The United Way Advocacy Survey: A Look at Nonprofit Policy Advocacy in Florida

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INTRODUCTION

Throughout history, policy advocacy efforts within the nonprofit sector have helped shape American policy (Boris & Krehely, 2002) and provide community members with an outlet for civic participation (Berry & Arons, 2003; Frumkin, 2002). Policy advocacy also allows human service providers to advocate for systems-level change that meets their clients' needs and therefore enhances the direct services they provide (Jackson-Elmoore, 2005; Hessenius, 2007).

Despite the potential benefits of policy advocacy, nonprofit organizations report that there are many barriers to political participation, including lack of resources (Bass et al., 2007; Child & Grønbjerg, 2007), lack of skills (Bass et al., 2007), and conservative policy environments (Nicholson-Crotty, 2007). In addition, public scandals involving lobbyists have resulted in ethical dilemmas on the part of nonprofit managers, who have become concerned that their political advocacy activities may be negatively perceived by others (Bass et al., 2007; McConnell, 2004).

Given what is already known about nonprofit policy advocacy, the United Way Advocacy Survey was created with two central research questions in mind:

- What is the current state of policy advocacy of the United Ways in Florida and the organizations to which they provide funding?
- What organizational practices are most closely associated with successful policy advocacy?

By administering the survey, the United Way of Florida and the researchers conducting the survey hoped to not only learn more about human service organizations' experiences with policy advocacy, but to obtain information from organizations that can be used to guide trainings and support for human service providers who want to engage in policy advocacy. This report provides information on the United Way Advocacy Survey, the organizations that participated in the survey, and the findings from the study.

STUDY HIGHLIGHTS AND MAJOR FINDINGS

- A total of 412 organizations completed the survey, representing human service providers from across the state with varying budget sizes and missions.
- Most survey respondents (85.2%) indicate that their organization participates in the policy process by educating or advocating about policies that affect their organization and constituents.
- However, respondents also report that communication with government officials for the purpose of educating or advocating about policies is not a part of regular organizational activities.

- Almost a quarter of survey respondents were found to be highly successful in policy advocacy.
- Only 4% of respondents were aware that their organization has registered for the 501(h) Election, as designated by the Internal Revenue Service.
- Personally visiting government officials was found to be the policy advocacy activity most closely associated with successful policy advocacy outcomes.
- A number of technologies are used by human service providers for the purpose of policy advocacy.

STUDY METHODOLOGY

The United Way Advocacy Survey was designed by a team of academics and United Way administrators. This collaboration allowed for the construction of survey items that reflected both strong organizational management theory and practical knowledge. The team devised an initial item bank that covered a number of topics related to policy advocacy. This was followed by a process of reviewing, editing, and eliminating items based on their relevance and clarity. The final item bank was piloted with several nonprofit administrators who provided feedback on the clarity and organization of the survey. This feedback was incorporated into a subsequent round of reviewing, editing, and item elimination. The United Way Advocacy Survey (see Appendix B) reflects the final result of this multi-phase process.

Once the survey and methods were approved by the Internal Review Board at Florida International University, the team administered the survey to local United Ways and the organizations that are funded through local United Ways. The survey was distributed four times between April 2012 and August 2012. Each time the survey was administered, the United Way of Florida sent an email to administrators at each of the 34 local United Ways across the state.[1] The email explained the purpose of the survey and provided a link so that United Way administrator could take the survey and forward it to a contact at each of the agencies that their organization provides funding to. Qualtrics online survey software was used to design the survey and manage survey responses.

Respondents were asked to respond to a set of questions based on their organization's experience with policy advocacy. Questions specifically asked them to report their organization's experience with:

- Interacting with policymakers for the purpose of education or advocacy surrounding policy issues.

[1] At the time of the survey, there were 34 local United Ways in Florida. This has changed since conducting the study and there are currently 33 Florida United Ways at the time of writing this report.

- Collaborating with other organizations and coalitions for the purpose of education or advocacy surrounding policy issues.
- Their level of success in policy education or advocacy.

WHO COMPLETED THE SURVEY?

Location of Responding Agencies

An estimated 1,034 organizations received an email with a link to the survey and 412 completed the survey, resulting in a response rate of about 40%. Based on the information from the 302 respondents who reported the county that they primarily serve, the survey sample represents human service organizations across the state of Florida (see Table 1 and Appendix A, which provides a map indicating which counties are in each region).

Region	Number of Respondents
(1) Northwest FL	10.2%
(2) North FL	7.9%
(3) Mid-FL	9.9%
(4) Northeast FL	15.2%
(5) Southwest FL	3.3%
(6) West Central FL	7.9%
(7) Central FL	9.9%
(8) Southwest FL	4.0%
(9) Treasure Coast	20.2%
(10,11) Southeast FL	11.3%
Total	**100%**

Table 1. Responses by service region (N=302).

Size of Responding Agencies

Respondents to the survey represented organizations that tended to be large. The annual operating budgets of the 405 participating organizations that provided budget information ranged from less than $25,000 to $5 million or more. Most respondents (35.3%) reported that their agency's budget was between $1million and $4 million (see Table 2).

Annual Budget	Number (%)
Less than $25,000	1 (.2%)
$25,000 - $99,999	14 (3.5%)
$100,000 - $249,000	33 (8.1%)
$250,000 – 499,999	33 (8.1%)
$500,000 - $999,999	61 (15.1%)
$1 million - $4,999,999	143 (35.3%)
$ 5 million or more	110 (27.2%)
Don't know	10 (2.5%)
Total	**405**

Table 2. Annual operating budgets of participating organizations.

PARTICIPATION IN POLICY ADVOCACY

Prior research has demonstrated that many nonprofit leaders associate a negative connotation with terms related to policy advocacy, such as *lobbying,* which may result in survey participants under-reporting their policy advocacy activities (Bass et al., 2007; Ruggiano & Taliaferro, 2012). Therefore, in order to capture a more accurate picture of respondents' participation in the policy process, the survey used terms for policy participation that are typically viewed more favorably by nonprofit leaders, such as *education and advocacy.*

The survey demonstrated that the overwhelming majority of respondents participate in the policy process. For instance, 85.2% of participants either *agreed* or *strongly agreed* to the statement, "Our organization makes an effort to educate and/or advocate with government officials on policy issues affecting our organization and/or community." However, it is important to note that organizations' experiences with the policy process vary considerably. For instance, a smaller proportion (67.5%) reported that their organization's experience in communicating with policymakers has been positive and even less (59.8%) felt that they have a two-way relationship with government officials.

SUCCESS IN POLICY ADVOCACY

One of the goals of the United Way Advocacy Survey was to determine how successful respondents have been with their policy advocacy efforts. To measure their success, respondents were asked to report the extent to which they agreed that their organization experienced specific outcomes as a result of their policy advocacy activities. Survey items related to success in policy advocacy included:

- *Our organization has participated in advocacy efforts that have resulted in increased funding for our agency and/or community.*

- *Our organization has participated in advocacy efforts that have resulted in policies that positively impact our agency and/or community.*
- *Our organization has participated in advocacy efforts that have resulted in policies that positively affect how our agency provides services.*
- *Our organization has participated in advocacy efforts that have resulted in the defeat of policies that would negatively affect how our agency provides services.*
- *Our organization has participated in advocacy efforts that have resulted in policies that positively affect our clients or our partnering agencies' clients.*

Respondents were grouped into classifications of *Less Successful*, *Moderately Successful*, and *Highly Successful* based on whether their composite score of these five items fell within the bottom, middle, or top third percentiles (Holmes et al., 2006). Based on these distinctions, we found that:

- 101 (24.6%) organizations were *highly successful* at policy advocacy;
- 190 (46.2%) organizations were *moderately successful* at policy advocacy; and
- 120 (29.1%) organizations were *less successful* at policy advocacy.

This method of measuring success in policy advocacy allows us to statistically determine the extent to which organizational activities reported through other items of the survey are most closely related to policy advocacy success and which activities are less associated with success.

POLICY ADVOCACY ACTIVITIES
What are the most popular policy advocacy activities?
The survey asked respondents how frequently their organization engages in specific activities for the purpose of policy advocacy. These activities included:

- Personally visiting government officials;
- Telephoning government officials;
- Writing letters to government officials;
- Sending text messages to government officials;
- Inviting government officials to speak to the organization's board;
- Inviting government officials to visit the organizations;
- Inviting government officials to visit their community;
- Providing testimony through public venues;
- Providing government officials with their organization's newsletter; and
- Providing government officials with their organization's annual report.

Respondents indicate that all of these activities are used for the purpose of interacting with government officials. However, some activities are more frequently used than

others. The four most frequent activities of organizations responding to the survey, in descending order, were: emailing, telephoning, personally visiting government officials, and writing letters to government officials. The least frequent activities were text messaging and inviting government officials to talk to the organization's board.

### *How Effective Are Policy Advocacy Activities?*

Given the variety of policy advocacy activities that respondents engage in, there was interest in examining whether some activities were more closely related to success in policy advocacy than others. To determine this, the data were assessed using statistical methods that compared respondents' frequency in policy activities and their level of success with policy outcomes.

Not surprisingly, it was found that the more frequently that the respondents engaged in policy advocacy activities in general, the more successful they were in policy advocacy. However, when examining the relationship between the four most commonly used policy activities, it was found that some activities are more associated with successful policy advocacy success than other activities. Personally visiting government officials was most closely associated with organizations' success in policy advocacy, followed by writing letters and emailing them. Frequency in telephoning government officials was not linked to successful policy advocacy success.

The H-Election

Federal regulation of 501(c)(3) organizations regulates nonprofit organizations' participating in the policymaking process (Berry, 2005; Bass et al., 2007). However, previous research has shown that the tax laws that guide these regulations have also confused nonprofit leaders on what policy advocacy activities are permissible while still retaining their 501(c)(3) status (Bass, et al., 2007; Berry & Arons, 2003; Boris & Krehely, 2002; Frumkin, 2002). To provide

Figure 1. Responses to the question, Has your organization registered for the h-election, as designated by the IRS? (N=410)

clearer guidelines for nonprofits, the Internal Revenue Service allows organizations to apply for special status under Section 4911 of the Internal Revenue Code (commonly referred to as the "h-election"). Under this status, there are specific guidelines on the amount of policy advocacy that an organization can participate in while retaining their 501(c)(3) status (IRC, 2010).
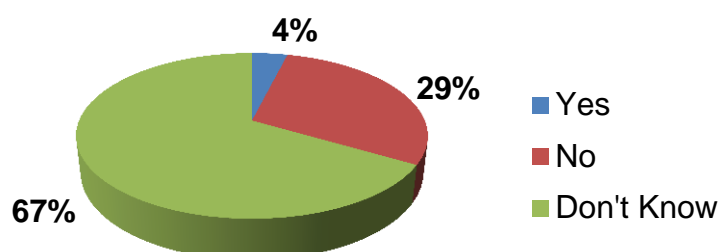
The United Way Advocacy Survey asked respondents about their organization's h-election status. The results show that the overwhelming majority of organizations either did not register for the h-election or their h-election status is unknown (see Figure 1). The small number of respondents that reported that their organization has registered for the h-election made it not possible to statistically assess if the h-election has any effect on policy outcomes.

USE OF TECHNOLOGY FOR POLICY ADVOCACY

The United Way Advocacy Survey asked respondents about the technologies they use "for the purpose of educating government officials." Based on the survey responses, the most popular types of technology tools used by nonprofits for policy advocacy were:

- Email (N=348, 84.5%);
- Organizational websites (N=300, 72.8%); and
- Social Networking Websites (N=201, 48.8%).

Statistical analysis demonstrated that the two technologies most closely associated with successful policy outcomes are email and telephone conferencing.

COMMUNICATION SURROUNDING POLICY ADVOCACY

Prior studies indicate that relationship building and communication plays a large role in policy advocacy (Taliaferro & Ruggiano, 2010). Policy-related communication often takes one of two forms, direct or grassroots. Direct, involves scenarios where organizations communicate with government officials directly for the purpose of influencing policy decisions (Rocha, 2007; Smucker, 2005). This contrasts with grassroots, where organizations communicate with their constituents and the larger public in an effort to influence others to engage in policy advocacy activities surrounding specific policy issues (Nownes, 2006; Smucker, 2005).

One of the goals of the United Way Advocacy Survey was to examine how participations' organizations communicate with stakeholders for the purpose of policy advocacy. It did so by asking respondents about their organization's experience with both direct and grassroots communication.

Direct Communication with Government Officials

Although a large proportion of participants indicated that their organization engages in policy advocacy, it was found that communicating with government officials is not part of regular organizational activities. For instance, only 13.5% of respondents indicated that they contact government officials on a *weekly* or *monthly* basis to learn about their opinions and thoughts regarding issues affecting our organization and community. Despite the frequency in communication with government officials, the majority of

respondents (79.3%) felt that their organization makes an effort to provide personal responses to government officials' concerns and more than half (56.1%) felt that their organization shares enough information with government officials about the programs and services they provide to the community.

Communication to Work on Community Projects

Responses from the survey also indicate that there is little communication between human service organizations and government officials for the purpose of collaborating on projects aimed at addressing community needs. Only 19.2% of respondents indicated that their organization contacts policymakers on a *weekly* or *monthly* basis for the purpose of collaborating on projects that address problems affecting their organization/community. Even less (16.3%) reported that government officials contact their organization with the same frequency to work on community projects that address local issues. These responses may explain other survey findings that less than half (49.3%) of respondents believe that government officials work at making positive change on issues that their organization and the local community care about.

Communication with the Larger Public

Most respondents felt that their organization communicated policy goals with larger stakeholders of their organization. More than half (50.4%) felt that their organization emphasizes the role that government officials play in addressing issues affecting them and the community. Almost two-thirds (65.5%) also report that they engage their constituents in educating government officials on policy issues affecting their organization and/or community.

NETWORKING ACTIVITIES FOR POLICY ADVOCACY

Networking across organizations has been recognized as an important strategy in nonprofit policy advocacy (Donaldson & Sheilds, 2009). This was also the case for survey participants. When asked to give their level of agreement to the statement, "We contact other nonprofit organizations to discuss policy issues," 84.2% responded with *agree* or *strongly agree*. Even more participants (89.0%) reported that they work with larger networks and coalitions for the purpose of policy-related activities. Overall, the majority of respondents (88.6%) felt that networking benefits their clients, members, and/or partners.

Although 79.7% (N=409) of the respondents described working with other organizations to address their organization's policy goals as *positive* or *extremely positive*, most also reported that they experience problems with interorganizational partnerships. However, most of these problems were experienced only *seldom* or *sometimes* (see Figure 2).
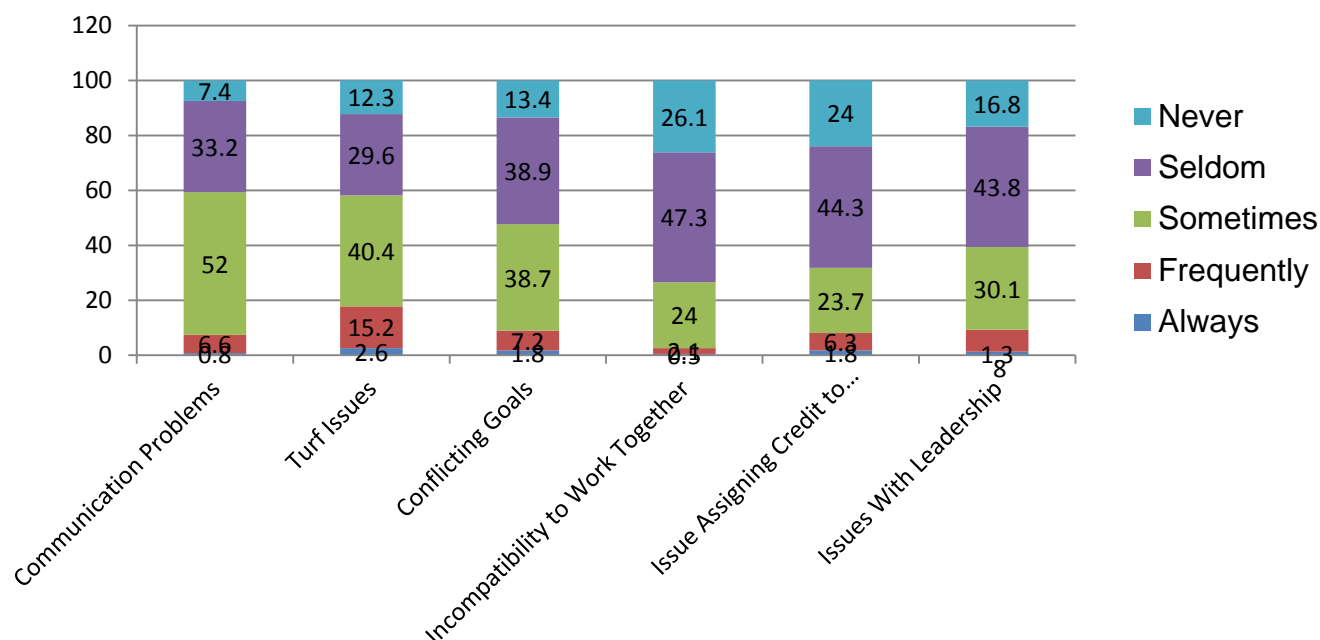
Figure 2. Frequency of problems in networking with other organizations.

Respondents were also given the opportunity to write in problems that their organizations have experienced with interorganizational partnerships that were not displayed in the closed-ended questions. Thirty-one respondents indicated that their agency experienced other problems, with funding/financial issues and time constraints being listed as the most common problems.

A statistical analysis was performed to determine if experiencing interorganizational networking problems has an effect on policy advocacy outcomes. It was found that experiencing problems when working with other organizations for the purpose of policy advocacy does not hinder policy advocacy success.

IMPLICATIONS AND RECOMMENDATIONS
Policy Advocacy as a Low-Cost Activity Needing Minimal Resources
Although personally visiting government officials may lead to successful policy advocacy outcomes, this activity may not always be feasible for nonprofit organizations that are at a great physical distance from their state capital or Washington D.C.. However, one of the more important findings from this survey is that there are other organizational activities that are associated with policy advocacy success that do not require nonprofit administrators to travel far distances to communicate with policymakers. These activities include: **writing letters to government officials** and **emailing government officials**.

This finding has significant implications for human service management, since limited resources has consistently been cited in the nonprofit literature as a barrier to participating in policy advocacy. This finding indicates that nonprofit administrators do not have to view policy advocacy as a labor and resource-intensive activity, since emailing and letter-writing are activities that require little time, resources or training.

The Importance of Policy Advocacy Training
The number of participating organizations who are engaged in policy advocacy was quite positive. However, there appeared to be disparities between some reported activities and reported policy advocacy success. For instance, less than a quarter of respondents indicated that their organization was *highly successful* at policy advocacy, but much greater numbers reported that they communicate regularly with government officials, have two way relationships with government officials, and use communication tools for the purpose of policy advocacy. It may be possible that some organizations are engaging in policy advocacy, but are not effectively communicating their message to government officials.

This finding highlights the importance of policy advocacy training for nonprofit organizations. Such trainings can help nonprofit administrators improve how they communication their clients' needs, organizational mission, experience in service provision, and service delivery challenges with policymakers. Policy advocacy training may be particularly beneficial in regards to nonprofit organizations' use of technology for the purpose of communicating with government officials. Almost 73% of respondents indicate that their organization's website is used as a tool for policy advocacy, but many nonprofits may not have designed their agency website with policymaker's concerns and interests in mind. Similarly, almost half of respondents report that their organization uses social networking websites, such as Facebook and Twitter for the purpose of policy advocacy, but it is not clear how effective these organizations are using these tools for two-way communication with policymakers.

Taking the H-Election
The 501(h) election of the IRS tax code, often referred to as simply the h-election, is designed to give nonprofit organizations clearer boundaries on the amount of policy advocacy they can engage in while retaining their 501(c)(3) status. However, findings from this survey indicate that most nonprofit organizations are not taking advantage of these guidelines, because most of them have not filed for the h-election or have not fully informed their staff about their organization's filing of the h-election. The National Council of Nonprofits (2011) strongly encourages every eligible nonprofit organization to file for the h-election, because it better informs their organization about the right to engage in policy advocacy and therefore will further engage their organization in the policymaking process. First, nonprofit administrators should become familiar with the h-election and the guidelines it sets for nonprofit policy advocacy. Then, they should find

out if their organizations have already filed for the h-election. If they haven't, they should file for the h-election, which is free and as simple as filing IRS Form 5768.

Keep on Collaborating!

As mentioned earlier, interorganizational collaborations are an important activity in nonprofit policy advocacy (Donaldson & Sheilds, 2009), so it was very encouraging to find so many survey respondents report that their organizations are working with other nonprofits in order to achieve their policy advocacy goals. Previous research has found that there are numerous benefits to working with other organizations, such as gaining resources for policy advocacy, gaining information and insight on policies, and creating a more powerful voice in support of organizational mission (Ruggiano & Taliaferro, under review). Although there are often problems associated with interorganizational partnerships, this survey found that the problems between organizations are not insurmountable. Therefore, nonprofit organizations that are currently participating in interorganizational policy advocacy efforts should continue working collaboratively to address policy advocacy goals. Similarly, nonprofit organizations who are not currently working with other nonprofits for the purpose of policy advocacy may find that the benefits of doing so outweigh the costs.

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APPENDIX A. MAP OF FLORIDA BY SERVICE REGION

APPENDIX B. SURVEY QUESTIONS WITH RESPONSES

Thank you for taking the United Way Advocacy Survey!

Your responses to this survey will be kept confidential and no member of the research team or the United Way will be able to link survey responses to any individual participant.

Please respond to the following questions based on your organization's experience. For the purpose of this survey, government officials include those who work within any branch of government (legislative, executive, judicial), any level (federal, state, local), and their staff members.

For United Way respondents, partnering agencies refer to any organization to which you provide funding.

The following questions ask about your policy-related activities in general.

1. Our organization makes an effort to educate and/or advocate with government officials on policy issues affecting our organization and/or community.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
171 (41.6%)	179 (43.6%)	38 (9.2%)	10 (2.4%)	13 (3.2%)	411

2. Our organization contacts government officials to learn about their opinions and thoughts regarding issues affecting our organization and community:

Weekly	Monthly	Several Times per Year	Once per Year	Less than Once per Year	Never	Total
15 (3.7%)	40 (9.8%)	231 (56.3%)	63 (15.4%)	38 (9.2%)	23 (5.6%)	410

3. Our organization's experience in communicating with policymakers has been positive.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable	Total
65 (15.8%)	213 (51.7%)	100 (24.3%)	13 (3.2%)	7 (3.4%)	14 (3.4%)	412

4. Our organization engages constituents in educating government officials on policy issues affecting our organization and/or community.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
69 (16.7%)	201 (48.8%)	83 (20.1%)	41 (10%)	18 (4.4%)	412

5. Our organization engages in the following activities for the purpose of informing
    government officials about policy-related issues:

	Never	Once a Year or Less	Less than Once A Month	Once A Month	2-3 Times Per Week	Once A Week	Total
Personally visits government officials.	32	168	155	35	20	1	411
Telephones government officials.	39	117	187	39	23	6	411
Emails government officials.	29	12	31	59	189	90	410
Writes letters to government officials.	55	127	176	36	15	3	412
Sends text messages to government officials.	282	56	52	11	6	4	411
Invites government officials to speak to your board.	176	157	58	10	7	3	411
Invites government officials to visit our organization.	37	167	151	42	11	3	411
Invites government officials to visit our community.	116	131	117	29	12	3	408
Provides testimony to government officials through public venues (town hall meeting, hearings, etc.)	75	173	120	28	14	2	412
Provides government officials with your agency newsletter.	108	82	133	60	21	6	410
Provides government officials with your agency's annual report.	116	210	50	16	10	8	410

6. Our organization has used the following technologies for the purpose of educating government officials, other organizations, our constituents and/or the public about policy issues (Select all that apply):

Technology	# Yes	Technology	# Yes
Email	348 (84.5%)	Radio (PSAs, Press Release)	154 (37.4%)
Your Agency's Website	300 (72.8%)	Internet Search Engines	86 (20.9%)
Social Networking Websites (Facebook, LinkedIn, Twitter)	201 (48.8%)	Text Messaging	52 (12.6%)
Telephone Conferencing	159 (38.6%)	Internet Videoing (YouTube, Skype)	42 (10.2%)

The following questions ask about your organization's experience in partnering with government officials.

7. Our organization contacts government officials to collaborate on projects that address problems affecting our organization/community:

Once A Week	2-3 Times Per Month	Once A Month	Less than Once A Month	Once a Year or Less	Never	Total
7 (1.7%)	27 (6.6%)	45 (10.9%)	138 (33.5%)	157 (38.1%)	38 (9.2%)	412

8. Government officials contact our organization to collaborate on projects that address problems affecting our organization/community:

Once A Week	2-3 Times Per Month	Once A Month	Less than Once A Month	Once a Year or Less	Never	Total
2 (0.5%)	26 (6.3%)	39 (9.5%)	121 (29.4%)	134 (32.5%)	90 (21.8%)	412

9. Government officials work at making positive change on issues that our organization and the local community care about.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
26 (6.3%)	177 (43%)	145 (35.2%)	46 (11.2%)	18 (4.4%)	412

10. When we communicate to the public about the needs of our organization and the community, we emphasize the role that government officials play in addressing those needs.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
36 (8.7%)	172 (41.7%)	142 (35.2%)	48 (11.7%)	14 (3.4%)	412

11. We make an effort to provide personal responses to government officials' concerns.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
127 (30.8%)	200 (48.5%)	75 (18.2%)	7 (1.7%)	3 (0.7%)	412

12. We have a two-way relationship with government officials.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
41 (10%)	205 (49.5%)	114 (27.7%)	39 (9.5%)	13 (3.2%)	412

13. We share enough information with government officials about the programs and services we provide to the community.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
39 (9.5%)	192 (46.6%)	78 (18.9%)	87 (21.1%)	16 (3.9%)	412

14. We share enough information with government officials about how policy issues affect our members/clients.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
40 (9.7%)	188 (45.5%)	80 (19.4%)	87 (21.1%)	17 (4.1%)	412

The following questions ask about your organization's experience in partnering with other organizations for policy-related activities.

15. We contact other nonprofit organizations to discuss policy issues.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
113 (27.5%)	233 (56.7%)	42 (10.2%)	20 (4.9%)	3 (0.7%)	411

16. We participate in established coalitions/networks of organizations that engage in policy-related activities.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
157 (38.5%)	206 (50.5%)	29 (7%)	11 (2.7%)	5 (1.2%)	408

17. Networking with other organizations to engage in policy-related activities benefits our clients, members, and partners.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
177 (43%)	187 (45.5%)	39 (9.5%)	5 (1.2%)	3 (0.7%)	411

18. Working with other organizations to address our organization's policy goals could be described as:

Extremely Positive	Positive	Neutral	Somewhat Negative	Extremely Negative	Not Applicable	Total
79 (19.3)	247 (60.4%)	69 (16.9%)	2 (0.5%)	1 (2.7%)	11 (2.7%)	409

19. How often does your organization find the following issues to be problems when collaborating with other organizations for policy-related activities?
    a. Communication Problems

Always	Frequently	Sometimes	Seldom	Never	Total
3 (.8%)	26 (6.6%)	205 (52%)	131 (33.2%)	29 (7.4%)	394

    b. Turf Issues

Always	Frequently	Sometimes	Seldom	Never	Total
10 (2.6%)	59 (15.2%)	157 (40.4%)	115 (29.6%)	48 (12.3%)	389

    c. Conflicting Goals

Always	Frequently	Sometimes	Seldom	Never	Total
7 (1.8%)	28 (7.2%)	150 (38.7%)	151 (38.9%)	52 (13.4%)	388

    d. Issues with Assigning Credit to Accomplishments

Always	Frequently	Sometimes	Seldom	Never	Total
7 (1.8%)	24 (6.3%)	91 (23.7%)	170 (44.3%)	92 (24%)	384

    e. Issues with Leadership

Always	Frequently	Sometimes	Seldom	Never	Total
5 (1.3%)	31 (8%)	116 (30.1%)	169 (43.8%)	65 (16.8%)	386

    f. Incompatibility to Work Together

Always	Frequently	Sometimes	Seldom	Never	Total
2 (.5%)	8 (2.1%)	93 (24%)	183 (44.4%)	101 (26.1%)	387

"Other" issues identified as problems by respondents:

- Apathetic and busy.
- Assumption that resources were made available to do the advocacy work.
- Both parties too busy with life.
- Collaboration on grants having the same vision - goals and objs. To provide quality.
- Competing for same dollars from state.
- Competition for funding.
- Complexity & distractions.
- Coordination/scheduling.
- Development should guide academic expectations.
- Our program is taken for granted even though we have affected thousands of lives for thirty years!
- Philosophy of services.
- Program Policy Constraints.
- System at odds with itself.
- Time.
- Time.
- Time constraints.
- Federal and State Regulations.
- Funding priorities.
- Funding priority setting.
- Fundraising.
- Issue with shared workload.
- Lack of staff to properly do the outreach to work together on policy issues.
- Large organization vs. Small organization.
- Limitations based on funding and services criteria.
- Money for same RFP creates natural issues.
- Money quest.
- Too many overlapping coalitions.
- Using our agency to the work they are paid for, our service given for free.
- We have insufficient time and resources to collaborate as much as we would like to with others whose offices are not on our campus.

The following question asks about the outcomes of policy advocacy activities. This includes activities where your agency acted alone in policy advocacy and activities where your agency participated in activities alongside other organizations with the same policy goals. Please respond even if the proposed outcome is true for your organization at least one time.

Remember for United Way respondents, partnering agency refers to any agency that receives funding through your local agency.

20. We have participated in policy-related activities that have resulted in:
    a. Increased funding for our organization, community, or partnering agencies.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
84 (20.4%)	196 (47.6%)	85 (20.6%)	36 (8.7%)	11 (2.7%)	412

b. Policies that positively impacted our organization, community, or partnering agencies.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
89 (21.6%)	224(54.4%)	74 (18%)	21 (5.1%)	4 (1%)	412

c. Policies that positively affected how our organization provides services.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
71 (17.2%)	203 (49.3%)	108 (26.2%)	23 (5.6%)	6 (1.5%)	411

d. The defeat of policies that would have negatively affected how our organization provides services.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
62 (15%)	190 (46.1%)	121 (29.4%)	31 (7.5%)	8 (1.9%)	412

e. Policies that positively affected our clients or our partnering agencies' clients.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
64 (15.5%)	238 (57.8%)	87 (21.1%)	17 (4.1%)	6 (1.5%)	412

Please respond to the following questions about your agency.

21. Please indicate your organization's **primary** mission:

	N (%)
Health	53 (12.9%)
Older Adults	11 (2.7%)
Pre-School Children	23 (5.6%
School-age Children	55 (13.3%)
Families in Crisis (e.g. child welfare, domestic abuse)	61 (14.9%)
Financial Stability	18 (4.4%)
Other	104 (25.2%)
Missing	87 (21.1%)

21a. "Other" Written-in Reponses (N=96)

	N
All of the Above	3
Disability-related	26
Housing	12
Education	11
Substance Abuse/Mental health	7
Legal Assistance	5
General/Multi Service	32
Total	96

22. Please indicate your agency's size, based on your annual budget:

	N (%)
Less than $25,000	1 (.2%)
$25,000 - $99,999	14 (3.5%)
$100,000 - $249,000	33 (8.1%)
$250,000 – 499,999	33 (8.1%)
$500,000 - $999,999	61 (15.1%)
$1 million - $4,999,999	143 (35.3%)
$ 5 million or more	110 (27.2%)
Don't know	10 (2.5%)
Total	405 (100%)

23. Has your organization registered for the h-election, as designated by the IRS?

Yes	No	Don't Know	Total
16 (3.9%)	121 (29.4%)	273 (66.3%)	410

Thank you for responding to the United Way Advocacy Survey! Please click on the >> button below to submit your survey.