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Recommended Citation

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Nonprofit Organizations in Partnerships

Nonprofit Organizations in Partnerships: An Evaluation of Partnership for the Public Good's

Community Agenda

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In partial fulfillment of requirements for PAD 690 Master Project

SUNY Buffalo State

August 2015

Nonprofit Organizations in Partnerships

Abstract

In a time of economic uncertainty, networks and collaborations have become a vital tool for a nonprofit's success. Networks and collaborations can assist a nonprofit operating independently to increase relationships within a neighborhood, or city, create a sense of community with the organizations within the collaboration, share resources from grants and other tools that a nonprofit developed to reach program outcomes and outputs, and build the network of nonprofits to expand their individual mission statements. Partnership of the Public Good (PPG) in Buffalo, New York has created an informal network collaboration to increase all of these characteristics within the City of Buffalo. One program that they have developed to build capacity is the Community Agenda. This program is a democratic process used by PPG to understand the issues that Buffalo is currently faced with, and how the member organizations will come together to work on these issues throughout the year. This study examined participation and the effectiveness of the program itself by surveying and interviewing partners and found that partners that actively participated in the Community Agenda program agreed that they enjoyed it and it benefitted their organization. This research was limited due to only a small portion of the entire collaboration participating in the web survey.

Keywords: Networks, collaborations, nonprofit, capacity, community, relationships, engagement, collective impact.

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Chapter I: Introduction

a. Introduction

Networks and collaborations have become a vital tool for non-profits to utilize when looking to achieve program objectives and maintain compliance with their executive boards. According to Mischen, a network is any form of “interconnected nodes” (pg.381, Mischen, 2015). A network may not have any form of authority to govern itself, but in order for it to function successfully and meet goals set by the partners or members, there must be capacity from the members to be engaged and willing to prove that collective impact can be successful through their collaboration (Kania and Kramer, 2011).

Many social issues require a joint force to address, and the more engaged partners are, the more successful the partnership will become. Research has shown, that the more powerful, and varied the stakeholders are, the outcomes and goals that the partnership has set will have an increased amount of progress (Kania and Kramer, 2011).

The Partnership for the Public Good's Community Agenda and overall partnership has created an example of an informal collaboration within Buffalo. Their mission is displayed through the large network of partners that have chosen to join the partnership and advance their issue campaigns. Collaboration is proving to become a necessity by recognizing the need for collective impact on a larger scale and the requirement of transformation and social shifts for organizations.

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The Partnership for the Public Good seeks to build a more just, sustainable and culturally vibrant Buffalo, but needs the force of partners who recognize similar values and assets within the region. The goal of building a greater, more equitable Buffalo is not an easy task for one organization to set out to accomplish, and Partnership for the Public Good has sought out to create a partnership where nonprofits can convene, create a realistic agenda and accomplish it.

b. Statement of Problem and Purpose of Study

The Partnership for the Public Good (PPG) is a nonprofit located in Buffalo, NY. They envision a revitalized Buffalo and to meet their vision, PPG each year leads a program called the Community Agenda, which is a ten-point agenda focused on public policy changes at the state or local level to better the City of Buffalo. They have developed seven total agendas, and are preparing for their eighth agenda process. PPG invites all partners to convene and vote on the potential agenda items, with members proposing agenda items. The purpose of this study is to conduct a program evaluation of the Community Agenda, analyzing if the process is effective for the partners and if the program is benefitting the partner's individual mission. This program evaluation is a process evaluation, designed to examine the implementation of the program and the partner's engagement of the Community Agenda at a later stage to assess program efficiency and effectiveness. A full evaluation of the annual Community Agenda has not yet been completed; therefore, this study seeks to assist the organization with further developing and assisting PPG partners. The goal is to understand how the Community Agenda operates under the direction of

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the Partnership for the Public Good, while examining the intended and unintended outputs and outcomes.

A mixed methods design was used, collecting both qualitative and quantitative data, analyzed sequentially and then merged into a final analysis. In this study, quantitative data from Partnership for the Public Good was used to analyze activity throughout the year from the partners, as well as a survey distributed to the entire population of PPG partners (190) to evaluate the perspectives of the democratic process involved in creating the annual Community Agenda, testing the theory of collaboration between nonprofit organizations. This study predicted that partners who participated in the Community Agenda throughout the year viewed the Community Agenda as a positive tool for change in Buffalo and believe that it has been implemented successfully within the partnership. This study also predicted that the Community Agenda achieved Partnership for the Public Good's values and mission statement. The rationale for collecting both quantitative and qualitative data was to provide a comprehensive analysis of the model of collaboration that was created between these nonprofit organizations.

c. Significance of Study

The data collected are intended to assist Partnership for the Public Good with the improvement of the Community Agenda, as well as inform the staff members, and board members of the beliefs and feelings of the members themselves. Data on participation and impact on the partners has never been collected and therefore will be used to adjust future processes within the partnership, and give PPG a sense of how partners view the process and the Community Agenda

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itself. By completing an impact evaluation on the partners within the Partnership for the Public Good, it will begin to show the strengths and weakness of the partnership and how they can work on programs to better Buffalo more. This study may also assist by building a broader knowledge and perspective on Private-Public Partnerships. The knowledge gained for the nonprofit perspective will assist public entities with decision making on resource allocations and partners to choose within the local communities.

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Chapter II: Review of Related Literature

a. Introduction

The Review and Critique of Literature begins by offering examples of collaborations within Western New York to better understand how some local collaborations function. Then the characteristics of effective collaborations are discussed including: the path to collaboration, the necessity of trust and relationship building within collaboration, types of collaborations and problems with collaborations. The review then moves on to collaborations and citizen engagement, which is a large focus for collaborations. Finally, collaborative capacity, and collective impact will be discussed.

b. Review and Critique of Literature

Nonprofits and other organizations are continually seeking out funding to advance and achieve program goals. One way this could become more effective is to advance into collaboration. Collaborations build a sense of community within the neighborhoods where these partnerships are occurring and within the network themselves. There are several rationales for organizing several organizations into a partnership and create experiences that may not transpire otherwise. Effective collaborations require several characteristics to become active within their issue campaign and build the capacity to reach collective impact. Often, organizations delivering services and benefits or seeking to engage their citizens and residents within a specific community will collaborate.

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Characteristics of Effective Collaborations

A collaboration will occur when several organizations convene out of recognition that they cannot resolve problems alone (Huaccho Huatuco, 2014, Mandell, 1999, Pike, 2014). Executive directors or personnel will ask a board, or other administrators, what they hope to achieve by engaging in collaborative service delivery (Sowa, 2009). If the executive director finds value in joining a partnership or collaboration, then they will proceed to a nonprofit board for guidance and to gain approval for joining. There are several motivations for organizations to collaborate with other organizations including: resource dependence, knowledge, visibility, legitimacy, external pressure, interests and resources that flow from the network, and gaps that may be filled by outside areas of expertise (Huaccho Huatuco, 2014, Sowa, 2009).

Resource dependence is one of the most formal types of collaboration. Resource dependence is a huge leverage point for some organizations that may not receive funding otherwise (Sowa, 2009). Resource dependency theory is based off the idea that organizations must acquire resources from external sources in order to survive (Carman, 2011). A nonprofit may see an opportunity to join a collaboration due to funding opportunities, but other organizations may be forced to collaborate due to dwindling resources. This is one of the most common theories in nonprofit collaboration (Guo and Acar, 2005). The benefits of resource dependence will help the organization receiving funding to better manage their external dependencies with improved evaluation techniques through the collaboration and remove many uncertainties for a certain period of time within their funding (Guo and Acar, 2005). The formal

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exchange in resources within a collaboration may create conflict and a loss of autonomy for the receiving organization and create higher costs for managing this environment within the collaboration (Guo and Acar, 2005). With changing resource environments and sources, some nonprofit organizations have developed more formal types of collaboration with strategic restructuring (Guo and Acar, 2005). These factors will push organizations to convene and begin to advance towards a collaboration.

The Path to Collaboration

Not only are there legal requirements for a full merger, some foundations will require specific program outcomes and data collection for evaluation of a full partnership. There are several things that nonprofits will consider prior to moving into a collaboration. Five steps mark the path to collaboration. First, all parties must invest in a shared institution that builds capacity and supports relationships (Pike, 2014). This requires effort from all parties involved, because relationship building is mutual. A successful relationship is formed by communication and efforts from all participating organizations. Second, there must be an understanding of what people need to help themselves and discover what already exists within the communities that they target, also known as existing assets and their ability to leverage them (Pike, 2014). An organization must be in complete understanding of their goals and outcomes including their mission statement. Third, public funding should be translated into a communal learning process and effort (Pike, 2014). Public funding within a collaboration is now communal and should benefit the underlying issue with group learning within the collaboration. Fourth, there must be

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funding and investment allocated to decide what works well and remove what is not necessary or what is not effective (Pike, 2014). Without investment in the process and learning from what has already happened and planning around future goals and outcomes, the collaboration could become unsuccessful and unproductive. Finally, there must be a redesign of the existing system, rules, and regulations that hamper the achievement that these organizations could be achieving but are not already due to some existing circumstance (Pike, 2014). Redesign within the world of collaborations may seem simple, but there is responsibility on the organizations involved to reach out to other organizations to achieve a solution of the common social issue.

The question is to further understand if the reason these organizations are collaborating is helping to strengthen nonprofit organizations or fostering competition that did not exist previously while creating divisions. For true transformation to occur there must be a move to new values and practices within the nonprofit world (Huxham, 1996). The basis for this transformation and the reason for new values and practices are the new community problem solving techniques, shared accountability and responsibility and a commitment to democratic practices.

The Necessity of Trust and Relationship Building in Collaborations

Once there is motivation to join, a successful collaboration will occur with trust and a shared vision, which is significant within the networking process (Vangen and Huxham, 2003). Trust requires the individual assessment of each participating organization to define the level of associated risk with a new collaboration. Trust may already exist between some organizations,

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but where it does not exist, it must be built and developed for a collaboration to occur successfully (Vangen and Huxham, 2003).

Effective relationships are the key to successful partnerships (Keat and Mandell, 2014). Relationship building can be defined by three strategies that collaborations will use: networking, co-operation, co-ordination, and collaboration (Huxham, 1996). Networking is defined as exchanging information for the benefit of all parties involved and if all parties are included impartially, the trust level may be built more successfully (Huxham, 1996). Co-ordination is similar to networking, but begins to alter programming for mutual benefit of all parties, and defines the breakdown of resources for all parties (Huxham, 1996). Collaboration is the ultimate goal of these strategies and involves the exchange of information, resources, programs and enhancing the capacity to achieve a common purpose and tackle a large social problem (Huxham, 1996). These processes define the relationships that occur within collaborations and between nonprofit organizations. The motivations for collaboration and emphasis placed on trust will translate into the beginnings of the formation of collaboration.

Types of Collaborations

There is a spectrum of collaborations that range from partnerships to mergers. Partnerships work together to achieve a goal, but may not have direct sharing of overhead funding and are broken down into four types: issue advocacy (which involves advancing public awareness for an issue or cause), creation of a new organization, formation of confederations that support a coordinating body, and affiliated programming, which is the development and

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coordination of joint projects and service delivery (Huaccho Huatuco, et al. 2014). Shared overhead within partnerships and mergers and may include sharing facilities, support staff, and program staff to reduce total overhead (Huaccho Huatuco, et al. 2014). This may create challenges concerning trust and loyalty issues. Mergers include partially integrated mergers where the branding and identity of the organizations is preserved, a partially integrated merger which allows organizations to seek strategic advantages that fall within each organization involved, and fully integrated mergers (or absorption) that takes place when a smaller organization is absorbed into a larger organization to avoid closing or ending services that the organization may deliver (Huaccho Huatuco, et al. 2014).

There are several branches of formal and informal collaborations. A nonprofit collaboration occurs when nonprofit organizations work together to address problems through a joint effort. An informal collaboration involves information sharing, but does not include an ongoing commitment, and finally, formal collaborations incorporate joint programs and parent subsidiaries. They are established through an ongoing relationship and resource sharing (Guo and Acar, 2005, Thomson and Perry 2006). There are five main branches of collaborations that can either be formal or informal. Funder collaboratives are interested in supporting the same social issue and pool their resources towards the issue (Kania and Kramer, 2011). Public-private partnerships are formed between the government and private sector organizations to better service delivery and are typically very targeted to a specific issue with a specific outcome (Kania and Kramer, 2011). Multi-stakeholder initiatives involve stakeholders from various sectors, but

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do not have the proper infrastructure for accountability measures (Kania and Kramer, 2011).

Social sector networks are groups of individuals or organizations that are connected through informal or formal relationships, with emphasis placed on information sharing and short-term actions (Kania and Kramer, 2011). Collective impact initiatives are long-term commitments, unlike social sector networks, that collaborate around a common agenda to solve a specific social problem. Their actions are highlighted by a shared measurement system, mutually reinforcing activities, ongoing communication, and are staffed by a backbone organization (Kania and Kramer, 2011).

Although formal types of collaboration are most popular, informal collaborations are also becoming more widely used due to their decision-making power and ability to withdraw from the commitment if it does not fulfill program outcomes and goals, or has taken a different direction from the organization's mission statement (Huaccho Huatuco, et al. 2014). These types of collaborations are known as alliances or informal collaborations and will focus on knowledge sharing and program development (Huaccho Huatuco, 2014). They are often created in response to the environment. They will share information to build their network base, build capacity and trust within the organization and within relationships, and assist with service delivering (Johansen and LeRoux, 2013). Johansen and LeRoux conducted the 'Meeting the Needs of America's Communities' study and focused on the service roles, responsibilities and relationships with other institutions located in their community based on two variables: organizational effectiveness and advocacy effectiveness. They found that there was effectiveness

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within six of their measures: making strategic decisions, increasing an organization's funding, raising public awareness of the organization's cause, meeting funders performance expectations, responding timely to client complaints, and influencing the local government's priorities or agenda setting (Johansen and LeRoux, 2013). These factors each contribute to the organization as an individual actor and how effective the collaboration was to meet individual and collective needs, proving that informal networks can be successful within the external environment.

Problems within Collaborations

Networks can become successful within issue advocacy and resource sharing, but will not come without problems. Collaboration is based upon human interaction and can have faults due to the heavy reliance on human nature (Mintzberg, 1996, Boyce 2013). Collaboration can become fragmented at any type on form, due to the ultimate reliance on trust and network building where some individuals may not find it desirable to work with certain organizations or individuals (Mintzberg, 1996, Goldman and Kahnweiler 2000). The best collaboration may not have been first acknowledged as a collaboration and a shift to more formal modes which can reduce the overall effectiveness that was measured before the formal acknowledgement of the collaboration (Mintzberg, 1996, Guo and Acar 2005).

Another issue with collaboration is how to measure and conceptualize a collaboration. Lydia Marek has stated that, "little is known concerning practices that lead to successful outcomes (68). Despite some of the positive outcomes that can affect public policymaking, it has been hard to examine the collaboration efforts that brought the results. There are also difficulties

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in collecting data and finding how collaborations are effective including undefined outcomes, the length of time that it takes for a collaboration to intervene, and how to define a successful collaboration (Marek 2014, Johansen and LeRoux 2013). Although, collaborations do show these difficulties, there are models that have been developed to better understand collaborations. The Collaboration Assessment Tool (CAT) is one of these tools that include seven-factors to understand the effectiveness of collaborations and examines content, membership, process and organization, communication, goals and objectives of the collaboration, resources, and finally leadership (Marek 2014). This study has helped to develop the data collection and methods of this study to better understand Partnership for the Public Good.

Networking and Collaboration

The idea of networking and collaboration is intertwined when discussing nonprofit relationships. The social aspect of collaboration has a network effect on the partners within the relationship (Guo and Acar 2005). It is important to build a set of networks when building an organization (Pike 2014). This network can help to be a support network for the organization. The networks that are created can create new opportunities for partners. Community organizations can draw on each other for a broad range of resources and expertise (Provan, et al. 2005). Some rely on information that has been provided through networks and may decide to change how they interact within other networks and partnerships based on prior relationships. Guo predicted that linkages with other nonprofit organizations help an organization to gain access to more nonprofit collaborations that can increase the amount of collaborative activities

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(Guo and Acar 2005). Collaboration helps nonprofits to gain more access to other nonprofits because organizations that are embedded in these networks can either constrain or provide opportunities. When nonprofits work collectively it can improve efficiency and effectiveness while enhancing the capacity of the community (Provan, et al. 2005).

There is a new form of empowerment that collaboration builds when communicating, and executing programming, called network capacity. Network capacity helps to build relationships, trust, and share information (Mischen 2015). In order for these networks to become successful, the nonprofits must have the Interorganizational skills to acquire knowledge, manage the knowledge, negotiate relationships and build social capital within them, manage resources gained by the relationships and also build collaborative governance (Mischen 2015).

It can be difficult to obtain an objective perspective of the collaboration from the standpoint of an internal organization. Each partnership participant believes the perspective of how it affects their organization (Provan, et al. 2005). Each organization also has their own view of how the network operates and this can limit the research and data when conducting a network analysis (Provan, et al. 2005). The results of conducting this analysis can be helpful to community leaders, the lead organization in the partnership, and the partners themselves.

Creating A Sense of Community Within Collaboration

One direct benefit of having membership within collaboration is to feel a sense of community within that network. McMillan and Chavis (1986) have identified four criteria that define a sense of community: membership, or the sense of belonging, influence, integrated and

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the fulfillment of needs, and a shared emotional connection and commitment that the members have to the community (McMillan, 1986, Mischen 2015). Each of these criteria can also help to define the relationships and activities within the collaboration.

Membership is the feeling that the individual, partner, or organization feels like they belong (McMillan, 1986, Mischen 2015). Membership creates the base of the collaboration, as well as the commitment for the organization to continue to participate in programming. The sense of belonging and identification within the group is experienced directly by the partner themselves (McMillan, 1986, Mandell 1999). It involves the partner identifying the community, or group as their own (McMillan, 1986, Huxham, 1996).

Influence within a community can work in a variety of ways. Some partners may feel that they need to hold influence within the group in order to be considered a member, while at the same time, the group or community may try to hold influence over the members (McMillan 1986). There also is a positive relationship in communities where conformity and uniformity come from both the community and the individual (McMillan 1986). These forces work together to build the influence within the community, as well as the influence that the community has on the rest of the region. Collaborations need to effectively use influence to gain resources, the positive opinions of their constituents, and to maintain the relationships necessary for it to survive.

Integration allows a community to maintain the sense of togetherness (McMillan 1986). Within each collaboration, the sense of togetherness may vary, but group success can help create

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this (McMillan 1986). Each partner will bring a different set of needs, goals, and mission statements to the table, but often the main point of joining the organization is to find a group of people with shared values (McMillan 1986). Shared values will identify needs, priorities and goals of the collaboration.

Shared emotional connection is the definite element of building a sense of community (McMillan 1986). Each participating organization or individual did not have to participate in the history that created this emotional connection, but it is important that they understand what created it and how it will create positive ways to interact and invest (McMillan 1986).

Chavis created a scale to bring a quantitative sense of community. It has been developed to help identify behaviors within a community based on the theory from McMillan and Chavis. This research team created a 24-item Sense of Community Index to cover attributes within membership, influence, integration, and shared emotional connection. The questions are based on a Likert scale and tallied together to create a total sense of community. The questions are then categorized and then added together to create a subscale total for reinforcement of needs, membership, influence, and shared emotional connection.

Collaborations and Citizen Engagement

Collaborations can create an effective way to address concerns and create transparency. Collaborations of all types have begun surfacing across United States. These collaborations bring together community benefit organizations to address mutual benefits or common interests. The goal is to enhance organizations within the scope of community development through

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information sharing and resource exchanging (Huaccho Huatuco, 2014). An example of a mutual benefit within collaborations could be receiving more grant money, or a portion of grant money where it may not have been received otherwise and utilizing collective, common skills to tackle a social issue for example: poverty, economic development, or criminal justice issues. A collaboration may occur when organizations come together to recognize that they cannot resolve these problems or accomplish missions alone and have found it more useful to address problems through a joint effort and decision making process (Huaccho Huatuco, 2014).

When collaboration occurs, the community development process within an urban area may be enhanced due to an opened political process and a clearer definition of access and opportunity for residents (Betancur and Gills, 2004). Community development has become a focus for many nonprofits including Partnership for the Public Good's response to policy needs within Buffalo. The goal of community development for nonprofits is to create balanced development between downtown and surrounding neighborhoods, but this must be focused on neighborhoods and community participation which is the basis of economic development (Betancur and Gills, 2004). Although there are many people commuting in and out of a city every day for work related purposes, the residents of communities will fuel business day after day. Partnership for the Public Good focuses on balancing neighborhoods between Fruit Belt and the developments on the Buffalo Niagara Medical Campus, as well as the growing refugee neighborhoods across the city.

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When community development influences increases within a target area, citizen engagement is affected. Often times, a nonprofit organization may positively or negatively affect how citizens view their communities, politicians, and government processes. Even though nonprofit organizations are not involved with government processes, they may help with programs including voter registration and display or provide information on all candidates running for election. A new strategy of collaborative governance is focused on community partnerships that improve resident's understanding of the role of nonprofit community based organizations (Mosley and Grogan, 2012).

Nonprofits may seek citizen engagement through several methods, but overall will produce more efficient democratic methods, enhance policy decisions, reduce inequality and can lead to effective and efficient programs that nonprofits will utilize to engage citizens within their communities (Mosley and Grogan, 2012). Nonprofits are important vehicles for promoting civic engagement and furthering democratic principles. Functioning as a collaboration will represent collective interests rather than specific constituent groups (Leroux and Goerdel, 2009). The factors that promote the advocacy that nonprofits engage in include strategic decision making to shape the agenda or outcomes of the political process, similar to Partnership for the Public Good's Community Agenda program, as well as: organizational learning, structural characteristics, relevant management, governance capacities and the proper resource environment to engage in community advocacy building (Leroux and Goerdel, 2009).

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Collaborations can create effective community development and advocacy skills for residents and achieve the goals of several non-profits.

Collaborative Capacity and Collective Impact

Once collaborations become a force within their network and environment, a new nonprofit influence is created known as “collaborative capacity” or “collective impact”. Both collaborative capacity and collective impact are outcomes of community development initiatives and can prove either effective or ineffective for Community Benefit Organizations. Collaborative capacity is the long-term successes of problem solving within the network after the conditions necessary for effective coalitions to build sustainable community change have been identified (Weber, et al. 2007, Foster-Fishman, et al. 2001). This will prove that it was the most appropriate choice for implementing a program or policy and engaging in the correct community with a high level of trust present (Weber, et al. 2007). A high measure of collaborative capacity occurs when all partners involved hold a positive view of the effort and the outcomes of the collaboration, viewing it as a useful tool for the future (Weber, et al. 2007). Following establishment of the collaboration, there is an emphasis on capacity and what these organizations can now accomplish as a collective influence, but there also needs to be an emphasis on building the correct attitudes and motivations for collaborative capacity, building access to individual member capacity, creating capacity within relationships, building organizational capacity, and programming capacity (Foster-Fishman, et al. 2001). These focuses will hope to create and build positive collaborative capacity.

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Collective impact is funneled from collaborative capacity. It is dependent on funders and implementers that understand social problems and their solutions within process whom are working towards the same goal while measuring the same things (Hanleybrown Fay, 2012). It is a new model of social progress and is created through a leader who is passionately focused on solving a problem, but willing to let the participants of the collaboration figure out the answers, adequate financial resources and a sense of urgency for change from the community and the collaboration (Hanleybrown Fay, 2012, Kania, 2013). Collective impact is the evolution of isolated impact, where most nonprofits have operated formerly (Kania and Kramer, 2011). Isolated impact focuses on a single organization, rather than multiple, and cultivates the hope that a solution will be found with the proper funding in this single organization (Kania and Kramer, 2011).

There will often be a backbone organization acting as the leader of a collaboration and will provide six functions including: overall strategic direction for the collaboration, facilitating dialogue between all partners, managing data collection and analysis, handling communications between partners, coordinating community outreach, and mobilizing funding for programs and/or partners (Hanleybrown Fay, 2012). A common agenda will be set to create the boundaries of the issue that should be addressed. Then a strategic action framework will be developed to guide the agenda activities with a clear understanding of what is and is not involved, a hard framework of goals, strategies, principles, and an evaluation process (Hanleybrown Fay, 2012, Kania and Kramer, 2011). It is not about creating solutions, but achieving a common understanding of the

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social problem and agreeing to joint goals to address the common understanding of the problem, finally arriving at a set of common indicators that the partners hold themselves accountable to (Kania, 2013). The common agenda depends on the collective learning that will happen through the collaboration and collective impact, which created feedback from evaluation of the agenda (Kania, 2013).

Collective impact may pose difficulties, as collaboration itself will. Many organizations may not have collaborated prior and acted individually will struggle to agree on a shared measurement and evaluation system (Kania, 2013). There may be competition and mistrust among funders and grantees and the nonprofit governing boards who will decide if collaboration is the correct choice for the nonprofit and their mission (Kania, 2013). To accomplish the common agenda that was set, there may be obstacles of local politics and other organizations who claim ownership over the solution to the problem or the collaboration itself (Kania, 2013).

Examples of Organizations Similar to Partnership for the Public Good

Although it may be hard to discover an organization with a program similar to Partnership for the Public Good, there are many formal and informal collaborations and partnerships across the world that are utilized to meet a mission. Tamarack, is one of these organizations, and is “An Institute for Civic Engagement” matching several similar goals that PPG seeks to accomplish. Tamarack a charity founded in 2001, develops and supports learning communities across Canada to help non-profit leaders and communities collaborate and build a knowledge base that solves community issues (Mills, 2001). Their mission is to serve members

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and grow the network, engage and link members with similar policy issues, grow ideas and policy goals together, and share knowledge while convening learning opportunities. The goal is to build a network to create community change and also, creating vibrant communities with emerging leaders based on communal learning (Mills, 2001). Tamarack has three values that combine to create their mission: building community, leading collaboratively, and reducing poverty to create learning communities (Mills, 2001). The Learning communities are composed of individuals from different sectors accomplishing similar work across various communities in Canada. These individuals are working at different scales including neighborhoods, communities, providences, regions, and also nationally (Mills, 2001). This differs from Partnership for the Public Good's mission where their sole focus is the City of Buffalo and the Buffalo-Niagara region, but they do open their partnership up to multiple sectors that are seeking to accomplish similar goals looking to generate new approaches to solve major issues, for example: poverty. They have obtained 12,000 individuals in their contact database and 2,000 of these individuals have attended conferences or meetings sponsored by Tamarack with 750,000 downloaded documents from the website (Mills, 2001).

Both Partnership for the Public Good and Tamarack are looking to serve the community agenda by encouraging the role of government to support and contribute to communities. They are developing citizen driven community capacity to build initiatives within communities. These organizations listen to the issues facing the communities they serve and then support capacity building across various sectors and individuals, but ultimately understand and push the local

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government to support the community by knowing that the local government must advance their priorities.

Oxfam America is a global organization that has created a partnership to fight issues that include poverty, hunger, and injustice (Kurzina, 2015). There is a global, rather than local, confederation of Oxfam organizations that work with individuals in 90 countries to create solutions to major issues (Kurzina, 2015). Their vision is to create a world without poverty and their mission is to create lasting solutions to fix poverty, hunger, and social injustice issues by tackling the conditions that create these problems and build capacity for individuals to thrive (Kurzina, 2015). They have utilized measurement deliverables to adjust the approach for more effective impact. They have created baselines prior to delivering initiatives to the community and then create a monitoring system with either quarterly or midterm reports to document progress in relation to the intervention plan (Kurzina, 2015). This proves that Oxfam is a formal partnership that uses a shared measurement system with affiliated programming to accomplish a common agenda. Partnership for the Public Good and Tamarack have not created a formal measurement system to develop and analyze the capacity they have built in communities, but rather rely on shared learning mechanisms to produce fact sheets and research based on similar issues. Oxfam America does publish annual documents to pull together evidence based on the actions taken by their organization and will complete an evaluation when an initiative has finalized (Kurzina, 2015). This organization is an example of a formal organization that emphasizes the importance of data collection prior to, and during the implementation process of a program, as well as an

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evaluation for partners and stakeholders to utilize while examining programming methods and leadership decisions made by organizational staff.

c. Summary

According to Kania, collective impact and collective capacity are influenced most by the strength of the collaboration. This is the force that guides the work of many nonprofits within collaborations and to be effective, there must be a common agenda, a backbone organization and building access to each individual's capacity. These forces will convene to create an effective collaboration, or a specific program that these organizations are working on. These organizations are guided by several motivations for joining in a collaboration and will encourage the staff within the organization to encourage improvement within the activities of the collaboration.

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Chapter III: Partnership for the Public Good

A. Mission and Values

Partnership for the Public Good (PPG) is a nonprofit located in the City of Buffalo and seeks to "build a more just, sustainable, and culturally vibrant community through action-oriented research, policy development, and citizen engagement" (Good 2015). Their principles focus on revitalizing Buffalo to accumulate existing assets of the region and addressing problems at their roots. To re-stimulate Buffalo, PPG has focused on 11 paths:

- Poverty and inequality reduction
- Refining educational opportunities
- Addressing environmental and health care problems
- Crime prevention
- Creating and improving sustainable housing projects
- Development projects that are worthwhile and beneficial
- Preserving and deepening cultural vitality
- Ensuring proactive tax and government revenues
- Ensuring good governance

Independent research is conducted based on these issues to advance public knowledge, the research findings are published and presented to the public as well as other media and research

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institutions, and there is a promotion of democratic debate on economic and social issues that seeks to encourage civic engagement and improvement of all community benefit organizations.

Partnership for the Public good was established in 2009 and was originally incubated by the Cornell University School of Industrial and Labor Relations. It has benefitted from the support of the Community Foundation of Greater Buffalo, as well as returning that support by performing fee-for-service work for many organizations and non-profits in the area. The IRS classification is a 501(c)(3). It operates with two directors, who act as co-directors, of Policy Advancement, a Manager of Operations, Development and Communications, and a Policy Analyst. The board of directors, whom must be composed of at least 3 members and no more than 15 with three-year terms and no limit on the terms, manages the activities, property and affairs of PPG.

PPG provides research and advocacy support to a broad partnership base that continues to grow, as of right now including 215 member organizations (see Appendix II), which they share a community-oriented vision of a replenished Buffalo. This is an informal partnership with no funding involved. PPG does not actively support any partner organization, but they do provide research and advocacy support to partners that share a similar mission. This is a multi-stakeholder initiative, which are usually centered on a common theme of voluntary activities from stakeholders in different sectors (Kania and Kramer 2011). Typically these initiatives lack any shared measurement of impact and also lack any supporting infrastructure to create a true alignment of efforts or accountability of results (Kania and Kramer 2011).

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A PPG partner is any organization that endorses their mission, values, and principles. An organization seeking to join the partnership will fill out a simple partnership form, which includes contact information. There is no cost, but they must support the mission, vision, and principles. They are loosely associated with the partnership and there is no accountability created within the partnership, but they must be considered an organization and not an individual, therefore there are some businesses represented. The Community Agenda vote is considered the annual meeting for the partners, where they are all invited to convene and participate in the discussion and voting process. The staff at PPG also uses a Listserve to communicate biweekly to monthly with the partners to announce any meetings, events, or upcoming advocacy options to support partners, as well as social media as another way of connecting and linking

PPG has created an informal collaboration that seeks to provide information and knowledge to partners as well as the community. There is a mutual understanding of missions, goals, outcomes, and principles of the founding organization and a desire to strengthen the nonprofit force within the City of Buffalo. The ultimate goal is to exchange information to all partners and use advocacy to enhance the capacity and collective impact to change public policy in Buffalo. PPG is a combination of a social sector network, in terms of connecting informally with emphasis placed on information sharing, and a collective impact initiative where partners are gathering around a common agenda to solve specific social problems as identified within the Community Agenda (Kania and Kramer 2011). In the spectrum of partnerships and collaborations, PPG falls on the issue and advocacy typology by attempting to generate activism towards social

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justice issues and economic issues within the City of Buffalo. PPG is pushing towards collective impact by situating themselves as the backbone organization and using the Community Agenda as the strategic direction each year.

B. Activities and Programs

Partnership for the Public Good also encourages citizen power. Citizen power, is defined by PPG as becoming informed and engaged in local issues (Good 2015). To increase citizen power in Buffalo they have assisted the Buffalo Recycling Alliance, whom is a PPG partner that works to increase recycling in the City of Buffalo and also providing a Citizen Tool Kit. The Citizen Tool Kit is broken down into six components: Understanding Buffalo, Learning the Issues, Getting Involved, Working with Government, Working with Media, and Getting Information. Each of these sections not only assists the City of Buffalo and its residents, but the community groups that work with Partnership for the Public Good to assist the growth of their principles.

Other programming includes research reports; policy briefs, fact sheets and other resources on policy issues that are affecting Buffalo and these are all free to the community. There is also an opportunity for PPG partners to host highroad fellows, whom are 20 Cornell University Students, hosted by Partnership for the Public Good and Cornell University ILR School, working with organizations in Buffalo to study policy and serve as interns for PPG partners.

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C. The Community Agenda

The Community Agenda seeks to incorporate partners directly into collaboration process by creating a democratic effort. It is lead by PPG each year and they seek to create a broad, democratic process that identifies approximately ten public policy changes that New York State or local government can help to make to create a better Buffalo. This will help to guide PPG advocacy and research work throughout the year. The Community Agenda was developed to be a policy development tool to utilize with the partners and to encourage good government within the City of Buffalo. This is an attempt to encourage officials to craft policies that serve the public good, therefore the Community Agenda identifies ten policy priorities for the coming year. This guides PPG work throughout the year and the monthly forums are tied to the community agenda including many research briefs that PPG publishes.

Typically 50-60 partners participate in the creation of the Community Agenda, with 100 to 125 at the unveiling following the vote on agenda planks. First, PPG will invite partners to have members on the Community Agenda committee, which will meet twice to discuss potential agenda planks. All partners are invited to submit planks to the agenda committee buy only PPG partners can submit these planks. The planks must meet the following criteria:

- The partner proposing the plank must be planning to work actively on that plank over the year
- The partner composing the plank must commit to speak to the topic at the Community Agenda Roll Out meeting and help with turn-out for the Roll Out meeting, attend at least

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two meetings with elected officials to educate them on the entire Agenda, and co-sponsor and help publicize a public forum on their agenda topic.

- The Plank must be one which will have tangible progress or success that can be achieved within one year, and where PPG's involvement would help bring that success.
- The plank must have particular relevance and promise for the Buffalo-Niagara region and involve state or local policy, not federal.

Each agenda plank must be submitted using the proposal form created by Partnership for the Public Good. It includes the contact, the proposed plank with an explanation of which government entities should take what actions within the coming year, the reasons for the proposed plank and how this policy change will help the Buffalo-Niagara region, what tangible progress or success can be achieved within one year, and how PPG's involvement would help bring that success. PPG staff will review, edit and possibly trim down the potential planks. After the writing and sponsoring of the agenda planks, partners will vote to determine the top ten planks at the Community Agenda vote. Partners must attend the meeting to vote and for each plank, one of the partners sponsoring it will give a three minute speech in its favor. One question will follow from the floor and the organization will answer. Following the proposals, each partner will vote for the top five potential planks that they believe should be on the agenda. Votes are then tallied by PPG and formally announced at the Community Agenda Roll out meeting.

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Chapter IV: Methodology

A. Design of Study

The research design was a program evaluation focused on the Community Agenda since implementation in 2009. The purpose was to understand the effectiveness of the Community Agenda and its processes. This was a descriptive process evaluation of the partner engagement of the Community Agenda. According to the National Oceanic and Atmospheric Administration, a process evaluation reviews how the program has been implemented, and how the program operates (NOAA, 2014). First, Partnership for the Public Good Staff was interviewed to understand the internal process of the Community Agenda and the staff's roles. The following phase examined partner's attitudes and participation toward the program.

Overall Problem Statement: The study is being conducted to analyze of the Community Agenda process is effective for partners and if the program is benefitting the partner's individual mission statements. The study also seeks to examine the implementation of the program and the partner's engagement of the Community Agenda, to overall assess program efficiency and effectiveness. Specifically, the evaluation seeks to answer the following key questions:

- How do partners describe their interactions within the Community Agenda program as related to the partnership effort that Partnership for the Public Good hopes to achieve?

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- Does participation in the Community Agenda explain the view of the effectiveness of the Community Agenda process, as compared to partners who do not participate in the Community Agenda formation?
- How well is the Community Agenda working?
- Is the Community Agenda an effective way to engage the partners in PPG?
- How can partner participation be improved?
- Is the Community Agenda being delivered and executed as intended?
- Are there any unintended consequences of the Community Agenda program?

Two phases of data collection was used to analyze and answer the above questions utilizing an exploratory sequential mixed methods design. Gathering qualitative research first helped to understand the topic with the organization, and then the partners. It helped to collect background data on the organization, as well as helped to identify major themes and build the survey around it. The research was then expanded within the quantitative processes by increasing the population of study to all PPG partners. This research helped to finalize the answers to the research questions and formulate the discussion and recommendations. The exploratory mixed methods are used to explain the relationships that have been established within PPG, and to help to develop the quantitative instrument of study.

The two forms of data were integrated and examined within the discussion. The first phase of data is a qualitative phase comprised of two stages. First, was the collection of data from interviews with stakeholders at Partnership for the Public Good. These interviews helped to

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understand Partnership for the Public Good as an organization and to understand the Community Agenda better (see Appendix III). Then simultaneously, observation of the 2016 Community Agenda planning took place. The selected sites included the meetings planned by PPG to assist partners in plank proposal writing for the 2016 Community Agenda, and then the observation of the 2016 Community Agenda Vote. The researcher observed both of these meetings without participating in the discussion of the agenda planks or the voting process for the new Community Agenda

Following the observation, were qualitative interviews with partners that were selected by the Director of Policy Advancement and included partners who frequently participate, partners who participate in the voting but may not have submitted an agenda item, and partners that do not participate in the Community Agenda at all. This served as a pilot leading to the development of the web survey that was administered to the whole membership list. The interviews identified key themes of the partner's perceptions of the Community Agenda. First, the phenomenon of the partners participating in the Community Agenda was examined. It was important to understand how partners felt about the Community Agenda and PPG, and why they did or did not participate in the process. The pilot interviews with the partners also fed into the final survey by identifying categories of questions that were necessary when looking at a collaboration including the program itself, the collaboration, the network that has or has not been built within PPG, and finally the community that has been established. The qualitative phase also created a report that was brought

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to PPG to help them first understand what the issues might be, and also contribute to the survey creation within the Community Agenda.

The final phase of data collection was a web survey using the web platform, Qualtrics. It was administered to all Partnership for the Public Good partners. The Qualtrics survey was emailed with a link to the survey to all partners. PPG staff provided email addresses. A statement of confidentiality was included during both the web survey and the interview. Participants were given a month to answer the survey, with a reminder email sent by the organization halfway through that time period. All quantitative data was analyzed with IBM SPSS using both descriptive and inferential statistics where appropriate. A final analysis was conducted on all data to create a comprehensive discussion and interpretation of the Community Agenda process.

Following the design matrix of NOAA, it is important to examine the researchable questions including: how the Community Agenda operates, how the partners participate in the Community Agenda, and the general feelings and attitudes towards the program (NOAA 2014). To answer these questions, some general program information was necessary to better understand the Community Agenda and was obtained through content analysis from the organization's website and an interview session with the Director of Policy Advancement and the co-Directors. There was limitations attempting to obtain previous data because an evaluation has never been conducted on the program, therefore initial data and information on reports and progress of the Community Agenda was hard to discover. Expected results will be used to assist the Partnership

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with the Public Good to improve the quality of the Community Agenda and the deliverables to the partners as well as the mechanisms for constructing the annual agenda itself.

B. Sample Selection and Data Collection Methods

The study population is the partners within the Partnership for the Public Good network. There will be access to the entire population with no sample. This includes the 215 partners who have applied for and been accepted to the PPG partnership that are listed on the PPG website. The individuals that were invited to participate in the study, are those who are the ListServ provided by Partnership for the Public Good. This study population has been narrowed down from all partnerships and collaborations that already exist.

First, interviews with PPG staff were conducted to better understand the functions and processes of the organization itself. That study population included the directors, and other staff at Partnership for the Public Good. Meetings were arranged to answer questions based on PPG, the Community Agenda, background, and history of the organization (See Appendix III). These interviews created more knowledge for the researcher to understand the process of the Community Agenda, while establishing a relationship with the partnership itself.

Also at the organizational level, observations were conducted at the meeting to assist partners who were forming their agenda planks, and also at the Community Agenda vote. These observations assisted the researcher to understand how organizations functioned at the Community Agenda and how the Community Agenda meetings were run. It also assisted to understand how the organizations interacted with each other, and with Partnership for the Public Good without any

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involvement from the researcher. The findings are clearly expressed from the participants at the Community Agenda meeting, and also helped to create an overall understanding of the program.

Next, face-to-face interviews were conducted with partners. The Sample Selection was drawn from the contact at the organization. The contact selected three partners who participated frequently in the Community Agenda, three partners who participated infrequently, and three partners who never participated in the Community Agenda. The contact then sent out initial emails to those partners and invited them to participate in the research. These partners signed the informed consent form at the start of the interview session, and then were asked a series of questions that would better understand their participation and feelings surrounding the program (See Appendix IV).

Finally, all partners received a link via email to a web survey. At the end of the web survey, there will be questions regarding demographics, as well as information to provide basic knowledge of the organization itself (size, length of partnership with PPG, type of organization). Within the web survey, there was an opportunity to respond with contact information if they would like to be interviewed for the qualitative piece of the study.

C. Data Analysis

Data was collected through qualitative measures including observation, and interviewing, and through quantitative measures through the survey program, Qualtrics. All participants' responses and names were kept confidential throughout the entire process. At the pilot face-to-face interviews, researchers were given an informed consent and names are not identified within the

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discussion. Within the Qualtrics software, an informed consent was also given to the entire population. The informed consent included the researcher's contact information, the purpose of the study, inclusion requirements, procedures, risks and discomforts, benefits, data storage, and a voluntary participation statement. If participants did not desire to participate in the study and selected 'No' they would be directed to the end of the survey and would not be asked to complete any of the survey instrument. The researcher did not know which participants chose to participate in the survey and all data was aggregately analyzed for the discussion.

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Chapter IV: Results

A. Introduction

The purpose of this study is to conduct a program evaluation of the Community Agenda, analyzing if the process is effective for the partners and if the program is benefitting the partner's individual mission. This program evaluation is a process evaluation, designed to examine the implementation of the program and the partner's engagement of the Community Agenda at a later stage to assess program efficiency and effectiveness. A full evaluation of the annual Community Agenda has not yet been completed; therefore, this study seeks to assist the organization with further developing and assisting PPG partners. The goal is to understand how the Community Agenda operates under the direction of the Partnership for the Public Good, while examining the intended and unintended outputs and outcomes. The study is being conducted to analyze if the Community Agenda process is effective for partners and if the program is benefitting the partner's individual mission statements. The study also seeks to examine the implementation of the program and the partner's engagement of the Community Agenda, to overall assess program efficiency and effectiveness. First, interviews with PPG staff were conducted to better understand the organization, while simultaneously observing the process of the Community Agenda. Next pilot interviews were conducted to develop the web survey. Finally, the web survey was administered to the entire population of PPG members.

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B. Interviewing Stakeholders at PPG

The interviews with both co-directors of the Partnership for the Public Good helped to develop background information and understand the programs and policies of the organization. The co-directors are also both the founders of the organization and have been with PPG since its beginnings in 2009.

According to one of the co-directors, since early 2008, both of them worked with Cornell University and University at Buffalo at a high road economic development conference that brought stakeholders together to create new ways to make economic development work for all players. The conference's goal was to enrich public policy to include those who would normally not be included in policy making. Actors at this conference were driven to find ways to leverage community dollars to work on Buffalo based issues. This would push state and local democracy to work better in the eyes of community development groups and residents, but they all agreed that a new structure would be needed to bring together the nonprofit community. This is what created the idea of Partnership for the Public Good. The co-directors wanted to expand civic information so it is more accessible to the community, while expanding the voices and priorities of non-corporate organizations. The goal was to give these groups a stronger voice and make these voices heard more loudly. This brought a number of key organizations into the creation of Partnership for the Public Good including: Cornell University and the ILR School at Cornell. The roots of PPG started at 43 participating organizations and has grown into over 200 presently.

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Once Partnership for the Public Good was established, the co-directors felt a need to establish a democratic system for non-profits and other organizations in Buffalo and created the Community Agenda. This gave all partners a chance to expand their power and also the power of issues that they saw as important. It was the first tool that was developed for community groups and it prioritizes these issues and brought education and political voices to community groups. One of the co-directors stated that people learn at the community agenda meetings, which could be argued as one of its most powerful forces. They believe that the Community Agenda is seen as a model for community based prioritizing issues and has created a platform to bring to media and other political leaders as translatable and debatable. One of the stipulations of the Community Agenda topics, is that the participating partners must already be working on the issues that they propose. This ensures that topics have some foundation and movement behind them.

Each co-director has their own role in the Community Agenda. One has a very limited role because of their work at Cornell University and working on projects that do have some of the same topics as the Community Agenda. The other is heavily involved and runs the Community Agenda process and also was the main founder of the program itself. They help to run all meetings and brainstorming sessions for the agenda planks.

The Community Agenda has seen both successes and challenges. Many of the issues raised on the Annual Community Agenda have become public policy issues at the local and state level. New York State has passed laws regarding benefit corporations, which was one of the issues in the past on the Community Agenda and has come to affect economic development in Buffalo. As a

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result of this legislation, the government has stopped providing tax subsidies for retail businesses. The Erie County IDA has also improved its practices through advocacy and the waterfront redevelopment has also been a focus of the Community Agenda to ensure that the benefits impact the entire community while barring the Bass Pro Shop from moving to downtown Buffalo. There has also been support for a living wage at both the local and the state level and developing job opportunities and better ways to handle poverty. The Community Agenda is a process of qualitative learning to better community groups and residents. It gives participants a way to learn about new opportunities and work together on various issues across the City of Buffalo.

Some of the agenda items do not see the successes that the waterfront development, or the benefits corporation has achieved. Many of the agenda planks are hard issues that can be difficult to raise support for, bring to media or political attention. The goal of Partnership for the Public Good in this case is to train groups for the process of the Community Agenda to create workable issues and focus on live campaigns that are already running. There are also questions as to what happens after the agenda is voted on and announced. These are topics that PPG is focusing on throughout late 2015 and 2016. They will push partners to have visits with elected officials and engage partners to lead, rather than PPG. They have also created mandatory training that helps partners to lead the advocacy based on the agenda. Partnership for the Public Good has tried to learn from the mistakes that have already happened and use collaborative power to make a difference in economic development in Buffalo.

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C. Observation of the Community Agenda

Observations of the Community Agenda took place during the planning meetings and the 2016 Community Agenda vote where all partners were invited. This helped to provide more background information for the researcher.

2016 Community Agenda Planks		
Name of the Agenda Plank	Purpose of the Agenda Plank	What does it benefit or potential implications
Fair Elections in the City of Buffalo	The City of Buffalo Common Council should pass and implement public financing legislation recommended by the Committee for Fair Elections for all city elections.	Restore accountability to the voters. Give all members of the community a place at the table. Assist in necessary research, advocacy with elected officials and enhanced communications to promote this issue in the public sphere.
Raise the Age in NYS	New York State needs to raise the age of criminal responsibility in a comprehensive manner.	Youth who are charged with a crime will be treated in a more appropriate manner. The legal process must respond to all children as children and services and placement options must meet the rehabilitative needs of all young people.
Language Access in Buffalo and Erie County	The City of Buffalo and Erie County should improve language access policies, practices, and training so that immigrants and refugees receive meaningful access to government services.	Prioritization should focus on the City's Police and Fire Departments, the County's Department of Motor Vehicles and the County Clerk's Office. Limited English Proficiency plans should be created in partnership with the community and implemented.
Targeted Hire on Publicly Funded Projects	State and local economic development programs should require companies receiving	Targeted hire programs have a proven track record in other cities of linking jobs with the people who need them

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	subsidies and tax incentives to use targeted hire programs that give disadvantaged workers, including those living in high poverty zip codes, the first opportunity to be hired for a new opening.	most, and thus reducing economic and racial inequality and providing a boost to local economies.
High Road Economic Development and the Buffalo Niagara Medical Campus	The member institutions of the Buffalo Niagara Medical Campus should make a Community Benefits Agreement (CBA) to ensure that nearby residents, workers, and the whole community benefit from the development on and near the campus.	<p>A community benefit agreement (CBA) is a proven way to make sure that the public benefits when the public invests in large scale development.</p> <p>Key provisions can include measures to limit gentrification, solve parking problems, create quality jobs for local residents, maximize business opportunities for local businesses, enhance sustainability, and help residents in impacted neighborhoods.</p>
Develop a plan for the downtown regional multimodal transportation center	The City of Buffalo should take the lead, and other key stakeholders, on planning a downtown multimodal transportation center.	<p>Enable connections to the current Depew Amtrak Station for the East-West trains.</p> <p>Allow for connections to the Buffalo Niagara International Airport via the current Metro Airport Bus.</p> <p>Serve commuters and tourists traveling between Buffalo and Niagara Falls.</p>
Enact an Erie County Fair Housing Law	Proposes an Erie County Fair Housing law which creates a single county-wide statute prohibiting source of income discrimination.	<p>Passage will require a majority vote of the Erie County Legislature and subsequent approval by the Erie County Executive.</p> <p>Federal and state fair housing laws do not now prohibit discrimination due to source of income.</p>
Community-Oriented Policing in the City of Buffalo	Seeks to secure a commitment in 2016 from Buffalo Mayor Byron Brown and Buffalo Police Commissioner Daniel Derenda for all Buffalo Police Department officers to receive community	Open Buffalo- a community movement for social and economic justice - coordinates the efforts of a network of organizations and stakeholders laying the groundwork for winning a comprehensive community oriented

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	policing training by the end of 2017 and for community policing training to be incorporated into the new officer training program from 2017 on.	policing policy with the Buffalo Police Department.
Paid Family Leave for Buffalo, Niagara Falls and New York State	The Mayor's of Buffalo and Niagara should provide paid family leave benefits to their city employees. The New York Senate should also pass the New York Paid Family Leave Insurance Act.	New York business are at a disadvantage in employee recruitment, particularly for young professionals. Other reported benefits include reduced absenteeism and greater employee retention and satisfaction.
Create a Human Rights Commission for the City of Buffalo.	Persuade the City Council to amend Section 18 of the City Charter to transform the currently non-functional Commission on Citizens' Rights and Community Relations into a broader more effective Commission on Human Rights for the City of Buffalo.	A Human Rights Commission for the City of Buffalo would serve as an institutional focal point and site of engagement within city government to raise human rights related concerns. Create a direct pathway through which the voice of community groups could be amplified within city government.
Raise the Minimum Wage to \$15 per hour	New York State should raise the minimum wage for all employees to \$15 per hour by 2021.	With higher wages workers would be able to pull themselves and their families out of poverty while further supporting local businesses. By demanding a union they are helping to revitalize a labor movement that represents all workers and brings inspiration and vision to the progressive movement as a whole.
Improve Education for Students with Disabilities	All persons working with children need to be well aware of special education, policies, practices, and strategies. Personnel need to be able to address behaviors and learning deficits in ways that will be effective and offer the greatest possibility of success.	Appoint a parent of a student with disabilities to the BPS school board. Provide extensive professional development regarding special education to all direct support professionals especially teacher aides and assistants.

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The first stage of the Community Agenda involved the plank creation. Partners would develop planks based off of issues they were already working on within their own organization, or topics that were either affecting the community or were foreshadowed to be an issue in the coming year. PPG lead two Community Agenda Planning meetings to assist partners with the development of their individual agenda planks. The proposals for the Community Agenda must include the following information: the name of the PPG partner organization proposing the plank, the contact information for the partner, the title of the proposed plank, the reasons for the proposed plank (including: how the policy change will help the Buffalo- Niagara region, the tangible progress or success that could be achieved within one year, and how PPG's involvement would bring that success), and also committing to the following: 1) Speak about the plank at the Community Agenda Roll Out and help with turn-out for the Roll Out. 2) Attend at least two meetings with elected officials to educate them on the entire Agenda. 3) If asked, co-sponsor and help publicize a public forum on the plank. Partners whose planks were voted on at the meetings, must at least be at the Roll-Out. The submission process for the Community Agenda planks has transformed since the creation of the Community Agenda by encouraging partners to become more involved within the program, and also assisting partners to be more proactive with elected officials and policy making.

After the planning process of the Community Agenda, PPG will host the annual Community Agenda Vote. This took place at the beginning of December, where 50 participants were present at the vote. All partners are invited, including those who have proposed planks. The

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agenda planks are written on poster boards and placed around the room so that all partners could see them. The partners were also given a packet with the full proposal for each plank. It is to be noted, that some agenda items are re-proposed each year depending on the plank, the support and success it is. There is also a possibility that there may not be a ‘victory’ on the issue by the end of the year.

First, there was a presentation of these proposals. Each partner had two minutes to briefly discuss the idea behind their agenda plank and why partners should vote for it. The majority of partners were able to summarize their ideas quickly, but some were not. Some partners tried to put as much data into the presentation as possible to show the statistics regarding the issues, as well as the successes that have already been seen and how Partnership for the Public Good could impact their work. After the two-minute presentation, one partner asked one question in response to the presentation. The proposer then responded briefly with the answer. After all of the proposed agenda planks were spoken for, partners were given 10 minutes to discuss the planks within the group. Many partners stood in support for an agenda plank. Following the discussion, partners were asked to vote. When signing into the meeting, each organization was given five stickers to put on the agenda planks that they wished to vote for. Partnership for the Public Good asked that only one vote was given from the organization for the agenda items, but they were not monitored while voting. The voting process and discussion allowed partners to network as they walked around the room and voted. It was open and partners were asking questions on the agenda items. This also meant that the issues that some partners raised were more likely to have communication

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spread by them and become better known. The votes were then tallied and the winners were informally announced. The formal announcement for the Community Agenda took place at the Agenda Roll Out at the beginning of January.

D. Pre-Survey/Pilot Interviews with Partners

Interviews were partners of PPG were first conducted to help create and identify the areas that the quantitative survey should focus on. The qualitative data was analyzed and the research found that each participant was from a unique organization, which provided various types of services to the community. The issues and services that the organizations dealt with ranged from public transportation, arts, social justice, education, and immigrant services. The longest an organization had been a partner with Partnership for the Public Good was 5-10 years, where the shortest length of time was a year and a half. More specifically, one organization had joined after meeting at an external conference. Some partners have been invited after participating in other PPG programming, including the radio show.

There were several themes that the participants identified as the purpose of the Community Agenda. The first theme is establishing a way to focus and come to an agreement on the issues in the coming year that affect the Community. One participant also believes it is a way to develop a greater understanding of issues that might not affect their organization directly. This is similar to another participant's belief, that different aspects are touched in the development of the Community Agenda and these aspects also touch economic development that helps residents,

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individuals, and organizations to see different aspects of Buffalo. All participants agreed it was a way to encourage learning at a communal and organizational level, as well as a way to bring focus collectively to the issues that either the City of Buffalo has, or the individual agenda's of the organizations that are represented.

Each participant has been involved in the Community Agenda in some way. Two organizations have proposed planks for the respective Agenda's in that year, and one organization has participated in the voting process of the Community Agenda. One participant noted that other coalitions they were involved in had a similar plank and agenda voting structure to get issues heard and worked on. This participant still continues to vote each year in the Community Agenda even if they do not propose a plank to be voted on. Another organization has proposed two planks total, with one getting approved in the Community Agenda. The first year they were a member of Partnership for the Public Good, they proposed a plank that was voted on to become an agenda item, the second year they proposed another plank that did not make the agenda. One point that was raised in this discussion, was that some issues that might be considered 'hot button issues' are more likely to make the final Agenda, rather than some issue that may not see resolution within the year. The issues that have more news highlights or are in focus, have also become the focus at PPG. The participant stated that the plank might be proposed when change needs to happen. Current events and timely issues may often come up within the Community Agenda. One organization believes that some of their issues may be more difficult to agree on with the broad base of various partner organizations that belong to PPG.

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They have not proposed an agenda plank directly, but have brainstormed potential ways that their organization's mission and focus could become apart of the Community Agenda. They have been able to involve their constituents in the agenda voting process and raise awareness to those that they serve.

One organization has noted that the agenda proposal process has changed since the first year of their membership. They said there was first three specialty areas (people, place, and governance) that planks had to fall into. Now, those areas have been dissolved, and a plank selection committee has been created, which includes feedback from Partnership for the Public Good. The organization stated that this has been an effective way to ensure that planks are 'workable' and helps them to develop an action strategy to work on getting something accomplished. Another participant in the interview stated that they had a positive experience with getting their plank submitted and approved to the Community Agenda. They also said they were unsure if other groups that were not involved were afraid of submitting an agenda plank or if the same groups were submitting the same planks each year. The same participant has also stated that it may seem like there are specific organizations that put forward a plank that have their own goals, interests and priorities in mind.

All participants agreed that the Community Agenda is an effective way to engage partners and create collaboration within PPG. One organization has had a positive experience with the Community Agenda and although they were not able to participate this year in the voting process, they did encourage other organizations that they had networked with to go to the events. One

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participant noted that it is an effective way to engage partners within the process, but outside of the 'regular' organizations that participate she was not sure how they were staying involved and what benefits they saw as being a partner. Another participant raised a similar issue. They suggested that it might become easy for a partner to become passive in the process. Another participant believes that the Community Agenda has created a learning opportunity for their organization and has learned about issues outside of their own mission statement.

The overall consensus is that Partnership for the Public Good has been successful at implementing the Community Agenda. One participant noted that PPG is gaining exposure in the Buffalo News and growth within the Community by using the high road fellows. One organization noted that they do not have much interaction with PPG outside of the Community Agenda and the high road fellows program. The issue that was raised was that the Community Agenda does continue to highlight the same planks, same organizations and same aspects of the problems within Buffalo. This same participant has also questioned how involved the community is and how aware they are that programs like this exists. A suggestion made by one organization, is to try to understand why some planks have not been effective, or as popular either within the Community or at the organization itself and to try and see where a push can be made to get a victory, or what could be modified if the plank was to be submitted in the following year. This organization believes in the process of the Community Agenda and hopes that it becomes more effective in the City of Buffalo.

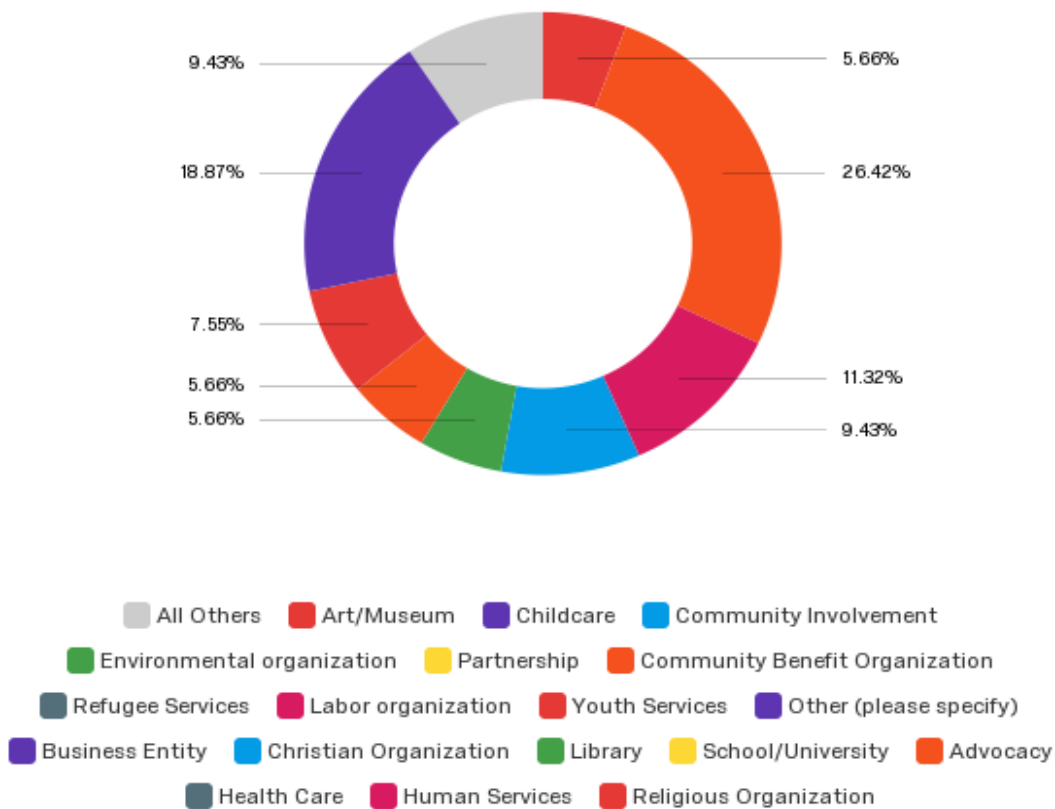
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E. Web Survey Administered to all PPG Partners

A total of 70 out of 188 partners participated in the survey, with 54 complete responses and 17 partial, producing a 77.14% completion rate and a 28% response rate. As presented in the tables below, these partners represented a variety of organizations with the majority of them falling under 501(c)(3) classifications through the IRS. Out of 51 respondents on question 24 “What tax exempt classification does your organization fall under?” 40 respondents have a 501(c)(3) classification, one organization is classified as a 501(c)(4) and 10 organizations have fallen into the ‘other’ category defining themselves as applying for 501(c)(3) status, a corporate business model, a foundation, a partnership and a block club. Out of these 40 organizations that are 501(c)(3)’s, 18 are considered educational organizations, 13 charitable, 2 religious, one testing for public safety, and one foster national or international amateur sports competition.

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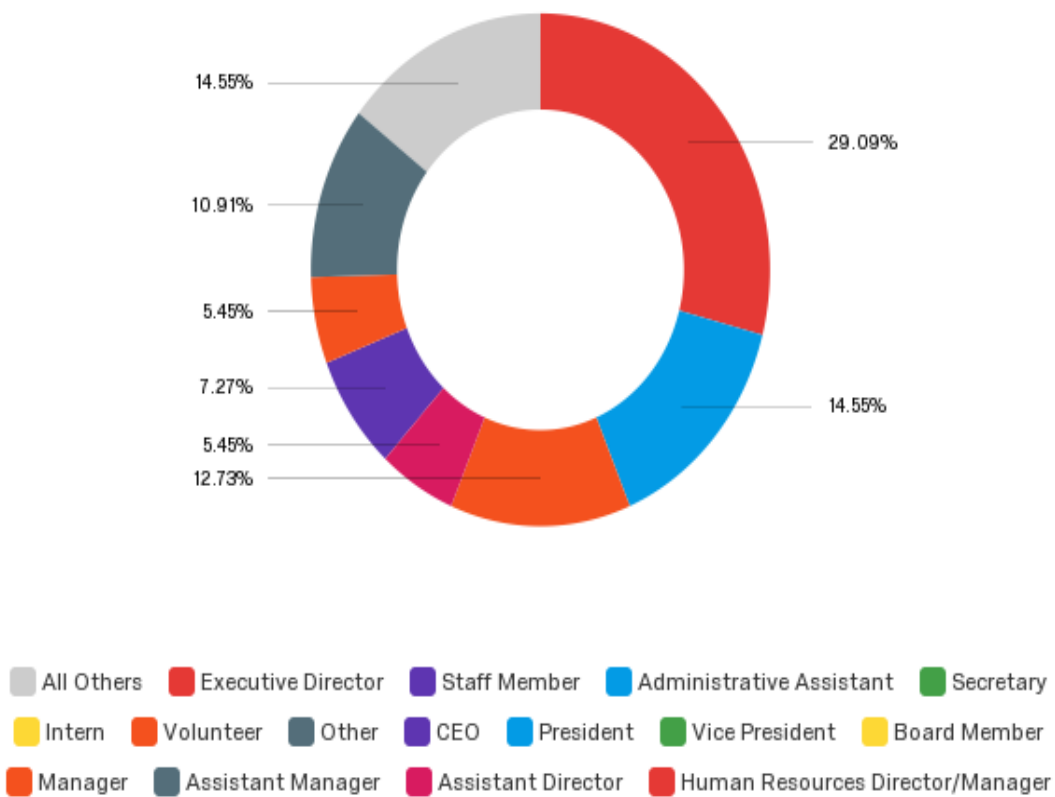
Figure 1: Pie-Chart of the breakdown of the types of organizations that are partners with PPG.



The participants of the survey also represented several roles within their organizations, as shown in Figure 2.

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Figure 2: Roles that the represented participants in the survey



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The contact list where the anonymous link to the survey was distributed was provided for by Partnership for the Public Good and specific representatives within the participating organizations were not targeted.

The survey was broken down into three major components: participation and overall attitudes towards the annual Community Agenda program, networking between partners, and finally the collaboration that Partnership for the Public Good has created. The entirety of the survey can be found in Appendix IV.

The first set of questions focused on participation in the Community Agenda program. Questions focused on whether the participant's organization participated in the Community Agenda vote, if they proposed a plank for any of the Community Agenda's, the benefits of the Community Agenda, and the affects it has on the City of Buffalo. Question four states, "In general, your organization enjoys the community agenda process" The answers are a 5-point Likert scale ranging from Strongly Agree to Strongly Disagree. The results show that 29.3% strongly agreed that their organization participated in the Community Agenda, and 39.66% agreed. 25.86% neither agreed nor disagreed with the statement. This shows that the majority of partners agreed that their organization enjoyed participating in the Community Agenda discussions, vote, and roll-out. Expanding off of this statement, the survey then asked if the organizations participated in the Community Agenda process since 2009. Participants: 49 selected 'yes' and 10 participants selected 'no'. This provides a strong indication that organizations can answer that they enjoy or do not enjoy participating in the

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survey soundly. One goal of the Community Agenda is to encourage change in Public Policy and to impact decision-making by elected officials. Question five stated, “The Community Agenda process is an effective way to encourage change in the City of Buffalo.” 21 participants selected ‘strongly agree’ while 25 selected ‘somewhat agree’ and nine participants selected ‘neither agree nor disagree.’ This shows that the majority of participants believe that the Community Agenda and its processes, affect change at some level within Buffalo.

When asking if the organization submitted a proposal for the Community Agenda, 23 participants selected ‘yes’ and 36 participants selected ‘no’. These answers show that the majority of the participants in the survey have never submitted an agenda plank to be voted on by the entire partnership base. For those that have participated in the Community Agenda by submitting a plank, the web survey found that the mean number of times an organization has submitted an agenda plank is 2.55 times. The following question found that the mean number of times the agenda plank has been selected for the final Community Agenda, is 1.95. This means that the majority of organizations has submitted at least two agenda planks, and after it has been voted on by the partnership base was selected for the Community Agenda at least once. The final question of the agenda plank series asked, “Was the agenda plank that was selected for the final Community Agenda implemented?” Six participants have implemented their agenda plank in some way, and five participants did not. Of these participants in this question, four participants or organizations found that PPG was

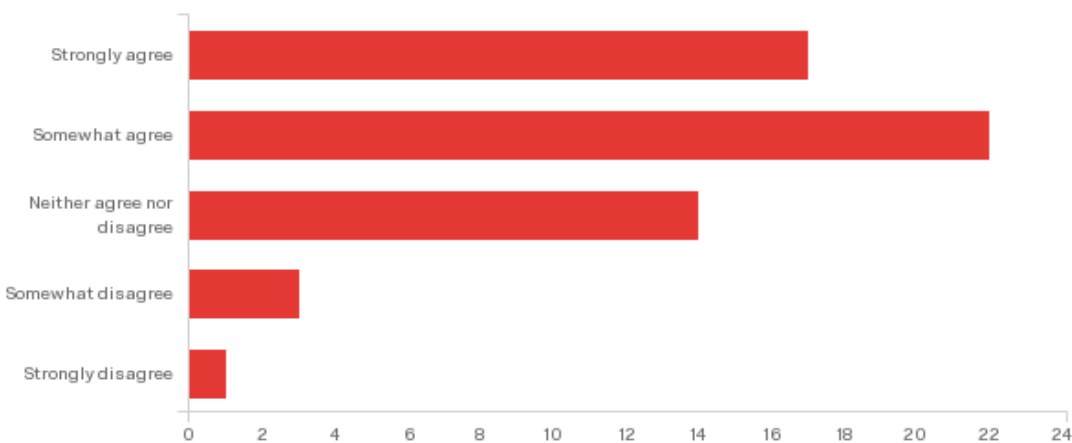
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instrumental in the implementation of the agenda plank and two participants did not. The answers to these questions were found using skip logic within the survey, by allowing respondents who did not submit an agenda plank to skip through these questions. A matrix scale was used in the questions to find the exact number of times each organization participated.

The next group of questions asked participants views on the network that has been created within PPG. To better understand the partnership, it is important to understand how the organizations have networked and created relationships with other organizations in the partnership. Networking can impact the perspective of the programs administered by the organization. When stated, "My organization has built relationships and networked through the partnership PPG has created" 10 partners strongly agreed, while 30 partners agreed with the statement, 11 partners neither agreed, nor disagreed, 4 somewhat disagreed and 3 strongly disagreed. Figure 3 shows how information flows between PPG staff and PPG partners.

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Figure 3: Q13 - Information flows well between the partners of PPG and the staff at PPG



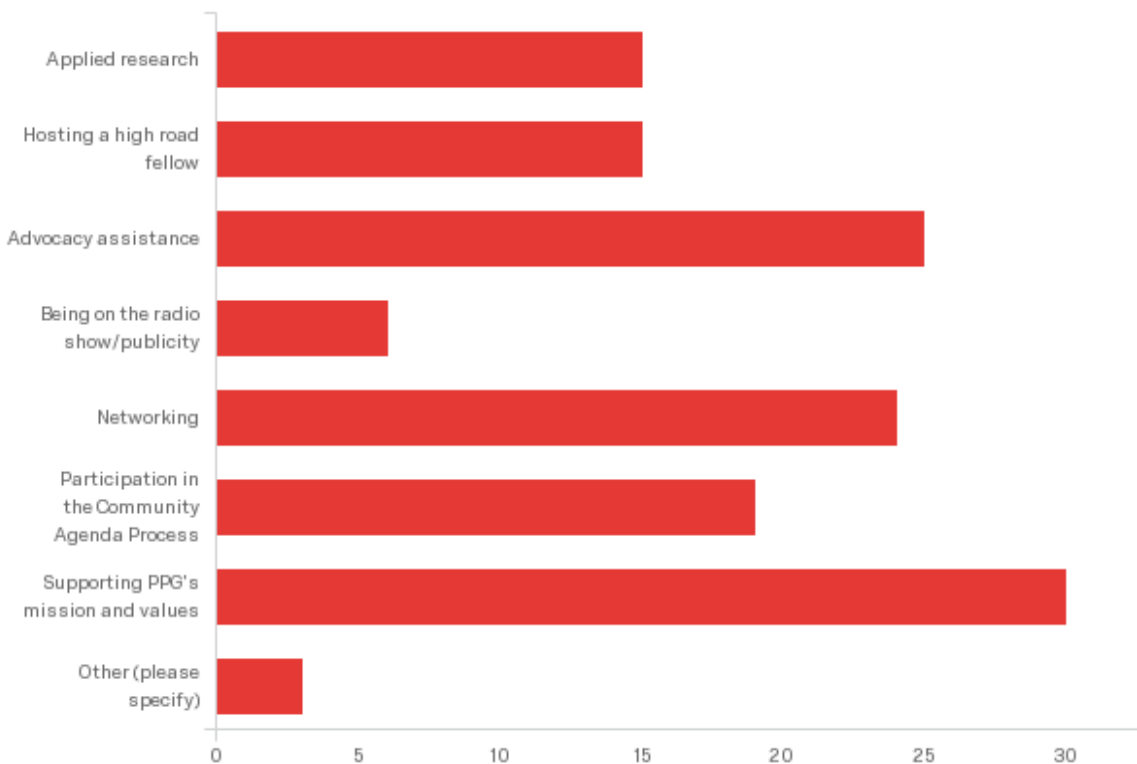
Partners believe that they are receiving information thoroughly from PPG and hearing about events, and the Community Agenda reasonably. It is also important to note how partners feel about the networking, the partnership, and how their mission statement is effected. This question produced mixed results and did not provide results skewed in any direction. When asked, “This network has enhanced my organization's capacity to accomplish program goals” 12 partners strongly agreed, 21 agreed, 15 neither agreed nor disagreed, 7 somewhat disagreed and 2 strongly disagreed. This shows that Partnership for the Public Good may not have created as strong of a network, as described in the literature. While examining diversity within the network that PPG has created, 32 participants strongly agreed that PPG embraces the diversity of the partners within the partnership, 13 agreed, 11 nor agreed nor disagreed and one strongly disagreed. This shows that partners feel they have created a network

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within PPG, but at times information between partners and PPG can be difficult, but there is diversity within the PPG network.

The final set of questions asked participants about the collaboration at Partnership for the Public Good, as well as, the sense of the community they felt being a partner, as seen in the literature. All partners joined PPG for various reasons, as seen in Figure 4.

Figure 5: Distribution of responses to: What was the main reason your organization joined PPG? Please select all that apply.

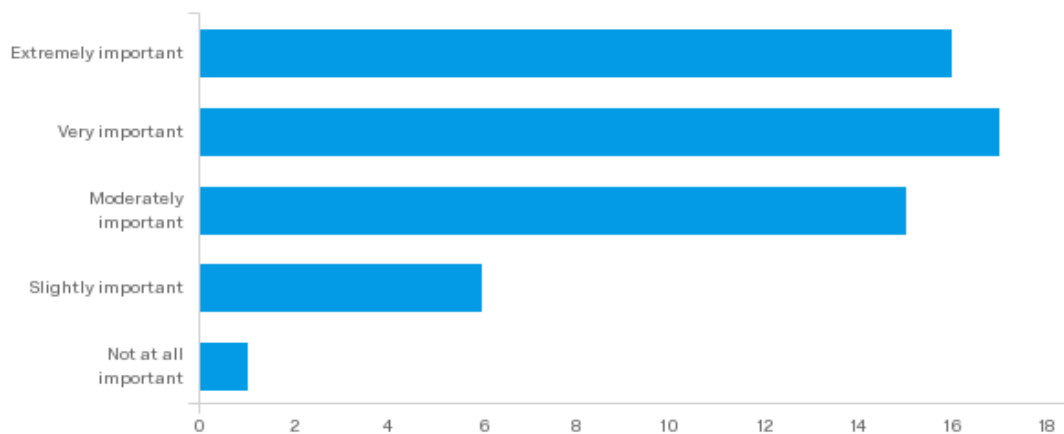


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PPG and the researcher crafted these answers. Partners that participated feel that the main reasons they joined the Partnership, was because they support PPG's mission and values, for advocacy assistance, and networking. This answer also helps to explain that networking plays an important role in establishing collaboration between nonprofit organizations, as well as maintaining the relationships that have been established. It is important to understand if the participation in the Community Agenda and PPG, helps partners with their own goals, mission statements, and programs. The following question was asked: The partnership created by PPG has helped further our organization's mission statement, programs and goals. The responses to this question varied, 12 participants found that they strongly agree, 23 participants agreed, 16 neither agreed nor disagreed, 1 slightly disagreed, and two strongly disagreed. This implies that the majority of partners agreed that the partnership that has been created by PPG furthered the organization's mission statement and goals. To understand how partners felt a sense of community, the researcher asked the importance of this in relation to the organization. Figure 5 shows the answers from participants.

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Figure 5: How important is it to your organization to feel a sense of community with other PPG partners?



Most participants agreed that it was either extremely important, or important that they felt a sense of community within the Partnership for the Public Good. There were six respondents that felt it was only slightly important to feel a sense of community with other PPG members. The final question related to the community and PPG asked, “The Partnership for the Public Good can influence the City of Buffalo.” The responses to this question were interesting as no participants strongly disagreed or disagreed with this statement. 32 participants strongly agreed that the PPG can influence the City of Buffalo, 18 agreed, and five neither agreed nor disagreed.

E. Summary

The results imply that partners enjoy participating in the Community Agenda and agreed that it benefits their organization in some capacity. There are also some partners that

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continuously propose agenda planks to raise awareness for the issues they believe need to be focused on in the City of Buffalo at a policy-making level. There was a small number of participants who disagreed with the Community Agenda, its process and implications on the partnership that PPG has created.

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Chapter V: Summary, Discussion and, Implications

A. Implications of Possible Outcomes

Collaborations need to be aware of the way partners believe the partnership is affecting their organization. Although this survey is a small cross-section of the partners at PPG, the pre-survey pilot interviews with partners and the web survey demonstrated unique perspectives of the partners. Through the pre-survey pilot interviews with partners, and the web survey, it has been discovered that partners enjoy participating in the Community Agenda, even though the majority of the participants in the survey did not submit an agenda plank. Partners that did submit an agenda plank, have only done it two times on average, and the findings show that it only has made it an average of once onto the final Community Agenda. This could mean that most partners that have submitted agenda planks did not participate in the web survey, or the same partners are submitting the agenda planks annually. The findings did not show any identifiable information; therefore these results would be inconclusive.

The interviews with partners showed that the potential impact of the community by the Community Agenda is brought into question. Partners did agree that it should impact the community more. The web survey also supported this perspective by agreeing that it would impact the City of Buffalo. 32 participants strongly agreed that PPG can influence the City of Buffalo, 18 agreed and 5 neither agreed nor disagreed. This is interesting to the research because in the first question, some partners do not enjoy participation in the Community Agenda. Some partners also

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disagreed that it does not help to accomplish their program, or organizational goals. Further research on the individuals that these organizations serve would be effective to discover if the surrounding community is aware of the issues the Community Agenda raises and how they impact Buffalo.

The web survey also showed that networking can be built upon within the collaboration that Partnership for the Public Good has created. When networking is built within a community, it increases the social aspects and impacts between partners. The literature shows that networking helps to create relationships between partners. The network that PPG has created has allowed for some organizations to either create new relationships or further the relationships that already exist. PPG does embrace diversity, which does allow for networking to take place between organizations that may not previously exist. Further research could assist in finding out what relationships were previously created between partners. The participants did agree that there is a sense of community and the idea of participating in the Community Agenda is important to their organization to maintain that sense of community.

B. Recommendations

This study has revealed significant findings for PPG by determining that the majority of partners agreed that the Community Agenda has either impacted their organization, they enjoy the participation within the program, or they have felt a sense of community within the organization. Partnership for the Public Good can continue to impact partners by allowing them to control the democratic processes or the program, and push the topic that they believe are important to their

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organization, and the community as a whole. One recommendation from a partner is to expand the base of issues and encourage those partners who continually propose the same planks, to expand their potential plank writing to other program goals and outcomes. Another recommendation from a partner is to continue to grow communication networks and relationships with those partners who consistently participate in programming, while finding ways to reach out to those partners who have not participated in the Community Agenda, or those who have chosen to become a member, yet do not understand the process.

Although the participants have felt a sense of community within the partnership, an issue was raised during the pilot interviews that some partners may have trouble seeing how the Community Agenda impacts the community. The partner agreed that it may be difficult to reach the City of Buffalo with the agenda itself, but partners may have to be the link from the plank items to knowledge and advocacy within the neighborhoods that they serve.

C. Limitations of the Study

Limitations of this study consisted of a large sample size and less than a 30% response rate. This likely would impact the ability for the results to be considered statistically significant. This study would have been more comprehensive if more partners were able to participate, including passive partners that do not typically participate in PPG programs and activities. The pre-interviewing would have also been more complete if more

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partners would have been willing to participate in a face-to-face interview with the researcher to build more background information about the organization and its partners.

To get a higher response rate and more partners to participate in the face-to-face interviews, it would have been more effective to initiate the survey right after the Community Agenda meeting in December. The pilot pre-survey interviews did not occur until February, over a month after the vote, and a few weeks after the formal announcement of the 2016 Community Agenda. The launching of the survey did not take place until mid-April, and would have been more effective if the launch took place immediately following the Community Agenda meeting when partners were either still engaged, or had recently seen email communication from Partnership for the Public Good.

Another thing to consider when examining the limitations of the survey, it was administered through the Qualtrics email system and only a certain number of email addresses for partners were provided. PPG has currently 216 partners, with 196 emails sent, and eight of these emails bouncing back as undeliverable. It also was not clear if each email address was for one contact at each organization, or if it was possible if one organization had several contacts. Technology could also create obstacles for some partners, with web access and the use of email. Some partners may not have even read the emails and simply deleted them when they received them, some partners may be overwhelmed by their own work and/or emails and this may have impacted participation in the web survey.

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More comprehensive results would have been produced if face-to-face follow-ups were conducted post-survey. The survey may have created communication within the organizations, as well as personal feelings about the Community Agenda. It would have also helped to see if partner's answers would have changed in a face-to-face setting. If follow-up interviews were scheduled, they would have been based off those who were willing after the web survey using a sample selection technique.

D. Future Research

Future research could expand on the research that was already conducted with the partners. For PPG staff, this could mean initiating a short-survey following each Community Agenda vote to improve partner satisfaction. To follow up on the findings of this research, it would be effective to meet with partners who did not participate in the survey to understand more about their perspectives. Research could also be done on partners who have had their Community Agenda plank selected for the Final agenda. The results could help to see their perspectives of the agenda plank submission process, as well as identify why they continue to participate in the Community Agenda even when their plank is not selected as a finalist. The use of detailed research questions could be designed to find the strengths and weaknesses of the program and can help to develop the Community Agenda further. Future research on collaborations can help to understand the motivation, other than resources, as

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to why nonprofits collaborate and what motivates them to continue to participate in programming when it does not coincide with their mission statements

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Appendices

Appendix I: Information on Partnership for the Public Good

Principles:

The way to revitalize greater Buffalo is to cultivate our existing assets while addressing our most serious problems at their roots.

- A diverse community
 - Historic architecture, urban fabric, and the Olmsted Park system
 - A wide-ranging, vibrant cultural scene
 - Lake Erie, Niagara Falls, and miles of waterfront
 - Many colleges and universities
 - Proximity to Canada and in particular, Toronto
 - Beautiful and diverse natural areas
 - Excellent farm land for fruits, vegetables, and dairy
 - A strong cadre of local, independent businesses
 - A well-educated, skilled work force
 - A surplus of high-quality, affordable housing
1. **Poverty.** Poverty is the worst problem afflicting Buffalo. The city, with a poverty rate of 30%, is the second poorest major city in the nation. Any conversation about revitalization must begin with poverty, and, in particular, with concentrated, racialized poverty. Effective poverty-fighting tools include tax relief for people with low incomes, living wage policies, and protection from predatory lending and other exploitative practices.
 2. **Inequality.** Buffalo is the eighth most segregated major city in the nation, and minority communities suffer from astounding rates of poverty. Illegal discrimination based on race, sexual orientation, gender identity, disability, national origin, and other classifications remains rampant in crucial areas such as housing and employment. Our region cannot thrive without aggressive efforts to root out discrimination and advance equality.
 3. **Education.** The most severe problems that appear in our public schools are not really “education” problems so much as symptoms of the extreme, concentrated poverty described above. That being said, major improvements in public education are possible, starting with universal, quality pre-kindergarten, enhanced after-school programs,

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more equitable financing for high-needs schools, expanded literacy programs, improved workforce training, and more affordable higher education opportunities.

4. **Environment.** The Buffalo region has major environmental problems with sprawl, air pollution, poor water quality, and numerous brownfields. But with its abundant water, wind, and solar resources, Buffalo also has the potential to be a major hub for clean, green energy. By protecting and restoring our waterways, we can take advantage of our location on the Great Lakes and the Niagara River. Local and state governments need to understand that the most competitive cities of the future will be the greenest: cities that promote mass transit, green buildings, and the conservation of energy, water, and habitats.
5. **Health Care.** Buffalo suffers from serious health problems closely linked to its poverty and environmental problems and its inequality. Examples include lead poisoning and asthma, which disproportionately affect people of color and people with low incomes. Like other regions, Buffalo also suffers from our broken health insurance system, which excludes many working people from coverage and imposes unnecessary costs on employers.
6. **Crime.** Most of the serious crime in the region is committed by and against people living in concentrated poverty. The most effective crime prevention strategy is an anti-poverty strategy. We also need a major new emphasis on rehabilitation, reentry, restorative justice, and juvenile diversion programs to reduce the rate of recidivism and offer pathways of hope.
7. **Housing.** Paradoxically, Buffalo has both a crisis of abandoned housing and a severe homelessness problem. Top housing priorities should be preventing abandonment, preserving and rehabilitating existing units, and weatherizing housing to reduce energy costs and pollution simultaneously. Any new housing should be sustainable: strategically located to strengthen existing communities and ecologically friendly to reduce energy costs and pollution.
8. **Development.** Buffalo's future lies not in "silver-bullet" development schemes but in sustainable, community-based development that supports local, independent businesses, living wage jobs, and environmental responsibility. Development resources should be concentrated in high-need areas where they will have the greatest impact, not squandered on greenfield sites in areas experiencing development pressure.
9. **Cultural Vitality.** Buffalo has a rich culture and history. Preserving, deepening, and broadening that tradition is essential to revitalizing the region. This means providing dedicated governmental funding for cultural groups, making culture a part of economic development, and moving quickly to preserve important historical sites and architecture. It means valuing Native American history and culture and supporting Buffalo's rich history as a city of immigrants, an industrial innovator, and a gateway to and from Canada.
10. **Taxes and Government Revenues.** Major reform is required to (i) reduce the tax burden on people with low incomes; (ii) increase taxes on products and activities that cause pollution in order to reflect their true social and

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governmental costs; (iii) reduce wasteful corporate tax subsidies; and (iv) provide greater, more equitable, and more predictable support to high-poverty cities and counties.

11. **Good Government.** Making state and local government more democratic, efficient, and accountable will require campaign finance reform, the curtailing of independent authorities, and increased regional cooperation, along with close attention to issues of patronage, contracting procedures, ethics, public input, transparency, and the enforcement of existing laws and regulations.

Bylaws

Article I Name The name of the Corporation is Partnership for the Public Good, Inc. (sometimes referred to herein as “the Corporation”). Article II Purposes The purposes of the Corporation are contained in the Certificate of Incorporation. The Corporation exists for charitable purposes within the meaning of Section 501(c)(3) of the Code. Its mission is as follows: The Partnership for the Public Good helps build a more just, sustainable, and culturally vibrant community through action-oriented research, policy development, and citizen engagement. The charitable purposes identified in the Certificate of Incorporation are as follows: (a) to conduct independent research and to use it to advance public knowledge, (b) to publish research findings and present them to the public, media and other research institutions to inform them about community development trends and options, (c) to inform the public on issues, so that they are better prepared to choose among the various policy options, (d) to promote democratic debate on the most important economic and social issues that affect people's lives, (e) and to promote the community-oriented revitalization of greater Buffalo through the development and support of policies for (1) advancement of education (2) advancement of socioeconomic welfare and opportunity, (3) relief of the poor, distressed and underprivileged, Partnership for the Public Good : By-laws 2 (4) improvement of living conditions

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and the environment, (5) reduction of community deterioration, (6) elimination of prejudice and discrimination, and (7) increase in efficiency and accountability of government. Article III Principal Office Section One. Principal office. The Principal office of the Corporation in the State of New York shall be located in the County of Erie. Section Two. Other Offices. The Corporation may have such other offices either within or without the County of Erie, State of New York, as the Board of Directors may determine or as the affairs of the Corporation may require from time to time. Article IV Nonpartisan Activities This Corporation has been formed under the New York State Not-For-Profit Corporation Law for the charitable purposes described above, and it shall be nonprofit and nonpartisan. No substantial part of the activities of the Corporation shall consist of the carrying on of propaganda or otherwise attempting to influence legislation. The Corporation shall not participate or intervene in any political campaign on behalf of or in opposition to any candidate for public office. Article V Dedication of Assets The properties and assets of this nonprofit Corporation are irrevocably dedicated to charitable purposes. No part of the net earnings, properties, or assets of this Corporation, on dissolution or otherwise, shall inure to the benefit of any private person or individual, or any member, Director or officer of this Corporation. On liquidation or dissolution, all remaining properties and assets of the Corporation shall be distributed and paid over to an organization dedicated to charitable purposes which has established its tax-exempt status under Section 501(c)(3) of the Internal Revenue Code. Article VI Members Section One. The Corporation, being a Type B not-for-profit Corporation as defined in paragraph (b) of section 201 of the New York Not-for-Profit Corporation Law, shall have no voting

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members. The Corporation may from time to time use the term “members” to refer to members of the Board of Directors, but such persons shall not be members within the meaning of section 102 of the New York Not-for-Profit Corporation Law. Partnership for the Public Good: By-laws 3

Article VII Board of Directors Section One. Powers. Except as otherwise provided by law; the certificate of incorporation of the Corporation or these by-laws, the activities, property and affairs of the Corporation shall be managed by the Board of Directors. Section Two. Number of Directors. The number of Directors shall not be less than three nor more than fifteen. Each Director shall be at least eighteen years of age. Section Three. Election. Directors shall be elected at the Corporation’s annual meeting to be held in December or at a time to be determined by the Board of Directors. There shall be a single slate of nominees. Section Four. Terms of Office. Directors shall serve three-year terms. There shall be no limit on the number of terms a Director may serve. Each Director’s term shall begin on January 1 and end on December 31. Section Five. Vacancies. A vacancy on the Board shall exist on the occurrence of the following: the death, resignation, or removal of any Director. Any Director may resign by filing a written resignation with the Secretary of the Board of Directors. Any vacancy occurring in the Board of Directors by resignation or otherwise shall be filled by the affirmative vote of majority of the remaining Directors, whether or not the number of Directors then in office is less than a quorum, or by vote of a sole remaining Director. Section Six. Removal. Any of the Directors may be removed for cause by vote of the Directors provided there is a quorum of not less than a majority present at the meeting of Directors at which such action is taken. The Director shall be given at least five days

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written notice of the impending action. A Director with three unexcused absences from Board meetings during a calendar year will be removed automatically and without notice unless a majority of Board members votes to retain him or her. Excused absences may include family illness, business necessity, out-of-town travel or similarly justifiable reasons. Section Seven.

Indemnification. The Corporation may, to the fullest extent now or hereafter permitted by and in accordance with the standard and procedures provided for by sections 721 and 726 of the Not-For-Profit Corporation Law and any amendments thereto, indemnify any person made, or threatened to be made, a party to any action or proceeding by reason of the fact that he or she, his or her testator or intestate was a Director or officer of the Corporation, against judgments, fines, amounts paid in settlement and reasonable expenses, including attorneys' fees. Such indemnification shall not apply with respect to matters as to Partnership for the Public Good: By-laws 4 which such Director or officer was adjudged to have breached his or her duty to the Corporation by not discharging his or her obligation in good faith and with a degree of diligence, care, and skill which an ordinarily prudent person would exercise under similar circumstances. Any such obligation undertaken by the Corporation shall only be payable out of the assets of the Corporation, as they may from time to time exist, to the extent that the same do not constitute funds that have been restricted by any funding agency. Section Eight. Conflict of interest. Each Director shall annually complete a disclosure form identifying any relationships, positions or circumstances in which he/she is involved or that he/she believes could contribute to a Conflict of Interest. Any such information regarding business interests of a Director shall be treated as confidential and shall

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generally be made available only to the President of the Board of Directors, the Executive Director, and any committee appointed to address Conflicts of Interest, except to the extent additional disclosure is necessary in connection with the implementation of this Policy. Section Nine. Loans. No loans shall be made by the Corporation to its Directors or officers, or to any other Corporation, firm, association, or other entity in which one or more of its Directors or officers are Directors or officers or hold a substantial financial interest. Article VIII Officers Section One. The officers of the Corporation shall be: President, Vice President, Secretary and Treasurer. Any two offices may be held by the same person, except the offices of President and Secretary. Section Two. All officers must be Directors. Section Three. The term of office for officers of the Corporation shall be two years. No officer may serve in the same office for more than two consecutive two-year terms. The officers shall be elected at the Annual Meeting of the Board of Directors. The officers shall be presented in the form of a single slate. The terms of each office shall begin January 1 and end December 31. Section Four. The Board of Directors may remove any officer with or without cause, whenever in its judgment the best interest of the Corporation would be served thereby. Section Five. A vacancy in any office, because of death, resignation, removal, disqualification or otherwise, may be filled by the Board of Directors for the unexpired portion of the term. Partnership for the Public Good: By-laws 5 Section Six. The Board President assures the integrity of the Board's process and, secondarily, represents the Board to outside parties as necessary. The President shall preside at all meetings of the Board of Directors. Section Seven. The Vice-President shall assume the duties assigned to the President in the event that the

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President is unable to carry out his/her duties and in general perform all duties incident to the office of vice-president and such other duties from time to time as may be assigned to him/her by the President of the Board of Directors. Section Eight. The Treasurer shall chair the Audit Committee and in general perform all duties incident to the office of treasurer and such other duties from time to time as may be assigned to him/her by the President of the Board of Directors. Section Nine. The Secretary shall keep the minutes of the meetings of the Board of Directors in one or more books provided for that purpose; see that all notices are duly given in accordance with the provisions of these Bylaws or as required by law; keep a register of the post office address of each Director, and in general perform all duties incident to the office of secretary and such other duties from time to time as may be assigned to him/her by the President of the Board of Directors. Article IX Meetings Section One. Annual Meeting. An annual meeting of the Board of Directors shall be held in the month of December or at a time to be determined by the Board of Directors for the purpose of electing Directors and for the transaction of such other business as may come before the meeting. Section Two. Regular Meetings. The Board of Directors shall meet at such times and at such time and place as are designated by the Board. The Directors may be notified by telephone or email of any change in meeting time. Additional meetings of the Board of Directors may be called by the President or upon the written request of any two Directors. Notice of special meetings shall be given to all Directors no less than three days prior to the meeting by mail or electronic mail. Section Three. Quorum. One-third of the entire Board shall constitute a quorum, unless there are eight Directors or less, in which case a quorum shall be three. Members may be

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present at a meeting via telephone. Section Four. Actions and Voting. Actions of the Board shall be taken based on a vote of a majority of Board members present at a meeting where a quorum is present. Actions may be taken without a meeting with the unanimous written consent of the Board authorizing the resolution. The written consent may Partnership for the Public Good: By-laws 6 be given by electronic mail. The resolution shall be filed with the minutes of the proceedings of the Board. Article X Committees Section One. The Board of Directors may designate one or more standing committees to accomplish the work of the Board. Each committee of the Board is to serve at the pleasure of the Board. The designation of any such committee and the delegation thereto of authority does not alone relieve any Director of his/her duty to the Corporation. The Board may also form ad hoc committees to accomplish specific time limited activities. Section Two. An Audit Committee will be established to maintain the Corporation's compliance with legal and financial obligations. Section Three. The Board will authorize any ad hoc committees including a definition of purpose and duties, assignment of Chairs and definition of time frame. Section Four. If it so chooses, the Board may authorize an Executive Committee with three or more members, which in the interim between meetings shall have all the authority of the Board except as otherwise provided by law or by the resolution authorizing the Executive Committee. Section Four. The actions of all committees are subject to the approval of the Board of Directors. ARTICLE XI Fiscal Policies Section One. The Board of Directors may authorize any officer or officers, agents or agents of the Corporation to enter into any contract in the name of and on behalf of the Corporation, and such authority may be general or confined to specific instances. Section

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Two. All checks, drafts or orders for the payment of money, notes or other evidences of indebtedness issued in the name of the Corporation and in such manner shall from time to time be determined by resolution of the Board of Directors. In the absence of such determination by the Board of Directors, such instruments shall be signed by the treasurer and countersigned by the president. Section Three. All funds of the Corporation shall be deposited from time to time to the credit of the Corporation in such banks, trust companies, or other depositories as the Board of Directors may select. Partnership for the Public Good: By-laws 7 Section Four. The Board of Directors may accept on behalf of the Corporation any contribution, gift, bequest, or devise for the general purposes of for any special purpose of the Corporation. Section Five. The Board of Directors shall approve the annual budget prior to the beginning of the following fiscal year. Section Six. Any spending that diverges from the amount fixed in the annual budget by fifteen percent or more must be approved by the Board of Directors. ARTICLE XII Records and Reports Section 1. Maintenance and Inspection of Articles and Bylaws. The Corporation shall keep at its principal office the original or a copy of its Articles of Incorporation and bylaws as amended to date, which shall be open to inspection by the Directors at all reasonable times during office hours. Section 2. Maintenance and Inspection of Federal Tax Exemption Application and Annual Information Returns. The Corporation shall keep at its principal office a copy of its federal tax exemption application and its annual information returns for three years from their date of filing, which shall be open to public inspection and copying to the extent required by law. Section 3. Maintenance and Inspection of Other Corporate Records. The Corporation shall keep adequate and

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correct books and records of accounts, and written minutes of the proceedings of the Board and committees of the Board. All such records shall be kept at such place or places designated by the Board of Directors, or, in the absence of such designation, at the principal office of the Corporation. The minutes shall be kept in written or typed form, and other books and records shall be kept either in written or typed form or in any other form capable of being converted into written, typed, or printed form. Upon leaving office, each officer, employee, or agent of the Corporation shall turn over to his or her successor or the chairperson or president, in good order, such corporate monies, books, records, minutes, lists, documents, contracts or other property of the Corporation as have been in the custody of such officer, employee, or agent during his or her term of office. Every Director shall have the absolute right at any reasonable time to inspect all books, records, and documents of every kind and the physical properties of the Corporation and each of its subsidiary Corporations. The inspection may be made in person or by an agent or attorney, and shall include the right to copy and make extracts of documents. Section 4.

Preparation of Annual Financial Statements. The Corporation shall prepare annual financial statements using generally accepted accounting principles. The Corporation shall make these financial statements available to Partnership for the Public Good: By-laws 8 members of the public for inspection no later than nine (9) months after the close of the fiscal year to which the statements relate. Section 5. Reports. The Board shall cause an annual report to be sent to all Directors, within 120 days after the end of the Corporation's fiscal year, containing the following information: (a) The assets and liabilities, including the trust funds, of this Corporation at the end

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of the fiscal year; (b) The principal changes in assets and liabilities, including trust funds, during the fiscal year; (c) The revenues or receipts of this Corporation, both unrestricted and restricted for particular purposes, for the fiscal year; (d) The expenses or disbursements of this Corporation for both general and restricted purposes during the fiscal year; and The report shall be accompanied by any pertinent report of independent accountants, or, if there is no such report, the certificate of an authorized officer of the Corporation that such statements were prepared without audit from the books and records of the Corporation. ARTICLE XIII Amendments These bylaws may be adopted, amended or repealed by the vote of a majority of the Directors then in office. Such action is authorized only at a duly called and held meeting of the Board of Directors for which written notice of such meeting, setting forth the proposed bylaw revisions with explanations therefore, is given in accordance with these bylaws, unless such notice is waived in accordance with these bylaws. If any provision of these bylaws requires the vote of a larger proportion of the Board than is otherwise required by law, that provision may not be altered, amended, or repealed except by that greater vote.

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Appendix II: Partnership for the Public Good Members

List of Current PPG Partners (October 2015)	
1.	Disability Education and Advocacy Network (DEAN)
2.	District Parent Coordinating Council
3.	2-1-1 WNY
4.	464 Gallery
5.	8Helping Empower At-Risk Teens (HEART Foundation)
6.	ACCESS of WNY
7.	Affordable Housing Clinic, UB Law School
8.	Art Services Initiative of WNY
9.	Art farms Buffalo
10.	Back to Basics Ministries
11.	Belmont Housing Resources for WNY
12.	Boys and Girls Clubs of Buffalo
13.	Buffalo and Erie County Botanical Gardens
14.	Buffalo Architecture Foundation
15.	Buffalo Arts Studio
16.	Buffalo CarShare
17.	Buffalo Federation of Neighborhood Centers
18.	Buffalo First!
19.	Buffalo Green Power
20.	Buffalo Heritage Carousel
21.	Buffalo Niagara RiverKeeper
22.	Buffalo Peacemakers
23.	Buffalo Prenatal Perinatal Network
24.	Buffalo Recycling Alliance
25.	Buffalo ReformED
26.	Buffalo ReUse
27.	Buffalo Urban League
28.	Buffalo West Side Environmental Defense Fund
29.	Burchfield Penney Art Center
30.	Burmese Community Services, Inc.
31.	Campaign for Alternatives to Isolated Confinement, WNY Chapter
32.	Canadiana Preservation Society
33.	Catholic Charities of Buffalo
34.	Center for Employment Opportunities
35.	Center for Reinventing Government
36.	Center for Sustainable Communities and Civic Engagement, Daemen College
37.	Center for Urban Studies, SUNY Buffalo
38.	Church of the Nativity UCC- Community Outreach Committee
39.	Citizen Action
40.	Citizens Against Casino Gambling in Erie County
41.	Citizens for a 21 st Century Park on the Outer Harbor
42.	Citizens for Regional Transit
43.	Citybration
44.	Civil Service Employees Association Local 003
45.	Clean Air Coalition
46.	Coalition for Economic Justice
47.	Columbus Park Association
48.	Committee for Dropout Prevention
49.	Communication Workers of America, District 1, AFL-CIO
50.	Communication Workers of America, Local 1168
51.	Communication Workers of America, Mercy United 1133
52.	Community Action Organization of Erie County
53.	Community Connects of New York Inc. (CCNY Inc.)

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54. Community Economic Development Clinic, UB Law School
55. Community Health Worker Network of Buffalo
56. Cornell University ILR School – Buffalo
57. Creating Assets, Savings & Hope (CASH)
58. Creighton, Johnsen & Giroux
59. Curtis Urban Farm Foundation
60. Educators for a Better Buffalo
61. El Museo
62. Elmwood Avenue Festival of the Arts
63. Emerging Leaders in the Arts Buffalo (ELAB)
64. Erie County Prisoners' Rights Coalition
65. Erie County Reentry Taskforce
66. Fargo Estate Neighborhood Association
67. Fargo House/Assembly House 150
68. First Presbyterian Church
69. FLARE (Filmore-Leroy Area Residents, Inc.)
70. Food Bank of WNY
71. Friends of the Night People
72. Fruit Belt/McCarley Gardens Housing Task Force
73. FruitBelt Coalition, Inc.
74. Gerard Place Housing Development Fund Company, Inc.
75. GO Bike Buffalo
76. Goodwill Industries of WNY
77. Grassroots Gardens
78. Greater Buffalo Cultural Alliance
79. Green Gold Development Corporation
80. Groundwork Buffalo
81. Habitat for Humanity- Buffalo
82. Hallwalls Contemporary Art Center
83. Harvest House
84. Heart of the City Neighborhoods, Inc.
85. Hispanic Heritage Council of WNY, Inc.
86. Hispanics United of Buffalo, Inc.
87. Homeless Alliance of Western New York
88. Housing Opportunities Made Equal (H.O.M.E.)
89. Imani S&L Virtual Services, LLC
90. International Institute of Buffalo
91. It Takes a Village Action Organization
92. Jericho Road Community Health Center
93. Jewish Family Services
94. Journey's End Refugee Services, Inc.
95. Jurisdiction Wide Resident Council (BMHA)
96. Just Buffalo Literacy Center
97. King Center Charter School
98. Latin American Cultural Association (El Buen Amigo)
99. Leadership Buffalo
100. Learning Disabilities Association of WNY
101. Legal Aid Bureau of Buffalo
102. Legal Services for the Elderly, Disabled or Disadvantaged of WNY, Inc.
103. Liberty Partnerships
104. Lipsitz & Ponterio
105. Literacy New York Buffalo-Niagara
106. Maritime Charter School, Ships Ahoy Sailing School
107. Massachusetts Avenue Project
108. Masten Block Club Coalition
109. Matt Urban H.O.P.E. Center
110. Metro CDC Delavan Grider Community Center
111. Mothers of Those in Crisis
112. Mulberry Street and Friends Block Club
113. National Lawyers Guild (Buffalo Chapter)

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114. Nativity of the Blessed Virgin Mary Church
115. Neighborhood Health Center
116. Neighborhood Preservation Coalition of NYS
117. Net Positive Inc. (The Foundry)
118. Network of Religious Communities
119. New York Sustainable Agriculture Working Group
120. None Like You, We Care Outreach
121. Northeast Kidney Foundation
122. Olmsted Center for Sight & 2-1-1 WNY
123. Open Buffalo
124. Peace of the City Ministries
125. Peaceprints of WNY
126. Presbytery of Western New York
127. Preservation Buffalo Niagara
128. Pride Center of Western New York
129. Prisoners are People Too
130. Project Slumlord
131. Public Accountability Initiative
132. PUSH Buffalo
133. Reentry Friends of Westminster Presbyterian Church
134. Rental Registry Task Force
135. Respiratory and Environmental Consultants
136. Sierra Club Niagara Group
137. Sisters of Social Service
138. Social Justice Committee- St Joseph's University Parish
139. Squeaky Wheel
140. Stop the Violence Coalition
141. Subversive Theatre Collective
142. SUNY ATTAIN Lab @ Niagara Falls Housing Authority
143. SUNY Buffalo State Center for Excellence in Urban and Rural Education
144. Sustainable Earth Solutions
145. T Batchelor Geriatric Advisory Group
146. Tapestry Charter School
147. Teaching and Restoring Youth (TRY)
148. Teens in Progress
149. The Bell Center
150. The Parent Network of WNY
151. The Service Collaborative of WNY
152. The Writer's Den
153. Theodore Roosevelt inaugural National Historic Site
154. Thrive Media Group
155. True Bethel Baptist Church
156. Ujima Company, Inc.
157. United Auto Workers – WNY CAP Council Region 9
158. United Partners for Public Education
159. United Steel Workers District 4
160. United Way of Buffalo & Erie County
161. Unity Fellowship Church
162. University at Buffalo Liberty Partnerships
163. University District Community Development Association
164. Upstate New York Transplant Services
165. Urban Community Corporation
166. Urban Roots Community Garden Cooperative, Inc.
167. Utica Hights Block Club
168. Vision Niagara
169. Vive, Inc.
170. VOICE Buffalo
171. WASH Project
172. Wellness Institute of Greater Buffalo and Western New York
173. West Side Community Collaborative

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| 174. West Side Community Services |
| 175. West Side Neighborhood Housing Services |
| 176. Western New York Apollo Alliance |
| 177. Western New York Area Labor Federation |
| 178. Western New York Council on Occupational Safety and Health |
| 179. Western New York Land Conservancy |
| 180. Western New York Law Center |
| 181. Western New York Peace Center |
| 182. Western New York Peer Networking Group |
| 183. Western New York Sustainable Energy Association |
| 184. Westminster Economic Development Initiative (WEDI) |
| 185. Women Against Violence Everywhere (W.A.V.E) |
| 186. Women, Children, and Social Justice Clinic, UB Law School |
| 187. Workforce Development Institute – Western Region |
| 188. Working Families Party – WNY Chapter |
| 189. Young Audiences of Western New York |
| 190. Young Citizens for ECC |
| 191. YWCA of WNY |

Appendix III: Interview Questions with Partnership for the Public Good Stakeholders

1. What is your role in PPG?
2. What is your role in the Community Agenda?
3. What were your goals behind creating Partnership for the Public Good?
4. What were your goals behind creating the Community Agenda?
5. What are some challenges of the Community Agenda?
6. What are some of the successes of the Community Agenda?

Appendix IV: Qualitative Questions with Partners

1. Type of organization and services provided?
2. How long have your agency been a partner with Partnership for the Public Good?
3. What do you believe is the purpose of the Community Agenda?
4. How have your organization participated in the Community Agenda?

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5. Have you submitted an agenda plank? - How many times? - How many times has it been approved?
6. What was the process for submitting the agenda plank? How is it being implemented in your organization?
7. Do you believe the Community Agenda is an effective way to engage partners? – Why or why not?
8. How successful has PPG been at implementing and executing the Community Agenda?
9. Positive/negative benefits or consequences of the Community Agenda?
10. How successful is this coalition in making a difference within the community?

Appendix V: Quantitative Survey Method through Qualtrics

690 Project

Q1 INFORMED CONSENT

Nonprofit Organizations in Partnerships: An Evaluation of Partnership for the Public Good's 2015 Community Agenda

Name and Title of Researcher: Kayla Carrasquillo
 Department/Room Number: Public Administration
 Telephone Number: (716) 778-4667
 Email: carrask01@mail.buffalostate.edu

Study location: ONLINE SURVEY

Purpose of study: The Partnership for the Public Good leads a ten-point Community Agenda each year that focuses on public policy changes at the state or local level to better the City of Buffalo. Partnership for the Public Good (PPG) invites its broad partnership base to convene and vote on the potential agenda items that will guide PPG work throughout the year. The

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purpose of this study is to analyze the effectiveness and participation of PPG's 190+ partners in the Community Agenda process and the overall partnership.

SUBJECTS

Inclusion Requirements: You are eligible to participate in this study if you are a partner with Partnership for the Public Good.

PROCEDURES The following procedures will occur: You will receive an email linking you to a questionnaire survey. There will be a question verifying that you have read and acknowledged the consent form. You will then be able to begin the survey. The survey should take no longer than 10-15 minutes to complete. Your information and responses will be kept private and confidential throughout the process.

RISKS AND DISCOMFORTS: Risks are minimal for the involvement in this study. If at anytime you wish to discontinue the survey, please just close your web browser and your answers will not be recorded.

BENEFITS: You will not directly benefit from participation in this study.

CONFIDENTIALITY Data Storage Data will be recorded anonymously, which means that no one, including the research team can identify you from the study data.

IF YOU HAVE QUESTIONS If you have any comments, concerns, or questions regarding the conduct of this research, please contact the researchers at the top of this form.

VOLUNTARY PARTICIPATION STATEMENT Participation in this study is voluntary. You may refuse to answer any question or discontinue your involvement at any time without penalty or loss of benefits to which you might otherwise be entitled. There is minimal risk involved with the study. Your decision will not affect your future involvement and relationship with Partnership for the Public Good. All data obtained from participants will be kept confidential and will only be reported in aggregate format (by reporting only combined responses). Data will be retained for at least three years in compliance with federal regulations. By selecting 'yes' below, you indicate that you have read the information this informed consent.

Q2 I have read and understood the above consent form and desire of my own free will to participate in this study.

- Yes
- No

Q3 My organization has participated in the Community Agenda process

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- Yes
- No

Q4 In general, your organization enjoys the community agenda process

- Strongly disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Strongly agree

Q5 The Community Agenda process is an effective way to encourage change in the City of Buffalo

- Strongly disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Strongly agree

Q6 What do you think is the most beneficial aspect of having an agenda plank?

- Policy Development
- Research
- Access to public officials
- Advocacy
- Publicity
- Networking
- Collaboration
- All of the above
- Other _____

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Q7 My organization has submitted an agenda plank proposal for the Community Agenda since 2009

- Yes
- No

Q8 How many times has your organization submitted an agenda plank for the Community Agenda

_____ Number of Times:

Answer If My organization has submitted an agenda plank proposal for the Community Agenda since 2009 Yes Is Selected

Q9 How many times has an agenda plank your organization submitted, been selected for the final Community Agenda?

_____ Number of times:

Q10 Was the agenda plank that was selected for the final Community Agenda implemented?

- Yes
- No

Q11 Do you feel that PPG was active or instrumental in the implementation process for your organization's agenda plank?

- Yes
- No

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Q12 My organization has built relationships and networked through the partnership PPG has created

- Strongly disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Strongly agree

Q13 Information flows well between the partners of PPG and the staff at PPG

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

Q14 There are positive interactions between all partners of the Partnership for the Public Good

- Extremely positive
- Somewhat positive
- Neither positive nor negative
- Somewhat negative
- Extremely negative

Q15 This network has enhanced my organization's capacity to accomplish program goals

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

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Q16 This network embraces the diversity of the partners in PPG

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

Q17 What was the main reason your organization joined PPG? Please select all that apply.

- Applied research
- Hosting a high road fellow
- Advocacy assistance
- Being on the radio show/publicity
- Networking
- Participation in the Community Agenda Process
- Supporting PPG's mission and values
- Other (please specify) _____

Q18 The partnership created by PPG has helped further our organization's mission statement, programs and goals

- Strongly disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Strongly agree

Q19 How important is it to your organization to feel a sense of community with other PPG partners?

- Extremely important
- Very important
- Moderately important
- Slightly important
- Not at all important

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Q20 The members of the Partnership for the Public Good have similar needs, priorities, and goals

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

Q21 The Partnership for the Public Good can influence the City of Buffalo

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

Q22 How long has your organization been a partner with PPG? Please select one.

- 2008
- 2009
- 2010
- 2011
- 2012
- 2013
- 2014
- 2015
- 2016

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Q23 What position do you hold at your organization?

- Executive Director
- CEO
- President
- Vice President
- Board Member
- Manager
- Assistant Manager
- Assistant Director
- Human Resources Director/Manager
- Staff Member
- Administrative Assistant
- Secretary
- Intern
- Volunteer
- Other _____

Q24 What tax exempt classification does your organization fall under?

- 501(c)(3)
- 501(c)(4)
- Other (Please explain) _____

Q25 Choose one of the following

- Religious
- Educational
- Charitable
- Literary
- Testing for public safety
- To foster national or international amateur sports competition
- Prevention of cruelty to Children or Animals

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Answer If What tax-exempt classification does your organization fall under? 501(c)(4) Is Selected

Q26 Click to write the question text

- Civic leagues
- Social welfare organizations
- Local associations of employees

Q27 What is the primary type of services that your organization provides?

- Art/Museum
- Business Entity
- Christian Organization
- Library
- School/University
- Advocacy
- Health Care
- Human Services
- Religious Organization
- Childcare
- Community Involvement
- Environmental organization
- Partnership
- Community Benefit Organization
- Refugee Services
- Labor organization
- Youth Services
- Other (please specify) _____

Q28 How many employees does your organization have?

- 1-10
- 11-20
- 21-30
- 30+

Nonprofit Organizations in Partnerships

Q29 Would you be willing to participate in a 15-minute follow up interview either by phone, email, or in person?

- Yes
- No

Answer If Would you be willing to participate in a 15-minute follow up interview either by phone, email, or in person? Yes Is Selected

Q30 Please provide contact information:

Name:

Best number you can be reached at