management, financial management or administrative systems
- Develop system for tracking outcomes
- Recruit, develop, or manage volunteers
- Expand/strengthen community partnerships/networking
- Strengthen long-term sustainability of the organization
- Other (*Specify:*) _____

8. Prior to this application, did your organization receive any assistance from [name]?

- Yes → Received financial assistance
 - Received one-on-one, customized technical assistance
 - Received training
- No

9. How did your organization learn about the availability of [name]'s CCF financial assistance (sub-award) program or technical assistance (TA) services?

- Announcement in local newsletter or other publication
- Announcement on intermediary's website or other website (*Specify site:*) _____
- Notice from intermediary's mailing list (or email list)
- Conference or other gathering of faith-based and community organizations (name of conference/group:) _____
- Other (*Specify:*) _____

Organization Profile

10. Please check the boxes that describe the organization that is the intended recipient/beneficiary of the requested assistance. The organization is... (*Check all that apply*)

- Unincorporated
- Incorporated, but hosted by a 501(c)(3) organization that serves as a fiscal agent
- In process of obtaining 501(c)(3) status
- 501(c)(3) organization
- Other (*Specify:*) _____

11. In what year was your organization established? _____

12. In what year did your organization begin providing services? _____

13. Please check the box that best describes your organization:

- Faith-based/religious organization
- Non-religious community-based organization

14. Which describes the geographic area(s) where your organization provides services? (*Check all that apply*)

- Urban (continuously built-up area of 50,000 residents or more)
- Large town (population between 10,000 and 50,000)
- Rural (population under 2,500, not within a greater metropolitan area)
- Suburban (area with a commuting relationship with an urban center)

15. Does your organization have a written mission statement? Yes No
16. Does your organization have a written strategic plan? Yes No
17. In the past 12 months, has your organization conducted or participated in an assessment of organizational strengths/needs?
 Yes No
- 17a. If yes, was the assessment conducted/guided by an external individual/entity? Yes No

Program Services

18. What are your organization's primary programmatic areas? (*Check all that apply*)
- | | |
|--|---|
| <input type="checkbox"/> At risk youth/children and youth services | <input type="checkbox"/> Prison ministry or prisoner reentry services |
| <input type="checkbox"/> Economic/community development | <input type="checkbox"/> Drug and alcohol rehabilitation |
| <input type="checkbox"/> Elderly/disabled services | <input type="checkbox"/> Education |
| <input type="checkbox"/> Health Services | <input type="checkbox"/> Services to immigrants (including ESL) |
| <input type="checkbox"/> Homelessness/housing assistance | <input type="checkbox"/> Other (<i>Specify:</i>) _____ |
| <input type="checkbox"/> Hunger | _____ |
| <input type="checkbox"/> Job training/welfare-to-work | <input type="checkbox"/> Other (<i>Specify:</i>) _____ |
| <input type="checkbox"/> Marriage/relationships | _____ |
| <input type="checkbox"/> Abstinence/pregnancy prevention | _____ |

19. Has your organization added/expanded programmatic areas within the past 12 months? Yes No
20. Please give your best estimate of the total number of individuals/families your organization served in the most recent month of full service delivery: _____
- 20a. Compared to about the same period a year ago, has the number of individuals or families served
 Increased Decreased Stayed about the same

21. Does your organization conduct formal measurement/assessments of the results and benefits of the services provided to individuals or families? Yes No
- 21a. If yes, who conducts the assessment: In-house staff External individual/organization Both

22. Does your organization seek/obtain regular feedback from individuals/families on their satisfaction with services?
 Yes No

23. Below is a table listing possible focus areas for an organization. Please check *one box* for each focus area. See the key below.
- A = Not a focus because we are satisfied with our achievement in this area
 B = Have implemented steps to address focus area
 C = Have developed plans or ideas to work on this, but haven't implemented them yet
 D = Know we should work on this but we lack the time or resources
 E = Not an area of focus at this time

Focus Area	A	B	C	D	E
Increasing the number of clients served by the organization	<input type="checkbox"/>				
Increasing the number or scope of services offered to clients	<input type="checkbox"/>				
Incorporating a new approach to services to improve quality/ effectiveness	<input type="checkbox"/>				
Expanding services to include new group of service recipients or geographic area	<input type="checkbox"/>				
Developing a way to collect more information about our clients, including number and characteristics of clients as well as how they are helped by our programs	<input type="checkbox"/>				
Strengthening the organization's ability to evaluate its overall effectiveness	<input type="checkbox"/>				

Financial Management

24. In the last completed fiscal year, what were your organization's total expenditures? \$ _____
25. Does your organization have a designated person who is responsible for financial management (paying bills, making deposits, keeping records)? Yes No
26. Is the Executive Director/head of your organization the person responsible for financial management or is there another person responsible for this activity?
 Executive Director/head Another staff person Other: explain _____
27. Your organization prepares its budget:
 Annually
 Quarterly
 Monthly
 Other (*Specify:*) _____
 The organization does not develop a budget on a regular basis.
28. Has your organization had an audit of its finances/financial records by an external auditor? Yes No
- 28a. If yes, was an audit conducted in any of the following years: 2002, 2003, or 2004? Yes No
29. Does your organization have written financial management procedures that provide checks and balances for ensuring expenditures are properly authorized?
 Yes No
30. Please indicate the extent to which each of the following is considered a focus area for your organization. Please check *one box* for each focus area. See the key below.
- A = Not a focus because we are satisfied with our achievement in this area
 B = Have implemented steps to address focus area
 C = Have developed plans or ideas to work on this, but haven't implemented them yet
 D = Know we should work on this but we lack the time or resources
 E = Not an area of focus at this time

Focus Area	A	B	C	D	E
Developing systems that will help manage the organization's finances more effectively.	<input type="checkbox"/>				
Putting in place a budgeting process that ensures effective allocation of resources.	<input type="checkbox"/>				

Funding

31. Has your organization ever applied for a federal grant or contract? Yes No Don't know

32. Please answer the following questions as they apply to fundraising activities over the past 12 months.

	Number of applications for funding submitted in the past 12 months	Number of applications approved in the past 12 months	Total amount of funds from this source in past 12 months	% of total revenue obtained from this source in the past 12 months
Grants/contracts from federal government agencies				
Grants/contracts from state/local government agencies				
Grants/contracts from Foundations				
Grants from other federated giving groups (e.g., United Way)				
Direct mail fundraising				
Special fundraising events				
Fundraising appeals made in church or community				
Door-to-door fundraising appeals				
Other (<i>Specify:</i>) _____				

33. Has your organization sought funding from any new sources (never before accessed) over the past 12 months?

- Yes No

33a. Has your organization obtained funding from any new sources (never before accessed) over the past 12 months?

- Yes No

34. Has your organization ever hired a grant/contract writer to prepare applications for funding?

- Yes No

35. Has your organization ever hired a grant/contract writer to train staff to prepare applications for funding?

- Yes No

36. Has your organization ever sent key staff to grant/contract writing workshops or similar learning opportunities?

- Yes No

37. Does your organization have a written fund raising/fund-development plan?

- Yes No

38. Below is a table listing possible focus areas for an organization. Please check *one box* for each focus area. See the key below.

- A = Not a focus because we are satisfied with our achievement in this area
- B = Have implemented steps to address focus area
- C = Have developed plans or ideas to work on this, but haven't implemented them yet
- D = Know we should work on this but we lack the time or resources
- E = Not an area of focus at this time

Focus Area	A	B	C	D	E
Identifying and pursuing new sources of <i>government</i> funding.	<input type="checkbox"/>				
Identifying and pursuing new sources of <i>non-government</i> funding.	<input type="checkbox"/>				
Identifying and pursuing new sources of in-kind donations.	<input type="checkbox"/>				
Developing a fund-development plan (including setting fundraising goals).	<input type="checkbox"/>				

Human Resources

The following set of questions is about the staff at your organization. Please report only on staff who work for your organization on a regular basis at least two hours per week, either as paid staff or as unpaid staff/volunteers.

39. Please indicate the number of staff of each type and count each person as either primarily an administrative staff person (column b) or primarily a direct service staff person (column c). Column (a) should be equal to (b) + (c).

	(a) Total number of staff currently working at organization	(b) Number of staff primarily working in an administrative capacity	(c) Number of staff primarily providing direct services
Paid Staff			
full-time (30 or more hrs/wk)	# _____	# _____	# _____
part-time (between 2 and 30 hrs/wk)	# _____	# _____	# _____
Unpaid Staff/Volunteers			
full-time (30 or more hrs/wk)	# _____	# _____	# _____
part-time (between 2 and 30 hrs/wk)	# _____	# _____	# _____

40. What is the estimated total number of volunteer hours contributed by all unpaid staff/volunteers in an average week?

41. Compared to about the same period a year ago, has the number of paid staff

- Increased Decreased Stayed about the same

42. Compared to about the same period a year ago, has the number of volunteer staff

- Increased Decreased Stayed about the same

43. Is the head of your organization (e.g., the executive director) a paid position?

- Yes, paid full-time salary Yes, paid part-time salary No, not a paid position

44. Over the past 5 years (or, if your organization is less than 5 years old, over the life of the organization), how many individuals have served as head of your organization? _____

45. Is there a written job description for each staff position or job category?

- Paid staff: Yes No
 Volunteer staff: Yes No

46. Does your organization conduct annual performance reviews for

Paid staff? Yes No

Volunteer staff? Yes No

Leadership and Staff Development

47. Use the chart below to indicate the extent to which the head of your organization or staff (paid or volunteer) participated in training (or similar learning opportunities) related to:

management and administration (such as financial management, personnel management, outcomes measurement),
fundraising (grant writing, developing a funding plan), or
service delivery (training in order to start a new service, training to increase skills needed for direct service role)

	(a) Did the head of the organization participate in the past 12 months	(b) Number of other paid and volunteer staff that participated in the past 12 months
Training related to management and administration	<input type="checkbox"/> Yes <input type="checkbox"/> No	#
Training related to fundraising	<input type="checkbox"/> Yes <input type="checkbox"/> No	#
Training related to service delivery	<input type="checkbox"/> Yes <input type="checkbox"/> No	#

48. In the past 12 months, has the head of your organization met regularly with a mentor who shares expertise and provides coaching and guidance regarding the duties and responsibilities of an executive director/organizational leader?

Yes No

49. In the past 12 months, has any staff met regularly with a mentor who shares expertise and provides instruction and guidance on performing the roles assigned to the staff?

Yes No

50. Below is a table listing possible focus areas for an organization. Please check *one box* for each focus area. See the key below.

A = Not a focus because we are satisfied with our achievement in this area

B = Have implemented steps to address focus area

C = Have developed plans or ideas to work on this, but haven't implemented them yet

D = Know we should work on this but we lack the time or resources

E = Not an area of focus at this time

Focus Area	A	B	C	D	E
Creating a plan or locating resources to help our executive director and other staff improve their leadership abilities.	<input type="checkbox"/>				
Providing staff with professional development and training to enhance skills in service delivery or skills in administration and management.	<input type="checkbox"/>				
Recruiting, developing, and managing volunteers more effectively.	<input type="checkbox"/>				

Governance

51. Is there a Board of Directors focused solely on your organization? (Recall that "your organization" refers to the unit that is slated to be the primary beneficiary of this assistance.)

Yes No

51a. If no, does your organization have plans for establishing a Board of directors? Yes No (Go to question 59)

52. How many individuals are currently on your organization's Board? _____

53. How many vacant positions are there on the Board? _____
54. Does the Board provide a formal orientation for new Board members? Yes No
55. At Board meetings, does someone regularly take minutes and keep record of attendance? Yes No
56. What are the primary activities of the Board (*Check all that apply*)
- | | |
|--|---|
| <input type="checkbox"/> Outreach to community and key stakeholders | <input type="checkbox"/> Review organization's financial records to ensure funds were properly spent in support of the organization's mission |
| <input type="checkbox"/> Develop organization's budget | <input type="checkbox"/> Conduct performance reviews of executive director |
| <input type="checkbox"/> Recruit new board members | <input type="checkbox"/> Conduct performance reviews of other staff |
| <input type="checkbox"/> Set goals and strategies for the organization | <input type="checkbox"/> Other (specify): _____ |
| <input type="checkbox"/> Review performance of programs & program outcomes | |
57. In the *past 12 months*, did any members of the Board participate in any training or similar learning opportunities to learn more about governance or roles and responsibilities of Board members?

Yes No

58. Below is a table listing possible focus areas for an organization. Please check *one box* for each focus area. See the key below.

- A = Not a focus because we are satisfied with our achievement in this area
- B = Have implemented steps to address focus area
- C = Have developed plans or ideas to work on this, but haven't implemented them yet
- D = Know we should work on this but we lack the time or resources
- E = Not an area of focus at this time

Focus Area	A	B	C	D	E
Recruiting Board members with diverse expertise	<input type="checkbox"/>				
Developing a Board that represents a cross-section of our community	<input type="checkbox"/>				
Developing a Board with ties to different constituencies	<input type="checkbox"/>				
Providing information to the Board so they can better understand their responsibilities and create plans for improving their performance.	<input type="checkbox"/>				

Technology

59. How many functioning computers does your organization have? _____
60. Is this number sufficient for organization/staff needs? Yes No
61. Are staff sufficiently proficient in the use of computers/software as needed by your organization? Yes No
62. What kind of access does your organization have to the Internet?
- High Speed access
 - Dial Up access
 - No Internet access
63. Is the Internet used in support of organizational activities? Yes No

63a. If yes, in what ways (check all that apply)

- Supports the organizational website
- Staff uses internet to learn about funding opportunities
- Staff uses internet to gather information (data/statistics) needed to write grant applications
- Other (*Specify:*) _____

Recordkeeping

64. Does your organization regularly use computer software to keep financial records? Yes No

65. Organizations keep different types of records about program participants and services. Please indicate whether you keep records in the areas below and whether they are kept as paper or electronic records.

- A = We do not keep records on this
- B = We keep records on paper
- C = We keep records electronically

Types of Records	A	B	C
Number of individuals or families enrolled in/served through programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Referral sources of service recipients (referred by another agency, heard about program from friend)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Needs of individuals/families upon first contact with program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Types of services provided to individuals/families	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information about individual service recipients' outcomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (<i>Specify:</i>) _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Community Engagement

66. Which of the following has your organization done in the past 12 months to expand awareness about the organization to individuals or families in the community/service area? (*Check all that apply*)

- Created or updated a website
- Developed or distributed written materials (such as a brochure or newsletter)
- Made presentations to faith-based or other community groups
- Utilized public service announcements or paid advertising
- Other (*Specify:*) _____
- None

66a. Which of the following has your organization done in the past 12 months to expand awareness about the organization to potential partners or funders? (*Check all that apply*)

- Created or updated a website
- Developed or distributed written materials (such as a brochure or newsletter)
- Made presentations to faith-based or other community groups
- Utilized public service announcements or paid advertising
- Other (*Specify:*) _____
- None

67. Within the past 12 months, has your organization undertaken a specific activity (e.g., meeting with constituents, community mapping, needs assessment survey) to gain an understanding of the needs in your service area/community?

- Yes No

68. Is your organization engaged in partnership arrangements with other organization in the community/service area?

- Yes No

68a. If yes, what are the primary purposes of the partnership(s) (*check all that apply*)

- To receive and make service recipient referrals
 - To develop & operate joint programming
 - To access new funding sources (funding alliance)
 - To recruit volunteers
 - To participate in advocacy, awareness and education
 - To obtain in-kind donations
 - To assess community/service recipient needs
 - Peer learning (learning circle, study group)
 - To access complementary skills/knowledge (*Specify:*) _____
 - Other reasons for partnership (*Specify:*) _____
-

69b. If yes, what sector is/are project partners (*Check all that apply*)

- Government
- Business
- Educational institution
- Secular non-profit
- Faith-based sector

Appendix VI: Follow-up Survey

Compassion Capital Fund Evaluation

Follow-up Survey

The U.S. Department of Health and Human Services, Administration for Children and Families with its contractor, Abt Associates, is conducting a study of the Compassion Capital Fund (CCF) program. Specifically, it is a study of the financial and technical assistance (TA) provided by intermediary organizations and the effects of those services in improving the organizational capacity of the Faith-based and Community Organizations (FBCOs) they assist. The study is an important component in assessing whether the CCF program is meeting its primary objective of improving the organizational capacity of FBCOs.

As you may recall, your organization became a part of this study over a year ago when you or someone representing your organization applied for financial or technical assistance services from a CCF-funded intermediary and completed a baseline survey. We are seeking your continued cooperation and support and ask that you complete this additional questionnaire to provide us with current, up-to-date information about your organization.

Information provided in this survey will be accessed by staff at the research firms responsible for conducting the evaluation of the Compassion Capital Fund, Abt Associates and their subcontractors, Branch Associates and Guideline. Results of the study will be reported in aggregate only. While completing this survey is voluntary, we strongly encourage your participation so that the study findings reflect the unique experience of your organization over time and so that we are confident that the findings represent organizations such as yours.

The Paperwork Reduction Act of 1995

Notice: The Paperwork Reduction Act of 1995 requires the agency to inform all potential persons who respond to this collection of information that such persons are not required to respond unless it displays a currently valid OMB control number. (See 5 C.F.R. 1320.5(b)(2)(i)). The time required to complete this collection of information is estimated to average 45 minutes per response, including the time to review instructions and complete the information collection.

Responses to this data collection will be used only for statistical purposes. The reports prepared for this study will

summarize findings across organizations and will not associate responses with a specific organization or individual. We will not provide information that identifies you or your organization to anyone outside the study team, except as required by law.

Please answer the questions in this survey about the organization that was the primary applicant listed in the application for financial or technical assistance from [The Intermediary] approximately 15 months ago. Throughout this questionnaire, the unit that was the primary applicant for this previous assistance will be referred to as "your organization." Please answer all questions about the current state of your organization.

1. Name of your organization:

2. Street

City State Zip Code

3. Name of individual primarily responsible for completing this questionnaire:

4. Title:

5. Phone number:

Email address:

6. During the past 12 months, did your organization receive any of the following services/assistance from [The Intermediary]? (Check all that apply.)

Financial Assistance..... [] 01

If financial assistance, what was the total amount of funding you received during the past 12 months from this source?

\$

- Technical Assistance (TA) (one-on-one consultation tailored to your organization's needs). [] 02
- If yes, please characterize the TA received as either:
- On-going..... [] 03
 - One-time episode [] 04
- Training through workshops or conferences [] 05
- If yes, please characterize the training received as either:
- On-going..... [] 06
 - One-time episode [] 07
- Other (*Specify:*) [] 94
-
- None..... [] 00

Organization Profile

7a What is the legal status of your organization? (*Check all that apply.*)

- Unincorporated..... [] 01
 - Incorporated, but hosted by a 501(c)(3) organization that serves as a fiscal agent..... [] 02
 - In process of obtaining 501(c)(3) status [] 03
 - 501(c)(3) organization [] 04
 - Other (*Specify:*) [] 94
-

7b. In the last two years, has your organization filed a 990 tax form?

- Yes..... [] 01
- No [] 02

7c. What is your organization's EIN number? _____

- NA – our organization does not have an EIN number [] 01

8. **Does your organization have a mission statement?**
Yes, we have a written mission statement [] 01
Yes, we have a mission statement but it is not written [] 02
No [] 03
9. **Does your organization have a strategic plan?**
Yes, we have a written strategic plan [] 01
Yes, we have a strategic plan but it is not written [] 02
No [] 03
10. **In the past 12 months, has your organization conducted or participated in an assessment of organizational strengths/needs?**
Yes [] 01
No [] 02
- 10a. **If yes, was the assessment conducted/guided by an external individual/entity?**
Yes [] 01
No [] 02
- 10b. **If yes, was this external assessment conducted/guided by:**
[the intermediary] [] 01
Other [] 02
Both [] 03

Program Services

11. What are your organization’s primary programmatic areas? (Check all that apply.)

- At-risk youth/children and youth services [] 01
- Economic/community development..... [] 02
- Elderly/disabled services [] 03
- Health Services [] 04
- Homelessness/housing assistance [] 05
- Hunger [] 06
- Job training/welfare-to-work [] 07
- Marriage/relationships [] 08
- Abstinence/pregnancy prevention [] 09
- Prison ministry or prisoner reentry services [] 10
- Drug and alcohol rehabilitation [] 11
- Education [] 12
- Services to immigrants (including ESL) [] 13
- Other (Specify) [] 94

Other (Specify) [] 94

11a. Has your organization added/expanded or reduced programmatic areas within the past 12 months?

Added/Expanded (*Please describe:*) [] 01

Reduced (*Please describe:*)..... [] 02

Neither added/expanded nor reduced [] 03

We would like to know about the number of people your organization serves. If your organization serves families, please count each family as one service recipient, otherwise please count individuals served as one service recipient.

12. Please give your best estimate of the total number of service recipients (individuals/families) your organization served in the most recent month of full service delivery:

We do not provide services to individuals or families GO TO QUESTION 15 [] 98

12a. Compared to about the same period a year ago, has the number of individuals or families served...

Increased [] 01

Decreased..... [] 02

Stayed about the same [] 03

13. Does your organization conduct formal measurement/assessments of the results and benefits of the services provided to individuals or families?

Yes..... [] 01

No [] 02

NA – we do not provide or have not yet provided services to individuals/families [] 98

13a. If yes, who conducts the assessment?

- In-house staff [] 01
 External individual/organization..... [] 02
 Both..... [] 03

14. Does your organization seek and obtain regular feedback from individuals/families on their satisfaction with services?

- Yes..... [] 01
 No [] 02
 NA – we do not provide or have not yet provided services to individuals/families [] 98

15. Below is a table listing possible focus areas for an organization. Please check one(1) box for each focus area. See the key below.

- A = Not a focus because we are satisfied with our achievement in this area
- B = Have implemented steps to address focus area
- C = Have developed plans or ideas to work on this, but haven't implemented them yet
- D = Know we should work on this but we lack the time or resources
- E = Not an area of focus at this time

Focus Area	A	B	C	D	E
Increasing the number of clients served by the organization	[] 01	[] 02	[] 03	[] 04	[] 05
Increasing the number or scope of services offered to clients	[] 01	[] 02	[] 03	[] 04	[] 05
Incorporating a new approach to services to improve quality/ effectiveness	[] 01	[] 02	[] 03	[] 04	[] 05
Expanding services to include new group of service recipients or geographic area	[] 01	[] 02	[] 03	[] 04	[] 05
Developing a way to collect more information about our clients, including number and characteristics of clients as well as how they are helped by our programs	[] 01	[] 02	[] 03	[] 04	[] 05
Strengthening the organization's ability to evaluate its overall effectiveness	[] 01	[] 02	[] 03	[] 04	[] 05

Capacity Building Services Received by Organization

We are interested in learning about the capacity building services your organization received in the past 12 months. First, we would like information on the services that were either directly provided by [The Intermediary] or purchased with funds provided by [The Intermediary]. Second, we would like information on any other capacity building services that you received.

16. Over the past 12 months, did any staff or Board members at your organization receive assistance (for example, training or mentoring) in the following content areas from any source? (Do not count any assistance lasting less than 1 hour over the course of the 12 months.) Fill in the number of staff/Board members who received assistance in each area. Add up the hours that each person received assistance and record the total in the "Total # of hours" column.

Content Area	Type of Assistance <i>(Check all that apply)</i>	Source of Assistance (provider or fiscal sponsor)	Total # of staff and Board members participating	Total # of hours (all staff)	In general, how helpful was the assistance? <i>(Circle one)</i>				
					Not at all helpful	1	2	3	4
Resource Development, Fundraising, including grant/proposal writing	<input type="checkbox"/> Group training, workshop or conference	[The Intermediary]	_____	_____ hrs	1	2	3	4	5
		Other organization/fiscal sponsor	_____	_____ hrs	1	2	3	4	5
	<input type="checkbox"/> Technical assistance (1-on-1 consultation tailored to your organization's needs)	[The Intermediary]	_____	_____ hrs	1	2	3	4	5
		Other organization/fiscal sponsor	_____	_____ hrs	1	2	3	4	5
	<input type="checkbox"/> Coaching/Mentoring	[The Intermediary]	_____	_____ hrs	1	2	3	4	5
		Other organization/fiscal sponsor	_____	_____ hrs	1	2	3	4	5
	<input type="checkbox"/> Attend college course	[The Intermediary]	_____	_____ hrs	1	2	3	4	5
		Other organization/fiscal sponsor	_____	_____ hrs	1	2	3	4	5

Content Area	Type of Assistance (Check all that apply)	Source of Assistance (provider or fiscal sponsor)	Total # of staff and Board members participating	Total # of hours (all staff)	In general, how helpful was the assistance? (Circle one)				
					Not at all helpful				Very helpful
	<input type="checkbox"/> Other	[The Intermediary]	_____	_____ hrs	1	2	3	4	5
		Other organization/fiscal sponsor	_____	_____ hrs	1	2	3	4	5
	<input type="checkbox"/> Did not receive this type of assistance								
Board Development	<input type="checkbox"/> Group training, workshop or conference	[The Intermediary]	_____	_____ hrs	1	2	3	4	5
		Other organization/fiscal sponsor	_____	_____ hrs	1	2	3	4	5
	<input type="checkbox"/> Technical assistance (outside consultant working one-on-one or in small group)	[The Intermediary]	_____	_____ hrs	1	2	3	4	5
		Other organization/fiscal sponsor	_____	_____ hrs	1	2	3	4	5
	<input type="checkbox"/> Coaching/mentoring	[The Intermediary]	_____	_____ hrs	1	2	3	4	5
		Other organization/fiscal sponsor	_____	_____ hrs	1	2	3	4	5
	<input type="checkbox"/> Attend college course	[The Intermediary]	_____	_____ hrs	1	2	3	4	5
		Other organization/fiscal sponsor	_____	_____ hrs	1	2	3	4	5
	<input type="checkbox"/> Other	[The Intermediary]	_____	_____ hrs	1	2	3	4	5
		Other organization/fiscal sponsor	_____	_____ hrs	1	2	3	4	5
<input type="checkbox"/> Did not receive this type of assistance									
Strategic Planning	<input type="checkbox"/> Group training, workshop or conference	[The Intermediary]	_____	_____ hrs	1	2	3	4	5
		Other organization/fiscal sponsor	_____	_____ hrs	1	2	3	4	5
	<input type="checkbox"/> Technical assistance (outside consultant working one-on-one or in small group)	[The Intermediary]	_____	_____ hrs	1	2	3	4	5
		Other organization/fiscal sponsor	_____	_____ hrs	1	2	3	4	5

Content Area	Type of Assistance (Check all that apply)	Source of Assistance (provider or fiscal sponsor)	Total # of staff and Board members participating	Total # of hours (all staff)	In general, how helpful was the assistance? (Circle one)					
					Not at all helpful				Very helpful	
	<input type="checkbox"/> Coaching/mentoring	[The Intermediary]	_____	_____ hrs	1	2	3	4	5	
		Other organization/fiscal sponsor	_____	_____ hrs	1	2	3	4	5	
	<input type="checkbox"/> Attend college course	[The Intermediary]	_____	_____ hrs	1	2	3	4	5	
		Other organization/fiscal sponsor	_____	_____ hrs	1	2	3	4	5	
	<input type="checkbox"/> Other	[The Intermediary]	_____	_____ hrs	1	2	3	4	5	
		Other organization/fiscal sponsor	_____	_____ hrs	1	2	3	4	5	
	<input type="checkbox"/> Did not receive this type of assistance									
	Human Resources and Volunteer Management	<input type="checkbox"/> Group training, workshop or conference	[The Intermediary]	_____	_____ hrs	1	2	3	4	5
			Other organization/fiscal sponsor	_____	_____ hrs	1	2	3	4	5
		<input type="checkbox"/> Technical assistance (outside consultant working one-on-one or in small group)	[The Intermediary]	_____	_____ hrs	1	2	3	4	5
Other organization/fiscal sponsor			_____	_____ hrs	1	2	3	4	5	
<input type="checkbox"/> Coaching/mentoring		[The Intermediary]	_____	_____ hrs	1	2	3	4	5	
		Other organization/fiscal sponsor	_____	_____ hrs	1	2	3	4	5	
<input type="checkbox"/> Attend college course		[The Intermediary]	_____	_____ hrs	1	2	3	4	5	
		Other organization/fiscal sponsor	_____	_____ hrs	1	2	3	4	5	
<input type="checkbox"/> Other		[The Intermediary]	_____	_____ hrs	1	2	3	4	5	
		Other organization/fiscal sponsor	_____	_____ hrs	1	2	3	4	5	
<input type="checkbox"/> Did not receive this type of assistance										

Content Area	Type of Assistance (Check all that apply)	Source of Assistance (provider or fiscal sponsor)	Total # of staff and Board members participating	Total # of hours (all staff)	In general, how helpful was the assistance? (Circle one)				
					Not at all helpful				Very helpful
Networking, Collaboration, Partnerships	<input type="checkbox"/> Group training, workshop or conference	[The Intermediary]	_____	_____ hrs	1	2	3	4	5
		Other organization/fiscal sponsor	_____	_____ hrs	1	2	3	4	5
	<input type="checkbox"/> Technical assistance (outside consultant working one-on-one or in small group)	[The Intermediary]	_____	_____ hrs	1	2	3	4	5
		Other organization/fiscal sponsor	_____	_____ hrs	1	2	3	4	5
	<input type="checkbox"/> Coaching/mentoring	[The Intermediary]	_____	_____ hrs	1	2	3	4	5
		Other organization/fiscal sponsor	_____	_____ hrs	1	2	3	4	5
	<input type="checkbox"/> Attend college course	[The Intermediary]	_____	_____ hrs	1	2	3	4	5
		Other organization/fiscal sponsor	_____	_____ hrs	1	2	3	4	5
	<input type="checkbox"/> Other	[The Intermediary]	_____	_____ hrs	1	2	3	4	5
		Other organization/fiscal sponsor	_____	_____ hrs	1	2	3	4	5
	<input type="checkbox"/> Did not receive this type of assistance								
	Financial Management (Bookkeeping and Accounting)	<input type="checkbox"/> Group training, workshop or conference	[The Intermediary]	_____	_____ hrs	1	2	3	4
Other organization/fiscal sponsor			_____	_____ hrs	1	2	3	4	5
<input type="checkbox"/> Technical assistance (outside consultant working one-on-one or in small group)		[The Intermediary]	_____	_____ hrs	1	2	3	4	5
		Other organization/fiscal sponsor	_____	_____ hrs	1	2	3	4	5
<input type="checkbox"/> Coaching/mentoring		[The Intermediary]	_____	_____ hrs	1	2	3	4	5
		Other organization/fiscal sponsor	_____	_____ hrs	1	2	3	4	5
<input type="checkbox"/> Attend college course		[The Intermediary]	_____	_____ hrs	1	2	3	4	5
		Other organization/fiscal sponsor	_____	_____ hrs	1	2	3	4	5

Content Area	Type of Assistance <i>(Check all that apply)</i>	Source of Assistance (provider or fiscal sponsor)	Total # of staff and Board members participating	Total # of hours (all staff)	In general, how helpful was the assistance? <i>(Circle one)</i>				
					Not at all helpful				Very helpful
	<input type="checkbox"/> Other	[The Intermediary]	_____	_____ hrs	1	2	3	4	5
		Other organization/fiscal sponsor	_____	_____ hrs	1	2	3	4	5
	<input type="checkbox"/> Did not receive this type of assistance								
Becoming a 501(c)(3)	<input type="checkbox"/> Group training, workshop or conference	[The Intermediary]	_____	_____ hrs	1	2	3	4	5
		Other organization/fiscal sponsor	_____	_____ hrs	1	2	3	4	5
	<input type="checkbox"/> Technical assistance (outside consultant working one-on-one or in small group)	[The Intermediary]	_____	_____ hrs	1	2	3	4	5
		Other organization/fiscal sponsor	_____	_____ hrs	1	2	3	4	5
	<input type="checkbox"/> Coaching/mentoring	[The Intermediary]	_____	_____ hrs	1	2	3	4	5
		Other organization/fiscal sponsor	_____	_____ hrs	1	2	3	4	5
	<input type="checkbox"/> Attend college course	[The Intermediary]	_____	_____ hrs	1	2	3	4	5
		Other organization/fiscal sponsor	_____	_____ hrs	1	2	3	4	5
	<input type="checkbox"/> Other	[The Intermediary]	_____	_____ hrs	1	2	3	4	5
		Other organization/fiscal sponsor	_____	_____ hrs	1	2	3	4	5
	<input type="checkbox"/> Did not receive this type of assistance								

Content Area	Type of Assistance (Check all that apply)	Source of Assistance (provider or fiscal sponsor)	Total # of staff and Board members participating	Total # of hours (all staff)	In general, how helpful was the assistance? (Circle one)				
					Not at all helpful				Very helpful
Program Design, including Implementing Best Practices	<input type="checkbox"/> Group training, workshop or conference	[The Intermediary]	_____	_____ hrs	1	2	3	4	5
		Other organization/fiscal sponsor	_____	_____ hrs	1	2	3	4	5
	<input type="checkbox"/> Technical assistance (outside consultant working one-on-one or in small group)	[The Intermediary]	_____	_____ hrs	1	2	3	4	5
		Other organization/fiscal sponsor	_____	_____ hrs	1	2	3	4	5
	<input type="checkbox"/> Coaching/mentoring	[The Intermediary]	_____	_____ hrs	1	2	3	4	5
		Other organization/fiscal sponsor	_____	_____ hrs	1	2	3	4	5
	<input type="checkbox"/> Attend college course	[The Intermediary]	_____	_____ hrs	1	2	3	4	5
		Other organization/fiscal sponsor	_____	_____ hrs	1	2	3	4	5
	<input type="checkbox"/> Other	[The Intermediary]	_____	_____ hrs	1	2	3	4	5
		Other organization/fiscal sponsor	_____	_____ hrs	1	2	3	4	5
<input type="checkbox"/> Did not receive this type of assistance									
Evaluation and Outcome Measurement	<input type="checkbox"/> Group training, workshop or conference	[The Intermediary]	_____	_____ hrs	1	2	3	4	5
		Other organization/fiscal sponsor	_____	_____ hrs	1	2	3	4	5
	<input type="checkbox"/> Technical assistance (outside consultant working one-on-one or in small group)	[The Intermediary]	_____	_____ hrs	1	2	3	4	5
		Other organization/fiscal sponsor	_____	_____ hrs	1	2	3	4	5
	<input type="checkbox"/> Coaching/mentoring	[The Intermediary]	_____	_____ hrs	1	2	3	4	5
		Other organization/fiscal sponsor	_____	_____ hrs	1	2	3	4	5
	<input type="checkbox"/> Attend college course	[The Intermediary]	_____	_____ hrs	1	2	3	4	5
		Other organization/fiscal sponsor	_____	_____ hrs	1	2	3	4	5

Content Area	Type of Assistance (Check all that apply)	Source of Assistance (provider or fiscal sponsor)	Total # of staff and Board members participating	Total # of hours (all staff)	In general, how helpful was the assistance? (Circle one)				
					Not at all helpful				Very helpful
	<input type="checkbox"/> Other	[The Intermediary]	_____	_____ hrs	1	2	3	4	5
		Other organization/fiscal sponsor	_____	_____ hrs	1	2	3	4	5
	<input type="checkbox"/> Did not receive this type of assistance								
Other (Specify: _____ _____ _____ _____ _____	<input type="checkbox"/> Group training, workshop or conference	[The Intermediary]	_____	_____ hrs	1	2	3	4	5
		Other organization/fiscal sponsor	_____	_____ hrs	1	2	3	4	5
	<input type="checkbox"/> Technical assistance (outside consultant working one-on-one or in small group)	[The Intermediary]	_____	_____ hrs	1	2	3	4	5
		Other organization/fiscal sponsor	_____	_____ hrs	1	2	3	4	5
	<input type="checkbox"/> Coaching/mentoring	[The Intermediary]	_____	_____ hrs	1	2	3	4	5
		Other organization/fiscal sponsor	_____	_____ hrs	1	2	3	4	5
	<input type="checkbox"/> Attend college course	[The Intermediary]	_____	_____ hrs	1	2	3	4	5
		Other organization/fiscal sponsor	_____	_____ hrs	1	2	3	4	5
	<input type="checkbox"/> Other	[The Intermediary]	_____	_____ hrs	1	2	3	4	5
		Other organization/fiscal sponsor	_____	_____ hrs	1	2	3	4	5
	<input type="checkbox"/> Did not receive this type of assistance								

Financial Management

17. In the last completed fiscal year, what were your organization's total expenditures?

If you have been in operation less than one year, please tell us your organization's total expenditures to date.

\$ _____

18. Does your organization have a designated person who is responsible for financial management (paying bills, making deposits, keeping records)?

Yes..... [] 01

No [] 02

19. Is the Executive Director/head of your organization the person responsible for financial management or is there another person responsible for this activity?

Executive Director/head [] 01

Another staff person: *(Explain:)* [] 02

Other *(Explain:)* [] 94

20. Your organization prepares its budget: *(Check all that apply.)*

Annually [] 01

Quarterly [] 02

Monthly..... [] 03

Other *(Specify:)* [] 94

The organization does not develop a budget on a regular basis. [] 96

21. Has your organization had an audit of its finances/financial records by an external auditor in the past 12 months?

Yes..... [] 01
 No [] 02

22. Does your organization have financial management procedures that provide checks and balances for ensuring expenditures are properly authorized?

Yes, have written financial management procedures that provide checks and balances [] 01
 Yes, have financial management procedures that provide checks and balances, but they are not written [] 02
 No [] 03

22a. Has your accounting system changed in the past year?

Yes (*Briefly explain:*) [] 01

 No [] 02

23. Please indicate the extent to which each of the following is considered a focus area for your organization. Please check one (1) box for each focus area. See the key below.

- A = Not a focus because we are satisfied with our achievement in this area
- B = Have implemented steps to address focus area
- C = Have developed plans or ideas to work on this, but haven't implemented them yet
- D = Know we should work on this but we lack the time or resources
- E = Not an area of focus at this time

Focus Area	A	B	C	D	E
Developing systems that will help manage the organization's finances more effectively	[] 01	[] 02	[] 03	[] 04	[] 05
Putting in place a budgeting process that ensures effective allocation of resources.	[] 01	[] 02	[] 03	[] 04	[] 05

Funding

24a. What was your organization's total revenue over the past 12 months?

\$ _____

24b. Please indicate the amount of revenue from these sources over the past 12 months.

Revenue Source	Total revenue from this source in the past 12 months
Direct mail fundraising	\$ _____
Special fundraising events	\$ _____
Fundraising appeals made in house of worship or community	\$ _____
Door-to-door fundraising appeals	\$ _____
Allocation from another organization (for example, from parent/host organization)	\$ _____
Fees for service (<i>Specify:</i>)	\$ _____
Interest earned from endowments and other investments	\$ _____
Unsolicited donations	\$ _____
Other (<i>Specify:</i>) _____ _____ _____	\$ _____

NA – our organization had no other revenue sources over the past 12 months [] 01

24c. In the past 12 months, did your organization apply for a grant/contract?

Yes..... [] 01

No GO TO QUESTION 25 [] 02

If yes, please complete the following:

	Number of applications for funding submitted in the past 12 months	Number of applications approved in the past 12 months	Number of applications for funding submitted in the past 12 months that are pending
Grants/contracts from federal government agencies	_____	_____	_____
Grants/contracts from state/local government agencies	_____	_____	_____
Grants/contracts from foundations	_____	_____	_____
Grants from other federated giving groups (for example, United Way)	_____	_____	_____
Other (<i>Specify:</i>)			
_____	_____	_____	_____

24d. Please list the source and amount of each cash grant that your organization has received in the past 12 months. Then check the box(es) for each that describes what your organization intended to accomplish with this money. In the first row, if applicable, please describe the grant your organization received from [the intermediary]. If you need more space to record information about grants, please complete the list using the page at the end of this survey. Copy that page as many times as needed to complete this list.

Source of Grant	Amount of Grant	What did your organization want to accomplish with this money? <i>(Check all that apply)</i>
#1 <input type="checkbox"/> [The intermediary] <input type="checkbox"/> NA – did not receive a grant from [the intermediary]	\$ _____	<input type="checkbox"/> Start up new program <input type="checkbox"/> Implement programmatic Best Practices <input type="checkbox"/> Expand type of services <input type="checkbox"/> Increase number of service recipients <input type="checkbox"/> Develop Board of Directors <input type="checkbox"/> Train administrative staff <i>(Specify area of training:)</i> _____ _____ Train program staff <i>(Specify:)</i> _____ _____ <input type="checkbox"/> Increase/diversify income and resources <input type="checkbox"/> Improve image/public relations <input type="checkbox"/> Improve general management, financial management or administrative systems <input type="checkbox"/> Develop system for tracking outcomes Other <i>(Specify:)</i> _____ _____ _____

Source of Grant	Amount of Grant	What did your organization want to accomplish with this money? <i>(Check all that apply)</i>
#2 <input type="checkbox"/> Federal government agencies <input type="checkbox"/> State government agencies <input type="checkbox"/> Local government agencies <input type="checkbox"/> Foundations <input type="checkbox"/> Other federated giving groups (for example, United Way) <input type="checkbox"/> Other (Specify:) _____ _____	\$ _____ _____ _____	<input type="checkbox"/> Start up new program <input type="checkbox"/> Implement programmatic Best Practices <input type="checkbox"/> Expand type of services <input type="checkbox"/> Increase number of service recipients <input type="checkbox"/> Develop Board of Directors <input type="checkbox"/> Train administrative staff <i>(Specify area of training:)</i> _____ _____ Train program staff <i>(Specify:)</i> _____ _____ <input type="checkbox"/> Increase/diversify income and resources <input type="checkbox"/> Improve image/public relations <input type="checkbox"/> Improve general management, financial management or administrative systems <input type="checkbox"/> Develop system for tracking outcomes Other <i>(Specify:)</i> _____ _____ _____
#3 <input type="checkbox"/> Federal government agencies <input type="checkbox"/> State government agencies <input type="checkbox"/> Local government agencies <input type="checkbox"/> Foundations <input type="checkbox"/> Other federated giving groups (for example, United Way) <input type="checkbox"/> Other (Specify:) _____ _____	\$ _____ _____ _____	<input type="checkbox"/> Start up new program <input type="checkbox"/> Implement programmatic Best Practices <input type="checkbox"/> Expand type of services <input type="checkbox"/> Increase number of service recipients <input type="checkbox"/> Develop Board of Directors <input type="checkbox"/> Train administrative staff <i>(Specify area of training:)</i> _____ _____ Train program staff <i>(Specify:)</i> _____ _____ <input type="checkbox"/> Increase/diversify income and resources <input type="checkbox"/> Improve image/public relations <input type="checkbox"/> Improve general management, financial management or administrative systems <input type="checkbox"/> Develop system for tracking outcomes Other <i>(Specify:)</i> _____ _____ _____

Source of Grant	Amount of Grant	What did your organization want to accomplish with this money? <i>(Check all that apply)</i>
#4 <input type="checkbox"/> Federal government agencies <input type="checkbox"/> State government agencies <input type="checkbox"/> Local government agencies <input type="checkbox"/> Foundations <input type="checkbox"/> Other federated giving groups (for example, United Way) <input type="checkbox"/> Other (Specify:) _____ _____ _____	\$ _____ 	<input type="checkbox"/> Start up new program <input type="checkbox"/> Implement programmatic Best Practices <input type="checkbox"/> Expand type of services <input type="checkbox"/> Increase number of service recipients <input type="checkbox"/> Develop Board of Directors <input type="checkbox"/> Train administrative staff <i>(Specify area of training:)</i> _____ _____ Train program staff <i>(Specify:)</i> _____ _____ <input type="checkbox"/> Increase/diversify income and resources <input type="checkbox"/> Improve image/public relations <input type="checkbox"/> Improve general management, financial management or administrative systems <input type="checkbox"/> Develop system for tracking outcomes Other <i>(Specify:)</i> _____ _____ _____
#5 <input type="checkbox"/> Federal government agencies <input type="checkbox"/> State government agencies <input type="checkbox"/> Local government agencies <input type="checkbox"/> Foundations <input type="checkbox"/> Other federated giving groups (for example, United Way) <input type="checkbox"/> Other (Specify:) _____ _____ _____	\$ _____ 	<input type="checkbox"/> Start up new program <input type="checkbox"/> Implement programmatic Best Practices <input type="checkbox"/> Expand type of services <input type="checkbox"/> Increase number of service recipients <input type="checkbox"/> Develop Board of Directors <input type="checkbox"/> Train administrative staff <i>(Specify area of training:)</i> _____ _____ Train program staff <i>(Specify:)</i> _____ _____ <input type="checkbox"/> Increase/diversify income and resources <input type="checkbox"/> Improve image/public relations <input type="checkbox"/> Improve general management, financial management or administrative systems <input type="checkbox"/> Develop system for tracking outcomes Other <i>(Specify:)</i> _____ _____ _____

25. Has your organization SOUGHT funding from any new sources (never before accessed) over the past 12 months?
Yes..... [] 01
No [] 02
26. Has your organization OBTAINED funding from any new sources (never before accessed) over the past 12 months?
Yes..... [] 01
No [] 02
27. Has your organization ever hired a grant/contract writer to PREPARE APPLICATIONS for funding?
Yes..... [] 01
No [] 02
28. Has your organization ever hired a grant/contract writer to TRAIN STAFF to prepare applications for funding?
Yes..... [] 01
No [] 02
29. Has your organization ever sent key staff to grant/contract writing workshops or similar learning opportunities?
Yes..... [] 01
No [] 02
30. Does your organization have a fundraising/fund development plan?
Yes, we have a written fundraising/fund development plan..... [] 01
Yes, we have a fundraising/fund development plan but it is not written [] 02
No [] 03

31. Below is a table listing possible focus areas for an organization. Please check one (1) box for each focus area. See the key below.

- A = Not a focus because we are satisfied with our achievement in this area
- B = Have implemented steps to address focus area
- C = Have developed plans or ideas to work on this, but haven't implemented them yet
- D = Know we should work on this but we lack the time or resources
- E = Not an area of focus at this time

Focus Area	A	B	C	D	E
Identifying and pursuing new sources of government funding	[] 01	[] 02	[] 03	[] 04	[] 05
Identifying and pursuing new sources of non-government funding.	[] 01	[] 02	[] 03	[] 04	[] 05
Identifying and pursuing new sources of in-kind donations	[] 01	[] 02	[] 03	[] 04	[] 05
Developing a fund development plan (including setting fundraising goals)	[] 01	[] 02	[] 03	[] 04	[] 05

Human Resources

The following set of questions is about the staff at your organization. Please report only on staff who work for your organization on a regular basis at least two hours per week, either as paid staff or as unpaid staff/volunteers.

32. Please indicate the number of staff of each type and count each person as EITHER PRIMARILY an administrative staff person (column a) or PRIMARILY a direct service staff person (column b). Column (c) should be equal to (a)+(b).

	(a) Number of staff spending more than 50% of their time working in an administrative capacity	(b) Number of staff spending more than 50% of their time providing direct services	(c) Total number of staff currently working at organization
Paid Staff			
full-time (30 or more hrs/wk)	# _____	+ # _____	= # _____
part-time (between 2 and 30 hrs/wk)	# _____	+ # _____	= # _____

	(a) Number of staff spending more than 50% of their time working in an administrative capacity		b) Number of staff spending more than 50% of their time providing direct services		(c) Total number of staff currently working at organization
--	--	--	---	--	---

Unpaid Staff/Volunteers

full-time (30 or more hrs/wk)	# _____	+	# _____	=	# _____	
part-time (between 2 and 30 hrs/wk)	# _____	+	# _____	=	# _____	

33. *If you have unpaid staff/volunteers, what is the estimated total number of hours contributed by all UNPAID STAFF/VOLUNTEERS in an average week?*

NA – no unpaid staff/volunteers [] 98

33a. **If you DO not HAVE VOLUNTEERS, is recruiting volunteers ...**

A current goal of your organization..... [] 01

Not a goal because of the nature of organization's work..... [] 02

Not a current goal, but a likely future goal [] 03

34. **Is the head of your organization (for example, the executive director) a paid position?**

Yes, paid full-time salary [] 01

Yes, paid part-time salary..... [] 02

No, not a paid position..... [] 03

35. **Over the past 12 months, how many individuals have served as head of your organization?**

36. Is there a written job description for each staff position or job category?

Paid staff:

- Yes [] 01
- No..... [] 02
- NA – we do not have paid staff..... [] 98

Unpaid staff:

- Yes [] 01
- No..... [] 02
- NA – we do not have unpaid staff..... [] 98

37. Does your organization conduct annual performance reviews for

Paid staff:

- Yes [] 01
- No..... [] 02
- NA – we do not have paid staff..... [] 98

Unpaid staff:

- Yes [] 01
- No..... [] 02
- NA – we do not have unpaid staff [] 98

Leadership and Staff Development

38a. Which of the following did THE HEAD of the organization participate in during the past 12 months?

- Training related to management and administration (for example, financial management, personnel management, outcomes measurement) [] 01
- Training related to fundraising (for example, grant writing, developing a funding plan) [] 02
- Training related to service delivery (for example, training in order to start a new service, training to increase skills needed for direct service role) [] 03
- None of these activities [] 04

38b. Please specify the number of other PAID AND UNPAID staff that participated in the following in the past 12 months:

_____ # Training related to management and administration (for example, financial management, personnel management, outcomes measurement)

_____ # Training related to fundraising (for example, grant writing, developing a funding plan)

_____ # Training related to service delivery (for example, training in order to start a new service, training to increase skills needed for direct service role)

No paid or unpaid staff participated in these kinds of activities [] 02

39. In the past 12 months, has THE HEAD of your organization met regularly with a mentor who shares expertise and provides coaching and guidance regarding the duties and responsibilities of an executive director/organizational leader?

Yes..... [] 01

No [] 02

40. In the past 12 months, have any STAFF met regularly with a mentor who shares expertise and provides instruction and guidance on performing the roles and responsibilities?

Yes..... [] 01

No [] 02

41. Below is a table listing possible focus areas for an organization. Please check one (1) box for each focus area. See the key below.

- A = Not a focus because we are satisfied with our achievement in this area
- B = Have implemented steps to address focus area
- C = Have developed plans or ideas to work on this, but haven't implemented them yet
- D = Know we should work on this but we lack the time or resources
- E = Not an area of focus at this time

Focus Area	A	B	C	D	E
Creating a plan or locating resources to help our executive director and other staff improve their leadership abilities.	[] 01	[] 02	[] 03	[] 04	[] 05
Providing staff with professional development and training to enhance skills in service delivery or skills in administration and management.	[] 01	[] 02	[] 03	[] 04	[] 05
Recruiting, developing, and managing volunteers more effectively.	[] 01	[] 02	[] 03	[] 04	[] 05
Hiring additional staff.	[] 01	[] 02	[] 03	[] 04	[] 05

Governance

42. Is there a Board of Directors focused solely on your organization?

(Recall that "your organization" refers to the unit that applied for assistance 12 months ago.)

Yes..... [] 01

We do not have a Board of Directors, but we have an advisory panel [] 02

No [] 03

42a. If No, does your organization have plans for establishing a Board of Directors?

Yes..... [] 01

No GO TO QUESTION 49 [] 02

43. How many individuals are currently on your organization's Board?

44. How many vacant positions are there on the Board?

45. Does the Board provide a formal orientation for new Board members?

Yes..... [] 01

No [] 02

46. At Board meetings, does someone regularly take minutes and keep record of attendance?

Yes..... [] 01

No [] 02

47. What are the primary activities of the Board *(Check all that apply.)*

Outreach to community and key stakeholders [] 01

Develop organization's budget [] 02

Recruit new board members [] 03

Set goals and strategies for the organization [] 04

Review performance of programs and program outcomes..... [] 05

Review organization's financial records to ensure funds were properly spent in support of the organization's mission [] 06

Conduct performance reviews of executive director..... [] 07

Conduct performance reviews of other staff..... [] 08

Other *(Specify:)* [] 94

48. In the PAST 12 MONTHS, did any members of the Board participate in any training or similar learning opportunities to learn more about governance or roles and responsibilities of Board members?

Yes..... [] 01

No [] 02

49. Below is a table listing possible focus areas for an organization. Please check one box for each focus area. See the key below.

- A = Not a focus because we are satisfied with our achievement in this area
- B = Have implemented steps to address focus area
- C = Have developed plans or ideas to work on this, but haven't implemented them yet
- D = Know we should work on this but we lack the time or resources
- E = Not an area of focus at this time

Focus Area	A	B	C	D	E
Researching/finding resources to determine how best to form a board.	[] 01	[] 02	[] 03	[] 04	[] 05
Recruiting Board members with diverse expertise.	[] 01	[] 02	[] 03	[] 04	[] 05
Developing a Board that represents a cross-section of our community.	[] 01	[] 02	[] 03	[] 04	[] 05
Developing a Board with ties to different constituencies.	[] 01	[] 02	[] 03	[] 04	[] 05
Providing information to the Board so they can better understand their responsibilities and create plans for improving their performance.	[] 01	[] 02	[] 03	[] 04	[] 05

Technology

50. How many functioning computers does your organization have?
 Exclude computers that are personal or public property.

51. Is this number sufficient for organization/staff needs?

Yes..... [] 01

No [] 02

52. Are staff sufficiently proficient in the use of computers/software as needed by your organization?

- Yes..... [] 01
No [] 02

53. What kind of access does your organization have to the Internet?

- High Speed access [] 01
Dial Up access [] 02
No Internet access [] 03

54. Is the Internet used in support of organizational activities?

- Yes..... [] 01
No [] 02

54a. If yes, in what ways? *(Check all that apply.)*

- Supports the organizational website..... [] 01
Staff uses Internet to learn about funding opportunities [] 02
Staff uses Internet to gather information (data/statistics) needed to write grant applications. [] 03
Other *(Specify:)* [] 94

Recordkeeping

55. Does your organization regularly use computer software to keep financial records?

- Yes..... [] 01
No [] 02

56. Organizations keep different types of records about program participants and services. Please indicate whether you keep records in the areas below and whether they are kept as paper or electronic records.

- A = We do not keep records on this
- B = We keep records on paper
- C = We keep records electronically
- D = NA – we do not have or do not yet have program participants and/or services

Types of Records	A	B	C	D
Number of individuals or families enrolled in/served through programs	[] 01	[] 02	[] 03	[] 04
Referral sources of service recipients (referred by another agency, heard about program from friend)	[] 01	[] 02	[] 03	[] 04
Needs of individuals/families upon first contact with program	[] 01	[] 02	[] 03	[] 04
Types of services provided to individuals/families	[] 01	[] 02	[] 03	[] 04
Information about individual service recipients' outcomes	[] 01	[] 02	[] 03	[] 04
Other (Specify): _____ _____	[] 01	[] 02	[] 03	[] 04

Community Engagement

57. Which of the following has your organization done in the past 12 months to expand awareness about the organization to INDIVIDUALS OR FAMILIES in the community/service area? (Check all that apply.)

Created or updated a website [] 01

Developed or distributed written materials (such as a brochure or newsletter) [] 02

Made presentations to faith-based or other community groups..... [] 03

Utilized public service announcements or paid advertising [] 04

Other (Specify): [] 94

None..... [] 00

58. Which of the following has your organization done in the past 12 months to expand awareness about the organization to POTENTIAL PARTNERS OR FUNDERS? (Check all that apply.)

- Created or updated a website [] 01
- Developed or distributed written materials (such as a brochure or newsletter) [] 02
- Made presentations to faith-based or other community groups..... [] 03
- Utilized public service announcements or paid advertising [] 04
- Other (Specify:) [] 94

None..... [] 00

59. Within the past 12 months, has your organization undertaken a specific activity (for example, meeting with constituents, community mapping, needs assessment survey) to gain an understanding of the needs in your service area/community?

- Yes..... [] 01
- No [] 02

60. Is your organization engaged in partnership arrangements with other organization in the community/service area?

- Yes..... [] 01
- No [] 02

60a. If yes, what are the primary purposes of the partnership(s)? (Check all that apply.)

- To receive and make service recipient referrals [] 01
- To develop and operate joint programming..... [] 02
- To access new funding sources (funding alliance) [] 03
- To recruit volunteers..... [] 04
- To participate in advocacy, awareness and education [] 05
- To obtain in-kind donations [] 06
- To assess community/service recipient needs [] 07

Peer learning (learning circle, study group) [] 08

To access complementary skills/knowledge (*Specify:*) [] 09

Other reasons for partnership (*Specify:*) [] 94

60b. If yes, what sector is/are project partners? (*Check all that apply.*)

Government [] 01

Business [] 02

Educational institution [] 03

Secular non-profit [] 04

Faith-based sector [] 05

24d. **Additional information.** This is a continuation page for question 24d. Please copy as needed and number grants beginning with #6.

Source of Grant	Amount of Grant	What did your organization want to accomplish with this money? <i>(Check all that apply)</i>
#____ <input type="checkbox"/> Federal government agencies <input type="checkbox"/> State government agencies <input type="checkbox"/> Local government agencies <input type="checkbox"/> Foundations <input type="checkbox"/> Other federated giving groups (for example, United Way) <input type="checkbox"/> Other (Specify:) _____ _____ _____	\$ _____ 	<input type="checkbox"/> Start up new program <input type="checkbox"/> Implement programmatic Best Practices <input type="checkbox"/> Expand type of services <input type="checkbox"/> Increase number of service recipients <input type="checkbox"/> Develop Board of Directors <input type="checkbox"/> Train administrative staff <i>(Specify area of training:)</i> _____ _____ Train program staff <i>(Specify:)</i> _____ _____ <input type="checkbox"/> Increase/diversify income and resources <input type="checkbox"/> Improve image/public relations <input type="checkbox"/> Improve general management, financial management or administrative systems <input type="checkbox"/> Develop system for tracking outcomes Other <i>(Specify:)</i> _____ _____ _____
#____ <input type="checkbox"/> Federal government agencies <input type="checkbox"/> State government agencies <input type="checkbox"/> Local government agencies <input type="checkbox"/> Foundations <input type="checkbox"/> Other federated giving groups (for example, United Way) <input type="checkbox"/> Other (Specify:) _____ _____ _____	\$ _____ 	<input type="checkbox"/> Start up new program <input type="checkbox"/> Implement programmatic Best Practices <input type="checkbox"/> Expand type of services <input type="checkbox"/> Increase number of service recipients <input type="checkbox"/> Develop Board of Directors <input type="checkbox"/> Train administrative staff <i>(Specify area of training:)</i> _____ _____ Train program staff <i>(Specify:)</i> _____ _____ <input type="checkbox"/> Increase/diversify income and resources <input type="checkbox"/> Improve image/public relations <input type="checkbox"/> Improve general management, financial management or administrative systems <input type="checkbox"/> Develop system for tracking outcomes Other <i>(Specify:)</i> _____ _____ _____