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**Improving Capacity
among Non-Profits—
Impact Study of the
Compassion Capital
Fund Demonstration
Program**

**Technical Appendix
Report**

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Improving Capacity among Non-Profits—Impact 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 *Improving Capacity among Nonprofits—Impact Study of the Compassion Capital Fund Demonstration Program*.

The Compassion Capital Fund (CCF), established by Congressional appropriation in 2002, 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 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 impacts of the Demonstration program. This Technical Appendix and its companion report present the key findings from the impact study that collected information from NPOs receiving technical or financial assistance services from ten intermediary grantees funded in the 2006 CCF grant cycles.

The study sample was the entire population of NPOs that applied for assistance and were determined eligible by the ten intermediary organizations awarded CCF Demonstration Program grants in the 2006 grant cycle (September 2006). In 2007, the intermediaries solicited applications from NPOs for their TA and sub-award programs. As part of the application process, intermediaries had NPOs complete a self-administered baseline survey developed for the study. Intermediaries reviewed the applications and identified a set of organizations that met their criteria for services; only those organizations that met the intermediaries' self-defined eligibility criteria were referred for random assignment. These NPOs were randomly assigned either to the program group that was to receive capacity building services from the intermediary or to a control group that would not receive technical assistance or a sub-award from the intermediary for the duration of the study (an embargo period of 15 months). During the application period, 454 NPOs were enrolled in the Impact Study (237 assigned to the program group and 217 to the control group).

To assess change and improvement in various areas of organizational capacity 15 months after random assignment, the research team administered a follow-up survey to both program group and control group NPOs. 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 CCF Evaluation Impact Study Report includes information on the study methodology (in Appendix A of that report) and the tables illustrating the results of data analyses for the entire population of NPOs in the study (in Appendix B of that report). This *Technical Appendix Report* presents more detailed information on methods employed during the baseline and follow-up data collection processes and results of subgroup analysis, and includes copies of the baseline and follow-up survey instruments.

Appendix I presents information on data collection processes, the retrieval efforts undertaken, and final sample reconciliation procedures. Appendix II to VI present the results of the subgroup analysis. Analyses was completed for five sub-groups characterized by organization type, age, paid-status of the executive director, size, or intermediary experience-level. Each of the appendices begins with a presentation of the results of the “joint test” followed by tables presenting impacts for the sub-group. The joint test is necessary because of the large number of outcomes that were assessed. Within the Impact Study, there were over 100 questions (measures) in the survey addressing specific detailed topics within the five critical areas/domains of organizational capacity. When a large number of outcomes are assessed, many might be found statistically significant merely by chance. To address this problem, we followed recognized research protocols and performed a joint test for each of the five critical areas to determine whether there was any evidence that the intervention collectively affected all of the outcomes in each critical area (e.g., Organizational Development).

We view this joint test finding as confirmatory (i.e., the significance levels are corrected for multiple comparisons). For two subgroups, organizations with paid and unpaid executive directors and between small and large organizations, the joint test strongly indicates that the intervention affected outcomes in a few critical areas. These results indicate that, when the contributions of all of the measures are considered together, these two subgroups differ in significant ways in key capacity areas.

The final two appendices, Appendix VII and VIII, include copies of the baseline and follow-up survey instruments, respectively.

Appendix I: Baseline and Follow-up Data Collection

In this section we describe our data collection procedures for 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 and then provide a description of the follow-up data collection process.

Baseline Data Collection and Completion of Random Assignment

For the impact study, 454 NPOs across the ten 2006 CCF Demonstration Program intermediaries completed baseline surveys. Data collection occurred on a rolling basis between January 2007 and October 2007, with each intermediary determining its own timeline for participant recruitment, application submission, and eligibility determination, and random assignment. Data collection proceeded using a mixed-mode approach. Applicant NPOs had the option of completing and submitting the survey on the web or completing the survey on paper and returning it by mail. Over 75 percent of the participating NPOs completed their survey on the web.¹

Exhibit I.1: Impact Study Sample, by intermediary and group assignment

Intermediary	Sample Size	Program Group	Control Group
Hawaii Moving Forward	20	15	5
Greater Minneapolis Council of Churches (GMCC)*	62	30	32
Power of We	59	25	34
Foodlink	50	25	25
Hispanic Capacity Project (Nueva Esperanza)	83	40	43
Southwest Georgia United	31	16	15
Northwest Leadership Foundation (NWLFF)	76	40	36
Institute for Youth Development	14	10	4
United Way of Tucson and Southern Arizona (Arizona Compassion Initiative)	43	27	16
Compassion Alaska	16	9	7
TOTAL	454	237	217

Sample release. Pre-random assignment, the data collection implementation process was similar for both web and paper modes of data collection.

1. Intermediaries generally included the survey in their grant announcements and required its submission as part of the grant application.
2. Interested NPOs were provided with a paper survey and/or a link to a website where they could complete and submit the survey electronically; each intermediary had its own website link for applicants to access.
3. NPOs completed the surveys either on paper or online.
4. Once the surveys were submitted to the website or received via mail, NPOs awaited their random assignment status.

¹ Some intermediaries required electronic submission.

Between January and October 2007, the intermediaries' websites were open and available to all participating organizations to complete the baseline survey. Based on intermediaries' timelines, the availability of each intermediary's website corresponded to the period during which it was accepting applications for subawards; web surveys generally closed simultaneously with an intermediary's application deadline. Of the ten intermediaries, three of their websites were open between January and March; five were open between April and May; and the remaining two had their websites available beginning in June and closing in the following months.

Intermediary selection of random assignment pool. Several months before random assignment, each intermediary initiated the process of recruiting and selecting eligible organizations. Once the application period closed, intermediary staff reviewed all submitted applications and decided which organizations, based on an intermediary's specific eligibility criteria, were qualified to be referred into the random assignment pool. Most intermediaries completed this process within a week or two, but some took longer. An intermediary representative then communicated with the evaluation team, via the survey website, as to which organizations were qualified applicants and should be included in the random assignment process. Once an intermediary's selections were uploaded, random assignment was completed

Of the ten intermediaries, two differed slightly in their approach to recruitment and award eligibility standards. Specifically, the *United Way of Tucson and Southern Arizona* conducted a Capacity Building Assessment for all interested organizations prior to the submission of their applications. *Southwest Georgia United* also provided Capacity Building Workshops for all applicants, and only those organizations that submitted acceptable capacity building plans were determined to be eligible for assistance.

Survey processing. Post random assignment, the data collection processing followed one of two tracks, depending on the mode of completion.

Paper surveys were assigned a unique case ID, batched in groups, and submitted to our data processing contractor for processing.² 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 survey was 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.

A similar process was used for the *web surveys* completed online. Evaluation staff downloaded the data for all of the completed interviews from the web. The web survey was automated and, therefore, was designed to control skip patterns, lowering the frequency of improperly followed skips.

² Surveys from organizations that were not referred by their intermediaries for random assignment were batched and filed by Abt staff.

Nevertheless, like the paper surveys, the web data were reviewed for unexpected values or missing data and some cases had outlying values or missing data items. Those cases were flagged by coding staff for follow-up.

Once a case was flagged for follow-up, the same protocol was followed for web and paper surveys. Interviewers made several attempts to reach each organization's designated contact person. If someone was reached, revisions to the responses were coded and appended to the final data set.

Follow-up Data Collection

The follow-up data collection was comprised of the 454 NPOs that completed the baseline survey across the ten 2006 CCF Demonstration Program intermediaries. For each NPO, the effort began approximately 15 months after an NPO began receiving services. Specifically, follow-up survey data collection began in July 2008 and ended in January 2009; data cleaning and sample reconciliation occurred in February 2009; and analysis and report development occurred between March and May 2009.

Data collection methods. Similar to the baseline data collection, a mixed-mode approach was used for collecting follow-up data. NPOs had the option to complete and submit the follow-up survey on the web or to complete the survey on paper and return it by mail. In total, 245 of the 385 completed follow-up surveys (64 percent) were submitted via the web-based survey (slightly less than the 75 percent that completed the baseline survey online). Of the 140 paper surveys, 99 completed the full survey and 41 completed a shorter version designed to increase response rate (71 vs. 29 percent).

Sample release protocol. With only a few minor exceptions, the same sample release process was used for the six sample release months. Prior to each sample release, a number of steps were taken to enlist the support and assistance of program intermediaries and to ensure a high response rate among the NPOs:

1. The National Resource Center, which supports the CCF grantees, e-mailed a general overview of the study and schedule of sample release dates to the ten CCF Intermediary Grantees.
2. Approximately four weeks prior to the date their NPOs were to receive a follow-up survey, intermediaries were sent reminder e-mails from an OCS program specialist and their research team contact.
3. Intermediaries used a web-based tool to review and update information on all the NPOs that they referred for random assignment as a part of the Impact Study.
4. Abt Solutions Desk staff members reviewed information provided by the intermediaries, added any new information that they may have obtained from other sources (including indication of contamination, if applicable). If key contact information was missing (e.g., an address or e-mail address), efforts were made to collect it through other means (e.g., internet searches). If an intermediary confirmed that an organization was closed, survey status was changed to ineligible and a survey was not released.
5. Two business days before sample release, NPOs were FedExed a survey package.
6. The delivery date of these packages was intended to coincide with the date the NPO would receive their e-mail invitation to complete the follow-up survey.

7. On the scheduled day of sample release, Abt Solutions Desk Staff e-mailed invitations to complete the follow-up survey to each NPO eligible to complete the survey this month.

Efforts to maximize response rates. In addition to pre-survey release efforts to inform and encourage NPOs to complete their follow-up survey, Abt Solutions Desk staff were given the task of monitoring survey progress and establishing contact with NPOs that did not complete their survey shortly after sample release.

Beginning in September 2008, project staff in conjunction with ACF staff developed a shorter version of the paper survey. This short version was limited to the most important survey questions needed for analysis. This “short survey” was about half the length of the full survey and was an attempt to increase the response rate among NPOs who were deemed unlikely to complete the full follow-up survey based on prior efforts to obtain completion. This survey was only offered after an NPO contact was given repeated opportunities to complete the full survey. Solutions Desk staff sent the shorter version to reluctant or unresponsive NPOs via mail and e-mail; attempts were also made to administer this version over the phone.

By November 2008, we determined that the short survey was not having a significant impact on the overall response rates. Several respondents still complained that the survey was “too long” and Solutions Desk staff found it difficult to administer the “short survey” over the phone. Thus, a new “Critical 14” survey was developed that was limited to fourteen of the most critical questions needed for analysis. This survey fit on one double-sided piece of paper, was quick to administer over the phone and short enough to put in text of an e-mail. Unlike the other versions of the follow-up survey, the Critical 14 survey was also translated into Spanish and offered to NPOs who appeared to have Spanish speaking contact person.

By the end of data collection, 41 of the 140 paper surveys (29 percent) were completed using a shorter version designed to increase response rate; 30 NPOs completed the “Critical 14” survey and 11 completed the “short survey.”

Exhibit I.2: Final NPO Survey Status Report

Survey Status	Program Group		Control Group		Total	
Number in Sample	237		217		454	
Complete	217	92%	168	77%	385	85%
Other Final Status	20	8%	49	23%	69	15%
Partial Complete	0	0%	0	0%	0	0%
Refusal	1	0%	11	5%	12	3%
Ineligible	8	3%	9	4%	17	4%
Unable to Contact	8	3%	23	11%	31	7%
Unable to Locate	3	1%	5	2%	8	2%
Other Final Status	0	0%	1	0%	1	0%
Total Sample Released	237		217		454	
Ineligible NPOs	8		9		17	
Total Completes	217		168		385	
Response Rate	95%		81%		88%	

Final status codes. Once data collection was complete, each survey was assigned a final status code. The final status codes indicate the following:

Refusal: This code was reserved for respondents that explicitly stated that they did not want to complete the survey. NPOs that refused to return calls, promised to complete the survey, but never did, or passively refused in some other way were coded as “unable to contact.”

Unable to Contact: This code was primarily used if we believed we had valid contact information but were unable to reach the respondent to convince them to participate. In some cases, contact was made at one point, with a promise to complete the survey, but future reminders messages were left unanswered.

Unable to Locate: This code was used if we could not find valid contact information for an NPO. For most of these cases, we had contact information from the baseline survey, but since that time the phone number was disconnected, the e-mail address bounced back and/or mailings returned as undeliverable. It is possible that these organizations closed (and thus were ineligible), but we were unable to confirm this.

Ineligible: NPOs were considered ineligible if the organization was confirmed to be closed. If a program closed, but its parent organization was still active, CCF baseline data were reviewed. If the baseline data were completed about the parent organization, the case remained open. However, if the baseline data referred to the program only, the case was considered ineligible.

Other Final Status: This code was reserved for special cases where senior staff believed a case should be closed, but the reason could not be easily defined by the other status codes.

Complete/Not Entered: This code was used by the data entry specialist when receipting a paper survey. Once the paper survey was entered and submitted, the survey status automatically changed to complete.

Complete: The survey was submitted as complete. This code does not take into account the percentage of valid answers or the number of “Don’t Know” placeholders; it only indicates that 100 percent of the online survey includes answers and the submit button was pressed.

Survey processing. Of the 385 completed follow-up surveys, 245 were completed using the web-based survey and 140 were completed on paper. All *paper surveys* were processed by our data entry specialist within one week of receipt. The data processing protocol for paper surveys consisted of the following steps:

1. Receipt in our online tracking database (i.e., revised survey status, completion date, entry method and type of survey) and Excel file of paper surveys (used to keep track of paper survey location);
2. Review of the survey for completeness and accuracy (e.g., logic/value errors were flagged);
3. Entry of all survey data using the web-based survey instrument;
4. Return of paper survey to Abt Solutions Desk staff member assigned to the NPO.

Abt Solutions Desk staff were asked to validate every 10th paper survey they received by comparing each page of the paper instrument to the entry screen. They were asked to fix any obvious errors and to discuss other issues with senior project staff. By the end of data collection, 10 percent of the 140 paper entries were validated and only minor errors were found. The web surveys did not require entry or validation by Abt staff.

Follow-up and retrieval. On a weekly basis, data that were entered into the web-based survey instrument (including paper completes) were extracted into SAS and run through a cleaning program that reviewed the data for logic and skip pattern errors, missing and invalid values and outliers. Output from tests were reviewed and corrected on an ongoing basis. Correction sometimes required contacting the NPO respondent. However, due to time and budget constraints, it was decided to limit the number of NPO follow-up contacts (or “Data Retrieval” requests) to surveys where selected key variables were flagged as either missing or problematic.

Data retrieval efforts were carried out by the Solutions Desk staff, who aggressively tried to contact NPOs via phone, e-mail or regular mail for up to two weeks. If all the retrieval issues were resolved, Solutions Desk staff updated the web survey and changed the retrieval status to “Resolved.” If two weeks passed and retrieval efforts were not successful, or if only some of the issues were resolved, the retrieval status was changed to “Resolved to Best Ability.”

Appendix II: Subgroup Tables—Organization Type

Results are analyzed by whether NPOs identified themselves as faith-based or secular organizations. In Exhibit II.2, a positive number in the “adjusted DOD” column indicates that the faith-based organizations experienced larger capacity gains, while a negative number indicates larger capacity gains by secular organizations.

Exhibit II.1: Joint Test

Critical Area	Mean Treatment Effect	Standard Error of Treatment Effect	p-value
Leadership Development (16 measures)	0.0123	0.1249	0.923
Organizational Development (67 measures)	-0.0187	0.0619	0.769
Program Development (44 measures)	0.0272	0.0788	0.737
Revenue Development (50 measures)	-0.0671	0.0777	0.408
Community Engagement (30 measures)	-0.0974	0.0479	0.069

Notes:

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

Outcome measures are standardized to have a mean of zero and a standard deviation of one

Treatment effect is adjusted for covariates and its standard error takes into account the fact that outcome measures are correlated

Exhibit II.2: Organization Type—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
ORGANIZATIONAL DEVELOPMENT									
<i>Organizational Structure</i>									
Organization is 501(c)(3)	-16.80	8.07	0.0640
Faith-based organizations	59.62	64.42	61.11	72.22	-6.30	4.41	.	.	.
Community-based organizations	71.43	76.79	82.89	73.68	14.57	7.86	.	.	.
Head of organization is a paid position	-1.79	5.25	0.7405
Faith-based organizations	59.41	51.49	60.00	56.67	-4.59	3.12	.	.	.
Community-based organizations	59.09	64.55	59.46	67.57	-2.65	4.17	.	.	.
Over the past 12 months, 1 or 2 individuals served as head of the organization (compared to 3 or more)	2.05	3.83	0.6044
Faith-based organizations	92.31	94.51	88.52	95.08	-4.36	6.60	.	.	.
Community-based organizations	80.77	96.15	75.41	98.36	-7.57	7.78	.	.	.
<i>Long-Term Planning</i>									
Organization has a written mission statement	-3.45	3.76	0.3800
Faith-based organizations	85.15	93.07	87.34	92.41	2.86	4.24	.	.	.
Community-based organizations	91.67	97.22	89.55	92.54	2.57	4.49	.	.	.
Organization has a written strategic plan	-6.20	9.34	0.5219
Faith-based organizations	36.89	54.37	52.22	50.00	19.70	5.17	.	.	.
Community-based organizations	47.79	72.57	37.33	56.00	6.11	6.87	.	.	.
In the past 12 months, organization conducted or participated in an assessment of organizational strengths/needs	10.20	7.42	0.1992
Faith-based organizations	41.00	87.00	40.00	54.29	31.71	8.67	.	.	.
Community-based organizations	47.17	84.91	43.08	64.62	16.20	8.96	.	.	.
Among organizations that conducted or participated in an assessment of organizational strengths/needs, the assessment was conducted/guided by an external individual/entity	24.48	27.77	0.3987
Faith-based organizations	38.46	74.36	27.78	44.44	19.23	18.68	.	.	.
Community-based organizations	57.14	59.52	60.87	43.48	19.77	15.01	.	.	.

Exhibit II.2: Organization Type—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
<i>Staff Management</i>									
Conduct annual performance reviews for paid staff	5.21	10.44	0.6286
Faith-based organizations	56.90	72.41	56.10	60.98	10.64	8.79	.	.	.
Community-based organizations	76.19	77.78	71.79	74.36	-0.98	8.29	.	.	.
Conduct annual performance reviews for unpaid staff	-20.23	9.26	0.0538
Faith-based organizations	17.65	22.06	24.39	26.83	1.97	10.28	.	.	.
Community-based organizations	18.57	28.57	7.50	10.00	7.50	7.16	.	.	.
Written job description for each paid staff position or job category	5.48	10.94	0.6275
Faith-based organizations	75.86	91.38	71.43	78.57	8.37	8.01	.	.	.
Community-based organizations	84.13	93.65	87.18	87.18	9.52	9.30	.	.	.
Written job description for each unpaid staff position or job category	-14.22	8.68	0.1324
Faith-based organizations	44.05	46.43	32.00	54.00	-19.62	8.41	.	.	.
Community-based organizations	45.24	58.33	38.64	56.82	-5.09	10.56	.	.	.
Total number of full-time paid staff	-1.83	1.32	0.1952
Faith-based organizations	1.84	1.57	1.88	1.95	-0.33	0.55	.	.	.
Community-based organizations	7.80	9.08	3.93	3.48	1.73	0.97	.	.	.
Total number of part-time paid staff	-1.21	0.82	0.1684
Faith-based organizations	1.67	1.39	1.77	1.40	0.08	0.38	.	.	.
Community-based organizations	4.04	3.62	2.44	2.15	-0.13	1.63	.	.	.
Total number of full-time unpaid staff	-0.52	0.56	0.3706
Faith-based organizations	1.56	1.08	0.93	0.86	-0.40	0.38	.	.	.
Community-based organizations	0.50	0.83	0.91	0.26	0.99	0.66	.	.	.
Total number of part-time unpaid staff	-10.67	15.92	0.5178
Faith-based organizations	17.87	17.02	17.22	10.74	5.63	6.49	.	.	.
Community-based organizations	18.63	44.04	22.36	33.69	14.08	18.38	.	.	.
Total number of volunteer hours contributed by unpaid staff in an average week	-67.18	58.22	0.2753
Faith-based organizations	142.98	69.99	80.40	103.04	-95.63	46.76	.	.	.
Community-based organizations	79.65	82.16	98.49	96.81	4.19	17.52	.	.	.

Exhibit II.2: Organization Type—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
In the past 12 months, number of staff that participated in training related to: Management & Administration	-3.46	2.14	0.1378
Faith-based organizations	2.49	2.85	4.48	1.94	2.90	1.68	.	.	.
Community-based organizations	2.87	6.97	1.38	1.38	4.10	2.10	.	.	.
Level of focus on recruiting, developing, and managing volunteers more effectively:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	3.53	7.75	0.6581
Faith-based organizations	93.75	92.71	91.67	80.56	10.07	5.41	.	.	.
Community-based organizations	89.22	94.12	90.48	87.30	8.08	4.79	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	4.77	10.54	0.6605
Faith-based organizations	36.46	68.75	40.28	43.06	29.51	6.03	.	.	.
Community-based organizations	51.96	73.53	30.16	50.79	0.93	10.01	.	.	.
At a minimum, has implemented steps to address focus area	-4.40	7.87	0.5890
Faith-based organizations	18.75	45.83	22.22	33.33	15.97	4.37	.	.	.
Community-based organizations	25.49	50.00	12.70	31.75	5.46	5.99	.	.	.
Not a focus because organization is satisfied with its achievement in this area	5.73	3.57	0.1399
Faith-based organizations	0.00	9.38	0.00	2.78	6.60	3.01	.	.	.
Community-based organizations	0.98	9.80	0.00	7.94	0.89	3.03	.	.	.
Technology Access and Use									
Number of functioning computers	-0.35	1.74	0.8450
Faith-based organizations	4.04	5.53	3.07	4.03	0.53	1.01	.	.	.
Community-based organizations	7.75	11.11	5.55	7.38	1.52	1.54	.	.	.
The number of functioning computers that the organization owns is sufficient for organization/staff needs	0.69	10.36	0.9484
Faith-based organizations	25.26	57.89	19.12	36.76	14.98	7.63	.	.	.
Community-based organizations	31.13	67.92	24.59	45.90	15.48	9.66	.	.	.

Exhibit II.2: Organization Type—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Staff sufficiently proficient in computer and software use	-5.82	9.60	0.5577
Faith-based organizations	69.79	83.33	61.76	86.76	-11.46	11.08	.	.	.
Community-based organizations	60.00	81.00	63.79	81.03	3.76	11.02	.	.	.
Organization has access to the internet	-5.25	3.16	0.1272
Faith-based organizations	92.78	94.85	85.53	92.11	-4.52	4.79	.	.	.
Community-based organizations	87.85	93.46	85.48	85.48	5.61	5.64	.	.	.
The internet is used in support of organizational activities	4.52	6.48	0.5009
Faith-based organizations	88.54	92.71	89.86	84.06	9.96	7.31	.	.	.
Community-based organizations	93.40	96.23	91.80	91.80	2.83	1.55	.	.	.
Among organizations that use the internet to support organization activities, the internet is used in support of organizational website	0.03	11.93	0.9980
Faith-based organizations	56.32	64.37	64.91	70.18	2.78	10.27	.	.	.
Community-based organizations	59.80	76.47	71.43	82.14	5.95	11.25	.	.	.
<i>Financial Management Systems</i>									
Organization has a designated person responsible for financial management	5.78	3.60	0.1398
Faith-based organizations	95.92	97.96	97.18	90.14	9.08	4.84	.	.	.
Community-based organizations	94.39	98.13	95.24	95.24	3.74	4.82	.	.	.
The Executive Director/head of the organization is responsible for financial management, as opposed to another person	10.12	5.49	0.0952
Faith-based organizations	66.33	66.33	64.79	59.15	5.63	8.07	.	.	.
Community-based organizations	54.63	59.26	58.46	66.15	-3.06	7.80	.	.	.
Organization prepares a budget	-3.05	12.41	0.8107
Faith-based organizations	84.09	81.82	92.45	79.25	10.93	5.70	.	.	.
Community-based organizations	85.29	89.22	90.91	85.45	9.38	8.12	.	.	.
Organization has financial management procedures that provide checks and balances for ensuring expenditures are properly authorized	0.93	11.07	0.9346
Faith-based organizations	90.20	73.53	84.27	69.66	-2.06	10.30	.	.	.
Community-based organizations	88.29	67.57	90.41	65.75	3.94	7.78	.	.	.

Exhibit II.2: Organization Type—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Organization had an audit of its finances/financial records by an external auditor in the past 12 months	2.33	7.93	0.7754
Faith-based organizations	15.79	26.32	25.68	25.68	10.53	6.76	.	.	.
Community-based organizations	42.86	45.71	55.38	49.23	9.01	8.21	.	.	.
Organization regularly uses computer software to keep financial records	12.05	4.60	0.0255 *
Faith-based organizations	69.79	85.42	77.33	73.33	19.63	6.27	.	.	.
Community-based organizations	77.88	83.65	77.42	80.65	2.54	7.01	.	.	.
Level of focus on developing systems that will help manage the organization's finances more effectively:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	-1.73	6.44	0.7938
Faith-based organizations	88.66	94.85	90.14	91.55	4.78	6.00	.	.	.
Community-based organizations	87.62	93.33	90.48	87.30	8.89	7.20	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	5.83	11.77	0.6308
Faith-based organizations	60.82	82.47	56.34	67.61	10.38	5.27	.	.	.
Community-based organizations	59.05	79.05	57.14	68.25	8.89	11.40	.	.	.
At a minimum, has implemented steps to address focus area	-1.46	15.00	0.9243
Faith-based organizations	35.05	65.98	35.21	49.30	16.84	10.84	.	.	.
Community-based organizations	38.10	68.57	36.51	49.21	17.78	7.50	.	.	.
Not a focus because organization is satisfied with its achievement in this area	-4.86	11.91	0.6919
Faith-based organizations	7.22	20.62	2.82	22.54	-6.32	6.87	.	.	.
Community-based organizations	5.71	20.95	4.76	20.63	-0.63	6.23	.	.	.
Level of focus on putting in place a budgeting process that ensures effective allocation of resources:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	2.35	5.00	0.6485
Faith-based organizations	86.60	95.88	85.92	90.14	5.05	4.86	.	.	.
Community-based organizations	83.81	93.33	85.71	88.89	6.35	6.54	.	.	.

Exhibit II.2: Organization Type—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
At a minimum, has developed plans to work on this, but has not implemented them yet	8.62	12.40	0.5028
Faith-based organizations	59.79	78.35	54.93	66.20	7.29	6.06	.	.	.
Community-based organizations	56.19	80.00	61.90	76.19	9.52	11.38	.	.	.
At a minimum, has implemented steps to address focus area	-6.20	14.18	0.6714
Faith-based organizations	37.11	60.82	29.58	53.52	-0.23	11.84	.	.	.
Community-based organizations	37.14	68.57	47.62	57.14	21.90	10.18	.	.	.
Not a focus because organization is satisfied with its achievement in this area	2.35	9.47	0.8089
Faith-based organizations	8.25	22.68	5.63	21.13	-1.06	4.50	.	.	.
Community-based organizations	7.62	22.86	9.52	26.98	-2.22	7.05	.	.	.
Governance									
Organization has a Board of Directors	-3.30	7.68	0.6759
Faith-based organizations	76.47	75.49	81.11	76.67	3.46	4.97	.	.	.
Community-based organizations	81.25	89.29	83.56	86.30	5.30	5.14	.	.	.
Among organizations that do not have a Board of Directors, organization has plans for establishing a Board	-27.49	29.77	0.3800
Faith-based organizations	78.57	64.29	75.00	50.00	10.71	35.54	.	.	.
Community-based organizations	28.57	57.14	16.67	16.67	28.57	39.70	.	.	.
Percent of Board positions that are currently filled:	0.03	0.03	0.3545
Faith-based organizations	0.85	0.89	0.87	0.88	0.03	0.02	.	.	.
Community-based organizations	0.81	0.84	0.83	0.86	0.00	0.03	.	.	.
Someone regularly takes minutes and keeps records of attendance at Board meetings	-3.07	1.69	0.1004
Faith-based organizations	93.85	98.46	92.31	100.00	-3.08	6.51	.	.	.
Community-based organizations	94.38	100.00	96.15	98.08	3.69	2.79	.	.	.
Primary activities of the Board: Outreach to community and key stakeholders	2.70	12.38	0.8320
Faith-based organizations	53.52	56.34	50.94	45.28	8.48	12.24	.	.	.
Community-based organizations	69.47	75.79	73.08	69.23	10.16	11.84	.	.	.

Exhibit II.2: Organization Type—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Primary activities of the Board: Develop organization's budget	13.71	14.45	0.3650
Faith-based organizations	74.65	70.42	60.38	54.72	1.44	13.07	.	.	.
Community-based organizations	61.05	55.79	55.77	55.77	-5.26	7.76	.	.	.
Primary activities of the Board: Recruit new board members	4.02	12.99	0.7631
Faith-based organizations	43.66	47.89	49.06	39.62	13.66	15.67	.	.	.
Community-based organizations	65.26	67.37	69.23	63.46	7.87	10.75	.	.	.
Primary activities of the Board: Set goals and strategies for the organization	8.54	4.66	0.0969
Faith-based organizations	78.87	90.14	83.02	79.25	15.04	6.02	.	.	.
Community-based organizations	78.95	85.26	86.54	84.62	8.24	6.75	.	.	.
Primary activities of the Board: Review performance of programs and program outcomes	-1.02	11.14	0.9286
Faith-based organizations	76.06	66.20	73.58	69.81	-6.09	7.82	.	.	.
Community-based organizations	71.58	64.21	50.00	61.54	-18.91	10.41	.	.	.
Primary activities of the Board: Review organization's financial records to ensure funds were properly spent in support of the organization's mission	13.21	9.16	0.1796
Faith-based organizations	92.96	84.51	79.25	79.25	-8.45	7.65	.	.	.
Community-based organizations	82.11	82.11	84.62	90.38	-5.77	8.18	.	.	.
Primary activities of the Board: Conduct performance reviews of executive director	-5.83	11.76	0.6310
Faith-based organizations	45.07	47.89	35.85	43.40	-4.73	6.97	.	.	.
Community-based organizations	57.89	61.05	48.08	48.08	3.16	6.85	.	.	.
Level of focus on researching/finding resources to determine how best to form a board	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	-6.98	11.87	0.5695
Faith-based organizations	64.44	77.78	60.00	73.85	-0.51	8.58	.	.	.
Community-based organizations	64.89	74.47	67.80	66.10	11.27	3.86	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	1.50	9.86	0.8819
Faith-based organizations	44.44	63.33	33.85	44.62	8.12	12.16	.	.	.
Community-based organizations	45.74	65.96	44.07	49.15	15.13	5.36	.	.	.

Exhibit II.2: Organization Type—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
At a minimum, has implemented steps to address focus area	-7.24	10.31	0.4986
Faith-based organizations	27.78	44.44	21.54	35.38	2.82	6.71	.	.	.
Community-based organizations	31.91	50.00	28.81	33.90	13.00	6.93	.	.	.
Not a focus because organization is satisfied with its achievement in this area	-7.90	4.70	0.1234
Faith-based organizations	8.89	16.67	7.69	18.46	-2.99	3.06	.	.	.
Community-based organizations	12.77	27.66	10.17	20.34	4.72	5.96	.	.	.
Level of focus on recruiting Board members with diverse expertise:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	-12.68	8.59	0.1707
Faith-based organizations	84.44	86.67	83.08	84.62	0.68	5.68	.	.	.
Community-based organizations	88.42	96.84	83.05	81.36	10.12	6.63	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	10.29	8.00	0.2273
Faith-based organizations	55.56	72.22	49.23	50.77	15.13	8.73	.	.	.
Community-based organizations	65.26	82.11	47.46	67.80	-3.50	8.32	.	.	.
At a minimum, has implemented steps to address focus area	-2.94	7.72	0.7114
Faith-based organizations	35.56	45.56	36.92	35.38	11.54	6.65	.	.	.
Community-based organizations	44.21	64.21	30.51	47.46	3.05	9.98	.	.	.
Not a focus because organization is satisfied with its achievement in this area	-5.52	5.75	0.3593
Faith-based organizations	4.44	10.00	4.62	7.69	2.48	3.03	.	.	.
Community-based organizations	6.32	17.89	5.08	8.47	8.19	4.05	.	.	.
Level of focus on developing a Board with ties to different constituencies:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	-3.76	9.94	0.7132
Faith-based organizations	80.00	86.67	75.38	80.00	2.05	7.31	.	.	.
Community-based organizations	87.37	94.74	79.66	83.05	3.98	5.65	.	.	.

Exhibit II.2: Organization Type—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
At a minimum, has developed plans to work on this, but has not implemented them yet	23.77	7.64	0.0110
Faith-based organizations	51.11	73.33	43.08	38.46	26.84	11.70	.	.	.
Community-based organizations	64.21	77.89	44.07	62.71	-4.96	11.10	.	.	.
At a minimum, has implemented steps to address focus area	-4.46	5.44	0.4314
Faith-based organizations	24.44	45.56	29.23	30.77	19.57	7.81	.	.	.
Community-based organizations	33.68	63.16	23.73	40.68	12.52	7.83	.	.	.
Not a focus because organization is satisfied with its achievement in this area	-0.77	5.41	0.8892
Faith-based organizations	2.22	12.22	3.08	7.69	5.38	3.34	.	.	.
Community-based organizations	4.21	18.95	0.00	8.47	6.26	3.85	.	.	.
LEADERSHIP AND STAFF DEVELOPMENT									
<i>Leadership Development</i>									
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	-7.42	16.16	0.6561
Faith-based organizations	52.08	61.46	54.41	54.41	9.38	17.93	.	.	.
Community-based organizations	50.00	58.00	26.67	36.67	-2.00	10.06	.	.	.
Number of types of training in which head of organization participated in the past 12 months	0.22	0.21	0.3142
Faith-based organizations	1.33	1.74	1.47	1.00	0.87	0.21	.	.	.
Community-based organizations	1.51	1.87	1.29	1.25	0.40	0.13	.	.	.
In the past 12 months, any staff met regularly with a mentor who provides guidance on performing the roles assigned to the staff	-18.83	15.05	0.2394
Faith-based organizations	53.19	52.13	49.25	50.75	-2.56	12.27	.	.	.
Community-based organizations	52.00	56.00	30.00	35.00	-1.00	14.60	.	.	.
Board provides a formal orientation for new Board members	0.42	10.55	0.9692
Faith-based organizations	44.29	60.00	46.15	53.85	8.02	13.86	.	.	.
Community-based organizations	43.48	61.96	38.33	55.00	1.81	10.24	.	.	.

Exhibit II.2: Organization Type—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
In the past 12 months, any Board member participated in training/learning opportunities to learn more about governance/roles & responsibilities of Board members	14.67	10.97	0.2108
Faith-based organizations	42.19	68.75	33.33	33.33	26.56	6.93	.	.	.
Community-based organizations	41.98	75.31	40.82	55.10	19.05	10.23	.	.	.
Level of focus on creating a plan or locating resources to help the executive director and other staff improve their leadership abilities	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	3.81	8.87	0.6768
Faith-based organizations	87.50	89.58	87.50	86.11	3.47	8.25	.	.	.
Community-based organizations	90.29	83.50	88.89	82.54	-0.45	5.19	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	8.53	12.42	0.5076
Faith-based organizations	48.96	60.42	41.67	43.06	10.07	7.72	.	.	.
Community-based organizations	47.57	56.31	41.27	47.62	2.39	7.56	.	.	.
At a minimum, has implemented steps to address focus area	10.03	8.24	0.2515
Faith-based organizations	19.79	41.67	22.22	29.17	14.93	7.10	.	.	.
Community-based organizations	23.30	41.75	20.63	38.10	0.99	8.65	.	.	.
Not a focus because organization is satisfied with its achievement in this area	6.44	5.60	0.2768
Faith-based organizations	1.04	14.58	0.00	5.56	7.99	4.18	.	.	.
Community-based organizations	1.94	10.68	0.00	7.94	0.80	2.75	.	.	.
Level of focus on providing staff with professional development and training to enhance skills in service delivery or skills in administration and management:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	-1.03	4.55	0.8247
Faith-based organizations	91.67	89.58	95.83	83.33	10.42	4.93	.	.	.
Community-based organizations	92.16	91.18	92.06	82.54	8.54	4.14	.	.	.

Exhibit II.2: Organization Type—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
At a minimum, has developed plans to work on this, but has not implemented them yet	-5.53	10.35	0.6050
Faith-based organizations	46.88	65.63	40.28	43.06	15.97	8.29	.	.	.
Community-based organizations	50.00	69.61	42.86	42.86	19.61	7.96	.	.	.
At a minimum, has implemented steps to address focus area	-7.25	8.35	0.4055
Faith-based organizations	25.00	46.88	20.83	31.94	10.76	3.21	.	.	.
Community-based organizations	26.47	58.82	17.46	36.51	13.31	6.63	.	.	.
Not a focus because organization is satisfied with its achievement in this area	4.84	4.66	0.3234
Faith-based organizations	1.04	10.42	0.00	1.39	7.99	2.42	.	.	.
Community-based organizations	0.00	7.84	0.00	4.76	3.08	3.67	.	.	.
Level of focus on providing information to the Board so they can better understand their responsibilities and create plans for improving their performance:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	-8.82	8.65	0.3322
Faith-based organizations	87.78	82.22	92.31	86.15	0.60	6.49	.	.	.
Community-based organizations	89.47	90.53	93.10	84.48	9.67	6.27	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	12.87	8.55	0.1633
Faith-based organizations	64.44	70.00	49.23	49.23	5.56	8.73	.	.	.
Community-based organizations	50.53	74.74	50.00	67.24	6.97	8.13	.	.	.
At a minimum, has implemented steps to address focus area	-1.99	10.61	0.8547
Faith-based organizations	43.33	47.78	35.38	36.92	2.91	8.44	.	.	.
Community-based organizations	28.42	54.74	31.03	43.10	14.25	9.29	.	.	.
Not a focus because organization is satisfied with its achievement in this area	-5.06	6.23	0.4356
Faith-based organizations	3.33	8.89	0.00	9.23	-3.68	6.34	.	.	.
Community-based organizations	3.16	11.58	0.00	6.90	1.52	2.16	.	.	.

Exhibit II.2: Organization Type—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
PROGRAM DEVELOPMENT									
<i>Service Delivery</i>									
Total number of service recipients (individuals/ families) served in most recent month of full service delivery	-104.71	145.37	0.4878
Faith-based organizations	169.58	178.37	199.90	328.01	-119.32	93.15	.	.	.
Community-based organizations	664.90	593.45	415.79	455.88	-111.55	208.02	.	.	.
In the past 12 months, number of staff that participated in training related to: Service delivery	-5.63	4.67	0.2563
Faith-based organizations	4.92	7.53	10.78	10.22	3.17	5.96	.	.	.
Community-based organizations	16.03	8.90	6.70	3.46	-3.89	3.96	.	.	.
Compared to the same period a year ago, the number of individuals or families served increased	-17.17	11.82	0.1768
Faith-based organizations	65.93	59.34	68.75	65.63	-3.47	14.60	.	.	.
Community-based organizations	68.24	70.59	49.15	52.54	-1.04	6.46	.	.	.
Level of focus on increasing the number of clients served by the organization:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	9.87	6.34	0.1509
Faith-based organizations	98.02	94.06	96.67	74.44	18.26	4.25	.	.	.
Community-based organizations	93.75	91.07	96.10	81.82	11.61	4.61	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	1.15	7.54	0.8819
Faith-based organizations	76.24	80.20	66.67	57.78	12.85	4.70	.	.	.
Community-based organizations	77.68	84.82	64.94	62.34	9.74	5.91	.	.	.
At a minimum, has implemented steps to address focus area	5.46	9.17	0.5647
Faith-based organizations	43.56	60.40	38.89	40.00	15.72	8.31	.	.	.
Community-based organizations	43.75	66.96	32.47	51.95	3.73	7.68	.	.	.
Not a focus because organization is satisfied with its achievement in this area	6.67	7.08	0.3683
Faith-based organizations	1.98	12.87	0.00	7.78	3.11	4.71	.	.	.
Community-based organizations	2.68	10.71	2.60	12.99	-2.35	4.79	.	.	.

Exhibit II.2: Organization Type—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Level of focus on expanding services to include new group of service recipients or geographic area:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	11.97	6.53	0.0967
Faith-based organizations	81.19	81.19	85.56	64.44	21.11	3.22	.	.	.
Community-based organizations	78.57	75.89	80.52	70.13	7.71	5.60	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	10.75	9.60	0.2892
Faith-based organizations	45.54	63.37	57.78	47.78	27.82	6.96	.	.	.
Community-based organizations	58.93	55.36	44.16	44.16	-3.57	6.57	.	.	.
At a minimum, has implemented steps to address focus area	6.04	9.76	0.5498
Faith-based organizations	17.82	38.61	27.78	31.11	17.46	5.63	.	.	.
Community-based organizations	26.79	37.50	14.29	28.57	-3.57	7.05	.	.	.
Not a focus because organization is satisfied with its achievement in this area	-0.59	5.53	0.9171
Faith-based organizations	0.99	6.93	1.11	5.56	1.50	3.06	.	.	.
Community-based organizations	1.79	10.71	0.00	5.19	3.73	3.41	.	.	.
Program Design									
Organization has added / expanded programmatic areas within the past 12 months	-15.49	13.72	0.2852
Faith-based organizations	56.57	45.45	56.79	43.21	2.47	9.11	.	.	.
Community-based organizations	54.46	59.41	43.08	36.92	11.10	8.53	.	.	.
Primary programmatic area: At-risk youth/children and youth services	14.56	8.49	0.1170
Faith-based organizations	75.96	66.35	75.82	51.65	14.56	8.13	.	.	.
Community-based organizations	61.06	46.90	59.74	44.16	1.43	5.94	.	.	.
Primary programmatic area: Economic/community development	2.13	8.59	0.8093
Faith-based organizations	37.50	27.88	25.27	19.78	-4.12	6.71	.	.	.
Community-based organizations	27.43	21.24	29.87	22.08	1.60	4.38	.	.	.
Primary programmatic area: Elderly/disabled services	-1.35	7.38	0.8583
Faith-based organizations	38.46	24.04	26.37	16.48	-4.53	7.88	.	.	.
Community-based organizations	29.20	20.35	36.36	20.78	6.73	4.17	.	.	.

Exhibit II.2: Organization Type—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Primary programmatic area: Health services	-4.86	9.17	0.6078
Faith-based organizations	18.27	16.35	29.67	23.08	4.67	7.91	.	.	.
Community-based organizations	33.63	23.89	23.38	18.18	-4.54	6.03	.	.	.
Primary programmatic area: Homelessness/housing assistance	-2.73	6.70	0.6921
Faith-based organizations	48.08	30.77	37.36	30.77	-10.71	6.89	.	.	.
Community-based organizations	23.89	13.27	23.38	15.58	-2.83	3.31	.	.	.
Primary programmatic area: Hunger	-0.53	4.95	0.9175
Faith-based organizations	44.23	39.42	30.77	29.67	-3.71	3.92	.	.	.
Community-based organizations	15.93	12.39	7.79	6.49	-2.24	2.77	.	.	.
Primary programmatic area: Job training/welfare-to-work	-12.60	3.85	0.0084 **
Faith-based organizations	30.77	21.15	29.67	20.88	-0.82	5.12	.	.	.
Community-based organizations	24.78	22.12	20.78	7.79	10.33	6.78	.	.	.
Primary programmatic area: Marriage/relationships	8.40	6.28	0.2107
Faith-based organizations	44.23	32.69	45.05	29.67	3.85	4.32	.	.	.
Community-based organizations	12.39	2.65	11.69	7.79	-5.84	6.07	.	.	.
Primary programmatic area: Abstinence/pregnancy prevention	12.56	7.20	0.1118
Faith-based organizations	24.04	21.15	25.27	7.69	14.70	9.19	.	.	.
Community-based organizations	13.27	9.73	7.79	5.19	-0.94	4.29	.	.	.
Primary programmatic area: Prison ministry or prisoner reentry services	-0.53	3.84	0.8920
Faith-based organizations	22.12	21.15	25.27	24.18	0.14	2.79	.	.	.
Community-based organizations	7.96	7.08	7.79	7.79	-0.88	2.98	.	.	.
Primary programmatic area: Drug and alcohol rehabilitation	-2.20	4.07	0.6007
Faith-based organizations	23.08	18.27	32.97	20.88	7.28	2.62	.	.	.
Community-based organizations	11.50	7.08	11.69	3.90	3.37	2.85	.	.	.
Primary programmatic area: Education	-0.36	9.17	0.9696
Faith-based organizations	51.92	41.35	60.44	39.56	10.30	8.06	.	.	.
Community-based organizations	48.67	32.74	49.35	29.87	3.55	11.61	.	.	.
Primary programmatic area: Services to immigrants (including ESL)	-3.43	3.55	0.3566
Faith-based organizations	18.27	14.42	21.98	15.38	2.75	2.96	.	.	.
Community-based organizations	15.04	9.73	15.58	6.49	3.78	3.92	.	.	.

Exhibit II.2: Organization Type—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Level of focus on increasing the number or scope of services offered to clients:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	-2.83	5.50	0.6180
Faith-based organizations	82.18	84.16	92.22	72.22	21.98	5.33	.	.	.
Community-based organizations	88.39	91.07	84.42	74.03	13.07	3.94	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	-5.33	5.10	0.3212
Faith-based organizations	62.38	73.27	64.44	53.33	22.00	4.23	.	.	.
Community-based organizations	65.18	81.25	51.95	53.25	14.77	6.14	.	.	.
At a minimum, has implemented steps to address focus area	-9.54	8.99	0.3134
Faith-based organizations	29.70	48.51	33.33	35.56	16.59	8.47	.	.	.
Community-based organizations	30.36	58.93	19.48	35.06	12.99	7.89	.	.	.
Not a focus because organization is satisfied with its achievement in this area	-1.22	8.83	0.8926
Faith-based organizations	0.99	9.90	0.00	5.56	3.36	6.71	.	.	.
Community-based organizations	1.79	16.07	2.60	11.69	5.19	3.30	.	.	.
Level of focus on incorporating a new approach to services to improve quality/ effectiveness:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	1.87	5.77	0.7527
Faith-based organizations	95.05	90.10	88.89	72.22	11.72	3.06	.	.	.
Community-based organizations	89.29	87.50	85.71	71.43	12.50	5.69	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	1.84	9.76	0.8540
Faith-based organizations	58.42	82.18	64.44	57.78	30.43	7.68	.	.	.
Community-based organizations	62.50	76.79	57.14	51.95	19.48	9.53	.	.	.
At a minimum, has implemented steps to address focus area	-4.81	12.73	0.7136
Faith-based organizations	27.72	54.46	34.44	43.33	17.84	9.88	.	.	.
Community-based organizations	28.57	54.46	24.68	36.36	14.20	8.91	.	.	.

Exhibit II.2: Organization Type—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Not a focus because organization is satisfied with its achievement in this area	7.65	6.80	0.2869
Faith-based organizations	0.00	12.87	0.00	5.56	7.32	6.01	.	.	.
Community-based organizations	0.89	7.14	0.00	6.49	-0.24	1.49	.	.	.
<i>Tracking Outcomes and Keeping Records</i>									
Organization keeps records on individual service recipients' outcomes	-2.64	9.48	0.7860
Faith-based organizations	69.74	68.42	63.79	70.69	-8.21	7.06	.	.	.
Community-based organizations	77.11	78.31	64.44	75.56	-9.91	5.02	.	.	.
Among organizations that keep these records, organization keeps electronic (instead of only paper) records	6.59	9.88	0.5200
Faith-based organizations	20.51	51.28	35.48	45.16	21.09	12.29	.	.	.
Community-based organizations	34.55	52.73	48.15	55.56	10.77	19.64	.	.	.
Organization keeps records on the needs of individuals/families upon first contact with the program	7.62	6.74	0.2846
Faith-based organizations	72.73	80.52	78.33	73.33	12.79	5.88	.	.	.
Community-based organizations	78.57	79.76	66.00	74.00	-6.81	5.71	.	.	.
Among organizations that keep these records, organization keeps electronic (instead of only paper) records	5.54	18.26	0.7677
Faith-based organizations	12.50	37.50	21.95	34.15	12.80	9.13	.	.	.
Community-based organizations	37.50	37.50	35.48	35.48	0.00	13.49	.	.	.
Organization keeps records on the types of services provided to individuals/families	5.76	4.76	0.2541
Faith-based organizations	81.25	88.75	78.69	77.05	9.14	3.70	.	.	.
Community-based organizations	91.46	89.02	92.00	84.00	5.56	7.57	.	.	.
Among organizations that keep these records, organization keeps electronic (instead of only paper) records	10.65	14.64	0.4833
Faith-based organizations	34.48	56.90	33.33	47.62	8.13	12.90	.	.	.
Community-based organizations	45.59	55.88	53.66	60.98	2.98	11.84	.	.	.

Exhibit II.2: Organization Type—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Organization keeps records on the number of individuals or families enrolled in / served through programs	10.79	4.19	0.0275 *
Faith-based organizations	92.77	96.39	89.23	86.15	6.69	3.94	.	.	.
Community-based organizations	97.62	95.24	94.44	96.30	-4.23	5.26	.	.	.
Among organizations that keep these records, organization keeps electronic (instead of only paper) records	-2.50	13.80	0.8597
Faith-based organizations	40.00	54.67	38.89	44.44	9.11	11.12	.	.	.
Community-based organizations	54.43	68.35	52.00	54.00	11.92	7.58	.	.	.
Organization keeps records on referral sources of service recipients	5.39	14.40	0.7158
Faith-based organizations	64.29	72.86	72.73	67.27	14.03	11.20	.	.	.
Community-based organizations	75.90	77.11	70.83	72.92	-0.88	5.18	.	.	.
Among organizations that keep these records, organization keeps electronic (instead of only paper) records	-4.06	13.20	0.7645
Faith-based organizations	13.51	48.65	12.90	38.71	9.33	7.98	.	.	.
Community-based organizations	36.73	53.06	36.67	40.00	12.99	7.89	.	.	.
Organization conducts formal measurements/assessments of the results and benefits of the services provided to individuals or families	-7.44	11.30	0.5251
Faith-based organizations	40.82	54.08	50.00	53.85	9.42	5.33	.	.	.
Community-based organizations	59.38	73.96	51.43	60.00	6.01	9.32	.	.	.
Among organizations that conduct formal assessments of service results and benefits, assessment is conducted by:	---	---	---	---	---	---	---	---	---
In-house staff	0.19	16.92	0.9912
Faith-based organizations	79.31	55.17	70.00	65.00	-19.14	10.72	.	.	.
Community-based organizations	60.42	47.92	62.07	62.07	-12.50	11.00	.	.	.
External individual/organization	-0.98	6.69	0.8859
Faith-based organizations	0.00	6.90	0.00	5.00	1.90	4.22	.	.	.
Community-based organizations	6.25	6.25	6.90	3.45	3.45	8.37	.	.	.
Both in-house staff and external indivdual/organization	-0.92	17.13	0.9583
Faith-based organizations	20.69	37.93	30.00	30.00	17.24	9.96	.	.	.
Community-based organizations	33.33	45.83	31.03	34.48	9.05	11.86	.	.	.

Exhibit II.2: Organization Type—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Organization seeks and obtains regular feedback from individuals/families on their satisfaction with services	2.88	7.85	0.7215
Faith-based organizations	72.41	82.76	72.88	76.27	6.95	6.31	.	.	.
Community-based organizations	77.78	88.89	76.27	83.05	4.33	7.30	.	.	.
Level of focus on strengthening the organization's ability to evaluate its overall effectiveness:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	13.84	5.74	0.0367 *
Faith-based organizations	96.04	94.06	97.78	72.22	23.58	4.71	.	.	.
Community-based organizations	96.43	91.07	97.40	83.12	8.93	4.02	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	-6.25	7.91	0.4473
Faith-based organizations	47.52	70.30	47.78	47.78	22.77	10.05	.	.	.
Community-based organizations	44.64	75.00	38.96	42.86	26.46	8.35	.	.	.
At a minimum, has implemented steps to address focus area	-9.56	12.66	0.4675
Faith-based organizations	18.81	42.57	22.22	30.00	15.98	9.85	.	.	.
Community-based organizations	21.43	50.00	16.88	25.97	19.48	7.32	.	.	.
Not a focus because organization is satisfied with its achievement in this area	-3.61	1.86	0.0811
Faith-based organizations	0.00	1.98	0.00	2.22	-0.24	1.66	.	.	.
Community-based organizations	1.79	6.25	0.00	1.30	3.17	1.89	.	.	.
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:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	4.14	6.56	0.5419
Faith-based organizations	87.13	90.10	90.00	71.11	21.86	5.40	.	.	.
Community-based organizations	84.82	87.50	89.61	72.73	19.56	4.12	.	.	.

Exhibit II.2: Organization Type—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
At a minimum, has developed plans to work on this, but has not implemented them yet	0.15	10.04	0.9886
Faith-based organizations	47.52	63.37	44.44	50.00	10.29	7.70	.	.	.
Community-based organizations	43.75	65.18	46.75	49.35	18.83	8.13	.	.	.
At a minimum, has implemented steps to address focus area	8.69	9.66	0.3896
Faith-based organizations	20.79	42.57	17.78	27.78	11.78	6.72	.	.	.
Community-based organizations	22.32	41.07	31.17	36.36	13.56	6.43	.	.	.
Not a focus because organization is satisfied with its achievement in this area	4.71	5.18	0.3853
Faith-based organizations	0.00	11.88	0.00	3.33	8.55	4.20	.	.	.
Community-based organizations	1.79	9.82	2.60	6.49	4.14	3.39	.	.	.
REVENUE DEVELOPMENT									
Funding Strategies									
Organization has ever hired a grant/contract writer to prepare applications for funding	18.52	9.87	0.0900
Faith-based organizations	8.33	19.79	12.68	8.45	15.68	8.21	.	.	.
Community-based organizations	33.33	30.48	28.13	34.38	-9.11	6.45	.	.	.
Organization has ever hired a grant/contract writer to train staff to prepare applications for funding	-4.45	5.31	0.4220
Faith-based organizations	3.09	11.34	2.82	5.63	5.43	2.25	.	.	.
Community-based organizations	8.65	16.35	9.52	7.94	9.28	5.04	.	.	.
Organization has ever sent key staff to grant/contract writing workshops or similar learning opportunities	24.28	8.92	0.0215 *
Faith-based organizations	44.33	74.23	47.89	47.89	29.90	5.55	.	.	.
Community-based organizations	64.76	74.29	57.81	71.88	-4.54	6.97	.	.	.
In the past 12 months, the head of the organization participated in training related to fundraising	19.77	8.73	0.0469 *
Faith-based organizations	44.12	57.84	51.11	28.89	35.95	8.63	.	.	.
Community-based organizations	49.11	63.39	42.86	50.65	6.49	8.32	.	.	.

Exhibit II.2: Organization Type—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
In the past 12 months, number of staff that participated in training related to: Fundraising	-0.15	1.04	0.8851
Faith-based organizations	2.24	3.03	2.06	1.27	1.58	0.67	.	.	.
Community-based organizations	2.17	3.48	1.16	1.57	0.91	1.09	.	.	.
Organization has a written fundraising / fund-development plan	-20.75	10.06	0.0661
Faith-based organizations	17.71	21.88	14.49	18.84	-0.18	7.22	.	.	.
Community-based organizations	23.76	46.53	14.06	18.75	18.08	5.69	.	.	.
Organization applied for or received any grant/contract in the past 12 months	19.31	8.77	0.0522
Faith-based organizations	34.95	63.11	43.82	41.57	30.40	8.06	.	.	.
Community-based organizations	69.72	85.32	77.03	82.43	10.19	7.19	.	.	.
In the past 12 months, organization sought funding from any new sources	-0.87	10.67	0.9368
Faith-based organizations	37.62	50.50	47.25	47.25	12.87	10.38	.	.	.
Community-based organizations	61.47	67.89	62.50	61.11	7.81	7.22	.	.	.
In the past 12 months, number of applications submitted for funding from Federal government agencies	-0.33	0.15	0.0538
Faith-based organizations	0.05	0.31	0.29	0.20	0.35	0.21	.	.	.
Community-based organizations	0.51	0.95	0.48	0.44	0.48	0.33	.	.	.
In the past 12 months, number of applications submitted for funding from State/local government agencies	-0.63	0.43	0.1677
Faith-based organizations	0.32	0.35	0.33	0.36	0.00	0.17	.	.	.
Community-based organizations	1.21	1.85	1.55	1.38	0.82	0.43	.	.	.
In the past 12 months, number of applications submitted for funding from Foundations	-1.15	1.86	0.5497
Faith-based organizations	1.42	1.89	1.02	0.69	0.80	0.86	.	.	.
Community-based organizations	3.83	6.62	4.44	5.36	1.87	1.21	.	.	.
In the past 12 months, number of applications submitted for funding from other federated giving groups	-0.22	0.15	0.1691
Faith-based organizations	0.17	0.14	0.05	0.09	-0.08	0.10	.	.	.
Community-based organizations	0.50	0.53	0.38	0.28	0.12	0.13	.	.	.

Exhibit II.2: Organization Type—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Total number of grant applications submitted in the past 12 months	-0.54	1.82	0.7731
Faith-based organizations	2.09	3.04	1.88	1.47	1.36	0.67	.	.	.
Community-based organizations	8.86	10.07	7.59	7.86	0.94	3.30	.	.	.
In the past 12 months, number of applications submitted that are pending for funding from Federal government agencies	-0.03	0.06	0.6064
Faith-based organizations	0.03	0.04	0.06	0.04	0.03	0.05	.	.	.
Community-based organizations	0.06	0.17	0.13	0.13	0.11	0.09	.	.	.
In the past 12 months, number of applications submitted that are pending for funding from State/local government agencies	-0.18	0.12	0.1617
Faith-based organizations	0.15	0.05	0.14	0.09	-0.05	0.13	.	.	.
Community-based organizations	0.26	0.25	0.31	0.13	0.18	0.12	.	.	.
In the past 12 months, number of applications submitted that are pending for funding from Foundations	0.16	0.41	0.7127
Faith-based organizations	0.18	0.36	0.29	0.20	0.28	0.20	.	.	.
Community-based organizations	0.96	0.97	0.83	0.88	-0.04	0.35	.	.	.
In the past 12 months, number of applications submitted that are pending for funding from other federated giving groups	-0.04	0.04	0.3681
Faith-based organizations	0.07	0.01	0.00	0.02	-0.09	0.06	.	.	.
Community-based organizations	0.20	0.06	0.08	0.03	-0.09	0.09	.	.	.
Total number of grant applications submitted in the past 12 months that are pending	-0.08	0.38	0.8457
Faith-based organizations	0.44	0.53	0.54	0.40	0.23	0.24	.	.	.
Community-based organizations	1.62	1.46	1.41	1.19	0.05	0.43	.	.	.
In the past 12 months, number of applications approved for funding from Federal government agencies	-0.34	0.11	0.0099 **
Faith-based organizations	0.03	0.22	0.20	0.28	0.11	0.19	.	.	.
Community-based organizations	0.31	0.53	0.22	0.27	0.18	0.14	.	.	.
In the past 12 months, number of applications approved for funding from State/local government agencies	-0.51	0.35	0.1688
Faith-based organizations	0.20	0.19	0.12	0.24	-0.13	0.11	.	.	.
Community-based organizations	1.03	1.39	1.28	1.06	0.58	0.38	.	.	.

Exhibit II.2: Organization Type—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
In the past 12 months, number of applications approved for funding from Foundations	0.14	0.99	0.8896
Faith-based organizations	0.51	0.92	0.42	0.31	0.52	0.33	.	.	.
Community-based organizations	1.72	2.87	1.77	2.53	0.38	0.87	.	.	.
In the past 12 months, number of applications approved for funding from other federated giving groups	-0.20	0.14	0.1931
Faith-based organizations	0.11	0.13	0.05	0.05	0.01	0.09	.	.	.
Community-based organizations	0.25	0.41	0.31	0.22	0.25	0.07	.	.	.
Total number of grant applications approved in the past 12 months	-0.47	1.40	0.7438
Faith-based organizations	0.97	1.71	0.94	0.94	0.74	0.34	.	.	.
Community-based organizations	3.73	5.30	4.05	4.27	1.35	1.23	.	.	.
In the past 12 months, total amount of grant funds from Federal government agencies	8815.82	16366.79	0.6019
Faith-based organizations	309.22	681.46	2959.18	6276.71	-2945.29	3663.61	.	.	.
Community-based organizations	33401.62	19992.46	40687.53	35026.36	-7748.00	9085.58	.	.	.
In the past 12 months, total amount of grant funds from State/local government agencies	26605.04	19425.10	0.2008
Faith-based organizations	16377.81	2615.48	1572.41	13547.90	-25737.82	17384.99	.	.	.
Community-based organizations	84940.11	17097.77	78425.60	58840.65	-48257.39	42202.93	.	.	.
In the past 12 months, total amount of grant funds from Foundations	9893.74	10837.02	0.3827
Faith-based organizations	3283.20	3610.34	5372.73	2529.37	3170.49	1497.17	.	.	.
Community-based organizations	28266.28	16029.02	40827.44	24579.96	4010.23	22823.83	.	.	.
In the past 12 months, total amount of grant funds from other federated giving groups	2309.17	1983.87	0.2715
Faith-based organizations	3526.87	2415.35	213.37	47.95	-946.09	2153.89	.	.	.
Community-based organizations	7750.88	2823.29	5618.51	3272.31	-2581.40	3426.21	.	.	.
Total amount of grant funds received from the above sources	142675.50	132719.32	0.3076
Faith-based organizations	41482.28	16451.72	13307.75	23467.04	-35189.84	24306.54	.	.	.
Community-based organizations	181538.00	70737.31	190722.13	229600.19	-149678.75	132268.58	.	.	.

Exhibit II.2: Organization Type—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Total number of sources of revenue/funding received over the past 12 months	0.12	0.33	0.7216
Faith-based organizations	2.28	2.13	2.30	1.30	0.86	0.24	.	.	.
Community-based organizations	2.86	2.83	3.43	2.32	1.08	0.30	.	.	.
Obtained funding from new sources in past 12 months	-1.43	9.75	0.8862
Faith-based organizations	31.68	37.62	35.96	24.72	17.18	10.66	.	.	.
Community-based organizations	43.52	65.74	43.06	47.22	18.06	9.45	.	.	.
Among organizations that had never applied for a federal grant at baseline, percentage that had applied for a grant at follow-up	4.02	5.97	0.5160
Faith-based organizations	0.00	24.39	0.00	10.14	14.25	5.50	.	.	.
Community-based organizations	0.00	25.37	0.00	16.00	9.37	5.49	.	.	.
Among organizations that had never applied for or received federal funding at the time of the baseline survey, the number that had received federal funding at the time of the follow-up survey	-2.24	4.80	0.6514
Faith-based organizations	0.00	19.51	0.00	8.70	10.82	5.17	.	.	.
Community-based organizations	0.00	17.91	0.00	6.00	11.91	5.07	.	.	.
Total revenue over the past 12 months	-959190.67	349356.98	0.0206 *
Faith-based organizations	275595.25	223324.04	132163.47	581272.27	-501380.01	189695.60	.	.	.
Community-based organizations	472818.53	774370.87	852663.32	314235.70	839979.96	356069.07	.	.	.
Total expenditures over last completed fiscal year	-346927.86	157291.30	0.0519
Faith-based organizations	251344.86	146081.44	279585.43	162324.28	11997.73	56497.89	.	.	.
Community-based organizations	440716.82	696686.96	309932.36	290455.41	275447.10	138518.78	.	.	.
Among organizations that use the internet to support organization activities, the internet is used to learn about funding opportunities	3.91	8.71	0.6632
Faith-based organizations	72.41	81.61	71.93	73.68	7.44	5.24	.	.	.
Community-based organizations	84.31	87.25	85.71	82.14	6.51	3.75	.	.	.
Among organizations that use the internet to support organization activities, the internet is used to gather information needed to write grant applications	5.83	6.89	0.4176
Faith-based organizations	67.82	77.01	77.19	75.44	10.95	5.25	.	.	.
Community-based organizations	83.33	86.27	82.14	85.71	-0.63	5.69	.	.	.

Exhibit II.2: Organization Type—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Level of focus on identifying and pursuing new sources of government funding:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	2.90	7.43	0.7048
Faith-based organizations	94.85	82.47	92.65	76.47	3.81	9.75	.	.	.
Community-based organizations	93.27	90.38	93.55	88.71	1.95	4.45	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	-2.42	14.12	0.8671
Faith-based organizations	50.52	52.58	45.59	45.59	2.06	8.90	.	.	.
Community-based organizations	58.65	63.46	46.77	53.23	-1.64	6.63	.	.	.
At a minimum, has implemented steps to address focus area	-10.07	9.02	0.2899
Faith-based organizations	26.80	35.05	23.53	27.94	3.84	7.45	.	.	.
Community-based organizations	33.65	47.12	19.35	27.42	5.40	6.14	.	.	.
Not a focus because organization is satisfied with its achievement in this area	1.22	5.94	0.8416
Faith-based organizations	0.00	4.12	0.00	5.88	-1.76	3.92	.	.	.
Community-based organizations	0.96	3.85	0.00	6.45	-3.57	3.52	.	.	.
Level of focus on identifying and pursuing new sources of in-kind donations:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	-8.44	4.12	0.0679
Faith-based organizations	95.88	90.72	92.65	86.76	0.73	3.03	.	.	.
Community-based organizations	90.38	97.12	92.06	87.30	11.49	6.49	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	-11.09	8.87	0.2395
Faith-based organizations	54.64	65.98	48.53	51.47	8.40	9.72	.	.	.
Community-based organizations	54.81	70.19	46.03	46.03	15.38	5.50	.	.	.
At a minimum, has implemented steps to address focus area	-12.17	6.17	0.0768
Faith-based organizations	30.93	47.42	27.94	29.41	15.02	8.78	.	.	.
Community-based organizations	36.54	50.00	25.40	17.46	21.40	5.52	.	.	.

Exhibit II.2: Organization Type—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Not a focus because organization is satisfied with its achievement in this area	-3.70	4.33	0.4127
Faith-based organizations	1.03	3.09	0.00	5.88	-3.82	4.66	.	.	.
Community-based organizations	0.96	7.69	0.00	6.35	0.38	3.41	.	.	.
Level of focus on identifying and pursuing new sources of non-government funding:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	2.37	4.79	0.6313
Faith-based organizations	96.91	93.81	97.06	89.71	4.26	4.19	.	.	.
Community-based organizations	100.00	99.04	98.41	96.83	0.63	3.10	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	3.93	10.46	0.7148
Faith-based organizations	55.67	67.01	57.35	50.00	18.69	7.20	.	.	.
Community-based organizations	63.46	75.00	58.73	61.90	8.36	8.37	.	.	.
At a minimum, has implemented steps to address focus area	-6.53	13.68	0.6433
Faith-based organizations	29.90	35.05	35.29	27.94	12.51	9.82	.	.	.
Community-based organizations	42.31	54.81	33.33	36.51	9.33	7.81	.	.	.
Not a focus because organization is satisfied with its achievement in this area	1.65	3.80	0.6735
Faith-based organizations	0.00	4.12	0.00	2.94	1.18	2.66	.	.	.
Community-based organizations	0.96	3.85	0.00	3.17	-0.29	1.43	.	.	.
Level of focus on developing a fund-development plan (including setting fundraising goals):	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	-9.46	3.02	0.0106 *
Faith-based organizations	95.88	91.75	95.59	88.24	3.23	3.59	.	.	.
Community-based organizations	97.12	99.04	100.00	87.30	14.62	4.70	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	-3.70	7.10	0.6135
Faith-based organizations	52.58	62.89	42.65	52.94	0.02	7.72	.	.	.
Community-based organizations	53.85	72.12	50.79	60.32	8.75	7.70	.	.	.

Exhibit II.2: Organization Type—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
At a minimum, has implemented steps to address focus area	3.28	10.56	0.7622
Faith-based organizations	21.65	43.30	17.65	22.06	17.24	9.59	.	.	.
Community-based organizations	27.88	50.96	25.40	33.33	15.14	9.80	.	.	.
Not a focus because organization is satisfied with its achievement in this area	4.92	6.29	0.4524
Faith-based organizations	4.12	10.31	0.00	2.94	3.24	2.22	.	.	.
Community-based organizations	2.88	9.62	1.59	9.52	-1.21	5.10	.	.	.
COMMUNITY ENGAGEMENT									
<i>Community Engagement</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	-16.61	7.47	0.0504
Faith-based organizations	48.51	47.52	48.31	50.56	-3.24	12.90	.	.	.
Community-based organizations	49.11	70.54	58.11	58.11	21.43	6.25	.	.	.
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	-2.92	6.43	0.6592
Faith-based organizations	83.17	81.19	82.02	79.78	0.27	6.17	.	.	.
Community-based organizations	86.61	89.29	87.84	85.14	5.38	5.04	.	.	.
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	-16.10	9.67	0.1269
Faith-based organizations	70.30	63.37	73.03	69.66	-3.56	9.29	.	.	.
Community-based organizations	78.57	82.14	72.97	68.92	7.63	10.80	.	.	.
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	-22.16	13.34	0.1275
Faith-based organizations	41.58	37.62	39.33	47.19	-11.83	8.89	.	.	.
Community-based organizations	52.68	58.04	59.46	48.65	16.17	7.00	.	.	.

Exhibit II.2: Organization Type—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
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	-0.55	0.22	0.0298 *
Faith-based organizations	2.53	2.50	2.54	2.57	-0.06	0.28	.	.	.
Community-based organizations	2.87	3.28	3.01	2.81	0.61	0.12	.	.	.
In the past 12 months, organization undertook a specific activity to gain understanding of needs in service area	-7.27	6.96	0.3205
Faith-based organizations	43.62	60.64	48.53	52.94	12.61	7.87	.	.	.
Community-based organizations	55.45	71.29	49.21	57.14	7.91	6.42	.	.	.
Partnerships									
Organization is engaged in partnership arrangements with other organizations	-4.23	8.73	0.6387
Faith-based organizations	80.41	85.57	85.53	80.26	10.42	4.05	.	.	.
Community-based organizations	96.23	95.28	89.23	83.08	5.21	8.14	.	.	.
Sector of Partners: Government	-27.18	11.06	0.0338 *
Faith-based organizations	30.49	28.05	37.74	33.96	1.33	9.48	.	.	.
Community-based organizations	61.00	61.00	59.62	38.46	21.15	8.05	.	.	.
Sector of Partners: Business	-18.35	7.30	0.0307 *
Faith-based organizations	37.80	35.37	39.62	33.96	3.22	9.17	.	.	.
Community-based organizations	58.00	61.00	46.15	36.54	12.62	3.42	.	.	.
Sector of Partners: Educational institution	-11.54	14.80	0.4539
Faith-based organizations	43.90	48.78	52.83	45.28	12.43	10.60	.	.	.
Community-based organizations	67.00	70.00	59.62	50.00	12.62	7.47	.	.	.
Sector of Partners: Secular non-profit	-6.58	11.04	0.5645
Faith-based organizations	48.78	56.10	66.04	67.92	5.43	5.13	.	.	.
Community-based organizations	82.00	83.00	80.77	84.62	-2.85	8.23	.	.	.
Sector of Partners: Faith-based sector	-17.15	6.23	0.0204 *
Faith-based organizations	80.49	87.80	83.02	90.57	-0.23	5.76	.	.	.
Community-based organizations	50.00	59.00	50.00	42.31	16.69	5.97	.	.	.
Purpose of Partnership(s): Recipient referrals	-4.40	6.38	0.5064
Faith-based organizations	57.83	79.52	67.24	72.41	16.51	12.22	.	.	.
Community-based organizations	65.35	79.21	66.67	64.81	15.71	8.44	.	.	.

Exhibit II.2: Organization Type—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Purpose of Partnership(s): Joint programming	11.20	15.61	0.4893
Faith-based organizations	54.22	71.08	65.52	63.79	18.59	15.98	.	.	.
Community-based organizations	60.40	65.35	66.67	64.81	6.80	11.32	.	.	.
Purpose of Partnership(s): Funding alliance	19.49	15.84	0.2469
Faith-based organizations	49.40	46.99	51.72	50.00	-0.69	14.98	.	.	.
Community-based organizations	53.47	50.50	51.85	66.67	-17.79	8.14	.	.	.
Purpose of Partnership(s): Recruit volunteers	-18.57	10.58	0.1098
Faith-based organizations	46.99	51.81	44.83	58.62	-8.97	9.68	.	.	.
Community-based organizations	45.54	47.52	50.00	35.19	16.80	7.05	.	.	.
Purpose of Partnership(s): Advocacy, awareness & education	-2.57	11.76	0.8316
Faith-based organizations	55.42	61.45	60.34	56.90	9.47	12.96	.	.	.
Community-based organizations	68.32	75.25	68.52	68.52	6.93	8.69	.	.	.
Purpose of Partnership(s): In-kind donations	0.85	11.45	0.9425
Faith-based organizations	38.55	50.60	50.00	51.72	10.32	10.99	.	.	.
Community-based organizations	46.53	48.51	42.59	46.30	-1.72	10.15	.	.	.
Purpose of Partnership(s): Assess community needs	-13.52	14.30	0.3669
Faith-based organizations	56.63	59.04	53.45	62.07	-6.21	17.57	.	.	.
Community-based organizations	53.47	70.30	44.44	55.56	5.72	10.78	.	.	.
Purpose of Partnership(s): Peer learning	11.41	3.20	0.0052 **
Faith-based organizations	38.55	36.14	39.66	27.59	9.66	9.12	.	.	.
Community-based organizations	31.68	34.65	25.93	33.33	-4.44	6.13	.	.	.
Purpose of Partnership(s): Access complementary skills/knowledge	-12.29	13.15	0.3720
Faith-based organizations	54.22	50.60	53.45	48.28	1.56	11.28	.	.	.
Community-based organizations	54.46	53.47	61.11	40.74	19.38	10.34	.	.	.
<i>Engagement Strategies</i>									
In the past 12 months, organization created or updated a website to expand awareness about the organization to potential partners or funders	-16.54	12.22	0.2057
Faith-based organizations	41.30	42.39	47.06	44.12	4.03	14.16	.	.	.
Community-based organizations	41.35	70.19	49.23	53.85	24.23	11.55	.	.	.

Exhibit II.2: Organization Type—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
In the past 12 months, organization developed or distributed written materials to expand awareness about the organization to potential partners or funders	3.18	5.66	0.5867
Faith-based organizations	72.83	76.09	72.06	70.59	4.73	7.72	.	.	.
Community-based organizations	77.88	79.81	73.85	75.38	0.38	7.58	.	.	.
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	-14.51	7.54	0.0831
Faith-based organizations	66.30	66.30	66.18	64.71	1.47	5.64	.	.	.
Community-based organizations	73.08	71.15	67.69	52.31	13.46	6.06	.	.	.
In the past 12 months, organization utilized public service announcements or paid advertising to expand awareness about the organization to potential partners or funders	-16.83	9.67	0.1122
Faith-based organizations	33.70	30.43	27.94	35.29	-10.61	9.90	.	.	.
Community-based organizations	33.65	47.12	38.46	38.46	13.46	4.99	.	.	.
Number of activities organization has undertaken in the past 12 months to expand awareness about the organization to potential partners or funders	-0.41	0.23	0.1009
Faith-based organizations	2.29	2.30	2.24	2.22	0.03	0.22	.	.	.
Community-based organizations	2.49	2.88	2.57	2.37	0.58	0.15	.	.	.
Level of focus on developing a Board that represents a cross-section of the community:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	2.96	9.05	0.7503
Faith-based organizations	81.11	90.00	83.08	80.00	11.97	9.59	.	.	.
Community-based organizations	87.37	93.68	77.97	86.44	-2.16	6.44	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	20.75	8.76	0.0393 *
Faith-based organizations	53.33	73.33	55.38	44.62	30.77	11.66	.	.	.
Community-based organizations	61.05	82.11	47.46	71.19	-2.68	9.64	.	.	.
At a minimum, has implemented steps to address focus area	3.60	9.18	0.7030
Faith-based organizations	31.11	44.44	32.31	32.31	13.33	7.18	.	.	.
Community-based organizations	35.79	60.00	35.59	50.85	8.96	8.08	.	.	.

Exhibit II.2: Organization Type—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Not a focus because organization is satisfied with its achievement in this area	-5.49	7.21	0.4638
Faith-based organizations	3.33	8.89	4.62	9.23	0.94	2.83	.	.	.
Community-based organizations	5.26	18.95	5.08	11.86	6.90	5.78	.	.	.

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

^a The treatment effect (impact estimate) is adjusted for covariates and comes from the regression model.

Appendix III: Subgroup Tables: Organization Age

Results are analyzed by the age of the organization. Organizations were defined as “New organizations” if they were five years old or less and as “Established organizations” if they had been established for longer than 6 years. In Exhibit III.2, a positive number in the “adjusted DOD” column indicates that the new organizations experienced larger capacity gains, while a negative number indicates larger capacity gains by established organizations.

Exhibit III.1: Joint Test

Critical Area	Mean Treatment Effect	Standard Error of Treatment Effect	p-value
Leadership Development (16 measures)	-0.0327	0.0741	0.669
Organizational Development (67 measures)	0.1154	0.0562	0.067
Program Development (44 measures)	-0.1148	0.0781	0.172
Revenue Development (50 measures)	0.0451	0.0717	0.544
Community Engagement (30 measures)	0.1016	0.0782	0.223

Notes:

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

Outcome measures are standardized to have a mean of zero and a standard deviation of one

Treatment effect is adjusted for covariates and its standard error takes into account the fact that outcome measures are correlated

Exhibit III.2: Organization Age—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
ORGANIZATIONAL DEVELOPMENT									
<i>Organizational Structure</i>									
Organization is 501(c)(3)	5.39	10.36	0.6144
New organizations	54.65	66.28	46.77	58.06	0.34	5.49	.	.	.
Established organizations	73.08	73.85	86.41	82.52	4.65	6.69	.	.	.
Head of organization is a paid position	5.92	5.76	0.3278
New organizations	41.86	45.35	41.67	43.33	1.82	4.91	.	.	.
Established organizations	71.20	67.20	71.57	73.53	-5.96	3.70	.	.	.
Over the past 12 months, 1 or 2 individuals served as head of the organization (compared to 3 or more)	8.82	3.69	0.0381 *
New organizations	92.31	97.44	95.45	93.18	7.40	7.46	.	.	.
Established organizations	82.05	94.02	74.03	98.70	-12.71	8.83	.	.	.
<i>Long-Term Planning</i>									
Organization has a written mission statement	-7.97	4.18	0.0855
New organizations	81.93	93.98	82.14	94.64	-0.45	7.30	.	.	.
Established organizations	93.60	96.80	94.32	92.05	5.47	3.22	.	.	.
Organization has a written strategic plan	0.34	11.22	0.9765
New organizations	38.37	62.79	41.94	50.00	16.35	6.18	.	.	.
Established organizations	45.74	65.12	48.51	54.46	13.44	6.91	.	.	.
In the past 12 months, organization conducted or participated in an assessment of organizational strengths/needs	4.89	12.16	0.6958
New organizations	41.46	82.93	33.33	50.98	23.82	8.29	.	.	.
Established organizations	45.97	87.90	47.56	63.41	26.08	8.69	.	.	.
Among organizations that conducted or participated in an assessment of organizational strengths/needs, the assessment was conducted/guided by an external individual/entity	-17.52	19.98	0.4011
New organizations	56.67	66.67	25.00	50.00	-15.00	12.37	.	.	.
Established organizations	43.14	66.67	55.17	41.38	37.32	12.90	.	.	.

Exhibit III.2: Organization Age—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
<i>Staff Management</i>									
Conduct annual performance reviews for paid staff	16.86	17.89	0.3683
New organizations	63.16	73.68	47.06	52.94	4.64	20.71	.	.	.
Established organizations	68.67	75.90	68.25	71.43	4.05	7.38	.	.	.
Conduct annual performance reviews for unpaid staff	-3.08	12.67	0.8128
New organizations	15.38	25.00	15.79	21.05	4.35	12.21	.	.	.
Established organizations	19.77	25.58	16.39	18.03	4.17	7.44	.	.	.
Written job description for each paid staff position or job category	-13.67	10.60	0.2261
New organizations	68.42	89.47	58.82	88.24	-8.36	10.16	.	.	.
Established organizations	85.54	93.98	84.38	81.25	11.56	7.05	.	.	.
Written job description for each unpaid staff position or job category	0.02	18.15	0.9994
New organizations	43.66	45.07	33.33	45.45	-10.71	19.83	.	.	.
Established organizations	45.36	57.73	36.67	60.00	-10.96	11.27	.	.	.
Total number of full-time paid staff	-0.93	0.74	0.2417
New organizations	1.37	1.63	0.94	1.17	0.04	0.53	.	.	.
Established organizations	7.40	8.14	3.95	3.54	1.14	0.57	.	.	.
Total number of part-time paid staff	-0.66	0.73	0.3886
New organizations	1.27	1.22	1.13	0.83	0.25	0.31	.	.	.
Established organizations	4.01	3.45	2.63	2.29	-0.21	1.43	.	.	.
Total number of full-time unpaid staff	0.05	0.42	0.9060
New organizations	0.68	0.91	1.45	0.67	1.01	0.76	.	.	.
Established organizations	1.21	0.98	0.61	0.55	-0.17	0.31	.	.	.
Total number of part-time unpaid staff	-24.20	22.62	0.3098
New organizations	10.18	9.12	9.88	9.47	-0.65	5.35	.	.	.
Established organizations	23.75	46.12	25.76	28.59	19.54	20.25	.	.	.
Total number of volunteer hours contributed by unpaid staff in an average week	17.58	46.37	0.7125
New organizations	76.19	53.00	62.28	67.91	-28.82	14.78	.	.	.
Established organizations	138.12	92.27	105.37	117.77	-58.25	39.98	.	.	.

Exhibit III.2: Organization Age—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
In the past 12 months, number of staff that participated in training related to: Management & Administration	-2.49	1.79	0.1933
New organizations	1.90	2.38	3.92	1.46	2.94	2.43	.	.	.
Established organizations	3.18	6.68	2.28	1.74	4.05	2.00	.	.	.
Level of focus on recruiting, developing, and managing volunteers more effectively:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	-7.58	5.25	0.1791
New organizations	87.65	88.89	89.80	83.67	7.36	5.60	.	.	.
Established organizations	94.02	96.58	91.67	83.33	10.90	3.29	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	-7.79	11.54	0.5151
New organizations	43.21	65.43	34.69	44.90	12.02	8.80	.	.	.
Established organizations	45.30	75.21	35.71	47.62	18.01	10.88	.	.	.
At a minimum, has implemented steps to address focus area	-0.51	7.37	0.9462
New organizations	27.16	41.98	20.41	26.53	8.69	5.78	.	.	.
Established organizations	18.80	52.14	16.67	36.90	13.10	7.34	.	.	.
Not a focus because organization is satisfied with its achievement in this area	-7.86	4.17	0.0885
New organizations	0.00	3.70	0.00	4.08	-0.38	3.69	.	.	.
Established organizations	0.85	13.68	0.00	5.95	6.87	3.30	.	.	.
<i>Technology Access and Use</i>									
Number of functioning computers	-0.79	1.30	0.5568
New organizations	3.53	5.52	2.00	3.43	0.56	0.79	.	.	.
Established organizations	7.66	10.45	5.56	6.89	1.46	1.39	.	.	.
The number of functioning computers that the organization owns is sufficient for organization/staff needs	-6.50	10.53	0.5506
New organizations	28.40	54.32	13.04	32.61	6.36	11.97	.	.	.
Established organizations	28.33	69.17	26.83	46.34	21.32	9.75	.	.	.

Exhibit III.2: Organization Age—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Staff sufficiently proficient in computer and software use	19.74	11.28	0.1108
New organizations	69.62	88.61	73.33	80.00	12.32	13.95	.	.	.
Established organizations	61.54	77.78	56.25	86.25	-13.76	9.70	.	.	.
Organization has access to the internet	-1.43	5.54	0.8015
New organizations	86.59	90.24	74.51	84.31	-6.15	10.23	.	.	.
Established organizations	92.62	96.72	93.02	93.02	4.10	3.91	.	.	.
The internet is used in support of organizational activities	0.05	3.49	0.9884
New organizations	91.36	92.59	93.62	85.11	9.75	4.36	.	.	.
Established organizations	90.91	95.87	89.02	89.02	4.96	4.03	.	.	.
Among organizations that use the internet to support organization activities, the internet is used in support of organizational website	9.99	10.44	0.3612
New organizations	53.33	69.33	65.00	67.50	13.50	12.86	.	.	.
Established organizations	61.40	71.93	70.83	80.56	0.80	8.83	.	.	.
<i>Financial Management Systems</i>									
Organization has a designated person responsible for financial management	2.17	4.84	0.6638
New organizations	91.57	97.59	92.00	90.00	8.02	3.53	.	.	.
Established organizations	97.52	98.35	100.00	93.98	6.85	3.90	.	.	.
The Executive Director/head of the organization is responsible for financial management, as opposed to another person	-22.89	5.60	0.0022 **
New organizations	54.22	57.83	52.94	68.63	-12.07	6.67	.	.	.
Established organizations	64.75	66.39	67.47	57.83	11.28	7.25	.	.	.
Organization prepares a budget	20.00	11.84	0.1220
New organizations	81.58	88.16	80.00	68.57	18.01	10.56	.	.	.
Established organizations	86.84	84.21	97.22	88.89	5.70	4.85	.	.	.
Organization has financial management procedures that provide checks and balances for ensuring expenditures are properly authorized	-23.28	8.07	0.0162 *
New organizations	82.56	55.81	76.27	67.80	-18.27	10.87	.	.	.
Established organizations	93.70	80.31	94.06	68.32	12.36	5.28	.	.	.

Exhibit III.2: Organization Age—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Organization had an audit of its finances/financial records by an external auditor in the past 12 months	-0.29	4.57	0.9501
New organizations	15.85	24.39	15.09	18.87	4.76	6.76	.	.	.
Established organizations	39.83	44.92	55.95	48.81	12.23	5.48	.	.	.
Organization regularly uses computer software to keep financial records	19.97	8.56	0.0419 *
New organizations	70.37	82.72	65.38	59.62	18.11	7.32	.	.	.
Established organizations	76.47	85.71	84.52	88.10	5.67	3.59	.	.	.
Level of focus on developing systems that will help manage the organization's finances more effectively:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	14.78	6.52	0.0469 *
New organizations	89.16	97.59	88.00	84.00	12.43	5.24	.	.	.
Established organizations	87.39	91.60	91.46	93.90	1.76	3.50	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	14.31	12.20	0.2679
New organizations	55.42	80.72	44.00	60.00	9.30	13.71	.	.	.
Established organizations	63.03	80.67	65.85	74.39	9.11	8.76	.	.	.
At a minimum, has implemented steps to address focus area	13.67	13.74	0.3434
New organizations	31.33	66.27	24.00	40.00	18.94	15.23	.	.	.
Established organizations	40.34	68.07	43.90	56.10	15.54	7.80	.	.	.
Not a focus because organization is satisfied with its achievement in this area	1.71	5.09	0.7436
New organizations	3.61	19.28	0.00	18.00	-2.34	5.00	.	.	.
Established organizations	8.40	21.85	6.10	24.39	-4.85	4.01	.	.	.
Level of focus on putting in place a budgeting process that ensures effective allocation of resources:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	15.83	8.46	0.0907
New organizations	84.34	96.39	84.00	82.00	14.05	6.42	.	.	.
Established organizations	85.71	93.28	86.59	95.12	-0.97	6.48	.	.	.

Exhibit III.2: Organization Age—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
At a minimum, has developed plans to work on this, but has not implemented them yet	11.27	9.00	0.2389
New organizations	56.63	79.52	42.00	62.00	2.89	9.41	.	.	.
Established organizations	58.82	78.99	69.51	78.05	11.63	7.75	.	.	.
At a minimum, has implemented steps to address focus area	14.15	13.01	0.3025
New organizations	32.53	65.06	20.00	44.00	8.53	10.79	.	.	.
Established organizations	40.34	64.71	50.00	63.41	10.96	13.90	.	.	.
Not a focus because organization is satisfied with its achievement in this area	6.37	7.73	0.4291
New organizations	4.82	20.48	0.00	14.00	1.66	7.77	.	.	.
Established organizations	10.08	24.37	12.20	30.49	-4.01	3.00	.	.	.
Governance									
Organization has a Board of Directors	-1.48	8.03	0.8571
New organizations	80.23	82.56	63.33	70.00	-4.34	5.31	.	.	.
Established organizations	78.13	82.81	95.05	88.12	11.62	3.29	.	.	.
Among organizations that do not have a Board of Directors, organization has plans for establishing a Board	63.22	53.58	0.2683
New organizations	55.56	77.78	53.33	33.33	42.22	22.77	.	.	.
Established organizations	66.67	50.00	66.67	66.67	-16.67	12.61	.	.	.
Percent of Board positions that are currently filled:	0.00	0.05	0.9507
New organizations	0.82	0.85	0.86	0.87	0.03	0.05	.	.	.
Established organizations	0.84	0.87	0.84	0.87	0.01	0.02	.	.	.
Someone regularly takes minutes and keeps records of attendance at Board meetings	-0.27	1.21	0.8252
New organizations	92.06	100.00	90.91	100.00	-1.15	9.38	.	.	.
Established organizations	95.60	98.90	95.77	98.59	0.48	2.34	.	.	.
Primary activities of the Board: Outreach to community and key stakeholders	11.23	13.29	0.4179
New organizations	75.00	69.12	66.67	48.48	12.30	13.49	.	.	.
Established organizations	54.08	66.33	59.72	61.11	10.86	10.61	.	.	.

Exhibit III.2: Organization Age—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Primary activities of the Board: Develop organization's budget	8.61	9.19	0.3708
New organizations	77.94	67.65	66.67	54.55	1.83	10.30	.	.	.
Established organizations	59.18	58.16	54.17	55.56	-2.41	8.17	.	.	.
Primary activities of the Board: Recruit new board members	19.96	15.20	0.2186
New organizations	55.88	63.24	33.33	36.36	4.32	16.73	.	.	.
Established organizations	56.12	56.12	70.83	58.33	12.50	7.90	.	.	.
Primary activities of the Board: Set goals and strategies for the organization	15.71	8.56	0.0962
New organizations	86.76	91.18	81.82	72.73	13.50	8.80	.	.	.
Established organizations	73.47	84.69	86.11	86.11	11.22	6.47	.	.	.
Primary activities of the Board: Review performance of programs and program outcomes	17.71	13.18	0.2089
New organizations	79.41	76.47	75.76	69.70	3.12	12.89	.	.	.
Established organizations	69.39	57.14	55.56	63.89	-20.58	8.05	.	.	.
Primary activities of the Board: Review organization's financial records to ensure funds were properly spent in support of the organization's mission	2.68	9.37	0.7808
New organizations	91.18	83.82	75.76	81.82	-13.41	11.35	.	.	.
Established organizations	83.67	82.65	84.72	86.11	-2.41	9.62	.	.	.
Primary activities of the Board: Conduct performance reviews of executive director	8.03	14.82	0.5998
New organizations	54.41	57.35	30.30	36.36	-3.12	10.32	.	.	.
Established organizations	51.02	54.08	47.22	50.00	0.28	3.09	.	.	.
Level of focus on researching/finding resources to determine how best to form a board	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	9.48	10.87	0.4038
New organizations	71.83	78.87	71.43	66.67	11.80	10.56	.	.	.
Established organizations	60.18	74.34	59.26	71.60	1.81	8.46	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	-2.38	12.86	0.8572
New organizations	47.89	66.20	42.86	50.00	11.17	11.60	.	.	.
Established organizations	43.36	63.72	37.04	45.68	11.71	8.63	.	.	.

Exhibit III.2: Organization Age—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
At a minimum, has implemented steps to address focus area	0.59	12.84	0.9640
New organizations	36.62	47.89	26.19	33.33	4.12	10.32	.	.	.
Established organizations	25.66	46.90	24.69	35.80	10.13	5.70	.	.	.
Not a focus because organization is satisfied with its achievement in this area	-12.71	7.54	0.1227
New organizations	8.45	15.49	2.38	16.67	-7.24	7.66	.	.	.
Established organizations	12.39	26.55	12.35	20.99	5.52	2.68	.	.	.
Level of focus on recruiting Board members with diverse expertise:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	17.30	7.75	0.0496 *
New organizations	86.11	94.44	83.33	73.81	17.86	7.26	.	.	.
Established organizations	86.73	90.27	82.72	87.65	-1.40	6.72	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	15.29	10.65	0.1814
New organizations	62.50	77.78	42.86	47.62	10.52	14.70	.	.	.
Established organizations	59.29	76.99	51.85	65.43	4.12	7.03	.	.	.
At a minimum, has implemented steps to address focus area	-4.05	11.41	0.7302
New organizations	47.22	51.39	33.33	38.10	-0.60	14.46	.	.	.
Established organizations	35.40	57.52	34.57	43.21	13.48	8.53	.	.	.
Not a focus because organization is satisfied with its achievement in this area	-4.25	6.28	0.5136
New organizations	5.56	15.28	4.76	11.90	2.58	5.58	.	.	.
Established organizations	5.31	13.27	4.94	6.17	6.73	2.55	.	.	.
Level of focus on developing a Board with ties to different constituencies:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	14.20	9.77	0.1767
New organizations	83.33	94.44	83.33	76.19	18.25	9.95	.	.	.
Established organizations	84.07	88.50	74.07	83.95	-5.45	5.98	.	.	.

Exhibit III.2: Organization Age—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
At a minimum, has developed plans to work on this, but has not implemented them yet	10.92	11.55	0.3665
New organizations	59.72	76.39	47.62	42.86	21.43	9.64	.	.	.
Established organizations	56.64	75.22	41.98	54.32	6.24	9.50	.	.	.
At a minimum, has implemented steps to address focus area	0.60	7.92	0.9408
New organizations	34.72	54.17	28.57	33.33	14.68	9.50	.	.	.
Established organizations	25.66	54.87	25.93	37.04	18.09	8.02	.	.	.
Not a focus because organization is satisfied with its achievement in this area	-13.92	7.18	0.0811
New organizations	4.17	11.11	2.38	11.90	-2.58	5.73	.	.	.
Established organizations	2.65	18.58	1.23	6.17	10.99	3.59	.	.	.
LEADERSHIP AND STAFF DEVELOPMENT									
<i>Leadership Development</i>									
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	5.57	8.56	0.5302
New organizations	56.25	62.50	45.83	45.83	6.25	11.63	.	.	.
Established organizations	47.41	57.76	38.46	46.15	2.65	13.18	.	.	.
Number of types of training in which head of organization participated in the past 12 months	0.21	0.15	0.2001
New organizations	1.52	1.82	1.44	0.97	0.78	0.15	.	.	.
Established organizations	1.36	1.78	1.35	1.20	0.58	0.19	.	.	.
In the past 12 months, any staff met regularly with a mentor who provides guidance on performing the roles assigned to the staff	3.36	9.96	0.7430
New organizations	47.44	55.13	39.58	43.75	3.53	14.57	.	.	.
Established organizations	56.03	53.45	41.03	43.59	-5.15	11.77	.	.	.
Board provides a formal orientation for new Board members	-7.33	8.11	0.3876
New organizations	40.91	60.61	34.21	57.89	-3.99	11.49	.	.	.
Established organizations	45.83	61.46	45.98	52.87	8.73	10.44	.	.	.

Exhibit III.2: Organization Age—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
In the past 12 months, any Board member participated in training/learning opportunities to learn more about governance/roles & responsibilities of Board members	-26.77	9.30	0.0164 *
New organizations	42.37	72.88	40.00	63.33	7.18	13.97	.	.	.
Established organizations	41.86	72.09	35.82	35.82	30.23	6.81	.	.	.
Level of focus on creating a plan or locating resources to help the executive director and other staff improve their leadership abilities	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	9.77	10.09	0.3560
New organizations	91.36	87.65	87.76	79.59	4.46	5.77	.	.	.
Established organizations	87.29	85.59	88.10	88.10	-1.69	7.29	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	5.48	10.72	0.6200
New organizations	53.09	58.02	38.78	40.82	2.90	8.18	.	.	.
Established organizations	44.92	58.47	42.86	48.81	7.61	7.46	.	.	.
At a minimum, has implemented steps to address focus area	5.77	9.36	0.5509
New organizations	24.69	43.21	22.45	30.61	10.36	6.67	.	.	.
Established organizations	19.49	40.68	20.24	35.71	5.71	6.12	.	.	.
Not a focus because organization is satisfied with its achievement in this area	-4.51	8.04	0.5871
New organizations	0.00	6.17	0.00	4.08	2.09	4.26	.	.	.
Established organizations	2.54	16.95	0.00	8.33	6.07	4.94	.	.	.
Level of focus on providing staff with professional development and training to enhance skills in service delivery or skills in administration and management:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	-5.41	6.65	0.4350
New organizations	90.12	83.95	89.80	79.59	4.03	6.98	.	.	.
Established organizations	93.16	94.87	96.43	85.71	12.42	3.23	.	.	.

Exhibit III.2: Organization Age—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
At a minimum, has developed plans to work on this, but has not implemented them yet	-12.67	5.58	0.0464 *
New organizations	48.15	56.79	34.69	38.78	4.56	7.74	.	.	.
Established organizations	48.72	75.21	45.24	46.43	25.31	6.32	.	.	.
At a minimum, has implemented steps to address focus area	-9.29	6.17	0.1631
New organizations	23.46	50.62	14.29	36.73	4.71	5.95	.	.	.
Established organizations	27.35	54.70	22.62	33.33	16.64	4.45	.	.	.
Not a focus because organization is satisfied with its achievement in this area	-8.34	4.64	0.1028
New organizations	0.00	4.94	0.00	4.08	0.86	3.86	.	.	.
Established organizations	0.85	11.97	0.00	2.38	8.73	2.88	.	.	.
Level of focus on providing information to the Board so they can better understand their responsibilities and create plans for improving their performance:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	11.24	8.65	0.2231
New organizations	86.11	88.89	92.86	80.95	14.68	7.41	.	.	.
Established organizations	90.27	84.96	92.50	87.50	-0.31	3.92	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	14.03	9.15	0.1563
New organizations	45.83	73.61	57.14	52.38	32.54	12.58	.	.	.
Established organizations	64.60	71.68	46.25	61.25	-7.92	6.76	.	.	.
At a minimum, has implemented steps to address focus area	6.18	13.16	0.6487
New organizations	31.94	50.00	38.10	35.71	20.44	10.96	.	.	.
Established organizations	38.05	52.21	31.25	42.50	2.91	10.98	.	.	.
Not a focus because organization is satisfied with its achievement in this area	-4.44	6.45	0.5074
New organizations	2.78	8.33	0.00	9.52	-3.97	6.70	.	.	.
Established organizations	3.54	11.50	0.00	7.50	0.46	3.67	.	.	.

Exhibit III.2: Organization Age—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
PROGRAM DEVELOPMENT									
<i>Service Delivery</i>									
Total number of service recipients (individuals/ families) served in most recent month of full service delivery	36.79	163.86	0.8269
New organizations	371.53	221.97	273.05	193.06	-69.57	127.34	.	.	.
Established organizations	438.24	478.67	313.69	483.61	-129.49	163.83	.	.	.
In the past 12 months, number of staff that participated in training related to: Service delivery	-0.48	5.16	0.9278
New organizations	3.88	6.71	9.88	6.67	6.04	7.13	.	.	.
Established organizations	15.11	9.20	7.91	6.56	-4.56	3.73	.	.	.
Compared to the same period a year ago, the number of individuals or families served increased	-10.35	11.64	0.3948
New organizations	75.41	65.57	62.79	65.12	-12.16	11.82	.	.	.
Established organizations	62.61	64.35	57.50	56.25	2.99	10.06	.	.	.
Level of focus on increasing the number of clients served by the organization:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	-0.77	7.16	0.9166
New organizations	95.29	89.41	95.16	74.19	15.09	6.77	.	.	.
Established organizations	96.09	94.53	97.09	79.61	15.91	3.47	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	-17.53	10.45	0.1243
New organizations	80.00	75.29	72.58	62.90	4.97	11.02	.	.	.
Established organizations	75.00	87.50	62.14	58.25	16.38	4.98	.	.	.
At a minimum, has implemented steps to address focus area	-17.04	14.44	0.2652
New organizations	44.71	54.12	43.55	46.77	6.19	12.41	.	.	.
Established organizations	42.97	70.31	32.04	44.66	14.72	6.33	.	.	.
Not a focus because organization is satisfied with its achievement in this area	-12.29	7.77	0.1448
New organizations	1.18	5.88	0.00	11.29	-6.58	6.86	.	.	.
Established organizations	3.13	15.63	1.94	9.71	4.73	2.84	.	.	.

Exhibit III.2: Organization Age—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Level of focus on expanding services to include new group of service recipients or geographic area:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	-1.97	6.92	0.7821
New organizations	75.29	76.47	82.26	66.13	17.31	6.83	.	.	.
Established organizations	82.81	79.69	83.50	66.99	13.38	3.23	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	-12.27	10.90	0.2868
New organizations	49.41	54.12	48.39	48.39	4.71	11.62	.	.	.
Established organizations	54.69	62.50	53.40	45.63	15.58	4.69	.	.	.
At a minimum, has implemented steps to address focus area	-7.39	15.07	0.6344
New organizations	21.18	34.12	17.74	29.03	1.65	9.68	.	.	.
Established organizations	23.44	40.63	24.27	31.07	10.39	7.64	.	.	.
Not a focus because organization is satisfied with its achievement in this area	2.10	6.13	0.7387
New organizations	1.18	9.41	1.61	4.84	5.01	3.84	.	.	.
Established organizations	1.56	8.59	0.00	5.83	1.21	2.46	.	.	.
<i>Program Design</i>									
Organization has added / expanded programmatic areas within the past 12 months	-8.62	10.60	0.4346
New organizations	53.09	51.85	50.88	43.86	5.78	11.99	.	.	.
Established organizations	57.14	52.94	50.56	38.20	8.16	5.67	.	.	.
Primary programmatic area: At-risk youth/children and youth services	1.36	3.80	0.7280
New organizations	66.28	60.47	61.90	47.62	8.47	8.40	.	.	.
Established organizations	69.23	53.85	72.82	49.51	7.92	6.04	.	.	.
Primary programmatic area: Economic/community development	4.90	7.02	0.5009
New organizations	34.88	27.91	28.57	20.63	0.96	7.87	.	.	.
Established organizations	30.77	22.31	25.24	20.39	-3.61	5.24	.	.	.
Primary programmatic area: Elderly/disabled services	7.05	5.07	0.1946
New organizations	23.26	18.60	26.98	12.70	9.63	6.49	.	.	.
Established organizations	40.77	24.62	33.01	21.36	-4.50	6.51	.	.	.

Exhibit III.2: Organization Age—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Primary programmatic area: Health services	-15.13	9.17	0.1301
New organizations	34.88	20.93	31.75	28.57	-10.78	7.13	.	.	.
Established organizations	20.77	20.00	23.30	15.53	7.00	4.14	.	.	.
Primary programmatic area: Homelessness/housing assistance	-11.84	5.55	0.0589
New organizations	31.40	17.44	31.75	28.57	-10.78	6.81	.	.	.
Established organizations	38.46	24.62	30.10	21.36	-5.11	5.50	.	.	.
Primary programmatic area: Hunger	-2.22	3.50	0.5389
New organizations	23.26	20.93	19.05	19.05	-2.33	5.14	.	.	.
Established organizations	33.85	28.46	20.39	18.45	-3.44	3.58	.	.	.
Primary programmatic area: Job training/welfare-to-work	-2.09	4.57	0.6574
New organizations	27.91	23.26	25.40	17.46	3.29	6.61	.	.	.
Established organizations	27.69	20.77	25.24	13.59	4.73	3.99	.	.	.
Primary programmatic area: Marriage/relationships	4.15	3.57	0.2724
New organizations	29.07	20.93	28.57	20.63	-0.20	4.73	.	.	.
Established organizations	26.92	14.62	31.07	19.42	-0.66	3.74	.	.	.
Primary programmatic area: Abstinence/pregnancy prevention	2.63	5.53	0.6452
New organizations	22.09	15.12	14.29	1.59	5.72	5.81	.	.	.
Established organizations	16.15	15.38	19.42	9.71	8.94	7.35	.	.	.
Primary programmatic area: Prison ministry or prisoner reentry services	-6.60	5.70	0.2741
New organizations	13.95	11.63	20.63	20.63	-2.33	3.60	.	.	.
Established organizations	15.38	15.38	15.53	14.56	0.97	2.26	.	.	.
Primary programmatic area: Drug and alcohol rehabilitation	-1.25	4.37	0.7804
New organizations	12.79	6.98	25.40	11.11	8.47	4.70	.	.	.
Established organizations	20.00	16.15	22.33	14.56	3.92	1.98	.	.	.
Primary programmatic area: Education	2.43	10.05	0.8138
New organizations	54.65	37.21	52.38	33.33	1.61	8.78	.	.	.
Established organizations	46.92	36.15	57.28	35.92	10.59	10.34	.	.	.
Primary programmatic area: Services to immigrants (including ESL)	-4.68	3.71	0.2356
New organizations	15.12	10.47	22.22	14.29	3.29	5.36	.	.	.
Established organizations	17.69	13.08	17.48	9.71	3.15	2.16	.	.	.

Exhibit III.2: Organization Age—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Level of focus on increasing the number or scope of services offered to clients:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	2.36	7.08	0.7457
New organizations	83.53	85.88	88.71	69.35	21.71	7.57	.	.	.
Established organizations	86.72	89.06	88.35	74.76	15.94	2.82	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	-5.48	10.56	0.6154
New organizations	58.82	74.12	59.68	53.23	21.75	7.36	.	.	.
Established organizations	67.19	79.69	58.25	53.40	17.35	6.56	.	.	.
At a minimum, has implemented steps to address focus area	-16.75	9.78	0.1175
New organizations	27.06	44.71	27.42	35.48	9.58	11.28	.	.	.
Established organizations	32.03	60.16	27.18	34.95	20.36	6.74	.	.	.
Not a focus because organization is satisfied with its achievement in this area	-17.01	6.19	0.0205 *
New organizations	1.18	5.88	1.61	11.29	-4.97	4.26	.	.	.
Established organizations	1.56	17.97	0.97	6.80	10.58	3.86	.	.	.
Level of focus on incorporating a new approach to services to improve quality/ effectiveness:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	-3.29	8.33	0.7011
New organizations	89.41	87.06	85.48	70.97	12.16	7.76	.	.	.
Established organizations	93.75	89.84	88.35	71.84	12.60	4.79	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	-15.08	6.02	0.0312 *
New organizations	58.82	71.76	56.45	56.45	12.94	7.80	.	.	.
Established organizations	61.72	84.38	64.08	55.34	31.39	6.53	.	.	.
At a minimum, has implemented steps to address focus area	-32.44	12.61	0.0277 *
New organizations	28.24	41.18	27.42	45.16	-4.80	11.59	.	.	.
Established organizations	28.13	63.28	32.04	37.86	29.33	8.76	.	.	.

Exhibit III.2: Organization Age—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Not a focus because organization is satisfied with its achievement in this area	-2.97	1.60	0.0937
New organizations	0.00	8.24	0.00	6.45	1.78	2.05	.	.	.
Established organizations	0.78	10.94	0.00	5.83	4.33	3.14	.	.	.
<i>Tracking Outcomes and Keeping Records</i>									
Organization keeps records on individual service recipients' outcomes	-12.14	7.28	0.1263
New organizations	79.25	73.58	61.11	77.78	-22.33	8.31	.	.	.
Established organizations	70.75	73.58	65.67	70.15	-1.65	3.98	.	.	.
Among organizations that keep these records, organization keeps electronic (instead of only paper) records	9.70	16.32	0.5654
New organizations	31.25	50.00	35.00	40.00	13.75	17.01	.	.	.
Established organizations	27.42	53.23	44.74	55.26	15.28	16.33	.	.	.
Organization keeps records on the needs of individuals/families upon first contact with the program	0.52	9.63	0.9577
New organizations	78.18	76.36	70.00	67.50	0.68	8.59	.	.	.
Established organizations	74.53	82.08	73.91	76.81	4.65	5.64	.	.	.
Among organizations that keep these records, organization keeps electronic (instead of only paper) records	9.73	15.84	0.5528
New organizations	26.47	44.12	21.74	30.43	8.95	14.84	.	.	.
Established organizations	25.71	34.29	29.17	35.42	2.32	5.75	.	.	.
Organization keeps records on the types of services provided to individuals/families	8.46	8.39	0.3372
New organizations	89.29	92.86	76.92	74.36	6.14	6.35	.	.	.
Established organizations	84.91	86.79	88.89	83.33	7.44	6.45	.	.	.
Among organizations that keep these records, organization keeps electronic (instead of only paper) records	21.83	13.89	0.1470
New organizations	43.48	58.70	44.00	40.00	19.22	13.61	.	.	.
Established organizations	38.75	55.00	43.10	60.34	-0.99	9.65	.	.	.

Exhibit III.2: Organization Age—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Organization keeps records on the number of individuals or families enrolled in / served through programs	-5.00	3.60	0.1947
New organizations	92.59	92.59	82.93	87.80	-4.88	5.73	.	.	.
Established organizations	96.46	97.35	96.10	92.21	4.78	3.16	.	.	.
Among organizations that keep these records, organization keeps electronic (instead of only paper) records	8.99	12.12	0.4755
New organizations	42.55	63.83	45.45	45.45	21.28	10.06	.	.	.
Established organizations	49.53	60.75	44.29	51.43	4.07	9.23	.	.	.
Organization keeps records on referral sources of service recipients	-2.23	13.90	0.8757
New organizations	74.47	72.34	67.65	67.65	-2.13	10.91	.	.	.
Established organizations	68.87	76.42	73.91	71.01	10.45	6.48	.	.	.
Among organizations that keep these records, organization keeps electronic (instead of only paper) records	12.18	18.25	0.5198
New organizations	37.04	59.26	21.05	31.58	11.70	13.34	.	.	.
Established organizations	22.03	47.46	26.19	42.86	8.76	9.31	.	.	.
Organization conducts formal measurements/assessments of the results and benefits of the services provided to individuals or families	0.05	12.89	0.9968
New organizations	49.32	60.27	45.10	50.98	5.08	6.68	.	.	.
Established organizations	50.41	66.12	53.61	59.79	9.52	6.19	.	.	.
Among organizations that conduct formal assessments of service results and benefits, assessment is conducted by:	---	---	---	---	---	---	---	---	---
In-house staff	0.80	17.88	0.9651
New organizations	60.71	50.00	50.00	57.14	-17.86	15.63	.	.	.
Established organizations	71.43	51.02	71.43	65.71	-14.69	12.05	.	.	.
External individual/organization	13.28	12.12	0.2990
New organizations	0.00	14.29	14.29	7.14	21.43	13.49	.	.	.
Established organizations	6.12	2.04	0.00	2.86	-6.94	3.87	.	.	.
Both in-house staff and external individual/organization	-17.81	18.21	0.3511
New organizations	39.29	35.71	35.71	35.71	-3.57	15.04	.	.	.
Established organizations	22.45	46.94	28.57	31.43	21.63	12.74	.	.	.

Exhibit III.2: Organization Age—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Organization seeks and obtains regular feedback from individuals/families on their satisfaction with services	-7.89	6.71	0.2665
New organizations	79.66	83.05	78.95	81.58	0.76	8.35	.	.	.
Established organizations	72.48	87.16	72.50	78.75	8.43	7.18	.	.	.
Level of focus on strengthening the organization's ability to evaluate its overall effectiveness:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	2.81	8.58	0.7498
New organizations	96.47	92.94	100.00	75.81	20.66	6.15	.	.	.
Established organizations	96.09	92.19	97.09	77.67	15.51	3.35	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	-15.25	12.26	0.2419
New organizations	42.35	68.24	40.32	50.00	16.20	7.31	.	.	.
Established organizations	48.44	75.78	46.60	43.69	30.26	10.57	.	.	.
At a minimum, has implemented steps to address focus area	-29.09	9.55	0.0123 *
New organizations	20.00	35.29	19.35	33.87	0.78	6.00	.	.	.
Established organizations	20.31	53.91	20.39	25.24	28.74	7.39	.	.	.
Not a focus because organization is satisfied with its achievement in this area	-5.05	2.16	0.0419 *
New organizations	0.00	0.00	0.00	1.61	-1.61	1.45	.	.	.
Established organizations	1.56	7.03	0.00	1.94	3.53	2.09	.	.	.
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:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	0.54	10.24	0.9588
New organizations	85.88	87.06	91.94	69.35	23.76	8.35	.	.	.
Established organizations	85.94	89.84	88.35	72.82	19.44	3.85	.	.	.

Exhibit III.2: Organization Age—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
At a minimum, has developed plans to work on this, but has not implemented them yet	-11.64	13.08	0.3944
New organizations	44.71	57.65	43.55	50.00	6.49	11.15	.	.	.
Established organizations	46.09	68.75	46.60	50.49	18.77	5.42	.	.	.
At a minimum, has implemented steps to address focus area	-8.16	10.56	0.4577
New organizations	21.18	37.65	22.58	32.26	6.79	9.12	.	.	.
Established organizations	21.88	44.53	24.27	32.04	14.89	6.53	.	.	.
Not a focus because organization is satisfied with its achievement in this area	-7.16	5.14	0.1935
New organizations	1.18	8.24	0.00	4.84	2.22	3.91	.	.	.
Established organizations	0.78	12.50	1.94	4.85	8.81	3.07	.	.	.
REVENUE DEVELOPMENT									
<i>Funding Strategies</i>									
Organization has ever hired a grant/contract writer to prepare applications for funding	-4.38	10.81	0.6936
New organizations	18.75	18.75	11.76	13.73	-1.96	5.53	.	.	.
Established organizations	23.14	29.75	25.61	25.61	6.61	11.22	.	.	.
Organization has ever hired a grant/contract writer to train staff to prepare applications for funding	8.77	3.77	0.0421 *
New organizations	6.25	15.00	5.88	1.96	12.67	4.71	.	.	.
Established organizations	5.79	13.22	6.17	9.88	3.73	2.68	.	.	.
Organization has ever sent key staff to grant/contract writing workshops or similar learning opportunities	-10.35	9.68	0.3097
New organizations	60.49	66.67	47.06	52.94	0.29	9.30	.	.	.
Established organizations	51.24	79.34	57.32	62.20	23.22	6.37	.	.	.
In the past 12 months, the head of the organization participated in training related to fundraising	5.98	7.69	0.4548
New organizations	50.59	57.65	49.21	30.16	26.11	11.34	.	.	.
Established organizations	43.75	62.50	47.06	44.12	21.69	8.49	.	.	.

Exhibit III.2: Organization Age—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
In the past 12 months, number of staff that participated in training related to: Fundraising	-0.85	1.24	0.5087
New organizations	2.28	2.57	1.88	1.38	0.80	1.36	.	.	.
Established organizations	2.15	3.69	1.43	1.46	1.52	0.72	.	.	.
Organization has a written fundraising / fund-development plan	0.82	9.23	0.9310
New organizations	15.19	32.91	15.69	19.61	13.80	4.78	.	.	.
Established organizations	24.58	35.59	13.75	18.75	6.02	5.21	.	.	.
Organization applied for or received any grant/contract in the past 12 months	7.01	6.32	0.2931
New organizations	45.35	69.77	50.00	48.33	26.09	9.76	.	.	.
Established organizations	57.94	77.78	65.35	67.33	17.86	4.73	.	.	.
In the past 12 months, organization sought funding from any new sources	8.09	7.76	0.3221
New organizations	46.43	54.76	50.00	41.67	16.67	7.82	.	.	.
Established organizations	52.38	62.70	56.86	60.78	6.40	9.56	.	.	.
In the past 12 months, number of applications submitted for funding from Federal government agencies	-0.26	0.21	0.2491
New organizations	0.14	0.51	0.16	0.29	0.24	0.17	.	.	.
Established organizations	0.39	0.73	0.52	0.32	0.54	0.16	.	.	.
In the past 12 months, number of applications submitted for funding from State/local government agencies	-0.48	0.28	0.1181
New organizations	0.53	0.71	0.43	0.52	0.09	0.22	.	.	.
Established organizations	0.94	1.40	1.13	0.99	0.60	0.31	.	.	.
In the past 12 months, number of applications submitted for funding from Foundations	-1.72	1.32	0.2207
New organizations	1.65	1.75	2.38	1.80	0.67	0.91	.	.	.
Established organizations	3.33	6.03	2.62	3.31	2.01	0.90	.	.	.
In the past 12 months, number of applications submitted for funding from other federated giving groups	-0.05	0.11	0.6586
New organizations	0.23	0.25	0.02	0.09	-0.05	0.11	.	.	.
Established organizations	0.42	0.40	0.30	0.23	0.05	0.10	.	.	.

Exhibit III.2: Organization Age—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Total number of grant applications submitted in the past 12 months	-4.05	1.66	0.0346
New organizations	5.33	3.47	3.32	2.86	-1.40	3.38	.	.	.
Established organizations	5.72	8.77	5.05	5.14	2.96	0.97	.	.	.
In the past 12 months, number of applications submitted that are pending for funding from Federal government agencies	-0.08	0.08	0.3586
New organizations	0.05	0.11	0.04	0.13	-0.03	0.05	.	.	.
Established organizations	0.04	0.10	0.12	0.04	0.14	0.09	.	.	.
In the past 12 months, number of applications submitted that are pending for funding from State/local government agencies	-0.15	0.12	0.2403
New organizations	0.20	0.13	0.21	0.14	0.00	0.13	.	.	.
Established organizations	0.20	0.17	0.22	0.07	0.12	0.14	.	.	.
In the past 12 months, number of applications submitted that are pending for funding from Foundations	-0.18	0.21	0.4091
New organizations	0.35	0.29	0.95	0.50	0.38	0.41	.	.	.
Established organizations	0.73	0.93	0.27	0.49	-0.02	0.13	.	.	.
In the past 12 months, number of applications submitted that are pending for funding from other federated giving groups	0.03	0.03	0.3877
New organizations	0.09	0.06	0.02	0.04	-0.04	0.06	.	.	.
Established organizations	0.17	0.02	0.04	0.02	-0.13	0.07	.	.	.
Total number of grant applications submitted in the past 12 months that are pending	-0.65	0.40	0.1329
New organizations	0.77	0.65	1.29	0.88	0.28	0.47	.	.	.
Established organizations	1.23	1.25	0.70	0.65	0.07	0.27	.	.	.
In the past 12 months, number of applications approved for funding from Federal government agencies	-0.13	0.18	0.4638
New organizations	0.10	0.30	0.05	0.27	-0.01	0.13	.	.	.
Established organizations	0.22	0.43	0.31	0.29	0.23	0.12	.	.	.
In the past 12 months, number of applications approved for funding from State/local government agencies	-0.22	0.25	0.3902
New organizations	0.33	0.57	0.14	0.36	0.03	0.14	.	.	.
Established organizations	0.82	0.96	0.92	0.75	0.31	0.27	.	.	.

Exhibit III.2: Organization Age—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
In the past 12 months, number of applications approved for funding from Foundations	-0.57	0.37	0.1530
New organizations	0.62	0.99	0.55	0.68	0.24	0.35	.	.	.
Established organizations	1.47	2.54	1.30	1.65	0.72	0.58	.	.	.
In the past 12 months, number of applications approved for funding from other federated giving groups	-0.07	0.09	0.4166
New organizations	0.09	0.16	0.00	0.02	0.06	0.06	.	.	.
Established organizations	0.25	0.34	0.26	0.19	0.17	0.06	.	.	.
Total number of grant applications approved in the past 12 months	-1.17	0.49	0.0397
New organizations	1.38	2.22	1.00	1.39	0.44	0.49	.	.	.
Established organizations	3.06	4.44	3.11	3.02	1.47	0.70	.	.	.
In the past 12 months, total amount of grant funds from Federal government agencies	21126.43	25692.18	0.4301
New organizations	19836.31	18485.84	15822.00	9962.50	4509.03	17101.08	.	.	.
Established organizations	14406.58	4578.80	21447.82	24132.28	-12512.24	16070.75	.	.	.
In the past 12 months, total amount of grant funds from State/local government agencies	-2284.07	19459.21	0.9089
New organizations	10886.23	5248.17	15973.31	26548.81	-16213.57	15719.99	.	.	.
Established organizations	76620.86	12778.80	46347.78	37353.03	-54847.31	40121.38	.	.	.
In the past 12 months, total amount of grant funds from Foundations	6437.72	9862.01	0.5286
New organizations	13524.47	12816.31	5782.17	8265.77	-3191.77	7908.76	.	.	.
Established organizations	16965.94	7632.24	29735.22	14297.50	6104.02	15762.47	.	.	.
In the past 12 months, total amount of grant funds from other federated giving groups	261.88	1212.86	0.8334
New organizations	5054.62	2271.29	38.65	620.83	-3365.53	3933.15	.	.	.
Established organizations	5977.92	2849.03	4085.30	1945.28	-988.87	2185.05	.	.	.
Total amount of grant funds received from the above sources	86253.70	95331.13	0.3869
New organizations	51792.88	51024.11	49018.76	48890.11	-640.11	25915.68	.	.	.
Established organizations	147122.63	36922.91	112968.82	148839.64	-146070.54	108402.77	.	.	.

Exhibit III.2: Organization Age—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Total number of sources of revenue/funding received over the past 12 months	0.16	0.30	0.6076
New organizations	2.02	2.27	1.79	1.16	0.88	0.26	.	.	.
Established organizations	2.97	2.67	3.50	2.16	1.04	0.22	.	.	.
Obtained funding from new sources in past 12 months	3.95	10.08	0.7032
New organizations	34.52	48.81	36.67	26.67	24.29	8.13	.	.	.
Established organizations	40.00	54.40	41.00	40.00	15.40	7.65	.	.	.
Among organizations that had never applied for a federal grant at baseline, percentage that had applied for a grant at follow-up	-9.34	7.81	0.2590
New organizations	0.00	21.21	0.00	13.21	8.00	7.89	.	.	.
Established organizations	0.00	28.05	0.00	12.50	15.55	5.22	.	.	.
Among organizations that had never applied for or received federal funding at the time of the baseline survey, the number that had received federal funding at the time of the follow-up survey	-10.32	5.39	0.0847
New organizations	0.00	13.64	0.00	7.55	6.09	5.77	.	.	.
Established organizations	0.00	23.17	0.00	7.81	15.36	5.28	.	.	.
Total revenue over the past 12 months	-601124.58	316991.42	0.0871
New organizations	254033.97	265050.41	172137.32	466481.29	#####	299616.29	.	.	.
Established organizations	491367.59	748612.18	671069.77	448602.07	479712.30	280399.62	.	.	.
Total expenditures over last completed fiscal year	-429639.04	251610.15	0.1185
New organizations	200112.68	128959.23	107179.32	93361.68	-57335.81	124252.30	.	.	.
Established organizations	475809.56	699220.60	398265.30	293206.55	328469.80	188733.22	.	.	.
Among organizations that use the internet to support organization activities, the internet is used to learn about funding opportunities	11.54	10.75	0.3084
New organizations	81.33	86.67	82.50	72.50	15.33	6.47	.	.	.
Established organizations	77.19	83.33	76.39	80.56	1.97	4.09	.	.	.
Among organizations that use the internet to support organization activities, the internet is used to gather information needed to write grant applications	13.64	8.24	0.1288
New organizations	77.33	81.33	87.50	72.50	19.00	8.32	.	.	.
Established organizations	75.44	82.46	75.00	84.72	-2.70	5.43	.	.	.

Exhibit III.2: Organization Age—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Level of focus on identifying and pursuing new sources of government funding:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	-2.94	7.59	0.7066
New organizations	97.53	87.65	87.76	79.59	-1.71	7.97	.	.	.
Established organizations	91.67	85.83	96.20	83.54	6.82	7.50	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	9.58	6.24	0.1557
New organizations	55.56	60.49	38.78	42.86	0.86	6.36	.	.	.
Established organizations	54.17	56.67	50.63	53.16	-0.03	7.91	.	.	.
At a minimum, has implemented steps to address focus area	1.86	13.54	0.8934
New organizations	29.63	38.27	18.37	22.45	4.56	15.07	.	.	.
Established organizations	30.83	43.33	24.05	31.65	4.91	8.37	.	.	.
Not a focus because organization is satisfied with its achievement in this area	-5.40	5.33	0.3346
New organizations	0.00	2.47	0.00	8.16	-5.69	4.58	.	.	.
Established organizations	0.83	5.00	0.00	5.06	-0.90	2.79	.	.	.
Level of focus on identifying and pursuing new sources of in-kind donations:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	0.19	8.12	0.9817
New organizations	93.83	92.59	87.76	83.67	2.85	5.23	.	.	.
Established organizations	92.50	95.00	95.00	88.75	8.75	6.92	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	13.78	9.40	0.1734
New organizations	46.91	62.96	42.86	34.69	24.21	6.88	.	.	.
Established organizations	60.00	71.67	50.00	57.50	4.17	6.02	.	.	.
At a minimum, has implemented steps to address focus area	-12.42	9.80	0.2338
New organizations	29.63	39.51	28.57	22.45	16.00	8.27	.	.	.
Established organizations	36.67	55.00	26.25	25.00	19.58	6.99	.	.	.

Exhibit III.2: Organization Age—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Not a focus because organization is satisfied with its achievement in this area	-3.02	4.63	0.5289
New organizations	0.00	4.94	0.00	8.16	-3.22	5.06	.	.	.
Established organizations	1.67	5.83	0.00	5.00	-0.83	3.12	.	.	.
Level of focus on identifying and pursuing new sources of non-government funding:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	0.94	6.75	0.8918
New organizations	98.77	95.06	95.92	89.80	2.42	5.11	.	.	.
Established organizations	98.33	97.50	98.75	95.00	2.92	3.75	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	23.33	5.99	0.0030 **
New organizations	55.56	70.37	53.06	38.78	29.10	8.16	.	.	.
Established organizations	62.50	71.67	61.25	66.25	4.17	4.81	.	.	.
At a minimum, has implemented steps to address focus area	8.11	6.91	0.2677
New organizations	32.10	41.98	36.73	24.49	22.12	6.48	.	.	.
Established organizations	39.17	47.50	33.75	37.50	4.58	9.78	.	.	.
Not a focus because organization is satisfied with its achievement in this area	-9.08	4.96	0.0974
New organizations	0.00	1.23	0.00	6.12	-4.89	4.10	.	.	.
Established organizations	0.83	5.83	0.00	1.25	3.75	0.89	.	.	.
Level of focus on developing a fund-development plan (including setting fundraising goals):	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	15.77	7.82	0.0713
New organizations	95.06	95.06	100.00	77.55	22.45	7.59	.	.	.
Established organizations	97.50	95.83	96.25	93.75	0.83	3.87	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	16.83	10.51	0.1404
New organizations	43.21	60.49	44.90	38.78	23.41	7.77	.	.	.
Established organizations	60.00	72.50	47.50	67.50	-7.50	6.37	.	.	.

Exhibit III.2: Organization Age—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
At a minimum, has implemented steps to address focus area	10.61	11.13	0.3632
New organizations	20.99	39.51	24.49	14.29	28.72	11.48	.	.	.
Established organizations	27.50	52.50	20.00	36.25	8.75	8.03	.	.	.
Not a focus because organization is satisfied with its achievement in this area	5.99	6.81	0.3994
New organizations	1.23	8.64	0.00	2.04	5.37	4.73	.	.	.
Established organizations	5.00	10.83	1.25	8.75	-1.67	3.66	.	.	.
COMMUNITY ENGAGEMENT									
<i>Community Engagement</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	6.73	6.61	0.3326
New organizations	44.71	60.00	40.00	45.00	10.29	15.57	.	.	.
Established organizations	51.56	59.38	60.40	59.41	8.80	8.72	.	.	.
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	0.55	7.99	0.9461
New organizations	81.18	83.53	81.67	80.00	4.02	7.55	.	.	.
Established organizations	87.50	86.72	86.14	84.16	1.20	4.62	.	.	.
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	4.19	6.86	0.5555
New organizations	70.59	74.12	70.00	66.67	6.86	6.37	.	.	.
Established organizations	77.34	72.66	74.26	71.29	-1.72	9.43	.	.	.
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	11.74	10.31	0.2813
New organizations	45.88	49.41	36.67	36.67	3.53	11.92	.	.	.
Established organizations	48.44	47.66	55.45	54.46	0.21	3.39	.	.	.

Exhibit III.2: Organization Age—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
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	0.26	0.16	0.1284
New organizations	2.59	2.93	2.48	2.42	0.41	0.29	.	.	.
Established organizations	2.79	2.90	2.91	2.85	0.17	0.16	.	.	.
In the past 12 months, organization undertook a specific activity to gain understanding of needs in service area	2.02	11.01	0.8583
New organizations	49.37	60.76	50.00	48.00	13.39	10.54	.	.	.
Established organizations	50.00	69.83	48.10	59.49	8.44	7.71	.	.	.
<i>Partnerships</i>									
Organization is engaged in partnership arrangements with other organizations	7.18	10.20	0.4973
New organizations	86.59	87.80	79.63	72.22	8.63	7.07	.	.	.
Established organizations	90.08	92.56	91.76	88.24	6.01	5.53	.	.	.
Sector of Partners: Government	4.01	8.42	0.6443
New organizations	52.11	46.48	38.24	26.47	6.13	12.69	.	.	.
Established organizations	44.14	45.95	54.29	40.00	16.09	8.38	.	.	.
Sector of Partners: Business	26.23	12.56	0.0633
New organizations	57.75	59.15	35.29	20.59	16.11	10.02	.	.	.
Established organizations	43.24	43.24	45.71	41.43	4.29	5.19	.	.	.
Sector of Partners: Educational institution	15.76	10.81	0.1755
New organizations	61.97	64.79	44.12	35.29	11.64	10.30	.	.	.
Established organizations	53.15	57.66	61.43	52.86	13.08	5.88	.	.	.
Sector of Partners: Secular non-profit	-13.17	9.57	0.1986
New organizations	67.61	69.01	70.59	79.41	-7.42	8.86	.	.	.
Established organizations	66.67	72.07	74.29	74.29	5.41	7.65	.	.	.
Sector of Partners: Faith-based sector	-5.67	10.43	0.5985
New organizations	63.38	74.65	58.82	70.59	-0.50	12.56	.	.	.
Established organizations	63.96	70.27	70.00	64.29	12.02	6.61	.	.	.
Purpose of Partnership(s): Recipient referrals	0.58	10.85	0.9587
New organizations	61.11	76.39	56.76	64.86	7.17	16.73	.	.	.
Established organizations	62.50	81.25	72.97	71.62	20.10	9.03	.	.	.

Exhibit III.2: Organization Age—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Purpose of Partnership(s): Joint programming	29.04	8.48	0.0065 **
New organizations	68.06	76.39	56.76	51.35	13.74	13.30	.	.	.
Established organizations	50.89	62.50	70.27	71.62	10.26	7.58	.	.	.
Purpose of Partnership(s): Funding alliance	11.45	6.19	0.0938
New organizations	54.17	61.11	51.35	62.16	-3.87	9.14	.	.	.
Established organizations	50.00	41.07	51.35	56.76	-14.33	10.99	.	.	.
Purpose of Partnership(s): Recruit volunteers	25.31	16.21	0.1495
New organizations	54.17	61.11	51.35	43.24	15.05	15.22	.	.	.
Established organizations	41.07	41.96	44.59	50.00	-4.51	11.31	.	.	.
Purpose of Partnership(s): Advocacy, awareness & education	-10.46	14.18	0.4776
New organizations	66.67	68.06	59.46	64.86	-4.02	10.75	.	.	.
Established organizations	59.82	69.64	66.22	60.81	15.23	14.35	.	.	.
Purpose of Partnership(s): In-kind donations	-9.95	12.44	0.4422
New organizations	55.56	48.61	40.54	48.65	-15.05	11.31	.	.	.
Established organizations	34.82	50.00	48.65	48.65	15.18	13.61	.	.	.
Purpose of Partnership(s): Assess community needs	-8.61	15.21	0.5839
New organizations	55.56	69.44	40.54	67.57	-13.14	17.63	.	.	.
Established organizations	54.46	62.50	52.70	55.41	5.33	8.82	.	.	.
Purpose of Partnership(s): Peer learning	-4.81	11.78	0.6917
New organizations	41.67	41.67	24.32	35.14	-10.81	14.93	.	.	.
Established organizations	30.36	31.25	37.84	28.38	10.35	8.20	.	.	.
Purpose of Partnership(s): Access complementary skills/knowledge	29.60	11.29	0.0255 *
New organizations	65.28	63.89	67.57	37.84	28.34	20.29	.	.	.
Established organizations	47.32	44.64	51.35	47.30	1.38	5.85	.	.	.
<i>Engagement Strategies</i>									
In the past 12 months, organization created or updated a website to expand awareness about the organization to potential partners or funders	17.43	8.10	0.0568
New organizations	41.25	56.25	38.00	32.00	21.00	14.13	.	.	.
Established organizations	41.38	57.76	54.32	59.26	11.44	10.75	.	.	.

Exhibit III.2: Organization Age—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
In the past 12 months, organization developed or distributed written materials to expand awareness about the organization to potential partners or funders	11.67	7.71	0.1611
New organizations	71.25	75.00	68.00	62.00	9.75	7.54	.	.	.
Established organizations	78.45	80.17	75.31	80.25	-3.21	6.94	.	.	.
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	2.90	7.08	0.6907
New organizations	65.00	65.00	58.00	52.00	6.00	10.43	.	.	.
Established organizations	73.28	71.55	71.60	64.20	5.68	5.07	.	.	.
In the past 12 months, organization utilized public service announcements or paid advertising to expand awareness about the organization to potential partners or funders	14.46	9.93	0.1761
New organizations	35.00	40.00	28.00	26.00	7.00	8.75	.	.	.
Established organizations	32.76	38.79	35.80	43.21	-1.37	9.50	.	.	.
Number of activities organization has undertaken in the past 12 months to expand awareness about the organization to potential partners or funders	0.54	0.19	0.0177 *
New organizations	2.33	2.59	2.18	1.86	0.58	0.31	.	.	.
Established organizations	2.45	2.62	2.52	2.58	0.11	0.20	.	.	.
Level of focus on developing a Board that represents a cross-section of the community:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	2.88	4.83	0.5636
New organizations	86.11	94.44	83.33	83.33	8.33	9.60	.	.	.
Established organizations	83.19	90.27	79.01	82.72	3.38	7.04	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	6.55	12.38	0.6082
New organizations	58.33	77.78	54.76	52.38	21.83	14.61	.	.	.
Established organizations	56.64	77.88	50.62	60.49	11.36	10.49	.	.	.
At a minimum, has implemented steps to address focus area	0.50	9.92	0.9609
New organizations	43.06	54.17	35.71	40.48	6.35	9.73	.	.	.
Established organizations	27.43	51.33	33.33	41.98	15.25	8.23	.	.	.

Exhibit III.2: Organization Age—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Not a focus because organization is satisfied with its achievement in this area	-6.19	6.19	0.3409
New organizations	4.17	13.89	4.76	14.29	0.20	5.88	.	.	.
Established organizations	4.42	14.16	4.94	8.64	6.03	2.63	.	.	.

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

^a The treatment effect (impact estimate) is adjusted for covariates and comes from the regression model.

Appendix IV: Subgroup Tables—Paid Status of Executive Director

Results are analyzed by whether the executive director was a paid (either full- or part-time) or an unpaid position. In Exhibit IV.2, a positive number in the “adjusted DOD” column indicates that organizations with paid executive directors experienced larger capacity gains, while a negative number indicates larger capacity gains by organizations without paid executive directors.

Exhibit IV.1: Joint Test

Critical Area	Mean Treatment Effect	Standard Error of Treatment Effect	p-value
Leadership Development (16 measures)	0.0008	0.1139	0.995
Organizational Development (67 measures)	-0.1288	0.0411	0.011 *
Program Development (44 measures)	-0.0345	0.0532	0.531
Revenue Development (50 measures)	-0.0297	0.0365	0.433
Community Engagement (30 measures)	-0.1277	0.0569	0.049 *

Notes:

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

Outcome measures are standardized to have a mean of zero and a standard deviation of one

Treatment effect is adjusted for covariates and its standard error takes into account the fact that outcome measures are correlated

Exhibit IV.2: Paid Status of Executive Director—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
ORGANIZATIONAL DEVELOPMENT									
<i>Organizational Structure</i>									
Organization is 501(c)(3)	-1.19	9.11	0.8991
Paid ED	72.09	75.19	81.00	80.00	4.10	6.06	.	.	.
Unpaid ED	56.32	64.37	56.06	62.12	1.99	8.68	.	.	.
Head of organization is a paid position	-11.32	10.53	0.3075
Paid ED	100.00	84.80	100.00	92.86	-8.06	3.81	.	.	.
Unpaid ED	0.00	19.77	0.00	15.15	4.62	7.45	.	.	.
Over the past 12 months, 1 or 2 individuals served as head of the organization (compared to 3 or more)	0.85	2.45	0.7352
Paid ED	84.62	94.87	82.67	96.00	-3.08	6.10	.	.	.
Unpaid ED	88.46	96.15	80.85	97.87	-9.33	9.69	.	.	.
<i>Long-Term Planning</i>									
Organization has a written mission statement	5.63	4.56	0.2456
Paid ED	92.80	99.20	95.29	95.29	6.40	3.74	.	.	.
Unpaid ED	83.13	90.36	78.69	88.52	-2.61	6.93	.	.	.
Organization has a written strategic plan	-6.80	11.88	0.5795
Paid ED	53.91	67.97	48.48	57.58	4.97	6.78	.	.	.
Unpaid ED	26.44	58.62	40.91	45.45	27.64	8.99	.	.	.
In the past 12 months, organization conducted or participated in an assessment of organizational strengths/needs	3.47	8.36	0.6864
Paid ED	50.00	87.90	42.50	58.75	21.65	8.82	.	.	.
Unpaid ED	35.37	82.93	40.00	60.00	27.56	10.19	.	.	.
Among organizations that conducted or participated in an assessment of organizational strengths/needs, the assessment was conducted/guided by an external individual/entity	5.37	14.40	0.7173
Paid ED	47.37	64.91	51.85	40.74	28.65	11.42	.	.	.
Unpaid ED	50.00	70.83	35.71	50.00	6.55	20.21	.	.	.

Exhibit IV.2: Paid Status of Executive Director—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Staff Management									
Conduct annual performance reviews for paid staff	13.43	13.94	0.3582
Paid ED	71.84	80.58	67.61	70.42	5.92	7.01	.	.	.
Unpaid ED	38.89	44.44	33.33	44.44	-5.56	17.11	.	.	.
Conduct annual performance reviews for unpaid staff	2.07	10.57	0.8487
Paid ED	17.20	22.58	13.21	15.09	3.49	7.02	.	.	.
Unpaid ED	20.00	31.11	21.43	25.00	7.54	12.65	.	.	.
Written job description for each paid staff position or job category	-7.44	10.68	0.5019
Paid ED	79.61	92.23	77.78	83.33	7.07	4.75	.	.	.
Unpaid ED	83.33	94.44	88.89	77.78	22.22	13.30	.	.	.
Written job description for each unpaid staff position or job category	-3.86	6.09	0.5400
Paid ED	39.18	54.64	29.63	59.26	-14.17	8.47	.	.	.
Unpaid ED	52.11	49.30	42.50	50.00	-10.32	10.42	.	.	.
Total number of full-time paid staff	0.22	0.83	0.7911
Paid ED	8.03	8.91	3.88	3.82	0.95	0.67	.	.	.
Unpaid ED	0.44	0.48	0.88	0.51	0.41	0.43	.	.	.
Total number of part-time paid staff	-0.07	0.62	0.9122
Paid ED	4.32	3.42	2.94	2.47	-0.44	1.44	.	.	.
Unpaid ED	0.73	1.22	0.48	0.40	0.56	0.33	.	.	.
Total number of full-time unpaid staff	-0.32	0.30	0.3018
Paid ED	0.80	0.66	0.57	0.43	0.01	0.30	.	.	.
Unpaid ED	1.30	1.39	1.50	0.86	0.72	0.73	.	.	.
Total number of part-time unpaid staff	17.67	22.82	0.4567
Paid ED	24.65	45.94	25.11	28.67	17.74	21.26	.	.	.
Unpaid ED	8.66	8.95	10.47	8.80	1.97	1.93	.	.	.
Total number of volunteer hours contributed by unpaid staff in an average week	-53.09	44.30	0.2584
Paid ED	135.39	84.13	110.02	129.46	-70.70	40.90	.	.	.
Unpaid ED	82.35	65.21	60.34	59.84	-16.63	11.86	.	.	.

Exhibit IV.2: Paid Status of Executive Director—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
In the past 12 months, number of staff that participated in training related to: Management & Administration	4.01	2.41	0.1275
Paid ED	3.37	6.56	3.52	1.78	4.93	2.09	.	.	.
Unpaid ED	1.58	2.58	1.15	1.30	0.85	0.57	.	.	.
Level of focus on recruiting, developing, and managing volunteers more effectively:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	-2.14	6.93	0.7643
Paid ED	90.68	94.07	90.00	85.00	8.39	5.47	.	.	.
Unpaid ED	92.50	92.50	92.73	81.82	10.91	7.55	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	-1.76	12.18	0.8881
Paid ED	51.69	75.42	37.50	51.25	9.98	10.26	.	.	.
Unpaid ED	33.75	65.00	32.73	40.00	23.98	8.33	.	.	.
At a minimum, has implemented steps to address focus area	-5.58	8.97	0.5477
Paid ED	23.73	51.69	18.75	38.75	7.97	5.54	.	.	.
Unpaid ED	20.00	42.50	16.36	23.64	15.23	8.60	.	.	.
Not a focus because organization is satisfied with its achievement in this area	-1.09	4.39	0.8094
Paid ED	0.85	12.71	0.00	8.75	3.11	4.52	.	.	.
Unpaid ED	0.00	5.00	0.00	0.00	5.00	1.65	.	.	.
<i>Technology Access and Use</i>									
Number of functioning computers	-0.74	1.32	0.5908
Paid ED	8.82	11.92	5.80	7.64	1.25	1.65	.	.	.
Unpaid ED	1.75	3.28	1.73	2.35	0.91	0.53	.	.	.
The number of functioning computers that the organization owns is sufficient for organization/staff needs	-1.27	7.67	0.8719
Paid ED	35.00	69.17	29.11	48.10	15.18	10.21	.	.	.
Unpaid ED	18.52	54.32	10.00	30.00	15.80	7.51	.	.	.

Exhibit IV.2: Paid Status of Executive Director—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Staff sufficiently proficient in computer and software use	3.51	5.54	0.5405
Paid ED	64.71	83.19	53.95	81.58	-9.14	3.48	.	.	.
Unpaid ED	64.94	80.52	76.00	88.00	3.58	8.71	.	.	.
Organization has access to the internet	-4.04	6.03	0.5182
Paid ED	95.90	99.18	96.34	97.56	2.06	2.58	.	.	.
Unpaid ED	81.71	86.59	69.64	76.79	-2.26	10.05	.	.	.
The internet is used in support of organizational activities	1.03	4.88	0.8371
Paid ED	95.04	96.69	93.59	89.74	5.50	2.28	.	.	.
Unpaid ED	85.19	91.36	86.54	84.62	8.10	6.78	.	.	.
Among organizations that use the internet to support organization activities, the internet is used in support of organizational website	-7.10	9.52	0.4728
Paid ED	66.38	75.86	72.46	82.61	-0.66	7.82	.	.	.
Unpaid ED	45.21	63.01	61.36	65.91	13.26	11.37	.	.	.
<i>Financial Management Systems</i>									
Organization has a designated person responsible for financial management	-10.33	2.69	0.0033 **
Paid ED	97.54	97.54	98.73	96.20	2.53	1.94	.	.	.
Unpaid ED	91.46	98.78	92.73	87.27	12.77	5.50	.	.	.
The Executive Director/head of the organization is responsible for financial management, as opposed to another person	-15.43	7.95	0.0809
Paid ED	64.23	63.41	67.09	69.62	-3.34	9.37	.	.	.
Unpaid ED	54.88	62.20	54.39	52.63	9.07	4.26	.	.	.
Organization prepares a budget	-6.72	12.33	0.5977
Paid ED	90.91	88.43	95.77	87.32	5.97	4.66	.	.	.
Unpaid ED	73.91	81.16	83.78	72.97	18.06	8.22	.	.	.
Organization has financial management procedures that provide checks and balances for ensuring expenditures are properly authorized	12.75	5.43	0.0408 *
Paid ED	96.06	76.38	94.85	69.07	6.09	6.34	.	.	.
Unpaid ED	79.07	61.63	75.38	66.15	-8.21	7.92	.	.	.

Exhibit IV.2: Paid Status of Executive Director—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Organization had an audit of its finances/financial records by an external auditor in the past 12 months	13.07	8.15	0.1400
Paid ED	41.67	50.00	58.02	49.38	16.98	6.07	.	.	.
Unpaid ED	12.50	16.25	13.79	18.97	-1.42	5.60	.	.	.
Organization regularly uses computer software to keep financial records	-27.73	4.92	0.0002 **
Paid ED	82.50	90.00	92.50	96.25	3.75	4.09	.	.	.
Unpaid ED	61.25	76.25	56.14	49.12	22.02	7.41	.	.	.
Level of focus on developing systems that will help manage the organization's finances more effectively:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	-12.01	5.33	0.0479 *
Paid ED	85.12	93.39	88.61	94.94	1.94	4.16	.	.	.
Unpaid ED	92.59	95.06	92.73	81.82	13.38	5.64	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	-7.13	9.54	0.4720
Paid ED	68.60	85.12	64.56	75.95	5.14	5.02	.	.	.
Unpaid ED	46.91	74.07	45.45	56.36	16.25	10.58	.	.	.
At a minimum, has implemented steps to address focus area	-21.09	13.01	0.1360
Paid ED	47.93	71.90	39.24	62.03	1.18	8.31	.	.	.
Unpaid ED	19.75	60.49	30.91	30.91	40.74	7.05	.	.	.
Not a focus because organization is satisfied with its achievement in this area	-10.76	12.70	0.4164
Paid ED	9.92	23.97	6.33	29.11	-8.74	7.35	.	.	.
Unpaid ED	1.23	16.05	0.00	10.91	3.91	6.85	.	.	.
Level of focus on putting in place a budgeting process that ensures effective allocation of resources:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	-16.77	7.71	0.0548
Paid ED	81.82	93.39	83.54	96.20	-1.09	5.05	.	.	.
Unpaid ED	90.12	96.30	89.09	80.00	15.26	4.99	.	.	.

Exhibit IV.2: Paid Status of Executive Director—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
At a minimum, has developed plans to work on this, but has not implemented them yet	-21.81	11.89	0.0965
Paid ED	63.64	80.17	60.76	82.28	-4.99	6.07	.	.	.
Unpaid ED	49.38	77.78	54.55	54.55	28.40	9.85	.	.	.
At a minimum, has implemented steps to address focus area	-38.60	9.00	0.0016 **
Paid ED	46.28	65.29	43.04	72.15	-10.11	6.02	.	.	.
Unpaid ED	23.46	64.20	30.91	30.91	40.74	12.68	.	.	.
Not a focus because organization is satisfied with its achievement in this area	-11.36	9.01	0.2360
Paid ED	11.57	25.62	12.66	32.91	-6.20	5.87	.	.	.
Unpaid ED	2.47	18.52	0.00	10.91	5.14	4.86	.	.	.
Governance									
Organization has a Board of Directors	-6.42	4.95	0.2241
Paid ED	84.25	84.25	91.75	87.63	4.12	1.59	.	.	.
Unpaid ED	71.26	80.46	68.18	71.21	6.17	6.69	.	.	.
Among organizations that do not have a Board of Directors, organization has plans for establishing a Board	-32.00	36.54	0.4039
Paid ED	66.67	50.00	40.00	40.00	-16.67	29.84	.	.	.
Unpaid ED	55.56	77.78	61.54	38.46	45.30	24.08	.	.	.
Percent of Board positions that are currently filled:	0.08	0.03	0.0168 *
Paid ED	0.83	0.89	0.84	0.86	0.04	0.02	.	.	.
Unpaid ED	0.83	0.82	0.86	0.88	-0.03	0.03	.	.	.
Someone regularly takes minutes and keeps records of attendance at Board meetings	0.16	2.71	0.9552
Paid ED	94.79	100.00	98.51	100.00	3.72	3.20	.	.	.
Unpaid ED	93.10	98.28	86.49	97.30	-5.64	6.20	.	.	.
Primary activities of the Board: Outreach to community and key stakeholders	11.34	7.52	0.1623
Paid ED	60.19	69.90	60.87	55.07	15.51	6.99	.	.	.
Unpaid ED	66.67	63.49	63.89	61.11	-0.40	14.34	.	.	.

Exhibit IV.2: Paid Status of Executive Director—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Primary activities of the Board: Develop organization's budget	0.81	12.93	0.9511
Paid ED	65.05	62.14	53.62	53.62	-2.91	6.65	.	.	.
Unpaid ED	69.84	61.90	66.67	58.33	0.40	12.04	.	.	.
Primary activities of the Board: Recruit new board members	2.08	9.28	0.8268
Paid ED	61.17	63.11	65.22	55.07	12.09	11.67	.	.	.
Unpaid ED	47.62	52.38	47.22	44.44	7.54	13.84	.	.	.
Primary activities of the Board: Set goals and strategies for the organization	13.41	12.51	0.3091
Paid ED	78.64	87.38	82.61	76.81	14.53	7.82	.	.	.
Unpaid ED	79.37	87.30	88.89	91.67	5.16	7.47	.	.	.
Primary activities of the Board: Review performance of programs and program outcomes	-3.34	11.55	0.7784
Paid ED	73.79	65.05	56.52	65.22	-17.43	6.23	.	.	.
Unpaid ED	73.02	65.08	72.22	66.67	-2.38	10.45	.	.	.
Primary activities of the Board: Review organization's financial records to ensure funds were properly spent in support of the organization's mission	11.17	5.73	0.0800
Paid ED	93.20	87.38	85.51	84.06	-4.38	5.63	.	.	.
Unpaid ED	76.19	76.19	75.00	86.11	-11.11	9.95	.	.	.
Primary activities of the Board: Conduct performance reviews of executive director	-2.11	6.68	0.7581
Paid ED	65.05	65.05	56.52	56.52	0.00	3.22	.	.	.
Unpaid ED	31.75	39.68	13.89	25.00	-3.17	6.64	.	.	.
Level of focus on researching/finding resources to determine how best to form a board	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	11.05	8.36	0.2154
Paid ED	59.46	74.77	58.44	64.94	8.82	7.90	.	.	.
Unpaid ED	72.60	78.08	72.34	78.72	-0.90	7.53	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	-0.31	11.24	0.9785
Paid ED	45.05	64.86	40.26	48.05	12.03	8.89	.	.	.
Unpaid ED	45.21	64.38	36.17	44.68	10.67	12.37	.	.	.

Exhibit IV.2: Paid Status of Executive Director—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
At a minimum, has implemented steps to address focus area	-12.04	11.86	0.3341
Paid ED	34.23	49.55	25.97	40.26	1.03	7.31	.	.	.
Unpaid ED	23.29	43.84	23.40	25.53	18.42	8.85	.	.	.
Not a focus because organization is satisfied with its achievement in this area	-1.17	9.70	0.9067
Paid ED	15.32	27.03	12.99	24.68	0.02	4.23	.	.	.
Unpaid ED	4.11	15.07	2.13	10.64	2.45	7.68	.	.	.
Level of focus on recruiting Board members with diverse expertise:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	-16.76	4.66	0.0049 **
Paid ED	87.39	90.09	87.01	88.31	1.40	6.94	.	.	.
Unpaid ED	85.14	94.59	76.60	74.47	11.59	6.88	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	-10.32	9.21	0.2887
Paid ED	63.06	79.28	55.84	66.23	5.83	7.15	.	.	.
Unpaid ED	56.76	74.32	36.17	46.81	6.93	11.79	.	.	.
At a minimum, has implemented steps to address focus area	0.37	10.48	0.9723
Paid ED	39.64	61.26	40.26	48.05	13.83	7.26	.	.	.
Unpaid ED	40.54	45.95	23.40	29.79	-0.98	9.33	.	.	.
Not a focus because organization is satisfied with its achievement in this area	-3.34	7.76	0.6756
Paid ED	6.31	14.41	6.49	10.39	4.21	3.72	.	.	.
Unpaid ED	4.05	13.51	2.13	4.26	7.33	5.46	.	.	.
Level of focus on developing a Board with ties to different constituencies:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	-3.76	7.10	0.6083
Paid ED	81.08	91.89	76.62	84.42	3.02	4.75	.	.	.
Unpaid ED	87.84	89.19	78.72	76.60	3.48	10.77	.	.	.

Exhibit IV.2: Paid Status of Executive Director—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
At a minimum, has developed plans to work on this, but has not implemented them yet	-13.60	7.86	0.1142
Paid ED	55.86	77.48	46.75	58.44	9.93	8.49	.	.	.
Unpaid ED	60.81	72.97	38.30	36.17	14.29	10.69	.	.	.
At a minimum, has implemented steps to address focus area	-8.55	4.80	0.1051
Paid ED	27.03	59.46	25.97	44.16	14.25	7.88	.	.	.
Unpaid ED	32.43	47.30	27.66	21.28	21.25	9.27	.	.	.
Not a focus because organization is satisfied with its achievement in this area	-0.20	4.74	0.9677
Paid ED	2.70	18.02	2.60	11.69	6.22	3.37	.	.	.
Unpaid ED	4.05	12.16	0.00	2.13	5.98	3.76	.	.	.
LEADERSHIP AND STAFF DEVELOPMENT									
<i>Leadership Development</i>									
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	8.96	9.93	0.3878
Paid ED	50.43	64.10	37.33	45.33	5.68	12.39	.	.	.
Unpaid ED	51.90	53.16	47.17	47.17	1.27	12.31	.	.	.
Number of types of training in which head of organization participated in the past 12 months	-0.24	0.22	0.3166
Paid ED	1.52	1.86	1.57	1.28	0.62	0.19	.	.	.
Unpaid ED	1.28	1.71	1.12	0.87	0.68	0.15	.	.	.
In the past 12 months, any staff met regularly with a mentor who provides guidance on performing the roles assigned to the staff	19.44	11.81	0.1309
Paid ED	55.75	59.29	42.11	40.79	4.86	12.56	.	.	.
Unpaid ED	48.15	46.91	37.25	47.06	-11.04	10.74	.	.	.
Board provides a formal orientation for new Board members	14.41	15.65	0.3787
Paid ED	47.06	66.67	42.17	54.22	7.56	12.29	.	.	.
Unpaid ED	38.33	51.67	42.86	54.76	1.43	12.47	.	.	.

Exhibit IV.2: Paid Status of Executive Director—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
In the past 12 months, any Board member participated in training/learning opportunities to learn more about governance/roles & responsibilities of Board members	-6.42	13.76	0.6509
Paid ED	42.70	74.16	33.87	48.39	16.94	10.13	.	.	.
Unpaid ED	41.07	69.64	42.86	37.14	34.29	12.69	.	.	.
Level of focus on creating a plan or locating resources to help the executive director and other staff improve their leadership abilities	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	-9.70	8.34	0.2715
Paid ED	86.44	88.14	88.75	91.25	-0.81	7.19	.	.	.
Unpaid ED	92.59	83.95	87.27	74.55	4.09	5.68	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	-5.83	8.55	0.5105
Paid ED	50.00	61.86	43.75	52.50	3.11	5.65	.	.	.
Unpaid ED	45.68	53.09	38.18	34.55	11.04	10.26	.	.	.
At a minimum, has implemented steps to address focus area	-2.31	7.72	0.7711
Paid ED	24.58	46.61	21.25	40.00	3.28	7.67	.	.	.
Unpaid ED	17.28	34.57	21.82	23.64	15.47	6.43	.	.	.
Not a focus because organization is satisfied with its achievement in this area	-2.22	8.31	0.7950
Paid ED	2.54	14.41	0.00	8.75	3.11	5.56	.	.	.
Unpaid ED	0.00	9.88	0.00	3.64	6.24	3.67	.	.	.
Level of focus on providing staff with professional development and training to enhance skills in service delivery or skills in administration and management:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	1.06	7.82	0.8947
Paid ED	91.53	98.31	95.00	91.25	10.53	6.17	.	.	.
Unpaid ED	92.50	78.75	92.73	70.91	8.07	5.18	.	.	.

Exhibit IV.2: Paid Status of Executive Director—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
At a minimum, has developed plans to work on this, but has not implemented them yet	2.39	10.09	0.8178
Paid ED	55.93	76.27	46.25	51.25	15.34	7.66	.	.	.
Unpaid ED	37.50	55.00	34.55	30.91	21.14	8.43	.	.	.
At a minimum, has implemented steps to address focus area	2.19	12.25	0.8616
Paid ED	30.51	60.17	23.75	41.25	12.16	5.72	.	.	.
Unpaid ED	18.75	42.50	12.73	23.64	12.84	9.66	.	.	.
Not a focus because organization is satisfied with its achievement in this area	-2.47	4.22	0.5704
Paid ED	0.85	10.17	0.00	5.00	4.32	3.56	.	.	.
Unpaid ED	0.00	7.50	0.00	0.00	7.50	2.77	.	.	.
Level of focus on providing information to the Board so they can better understand their responsibilities and create plans for improving their performance:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	-0.70	5.50	0.9009
Paid ED	90.09	88.29	92.11	86.84	3.46	5.35	.	.	.
Unpaid ED	86.49	83.78	93.62	82.98	7.94	6.85	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	-6.63	6.34	0.3207
Paid ED	60.36	72.97	53.95	61.84	4.72	7.83	.	.	.
Unpaid ED	52.70	71.62	42.55	51.06	10.41	10.28	.	.	.
At a minimum, has implemented steps to address focus area	-7.52	8.22	0.3816
Paid ED	40.54	55.86	36.84	47.37	4.79	8.30	.	.	.
Unpaid ED	28.38	44.59	27.66	27.66	16.22	9.28	.	.	.
Not a focus because organization is satisfied with its achievement in this area	2.39	6.74	0.7298
Paid ED	4.50	13.51	0.00	9.21	-0.20	5.09	.	.	.
Unpaid ED	1.35	5.41	0.00	6.38	-2.33	5.08	.	.	.

Exhibit IV.2: Paid Status of Executive Director—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
PROGRAM DEVELOPMENT									
<i>Service Delivery</i>									
Total number of service recipients (individuals/ families) served in most recent month of full service delivery	164.32	109.08	0.1629
Paid ED	490.82	500.58	390.49	451.19	-50.94	125.70	.	.	.
Unpaid ED	283.64	185.34	144.05	277.12	-231.37	165.51	.	.	.
In the past 12 months, number of staff that participated in training related to: Service delivery	2.79	5.02	0.5906
Paid ED	15.29	10.37	10.06	7.04	-1.90	5.39	.	.	.
Unpaid ED	3.58	4.79	4.74	5.42	0.52	2.15	.	.	.
Compared to the same period a year ago, the number of individuals or families served increased	-23.69	12.58	0.0892
Paid ED	70.80	64.60	60.26	66.67	-12.60	7.87	.	.	.
Unpaid ED	60.32	65.08	57.78	46.67	15.87	14.36	.	.	.
Level of focus on increasing the number of clients served by the organization:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	1.60	3.29	0.6372
Paid ED	96.85	95.28	97.98	79.80	16.61	2.78	.	.	.
Unpaid ED	94.19	88.37	94.12	75.00	13.30	3.01	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	13.13	9.94	0.2159
Paid ED	81.10	92.13	72.73	64.65	19.10	5.60	.	.	.
Unpaid ED	70.93	68.60	55.88	52.94	0.62	7.44	.	.	.
At a minimum, has implemented steps to address focus area	-0.09	11.44	0.9941
Paid ED	51.18	71.65	38.38	52.53	6.33	6.99	.	.	.
Unpaid ED	32.56	52.33	32.35	35.29	16.83	9.81	.	.	.
Not a focus because organization is satisfied with its achievement in this area	-7.33	3.32	0.0516
Paid ED	3.15	12.60	2.02	14.14	-2.67	3.20	.	.	.
Unpaid ED	1.16	10.47	0.00	4.41	4.89	4.09	.	.	.

Exhibit IV.2: Paid Status of Executive Director—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Level of focus on expanding services to include new group of service recipients or geographic area:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	5.41	6.37	0.4153
Paid ED	81.89	80.31	81.82	65.66	14.59	4.06	.	.	.
Unpaid ED	76.74	75.58	85.29	69.12	15.01	6.53	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	2.14	7.78	0.7887
Paid ED	55.12	62.20	51.52	48.48	10.12	4.89	.	.	.
Unpaid ED	48.84	54.65	51.47	42.65	14.64	6.51	.	.	.
At a minimum, has implemented steps to address focus area	0.60	8.07	0.9420
Paid ED	25.20	40.94	26.26	33.33	8.68	4.31	.	.	.
Unpaid ED	18.60	33.72	14.71	25.00	4.82	6.25	.	.	.
Not a focus because organization is satisfied with its achievement in this area	-4.67	3.23	0.1790
Paid ED	2.36	10.24	1.01	8.08	0.80	1.98	.	.	.
Unpaid ED	0.00	6.98	0.00	1.47	5.51	3.00	.	.	.
Program Design									
Organization has added / expanded programmatic areas within the past 12 months	-22.63	14.87	0.1591
Paid ED	60.83	48.33	56.47	45.88	-1.91	6.74	.	.	.
Unpaid ED	47.50	58.75	42.62	32.79	21.09	12.52	.	.	.
Primary programmatic area: At-risk youth/children and youth services	8.34	7.60	0.2985
Paid ED	66.67	55.81	67.00	45.00	11.15	7.81	.	.	.
Unpaid ED	70.11	57.47	70.59	52.94	5.00	6.16	.	.	.
Primary programmatic area: Economic/community development	-3.93	7.27	0.6008
Paid ED	30.23	20.16	22.00	17.00	-5.08	4.83	.	.	.
Unpaid ED	35.63	31.03	35.29	26.47	4.23	6.86	.	.	.
Primary programmatic area: Elderly/disabled services	-8.72	4.47	0.0795
Paid ED	37.21	20.93	33.00	20.00	-3.28	5.53	.	.	.
Unpaid ED	28.74	24.14	27.94	16.18	7.17	7.29	.	.	.

Exhibit IV.2: Paid Status of Executive Director—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Primary programmatic area: Health services	-6.38	5.29	0.2557
Paid ED	20.16	15.50	25.00	20.00	0.35	4.76	.	.	.
Unpaid ED	35.63	27.59	29.41	22.06	-0.69	5.76	.	.	.
Primary programmatic area: Homelessness/housing assistance	15.85	7.97	0.0749
Paid ED	37.21	23.26	28.00	18.00	-3.95	5.36	.	.	.
Unpaid ED	33.33	19.54	35.29	32.35	-10.85	4.74	.	.	.
Primary programmatic area: Hunger	2.84	3.46	0.4320
Paid ED	25.58	23.26	20.00	18.00	-0.33	3.05	.	.	.
Unpaid ED	35.63	28.74	20.59	20.59	-6.90	4.44	.	.	.
Primary programmatic area: Job training/welfare-to-work	0.31	9.53	0.9749
Paid ED	27.13	18.60	22.00	11.00	2.47	4.79	.	.	.
Unpaid ED	28.74	26.44	30.88	20.59	8.00	8.40	.	.	.
Primary programmatic area: Marriage/relationships	6.40	5.95	0.3069
Paid ED	27.13	17.05	26.00	16.00	-0.08	5.26	.	.	.
Unpaid ED	28.74	17.24	35.29	25.00	-1.20	4.27	.	.	.
Primary programmatic area: Abstinence/pregnancy prevention	5.66	6.18	0.3807
Paid ED	11.63	15.50	17.00	7.00	13.88	7.63	.	.	.
Unpaid ED	28.74	14.94	17.65	5.88	-2.03	4.58	.	.	.
Primary programmatic area: Prison ministry or prisoner reentry services	3.65	8.45	0.6751
Paid ED	13.18	11.63	15.00	13.00	0.45	2.35	.	.	.
Unpaid ED	17.24	17.24	20.59	22.06	-1.47	5.66	.	.	.
Primary programmatic area: Drug and alcohol rehabilitation	-0.89	5.40	0.8720
Paid ED	15.50	12.40	18.00	12.00	2.90	2.34	.	.	.
Unpaid ED	19.54	12.64	30.88	14.71	9.28	3.32	.	.	.
Primary programmatic area: Education	16.71	8.22	0.0694
Paid ED	46.51	35.66	54.00	28.00	15.15	9.71	.	.	.
Unpaid ED	55.17	37.93	57.35	45.59	-5.48	8.61	.	.	.
Primary programmatic area: Services to immigrants (including ESL)	-1.30	5.39	0.8144
Paid ED	16.28	12.40	18.00	12.00	2.12	4.44	.	.	.
Unpaid ED	17.24	11.49	20.59	10.29	4.55	3.23	.	.	.

Exhibit IV.2: Paid Status of Executive Director—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Level of focus on increasing the number or scope of services offered to clients:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	-7.14	5.88	0.2527
Paid ED	87.40	87.40	87.88	74.75	13.13	2.90	.	.	.
Unpaid ED	82.56	88.37	89.71	70.59	24.93	5.22	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	-3.00	10.09	0.7721
Paid ED	68.50	81.89	59.60	58.59	14.40	10.06	.	.	.
Unpaid ED	56.98	70.93	57.35	45.59	25.72	7.43	.	.	.
At a minimum, has implemented steps to address focus area	2.11	10.93	0.8507
Paid ED	33.86	59.06	30.30	39.39	16.11	8.04	.	.	.
Unpaid ED	24.42	46.51	22.06	29.41	14.74	4.56	.	.	.
Not a focus because organization is satisfied with its achievement in this area	4.74	5.83	0.4353
Paid ED	2.36	16.54	1.01	9.09	6.09	4.31	.	.	.
Unpaid ED	0.00	8.14	1.47	7.35	2.26	4.11	.	.	.
Level of focus on incorporating a new approach to services to improve quality/ effectiveness:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	-1.50	8.26	0.8597
Paid ED	91.34	91.34	86.87	74.75	12.12	4.30	.	.	.
Unpaid ED	93.02	84.88	88.24	67.65	12.45	4.97	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	-1.74	8.83	0.8476
Paid ED	62.20	83.46	62.63	60.61	23.28	8.51	.	.	.
Unpaid ED	58.14	73.26	58.82	47.06	26.88	9.93	.	.	.
At a minimum, has implemented steps to address focus area	2.76	5.91	0.6508
Paid ED	30.71	61.42	31.31	46.46	15.56	8.63	.	.	.
Unpaid ED	24.42	44.19	27.94	30.88	16.83	4.52	.	.	.

Exhibit IV.2: Paid Status of Executive Director—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Not a focus because organization is satisfied with its achievement in this area	-2.63	4.56	0.5766
Paid ED	0.79	11.02	0.00	8.08	2.16	3.76	.	.	.
Unpaid ED	0.00	8.14	0.00	2.94	5.20	2.77	.	.	.
<i>Tracking Outcomes and Keeping Records</i>									
Organization keeps records on individual service recipients' outcomes	-9.09	6.57	0.1964
Paid ED	72.00	79.00	68.57	82.86	-7.29	5.11	.	.	.
Unpaid ED	76.27	64.41	54.55	51.52	-8.83	6.20	.	.	.
Among organizations that keep these records, organization keeps electronic (instead of only paper) records	-21.69	9.80	0.0513
Paid ED	33.87	54.84	46.67	57.78	9.86	13.48	.	.	.
Unpaid ED	18.75	46.88	23.08	23.08	28.13	21.73	.	.	.
Organization keeps records on the needs of individuals/families upon first contact with the program	-2.44	6.40	0.7114
Paid ED	72.82	81.55	75.00	77.78	5.96	5.65	.	.	.
Unpaid ED	81.03	77.59	68.42	65.79	-0.82	6.55	.	.	.
Among organizations that keep these records, organization keeps electronic (instead of only paper) records	6.62	7.95	0.4245
Paid ED	26.87	37.31	35.29	35.29	10.45	8.49	.	.	.
Unpaid ED	24.32	37.84	9.52	33.33	-10.30	8.43	.	.	.
Organization keeps records on the types of services provided to individuals/families	-8.07	5.14	0.1472
Paid ED	85.58	91.35	84.93	86.30	4.40	4.45	.	.	.
Unpaid ED	87.93	84.48	84.21	68.42	12.34	6.19	.	.	.
Among organizations that keep these records, organization keeps electronic (instead of only paper) records	-11.56	12.83	0.3885
Paid ED	48.19	57.83	53.45	60.34	2.74	9.23	.	.	.
Unpaid ED	25.58	53.49	20.00	40.00	7.91	16.23	.	.	.

Exhibit IV.2: Paid Status of Executive Director—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Organization keeps records on the number of individuals or families enrolled in / served through programs	-8.99	5.51	0.1337
Paid ED	96.26	97.20	97.33	97.33	0.93	2.99	.	.	.
Unpaid ED	93.33	93.33	81.82	79.55	2.27	6.51	.	.	.
Among organizations that keep these records, organization keeps electronic (instead of only paper) records	-23.04	4.88	0.0008 **
Paid ED	55.45	59.41	50.00	54.17	-0.21	8.61	.	.	.
Unpaid ED	32.08	66.04	34.38	37.50	30.84	5.59	.	.	.
Organization keeps records on referral sources of service recipients	-10.72	7.95	0.2071
Paid ED	66.33	77.55	79.71	78.26	12.67	4.21	.	.	.
Unpaid ED	78.18	70.91	55.88	52.94	-4.33	15.58	.	.	.
Among organizations that keep these records, organization keeps electronic (instead of only paper) records	-10.16	11.18	0.3850
Paid ED	29.09	49.09	29.17	41.67	7.50	7.11	.	.	.
Unpaid ED	22.58	54.84	7.69	30.77	9.18	11.35	.	.	.
Organization conducts formal measurements/assessments of the results and benefits of the services provided to individuals or families	-14.41	11.58	0.2416
Paid ED	51.20	67.20	55.91	66.67	5.25	9.43	.	.	.
Unpaid ED	47.83	57.97	41.82	40.00	11.96	8.05	.	.	.
Among organizations that conduct formal assessments of service results and benefits, assessment is conducted by:	---	---	---	---	---	---	---	---	---
In-house staff	21.27	20.94	0.3338
Paid ED	67.92	50.94	67.57	59.46	-8.87	8.95	.	.	.
Unpaid ED	66.67	50.00	58.33	75.00	-33.33	27.46	.	.	.
External individual/organization	-10.87	8.87	0.2485
Paid ED	5.66	5.66	2.70	5.41	-2.70	4.07	.	.	.
Unpaid ED	0.00	8.33	8.33	0.00	16.67	12.65	.	.	.
Both in-house staff and external indivdual/organization	-7.56	14.84	0.6212
Paid ED	26.42	43.40	29.73	35.14	11.58	10.11	.	.	.
Unpaid ED	33.33	41.67	33.33	25.00	16.67	23.21	.	.	.

Exhibit IV.2: Paid Status of Executive Director—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Organization seeks and obtains regular feedback from individuals/families on their satisfaction with services	3.37	9.95	0.7417
Paid ED	71.56	86.24	76.00	80.00	10.68	5.25	.	.	.
Unpaid ED	81.36	84.75	72.09	79.07	-3.59	10.28	.	.	.
Level of focus on strengthening the organization's ability to evaluate its overall effectiveness:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	0.17	6.03	0.9786
Paid ED	96.06	93.70	96.97	77.78	16.83	3.20	.	.	.
Unpaid ED	96.51	90.70	98.53	76.47	16.24	6.20	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	20.26	11.42	0.1063
Paid ED	49.61	78.74	45.45	43.43	31.15	10.20	.	.	.
Unpaid ED	40.70	63.95	41.18	48.53	15.90	10.72	.	.	.
At a minimum, has implemented steps to address focus area	10.18	9.36	0.3025
Paid ED	24.41	51.97	20.20	29.29	18.47	7.77	.	.	.
Unpaid ED	13.95	38.37	19.12	26.47	17.07	5.30	.	.	.
Not a focus because organization is satisfied with its achievement in this area	1.66	4.52	0.7218
Paid ED	1.57	4.72	0.00	1.01	2.14	2.03	.	.	.
Unpaid ED	0.00	3.49	0.00	2.94	0.55	3.45	.	.	.
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:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	-10.44	7.31	0.1833
Paid ED	82.68	89.76	87.88	76.77	18.20	3.67	.	.	.
Unpaid ED	90.70	87.21	92.65	64.71	24.45	6.28	.	.	.

Exhibit IV.2: Paid Status of Executive Director—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
At a minimum, has developed plans to work on this, but has not implemented them yet	3.71	11.08	0.7445
Paid ED	47.24	68.50	45.45	52.53	14.19	6.90	.	.	.
Unpaid ED	43.02	58.14	45.59	45.59	15.12	6.94	.	.	.
At a minimum, has implemented steps to address focus area	-1.71	8.63	0.8468
Paid ED	20.47	44.88	25.25	36.36	13.30	6.45	.	.	.
Unpaid ED	23.26	37.21	22.06	25.00	11.01	4.16	.	.	.
Not a focus because organization is satisfied with its achievement in this area	0.10	5.04	0.9849
Paid ED	1.57	11.81	2.02	6.06	6.20	3.73	.	.	.
Unpaid ED	0.00	9.30	0.00	2.94	6.36	3.25	.	.	.
REVENUE DEVELOPMENT									
<i>Funding Strategies</i>									
Organization has ever hired a grant/contract writer to prepare applications for funding	0.90	8.33	0.9158
Paid ED	26.67	26.67	24.05	21.52	2.53	7.90	.	.	.
Unpaid ED	13.58	23.46	14.29	19.64	4.52	8.19	.	.	.
Organization has ever hired a grant/contract writer to train staff to prepare applications for funding	-11.14	6.28	0.1067
Paid ED	5.04	10.08	3.85	7.69	1.20	3.28	.	.	.
Unpaid ED	7.32	19.51	8.93	5.36	15.77	5.09	.	.	.
Organization has ever sent key staff to grant/contract writing workshops or similar learning opportunities	17.78	7.38	0.0367 *
Paid ED	56.67	80.83	63.29	60.76	26.70	6.84	.	.	.
Unpaid ED	52.44	64.63	37.50	57.14	-7.45	10.51	.	.	.
In the past 12 months, the head of the organization participated in training related to fundraising	-9.08	15.06	0.5599
Paid ED	48.03	62.99	52.53	45.45	22.03	8.83	.	.	.
Unpaid ED	44.19	56.98	39.71	29.41	23.08	11.40	.	.	.

Exhibit IV.2: Paid Status of Executive Director—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
In the past 12 months, number of staff that participated in training related to: Fundraising	1.79	1.02	0.1101
Paid ED	2.17	3.86	1.76	1.40	2.05	0.67	.	.	.
Unpaid ED	2.25	2.33	1.15	1.50	-0.27	1.03	.	.	.
Organization has a written fundraising / fund-development plan	9.81	5.00	0.0779
Paid ED	24.79	43.59	15.38	23.08	11.11	5.21	.	.	.
Unpaid ED	15.00	21.25	12.73	12.73	6.25	4.29	.	.	.
Organization applied for or received any grant/contract in the past 12 months	-9.05	12.29	0.4784
Paid ED	65.08	83.33	72.16	73.20	17.22	6.70	.	.	.
Unpaid ED	34.88	61.63	39.39	40.91	25.23	10.51	.	.	.
In the past 12 months, organization sought funding from any new sources	-3.57	9.62	0.7183
Paid ED	57.72	66.67	64.29	63.27	9.96	7.44	.	.	.
Unpaid ED	39.08	49.43	38.46	38.46	10.34	10.19	.	.	.
In the past 12 months, number of applications submitted for funding from Federal government agencies	0.23	0.17	0.2005
Paid ED	0.45	0.81	0.56	0.40	0.52	0.15	.	.	.
Unpaid ED	0.05	0.39	0.11	0.16	0.29	0.11	.	.	.
In the past 12 months, number of applications submitted for funding from State/local government agencies	0.35	0.29	0.2555
Paid ED	1.05	1.50	1.39	1.19	0.64	0.29	.	.	.
Unpaid ED	0.38	0.58	0.08	0.23	0.05	0.19	.	.	.
In the past 12 months, number of applications submitted for funding from Foundations	0.71	1.74	0.6942
Paid ED	3.52	5.66	3.15	3.61	1.67	1.06	.	.	.
Unpaid ED	1.39	2.35	1.54	1.38	1.13	0.59	.	.	.
In the past 12 months, number of applications submitted for funding from other federated giving groups	0.07	0.14	0.6052
Paid ED	0.51	0.46	0.27	0.25	-0.03	0.16	.	.	.
Unpaid ED	0.09	0.16	0.07	0.07	0.08	0.06	.	.	.

Exhibit IV.2: Paid Status of Executive Director—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Total number of grant applications submitted in the past 12 months	1.28	2.32	0.5936
Paid ED	7.60	8.68	5.99	5.78	1.28	2.45	.	.	.
Unpaid ED	2.59	3.68	1.95	1.95	1.09	0.78	.	.	.
In the past 12 months, number of applications submitted that are pending for funding from Federal government agencies	0.01	0.09	0.8993
Paid ED	0.06	0.10	0.11	0.07	0.09	0.09	.	.	.
Unpaid ED	0.03	0.11	0.05	0.08	0.05	0.06	.	.	.
In the past 12 months, number of applications submitted that are pending for funding from State/local government agencies	0.00	0.11	0.9852
Paid ED	0.23	0.19	0.31	0.14	0.13	0.10	.	.	.
Unpaid ED	0.16	0.10	0.08	0.07	-0.05	0.15	.	.	.
In the past 12 months, number of applications submitted that are pending for funding from Foundations	-0.07	0.45	0.8840
Paid ED	0.79	0.73	0.74	0.58	0.09	0.28	.	.	.
Unpaid ED	0.26	0.60	0.21	0.36	0.19	0.24	.	.	.
In the past 12 months, number of applications submitted that are pending for funding from other federated giving groups	0.00	0.03	0.9146
Paid ED	0.20	0.04	0.05	0.03	-0.14	0.07	.	.	.
Unpaid ED	0.05	0.03	0.02	0.02	-0.03	0.03	.	.	.
Total number of grant applications submitted in the past 12 months that are pending	-0.01	0.45	0.9824
Paid ED	1.38	1.09	1.27	0.85	0.13	0.38	.	.	.
Unpaid ED	0.55	0.88	0.39	0.57	0.14	0.23	.	.	.
In the past 12 months, number of applications approved for funding from Federal government agencies	-0.08	0.13	0.5555
Paid ED	0.28	0.49	0.33	0.42	0.11	0.12	.	.	.
Unpaid ED	0.01	0.23	0.03	0.07	0.18	0.07	.	.	.
In the past 12 months, number of applications approved for funding from State/local government agencies	0.13	0.23	0.5893
Paid ED	0.80	1.08	1.05	0.95	0.36	0.22	.	.	.
Unpaid ED	0.36	0.40	0.00	0.07	-0.03	0.17	.	.	.

Exhibit IV.2: Paid Status of Executive Director—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
In the past 12 months, number of applications approved for funding from Foundations	0.61	0.78	0.4532
Paid ED	1.53	2.75	1.32	1.78	0.76	0.76	.	.	.
Unpaid ED	0.55	0.70	0.54	0.51	0.18	0.13	.	.	.
In the past 12 months, number of applications approved for funding from other federated giving groups	0.10	0.10	0.3563
Paid ED	0.28	0.38	0.23	0.17	0.15	0.09	.	.	.
Unpaid ED	0.04	0.11	0.07	0.05	0.09	0.04	.	.	.
Total number of grant applications approved in the past 12 months	1.05	0.95	0.2968
Paid ED	3.26	4.88	3.35	3.50	1.48	0.91	.	.	.
Unpaid ED	1.11	1.60	0.72	0.74	0.47	0.30	.	.	.
In the past 12 months, total amount of grant funds from Federal government agencies	-9105.94	11528.58	0.4479
Paid ED	28600.45	16946.85	32237.29	29979.61	-9395.92	8192.20	.	.	.
Unpaid ED	292.54	1002.96	73.08	2042.31	-1258.81	1970.88	.	.	.
In the past 12 months, total amount of grant funds from State/local government agencies	-40863.42	15334.46	0.0237 *
Paid ED	73709.59	13997.39	57542.03	55080.03	-57250.21	37136.35	.	.	.
Unpaid ED	18085.96	3965.18	1057.69	752.88	-13815.98	12360.70	.	.	.
In the past 12 months, total amount of grant funds from Foundations	-2865.22	9348.65	0.7655
Paid ED	24721.34	13567.31	31499.29	17805.93	2539.32	19261.17	.	.	.
Unpaid ED	3162.38	4500.33	4508.54	3394.56	2451.93	2662.47	.	.	.
In the past 12 months, total amount of grant funds from other federated giving groups	-2231.75	2354.86	0.3656
Paid ED	9377.12	2724.35	3993.07	2255.91	-4915.61	2860.83	.	.	.
Unpaid ED	484.02	2469.14	406.17	231.31	2159.98	1698.53	.	.	.
Total amount of grant funds received from the above sources	-115264.40	86795.50	0.2137
Paid ED	170035.25	60146.71	139631.68	182362.31	-152619.17	107061.44	.	.	.
Unpaid ED	25296.13	18561.14	14386.02	7129.92	521.11	12893.19	.	.	.

Exhibit IV.2: Paid Status of Executive Director—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Total number of sources of revenue/funding received over the past 12 months	-0.01	0.43	0.9892
Paid ED	3.09	2.84	3.72	2.28	1.19	0.29	.	.	.
Unpaid ED	1.86	2.02	1.49	1.01	0.63	0.33	.	.	.
Obtained funding from new sources in past 12 months	-4.94	8.47	0.5723
Paid ED	45.97	59.68	51.04	45.83	18.92	8.89	.	.	.
Unpaid ED	25.88	41.18	21.54	18.46	18.37	5.62	.	.	.
Among organizations that had never applied for a federal grant at baseline, percentage that had applied for a grant at follow-up	2.02	9.49	0.8357
Paid ED	0.00	31.65	0.00	18.75	12.90	6.66	.	.	.
Unpaid ED	0.00	17.39	0.00	5.45	11.94	7.08	.	.	.
Among organizations that had never applied for or received federal funding at the time of the baseline survey, the number that had received federal funding at the time of the follow-up survey	0.91	7.85	0.9097
Paid ED	0.00	24.05	0.00	12.50	11.55	5.26	.	.	.
Unpaid ED	0.00	13.04	0.00	1.82	11.23	6.73	.	.	.
Total revenue over the past 12 months	567234.96	479327.11	0.2640
Paid ED	616572.78	899020.01	718907.36	582100.64	419253.95	369561.56	.	.	.
Unpaid ED	73975.80	42911.31	129177.89	254941.72	-156828.32	229718.20	.	.	.
Total expenditures over last completed fiscal year	235835.92	163556.97	0.1799
Paid ED	560497.66	714398.84	383543.97	328426.55	209018.61	126543.05	.	.	.
Unpaid ED	49582.30	59749.35	138288.41	36508.45	111947.02	69804.04	.	.	.
Among organizations that use the internet to support organization activities, the internet is used to learn about funding opportunities	-4.67	13.77	0.7413
Paid ED	81.03	87.07	84.06	82.61	7.48	3.71	.	.	.
Unpaid ED	75.34	80.82	70.45	70.45	5.48	7.82	.	.	.
Among organizations that use the internet to support organization activities, the internet is used to gather information needed to write grant applications	-9.96	8.48	0.2674
Paid ED	79.31	87.07	81.16	88.41	0.51	5.68	.	.	.
Unpaid ED	71.23	73.97	77.27	68.18	11.83	6.86	.	.	.

Exhibit IV.2: Paid Status of Executive Director—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Level of focus on identifying and pursuing new sources of government funding:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	-3.50	8.12	0.6755
Paid ED	92.44	86.55	94.81	85.71	3.21	8.59	.	.	.
Unpaid ED	96.34	86.59	90.57	77.36	3.45	8.19	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	6.09	7.61	0.4422
Paid ED	61.34	63.03	50.65	51.95	0.38	8.36	.	.	.
Unpaid ED	45.12	51.22	39.62	45.28	0.44	4.74	.	.	.
At a minimum, has implemented steps to address focus area	3.65	10.40	0.7329
Paid ED	36.13	47.90	27.27	33.77	5.27	6.67	.	.	.
Unpaid ED	21.95	31.71	13.21	18.87	4.10	9.61	.	.	.
Not a focus because organization is satisfied with its achievement in this area	-5.29	3.92	0.2070
Paid ED	0.84	3.36	0.00	7.79	-5.27	2.87	.	.	.
Unpaid ED	0.00	4.88	0.00	3.77	1.10	3.38	.	.	.
Level of focus on identifying and pursuing new sources of in-kind donations:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	0.28	5.44	0.9601
Paid ED	89.92	94.12	89.61	87.01	6.80	6.29	.	.	.
Unpaid ED	97.56	93.90	96.30	87.04	5.60	4.18	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	9.72	11.89	0.4324
Paid ED	56.30	74.79	46.75	51.95	13.29	9.67	.	.	.
Unpaid ED	52.44	58.54	48.15	44.44	9.80	8.58	.	.	.
At a minimum, has implemented steps to address focus area	14.31	8.26	0.1139
Paid ED	36.13	56.30	28.57	25.97	22.77	8.76	.	.	.
Unpaid ED	30.49	37.80	24.07	20.37	11.02	5.46	.	.	.

Exhibit IV.2: Paid Status of Executive Director—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Not a focus because organization is satisfied with its achievement in this area	-5.41	6.56	0.4294
Paid ED	1.68	6.72	0.00	9.09	-4.05	5.46	.	.	.
Unpaid ED	0.00	3.66	0.00	1.85	1.81	3.18	.	.	.
Level of focus on identifying and pursuing new sources of non-government funding:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	0.57	5.31	0.9161
Paid ED	97.48	97.48	98.70	94.81	3.90	3.59	.	.	.
Unpaid ED	100.00	95.12	96.30	90.74	0.68	4.35	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	5.57	10.12	0.5940
Paid ED	67.23	78.99	63.64	62.34	13.06	7.24	.	.	.
Unpaid ED	48.78	59.76	50.00	46.30	14.68	10.92	.	.	.
At a minimum, has implemented steps to address focus area	1.61	6.43	0.8073
Paid ED	42.86	52.94	37.66	38.96	8.79	8.24	.	.	.
Unpaid ED	26.83	34.15	29.63	22.22	14.72	5.10	.	.	.
Not a focus because organization is satisfied with its achievement in this area	-3.12	2.32	0.2082
Paid ED	0.84	5.04	0.00	5.19	-0.99	1.80	.	.	.
Unpaid ED	0.00	2.44	0.00	0.00	2.44	1.43	.	.	.
Level of focus on developing a fund-development plan (including setting fundraising goals):	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	-4.02	7.02	0.5794
Paid ED	94.96	96.64	98.70	90.91	9.47	2.35	.	.	.
Unpaid ED	98.78	93.90	96.30	83.33	8.08	7.47	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	10.03	10.70	0.3705
Paid ED	60.50	77.31	49.35	62.34	3.82	8.90	.	.	.
Unpaid ED	42.68	53.66	42.59	48.15	5.42	10.86	.	.	.

Exhibit IV.2: Paid Status of Executive Director—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
At a minimum, has implemented steps to address focus area	22.20	6.81	0.0086 **
Paid ED	29.41	59.66	23.38	31.17	22.46	10.27	.	.	.
Unpaid ED	18.29	29.27	18.52	22.22	7.27	7.49	.	.	.
Not a focus because organization is satisfied with its achievement in this area	-5.88	4.33	0.2038
Paid ED	5.88	11.76	1.30	9.09	-1.91	3.60	.	.	.
Unpaid ED	0.00	7.32	0.00	1.85	5.47	2.97	.	.	.
COMMUNITY ENGAGEMENT									
<i>Community Engagement</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	-12.79	8.13	0.1469
Paid ED	57.48	64.57	60.20	64.29	3.00	9.85	.	.	.
Unpaid ED	36.05	52.33	41.54	38.46	19.36	13.02	.	.	.
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	-4.66	6.90	0.5142
Paid ED	88.19	89.76	89.80	89.80	1.57	3.37	.	.	.
Unpaid ED	80.23	79.07	76.92	70.77	4.99	8.53	.	.	.
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	-0.90	8.40	0.9172
Paid ED	77.17	77.95	76.53	75.51	1.81	7.44	.	.	.
Unpaid ED	70.93	66.28	67.69	60.00	3.04	9.57	.	.	.
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	-27.51	9.84	0.0190 *
Paid ED	55.91	49.61	56.12	60.20	-10.38	7.02	.	.	.
Unpaid ED	34.88	46.51	36.92	29.23	19.32	5.62	.	.	.

Exhibit IV.2: Paid Status of Executive Director—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
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	-0.59	0.26	0.0435 *
Paid ED	2.92	3.02	2.98	3.06	0.02	0.13	.	.	.
Unpaid ED	2.40	2.74	2.42	2.11	0.66	0.27	.	.	.
In the past 12 months, organization undertook a specific activity to gain understanding of needs in service area	-8.98	13.58	0.5233
Paid ED	47.46	67.80	41.56	59.74	2.16	7.62	.	.	.
Unpaid ED	53.25	63.64	59.26	48.15	21.50	12.48	.	.	.
Partnerships									
Organization is engaged in partnership arrangements with other organizations	-12.76	9.62	0.2143
Paid ED	90.16	92.62	90.24	90.24	2.46	4.81	.	.	.
Unpaid ED	86.42	87.65	83.05	69.49	14.79	5.17	.	.	.
Sector of Partners: Government	-8.85	11.33	0.4526
Paid ED	46.90	46.02	55.88	41.18	13.82	9.74	.	.	.
Unpaid ED	47.83	46.38	35.14	27.03	6.66	8.68	.	.	.
Sector of Partners: Business	5.25	15.56	0.7427
Paid ED	46.90	47.79	42.65	32.35	11.18	8.60	.	.	.
Unpaid ED	52.17	52.17	43.24	40.54	2.70	8.76	.	.	.
Sector of Partners: Educational institution	-4.31	13.64	0.7588
Paid ED	56.64	61.95	55.88	50.00	11.19	5.12	.	.	.
Unpaid ED	56.52	57.97	56.76	43.24	14.96	11.96	.	.	.
Sector of Partners: Secular non-profit	0.88	8.05	0.9148
Paid ED	66.37	71.68	79.41	77.94	6.78	7.40	.	.	.
Unpaid ED	68.12	69.57	62.16	72.97	-9.36	6.68	.	.	.
Sector of Partners: Faith-based sector	2.42	10.11	0.8153
Paid ED	61.06	67.26	66.18	61.76	10.61	7.75	.	.	.
Unpaid ED	68.12	79.71	67.57	75.68	3.49	5.74	.	.	.
Purpose of Partnership(s): Recipient referrals	-2.16	9.57	0.8259
Paid ED	62.83	82.30	75.00	73.61	20.86	7.75	.	.	.
Unpaid ED	60.56	74.65	52.50	60.00	6.58	14.64	.	.	.

Exhibit IV.2: Paid Status of Executive Director—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Purpose of Partnership(s): Joint programming	-5.93	13.27	0.6647
Paid ED	58.41	66.37	63.89	65.28	6.58	11.48	.	.	.
Unpaid ED	56.34	70.42	70.00	62.50	21.58	13.56	.	.	.
Purpose of Partnership(s): Funding alliance	-9.14	8.98	0.3330
Paid ED	49.56	46.02	47.22	58.33	-14.65	9.53	.	.	.
Unpaid ED	54.93	53.52	60.00	57.50	1.09	12.81	.	.	.
Purpose of Partnership(s): Recruit volunteers	-5.16	9.34	0.5928
Paid ED	42.48	44.25	41.67	44.44	-1.01	7.77	.	.	.
Unpaid ED	52.11	57.75	57.50	52.50	10.63	11.63	.	.	.
Purpose of Partnership(s): Advocacy, awareness & education	-0.93	12.37	0.9414
Paid ED	60.18	69.03	66.67	63.89	11.63	11.36	.	.	.
Unpaid ED	66.20	69.01	60.00	60.00	2.82	14.45	.	.	.
Purpose of Partnership(s): In-kind donations	5.54	9.41	0.5690
Paid ED	37.17	50.44	40.28	47.22	6.33	8.97	.	.	.
Unpaid ED	52.11	47.89	57.50	52.50	0.77	13.77	.	.	.
Purpose of Partnership(s): Assess community needs	-9.50	12.42	0.4623
Paid ED	53.98	63.72	45.83	61.11	-5.54	10.19	.	.	.
Unpaid ED	56.34	67.61	55.00	55.00	11.27	16.28	.	.	.
Purpose of Partnership(s): Peer learning	-1.14	11.98	0.9260
Paid ED	31.86	32.74	31.94	29.17	3.66	8.11	.	.	.
Unpaid ED	39.44	39.44	35.00	32.50	2.50	12.78	.	.	.
Purpose of Partnership(s): Access complementary skills/knowledge	8.54	9.75	0.4014
Paid ED	49.56	52.21	55.56	41.67	16.54	7.63	.	.	.
Unpaid ED	61.97	52.11	60.00	50.00	0.14	11.75	.	.	.
<i>Engagement Strategies</i>									
In the past 12 months, organization created or updated a website to expand awareness about the organization to potential partners or funders	-9.11	13.89	0.5267
Paid ED	48.72	63.25	55.70	59.49	10.73	11.58	.	.	.
Unpaid ED	30.38	48.10	37.04	33.33	21.43	16.41	.	.	.

Exhibit IV.2: Paid Status of Executive Director—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
In the past 12 months, organization developed or distributed written materials to expand awareness about the organization to potential partners or funders	-10.39	8.76	0.2629
Paid ED	80.34	82.91	79.75	83.54	-1.23	5.59	.	.	.
Unpaid ED	68.35	70.89	62.96	57.41	8.09	7.37	.	.	.
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	-7.66	9.46	0.4368
Paid ED	71.79	74.36	69.62	68.35	3.83	9.85	.	.	.
Unpaid ED	67.09	60.76	62.96	44.44	12.19	9.89	.	.	.
In the past 12 months, organization utilized public service announcements or paid advertising to expand awareness about the organization to potential partners or funders	-11.22	8.66	0.2244
Paid ED	38.46	41.03	36.71	43.04	-3.77	9.16	.	.	.
Unpaid ED	26.58	36.71	27.78	27.78	10.13	7.40	.	.	.
Number of activities organization has undertaken in the past 12 months to expand awareness about the organization to potential partners or funders	-0.53	0.26	0.0727
Paid ED	2.56	2.74	2.58	2.67	0.09	0.21	.	.	.
Unpaid ED	2.16	2.42	2.13	1.74	0.64	0.27	.	.	.
Level of focus on developing a Board that represents a cross-section of the community:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	0.53	7.20	0.9433
Paid ED	84.68	94.59	81.82	85.71	6.01	4.93	.	.	.
Unpaid ED	83.78	87.84	78.72	78.72	4.05	11.38	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	-2.10	6.13	0.7393
Paid ED	56.76	82.88	57.14	64.94	18.33	9.16	.	.	.
Unpaid ED	58.11	70.27	42.55	44.68	10.03	11.93	.	.	.
At a minimum, has implemented steps to address focus area	-13.68	9.77	0.1915
Paid ED	32.43	54.95	40.26	50.65	12.13	7.61	.	.	.
Unpaid ED	35.14	48.65	23.40	25.53	11.39	9.22	.	.	.

Exhibit IV.2: Paid Status of Executive Director—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Not a focus because organization is satisfied with its achievement in this area	-5.57	7.34	0.4658
Paid ED	4.50	14.41	6.49	14.29	2.12	3.12	.	.	.
Unpaid ED	4.05	13.51	2.13	4.26	7.33	5.85	.	.	.

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

^a The treatment effect (impact estimate) is adjusted for covariates and comes from the regression model.

Appendix V: Subgroup Tables—Organization Size

Results are analyzed by the size of the organization. Organizations were defined as “Small” if their most recent annual expenditures were less than \$100,000 and as “Large” if they had expenditures of \$100,000 or more. In Exhibit V.2, a positive number in the “adjusted DOD” column indicates that the small organizations experienced larger capacity gains, while a negative number indicates larger capacity gains by large organizations.

Exhibit V.1: Joint Test

Critical Area	Mean Treatment Effect	Standard Error of Treatment Effect	p-value
Leadership Development (16 measures)	0.1541	0.1255	0.248
Organizational Development (67 measures)	0.1423	0.0535	0.024 *
Program Development (44 measures)	0.0334	0.0773	0.675
Revenue Development (50 measures)	0.0133	0.0715	0.856
Community Engagement (30 measures)	0.1742	0.0759	0.045 *

Notes:

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

Outcome measures are standardized to have a mean of zero and a standard deviation of one

Treatment effect is adjusted for covariates and its standard error takes into account the fact that outcome measures are correlated

Exhibit V.2: Organization Size—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
ORGANIZATIONAL DEVELOPMENT									
<i>Organizational Structure</i>									
Organization is 501(c)(3)	-0.55	6.98	0.9390
Small organizations	54.10	62.30	59.57	63.83	3.94	5.69	.	.	.
Large organizations	82.02	84.27	85.92	84.51	3.66	6.89	.	.	.
Head of organization is a paid position	9.23	8.78	0.3182
Small organizations	40.34	44.54	38.30	41.49	1.01	6.07	.	.	.
Large organizations	86.21	78.16	89.86	89.86	-8.05	3.85	.	.	.
Over the past 12 months, 1 or 2 individuals served as head of the organization (compared to 3 or more)	-0.29	4.12	0.9458
Small organizations	88.39	95.54	85.29	97.06	-4.62	6.11	.	.	.
Large organizations	82.50	95.00	77.78	96.30	-6.02	10.36	.	.	.
<i>Long-Term Planning</i>									
Organization has a written mission statement	-2.06	1.62	0.2338
Small organizations	84.87	94.12	82.76	90.80	1.20	5.57	.	.	.
Large organizations	94.12	97.65	96.61	94.92	5.22	2.95	.	.	.
Organization has a written strategic plan	16.35	10.91	0.1648
Small organizations	36.89	63.11	41.49	44.68	23.04	5.25	.	.	.
Large organizations	50.56	64.04	51.43	62.86	2.05	9.67	.	.	.
In the past 12 months, organization conducted or participated in an assessment of organizational strengths/needs	19.41	6.72	0.0162 *
Small organizations	39.66	86.21	36.71	51.90	31.36	6.71	.	.	.
Large organizations	51.76	85.88	48.21	69.64	12.69	12.26	.	.	.
Among organizations that conducted or participated in an assessment of organizational strengths/needs, the assessment was conducted/guided by an external individual/entity	-35.75	20.54	0.1123
Small organizations	50.00	71.05	47.06	70.59	-2.48	18.41	.	.	.
Large organizations	45.24	61.90	45.83	25.00	37.50	15.99	.	.	.

Exhibit V.2: Organization Size—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)	
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)		
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)						
<i>Staff Management</i>										
Conduct annual performance reviews for paid staff	26.95	11.66	0.0433	*
Small organizations	54.35	67.39	44.83	41.38	16.49	10.57	.	.	.	
Large organizations	76.71	79.45	74.51	82.35	-5.10	8.83	.	.	.	
Conduct annual performance reviews for unpaid staff	10.71	9.43	0.2825	
Small organizations	18.84	24.64	20.00	15.56	10.24	6.43	.	.	.	
Large organizations	16.42	23.88	11.11	22.22	-3.65	9.41	.	.	.	
Written job description for each paid staff position or job category	15.29	7.77	0.0773	
Small organizations	71.74	97.83	72.41	79.31	19.19	7.26	.	.	.	
Large organizations	84.93	89.04	82.69	84.62	2.19	6.07	.	.	.	
Written job description for each unpaid staff position or job category	-0.15	13.78	0.9913	
Small organizations	49.47	48.42	37.50	51.79	-15.34	8.64	.	.	.	
Large organizations	35.71	55.71	31.58	60.53	-8.95	11.92	.	.	.	
Total number of full-time paid staff	-3.45	1.00	0.0062	**
Small organizations	2.19	1.77	0.63	1.03	-0.81	0.27	.	.	.	
Large organizations	8.73	10.50	5.54	4.68	2.64	0.92	.	.	.	
Total number of part-time paid staff	1.30	0.87	0.1637	
Small organizations	1.29	2.01	0.79	0.63	0.88	0.41	.	.	.	
Large organizations	5.11	3.23	3.67	3.14	-1.35	1.90	.	.	.	
Total number of full-time unpaid staff	-0.08	0.39	0.8424	
Small organizations	0.54	0.90	1.38	0.74	1.00	0.62	.	.	.	
Large organizations	1.58	0.92	0.29	0.38	-0.75	0.47	.	.	.	
Total number of part-time unpaid staff	-30.83	32.10	0.3595	
Small organizations	8.36	8.65	11.10	11.17	0.22	4.19	.	.	.	
Large organizations	32.75	64.06	30.64	34.65	27.29	28.95	.	.	.	
Total number of volunteer hours contributed by unpaid staff in an average week	45.92	59.83	0.4605	
Small organizations	64.38	47.73	63.51	64.05	-17.19	12.75	.	.	.	
Large organizations	189.33	119.56	129.17	156.66	-97.26	64.47	.	.	.	

Exhibit V.2: Organization Size—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
In the past 12 months, number of staff that participated in training related to: Management & Administration	-3.68	3.78	0.3537
Small organizations	2.56	3.16	2.80	1.33	2.06	1.90	.	.	.
Large organizations	2.84	7.06	2.88	1.88	5.22	2.72	.	.	.
Level of focus on recruiting, developing, and managing volunteers more effectively:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	12.60	6.08	0.0650
Small organizations	92.17	93.04	93.67	78.48	16.06	7.82	.	.	.
Large organizations	91.14	93.67	87.50	91.07	-1.04	6.31	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	6.58	12.14	0.5998
Small organizations	43.48	66.96	35.44	39.24	19.68	4.58	.	.	.
Large organizations	45.57	77.22	35.71	57.14	10.22	11.68	.	.	.
At a minimum, has implemented steps to address focus area	4.37	11.83	0.7195
Small organizations	19.13	44.35	16.46	26.58	15.09	7.97	.	.	.
Large organizations	25.32	53.16	19.64	41.07	6.42	7.77	.	.	.
Not a focus because organization is satisfied with its achievement in this area	3.30	9.78	0.7425
Small organizations	0.00	7.83	0.00	2.53	5.29	4.18	.	.	.
Large organizations	1.27	11.39	0.00	8.93	1.20	7.02	.	.	.
<i>Technology Access and Use</i>									
Number of functioning computers	-0.87	2.04	0.6792
Small organizations	3.05	4.57	1.96	2.97	0.50	0.83	.	.	.
Large organizations	10.24	14.15	7.14	8.95	2.11	1.96	.	.	.
The number of functioning computers that the organization owns is sufficient for organization/staff needs	-4.59	8.49	0.6010
Small organizations	21.74	57.39	13.70	35.62	13.73	7.00	.	.	.
Large organizations	38.27	72.84	32.14	48.21	18.50	12.08	.	.	.

Exhibit V.2: Organization Size—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Staff sufficiently proficient in computer and software use	4.34	4.41	0.3485
Small organizations	67.26	84.96	61.97	84.51	-4.84	9.14	.	.	.
Large organizations	60.26	78.21	63.64	83.64	-2.05	5.80	.	.	.
Organization has access to the internet	5.97	5.22	0.2793
Small organizations	84.62	90.60	75.00	81.25	-0.27	8.56	.	.	.
Large organizations	97.56	100.00	100.00	100.00	2.44	1.77	.	.	.
The internet is used in support of organizational activities	4.75	4.43	0.3089
Small organizations	87.93	90.52	85.14	81.08	6.64	5.65	.	.	.
Large organizations	95.06	100.00	98.21	96.43	6.72	4.16	.	.	.
Among organizations that use the internet to support organization activities, the internet is used in support of organizational website	12.24	10.75	0.2813
Small organizations	41.35	64.42	58.33	65.00	16.41	14.26	.	.	.
Large organizations	80.00	81.25	79.25	88.68	-8.18	6.38	.	.	.
Financial Management Systems									
Organization has a designated person responsible for financial management	9.88	2.82	0.0057 **
Small organizations	91.60	99.16	93.59	89.74	11.41	4.55	.	.	.
Large organizations	100.00	96.34	100.00	96.43	-0.09	2.83	.	.	.
The Executive Director/head of the organization is responsible for financial management, as opposed to another person	-9.03	8.60	0.3186
Small organizations	52.94	53.78	53.75	57.50	-2.91	6.30	.	.	.
Large organizations	70.73	75.61	73.21	69.64	8.45	10.24	.	.	.
Organization prepares a budget	10.05	5.94	0.1213
Small organizations	76.19	82.86	85.45	72.73	19.39	5.72	.	.	.
Large organizations	96.25	92.50	98.11	92.45	1.91	4.52	.	.	.
Organization has financial management procedures that provide checks and balances for ensuring expenditures are properly authorized	-18.29	5.07	0.0048 **
Small organizations	82.50	61.67	79.12	67.03	-8.75	5.94	.	.	.
Large organizations	98.86	82.95	98.57	70.00	12.66	5.32	.	.	.

Exhibit V.2: Organization Size—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Organization had an audit of its finances/financial records by an external auditor in the past 12 months	-3.85	8.15	0.6466
Small organizations	16.07	21.43	17.07	19.51	2.92	6.47	.	.	.
Large organizations	50.60	55.42	73.21	62.50	15.53	5.00	.	.	.
Organization regularly uses computer software to keep financial records	19.85	5.60	0.0053
Small organizations	65.22	80.87	62.50	61.25	16.90	5.90	.	.	.
Large organizations	85.19	91.36	98.25	98.25	6.17	4.34	.	.	.
Level of focus on developing systems that will help manage the organization's finances more effectively:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	6.12	5.56	0.2972
Small organizations	90.60	94.02	96.20	87.34	12.28	5.14	.	.	.
Large organizations	83.95	93.83	81.82	92.73	-1.03	4.97	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	-0.01	9.22	0.9993
Small organizations	54.70	76.92	51.90	63.29	10.83	9.25	.	.	.
Large organizations	66.67	86.42	63.64	74.55	8.84	6.33	.	.	.
At a minimum, has implemented steps to address focus area	-1.39	15.15	0.9288
Small organizations	26.50	60.68	29.11	43.04	20.26	8.06	.	.	.
Large organizations	50.62	76.54	45.45	58.18	13.20	9.37	.	.	.
Not a focus because organization is satisfied with its achievement in this area	-5.06	12.88	0.7029
Small organizations	2.56	13.68	1.27	17.72	-5.34	4.88	.	.	.
Large organizations	12.35	30.86	7.27	27.27	-1.48	10.04	.	.	.
Level of focus on putting in place a budgeting process that ensures effective allocation of resources:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	10.95	8.64	0.2340
Small organizations	88.89	95.73	91.14	86.08	11.90	5.58	.	.	.
Large organizations	79.01	92.59	78.18	94.55	-2.78	9.18	.	.	.

Exhibit V.2: Organization Size—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
At a minimum, has developed plans to work on this, but has not implemented them yet	16.66	12.60	0.2155
Small organizations	51.28	76.07	55.70	60.76	19.72	9.16	.	.	.
Large organizations	66.67	82.72	61.82	85.45	-7.59	11.08	.	.	.
At a minimum, has implemented steps to address focus area	23.38	10.96	0.0587
Small organizations	25.64	59.83	29.11	40.51	22.80	7.23	.	.	.
Large organizations	53.09	71.60	50.91	76.36	-6.94	10.12	.	.	.
Not a focus because organization is satisfied with its achievement in this area	5.26	6.98	0.4685
Small organizations	3.42	17.09	2.53	15.19	1.02	3.78	.	.	.
Large organizations	14.81	32.10	14.55	36.36	-4.53	6.57	.	.	.
Governance									
Organization has a Board of Directors	4.15	6.06	0.5093
Small organizations	70.49	79.51	75.00	75.00	9.02	4.80	.	.	.
Large organizations	93.10	89.66	92.86	88.57	0.84	3.81	.	.	.
Among organizations that do not have a Board of Directors, organization has plans for establishing a Board	-12.28	40.01	0.7658
Small organizations	66.67	60.00	60.00	40.00	13.33	20.56	.	.	.
Large organizations	75.00	75.00	33.33	33.33	0.00	44.72	.	.	.
Percent of Board positions that are currently filled:	-0.03	0.03	0.4459
Small organizations	0.82	0.85	0.87	0.87	0.02	0.03	.	.	.
Large organizations	0.84	0.88	0.83	0.86	0.01	0.02	.	.	.
Someone regularly takes minutes and keeps records of attendance at Board meetings	0.08	2.06	0.9694
Small organizations	92.68	98.78	90.91	98.18	-1.18	5.25	.	.	.
Large organizations	95.71	100.00	97.96	100.00	2.24	4.04	.	.	.
Primary activities of the Board: Outreach to community and key stakeholders	9.10	11.69	0.4542
Small organizations	60.87	69.57	69.09	56.36	21.42	13.60	.	.	.
Large organizations	63.89	65.28	54.00	58.00	-2.61	10.05	.	.	.

Exhibit V.2: Organization Size—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Primary activities of the Board: Develop organization's budget	12.31	12.24	0.3383
Small organizations	71.74	67.39	61.82	54.55	2.92	7.82	.	.	.
Large organizations	59.72	55.56	54.00	56.00	-6.17	9.65	.	.	.
Primary activities of the Board: Recruit new board members	22.93	14.46	0.1439
Small organizations	48.91	56.52	56.36	38.18	25.79	12.40	.	.	.
Large organizations	65.28	62.50	62.00	66.00	-6.78	10.98	.	.	.
Primary activities of the Board: Set goals and strategies for the organization	4.34	10.00	0.6737
Small organizations	79.35	89.13	83.64	81.82	11.60	6.92	.	.	.
Large organizations	77.78	84.72	86.00	82.00	10.94	8.46	.	.	.
Primary activities of the Board: Review performance of programs and program outcomes	12.41	12.12	0.3299
Small organizations	75.00	69.57	69.09	65.45	-1.80	6.58	.	.	.
Large organizations	70.83	59.72	54.00	66.00	-23.11	5.86	.	.	.
Primary activities of the Board: Review organization's financial records to ensure funds were properly spent in support of the organization's mission	0.17	6.36	0.9786
Small organizations	80.43	82.61	76.36	83.64	-5.10	5.57	.	.	.
Large organizations	94.44	84.72	88.00	86.00	-7.72	9.80	.	.	.
Primary activities of the Board: Conduct performance reviews of executive director	17.33	7.13	0.0354
Small organizations	45.65	50.00	30.91	29.09	6.17	5.29	.	.	.
Large organizations	61.11	63.89	54.00	64.00	-7.22	6.16	.	.	.
Level of focus on researching/finding resources to determine how best to form a board	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	-14.78	8.29	0.1047
Small organizations	65.05	71.84	72.06	75.00	3.85	6.86	.	.	.
Large organizations	63.64	80.52	53.57	64.29	6.17	10.56	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	-10.56	9.06	0.2708
Small organizations	45.63	59.22	38.24	45.59	6.24	8.63	.	.	.
Large organizations	42.86	71.43	39.29	48.21	19.64	7.69	.	.	.

Exhibit V.2: Organization Size—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
At a minimum, has implemented steps to address focus area	-4.40	9.73	0.6608
Small organizations	25.24	41.75	23.53	30.88	9.15	7.71	.	.	.
Large organizations	33.77	55.84	26.79	39.29	9.58	6.70	.	.	.
Not a focus because organization is satisfied with its achievement in this area	-5.63	7.29	0.4581
Small organizations	5.83	13.59	7.35	16.18	-1.06	5.29	.	.	.
Large organizations	18.18	33.77	10.71	23.21	3.08	4.59	.	.	.
Level of focus on recruiting Board members with diverse expertise:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	4.95	8.08	0.5537
Small organizations	82.52	89.32	83.82	79.41	11.21	5.64	.	.	.
Large organizations	92.31	94.87	82.14	87.50	-2.79	7.86	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	7.87	11.34	0.5034
Small organizations	57.28	72.82	44.12	50.00	9.65	10.27	.	.	.
Large organizations	65.38	83.33	53.57	69.64	1.88	7.82	.	.	.
At a minimum, has implemented steps to address focus area	3.37	12.09	0.7863
Small organizations	36.89	50.49	33.82	33.82	13.59	8.90	.	.	.
Large organizations	43.59	62.82	33.93	50.00	3.16	10.14	.	.	.
Not a focus because organization is satisfied with its achievement in this area	5.23	4.91	0.3120
Small organizations	3.88	13.59	5.88	7.35	8.24	3.60	.	.	.
Large organizations	7.69	15.38	3.57	8.93	2.34	3.37	.	.	.
Level of focus on developing a Board with ties to different constituencies:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	-0.77	7.56	0.9211
Small organizations	83.50	87.38	82.35	79.41	6.82	5.83	.	.	.
Large organizations	83.33	94.87	71.43	83.93	-0.96	6.46	.	.	.

Exhibit V.2: Organization Size—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
At a minimum, has developed plans to work on this, but has not implemented them yet	9.20	11.82	0.4541
Small organizations	59.22	69.90	45.59	39.71	16.56	7.68	.	.	.
Large organizations	56.41	83.33	41.07	62.50	5.49	9.68	.	.	.
At a minimum, has implemented steps to address focus area	17.34	12.51	0.1961
Small organizations	26.21	50.49	29.41	23.53	30.15	10.66	.	.	.
Large organizations	32.05	60.26	23.21	50.00	1.42	10.67	.	.	.
Not a focus because organization is satisfied with its achievement in this area	4.96	6.24	0.4457
Small organizations	2.91	14.56	1.47	4.41	8.71	5.00	.	.	.
Large organizations	3.85	17.95	1.79	12.50	3.39	2.54	.	.	.
LEADERSHIP AND STAFF DEVELOPMENT									
<i>Leadership Development</i>									
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	9.27	11.19	0.4267
Small organizations	50.00	62.50	44.74	46.05	11.18	11.27	.	.	.
Large organizations	50.63	55.70	36.54	46.15	-4.55	16.05	.	.	.
Number of types of training in which head of organization participated in the past 12 months	0.26	0.18	0.1792
Small organizations	1.32	1.85	1.22	1.03	0.72	0.07	.	.	.
Large organizations	1.57	1.74	1.59	1.24	0.52	0.20	.	.	.
In the past 12 months, any staff met regularly with a mentor who provides guidance on performing the roles assigned to the staff	-3.60	12.35	0.7765
Small organizations	48.65	52.25	35.14	41.89	-3.15	9.89	.	.	.
Large organizations	57.69	56.41	47.17	45.28	0.60	15.47	.	.	.
Board provides a formal orientation for new Board members	-4.63	12.51	0.7189
Small organizations	43.53	57.65	38.71	50.00	2.83	10.32	.	.	.
Large organizations	42.67	66.67	45.16	58.06	11.10	12.40	.	.	.

Exhibit V.2: Organization Size—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
In the past 12 months, any Board member participated in training/learning opportunities to learn more about governance/roles & responsibilities of Board members	7.62	13.12	0.5746
Small organizations	45.45	71.43	38.00	38.00	25.97	11.77	.	.	.
Large organizations	37.31	73.13	36.17	51.06	20.93	11.94	.	.	.
Level of focus on creating a plan or locating resources to help the executive director and other staff improve their leadership abilities	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	17.74	6.11	0.0157 *
Small organizations	88.79	85.34	91.14	77.22	10.48	3.94	.	.	.
Large organizations	89.87	87.34	83.93	94.64	-13.25	7.72	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	8.11	9.11	0.3940
Small organizations	45.69	53.45	40.51	36.71	11.56	5.85	.	.	.
Large organizations	51.90	64.56	42.86	57.14	-1.63	10.16	.	.	.
At a minimum, has implemented steps to address focus area	0.25	11.76	0.9836
Small organizations	19.83	35.34	21.52	26.58	10.45	5.18	.	.	.
Large organizations	25.32	50.63	21.43	42.86	3.89	9.87	.	.	.
Not a focus because organization is satisfied with its achievement in this area	-1.66	8.03	0.8406
Small organizations	1.72	10.34	0.00	5.06	3.56	3.62	.	.	.
Large organizations	1.27	15.19	0.00	8.93	5.00	5.61	.	.	.
Level of focus on providing staff with professional development and training to enhance skills in service delivery or skills in administration and management:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	15.78	6.44	0.0342 *
Small organizations	90.43	86.09	93.67	72.15	17.17	5.14	.	.	.
Large organizations	93.67	96.20	94.64	98.21	-1.04	5.35	.	.	.

Exhibit V.2: Organization Size—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
At a minimum, has developed plans to work on this, but has not implemented them yet	8.74	7.93	0.2962
Small organizations	41.74	60.87	34.18	31.65	21.66	6.48	.	.	.
Large organizations	58.23	77.22	51.79	58.93	11.84	4.97	.	.	.
At a minimum, has implemented steps to address focus area	-6.20	13.11	0.6465
Small organizations	20.00	44.35	12.66	26.58	10.42	7.80	.	.	.
Large organizations	34.18	65.82	28.57	44.64	15.57	9.44	.	.	.
Not a focus because organization is satisfied with its achievement in this area	2.61	4.97	0.6104
Small organizations	0.00	7.83	0.00	1.27	6.56	2.54	.	.	.
Large organizations	1.27	10.13	0.00	5.36	3.50	4.47	.	.	.
Level of focus on providing information to the Board so they can better understand their responsibilities and create plans for improving their performance:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	0.98	9.73	0.9222
Small organizations	87.38	83.50	92.65	82.35	6.41	7.12	.	.	.
Large organizations	91.03	91.03	92.73	89.09	3.64	6.15	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	13.75	8.37	0.1315
Small organizations	56.31	69.90	47.06	48.53	12.12	4.89	.	.	.
Large organizations	58.97	75.64	52.73	69.09	0.30	12.37	.	.	.
At a minimum, has implemented steps to address focus area	16.13	16.12	0.3405
Small organizations	29.13	46.60	29.41	27.94	18.95	7.12	.	.	.
Large organizations	43.59	57.69	38.18	54.55	-2.26	15.01	.	.	.
Not a focus because organization is satisfied with its achievement in this area	11.47	8.67	0.2151
Small organizations	1.94	10.68	0.00	4.41	4.33	5.69	.	.	.
Large organizations	5.13	10.26	0.00	12.73	-7.60	5.67	.	.	.

Exhibit V.2: Organization Size—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
PROGRAM DEVELOPMENT									
<i>Service Delivery</i>									
Total number of service recipients (individuals/ families) served in most recent month of full service delivery	-114.96	100.86	0.2809
Small organizations	271.14	214.96	161.76	272.10	-166.52	139.03	.	.	.
Large organizations	597.77	595.07	444.75	513.29	-71.25	140.29	.	.	.
In the past 12 months, number of staff that participated in training related to: Service delivery	-4.34	4.08	0.3124
Small organizations	6.37	6.27	7.59	7.69	-0.20	5.58	.	.	.
Large organizations	15.57	10.46	9.33	5.80	-1.59	4.48	.	.	.
Compared to the same period a year ago, the number of individuals or families served increased	14.80	14.98	0.3466
Small organizations	70.33	69.23	63.64	56.06	6.48	17.41	.	.	.
Large organizations	62.96	61.73	54.39	63.16	-10.01	6.67	.	.	.
Level of focus on increasing the number of clients served by the organization:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	3.58	6.64	0.6017
Small organizations	96.72	92.62	96.88	77.08	15.69	3.76	.	.	.
Large organizations	94.19	91.86	95.71	80.00	13.39	5.22	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	-3.76	10.63	0.7309
Small organizations	76.23	78.69	65.63	57.29	10.79	5.71	.	.	.
Large organizations	77.91	88.37	65.71	64.29	11.89	7.32	.	.	.
At a minimum, has implemented steps to address focus area	-1.50	10.36	0.8882
Small organizations	38.52	58.20	35.42	40.63	14.46	7.48	.	.	.
Large organizations	52.33	72.09	35.71	52.86	2.62	7.41	.	.	.
Not a focus because organization is satisfied with its achievement in this area	7.69	4.77	0.1375
Small organizations	2.46	13.11	0.00	7.29	3.36	4.25	.	.	.
Large organizations	2.33	9.30	2.86	14.29	-4.45	3.25	.	.	.

Exhibit V.2: Organization Size—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Level of focus on expanding services to include new group of service recipients or geographic area:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	2.35	8.98	0.7986
Small organizations	79.51	77.05	82.29	65.63	14.21	6.04	.	.	.
Large organizations	81.40	80.23	84.29	70.00	13.12	7.47	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	3.50	8.41	0.6864
Small organizations	49.18	58.20	50.00	44.79	14.22	5.13	.	.	.
Large organizations	58.14	59.30	52.86	48.57	5.45	7.47	.	.	.
At a minimum, has implemented steps to address focus area	3.71	6.79	0.5968
Small organizations	20.49	40.16	18.75	30.21	8.21	4.87	.	.	.
Large organizations	24.42	34.88	24.29	30.00	4.75	5.48	.	.	.
Not a focus because organization is satisfied with its achievement in this area	10.06	4.80	0.0627
Small organizations	0.82	12.30	1.04	5.21	7.31	2.98	.	.	.
Large organizations	2.33	4.65	0.00	5.71	-3.39	2.40	.	.	.
Program Design									
Organization has added / expanded programmatic areas within the past 12 months	4.18	10.41	0.6963
Small organizations	52.17	55.65	47.62	40.48	10.62	7.66	.	.	.
Large organizations	60.49	49.38	54.10	39.34	3.64	10.12	.	.	.
Primary programmatic area: At-risk youth/children and youth services	10.06	8.24	0.2499
Small organizations	67.48	58.54	69.79	47.92	12.93	7.35	.	.	.
Large organizations	68.54	51.69	66.20	47.89	1.46	7.37	.	.	.
Primary programmatic area: Economic/community development	19.38	6.25	0.0113
Small organizations	34.15	31.71	31.25	19.79	9.02	5.39	.	.	.
Large organizations	28.09	14.61	22.54	21.13	-12.07	5.49	.	.	.
Primary programmatic area: Elderly/disabled services	8.06	7.97	0.3362
Small organizations	29.27	20.33	28.13	14.58	4.60	8.56	.	.	.
Large organizations	39.33	23.60	35.21	23.94	-4.46	7.02	.	.	.

Exhibit V.2: Organization Size—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Primary programmatic area: Health services	-2.82	6.21	0.6598
Small organizations	31.71	25.20	29.17	25.00	-2.34	4.72	.	.	.
Large organizations	20.22	14.61	23.94	14.08	4.24	9.24	.	.	.
Primary programmatic area: Homelessness/housing assistance	-5.92	5.61	0.3158
Small organizations	33.33	18.70	36.46	26.04	-4.22	2.89	.	.	.
Large organizations	38.20	26.97	22.54	19.72	-8.42	9.22	.	.	.
Primary programmatic area: Hunger	-0.64	5.16	0.9036
Small organizations	32.52	27.64	19.79	19.79	-4.88	3.51	.	.	.
Large organizations	25.84	21.35	21.13	16.90	-0.27	5.36	.	.	.
Primary programmatic area: Job training/welfare-to-work	8.02	6.53	0.2476
Small organizations	28.46	25.20	32.29	16.67	12.37	6.30	.	.	.
Large organizations	25.84	16.85	16.90	11.27	-3.35	6.17	.	.	.
Primary programmatic area: Marriage/relationships	6.16	8.51	0.4859
Small organizations	26.83	18.70	30.21	19.79	2.29	5.11	.	.	.
Large organizations	28.09	13.48	28.17	18.31	-4.75	5.59	.	.	.
Primary programmatic area: Abstinence/pregnancy prevention	-4.07	8.51	0.6432
Small organizations	21.95	17.07	16.67	8.33	3.46	7.01	.	.	.
Large organizations	12.36	12.36	18.31	4.23	14.08	6.57	.	.	.
Primary programmatic area: Prison ministry or prisoner reentry services	-3.31	8.04	0.6889
Small organizations	17.07	14.63	22.92	21.88	-1.40	3.59	.	.	.
Large organizations	12.36	11.24	9.86	9.86	-1.12	2.53	.	.	.
Primary programmatic area: Drug and alcohol rehabilitation	-4.91	4.54	0.3042
Small organizations	17.07	10.57	28.13	15.63	6.00	1.80	.	.	.
Large organizations	15.73	13.48	15.49	8.45	4.80	4.53	.	.	.
Primary programmatic area: Education	-5.74	11.08	0.6159
Small organizations	54.47	36.59	60.42	37.50	5.03	7.44	.	.	.
Large organizations	42.70	37.08	49.30	30.99	12.69	14.39	.	.	.
Primary programmatic area: Services to immigrants (including ESL)	3.32	3.79	0.4026
Small organizations	15.45	13.01	17.71	10.42	4.85	3.30	.	.	.
Large organizations	16.85	11.24	21.13	12.68	2.83	4.94	.	.	.

Exhibit V.2: Organization Size—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Level of focus on increasing the number or scope of services offered to clients:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	3.56	9.39	0.7123
Small organizations	86.07	87.70	91.67	72.92	20.39	5.14	.	.	.
Large organizations	86.05	87.21	84.29	74.29	11.16	5.49	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	-1.10	11.43	0.9253
Small organizations	59.84	73.77	61.46	51.04	24.35	5.29	.	.	.
Large organizations	70.93	82.56	54.29	57.14	8.77	10.47	.	.	.
At a minimum, has implemented steps to address focus area	-15.23	7.72	0.0769
Small organizations	24.59	50.00	28.13	37.50	16.03	5.91	.	.	.
Large organizations	38.37	61.63	24.29	32.86	14.68	8.54	.	.	.
Not a focus because organization is satisfied with its achievement in this area	-3.63	4.96	0.4815
Small organizations	1.64	11.48	1.04	7.29	3.59	3.05	.	.	.
Large organizations	1.16	16.28	1.43	10.00	6.54	5.22	.	.	.
Level of focus on incorporating a new approach to services to improve quality/ effectiveness:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	6.98	9.64	0.4854
Small organizations	90.98	88.52	89.58	69.79	17.33	3.95	.	.	.
Large organizations	93.02	89.53	84.29	75.71	5.08	5.94	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	5.36	9.45	0.5827
Small organizations	55.74	76.23	58.33	50.00	28.83	6.74	.	.	.
Large organizations	66.28	83.72	64.29	62.86	18.87	7.23	.	.	.
At a minimum, has implemented steps to address focus area	-1.43	10.57	0.8949
Small organizations	21.31	51.64	28.13	37.50	20.95	5.29	.	.	.
Large organizations	37.21	59.30	31.43	44.29	9.24	11.03	.	.	.

Exhibit V.2: Organization Size—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Not a focus because organization is satisfied with its achievement in this area	2.32	4.90	0.6463
Small organizations	0.82	9.02	0.00	4.17	4.03	3.61	.	.	.
Large organizations	0.00	10.47	0.00	8.57	1.89	2.89	.	.	.
<i>Tracking Outcomes and Keeping Records</i>									
Organization keeps records on individual service recipients' outcomes	-4.74	8.06	0.5695
Small organizations	73.56	70.11	59.62	69.23	-13.06	5.16	.	.	.
Large organizations	73.24	77.46	68.63	76.47	-3.62	6.88	.	.	.
Among organizations that keep these records, organization keeps electronic (instead of only paper) records	22.13	16.58	0.2114
Small organizations	20.41	46.94	29.63	33.33	22.83	19.50	.	.	.
Large organizations	38.64	56.82	51.61	64.52	5.28	16.23	.	.	.
Organization keeps records on the needs of individuals/families upon first contact with the program	-4.13	6.81	0.5579
Small organizations	79.31	80.46	72.13	73.77	-0.49	4.75	.	.	.
Large organizations	70.83	79.17	73.47	73.47	8.33	8.52	.	.	.
Among organizations that keep these records, organization keeps electronic (instead of only paper) records	8.56	17.73	0.6397
Small organizations	17.54	31.58	20.00	27.50	6.54	11.79	.	.	.
Large organizations	35.56	44.44	37.50	43.75	2.64	12.71	.	.	.
Organization keeps records on the types of services provided to individuals/families	2.26	7.51	0.7695
Small organizations	85.23	85.23	83.33	75.00	8.33	6.55	.	.	.
Large organizations	87.50	93.06	86.27	86.27	5.56	6.09	.	.	.
Among organizations that keep these records, organization keeps electronic (instead of only paper) records	15.48	16.85	0.3800
Small organizations	26.56	51.56	27.91	41.86	11.05	14.85	.	.	.
Large organizations	56.67	61.67	60.00	67.50	-2.50	9.90	.	.	.

Exhibit V.2: Organization Size—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Organization keeps records on the number of individuals or families enrolled in / served through programs	-1.12	5.26	0.8358
Small organizations	94.25	93.10	84.85	86.36	-2.66	5.18	.	.	.
Large organizations	96.05	98.68	100.00	96.23	6.41	3.96	.	.	.
Among organizations that keep these records, organization keeps electronic (instead of only paper) records	15.19	8.96	0.1208
Small organizations	35.06	57.14	33.96	35.85	20.19	10.12	.	.	.
Large organizations	60.27	68.49	56.86	62.75	2.34	9.29	.	.	.
Organization keeps records on referral sources of service recipients	-5.68	11.32	0.6271
Small organizations	73.75	73.75	65.38	67.31	-1.92	10.71	.	.	.
Large organizations	65.71	77.14	78.43	72.55	17.31	6.38	.	.	.
Among organizations that keep these records, organization keeps electronic (instead of only paper) records	15.80	14.46	0.3001
Small organizations	22.22	48.89	14.81	25.93	15.56	9.51	.	.	.
Large organizations	30.77	53.85	32.35	50.00	5.43	8.69	.	.	.
Organization conducts formal measurements/assessments of the results and benefits of the services provided to individuals or families	15.71	8.40	0.0912
Small organizations	43.81	60.95	44.87	46.15	15.86	4.92	.	.	.
Large organizations	58.33	67.86	57.97	69.57	-2.07	9.61	.	.	.
Among organizations that conduct formal assessments of service results and benefits, assessment is conducted by:	---	---	---	---	---	---	---	---	---
In-house staff	-11.65	14.64	0.4446
Small organizations	63.89	50.00	66.67	71.43	-18.65	14.12	.	.	.
Large organizations	71.79	51.28	64.29	57.14	-13.37	10.79	.	.	.
External individual/organization	15.43	10.06	0.1561
Small organizations	5.56	11.11	4.76	0.00	10.32	12.10	.	.	.
Large organizations	2.56	2.56	3.57	7.14	-3.57	5.24	.	.	.
Both in-house staff and external individual/organization	-2.74	14.69	0.8559
Small organizations	30.56	38.89	28.57	28.57	8.33	14.75	.	.	.
Large organizations	25.64	46.15	32.14	35.71	16.94	13.04	.	.	.

Exhibit V.2: Organization Size—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Organization seeks and obtains regular feedback from individuals/families on their satisfaction with services	2.21	10.48	0.8375
Small organizations	76.40	85.39	72.13	77.05	4.07	7.42	.	.	.
Large organizations	73.68	86.84	77.19	82.46	7.89	7.05	.	.	.
Level of focus on strengthening the organization's ability to evaluate its overall effectiveness:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	2.71	7.93	0.7395
Small organizations	97.54	93.44	97.92	77.08	16.73	5.56	.	.	.
Large organizations	94.19	91.86	97.14	78.57	16.25	5.40	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	-10.02	9.34	0.3084
Small organizations	44.26	71.31	36.46	46.88	16.63	5.80	.	.	.
Large organizations	48.84	76.74	52.86	44.29	36.48	12.18	.	.	.
At a minimum, has implemented steps to address focus area	-9.25	8.78	0.3172
Small organizations	16.39	43.44	16.67	28.13	15.59	3.61	.	.	.
Large organizations	25.58	52.33	22.86	28.57	21.03	9.32	.	.	.
Not a focus because organization is satisfied with its achievement in this area	0.92	3.25	0.7842
Small organizations	0.82	4.92	0.00	2.08	2.02	2.38	.	.	.
Large organizations	1.16	3.49	0.00	1.43	0.90	2.20	.	.	.
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:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	2.44	8.62	0.7828
Small organizations	90.16	90.16	92.71	71.88	20.83	5.42	.	.	.
Large organizations	80.23	88.37	85.71	72.86	21.00	6.00	.	.	.

Exhibit V.2: Organization Size—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
At a minimum, has developed plans to work on this, but has not implemented them yet	-3.85	7.55	0.6210
Small organizations	46.72	63.93	40.63	50.00	7.84	7.32	.	.	.
Large organizations	43.02	65.12	51.43	50.00	23.52	8.04	.	.	.
At a minimum, has implemented steps to address focus area	0.37	8.68	0.9667
Small organizations	22.95	41.80	18.75	29.17	8.44	4.50	.	.	.
Large organizations	19.77	43.02	30.00	35.71	17.54	8.04	.	.	.
Not a focus because organization is satisfied with its achievement in this area	-5.57	3.13	0.1061
Small organizations	1.64	9.84	0.00	4.17	4.03	3.00	.	.	.
Large organizations	0.00	12.79	2.86	5.71	9.93	2.93	.	.	.
REVENUE DEVELOPMENT									
Funding Strategies									
Organization has ever hired a grant/contract writer to prepare applications for funding	-6.67	9.04	0.4773
Small organizations	13.79	16.38	11.25	13.75	0.09	6.70	.	.	.
Large organizations	33.33	38.27	32.73	30.91	6.76	11.64	.	.	.
Organization has ever hired a grant/contract writer to train staff to prepare applications for funding	2.82	9.80	0.7792
Small organizations	6.84	11.97	5.00	3.75	6.38	4.48	.	.	.
Large organizations	5.00	15.00	7.41	11.11	6.30	6.43	.	.	.
Organization has ever sent key staff to grant/contract writing workshops or similar learning opportunities	5.28	7.93	0.5204
Small organizations	51.72	69.83	45.00	51.25	11.85	8.83	.	.	.
Large organizations	62.96	82.72	63.64	70.91	12.48	9.10	.	.	.
In the past 12 months, the head of the organization participated in training related to fundraising	7.09	10.32	0.5078
Small organizations	43.09	62.60	42.71	36.46	25.76	9.02	.	.	.
Large organizations	52.33	59.30	52.86	42.86	16.98	9.54	.	.	.

Exhibit V.2: Organization Size—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
In the past 12 months, number of staff that participated in training related to: Fundraising	-1.66	1.63	0.3328
Small organizations	1.85	2.31	1.70	1.27	0.88	0.75	.	.	.
Large organizations	2.56	4.36	1.50	1.55	1.75	1.27	.	.	.
Organization has a written fundraising / fund-development plan	-2.94	5.97	0.6331
Small organizations	12.28	27.19	14.10	16.67	12.35	4.46	.	.	.
Large organizations	32.91	44.30	14.55	21.82	4.12	5.88	.	.	.
Organization applied for or received any grant/contract in the past 12 months	13.35	5.67	0.0404 *
Small organizations	37.50	68.33	41.49	45.74	26.58	8.40	.	.	.
Large organizations	75.00	84.09	82.61	79.71	11.99	6.26	.	.	.
In the past 12 months, organization sought funding from any new sources	-11.86	5.18	0.0449 *
Small organizations	39.17	49.17	41.30	45.65	5.65	8.76	.	.	.
Large organizations	65.12	74.42	71.43	62.86	17.87	6.45	.	.	.
In the past 12 months, number of applications submitted for funding from Federal government agencies	-0.08	0.33	0.8098
Small organizations	0.05	0.50	0.16	0.17	0.44	0.14	.	.	.
Large organizations	0.62	0.85	0.70	0.50	0.43	0.21	.	.	.
In the past 12 months, number of applications submitted for funding from State/local government agencies	-0.02	0.45	0.9576
Small organizations	0.34	0.77	0.26	0.33	0.37	0.32	.	.	.
Large organizations	1.38	1.61	1.73	1.50	0.46	0.44	.	.	.
In the past 12 months, number of applications submitted for funding from Foundations	-1.78	1.47	0.2544
Small organizations	1.15	1.95	1.62	1.48	0.93	0.27	.	.	.
Large organizations	4.73	7.57	3.78	4.50	2.13	1.26	.	.	.
In the past 12 months, number of applications submitted for funding from other federated giving groups	-0.04	0.19	0.8365
Small organizations	0.10	0.20	0.07	0.07	0.10	0.08	.	.	.
Large organizations	0.67	0.54	0.37	0.33	-0.10	0.18	.	.	.

Exhibit V.2: Organization Size—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Total number of grant applications submitted in the past 12 months	-2.32	2.01	0.2765
Small organizations	2.25	3.68	2.28	2.22	1.48	0.64	.	.	.
Large organizations	10.10	10.75	7.38	7.17	0.87	3.49	.	.	.
In the past 12 months, number of applications submitted that are pending for funding from Federal government agencies	0.07	0.08	0.3750
Small organizations	0.03	0.12	0.07	0.04	0.11	0.07	.	.	.
Large organizations	0.07	0.10	0.12	0.12	0.02	0.11	.	.	.
In the past 12 months, number of applications submitted that are pending for funding from State/local government agencies	0.16	0.14	0.2987
Small organizations	0.10	0.18	0.11	0.07	0.13	0.18	.	.	.
Large organizations	0.35	0.12	0.37	0.17	-0.03	0.14	.	.	.
In the past 12 months, number of applications submitted that are pending for funding from Foundations	0.05	0.30	0.8725
Small organizations	0.33	0.41	0.51	0.31	0.27	0.18	.	.	.
Large organizations	0.93	1.05	0.55	0.75	-0.08	0.25	.	.	.
In the past 12 months, number of applications submitted that are pending for funding from other federated giving groups	-0.01	0.04	0.7664
Small organizations	0.04	0.03	0.02	0.02	-0.01	0.03	.	.	.
Large organizations	0.27	0.05	0.05	0.03	-0.21	0.09	.	.	.
Total number of grant applications submitted in the past 12 months that are pending	0.17	0.29	0.5789
Small organizations	0.55	0.77	0.76	0.51	0.48	0.34	.	.	.
Large organizations	1.73	1.35	1.13	1.08	-0.33	0.34	.	.	.
In the past 12 months, number of applications approved for funding from Federal government agencies	0.11	0.14	0.4720
Small organizations	0.02	0.30	0.04	0.13	0.19	0.05	.	.	.
Large organizations	0.38	0.50	0.45	0.48	0.09	0.17	.	.	.
In the past 12 months, number of applications approved for funding from State/local government agencies	0.02	0.41	0.9538
Small organizations	0.34	0.55	0.12	0.19	0.14	0.24	.	.	.
Large organizations	1.02	1.15	1.35	1.18	0.30	0.39	.	.	.

Exhibit V.2: Organization Size—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
In the past 12 months, number of applications approved for funding from Foundations	-1.54	1.08	0.1837
Small organizations	0.47	0.65	0.42	0.67	-0.08	0.20	.	.	.
Large organizations	2.04	3.64	1.87	2.13	1.34	1.00	.	.	.
In the past 12 months, number of applications approved for funding from other federated giving groups	-0.07	0.15	0.6355
Small organizations	0.05	0.15	0.07	0.04	0.12	0.06	.	.	.
Large organizations	0.36	0.43	0.30	0.23	0.14	0.11	.	.	.
Total number of grant applications approved in the past 12 months	-1.66	1.60	0.3258
Small organizations	1.05	1.87	0.76	1.15	0.45	0.41	.	.	.
Large organizations	4.23	5.86	4.52	4.18	1.96	1.40	.	.	.
In the past 12 months, total amount of grant funds from Federal government agencies	-17264.24	21227.13	0.4350
Small organizations	270.87	405.95	324.00	14029.33	-13570.25	13149.64	.	.	.
Large organizations	40255.77	24368.44	45840.26	25140.57	4812.36	11407.65	.	.	.
In the past 12 months, total amount of grant funds from State/local government agencies	55043.56	21977.59	0.0312 *
Small organizations	5236.67	2543.56	2533.83	2612.52	-2771.81	3515.82	.	.	.
Large organizations	115345.95	20270.53	79965.23	76024.41	-91134.60	61655.03	.	.	.
In the past 12 months, total amount of grant funds from Foundations	-5199.18	9171.14	0.5833
Small organizations	3265.03	4702.84	4240.67	7897.77	-2219.29	5087.74	.	.	.
Large organizations	33542.92	17174.59	43823.87	17685.17	9770.36	24890.60	.	.	.
In the past 12 months, total amount of grant funds from other federated giving groups	-405.71	1471.48	0.7884
Small organizations	1022.70	1021.72	214.08	136.37	76.72	1191.95	.	.	.
Large organizations	12284.51	4965.24	5821.47	3268.85	-4766.65	4631.95	.	.	.
Total amount of grant funds received from the above sources	126472.24	89890.21	0.1897
Small organizations	11988.13	15747.71	8894.81	26132.59	-13478.20	14054.76	.	.	.
Large organizations	254073.26	83175.65	204082.65	233816.17	-200631.14	136419.25	.	.	.

Exhibit V.2: Organization Size—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Total number of sources of revenue/funding received over the past 12 months	-0.28	0.34	0.4307
Small organizations	1.66	2.01	1.84	1.34	0.85	0.19	.	.	.
Large organizations	3.94	3.26	4.13	2.37	1.08	0.31	.	.	.
Obtained funding from new sources in past 12 months	-12.34	9.75	0.2340
Small organizations	26.89	43.70	31.52	30.43	17.89	6.50	.	.	.
Large organizations	53.49	65.12	50.00	41.18	20.45	10.09	.	.	.
Among organizations that had never applied for a federal grant at baseline, percentage that had applied for a grant at follow-up	11.69	10.20	0.2787
Small organizations	0.00	24.24	0.00	6.58	17.66	5.50	.	.	.
Large organizations	0.00	28.26	0.00	23.81	4.45	8.64	.	.	.
Among organizations that had never applied for or received federal funding at the time of the baseline survey, the number that had received federal funding at the time of the follow-up survey	10.37	8.82	0.2668
Small organizations	0.00	18.18	0.00	2.63	15.55	5.84	.	.	.
Large organizations	0.00	21.74	0.00	16.67	5.07	5.64	.	.	.
Total revenue over the past 12 months	-993039.45	373942.34	0.0241 *
Small organizations	26146.25	129464.24	28753.95	436551.57	-304479.64	239259.01	.	.	.
Large organizations	877631.80	1092546.03	1117089.09	471735.58	860267.74	366153.14	.	.	.
Total expenditures over last completed fiscal year	-227798.10	180473.34	0.2355
Small organizations	37055.73	119591.17	139959.99	58239.99	164255.43	161768.67	.	.	.
Large organizations	763757.16	879405.27	486426.63	424744.00	177330.74	218482.67	.	.	.
Among organizations that use the internet to support organization activities, the internet is used to learn about funding opportunities	6.28	6.38	0.3482
Small organizations	76.92	85.58	76.67	75.00	10.32	6.20	.	.	.
Large organizations	81.25	85.00	81.13	81.13	3.75	4.37	.	.	.
Among organizations that use the internet to support organization activities, the internet is used to gather information needed to write grant applications	12.55	9.76	0.2275
Small organizations	71.15	84.62	75.00	75.00	13.46	7.20	.	.	.
Large organizations	83.75	82.50	84.91	86.79	-3.14	7.86	.	.	.

Exhibit V.2: Organization Size—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Level of focus on identifying and pursuing new sources of government funding:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	5.45	7.39	0.4775
Small organizations	96.58	87.18	92.00	78.67	3.93	7.62	.	.	.
Large organizations	90.00	85.00	94.55	87.27	2.27	8.38	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	8.07	16.10	0.6270
Small organizations	51.28	58.12	42.67	45.33	4.17	4.38	.	.	.
Large organizations	60.00	57.50	50.91	54.55	-6.14	12.19	.	.	.
At a minimum, has implemented steps to address focus area	-2.52	9.16	0.7893
Small organizations	25.64	38.46	18.67	25.33	6.15	4.85	.	.	.
Large organizations	36.25	45.00	25.45	30.91	3.30	10.82	.	.	.
Not a focus because organization is satisfied with its achievement in this area	3.80	4.87	0.4531
Small organizations	0.00	2.56	0.00	4.00	-1.44	1.84	.	.	.
Large organizations	1.25	5.00	0.00	9.09	-5.34	4.40	.	.	.
Level of focus on identifying and pursuing new sources of in-kind donations:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	0.26	5.59	0.9634
Small organizations	95.73	93.16	93.42	85.53	5.33	4.04	.	.	.
Large organizations	88.75	95.00	90.91	89.09	8.07	8.60	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	2.56	14.23	0.8607
Small organizations	51.28	64.96	47.37	44.74	16.31	5.85	.	.	.
Large organizations	61.25	72.50	47.27	54.55	3.98	9.19	.	.	.
At a minimum, has implemented steps to address focus area	-12.03	10.68	0.2862
Small organizations	30.77	44.44	28.95	25.00	17.62	5.92	.	.	.
Large organizations	38.75	55.00	23.64	21.82	18.07	6.01	.	.	.

Exhibit V.2: Organization Size—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Not a focus because organization is satisfied with its achievement in this area	-6.70	4.10	0.1332
Small organizations	0.85	3.42	0.00	6.58	-4.01	4.20	.	.	.
Large organizations	1.25	8.75	0.00	5.45	2.05	4.14	.	.	.
Level of focus on identifying and pursuing new sources of non-government funding:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	2.49	4.15	0.5612
Small organizations	99.15	95.73	97.37	90.79	3.16	4.01	.	.	.
Large organizations	97.50	97.50	98.18	96.36	1.82	4.40	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	10.91	13.09	0.4240
Small organizations	52.14	64.96	52.63	44.74	20.72	5.77	.	.	.
Large organizations	71.25	80.00	65.45	70.91	3.30	8.21	.	.	.
At a minimum, has implemented steps to address focus area	9.37	11.90	0.4491
Small organizations	29.06	41.88	35.53	25.00	23.35	7.31	.	.	.
Large organizations	48.75	52.50	32.73	41.82	-5.34	8.13	.	.	.
Not a focus because organization is satisfied with its achievement in this area	1.75	3.55	0.6326
Small organizations	0.00	2.56	0.00	1.32	1.25	1.94	.	.	.
Large organizations	1.25	6.25	0.00	5.45	-0.45	2.60	.	.	.
Level of focus on developing a fund-development plan (including setting fundraising goals):	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	8.61	8.45	0.3324
Small organizations	97.44	94.02	98.68	82.89	12.37	7.73	.	.	.
Large organizations	95.00	97.50	96.36	94.55	4.32	5.20	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	10.26	10.34	0.3447
Small organizations	46.15	63.25	44.74	47.37	14.46	5.68	.	.	.
Large organizations	63.75	75.00	49.09	69.09	-8.75	8.54	.	.	.

Exhibit V.2: Organization Size—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
At a minimum, has implemented steps to address focus area	-6.18	10.74	0.5778
Small organizations	18.80	39.32	19.74	22.37	17.88	7.41	.	.	.
Large organizations	33.75	58.75	23.64	34.55	14.09	12.02	.	.	.
Not a focus because organization is satisfied with its achievement in this area	2.11	6.00	0.7325
Small organizations	0.00	5.98	0.00	3.95	2.04	2.83	.	.	.
Large organizations	8.75	15.00	1.82	9.09	-1.02	4.77	.	.	.
COMMUNITY ENGAGEMENT									
<i>Community Engagement</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	10.49	11.45	0.3810
Small organizations	37.19	54.55	43.01	43.01	17.36	13.76	.	.	.
Large organizations	65.52	70.11	66.67	69.57	1.70	9.22	.	.	.
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	-2.50	5.57	0.6636
Small organizations	81.82	79.34	81.72	76.34	2.90	5.92	.	.	.
Large organizations	89.66	93.10	89.86	89.86	3.45	3.87	.	.	.
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	5.81	7.08	0.4311
Small organizations	69.42	71.90	68.82	63.44	7.86	9.85	.	.	.
Large organizations	82.76	78.16	78.26	76.81	-3.15	6.61	.	.	.
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	8.74	7.02	0.2418
Small organizations	40.50	45.45	37.63	38.71	3.88	7.78	.	.	.
Large organizations	59.77	54.02	62.32	59.42	-2.85	4.78	.	.	.

Exhibit V.2: Organization Size—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
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	0.38	0.24	0.1468
Small organizations	2.46	2.83	2.45	2.33	0.48	0.27	.	.	.
Large organizations	3.09	3.11	3.17	3.13	0.07	0.10	.	.	.
In the past 12 months, organization undertook a specific activity to gain understanding of needs in service area	15.32	15.68	0.3518
Small organizations	53.57	70.54	50.00	51.32	15.65	9.51	.	.	.
Large organizations	44.30	59.49	47.27	60.00	2.46	8.08	.	.	.
Partnerships									
Organization is engaged in partnership arrangements with other organizations	8.49	13.90	0.5549
Small organizations	85.34	90.52	81.93	75.90	11.20	7.06	.	.	.
Large organizations	92.68	91.46	94.83	89.66	3.95	7.54	.	.	.
Sector of Partners: Government	-3.53	9.68	0.7228
Small organizations	47.12	44.23	38.18	30.91	4.39	6.32	.	.	.
Large organizations	48.65	51.35	60.00	42.00	20.70	11.92	.	.	.
Sector of Partners: Business	5.86	13.44	0.6722
Small organizations	49.04	50.96	38.18	32.73	7.38	10.31	.	.	.
Large organizations	48.65	47.30	48.00	38.00	8.65	13.32	.	.	.
Sector of Partners: Educational institution	2.22	11.02	0.8444
Small organizations	52.88	59.62	54.55	45.45	15.82	9.26	.	.	.
Large organizations	62.16	63.51	58.00	50.00	9.35	7.23	.	.	.
Sector of Partners: Secular non-profit	6.63	7.74	0.4117
Small organizations	65.38	69.23	69.09	69.09	3.85	6.94	.	.	.
Large organizations	67.57	75.68	78.00	84.00	2.11	7.30	.	.	.
Sector of Partners: Faith-based sector	-3.52	8.47	0.6861
Small organizations	67.31	76.92	63.64	72.73	0.52	4.12	.	.	.
Large organizations	58.11	64.86	70.00	60.00	16.76	7.56	.	.	.
Purpose of Partnership(s): Recipient referrals	1.17	7.99	0.8866
Small organizations	56.19	80.00	61.67	68.33	17.14	11.35	.	.	.
Large organizations	70.67	78.67	73.08	69.23	11.85	7.92	.	.	.

Exhibit V.2: Organization Size—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Purpose of Partnership(s): Joint programming	12.64	12.09	0.3204
Small organizations	58.10	71.43	68.33	61.67	20.00	12.06	.	.	.
Large organizations	57.33	65.33	63.46	67.31	4.15	11.04	.	.	.
Purpose of Partnership(s): Funding alliance	12.86	8.04	0.1408
Small organizations	53.33	54.29	58.33	58.33	0.95	12.14	.	.	.
Large organizations	48.00	42.67	44.23	57.69	-18.79	7.75	.	.	.
Purpose of Partnership(s): Recruit volunteers	6.78	8.51	0.4442
Small organizations	49.52	53.33	50.00	48.33	5.48	5.92	.	.	.
Large organizations	41.33	45.33	44.23	46.15	2.08	7.67	.	.	.
Purpose of Partnership(s): Advocacy, awareness & education	0.42	13.16	0.9751
Small organizations	61.90	66.67	60.00	58.33	6.43	10.62	.	.	.
Large organizations	62.67	72.00	69.23	67.31	11.26	13.66	.	.	.
Purpose of Partnership(s): In-kind donations	16.12	12.04	0.2102
Small organizations	50.48	54.29	50.00	45.00	8.81	12.79	.	.	.
Large organizations	34.67	45.33	42.31	53.85	-0.87	12.02	.	.	.
Purpose of Partnership(s): Assess community needs	13.66	14.36	0.3639
Small organizations	56.19	69.52	51.67	56.67	8.33	14.45	.	.	.
Large organizations	52.00	60.00	46.15	61.54	-7.38	11.51	.	.	.
Purpose of Partnership(s): Peer learning	9.39	9.08	0.3255
Small organizations	32.38	37.14	33.33	28.33	9.76	11.20	.	.	.
Large organizations	36.00	33.33	32.69	32.69	-2.67	8.40	.	.	.
Purpose of Partnership(s): Access complementary skills/knowledge	11.76	13.99	0.4202
Small organizations	58.10	57.14	60.00	45.00	14.05	11.96	.	.	.
Large organizations	49.33	45.33	53.85	44.23	5.62	7.09	.	.	.
<i>Engagement Strategies</i>									
In the past 12 months, organization created or updated a website to expand awareness about the organization to potential partners or funders	6.64	13.01	0.6210
Small organizations	27.93	53.15	38.16	40.79	22.59	15.90	.	.	.
Large organizations	60.00	65.00	61.40	59.65	6.75	12.65	.	.	.

Exhibit V.2: Organization Size—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
In the past 12 months, organization developed or distributed written materials to expand awareness about the organization to potential partners or funders	-4.65	7.42	0.5448
Small organizations	70.27	69.37	68.42	65.79	1.73	5.93	.	.	.
Large organizations	82.50	90.00	78.95	82.46	3.99	9.12	.	.	.
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	4.16	8.69	0.6428
Small organizations	67.57	65.77	63.16	51.32	10.04	7.97	.	.	.
Large organizations	75.00	76.25	71.93	68.42	4.76	9.33	.	.	.
In the past 12 months, organization utilized public service announcements or paid advertising to expand awareness about the organization to potential partners or funders	-19.27	6.02	0.0094 **
Small organizations	28.83	31.53	27.63	35.53	-5.19	7.29	.	.	.
Large organizations	41.25	52.50	40.35	38.60	13.00	7.41	.	.	.
Number of activities organization has undertaken in the past 12 months to expand awareness about the organization to potential partners or funders	-0.11	0.25	0.6703
Small organizations	2.14	2.40	2.17	2.07	0.36	0.26	.	.	.
Large organizations	2.78	2.99	2.70	2.60	0.32	0.22	.	.	.
Level of focus on developing a Board that represents a cross-section of the community:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	-1.46	8.69	0.8698
Small organizations	82.52	87.38	83.82	79.41	9.27	9.62	.	.	.
Large organizations	85.90	97.44	76.79	87.50	0.82	7.36	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	10.51	11.03	0.3629
Small organizations	58.25	71.84	50.00	45.59	18.00	10.94	.	.	.
Large organizations	56.41	84.62	53.57	71.43	10.35	10.20	.	.	.
At a minimum, has implemented steps to address focus area	24.06	11.53	0.0634
Small organizations	33.98	51.46	32.35	27.94	21.89	7.20	.	.	.
Large organizations	32.05	53.85	35.71	57.14	0.37	7.07	.	.	.

Exhibit V.2: Organization Size—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Not a focus because organization is satisfied with its achievement in this area	7.36	4.07	0.1004
Small organizations	2.91	13.59	2.94	5.88	7.74	3.80	.	.	.
Large organizations	6.41	15.38	7.14	16.07	0.05	2.62	.	.	.

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

^a The treatment effect (impact estimate) is adjusted for covariates and comes from the regression model.

Appendix VI: Subgroup Tables—Intermediaries’ CCF Experience

Results are analyzed by Intermediaries’ previous CCF experience. In Exhibit VI.2, a positive number in the “adjusted DOD” column indicates that organizations connected to experienced intermediaries experienced larger capacity gains, while a negative number indicates larger capacity gains by organizations connected to intermediaries without prior CCF experience.

Exhibit VI.1: Joint Test

Critical Area	Mean Treatment Effect	Standard Error of Treatment Effect	p-value
Leadership Development (16 measures)	-0.0031	0.0730	0.967
Organizational Development (67 measures)	-0.0400	0.0203	0.077
Program Development (44 measures)	0.0641	0.0548	0.269
Revenue Development (50 measures)	0.0428	0.0550	0.454
Community Engagement (30 measures)	-0.0709	0.0722	0.349

Notes:

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

Outcome measures are standardized to have a mean of zero and a standard deviation of one

Treatment effect is adjusted for covariates and its standard error takes into account the fact that outcome measures are correlated

Exhibit VI.2: Intermediaries' CCF Experience—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
ORGANIZATIONAL DEVELOPMENT									
<i>Organizational Structure</i>									
Organization is 501(c)(3)	0.71	10.91	0.9495
Experienced intermediary	54.10	62.30	59.57	63.83	3.94	5.69	.	.	.
Inexperienced intermediary	82.02	84.27	85.92	84.51	3.66	6.89	.	.	.
Head of organization is a paid position	9.23	8.78	0.3182
Experienced intermediary	40.34	44.54	38.30	41.49	1.01	6.07	.	.	.
Inexperienced intermediary	86.21	78.16	89.86	89.86	-8.05	3.85	.	.	.
Over the past 12 months, 1 or 2 individuals served as head of the organization (compared to 3 or more)	-0.29	4.12	0.9458
Experienced intermediary	88.39	95.54	85.29	97.06	-4.62	6.11	.	.	.
Inexperienced intermediary	82.50	95.00	77.78	96.30	-6.02	10.36	.	.	.
<i>Long-Term Planning</i>									
Organization has a written mission statement	-2.06	1.62	0.2338
Experienced intermediary	84.87	94.12	82.76	90.80	1.20	5.57	.	.	.
Inexperienced intermediary	94.12	97.65	96.61	94.92	5.22	2.95	.	.	.
Organization has a written strategic plan	16.35	10.91	0.1648
Experienced intermediary	36.89	63.11	41.49	44.68	23.04	5.25	.	.	.
Inexperienced intermediary	50.56	64.04	51.43	62.86	2.05	9.67	.	.	.
In the past 12 months, organization conducted or participated in an assessment of organizational strengths/needs	19.41	6.72	0.0162
Experienced intermediary	39.66	86.21	36.71	51.90	31.36	6.71	.	.	.
Inexperienced intermediary	51.76	85.88	48.21	69.64	12.69	12.26	.	.	.
Among organizations that conducted or participated in an assessment of organizational strengths/needs, the assessment was conducted/guided by an external individual/entity	-35.75	20.54	0.1123
Experienced intermediary	50.00	71.05	47.06	70.59	-2.48	18.41	.	.	.
Inexperienced intermediary	45.24	61.90	45.83	25.00	37.50	15.99	.	.	.

Exhibit VI.2: Intermediaries' CCF Experience—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
<i>Staff Management</i>									
Conduct annual performance reviews for paid staff	26.95	11.66	0.0433 *
Experienced intermediary	54.35	67.39	44.83	41.38	16.49	10.57	.	.	.
Inexperienced intermediary	76.71	79.45	74.51	82.35	-5.10	8.83	.	.	.
Conduct annual performance reviews for unpaid staff	10.71	9.43	0.2825
Experienced intermediary	18.84	24.64	20.00	15.56	10.24	6.43	.	.	.
Inexperienced intermediary	16.42	23.88	11.11	22.22	-3.65	9.41	.	.	.
Written job description for each paid staff position or job category	15.29	7.77	0.0773
Experienced intermediary	71.74	97.83	72.41	79.31	19.19	7.26	.	.	.
Inexperienced intermediary	84.93	89.04	82.69	84.62	2.19	6.07	.	.	.
Written job description for each unpaid staff position or job category	-0.15	13.78	0.9913
Experienced intermediary	49.47	48.42	37.50	51.79	-15.34	8.64	.	.	.
Inexperienced intermediary	35.71	55.71	31.58	60.53	-8.95	11.92	.	.	.
Total number of full-time paid staff	-3.45	1.00	0.0062 **
Experienced intermediary	2.19	1.77	0.63	1.03	-0.81	0.27	.	.	.
Inexperienced intermediary	8.73	10.50	5.54	4.68	2.64	0.92	.	.	.
Total number of part-time paid staff	1.30	0.87	0.1637
Experienced intermediary	1.29	2.01	0.79	0.63	0.88	0.41	.	.	.
Inexperienced intermediary	5.11	3.23	3.67	3.14	-1.35	1.90	.	.	.
Total number of full-time unpaid staff	-0.08	0.39	0.8424
Experienced intermediary	0.54	0.90	1.38	0.74	1.00	0.62	.	.	.
Inexperienced intermediary	1.58	0.92	0.29	0.38	-0.75	0.47	.	.	.
Total number of part-time unpaid staff	-30.83	32.10	0.3595
Experienced intermediary	8.36	8.65	11.10	11.17	0.22	4.19	.	.	.
Inexperienced intermediary	32.75	64.06	30.64	34.65	27.29	28.95	.	.	.
Total number of volunteer hours contributed by unpaid staff in an average week	45.92	59.83	0.4605
Experienced intermediary	64.38	47.73	63.51	64.05	-17.19	12.75	.	.	.
Inexperienced intermediary	189.33	119.56	129.17	156.66	-97.26	64.47	.	.	.

Exhibit VI.2: Intermediaries' CCF Experience—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
In the past 12 months, number of staff that participated in training related to: Management & Administration	-3.68	3.78	0.3537
Experienced intermediary	2.56	3.16	2.80	1.33	2.06	1.90	.	.	.
Inexperienced intermediary	2.84	7.06	2.88	1.88	5.22	2.72	.	.	.
Level of focus on recruiting, developing, and managing volunteers more effectively:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	12.60	6.08	0.0650
Experienced intermediary	92.17	93.04	93.67	78.48	16.06	7.82	.	.	.
Inexperienced intermediary	91.14	93.67	87.50	91.07	-1.04	6.31	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	6.58	12.14	0.5998
Experienced intermediary	43.48	66.96	35.44	39.24	19.68	4.58	.	.	.
Inexperienced intermediary	45.57	77.22	35.71	57.14	10.22	11.68	.	.	.
At a minimum, has implemented steps to address focus area	4.37	11.83	0.7195
Experienced intermediary	19.13	44.35	16.46	26.58	15.09	7.97	.	.	.
Inexperienced intermediary	25.32	53.16	19.64	41.07	6.42	7.77	.	.	.
Not a focus because organization is satisfied with its achievement in this area	3.30	9.78	0.7425
Experienced intermediary	0.00	7.83	0.00	2.53	5.29	4.18	.	.	.
Inexperienced intermediary	1.27	11.39	0.00	8.93	1.20	7.02	.	.	.
<i>Technology Access and Use</i>									
Number of functioning computers	-0.87	2.04	0.6792
Experienced intermediary	3.05	4.57	1.96	2.97	0.50	0.83	.	.	.
Inexperienced intermediary	10.24	14.15	7.14	8.95	2.11	1.96	.	.	.
The number of functioning computers that the organization owns is sufficient for organization/staff needs	-4.59	8.49	0.6010
Experienced intermediary	21.74	57.39	13.70	35.62	13.73	7.00	.	.	.
Inexperienced intermediary	38.27	72.84	32.14	48.21	18.50	12.08	.	.	.

Exhibit VI.2: Intermediaries' CCF Experience—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Staff sufficiently proficient in computer and software use	4.34	4.41	0.3485
Experienced intermediary	67.26	84.96	61.97	84.51	-4.84	9.14	.	.	.
Inexperienced intermediary	60.26	78.21	63.64	83.64	-2.05	5.80	.	.	.
Organization has access to the internet	5.97	5.22	0.2793
Experienced intermediary	84.62	90.60	75.00	81.25	-0.27	8.56	.	.	.
Inexperienced intermediary	97.56	100.00	100.00	100.00	2.44	1.77	.	.	.
The internet is used in support of organizational activities	4.75	4.43	0.3089
Experienced intermediary	87.93	90.52	85.14	81.08	6.64	5.65	.	.	.
Inexperienced intermediary	95.06	100.00	98.21	96.43	6.72	4.16	.	.	.
Among organizations that use the internet to support organization activities, the internet is used in support of organizational website	12.24	10.75	0.2813
Experienced intermediary	41.35	64.42	58.33	65.00	16.41	14.26	.	.	.
Inexperienced intermediary	80.00	81.25	79.25	88.68	-8.18	6.38	.	.	.
<i>Financial Management Systems</i>									
Organization has a designated person responsible for financial management	9.88	2.82	0.0057 **
Experienced intermediary	91.60	99.16	93.59	89.74	11.41	4.55	.	.	.
Inexperienced intermediary	100.00	96.34	100.00	96.43	-0.09	2.83	.	.	.
The Executive Director/head of the organization is responsible for financial management, as opposed to another person	-9.03	8.60	0.3186
Experienced intermediary	52.94	53.78	53.75	57.50	-2.91	6.30	.	.	.
Inexperienced intermediary	70.73	75.61	73.21	69.64	8.45	10.24	.	.	.
Organization prepares a budget	10.05	5.94	0.1213
Experienced intermediary	76.19	82.86	85.45	72.73	19.39	5.72	.	.	.
Inexperienced intermediary	96.25	92.50	98.11	92.45	1.91	4.52	.	.	.
Organization has financial management procedures that provide checks and balances for ensuring expenditures are properly authorized	-18.29	5.07	0.0048 **
Experienced intermediary	82.50	61.67	79.12	67.03	-8.75	5.94	.	.	.
Inexperienced intermediary	98.86	82.95	98.57	70.00	12.66	5.32	.	.	.

Exhibit VI.2: Intermediaries' CCF Experience—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Organization had an audit of its finances/financial records by an external auditor in the past 12 months	-3.85	8.15	0.6466
Experienced intermediary	16.07	21.43	17.07	19.51	2.92	6.47	.	.	.
Inexperienced intermediary	50.60	55.42	73.21	62.50	15.53	5.00	.	.	.
Organization regularly uses computer software to keep financial records	19.85	5.60	0.0053
Experienced intermediary	65.22	80.87	62.50	61.25	16.90	5.90	.	.	.
Inexperienced intermediary	85.19	91.36	98.25	98.25	6.17	4.34	.	.	.
Level of focus on developing systems that will help manage the organization's finances more effectively:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	6.12	5.56	0.2972
Experienced intermediary	90.60	94.02	96.20	87.34	12.28	5.14	.	.	.
Inexperienced intermediary	83.95	93.83	81.82	92.73	-1.03	4.97	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	-0.01	9.22	0.9993
Experienced intermediary	54.70	76.92	51.90	63.29	10.83	9.25	.	.	.
Inexperienced intermediary	66.67	86.42	63.64	74.55	8.84	6.33	.	.	.
At a minimum, has implemented steps to address focus area	-1.39	15.15	0.9288
Experienced intermediary	26.50	60.68	29.11	43.04	20.26	8.06	.	.	.
Inexperienced intermediary	50.62	76.54	45.45	58.18	13.20	9.37	.	.	.
Not a focus because organization is satisfied with its achievement in this area	-5.06	12.88	0.7029
Experienced intermediary	2.56	13.68	1.27	17.72	-5.34	4.88	.	.	.
Inexperienced intermediary	12.35	30.86	7.27	27.27	-1.48	10.04	.	.	.
Level of focus on putting in place a budgeting process that ensures effective allocation of resources:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	10.95	8.64	0.2340
Experienced intermediary	88.89	95.73	91.14	86.08	11.90	5.58	.	.	.
Inexperienced intermediary	79.01	92.59	78.18	94.55	-2.78	9.18	.	.	.

Exhibit VI.2: Intermediaries' CCF Experience—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
At a minimum, has developed plans to work on this, but has not implemented them yet	16.66	12.60	0.2155
Experienced intermediary	51.28	76.07	55.70	60.76	19.72	9.16	.	.	.
Inexperienced intermediary	66.67	82.72	61.82	85.45	-7.59	11.08	.	.	.
At a minimum, has implemented steps to address focus area	23.38	10.96	0.0587
Experienced intermediary	25.64	59.83	29.11	40.51	22.80	7.23	.	.	.
Inexperienced intermediary	53.09	71.60	50.91	76.36	-6.94	10.12	.	.	.
Not a focus because organization is satisfied with its achievement in this area	5.26	6.98	0.4685
Experienced intermediary	3.42	17.09	2.53	15.19	1.02	3.78	.	.	.
Inexperienced intermediary	14.81	32.10	14.55	36.36	-4.53	6.57	.	.	.
Governance									
Organization has a Board of Directors	4.15	6.06	0.5093
Experienced intermediary	70.49	79.51	75.00	75.00	9.02	4.80	.	.	.
Inexperienced intermediary	93.10	89.66	92.86	88.57	0.84	3.81	.	.	.
Among organizations that do not have a Board of Directors, organization has plans for establishing a Board	-12.28	40.01	0.7658
Experienced intermediary	66.67	60.00	60.00	40.00	13.33	20.56	.	.	.
Inexperienced intermediary	75.00	75.00	33.33	33.33	0.00	44.72	.	.	.
Percent of Board positions that are currently filled:	-0.03	0.03	0.4459
Experienced intermediary	0.82	0.85	0.87	0.87	0.02	0.03	.	.	.
Inexperienced intermediary	0.84	0.88	0.83	0.86	0.01	0.02	.	.	.
Someone regularly takes minutes and keeps records of attendance at Board meetings	0.08	2.06	0.9694
Experienced intermediary	92.68	98.78	90.91	98.18	-1.18	5.25	.	.	.
Inexperienced intermediary	95.71	100.00	97.96	100.00	2.24	4.04	.	.	.
Primary activities of the Board: Outreach to community and key stakeholders	9.10	11.69	0.4542
Experienced intermediary	60.87	69.57	69.09	56.36	21.42	13.60	.	.	.
Inexperienced intermediary	63.89	65.28	54.00	58.00	-2.61	10.05	.	.	.

Exhibit VI.2: Intermediaries' CCF Experience—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Primary activities of the Board: Develop organization's budget	12.31	12.24	0.3383
Experienced intermediary	71.74	67.39	61.82	54.55	2.92	7.82	.	.	.
Inexperienced intermediary	59.72	55.56	54.00	56.00	-6.17	9.65	.	.	.
Primary activities of the Board: Recruit new board members	22.93	14.46	0.1439
Experienced intermediary	48.91	56.52	56.36	38.18	25.79	12.40	.	.	.
Inexperienced intermediary	65.28	62.50	62.00	66.00	-6.78	10.98	.	.	.
Primary activities of the Board: Set goals and strategies for the organization	4.34	10.00	0.6737
Experienced intermediary	79.35	89.13	83.64	81.82	11.60	6.92	.	.	.
Inexperienced intermediary	77.78	84.72	86.00	82.00	10.94	8.46	.	.	.
Primary activities of the Board: Review performance of programs and program outcomes	12.41	12.12	0.3299
Experienced intermediary	75.00	69.57	69.09	65.45	-1.80	6.58	.	.	.
Inexperienced intermediary	70.83	59.72	54.00	66.00	-23.11	5.86	.	.	.
Primary activities of the Board: Review organization's financial records to ensure funds were properly spent in support of the organization's mission	0.17	6.36	0.9786
Experienced intermediary	80.43	82.61	76.36	83.64	-5.10	5.57	.	.	.
Inexperienced intermediary	94.44	84.72	88.00	86.00	-7.72	9.80	.	.	.
Primary activities of the Board: Conduct performance reviews of executive director	17.33	7.13	0.0354
Experienced intermediary	45.65	50.00	30.91	29.09	6.17	5.29	.	.	.
Inexperienced intermediary	61.11	63.89	54.00	64.00	-7.22	6.16	.	.	.
Level of focus on researching/finding resources to determine how best to form a board	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	-14.78	8.29	0.1047
Experienced intermediary	65.05	71.84	72.06	75.00	3.85	6.86	.	.	.
Inexperienced intermediary	63.64	80.52	53.57	64.29	6.17	10.56	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	-10.56	9.06	0.2708
Experienced intermediary	45.63	59.22	38.24	45.59	6.24	8.63	.	.	.
Inexperienced intermediary	42.86	71.43	39.29	48.21	19.64	7.69	.	.	.

Exhibit VI.2: Intermediaries' CCF Experience—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
At a minimum, has implemented steps to address focus area	-4.40	9.73	0.6608
Experienced intermediary	25.24	41.75	23.53	30.88	9.15	7.71	.	.	.
Inexperienced intermediary	33.77	55.84	26.79	39.29	9.58	6.70	.	.	.
Not a focus because organization is satisfied with its achievement in this area	-5.63	7.29	0.4581
Experienced intermediary	5.83	13.59	7.35	16.18	-1.06	5.29	.	.	.
Inexperienced intermediary	18.18	33.77	10.71	23.21	3.08	4.59	.	.	.
Level of focus on recruiting Board members with diverse expertise:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	4.95	8.08	0.5537
Experienced intermediary	82.52	89.32	83.82	79.41	11.21	5.64	.	.	.
Inexperienced intermediary	92.31	94.87	82.14	87.50	-2.79	7.86	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	7.87	11.34	0.5034
Experienced intermediary	57.28	72.82	44.12	50.00	9.65	10.27	.	.	.
Inexperienced intermediary	65.38	83.33	53.57	69.64	1.88	7.82	.	.	.
At a minimum, has implemented steps to address focus area	3.37	12.09	0.7863
Experienced intermediary	36.89	50.49	33.82	33.82	13.59	8.90	.	.	.
Inexperienced intermediary	43.59	62.82	33.93	50.00	3.16	10.14	.	.	.
Not a focus because organization is satisfied with its achievement in this area	5.23	4.91	0.3120
Experienced intermediary	3.88	13.59	5.88	7.35	8.24	3.60	.	.	.
Inexperienced intermediary	7.69	15.38	3.57	8.93	2.34	3.37	.	.	.
Level of focus on developing a Board with ties to different constituencies:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	-0.77	7.56	0.9211
Experienced intermediary	83.50	87.38	82.35	79.41	6.82	5.83	.	.	.
Inexperienced intermediary	83.33	94.87	71.43	83.93	-0.96	6.46	.	.	.

Exhibit VI.2: Intermediaries' CCF Experience—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
At a minimum, has developed plans to work on this, but has not implemented them yet	9.20	11.82	0.4541
Experienced intermediary	59.22	69.90	45.59	39.71	16.56	7.68	.	.	.
Inexperienced intermediary	56.41	83.33	41.07	62.50	5.49	9.68	.	.	.
At a minimum, has implemented steps to address focus area	17.34	12.51	0.1961
Experienced intermediary	26.21	50.49	29.41	23.53	30.15	10.66	.	.	.
Inexperienced intermediary	32.05	60.26	23.21	50.00	1.42	10.67	.	.	.
Not a focus because organization is satisfied with its achievement in this area	4.96	6.24	0.4457
Experienced intermediary	2.91	14.56	1.47	4.41	8.71	5.00	.	.	.
Inexperienced intermediary	3.85	17.95	1.79	12.50	3.39	2.54	.	.	.
LEADERSHIP AND STAFF DEVELOPMENT									
<i>Leadership Development</i>									
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	9.27	11.19	0.4267
Experienced intermediary	50.00	62.50	44.74	46.05	11.18	11.27	.	.	.
Inexperienced intermediary	50.63	55.70	36.54	46.15	-4.55	16.05	.	.	.
Number of types of training in which head of organization participated in the past 12 months	0.26	0.18	0.1792
Experienced intermediary	1.32	1.85	1.22	1.03	0.72	0.07	.	.	.
Inexperienced intermediary	1.57	1.74	1.59	1.24	0.52	0.20	.	.	.
In the past 12 months, any staff met regularly with a mentor who provides guidance on performing the roles assigned to the staff	-3.60	12.35	0.7765
Experienced intermediary	48.65	52.25	35.14	41.89	-3.15	9.89	.	.	.
Inexperienced intermediary	57.69	56.41	47.17	45.28	0.60	15.47	.	.	.
Board provides a formal orientation for new Board members	-4.63	12.51	0.7189
Experienced intermediary	43.53	57.65	38.71	50.00	2.83	10.32	.	.	.
Inexperienced intermediary	42.67	66.67	45.16	58.06	11.10	12.40	.	.	.

Exhibit VI.2: Intermediaries' CCF Experience—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
In the past 12 months, any Board member participated in training/learning opportunities to learn more about governance/roles & responsibilities of Board members	7.62	13.12	0.5746
Experienced intermediary	45.45	71.43	38.00	38.00	25.97	11.77	.	.	.
Inexperienced intermediary	37.31	73.13	36.17	51.06	20.93	11.94	.	.	.
Level of focus on creating a plan or locating resources to help the executive director and other staff improve their leadership abilities	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	17.74	6.11	0.0157 *
Experienced intermediary	88.79	85.34	91.14	77.22	10.48	3.94	.	.	.
Inexperienced intermediary	89.87	87.34	83.93	94.64	-13.25	7.72	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	8.11	9.11	0.3940
Experienced intermediary	45.69	53.45	40.51	36.71	11.56	5.85	.	.	.
Inexperienced intermediary	51.90	64.56	42.86	57.14	-1.63	10.16	.	.	.
At a minimum, has implemented steps to address focus area	0.25	11.76	0.9836
Experienced intermediary	19.83	35.34	21.52	26.58	10.45	5.18	.	.	.
Inexperienced intermediary	25.32	50.63	21.43	42.86	3.89	9.87	.	.	.
Not a focus because organization is satisfied with its achievement in this area	-1.66	8.03	0.8406
Experienced intermediary	1.72	10.34	0.00	5.06	3.56	3.62	.	.	.
Inexperienced intermediary	1.27	15.19	0.00	8.93	5.00	5.61	.	.	.
Level of focus on providing staff with professional development and training to enhance skills in service delivery or skills in administration and management:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	15.78	6.44	0.0342 *
Experienced intermediary	90.43	86.09	93.67	72.15	17.17	5.14	.	.	.
Inexperienced intermediary	93.67	96.20	94.64	98.21	-1.04	5.35	.	.	.

Exhibit VI.2: Intermediaries' CCF Experience—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
At a minimum, has developed plans to work on this, but has not implemented them yet	8.74	7.93	0.2962
Experienced intermediary	41.74	60.87	34.18	31.65	21.66	6.48	.	.	.
Inexperienced intermediary	58.23	77.22	51.79	58.93	11.84	4.97	.	.	.
At a minimum, has implemented steps to address focus area	-6.20	13.11	0.6465
Experienced intermediary	20.00	44.35	12.66	26.58	10.42	7.80	.	.	.
Inexperienced intermediary	34.18	65.82	28.57	44.64	15.57	9.44	.	.	.
Not a focus because organization is satisfied with its achievement in this area	2.61	4.97	0.6104
Experienced intermediary	0.00	7.83	0.00	1.27	6.56	2.54	.	.	.
Inexperienced intermediary	1.27	10.13	0.00	5.36	3.50	4.47	.	.	.
Level of focus on providing information to the Board so they can better understand their responsibilities and create plans for improving their performance:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	0.98	9.73	0.9222
Experienced intermediary	87.38	83.50	92.65	82.35	6.41	7.12	.	.	.
Inexperienced intermediary	91.03	91.03	92.73	89.09	3.64	6.15	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	13.75	8.37	0.1315
Experienced intermediary	56.31	69.90	47.06	48.53	12.12	4.89	.	.	.
Inexperienced intermediary	58.97	75.64	52.73	69.09	0.30	12.37	.	.	.
At a minimum, has implemented steps to address focus area	16.13	16.12	0.3405
Experienced intermediary	29.13	46.60	29.41	27.94	18.95	7.12	.	.	.
Inexperienced intermediary	43.59	57.69	38.18	54.55	-2.26	15.01	.	.	.
Not a focus because organization is satisfied with its achievement in this area	11.47	8.67	0.2151
Experienced intermediary	1.94	10.68	0.00	4.41	4.33	5.69	.	.	.
Inexperienced intermediary	5.13	10.26	0.00	12.73	-7.60	5.67	.	.	.

Exhibit VI.2: Intermediaries' CCF Experience—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
PROGRAM DEVELOPMENT									
<i>Service Delivery</i>									
Total number of service recipients (individuals/ families) served in most recent month of full service delivery	-114.96	100.86	0.2809
Experienced intermediary	271.14	214.96	161.76	272.10	-166.52	139.03	.	.	.
Inexperienced intermediary	597.77	595.07	444.75	513.29	-71.25	140.29	.	.	.
In the past 12 months, number of staff that participated in training related to: Service delivery	-4.34	4.08	0.3124
Experienced intermediary	6.37	6.27	7.59	7.69	-0.20	5.58	.	.	.
Inexperienced intermediary	15.57	10.46	9.33	5.80	-1.59	4.48	.	.	.
Compared to the same period a year ago, the number of individuals or families served increased	14.80	14.98	0.3466
Experienced intermediary	70.33	69.23	63.64	56.06	6.48	17.41	.	.	.
Inexperienced intermediary	62.96	61.73	54.39	63.16	-10.01	6.67	.	.	.
Level of focus on increasing the number of clients served by the organization:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	3.58	6.64	0.6017
Experienced intermediary	96.72	92.62	96.88	77.08	15.69	3.76	.	.	.
Inexperienced intermediary	94.19	91.86	95.71	80.00	13.39	5.22	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	-3.76	10.63	0.7309
Experienced intermediary	76.23	78.69	65.63	57.29	10.79	5.71	.	.	.
Inexperienced intermediary	77.91	88.37	65.71	64.29	11.89	7.32	.	.	.
At a minimum, has implemented steps to address focus area	-1.50	10.36	0.8882
Experienced intermediary	38.52	58.20	35.42	40.63	14.46	7.48	.	.	.
Inexperienced intermediary	52.33	72.09	35.71	52.86	2.62	7.41	.	.	.
Not a focus because organization is satisfied with its achievement in this area	7.69	4.77	0.1375
Experienced intermediary	2.46	13.11	0.00	7.29	3.36	4.25	.	.	.
Inexperienced intermediary	2.33	9.30	2.86	14.29	-4.45	3.25	.	.	.

Exhibit VI.2: Intermediaries' CCF Experience—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Level of focus on expanding services to include new group of service recipients or geographic area:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	2.35	8.98	0.7986
Experienced intermediary	79.51	77.05	82.29	65.63	14.21	6.04	.	.	.
Inexperienced intermediary	81.40	80.23	84.29	70.00	13.12	7.47	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	3.50	8.41	0.6864
Experienced intermediary	49.18	58.20	50.00	44.79	14.22	5.13	.	.	.
Inexperienced intermediary	58.14	59.30	52.86	48.57	5.45	7.47	.	.	.
At a minimum, has implemented steps to address focus area	3.71	6.79	0.5968
Experienced intermediary	20.49	40.16	18.75	30.21	8.21	4.87	.	.	.
Inexperienced intermediary	24.42	34.88	24.29	30.00	4.75	5.48	.	.	.
Not a focus because organization is satisfied with its achievement in this area	10.06	4.80	0.0627
Experienced intermediary	0.82	12.30	1.04	5.21	7.31	2.98	.	.	.
Inexperienced intermediary	2.33	4.65	0.00	5.71	-3.39	2.40	.	.	.
<i>Program Design</i>									
Organization has added / expanded programmatic areas within the past 12 months	4.18	10.41	0.6963
Experienced intermediary	52.17	55.65	47.62	40.48	10.62	7.66	.	.	.
Inexperienced intermediary	60.49	49.38	54.10	39.34	3.64	10.12	.	.	.
Primary programmatic area: At-risk youth/children and youth services	10.06	8.24	0.2499
Experienced intermediary	67.48	58.54	69.79	47.92	12.93	7.35	.	.	.
Inexperienced intermediary	68.54	51.69	66.20	47.89	1.46	7.37	.	.	.
Primary programmatic area: Economic/community development	19.38	6.25	0.0113
Experienced intermediary	34.15	31.71	31.25	19.79	9.02	5.39	.	.	.
Inexperienced intermediary	28.09	14.61	22.54	21.13	-12.07	5.49	.	.	.
Primary programmatic area: Elderly/disabled services	8.06	7.97	0.3362
Experienced intermediary	29.27	20.33	28.13	14.58	4.60	8.56	.	.	.
Inexperienced intermediary	39.33	23.60	35.21	23.94	-4.46	7.02	.	.	.

Exhibit VI.2: Intermediaries' CCF Experience—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Primary programmatic area: Health services	-2.82	6.21	0.6598
Experienced intermediary	31.71	25.20	29.17	25.00	-2.34	4.72	.	.	.
Inexperienced intermediary	20.22	14.61	23.94	14.08	4.24	9.24	.	.	.
Primary programmatic area: Homelessness/housing assistance	-5.92	5.61	0.3158
Experienced intermediary	33.33	18.70	36.46	26.04	-4.22	2.89	.	.	.
Inexperienced intermediary	38.20	26.97	22.54	19.72	-8.42	9.22	.	.	.
Primary programmatic area: Hunger	-0.64	5.16	0.9036
Experienced intermediary	32.52	27.64	19.79	19.79	-4.88	3.51	.	.	.
Inexperienced intermediary	25.84	21.35	21.13	16.90	-0.27	5.36	.	.	.
Primary programmatic area: Job training/welfare-to-work	8.02	6.53	0.2476
Experienced intermediary	28.46	25.20	32.29	16.67	12.37	6.30	.	.	.
Inexperienced intermediary	25.84	16.85	16.90	11.27	-3.35	6.17	.	.	.
Primary programmatic area: Marriage/relationships	6.16	8.51	0.4859
Experienced intermediary	26.83	18.70	30.21	19.79	2.29	5.11	.	.	.
Inexperienced intermediary	28.09	13.48	28.17	18.31	-4.75	5.59	.	.	.
Primary programmatic area: Abstinence/pregnancy prevention	-4.07	8.51	0.6432
Experienced intermediary	21.95	17.07	16.67	8.33	3.46	7.01	.	.	.
Inexperienced intermediary	12.36	12.36	18.31	4.23	14.08	6.57	.	.	.
Primary programmatic area: Prison ministry or prisoner reentry services	-3.31	8.04	0.6889
Experienced intermediary	17.07	14.63	22.92	21.88	-1.40	3.59	.	.	.
Inexperienced intermediary	12.36	11.24	9.86	9.86	-1.12	2.53	.	.	.
Primary programmatic area: Drug and alcohol rehabilitation	-4.91	4.54	0.3042
Experienced intermediary	17.07	10.57	28.13	15.63	6.00	1.80	.	.	.
Inexperienced intermediary	15.73	13.48	15.49	8.45	4.80	4.53	.	.	.
Primary programmatic area: Education	-5.74	11.08	0.6159
Experienced intermediary	54.47	36.59	60.42	37.50	5.03	7.44	.	.	.
Inexperienced intermediary	42.70	37.08	49.30	30.99	12.69	14.39	.	.	.
Primary programmatic area: Services to immigrants (including ESL)	3.32	3.79	0.4026
Experienced intermediary	15.45	13.01	17.71	10.42	4.85	3.30	.	.	.
Inexperienced intermediary	16.85	11.24	21.13	12.68	2.83	4.94	.	.	.

Exhibit VI.2: Intermediaries' CCF Experience—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Level of focus on increasing the number or scope of services offered to clients:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	3.56	9.39	0.7123
Experienced intermediary	86.07	87.70	91.67	72.92	20.39	5.14	.	.	.
Inexperienced intermediary	86.05	87.21	84.29	74.29	11.16	5.49	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	-1.10	11.43	0.9253
Experienced intermediary	59.84	73.77	61.46	51.04	24.35	5.29	.	.	.
Inexperienced intermediary	70.93	82.56	54.29	57.14	8.77	10.47	.	.	.
At a minimum, has implemented steps to address focus area	-15.23	7.72	0.0769
Experienced intermediary	24.59	50.00	28.13	37.50	16.03	5.91	.	.	.
Inexperienced intermediary	38.37	61.63	24.29	32.86	14.68	8.54	.	.	.
Not a focus because organization is satisfied with its achievement in this area	-3.63	4.96	0.4815
Experienced intermediary	1.64	11.48	1.04	7.29	3.59	3.05	.	.	.
Inexperienced intermediary	1.16	16.28	1.43	10.00	6.54	5.22	.	.	.
Level of focus on incorporating a new approach to services to improve quality/ effectiveness:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	6.98	9.64	0.4854
Experienced intermediary	90.98	88.52	89.58	69.79	17.33	3.95	.	.	.
Inexperienced intermediary	93.02	89.53	84.29	75.71	5.08	5.94	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	5.36	9.45	0.5827
Experienced intermediary	55.74	76.23	58.33	50.00	28.83	6.74	.	.	.
Inexperienced intermediary	66.28	83.72	64.29	62.86	18.87	7.23	.	.	.
At a minimum, has implemented steps to address focus area	-1.43	10.57	0.8949
Experienced intermediary	21.31	51.64	28.13	37.50	20.95	5.29	.	.	.
Inexperienced intermediary	37.21	59.30	31.43	44.29	9.24	11.03	.	.	.

Exhibit VI.2: Intermediaries' CCF Experience—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Not a focus because organization is satisfied with its achievement in this area	2.32	4.90	0.6463
Experienced intermediary	0.82	9.02	0.00	4.17	4.03	3.61	.	.	.
Inexperienced intermediary	0.00	10.47	0.00	8.57	1.89	2.89	.	.	.
<i>Tracking Outcomes and Keeping Records</i>									
Organization keeps records on individual service recipients' outcomes	-4.74	8.06	0.5695
Experienced intermediary	73.56	70.11	59.62	69.23	-13.06	5.16	.	.	.
Inexperienced intermediary	73.24	77.46	68.63	76.47	-3.62	6.88	.	.	.
Among organizations that keep these records, organization keeps electronic (instead of only paper) records	22.13	16.58	0.2114
Experienced intermediary	20.41	46.94	29.63	33.33	22.83	19.50	.	.	.
Inexperienced intermediary	38.64	56.82	51.61	64.52	5.28	16.23	.	.	.
Organization keeps records on the needs of individuals/families upon first contact with the program	-4.13	6.81	0.5579
Experienced intermediary	79.31	80.46	72.13	73.77	-0.49	4.75	.	.	.
Inexperienced intermediary	70.83	79.17	73.47	73.47	8.33	8.52	.	.	.
Among organizations that keep these records, organization keeps electronic (instead of only paper) records	8.56	17.73	0.6397
Experienced intermediary	17.54	31.58	20.00	27.50	6.54	11.79	.	.	.
Inexperienced intermediary	35.56	44.44	37.50	43.75	2.64	12.71	.	.	.
Organization keeps records on the types of services provided to individuals/families	2.26	7.51	0.7695
Experienced intermediary	85.23	85.23	83.33	75.00	8.33	6.55	.	.	.
Inexperienced intermediary	87.50	93.06	86.27	86.27	5.56	6.09	.	.	.
Among organizations that keep these records, organization keeps electronic (instead of only paper) records	15.48	16.85	0.3800
Experienced intermediary	26.56	51.56	27.91	41.86	11.05	14.85	.	.	.
Inexperienced intermediary	56.67	61.67	60.00	67.50	-2.50	9.90	.	.	.

Exhibit VI.2: Intermediaries' CCF Experience—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Organization keeps records on the number of individuals or families enrolled in / served through programs	-1.12	5.26	0.8358
Experienced intermediary	94.25	93.10	84.85	86.36	-2.66	5.18	.	.	.
Inexperienced intermediary	96.05	98.68	100.00	96.23	6.41	3.96	.	.	.
Among organizations that keep these records, organization keeps electronic (instead of only paper) records	15.19	8.96	0.1208
Experienced intermediary	35.06	57.14	33.96	35.85	20.19	10.12	.	.	.
Inexperienced intermediary	60.27	68.49	56.86	62.75	2.34	9.29	.	.	.
Organization keeps records on referral sources of service recipients	-5.68	11.32	0.6271
Experienced intermediary	73.75	73.75	65.38	67.31	-1.92	10.71	.	.	.
Inexperienced intermediary	65.71	77.14	78.43	72.55	17.31	6.38	.	.	.
Among organizations that keep these records, organization keeps electronic (instead of only paper) records	15.80	14.46	0.3001
Experienced intermediary	22.22	48.89	14.81	25.93	15.56	9.51	.	.	.
Inexperienced intermediary	30.77	53.85	32.35	50.00	5.43	8.69	.	.	.
Organization conducts formal measurements/assessments of the results and benefits of the services provided to individuals or families	15.71	8.40	0.0912
Experienced intermediary	43.81	60.95	44.87	46.15	15.86	4.92	.	.	.
Inexperienced intermediary	58.33	67.86	57.97	69.57	-2.07	9.61	.	.	.
Among organizations that conduct formal assessments of service results and benefits, assessment is conducted by:	---	---	---	---	---	---	---	---	---
In-house staff	-11.65	14.64	0.4446
Experienced intermediary	63.89	50.00	66.67	71.43	-18.65	14.12	.	.	.
Inexperienced intermediary	71.79	51.28	64.29	57.14	-13.37	10.79	.	.	.
External individual/organization	15.43	10.06	0.1561
Experienced intermediary	5.56	11.11	4.76	0.00	10.32	12.10	.	.	.
Inexperienced intermediary	2.56	2.56	3.57	7.14	-3.57	5.24	.	.	.
Both in-house staff and external indivdual/organization	-2.74	14.69	0.8559
Experienced intermediary	30.56	38.89	28.57	28.57	8.33	14.75	.	.	.
Inexperienced intermediary	25.64	46.15	32.14	35.71	16.94	13.04	.	.	.

Exhibit VI.2: Intermediaries' CCF Experience—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Organization seeks and obtains regular feedback from individuals/families on their satisfaction with services	2.21	10.48	0.8375
Experienced intermediary	76.40	85.39	72.13	77.05	4.07	7.42	.	.	.
Inexperienced intermediary	73.68	86.84	77.19	82.46	7.89	7.05	.	.	.
Level of focus on strengthening the organization's ability to evaluate its overall effectiveness:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	2.71	7.93	0.7395
Experienced intermediary	97.54	93.44	97.92	77.08	16.73	5.56	.	.	.
Inexperienced intermediary	94.19	91.86	97.14	78.57	16.25	5.40	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	-10.02	9.34	0.3084
Experienced intermediary	44.26	71.31	36.46	46.88	16.63	5.80	.	.	.
Inexperienced intermediary	48.84	76.74	52.86	44.29	36.48	12.18	.	.	.
At a minimum, has implemented steps to address focus area	-9.25	8.78	0.3172
Experienced intermediary	16.39	43.44	16.67	28.13	15.59	3.61	.	.	.
Inexperienced intermediary	25.58	52.33	22.86	28.57	21.03	9.32	.	.	.
Not a focus because organization is satisfied with its achievement in this area	0.92	3.25	0.7842
Experienced intermediary	0.82	4.92	0.00	2.08	2.02	2.38	.	.	.
Inexperienced intermediary	1.16	3.49	0.00	1.43	0.90	2.20	.	.	.
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:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	2.44	8.62	0.7828
Experienced intermediary	90.16	90.16	92.71	71.88	20.83	5.42	.	.	.
Inexperienced intermediary	80.23	88.37	85.71	72.86	21.00	6.00	.	.	.

Exhibit VI.2: Intermediaries' CCF Experience—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
At a minimum, has developed plans to work on this, but has not implemented them yet	-3.85	7.55	0.6210
Experienced intermediary	46.72	63.93	40.63	50.00	7.84	7.32	.	.	.
Inexperienced intermediary	43.02	65.12	51.43	50.00	23.52	8.04	.	.	.
At a minimum, has implemented steps to address focus area	0.37	8.68	0.9667
Experienced intermediary	22.95	41.80	18.75	29.17	8.44	4.50	.	.	.
Inexperienced intermediary	19.77	43.02	30.00	35.71	17.54	8.04	.	.	.
Not a focus because organization is satisfied with its achievement in this area	-5.57	3.13	0.1061
Experienced intermediary	1.64	9.84	0.00	4.17	4.03	3.00	.	.	.
Inexperienced intermediary	0.00	12.79	2.86	5.71	9.93	2.93	.	.	.
REVENUE DEVELOPMENT									
Funding Strategies									
Organization has ever hired a grant/contract writer to prepare applications for funding	-6.67	9.04	0.4773
Experienced intermediary	13.79	16.38	11.25	13.75	0.09	6.70	.	.	.
Inexperienced intermediary	33.33	38.27	32.73	30.91	6.76	11.64	.	.	.
Organization has ever hired a grant/contract writer to train staff to prepare applications for funding	2.82	9.80	0.7792
Experienced intermediary	6.84	11.97	5.00	3.75	6.38	4.48	.	.	.
Inexperienced intermediary	5.00	15.00	7.41	11.11	6.30	6.43	.	.	.
Organization has ever sent key staff to grant/contract writing workshops or similar learning opportunities	5.28	7.93	0.5204
Experienced intermediary	51.72	69.83	45.00	51.25	11.85	8.83	.	.	.
Inexperienced intermediary	62.96	82.72	63.64	70.91	12.48	9.10	.	.	.
In the past 12 months, the head of the organization participated in training related to fundraising	7.09	10.32	0.5078
Experienced intermediary	43.09	62.60	42.71	36.46	25.76	9.02	.	.	.
Inexperienced intermediary	52.33	59.30	52.86	42.86	16.98	9.54	.	.	.

Exhibit VI.2: Intermediaries' CCF Experience—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
In the past 12 months, number of staff that participated in training related to: Fundraising	-1.66	1.63	0.3328
Experienced intermediary	1.85	2.31	1.70	1.27	0.88	0.75	.	.	.
Inexperienced intermediary	2.56	4.36	1.50	1.55	1.75	1.27	.	.	.
Organization has a written fundraising / fund-development plan	-2.94	5.97	0.6331
Experienced intermediary	12.28	27.19	14.10	16.67	12.35	4.46	.	.	.
Inexperienced intermediary	32.91	44.30	14.55	21.82	4.12	5.88	.	.	.
Organization applied for or received any grant/contract in the past 12 months	13.35	5.67	0.0404
Experienced intermediary	37.50	68.33	41.49	45.74	26.58	8.40	.	.	.
Inexperienced intermediary	75.00	84.09	82.61	79.71	11.99	6.26	.	.	.
In the past 12 months, organization sought funding from any new sources	-11.86	5.18	0.0449
Experienced intermediary	39.17	49.17	41.30	45.65	5.65	8.76	.	.	.
Inexperienced intermediary	65.12	74.42	71.43	62.86	17.87	6.45	.	.	.
In the past 12 months, number of applications submitted for funding from Federal government agencies	-0.08	0.33	0.8098
Experienced intermediary	0.05	0.50	0.16	0.17	0.44	0.14	.	.	.
Inexperienced intermediary	0.62	0.85	0.70	0.50	0.43	0.21	.	.	.
In the past 12 months, number of applications submitted for funding from State/local government agencies	-0.02	0.45	0.9576
Experienced intermediary	0.34	0.77	0.26	0.33	0.37	0.32	.	.	.
Inexperienced intermediary	1.38	1.61	1.73	1.50	0.46	0.44	.	.	.
In the past 12 months, number of applications submitted for funding from Foundations	-1.78	1.47	0.2544
Experienced intermediary	1.15	1.95	1.62	1.48	0.93	0.27	.	.	.
Inexperienced intermediary	4.73	7.57	3.78	4.50	2.13	1.26	.	.	.
In the past 12 months, number of applications submitted for funding from other federated giving groups	-0.04	0.19	0.8365
Experienced intermediary	0.10	0.20	0.07	0.07	0.10	0.08	.	.	.
Inexperienced intermediary	0.67	0.54	0.37	0.33	-0.10	0.18	.	.	.

Exhibit VI.2: Intermediaries' CCF Experience—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Total number of grant applications submitted in the past 12 months	-2.32	2.01	0.2765
Experienced intermediary	2.25	3.68	2.28	2.22	1.48	0.64	.	.	.
Inexperienced intermediary	10.10	10.75	7.38	7.17	0.87	3.49	.	.	.
In the past 12 months, number of applications submitted that are pending for funding from Federal government agencies	0.07	0.08	0.3750
Experienced intermediary	0.03	0.12	0.07	0.04	0.11	0.07	.	.	.
Inexperienced intermediary	0.07	0.10	0.12	0.12	0.02	0.11	.	.	.
In the past 12 months, number of applications submitted that are pending for funding from State/local government agencies	0.16	0.14	0.2987
Experienced intermediary	0.10	0.18	0.11	0.07	0.13	0.18	.	.	.
Inexperienced intermediary	0.35	0.12	0.37	0.17	-0.03	0.14	.	.	.
In the past 12 months, number of applications submitted that are pending for funding from Foundations	0.05	0.30	0.8725
Experienced intermediary	0.33	0.41	0.51	0.31	0.27	0.18	.	.	.
Inexperienced intermediary	0.93	1.05	0.55	0.75	-0.08	0.25	.	.	.
In the past 12 months, number of applications submitted that are pending for funding from other federated giving groups	-0.01	0.04	0.7664
Experienced intermediary	0.04	0.03	0.02	0.02	-0.01	0.03	.	.	.
Inexperienced intermediary	0.27	0.05	0.05	0.03	-0.21	0.09	.	.	.
Total number of grant applications submitted in the past 12 months that are pending	0.17	0.29	0.5789
Experienced intermediary	0.55	0.77	0.76	0.51	0.48	0.34	.	.	.
Inexperienced intermediary	1.73	1.35	1.13	1.08	-0.33	0.34	.	.	.
In the past 12 months, number of applications approved for funding from Federal government agencies	0.11	0.14	0.4720
Experienced intermediary	0.02	0.30	0.04	0.13	0.19	0.05	.	.	.
Inexperienced intermediary	0.38	0.50	0.45	0.48	0.09	0.17	.	.	.
In the past 12 months, number of applications approved for funding from State/local government agencies	0.02	0.41	0.9538
Experienced intermediary	0.34	0.55	0.12	0.19	0.14	0.24	.	.	.
Inexperienced intermediary	1.02	1.15	1.35	1.18	0.30	0.39	.	.	.

Exhibit VI.2: Intermediaries' CCF Experience—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
In the past 12 months, number of applications approved for funding from Foundations	-1.54	1.08	0.1837
Experienced intermediary	0.47	0.65	0.42	0.67	-0.08	0.20	.	.	.
Inexperienced intermediary	2.04	3.64	1.87	2.13	1.34	1.00	.	.	.
In the past 12 months, number of applications approved for funding from other federated giving groups	-0.07	0.15	0.6355
Experienced intermediary	0.05	0.15	0.07	0.04	0.12	0.06	.	.	.
Inexperienced intermediary	0.36	0.43	0.30	0.23	0.14	0.11	.	.	.
Total number of grant applications approved in the past 12 months	-1.66	1.60	0.3258
Experienced intermediary	1.05	1.87	0.76	1.15	0.45	0.41	.	.	.
Inexperienced intermediary	4.23	5.86	4.52	4.18	1.96	1.40	.	.	.
In the past 12 months, total amount of grant funds from Federal government agencies	-17264.24	21227.13	0.4350
Experienced intermediary	270.87	405.95	324.00	14029.33	-13570.25	13149.64	.	.	.
Inexperienced intermediary	40255.77	24368.44	45840.26	25140.57	4812.36	11407.65	.	.	.
In the past 12 months, total amount of grant funds from State/local government agencies	55043.56	21977.59	0.0312
Experienced intermediary	5236.67	2543.56	2533.83	2612.52	-2771.81	3515.82	.	.	.
Inexperienced intermediary	115345.95	20270.53	79965.23	76024.41	-91134.60	61655.03	.	.	.
In the past 12 months, total amount of grant funds from Foundations	-5199.18	9171.14	0.5833
Experienced intermediary	3265.03	4702.84	4240.67	7897.77	-2219.29	5087.74	.	.	.
Inexperienced intermediary	33542.92	17174.59	43823.87	17685.17	9770.36	24890.60	.	.	.
In the past 12 months, total amount of grant funds from other federated giving groups	-405.71	1471.48	0.7884
Experienced intermediary	1022.70	1021.72	214.08	136.37	76.72	1191.95	.	.	.
Inexperienced intermediary	12284.51	4965.24	5821.47	3268.85	-4766.65	4631.95	.	.	.
Total amount of grant funds received from the above sources	126472.24	89890.21	0.1897
Experienced intermediary	11988.13	15747.71	8894.81	26132.59	-13478.20	14054.76	.	.	.
Inexperienced intermediary	254073.26	83175.65	204082.65	233816.17	-200631.14	136419.25	.	.	.

Exhibit VI.2: Intermediaries' CCF Experience—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Total number of sources of revenue/funding received over the past 12 months	-0.28	0.34	0.4307
Experienced intermediary	1.66	2.01	1.84	1.34	0.85	0.19	.	.	.
Inexperienced intermediary	3.94	3.26	4.13	2.37	1.08	0.31	.	.	.
Obtained funding from new sources in past 12 months	-12.34	9.75	0.2340
Experienced intermediary	26.89	43.70	31.52	30.43	17.89	6.50	.	.	.
Inexperienced intermediary	53.49	65.12	50.00	41.18	20.45	10.09	.	.	.
Among organizations that had never applied for a federal grant at baseline, percentage that had applied for a grant at follow-up	11.69	10.20	0.2787
Experienced intermediary	0.00	24.24	0.00	6.58	17.66	5.50	.	.	.
Inexperienced intermediary	0.00	28.26	0.00	23.81	4.45	8.64	.	.	.
Among organizations that had never applied for or received federal funding at the time of the baseline survey, the number that had received federal funding at the time of the follow-up survey	10.37	8.82	0.2668
Experienced intermediary	0.00	18.18	0.00	2.63	15.55	5.84	.	.	.
Inexperienced intermediary	0.00	21.74	0.00	16.67	5.07	5.64	.	.	.
Total revenue over the past 12 months	-993039.45	373942.34	0.0241 *
Experienced intermediary	26146.25	129464.24	28753.95	436551.57	-304479.64	239259.01	.	.	.
Inexperienced intermediary	877631.80	1092546.03	1117089.09	471735.58	860267.74	366153.14	.	.	.
Total expenditures over last completed fiscal year	-227798.10	180473.34	0.2355
Experienced intermediary	37055.73	119591.17	139959.99	58239.99	164255.43	161768.67	.	.	.
Inexperienced intermediary	763757.16	879405.27	486426.63	424744.00	177330.74	218482.67	.	.	.
Among organizations that use the internet to support organization activities, the internet is used to learn about funding opportunities	6.28	6.38	0.3482
Experienced intermediary	76.92	85.58	76.67	75.00	10.32	6.20	.	.	.
Inexperienced intermediary	81.25	85.00	81.13	81.13	3.75	4.37	.	.	.
Among organizations that use the internet to support organization activities, the internet is used to gather information needed to write grant applications	12.55	9.76	0.2275
Experienced intermediary	71.15	84.62	75.00	75.00	13.46	7.20	.	.	.
Inexperienced intermediary	83.75	82.50	84.91	86.79	-3.14	7.86	.	.	.

Exhibit VI.2: Intermediaries' CCF Experience—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Level of focus on identifying and pursuing new sources of government funding:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	5.45	7.39	0.4775
Experienced intermediary	96.58	87.18	92.00	78.67	3.93	7.62	.	.	.
Inexperienced intermediary	90.00	85.00	94.55	87.27	2.27	8.38	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	8.07	16.10	0.6270
Experienced intermediary	51.28	58.12	42.67	45.33	4.17	4.38	.	.	.
Inexperienced intermediary	60.00	57.50	50.91	54.55	-6.14	12.19	.	.	.
At a minimum, has implemented steps to address focus area	-2.52	9.16	0.7893
Experienced intermediary	25.64	38.46	18.67	25.33	6.15	4.85	.	.	.
Inexperienced intermediary	36.25	45.00	25.45	30.91	3.30	10.82	.	.	.
Not a focus because organization is satisfied with its achievement in this area	3.80	4.87	0.4531
Experienced intermediary	0.00	2.56	0.00	4.00	-1.44	1.84	.	.	.
Inexperienced intermediary	1.25	5.00	0.00	9.09	-5.34	4.40	.	.	.
Level of focus on identifying and pursuing new sources of in-kind donations:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	0.26	5.59	0.9634
Experienced intermediary	95.73	93.16	93.42	85.53	5.33	4.04	.	.	.
Inexperienced intermediary	88.75	95.00	90.91	89.09	8.07	8.60	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	2.56	14.23	0.8607
Experienced intermediary	51.28	64.96	47.37	44.74	16.31	5.85	.	.	.
Inexperienced intermediary	61.25	72.50	47.27	54.55	3.98	9.19	.	.	.
At a minimum, has implemented steps to address focus area	-12.03	10.68	0.2862
Experienced intermediary	30.77	44.44	28.95	25.00	17.62	5.92	.	.	.
Inexperienced intermediary	38.75	55.00	23.64	21.82	18.07	6.01	.	.	.

Exhibit VI.2: Intermediaries' CCF Experience—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Not a focus because organization is satisfied with its achievement in this area	-6.70	4.10	0.1332
Experienced intermediary	0.85	3.42	0.00	6.58	-4.01	4.20	.	.	.
Inexperienced intermediary	1.25	8.75	0.00	5.45	2.05	4.14	.	.	.
Level of focus on identifying and pursuing new sources of non-government funding:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	2.49	4.15	0.5612
Experienced intermediary	99.15	95.73	97.37	90.79	3.16	4.01	.	.	.
Inexperienced intermediary	97.50	97.50	98.18	96.36	1.82	4.40	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	10.91	13.09	0.4240
Experienced intermediary	52.14	64.96	52.63	44.74	20.72	5.77	.	.	.
Inexperienced intermediary	71.25	80.00	65.45	70.91	3.30	8.21	.	.	.
At a minimum, has implemented steps to address focus area	9.37	11.90	0.4491
Experienced intermediary	29.06	41.88	35.53	25.00	23.35	7.31	.	.	.
Inexperienced intermediary	48.75	52.50	32.73	41.82	-5.34	8.13	.	.	.
Not a focus because organization is satisfied with its achievement in this area	1.75	3.55	0.6326
Experienced intermediary	0.00	2.56	0.00	1.32	1.25	1.94	.	.	.
Inexperienced intermediary	1.25	6.25	0.00	5.45	-0.45	2.60	.	.	.
Level of focus on developing a fund-development plan (including setting fundraising goals):	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	8.61	8.45	0.3324
Experienced intermediary	97.44	94.02	98.68	82.89	12.37	7.73	.	.	.
Inexperienced intermediary	95.00	97.50	96.36	94.55	4.32	5.20	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	10.26	10.34	0.3447
Experienced intermediary	46.15	63.25	44.74	47.37	14.46	5.68	.	.	.
Inexperienced intermediary	63.75	75.00	49.09	69.09	-8.75	8.54	.	.	.

Exhibit VI.2: Intermediaries' CCF Experience—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
At a minimum, has implemented steps to address focus area	-6.18	10.74	0.5778
Experienced intermediary	18.80	39.32	19.74	22.37	17.88	7.41	.	.	.
Inexperienced intermediary	33.75	58.75	23.64	34.55	14.09	12.02	.	.	.
Not a focus because organization is satisfied with its achievement in this area	2.11	6.00	0.7325
Experienced intermediary	0.00	5.98	0.00	3.95	2.04	2.83	.	.	.
Inexperienced intermediary	8.75	15.00	1.82	9.09	-1.02	4.77	.	.	.
COMMUNITY ENGAGEMENT									
<i>Community Engagement</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	10.49	11.45	0.3810
Experienced intermediary	37.19	54.55	43.01	43.01	17.36	13.76	.	.	.
Inexperienced intermediary	65.52	70.11	66.67	69.57	1.70	9.22	.	.	.
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	-2.50	5.57	0.6636
Experienced intermediary	81.82	79.34	81.72	76.34	2.90	5.92	.	.	.
Inexperienced intermediary	89.66	93.10	89.86	89.86	3.45	3.87	.	.	.
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	5.81	7.08	0.4311
Experienced intermediary	69.42	71.90	68.82	63.44	7.86	9.85	.	.	.
Inexperienced intermediary	82.76	78.16	78.26	76.81	-3.15	6.61	.	.	.
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	8.74	7.02	0.2418
Experienced intermediary	40.50	45.45	37.63	38.71	3.88	7.78	.	.	.
Inexperienced intermediary	59.77	54.02	62.32	59.42	-2.85	4.78	.	.	.

Exhibit VI.2: Intermediaries' CCF Experience—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
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	0.38	0.24	0.1468
Experienced intermediary	2.46	2.83	2.45	2.33	0.48	0.27	.	.	.
Inexperienced intermediary	3.09	3.11	3.17	3.13	0.07	0.10	.	.	.
In the past 12 months, organization undertook a specific activity to gain understanding of needs in service area	15.32	15.68	0.3518
Experienced intermediary	53.57	70.54	50.00	51.32	15.65	9.51	.	.	.
Inexperienced intermediary	44.30	59.49	47.27	60.00	2.46	8.08	.	.	.
Partnerships									
Organization is engaged in partnership arrangements with other organizations	8.49	13.90	0.5549
Experienced intermediary	85.34	90.52	81.93	75.90	11.20	7.06	.	.	.
Inexperienced intermediary	92.68	91.46	94.83	89.66	3.95	7.54	.	.	.
Sector of Partners: Government	-3.53	9.68	0.7228
Experienced intermediary	47.12	44.23	38.18	30.91	4.39	6.32	.	.	.
Inexperienced intermediary	48.65	51.35	60.00	42.00	20.70	11.92	.	.	.
Sector of Partners: Business	5.86	13.44	0.6722
Experienced intermediary	49.04	50.96	38.18	32.73	7.38	10.31	.	.	.
Inexperienced intermediary	48.65	47.30	48.00	38.00	8.65	13.32	.	.	.
Sector of Partners: Educational institution	2.22	11.02	0.8444
Experienced intermediary	52.88	59.62	54.55	45.45	15.82	9.26	.	.	.
Inexperienced intermediary	62.16	63.51	58.00	50.00	9.35	7.23	.	.	.
Sector of Partners: Secular non-profit	6.63	7.74	0.4117
Experienced intermediary	65.38	69.23	69.09	69.09	3.85	6.94	.	.	.
Inexperienced intermediary	67.57	75.68	78.00	84.00	2.11	7.30	.	.	.
Sector of Partners: Faith-based sector	-3.52	8.47	0.6861
Experienced intermediary	67.31	76.92	63.64	72.73	0.52	4.12	.	.	.
Inexperienced intermediary	58.11	64.86	70.00	60.00	16.76	7.56	.	.	.
Purpose of Partnership(s): Recipient referrals	1.17	7.99	0.8866
Experienced intermediary	56.19	80.00	61.67	68.33	17.14	11.35	.	.	.
Inexperienced intermediary	70.67	78.67	73.08	69.23	11.85	7.92	.	.	.

Exhibit VI.2: Intermediaries' CCF Experience—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Purpose of Partnership(s): Joint programming	12.64	12.09	0.3204
Experienced intermediary	58.10	71.43	68.33	61.67	20.00	12.06	.	.	.
Inexperienced intermediary	57.33	65.33	63.46	67.31	4.15	11.04	.	.	.
Purpose of Partnership(s): Funding alliance	12.86	8.04	0.1408
Experienced intermediary	53.33	54.29	58.33	58.33	0.95	12.14	.	.	.
Inexperienced intermediary	48.00	42.67	44.23	57.69	-18.79	7.75	.	.	.
Purpose of Partnership(s): Recruit volunteers	6.78	8.51	0.4442
Experienced intermediary	49.52	53.33	50.00	48.33	5.48	5.92	.	.	.
Inexperienced intermediary	41.33	45.33	44.23	46.15	2.08	7.67	.	.	.
Purpose of Partnership(s): Advocacy, awareness & education	0.42	13.16	0.9751
Experienced intermediary	61.90	66.67	60.00	58.33	6.43	10.62	.	.	.
Inexperienced intermediary	62.67	72.00	69.23	67.31	11.26	13.66	.	.	.
Purpose of Partnership(s): In-kind donations	16.12	12.04	0.2102
Experienced intermediary	50.48	54.29	50.00	45.00	8.81	12.79	.	.	.
Inexperienced intermediary	34.67	45.33	42.31	53.85	-0.87	12.02	.	.	.
Purpose of Partnership(s): Assess community needs	13.66	14.36	0.3639
Experienced intermediary	56.19	69.52	51.67	56.67	8.33	14.45	.	.	.
Inexperienced intermediary	52.00	60.00	46.15	61.54	-7.38	11.51	.	.	.
Purpose of Partnership(s): Peer learning	9.39	9.08	0.3255
Experienced intermediary	32.38	37.14	33.33	28.33	9.76	11.20	.	.	.
Inexperienced intermediary	36.00	33.33	32.69	32.69	-2.67	8.40	.	.	.
Purpose of Partnership(s): Access complementary skills/knowledge	11.76	13.99	0.4202
Experienced intermediary	58.10	57.14	60.00	45.00	14.05	11.96	.	.	.
Inexperienced intermediary	49.33	45.33	53.85	44.23	5.62	7.09	.	.	.
<i>Engagement Strategies</i>									
In the past 12 months, organization created or updated a website to expand awareness about the organization to potential partners or funders	6.64	13.01	0.6210
Experienced intermediary	27.93	53.15	38.16	40.79	22.59	15.90	.	.	.
Inexperienced intermediary	60.00	65.00	61.40	59.65	6.75	12.65	.	.	.

Exhibit VI.2: Intermediaries' CCF Experience—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
In the past 12 months, organization developed or distributed written materials to expand awareness about the organization to potential partners or funders	-4.65	7.42	0.5448
Experienced intermediary	70.27	69.37	68.42	65.79	1.73	5.93	.	.	.
Inexperienced intermediary	82.50	90.00	78.95	82.46	3.99	9.12	.	.	.
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	4.16	8.69	0.6428
Experienced intermediary	67.57	65.77	63.16	51.32	10.04	7.97	.	.	.
Inexperienced intermediary	75.00	76.25	71.93	68.42	4.76	9.33	.	.	.
In the past 12 months, organization utilized public service announcements or paid advertising to expand awareness about the organization to potential partners or funders	-19.27	6.02	0.0094 **
Experienced intermediary	28.83	31.53	27.63	35.53	-5.19	7.29	.	.	.
Inexperienced intermediary	41.25	52.50	40.35	38.60	13.00	7.41	.	.	.
Number of activities organization has undertaken in the past 12 months to expand awareness about the organization to potential partners or funders	-0.11	0.25	0.6703
Experienced intermediary	2.14	2.40	2.17	2.07	0.36	0.26	.	.	.
Inexperienced intermediary	2.78	2.99	2.70	2.60	0.32	0.22	.	.	.
Level of focus on developing a Board that represents a cross-section of the community:	---	---	---	---	---	---	---	---	---
At a minimum, knows it should work on this, but lacks the time or resources	-1.46	8.69	0.8698
Experienced intermediary	82.52	87.38	83.82	79.41	9.27	9.62	.	.	.
Inexperienced intermediary	85.90	97.44	76.79	87.50	0.82	7.36	.	.	.
At a minimum, has developed plans to work on this, but has not implemented them yet	10.51	11.03	0.3629
Experienced intermediary	58.25	71.84	50.00	45.59	18.00	10.94	.	.	.
Inexperienced intermediary	56.41	84.62	53.57	71.43	10.35	10.20	.	.	.
At a minimum, has implemented steps to address focus area	24.06	11.53	0.0634
Experienced intermediary	33.98	51.46	32.35	27.94	21.89	7.20	.	.	.
Inexperienced intermediary	32.05	53.85	35.71	57.14	0.37	7.07	.	.	.

Exhibit VI.2: Intermediaries' CCF Experience—All Items

Survey Item	Unadjusted Mean / % Yes				Unadjusted Differences (DOD)		Adjusted Differences (DOD)		p-value (Adjusted)
	Program Group		Control Group		DOD (P-C)	Standard Error (SE)	DOD (Program Effect) ^a	Standard Error (SE)	
	Baseline (B)	Follow-up (FU)	Baseline (B)	Follow-up (FU)					
Not a focus because organization is satisfied with its achievement in this area	7.36	4.07	0.1004
Experienced intermediary	2.91	13.59	2.94	5.88	7.74	3.80	.	.	.
Inexperienced intermediary	6.41	15.38	7.14	16.07	0.05	2.62	.	.	.

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

^a The treatment effect (impact estimate) is adjusted for covariates and comes from the regression model.

Appendix VII: 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 that will be the primary recipient/beneficiary of assistance requested:

2. Street

City

State

Zip Code

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

- 3b. Date of completion

4. Title:

5. Phone number:

Email address:

6. Is your organization requesting:

Financial Assistance..... [] 01

Technical Assistance..... [] 02

Both..... [] 03

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

- Start up new program..... [] 01
- Implement programmatic Best Practices..... [] 02
- Expand type of services [] 03
- Increase number of people served..... [] 04
- Develop Board of Directors [] 05
- Train administrative staff [] 06
- Train program staff..... [] 07
- Increase/diversify funding and resources..... [] 08
- Improve image/public relations..... [] 09
- Improve general management, financial management or administrative systems [] 10
- Develop system for tracking outcomes..... [] 11
- Recruit, develop, or manage volunteers..... [] 12
- Expand/strengthen community partnerships/networking [] 13
- Strengthen long-term sustainability of the organization..... [] 14
- Other (*Specify:*) [] 94
-

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

- Yes..... []
- If yes, check all that apply?**
- Received financial assistance..... [] 01
- Received one-on-one, customized technical assistance [] 03
- Received training [] 04
- No [] 02

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

Announcement in local newsletter or other publication [] 01

Announcement on intermediary's website or other website (specify site): [] 02

Notice from intermediary's mailing list (or email list)..... [] 03

Conference or other gathering of faith-based and community organizations
(specify name of conference/group): [] 04

Personal/professional network [] 05

Other *(Specify:)* [] 94

Organization Profile

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

The organization is...

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

10b. What is your organization's EIN number? _____

11. In what year was your organization formed? _____

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

NA – our organization has not yet begun providing services..... [] 01

NA - our organization does not provide direct services [] 02

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

Faith-based/religious organization..... [] 01

Non-religious community-based organization [] 02

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) [] 01

Large town (population between 10,000 and 50,000) [] 02

Rural (population under 2,500, not within a greater metropolitan area) [] 03

Suburban (area with a commuting relationship with an urban center) [] 04

15. 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 [] 03

No [] 02

16. 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..... [] 03

No [] 02

17. In the past 12 months, has your organization conducted or participated in an assessment of organizational strengths/needs?

Yes [] 01

No [] 02

17a. If yes, was the assessment conducted/guided by an external individual/entity

Yes [] 01

No [] 02

Program Services

18. 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:)* [] 14

Other *(Specify:)* [] 15

19. Indicate if your organization added/expanded or reduced programmatic areas in the last 12 months? *(Select one.)*

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

Reduced *(Please describe:)* [] 02

We would like to know about the number of people your organization serves. For Question 20, if you serve families, please count each family as one service recipient, otherwise please count individuals served as one service recipient.

20. 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 21 [] 98

- 20a. 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

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

Yes [] 01

No [] 02

21a. If yes, who conducts the assessment?

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

22. 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

23. 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

Financial Management

24. 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.

\$ _____

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

Yes [] 01

No [] 02

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 [] 01

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

Other *(Explain)* [] 94

27. 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

28. Has your organization had an audit of its finances/financial records by an external auditor?
- Yes..... [] 01
- No [] 02

- 28a. If yes, was an audit conducted in any of the following years: 2002, 2003, or 2004?
- Yes..... [] 01
- No [] 02

29. 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 [] 03
- No [] 02

30. 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

31. Has your organization ever applied for a federal grant or contract?

Yes [] 01

No [] 02

32a. What was your organization's total revenue over the past 12 months?

\$ _____

32b. In the past 12 months, did your organization apply for or receive a grant/contract?

Yes [] 01

No \ GO TO QUESTION 32c [] 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	Total amount of funds 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 (ex. United Way)				
Other (Specify:)				

32c. Please answer the following questions as they apply to your other revenue 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 (ex: from parent/host organization)	
Fees for service	
Interest earned from endowments and other investments	
Unsolicited donations	
Other (<i>Specify</i>)	

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

Yes [] 01

No [] 02

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

Yes [] 01

No [] 02

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

Yes [] 01

No [] 02

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

Yes [] 01

No [] 02

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

Yes [] 01

No [] 02

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

Yes, we have a written fund raising/fund-development plan [] 01

Yes, we have a fund raising/fund-development plan but it is not written [] 03

No [] 02

38. 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.

39. 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)	# _____	+	# _____	=	# _____
Unpaid Staff/Volunteers					
full-time (30 or more hrs/wk)	# _____	+	# _____	=	# _____
part-time (between 2 and 30 hrs/wk)	# _____	+	# _____	=	# _____

40. If you have unpaid staff/volunteers, what is the estimated total number of VOLUNTEER hours contributed by all unpaid staff/volunteers in an average week?

NA – no unpaid staff/volunteers [] 98

41. Compared to about the same period a year ago, has the number of PAID staff...
- Increased [] 01
- Decreased [] 02
- Stayed about the same [] 03
- NA – Organization was not in existence a year ago [] 98
-
42. Compared to about the same period a year ago, has the number of VOLUNTEER staff...
- Increased [] 01
- Decreased [] 02
- Stayed about the same [] 03
- NA – Organization was not in existence a year ago [] 98
-
43. Is the head of your organization (e.g., the executive director) a paid position?
- Yes, paid full-time salary [] 01
- Yes, paid part-time salary..... [] 02
- No, not a paid position..... [] 03
-
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 [] 01
- No..... [] 02
- NA – we do not have paid staff..... [] 98

Volunteer staff:

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

46. Does your organization conduct annual performance reviews for

Paid staff:

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

Volunteer staff:

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

Leadership and Staff Development

47a. Which of the following did THE HEAD OF THE ORGANIZATION participate in the past 12 months?

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

47b. Please specify the number of other PAID AND VOLUNTEER staff that participated in the following in the past 12 months:

_____ # Training related to management and administration (e.g., financial management, personnel management, outcomes measurement)

_____ # Training related to fundraising (e.g. grant writing, developing a funding plan)

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

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

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 [] 01

No [] 02

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 [] 01

No [] 02

50. 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.	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05
Providing staff with professional development and training to enhance skills in service delivery or skills in administration and management.	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05
Recruiting, developing, and managing volunteers more effectively.	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05

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..... ☐ 01

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

No ☐ 03

- 51a. If no Board of Directors, does your organization have plans for establishing a Board of Directors?

Yes..... ☐ 01

No \ GO TO QUESTION 58..... ☐ 02

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 [] 01

No [] 02

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

Yes [] 01

No [] 02

56. 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 & 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

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 [] 01

No [] 02

58. 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
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

59. How many functioning computers does your organization have?

Exclude computers that are personal or public property.

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

Yes [] 01

No [] 02

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

Yes [] 01

No [] 02

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

High Speed access [] 01

Dial Up access [] 02

No Internet access [] 03

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

Yes [] 01

No [] 02

63a. 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

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

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

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
- 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	[] 98
Referral sources of service recipients (referred by another agency, heard about program from friend)	[] 01	[] 02	[] 03	[] 98
Needs of individuals/families upon first contact with program	[] 01	[] 02	[] 03	[] 98
Types of services provided to individuals/families	[] 01	[] 02	[] 03	[] 98
Information about individual service recipients' outcomes	[] 01	[] 02	[] 03	[] 98
Other (<i>Specify:</i>)	[] 01	[] 02	[] 03	[] 98

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 [] 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

- 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 [] 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

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

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

Yes [] 01

No [] 02

68a. 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 & 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 [] 09

Other *(Specify:)* [] 94

68b. 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

Appendix VIII: 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

<hr/>	<hr/>	<hr/>
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

We did not receive any services/assistance from [The Intermediary] [] 00

Don't know [] 98

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

Don't know [] 98

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

Yes [] 01

No [] 02

Don't know [] 98

- 7c. What is your organization's EIN number? _____
- NA – our organization does not have an EIN number [] 01
- Don't know [] 98
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
- Don't know [] 98
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
- Don't know [] 98
10. In the past 12 months, has your organization conducted or participated in an assessment of organizational strengths/needs?
- Yes [] 01
- No [] 02
- Don't know [] 98
- 10a. If yes, was the assessment conducted/guided by an external individual/entity?
- Yes [] 01
- No [] 02
- Don't know [] 98

10b. If yes, was this external assessment conducted/guided by:

- [The Intermediary] [] 01
- Other [] 02
- Both..... [] 03
- Don't know [] 98

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

Don't know [] 98

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 [] %

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

Don't know [] 98

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

Yes [] 01

No **GO TO QUESTION 14** [] 02

NA – we do not provide or have not yet provided services
to individuals/families **GO TO QUESTION 14** [] 96

Don't know **GO TO QUESTION 14** [] 98

13a. If yes, who conducts the assessment?

In-house staff [] 01

External individual/organization..... [] 02

Both..... [] 03

Don't know [] 98

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 [] 96

Don't know [] 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	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05
Increasing the number or scope of services offered to clients	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05
Incorporating a new approach to services to improve quality/effectiveness	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05
Expanding services to include new group of service recipients or geographic area	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 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	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05
Strengthening the organization's ability to evaluate its overall effectiveness	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 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 organization assistance in the form of:

Attending a group training, workshop or conference?

☐ Yes ☐ No

Receiving Technical Assistance (outside consultant working with your organization one-on-one or in small group)?

☐ Yes ☐ No

Receiving coaching/mentoring?

☐ Yes ☐ No

Attending a college course?

☐ Yes ☐ No

Other?

☐ Yes ☐ No

If you did not receive any of these types of assistance, **GO TO QUESTION 17.**

16a. For each type of assistance your organization received over the past 12 months, please indicate the topics that were discussed. (Check all that apply.)

TYPE OF ASSISTANCE

TOPIC	Group Training, workshop or Conference	Technical Assistance (outside consultant working one-on-one or in small group)	Coaching/ Mentoring	Attending College Course	Other
Resource Development, Fundraising, including grant/proposal writing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strategic Planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human Resources and Volunteer Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Networking, Collaboration, Partnerships	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial Management (Bookkeeping/Accounting)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Becoming a 501c(3)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Design, including implementing Best Practices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Evaluation and Outcome Measurement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
None of these topics were discussed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If the assistance you received was not related to any of the topics above, **GO TO QUESTION 17.**

16b. For each type of assistance you said that you received in Question 16, please indicate

- The number of staff that participated in at least one of the activities
- The cumulative number hours of training received by all people that were trained (add up the hours of training received by each person and record the total in the "Total # of hours" column)

Please provide this information according to who provided the assistance – either directly, as a fiscal sponsor, or as a referral agent.

Type of Assistance	Source of Assistance	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
Group training, workshop or conference	Services received through assistance of [The Intermediary] ([The Intermediary] provided the training, paid for the event, or referred your organization to the event)	_____	_____ hrs	1	2	3	4	5
	Services provided by other organization(s), without any support or connection to [The Intermediary]	_____	_____ hrs	1	2	3	4	5
Technical Assistance (1-on-1 consultation tailored to your organization's needs)	Services received through assistance of [The Intermediary] ([The Intermediary] provided the training, paid for the event, or referred your organization to the event)	_____	_____ hrs	1	2	3	4	5
	Services provided by other organization(s), without any support or connection to [The Intermediary]	_____	_____ hrs	1	2	3	4	5
Coaching/Mentoring	Services received through assistance of [The Intermediary] ([The Intermediary] provided the training, paid for the event, or referred your organization to the event)	_____	_____ hrs	1	2	3	4	5
	Services provided by other organization(s), without any support or connection to [The Intermediary]	_____	_____ hrs	1	2	3	4	5
Attend College Course	Services received through assistance of [The Intermediary] ([The Intermediary] provided the training, paid for the event, or referred your organization to the event)	_____	_____ hrs	1	2	3	4	5
	Services provided by other organization(s), without any support or connection to [The Intermediary]	_____	_____ hrs	1	2	3	4	5
Other	Services received through assistance of [The Intermediary] ([The Intermediary] provided the training, paid for the event, or referred your organization to the event)	_____	_____ hrs	1	2	3	4	5

Type of Assistance	Source of Assistance	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
	Services provided by other organization(s), without any support or connection to [The Intermediary]	_____	_____ hrs	1	2	3	4	5

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.

\$ _____

Don't know [] 98

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

Yes [] 01

No [] 02

Don't know [] 98

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 only one:)*

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

Don't know [] 98

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

Don't know [] 98

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

Yes (*Briefly explain:*) [] 01

No [] 02

Don't know [] 98

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	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05
Putting in place a budgeting process that ensures effective allocation of resources.	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05

Funding

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

\$ _____

Don't know ☐ 98

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

Don't know [] 98

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

Yes [] 01

No GO TO QUESTION 25 [] 02

Don't know [] 98

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. 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"/> 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"/> Don't know	\$ _____	<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> _____ _____ <input type="checkbox"/> Train program staff <i>(Specify area of training:)</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 <input type="checkbox"/> Other <i>(Specify:)</i> _____ _____
#2 <input type="checkbox"/> [The Intermediary] <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"/> Don't know	\$ _____	<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> _____ _____ <input type="checkbox"/> Train program staff <i>(Specify area of training:)</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 <input type="checkbox"/> 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>
#3 <input type="checkbox"/> [The Intermediary] <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"/> Don't know	\$ _____	<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> _____ _____ <input type="checkbox"/> Train program staff <i>(Specify area of training:)</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 <input type="checkbox"/> Other <i>(Specify:)</i> _____ _____
#4 <input type="checkbox"/> [The Intermediary] <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"/> Don't know	\$ _____	<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> _____ _____ <input type="checkbox"/> Train program staff <i>(Specify area of training:)</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 <input type="checkbox"/> 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

Don't know [] 98

26. Has your organization OBTAINED funding from any new sources (never before accessed) over the past 12 months?
- Yes..... [] 01
- No [] 02
- Don't know [] 98
27. Has your organization ever hired a grant/contract writer to PREPARE APPLICATIONS for funding?
- Yes..... [] 01
- No [] 02
- Don't know [] 98
28. Has your organization ever hired a grant/contract writer to TRAIN STAFF to prepare applications for funding?
- Yes..... [] 01
- No [] 02
- Don't know [] 98
29. Has your organization ever sent key staff to grant/contract writing workshops or similar learning opportunities?
- Yes..... [] 01
- No [] 02
- Don't know [] 98
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
- Don't know [] 98

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	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05
Identifying and pursuing new sources of non-government funding.	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05
Identifying and pursuing new sources of in-kind donations	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05
Developing a fund development plan (including setting fundraising goals)	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 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)	# _____	+	# _____	=	# _____
Unpaid Staff/Volunteers					
full-time (30 or more hrs/wk)	# _____	+	# _____	=	# _____
part-time (between 2 and 30 hrs/wk)	# _____	+	# _____	=	# _____
Don't know..... [] 98					

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 [] 96

Don't know [] 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
- Don't know [] 98

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
- Don't know [] 98

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

- _____
- Don't know [] 98

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..... [] 96

Unpaid staff:

- Yes [] 01
- No..... [] 02
- NA – we do not have unpaid staff..... [] 96
- Don't know [] 98

37. Does your organization conduct annual performance reviews for

Paid staff:

Yes [] 01

No..... [] 02

NA – we do not have paid staff..... [] 96

Don't know [] 98

Unpaid staff:

Yes [] 01

No..... [] 02

NA – we do not have unpaid staff [] 96

Don't know [] 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

Don't know [] 98

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

Don't know [] 98

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.	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05
Providing staff with professional development and training to enhance skills in service delivery or skills in administration and management.	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05
Recruiting, developing, and managing volunteers more effectively.	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05
Hiring additional staff.	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 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 GO TO QUESTION 43..... ☐ 01

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

No ☐ 03

Don't know ☐ 98

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

Yes GO TO QUESTION 49..... ☐ 01

No GO TO QUESTION 49 ☐ 02

Don't know GO TO QUESTION 49 ☐ 98

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

_____ [] 98
Don't know

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

_____ [] 98
Don't know

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

Yes..... [] 01

No [] 02

Don't know [] 98

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

Yes..... [] 01

No [] 02

Don't know [] 98

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
- Don't know [] 98

49. 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
Researching/finding resources to determine how best to form a board.	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05
Recruiting Board members with diverse expertise.	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05
Developing a Board that represents a cross-section of our community.	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05
Developing a Board with ties to different constituencies.	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05
Providing information to the Board so they can better understand their responsibilities and create plans for improving their performance.	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05

Technology

50. How many functioning computers does your organization have?

Exclude computers that are personal or public property.

Don't know ☐ 98

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

Yes ☐ 01

No ☐ 02

Don't know ☐ 98

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

Yes [] 01

No [] 02

Don't know [] 98

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

High Speed access [] 01

Dial Up access [] 02

No Internet access [] 03

Don't know [] 98

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

Yes [] 01

No [] 02

Don't know [] 98

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

Don't know [] 98

Recordkeeping

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

Yes [] 01

No [] 02

Don't know [] 98

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

Don't know [] 98

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

Don't know [] 98

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
- Don't know [] 98
60. Is your organization engaged in partnership arrangements with other organization in the community/service area?
- Yes [] 01
- No [] 02
- Don't know [] 98
- 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
- _____
- _____
- Don't know [] 98

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
- Don't know [] 98

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"/> [The Intermediary] <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"/> Don't know	\$_____	<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> _____ _____ <input type="checkbox"/> Train program staff <i>(Specify area of training:)</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 <input type="checkbox"/> Other <i>(Specify:)</i> _____ _____ _____
#____ <input type="checkbox"/> [The Intermediary] <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"/> Don't know	\$_____	<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> _____ _____ <input type="checkbox"/> Train program staff <i>(Specify area of training:)</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 <input type="checkbox"/> Other <i>(Specify:)</i> _____ _____ _____