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Program Evaluation of a Community Collaborative

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This is to certify that the doctoral study by

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Walden University
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Abstract

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by

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MA, University of Colorado Denver, 2014

BS, California Polytechnic State University San Luis Obispo, 2009

Professional Administrative Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Public Administration

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February 2021

Abstract

As the largest philanthropic foundation that serves the North Tahoe and Truckee region, the Tahoe Truckee Community Foundation is the only nonprofit organization that implements a community collaborative program. The program is a partnership of nonprofit and public organizations operating within a stages of collaboration model. The purpose of the study was to complete a comprehensive evaluation of the program. A retrospective impact evaluation using qualitative methodologies explored the factors and indicators associated with effective collaboration. Network analysis and social capital frameworks provided measures on partnerships and relationships. Research in organizational behavioral science provided the outcomes associated with community collaboration. The study analyzed 10 interviews and 234 historical documents, and data were triangulated to explore the effectiveness of the program and its outcomes. The program demonstrates significant outcomes and effectiveness in these areas: (a) Purpose and Evaluation, (b) Partner Memberships and Partnerships, (c) Communication, (d) Behaviors and Attitudes, (e) Environment, (f) Resources, and (g) Structure. It is recommended that the program continues its efforts in these areas. The program is weaker in screening tools and assessments, shared data, sustainability, and financing. Taking action to strengthen these areas would contribute to effective collaboration. The study explored the stages of collaboration model and confirms the program is in the final phase. The study results provide other communities with an effective model of collaboration to solve complex community issues among nonprofit organizations and government agencies, promoting positive social change.

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Dedication

I dedicate this work to my grandfather, Douglas A. Thomas. This one is for you, Honey!

Acknowledgments

There are many who helped me along the way on this journey.

I wish to thank my committee members for their guidance. A special thank you to my committee Chair, Dr. Richard H. Worch, for his insightful feedback and continued patience throughout the entire process. Thank you to Dr. Dick R. Larkin for serving on my committee and providing me with the encouragement and reflection I needed along the way.

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Section 1: Introduction to the Problem

Introduction

The Tahoe Truckee Community Foundation (TTCF) is a nonprofit organization focusing on philanthropic endeavors in Truckee and North Lake Tahoe, California. The mission of TTCF is to connect nonprofit and community organizations with funding and resources. Through these grants, local agencies can leverage TTCF funding to meet the needs of the Truckee and North Lake Tahoe community. TTCF funds several impact areas, including animal welfare, arts and culture, community improvement, education, environment, health and human services, and youth development. The organization includes personnel of six full-time staff and several volunteers. In 2017, TTCF's budget included $26,786,785 in assets. The organization awarded $1,451,653 in grants (TTCF, 2017a). TTCF funding and its budget rely on donations from individuals, businesses, organizations, and local and county grants to support its programming.

TTCF serves the North Lake Tahoe and Truckee communities in California. The geographical area serviced by the organization is defined by the Tahoe Truckee Unified School District, which spans more than 720 square miles to include the communities of Truckee, Kings Beach, Tahoe City, Donner Summit, Tahoma, and smaller communities within the district lines (Tahoe Truckee Unified School District, n.d.). This geographical area is unique in that is encompasses two county jurisdictions, incorporated towns, and several special districts. The regional demographics of the area includes several primary categories, including population, ethnicity, and household information. The North Lake Tahoe and Truckee region has a population of 28,059. The region has a large White

population, with 78% of the residents identifying as White, followed by 17% as Hispanic, 1.5% as Asian, 3% as multiracial, and .5% as Black (TTCF, 2019). According to BAE Urban Economics (2016), 35% of households are living in poverty, with the majority of the workforce relying on tourism-based employment such as the recreation, service, accommodation, and construction sectors.

TTCF manages several community-wide programs and initiatives, including the Community Collaborative of Tahoe Truckee (CCTT). CCTT is a regional partnership of 40 nonprofit and public organizations working in the areas of health, social services, and education. Through a collaborative model, CCTT activities include capacity building, service integration, advocacy, and community involvement. TTCF has not completed a comprehensive program evaluation of CCTT since first implementing the program. The organization has completed yearly participant satisfaction surveys and activity reports to evaluate the CCTT program. These evaluations have provided TTCF with a limited understanding of how the program has impacted the participating organizations and the broader community. Currently, the organization does not have a comprehensive understanding of how the collaborative is effective in achieving its outcomes and supporting collaborative strategies. The findings of the study provide implications for TTCF and the collaborative work of the CCTT program because the organization currently lacks sufficient research into its effectiveness and the long-term impacts of the program.

CCTT has been a program of TTCF for 25 years. CCTT has implemented the same model of collaboration. This collaborative model is a purchased platform,

developed from a framework that emphasizes a four-stage model of collaborative development as collaboratives progress towards results-based accountability. The four stages are exchanging information, joint projects, changing the rules, and changing systems (Gardner, 1998). TTCF has completed yearly evaluations of the program, including partner satisfaction surveys and evaluation reports for funders. The organization has not adequately measured the effectiveness of the program, including evaluation tools to measure collaboration. The organization is now at a juncture to complete a program evaluation to understand how well the collaborative model has worked—whether the collaborative is making a difference in the Truckee and North Lake Tahoe community—and to explore alternative collaborative practices and models.

TTCF has not completed a comprehensive program evaluation of the CCTT program because of several factors. The organization has struggled with establishing a sufficient knowledge base and expertise in how to best measure collaboration. The organization does not have the evaluation tools and strategies to assess collaboration and the collaborative model. Additionally, the organization has not had sufficient resources to complete a program evaluation, including staffing, time, and money. There are two staff members dedicated to the program, which includes one full-time director and one part-time coordinator. The two staff members lack the capacity to maintain the operation and oversight of the program and also complete an evaluation. Additionally, the organization has not been able to dedicate the monetary resources necessary for a program evaluation. These factors have culminated in leaving the organization without a comprehensive program evaluation and empirical analysis of the program's impact.

If the organization did not make any changes, TTCF would continue to implement the program with the possibility that the program is ineffective. The organization would operate under the notion that the program is effective in strengthening collaboration within the region and achieving the programmatic outcomes. The collaborative model used for the CCTT program may not be ineffective and may not yield the desired outcomes for the organization and community. Further, without a program evaluation, TTCF may not understand how efficiently their resources are being utilized, including staff time and monetary resources.

Given the utility of the results, the program evaluation is worth the time, money, and resources needed to compete the evaluation. The findings of the study provided implications for TTCF, the CCTT program, and the knowledge of collaborative best practices for nonprofit organizations and public agencies. The longitudinal nature of the program evaluation also provided a thorough analysis of the collaborative model and its long-term outcomes. The findings offer the organization significant results and information for other communities aiming to implement models of collaboration for their collaborative work.

The organization has been impacted by the problem and may find significant utility in the study results. Additionally, there are several stakeholders who may benefit from the study results. The stakeholders include partner organizations and agencies, clients of the organizations, and funders. The problem impacts the 40 partner organizations and agencies who are involved in the CCTT program. These agencies may not receive improved collaborative efforts and other positive program outcomes without

empirical results from a program evaluation. The clients of the partner organization and agencies participating in the program are affected by whether the collaborative model is producing results for the community, which in turn impacts the services and programs that clients' access through these agencies.

Funders are affected by the problem because funding is allocated to support the program. Funders include grantors and individual donors. Funders base their monetary resources on the effectiveness of the organization and its programming. If the organization is not achieving its programmatic outcomes, funders may decide not to support the organization. The CCTT program has continued to operate without a formal evaluation, which may negatively impact the effectiveness of the partner organizations and agencies, their work, and the utilization of resources.

Stakeholders are interested in solving the problem because an understanding of the program's effectiveness will impact various facets of their involvement with the CCTT program. For the participating organizations and agencies, collaboration has been identified as a solution in their work to meet community needs. These partners are interested in understanding if this model of collaboration is appropriate and effectively meeting their organizational needs in effective programming and services. For funders of the program, the findings would provide them with an understanding of the effectiveness of the program. These funders may make funding decisions based on the study results. The stakeholders are invested in addressing the gap in knowledge; results from the program evaluation will aid them in making the best decisions to guide their actions, including involvement and support of the CCTT program.

Completing a program evaluation provides benefits to the organization, stakeholders, and the wider public the organization serves. TTCF has the opportunity to utilize the program evaluation to improve its programming and ensure they are implementing an appropriate model of collaboration. For the nonprofit organizations and public agencies that participate in the CCTT program, a program evaluation provides these participants with an understanding of how the program is impacting their work. The participants engage with the program to leverage collaborative strategies for organizational effectiveness and efficiency. An evaluation will directly impact these stakeholders, given their direct participation with the program, including how well the program is achieving collaborative outcomes for the participants.

Problem Statement

TTCF is the only nonprofit organization in the North Tahoe and Truckee region that implements a program focusing on the collaborative efforts of agencies in the area. The CCTT program is a central program of the TTCF organization. The program has a significant presence in the region. A program evaluation determined if the current collaborative model was appropriate and if the program operated effectively. The organization previously had yet to complete a comprehensive program evaluation, and the study provided the organization with a better understanding of the program impacts and outcomes. TTCF has struggled in developing evaluation tools to measure the effectiveness of collaboratives and networks, as well as challenges allocating staff time and funding to complete an evaluation. A long-term and comprehensive program

evaluation addressed this need and determined whether the program has achieved its intended outcomes.

Completing a program evaluation was an essential need for TTCF. As the largest philanthropic foundation that serves the North Tahoe and Truckee region, TTCF plays a pivotal role in the work of nonprofit organizations and public agencies in the region. According to TTCF (2017b), the CCTT partners with 40 organizations, agencies, and entities in the region. The partners work in the areas of education, health, social services, public health, and early learning. CCTT holds monthly collaborative and steering committee meetings. Additionally, CCTT oversees seven coalitions that are smaller collaborative initiatives between the larger collaborative of partners. Given the organization's high level of accountability to the partners, TTCF must implement appropriate and effective programming. The extensive work of TTCF and the CCTT program in the region supports a significant consideration of how well the organization is achieving its programmatic outcomes and effectively meeting the collaborative needs of the organization.

Further, addressing the program evaluation needs of TTCF and determining the effectiveness of its collaborative initiative, holds significance for other organizations and communities. There are many geographically rural regions where collective and collaborative strategies are needed or currently utilized. For these communities where nonprofit organizations and public agencies are providing services and programs, collaborative partnerships may provide them with strategies to mobilize resources, increase efficiency, and share information (Lai et al., 2019; Schoen et al., 2014). This

need may be especially prevalent in rural areas where organizations lack the resources to meet the needs of their communities. Additionally, there are many trends in the sector towards collaborative and collective models like the CCTT. These initiatives may need empirical research to determine the effectiveness of these models and how well they are improving collaboration. The growing trends and shared need for collaborative efforts amongst nonprofit organizations and public agencies demonstrate the potential for significant findings for similar organizations and communities.

Purpose

The project holds significance by providing empirical understanding of the effectiveness of the model of collaboration for the client organization and its programming. The findings support TTCF in deciding whether to continue implementing the collaborative model or explore options for alternative models of collaboration. The findings provide implications for other communities implementing or exploring similar programs. In the comprehensive program evaluation, I analyzed various facets of collaboration to understand how well the collaborative model has worked—whether the collaborative is making a difference in the community—and to explore alternative collaborative practices and models. For organizations and communities considering collaborative models, the study provided professionals with knowledge on the long-term outcomes of the model. The study results support other communities in determining collaborative strategies in their work and provide them with a useful model of collaboration to solve complex community issues among nonprofit organizations and government agencies, promoting positive community changes.

The program evaluation was guided by the following research question:

RQ: How has the CCTT achieved its desired program outcomes?

I formulated the research question based on questions the organization sought to understand regarding the CCTT program, including whether the collaborative model has helped to achieve the program outcomes and improved collaboration with the partners. These questions guided research on measuring the degree, density, and effectiveness of partnerships in the program. These guiding questions prompted the research question in terms of exploring whether the CCTT program has been successful in implementing community collaboration.

TTCF lacked the knowledge to analyze the impact of their efforts, determine the need for altering their activities, and inform the pursuit of additional funding sources without a program evaluation. Further, the organization did not have an understanding of the long-term outcomes of the program. The findings from the analysis assisted TTCF in understanding how well the stages of collaboration model is working in achieving the program goals and the impact the model has made in the 20 years since its implementation.

Nature of the Administrative Study

In the study I examined the factors and indicators associated with measuring effective collaboration. Through a historical and retrospective impact evaluation using qualitative methodologies I explored the activities, perceptions, and experiences of CCTT, its work, and the partner agencies of the collaborative. A qualitative research design was the most appropriate for this study because the evaluation was aimed at

exploring the experiences, perspectives, and information related to the program. Further, I used a case study approach to evaluate the collaborative model using interviews and document analyses to examine the research question. The case study approach allowed for a comprehensive understanding of the program and its impact in the broader community. Analyzing the interviews and documents included reducing the data into themes and measuring these themes against the desired outcomes of the program.

I collected the primary and secondary data through qualitative research methodologies and a case study approach. The qualitative methods included interviews and document analyses. Interviews with key informants, including program stakeholders such as past program directors, representatives from organizations who are involved in the program, and the individuals who were involved in program development and implementation helped to provide primary qualitative data. Document analysis included reviewing and analyzing historical documents, such as planning documents, press releases, prior evaluations, grant applications and reports, and public documents for secondary data.

I obtained data using the above qualitative methods. Data acquisition for interviews included: (a) collaborating with the client organization to determine key informants for the interviews, (b) contacting informants and scheduling interviews, (c) conducting interviews, and (d) transcribing and analyzing interviews. Collecting data through document analysis required working with the client organization to gather and analyze all necessary documents relevant to the program evaluation.

The purpose of the study was to complete a program evaluation to examine the effectiveness of the collaborative model used in the CCTT program. The current literature on collaborative community models lacks insights concerning the long-term outcomes of such models, including the stages of collaboration model CCTT uses. The findings from the analysis provided an empirical understanding of the long-term implications of the collaborative model. The purpose of these findings was to address this gap in knowledge and assist TTCF in determining whether the program needed to be altered, an alternative model was necessary, or to continue the program.

Significance

Addressing the organization's need for a program evaluation impacts several key stakeholders. The partner organizations involved in the program will be affected by the results of the evaluation. If TTCF is satisfied with the results of the program evaluation, programmatic strategies and processes may continue. The program evaluation may also have implications for the funders of the CCTT program. The funders will be interested in further understanding of the program outcomes. Funders may make future funding decisions based on these findings.

The project provides a broader contribution to the field of public and nonprofit organizations. There are many communities where organizations lack resources. Collaborative models are one solution to this problem. The project and study results serve as a resource for other communities, providing a plan for implementation and long-term coordination of collaborative strategies and processes. Given the longevity of the CCTT program, the impact evaluation results may aid the broader field of nonprofit and public

organizations, which can utilize the findings to support more effective programming and services.

The findings of the study provided empirical understanding of the effectiveness of the model of collaboration. For organizations and communities exploring collaborative models, the study provides professionals with knowledge on the long-term outcomes of the model. The study results support other communities in determining collaborative strategies in their work and provide other communities with an effective model of collaboration to solve complex community issues through nonprofit organizations and government agencies, leading to positive community changes.

Summary

The TTCF is a nonprofit organization supporting philanthropic endeavors in the region. TTCF manages several community-wide programs and initiatives, including the CCTT. CCTT is a regional partnership of 40 nonprofit and public organizations working in the areas of health, social services, and education. Through a collaborative model, CCTT activities include capacity building, service integration, advocacy, and community involvement. TTCF has implemented the program utilizing a stages of the collaboration model to promote collaboration, maximize resources, and address regional community needs. The organization has implemented this collaborative model for 25 years but has not completed a program evaluation to assess the program outcomes.

The study addressed the organizational problem by completing a program evaluation to examine the effectiveness of this collaborative model. In the study I aimed to answer whether the CCTT program had achieved its desired program outcomes. For

the study I used qualitative methodologies, including interviews and document analyses, to explore the activities, perceptions, and experiences of the program, its work, and the partner agencies of the collaborative. The findings of this study provided an empirical understanding of the effectiveness of the collaboration model for the client organization and its programming and other communities implementing or exploring similar programs. Addressing the problem for TTCF and the lack of knowledge in the field provided carried implications for key stakeholders, including funders and partner organizations. Further, the study results provided implications for other communities and the broader field of public organizations, offering knowledge of the long-term outcomes of the collaborative model and possible best practices for community collaboration.

Section 2: Conceptual Approach and Background

Introduction

The TTCF has identified the importance of implementing collaborative strategies among nonprofit and public organizations with its CCTT program. The nonprofit organization has implemented a collaborative model for 25 years but has yet to complete a comprehensive program evaluation. The organization is unable to analyze the impact of their efforts, determine the need for altering their activities, and inform the pursuit of additional funding sources without a program evaluation. The current literature on community collaborative models lacks insights concerning the long-term outcomes of such models. In this study I analyzed how well the stages of collaboration model was working in achieving the program goals and the impact the model has made in the 20 years since its implementation through a program evaluation using qualitative methodologies.

The study was guided by the following research question:

RQ: How has the CCTT achieved its desired program outcomes?

I formulated the research question based on questions the organization sought to understand regarding the CCTT program, including whether the collaborative model has helped to achieve the desired program outcomes and improved collaboration with the partners. The research question explored whether the CCTT program has been successful in implementing community collaboration.

The purpose of this study was to complete a program evaluation to examine the effectiveness of this collaborative model. The program evaluation determined how the

CCTT has achieved its desired program outcomes. The goal of the study was to analyze how well the stages of the collaboration model has achieved the program goals and the impact the model has made in the 25 years since its implementation. A comprehensive program evaluation provided the organization with a better understanding of the program outcomes. The program evaluation was guided by conceptual models of collaboration to assess the factors and indicators associated with effective collaboration. A historical and retrospective impact evaluation, using qualitative methodologies, explored the activities, perceptions, and experiences of CCTT, its work, and the partner agencies of the collaborative. The findings of this study provided an empirical understanding of the effectiveness of the collaboration model for the client organization and its programming and other communities implementing or exploring similar programs.

To better understand the conceptual models and organizational background related to the professional administrative study, the following topics were covered: conceptual models, organizational background and context, the role of the student researcher, and the role of the project team.

Concepts, Models, and Theories

Two conceptual and theoretical perspectives informed the study. Network analysis and social capital frameworks provided measures on partnerships and relationships among the participating agencies to examine whether the CCTT program had achieved its program outcomes related to collaboration. Network analysis provided measures for examining social structures and how these relationships are characterized,

specifically in their degree and density (Jagosh et al., 2015). I used network analysis to understand partnerships, collaborative efforts, and outcomes.

Additionally, social capital guided the evaluation in exploring the role of networks and relationships in enabling individuals to work towards goals and objectives (Dhillon, 2009). The basic principles of social capital, such as shared understanding, norms, cooperation, and interpersonal relationships, provided measures for evaluating collaboration and determining the effectiveness of the CCTT program (Organization for Economic Cooperation and Development, 2007). These perspectives prompted the research question looking at whether the CCTT program has been successful in implementing community collaboration. Further, these frameworks informed the program evaluation, providing a foundation on which to measure and examine collaboration in the interviews and document analyses that produced the necessary data to determine the effectiveness of the CCTT program.

The study project used concepts and models by primary theorists and scholars related to community collaboration, collective impact, social analysis, and network analysis. Scholarly writings and empirical research in organizational behavioral science have a focus on the outcomes associated with community collaboration. Researchers and theorists have commonly defined integrative partnerships as a process and means of improving outcomes in communities (Heath, 2007; Lehman et al., 2009). Further, theoretical attention has identified collaboration among stakeholders and the leveraging of resources towards shared outcomes effective in addressing community problems (Heath, 2007). Community collaboration is described in a variety of terms and processes,

with significant attention on collective impact. Stanford University researchers have introduced and defined collective impact as a model of collaboration where stakeholders commit to solving a problem by creating a shared agenda, measurements, activities, and communication (Kania & Kramer, 2011). Communities have adopted the collective impact model better to meet the needs of community stakeholders as they engage in collaborative efforts.

In addition to community collaboration models, social capital and network analysis theoretical perspectives are strategies to evaluate and measure collaborative outcomes. Social capital was initially conceptualized as a sociological theory, highlighting the importance of social relationships and resources that accumulate from social networks (Morrow, 2001). Within a community, social capital is an essential facet of community structure. Social capital in the community context includes the relationships between individuals and organizations (Chilenski et al., 2014; Concha, 2014). This social structure is based on the cooperation and connection among the participating stakeholders and entities. Social capital is further understood in its social contexts by how well communities can solve community problems through collaborative efforts. Theorists have identified three types of social capital, including bonding, bridging, and linking. According to Chilenski, et al. (2014), bonding describes the horizontal relationships between similar stakeholders, while bridging refers to the horizontal connections between different organizations. Both bonding and bridging social relationships support linking, which includes the vertical relationship that allows for resource sharing and further supports the reciprocity necessary for collaborative efforts

(Chilenski et al., 2014; Concha, 2014). These aspects of social capital influence community collaboration models, both in implementation and evaluation.

To further explore the social structure of communities, network analysis aims at analyzing the strength of relationships in a community and the efforts initiated through those relationships. The network analysis theory is a useful social sciences perspective for understanding interdependent relationships and social structures. Network analysis focuses on the concepts of embeddedness and strength of relationships within a social context. The embeddedness of social relationships helps to understand the varying degrees of connections through structural, relational, and positional embeddedness of networks. The degree of structural embeddedness includes how the network presents organizations and stakeholders with opportunities for connections. Relational embeddedness refers to the degree of relationships between entities, particularly in the amount of trust and cooperation that characterizes these connections. Lastly, positional embeddedness describes the roles organizations hold within a network, which impacts effective information sharing and the potential for additional ties (Lai et al., 2019). The varying degrees of embeddedness further influence community collaboratives in their ability to create opportunities and solutions to addressing community problems.

In addition to embeddedness, analyzing the strength of social relationships within a network is essential to the network analysis theoretical perspective. Theorists have identified the breadth and density of networks to describe the strength of relationships. According to Retrum et al. (2013), the breadth of relationships in a social network describes the differences and diversity of the organizational composition in a network.

Additionally, the density characteristic of a social network explores the number of ties in

the network, which indicates the overall connectedness of the network (Retrum et al.,

2013). The amount of breadth and density of a social network is an essential factor in

collaborative efforts, especially the influence on resource sharing and the ability to

address complex social problems.

Several terms used in the study have multiple meanings and are used

interchangeably. For the study, these terms are defined as they relate to the nonprofit and

public sector, specifically work in children and family services. Using the literature on

collaboration in the field of children and family services, *collaboration* was understood

as how agencies and professions work together towards common goals while leveraging

resources to better serve the whole family (Gardner, 1998). According to Gardner (1998),

systems reform includes changes that support results and accountability, including

integrated services, stakeholder involvement, and effective use of resources as an

outcome of the collaboration. An important facet of collaboration is the term *collective*

impact, which is defined as different sectors and agencies committing to a joint plan and

purpose for solving a social problem (Kania & Kramer, 2011). The term *clients* was

understood as those individuals who receive services or engage with the participating

organizations of the CCTT program.

Relevance to Public Organizations

Community collaboration and evaluating collaborative efforts has emerged as a

need in the broader contexts of political, economic, and social factors. Much of the

political and economic shifts during the 1980s and 1990s in the United States led public

and nonprofit organizations to consider community partnerships to address social problems effectively. During this time, local, state, and federal funding cuts to public services and public agencies impacted how these programs and services were administered (Christens & Inzeo, 2015). Limited funding in the public sector shifted the reliance on nonprofit organizations for provisions of services, including leveraged resources through collaboration. Further, local governments began to experience increased fragmentation, which provided the impetus for increased coordinated efforts in addressing community problems, specifically in implementing strategies that reduced costs and aligned similar efforts for improved outcomes (Christens & Inzeo, 2015). These circumstances culminated in increased collaboration, results-based strategies, and effective partnerships.

The current collaborative model used by the organization was developed and implemented based on empirical research and publications. The model of collaboration was initially developed by the California Center for Collaboration for Children, which is a California-wide initiative supporting collaboration and interagency efforts to serve children and families (Gardner, 1998). Further, the model was based on extensive information from the nonprofit and public sectors, including knowledge from elected government officials, local coalitions, planning committees, and organizational directors. The collaborative model was first initiated throughout the state of California during the 1990s and early 2000s (Gardner, 1998). The model has been implemented in communities throughout California, including the North Lake Tahoe and Truckee region, where the organization serves. The current resources around using the model include

background literature, implementation strategies, and two assessment tools. There is currently a lack of long-term evaluation strategies or tools to support organizations in evaluating the outcomes of the model. For organizations like TTCF and their CCTT program, such evaluation tools help in assessing their work and whether they have achieved programmatic outcomes towards collaboration.

CCTT has been a program of TTCF for 25 years. CCTT has implemented the same model of collaboration, which has been developed from a framework that emphasizes a four-stage model of collaborative development as collaboratives progress towards results-based accountability, included that stages of exchanging information, joint projects, changing the rules, and changing systems (Gardner, 1998). TTCF has completed yearly evaluations of the program, including partner satisfaction surveys and evaluation reports for funders. The organization has not effectively measured the effectiveness of the program, including evaluation tools to measure collaboration. The organization was at a juncture to complete a program evaluation to understand how well the collaborative model has worked, whether the collaborative is making a difference in the Truckee and North Lake Tahoe community, and to explore considerations of alternative collaborative practices and models.

Organization Background and Context

TTCF is the only nonprofit organization within the North Tahoe and Truckee region that implements a program focusing on the collaborative efforts of agencies in the area. The CCTT program is a central program of the TTCF organization. The program has a significant presence within the region. A program evaluation determined if the

current collaborative model is appropriate and if the program is operative effectively. The organization has yet to complete a comprehensive program evaluation, and the study provided the organization with a better understanding of the program impacts and outcomes. TTCF has struggled with establishing a sufficient knowledge base and expertise in how to best measure collaboration. The organization did not have the evaluation tools and strategies to assess collaboration and the collaborative model. Additionally, the organization did not have the sufficient resources to complete a program evaluation, including staffing, time, and money. A long-term and comprehensive program evaluation addressed this need and determined whether the program has achieved its intended outcomes.

Completing a program evaluation was an essential need for TTCF. As the largest philanthropic foundation that serves the North Tahoe and Truckee region, TTCF plays a pivotal role in nonprofit organizations and public agencies, and their work within the region. According to TTCF (2017b.), the CCTT partners with 40 organizations, agencies, and entities in the region. The partners work in the areas of education, health, social services, public health, and early learning. CCTT holds monthly collaborative and steering committee meetings. Additionally, CCTT oversees seven coalitions, which are smaller collaborative initiatives between the larger collaborative of partners.

The need for collaborative community initiatives and programs such as CCTT in the North Lake Tahoe and Truckee region has been influenced by social, political, and economic contexts and the local and state levels. For geographically rural areas like the North Lake Tahoe and Truckee region, many organizations and agencies lack sufficient

resources in providing services to families and children. The issues facing families and children have also become more complex, requiring more holistic and integrated solutions. Broader trends regarding best practices in family and children services have identified collaboration as a strategy for leveraging resources and addressing community needs. This knowledge, along with local and state contexts, impacted the need for collaborative partnerships like the CCTT program. Further, the organization lacked the resources necessary to complete an evaluation of its CCTT program.

Given the organization's high level of accountability to the partners, TTCF needed to implement appropriate and effective programming. The extensive work of TTCF and the CCTT program within the region supports a significant consideration of how well the organization is achieving its programmatic outcomes and effectively meeting the collaborative needs of the organization. The evaluation assisted in determining whether the organization should alter the program, select an alternative model, or continue the program, while providing TTCF with findings to report to funders and secure additional funding.

Roles of the Doctor of Public Administration Student/Researcher

Before beginning the professional administrative study, I was professionally connected to the organization and program. I was employed with a nonprofit organization that participated as a partner organization of the CCTT program. In this position, I participated in CCTT related activities, including resource sharing meetings, strategic planning, and service integration processes. Additionally, I participated in one of the coalitions of the CCTT program as a chair of the coalition. I am no longer in these

professional roles and no longer professionally connected to the organization and program under study.

My role as the DPA student was the primary researcher for the study project. I have completed coursework and literature reviews on the topics of community collaboration and program evaluation. I had a prior professional relationship with the collaborator, program under study, and organization because of previous employment. Given my professional work in the past, I had previous contact with key informants and stakeholders in these roles. Further, I had prior knowledge of the program and organization from a professional context.

My motivations for the professional administrative study project were to further my knowledge base and skills in program evaluation and models of community collaboration. I had a background and contextual understanding of the organization and program because of professional connections in the past. Although I had a professional relationship with the organization and program, these will not negatively affect the study.

It was imperative to address any potential biases in the study. The most significant potential bias included how my previous professional relationships may influence the data collection process. To address this bias, I ensured that I communicated with all participants my role as the researcher and my objective role in the research.

Role of the Project Team

The administrative study project used a project collaborator to provide support for the processes of the study. The director of the CCTT program, who is a staff member of the TTCF organization, provided collaborative support necessary to complete processes

specific to data collection. The collaborator played a pivotal role in providing information

for the data collection portion of the study, including contacts for key informants,

historical documents, and prior evaluation results. This information was necessary to

complete the qualitative interviews and historical document analysis.

The communication process with the collaborator was predominately be initiated

by the researcher. As the researcher, I sent the collaborator messages to gather

background information, evidence, and other forms of information necessary for the

study. Messages were sent via electronic mail. The collaborator received the message,

processed any requests, and replied with any necessary information. In addition to

electronic communication, phone calls were used to present and request information. I set

up a phone meeting via electronic mail. Once a phone meeting was scheduled, I called

the collaborator. Following the call, I followed with electronic mail summarizing the

meeting and any steps moving forward. The communication processes depended on the

needs of the situation, collaborator, and researcher. The collaborator shared and provided

significant expertise and contextual insights to support the completion of the study. The

collaborator worked with the organization and served as the director of the CCTT

program for ten years. This extensive experience supported the data collection strategies,

including the appropriateness of measures and outcomes, and providing the documents

necessary to complete the historical data analysis portion of the study.

The collaborator committed to providing the necessary information to complete

the study project. The collaborator was aware of all required processes and steps that

must be completed by the researcher to fulfill the administrative study project

requirements. Further, the collaborator agreed to respond to communications, including providing information, reviewing documents, and providing feedback within a one-week timeline.

Summary

To address the gap in understanding the long-term implications and outcomes of the collaborative model used in the CCTT program, qualitative methods were used to assess whether the program has achieved its intended outcomes. The current literature and empirical research on community collaboration lacked information regarding comprehensive evaluations of collaborative efforts. Collaborative partnerships to address community social problems has become a viable strategy for many public and nonprofit organizations as they work towards serving children and families. To better understand these collaborative efforts, an evaluation through qualitative methods helped to understand the nature of collaboration and its outcomes.

Section 3: Data Collection Process and Analysis

Introduction

The TTCF has identified the importance of implementing collaborative strategies among nonprofit and public organizations with its CCTT program. The nonprofit organization has implemented a collaborative model for 25 years but has yet to complete a comprehensive program evaluation. The organization has been unable to analyze the impact of their efforts, determine the need for altering their activities, and inform the pursuit of additional funding sources without a program evaluation. The current literature on community collaborative models lacks insights concerning the long-term outcomes of such models. A long-term and comprehensive program evaluation addressed this need and determined whether the program had achieved its intended outcomes. The study analyzed how well the stages of collaboration model is working in achieving the program goals and the impact the model has made in the 25 years since its implementation through a program evaluation using qualitative methodologies.

The purpose of this study was to complete a program evaluation to examine the effectiveness of this collaborative model. The program evaluation determined how the CCTT has achieved its desired program outcomes. The goal of the study was to analyze how well the stages of collaboration model has achieved the program goals and the impact the model has made in the 25 years since its implementation. A comprehensive program evaluation provided the organization with a better understanding of the program outcomes.

The program evaluation was guided by conceptual models of collaboration to assess the factors and indicators associated with effective collaboration. Through a historical and retrospective impact evaluation using qualitative methodologies I explored the activities, perceptions, and experiences of CCTT, its work, and the partner agencies of the collaborative. The findings of this study provided an empirical understanding of the effectiveness of the collaboration model for the client organization and its programming and other communities implementing or exploring similar programs.

TTCF is a nonprofit organization focusing on philanthropic endeavors in Truckee and North Lake Tahoe, California. The mission of TTCF is to connect nonprofit and community organizations with funding and resources. Through these grants, local agencies can leverage TTCF funding to meet the needs of the Truckee and North Lake Tahoe community. TTCF funds several impact areas, including animal welfare, arts and culture, community improvement, education, environment, health and human services, and youth development.

Given the organization's high level of accountability to the partners, TTCF must implement appropriate and effective programming. The extensive work of TTCF and the CCTT program in the region supports a significant consideration of how well the organization is achieving its programmatic outcomes and effectively meeting the collaborative needs of the organization. Completing a program evaluation was an essential need for TTCF. As the largest philanthropic foundation that serves the North Tahoe and Truckee region, TTCF plays a pivotal role in nonprofit organizations and public agencies and their work in the region. According to TTCF (n.d.), the CCTT

partners with 40 organizations, agencies, and entities in the region. The partners work in the areas of education, health, social services, public health, and early learning. CCTT holds monthly collaborative and steering committee meetings. Additionally, CCTT oversees seven coalitions, which are smaller collaborative initiatives between the larger collaborative of partners.

The CCTT program is a central program of the TTCF organization. The program has a significant presence within the region. A program evaluation will determine if the current collaborative model is appropriate and if the program is operating effectively. Before the study, the organization had not completed a comprehensive program evaluation, and the study provided the organization with a better understanding of the program impacts and outcomes. TTCF had struggled with establishing a sufficient knowledge base and expertise in how to best measure collaboration. The organization did not have the evaluation tools and strategies to assess collaboration and the collaborative model. Additionally, the organization did not have sufficient resources to complete a program evaluation, including staffing, time, and money. A long-term and comprehensive program evaluation addressed this need and determined whether the program had achieved its intended outcomes.

To better understand the data collection and analysis processes of the professional administration study, I cover the following topics: study questions, sources of evidence, study participants, participant protections, data collection procedures, and data analysis.

Practice-Focused Questions

An evaluation of the CCTT program for the TTCF determined how the program has achieved its outcomes. In an impact program evaluation I analyzed facets of collaboration to understand how well the collaborative model has worked—whether the collaborative was making a difference in the community—and to explored considerations of alternative collaborative models. TTCF had not completed a comprehensive program evaluation since first implementing the program. CCTT was unable to analyze the impact of their efforts, determine the need for altering their activities, and inform the pursuit of additional funding sources without a program evaluation. The current literature on community collaborative models lacks insights concerning the long-term outcomes of such models, including the stages of collaboration model CCTT uses. In the study I analyzed how well the stages of collaboration model was working in achieving the program goals and the impact the model had made in the 25 years since its implementation through a program evaluation using qualitative methodologies.

The study was guided by the following research question:

RQ: How has the CCTT achieved its desired program outcomes?

I formulated the research question based on questions the organization sought to understand regarding the CCTT program, including whether the collaborative model has helped to achieve the program outcomes and improved collaboration with the partners. These questions were further guided by research on measuring the degree, density, and effectiveness of partnerships in the program. These guiding questions prompted the

research question in terms of exploring whether the CCTT program has been successful

in implementing community collaboration.

The purpose of the study was to complete a program evaluation to examine the

effectiveness of the collaborative model used in the CCTT program. The findings from

the analysis provided an empirical understanding of the long-term implications of the

collaborative model. The purpose of these findings was to address this gap in knowledge

and assist TTCF in determining whether the program needed to be altered, an alternative

model was necessary, or to continue the program. A qualitative research design was the

most appropriate for this study because the evaluation was aimed at exploring the

experiences, perspectives, and information related to the program. Further, I used a case

study approach to evaluate the collaborative model using interviews and document

analyses to examine the research question. The case study approach allowed for a

comprehensive understanding of the program and its impact in the larger community.

Analyzing the interviews and documents included reducing the data into themes and

measuring these themes against the desired outcomes of the program.

I used several terms in the administrative study. I used the term collaborative to

describe the 40 public and nonprofit organizations participating in the CCTT program. A

CCTT partner was an organization within the CCTT program. A coalition comprised

partner organizations working together to address a specific need or area in the CCTT

program. Using the literature on collaboration in the field of children and family services,

collaboration was understood to mean how agencies and professions work together

towards common goals while leveraging resources to better serve the whole family

(Gardner, 1998). According to Gardner (1998), systems reform includes changes that support results and accountability, including integrated services, stakeholder involvement, and effective use of resources as an outcome of the collaboration. An important facet of collaboration is the term *collective impact*, which was defined as different sectors and agencies committing to a common plan and purpose for solving a social problem (Kania & Kramer, 2011). The term *clients* was understood as those individuals who receive services or engage with the participating organizations of the CCTT program.

Sources of Evidence

In the study I examined the factors and indicators associated with measuring effective collaboration. Through a historical and retrospective impact evaluation using qualitative methodologies I explored the activities, perceptions, and experiences of CCTT, its work, and the partner agencies of the collaborative. A qualitative research design was the most appropriate for this study because the evaluation was aimed at exploring the experiences, perspectives, and information related to the program. Further, I used a case study approach to evaluate the collaborative model using interviews and document analyses to examine the research question. The case study approach allowed for a comprehensive understanding of the program and its impact in the larger community.

I collected the primary and secondary data through qualitative research methodologies and a case study approach. The qualitative methods included interviews and document analyses. Interviews with key informants, including program stakeholders

such as past program directors, representatives from organizations who are involved in the program, and the individuals who were involved in program development and implementation, helped to provide primary qualitative data. Document analysis included reviewing and analyzing historical documents, such as planning documents, press releases, prior evaluations, grant applications and reports, and public documents for secondary data. The sources of evidence helped me to analyze how the CCTT program has achieved its outcomes by exploring the perceptions and experiences of informants and historical data from a document analysis.

Evidence from interviews and historical documents supported the purpose of the study. The findings from the analysis provided an empirical understanding of the long-term implications of the collaborative model. The purpose of these findings was to address this gap in knowledge and assist TTCF in determining whether the program needs to be altered, an alternative model is necessary, or to continue the program.

Published Outcomes and Research

The following databases and search engines were used to find outcomes and research related to the practice problem and administrative study:

- ERIC
- Google Scholar
- SAGE Journal
- Thoreau Multi-Database
- ProQuest Central
- ProQuest Dissertations & Theses Global

- Dissertations & Theses at Walden University

The following search terms for key concepts related to the topic included:

- child and family organizations

- collaborative organizations

- collaborative partnerships

- collective impact

- community collaboration

- community collaborative

- evaluate collaboration

- evaluation measures

- interagency partnership

- network analysis

- measure collaboration

- program evaluation

- program evaluation case study

- social capital

To search key terms in the identified databases and search engines, the search results were limited to data within the last ten years. Primary sources included journal articles, conference materials, and other published work.

To ensure that the review of literature was exhaustive and comprehensive, the search was focused on the main terms and topics of the review, including collaboration, collaborative, and program evaluation. In focusing on these terms, once no new

information, themes, and ideas were found, then the review was complete. The review

included exploring sources of information, theories, and methods related to the topic.

Once these topics were thoroughly understood, then the review was complete.

Archival and Operational Data

The study examined the factors and indicators associated with measuring effective

collaboration through historical and retrospective impact evaluation using qualitative

methodologies. A case study approach was used to explore the activities, perceptions, and

experiences of CCTT, its work, and the partner agencies of the collaborative. The case

study approach allowed for a comprehensive understanding of the program and its impact

within the larger community. Qualitative data came from interviews and historical

documents. Analyzing the interviews and documents included reducing the data into

themes and measuring these themes against the desired outcomes of the program.

Furthermore, the variables of the study included collaboration, partner

engagement, and program activities. The interviews served as primary data, while the

documents served as secondary data. The interviews were conducted with key informants

who are program stakeholders. Additionally, the historical documents will come from the

organization. The documents were developed by organizational and support staff. The

data was used to analyze the variables and answer the research question.

Using qualitative data in a case study approach provided the necessary

information needed to understand whether the program has achieved its intended

outcomes. Data from a case study approach and qualitative methodologies allowed the

problem to be addressed and researched holistically. By gathering data on the experiences

and perception of interview participants and triangulating this data with the program activities and collaborative efforts from the document analysis, the combined primary and secondary allowed for a comprehensive understanding of the long-term impacts of the program. The combined research methods gathered relevant data to address the research question effectively.

The secondary data came from historical documents that the organization has maintained since the program's inception. The document analysis included reviewing and analyzing historical documents, such as grant and funder reports, prior evaluations, planning documents, and press releases. At the end of each fiscal quarter and fiscal year, the organization completed reports for grants and funders. These reports have been completed by organizational staff and are aimed to accurately report on the quarter and year-end progress of the program. Further, the reports have been reviewed and approved by multiple staff members for overall validity.

Additionally, data from prior evaluations were used for the study. Information from these evaluations had been collected by the organization. The organization has administered evaluations, such as satisfaction surveys, to its partners in order to gather information about their effectiveness and appropriateness. The survey instruments have been developed by evaluators to ensure the validity and reliability of the results.

Lastly, data from archival documents such as event documents, press releases, and planning documents provided data around program activities and outcomes. These documents were developed and dispersed by the organization. These documents were

accurate in representing the program activities and appropriate in representing program outcomes.

In using secondary data collected by the organization, it was important to consider limitations inherent to the data. The documents may be biased, particularly in the parameters for which the documents were completed. The documents may have been developed to meet specific demands and acquire particular results. Additionally, the researcher may have presented bias in how the documents are interpreted. The researcher may have interpreted the documents different from its original intentions. With these limitations acknowledged and addressed, the data from the document analysis was used to triangulate primary data.

To gain access to the secondary evidence, the process began by working with the collaborator to get the information. The researcher signed a form that stated the purpose of using the data and how it will be used. The data from this evidence source had been protected for confidentiality and anonymity. Once the organization agreed to provide the documents, the collaborator sent these documents electronically.

The historical documents from the organization were needed to complete the program evaluation. The program evaluation for the study was a retrospective and long-term evaluation necessitating archival documents to account for the program activities, experiences, and outcomes for the time period under evaluation. The organization has completed an array of documents quarterly and yearly since its inception. These documents provided accurate data from the years prior, given they were completed for a specific time period and will reflect the program during that time. Using historical

documents for secondary data mitigated potential bias and other limitations because

gathering primary data from study participants regarding past experiences and activities

may exhibit such limitations. Thus, historical documents helped to triangulate the study

results to best answer the research questions.

Evidence Generated for the Administrative Study

Evidence generated for the administrative study came from interviews. Interviews

were conducted with key informants to gather primary data necessary to address the

research question. The goal was to choose 10 to 20 participants to complete the

interviews. Interview participants were selected using purposeful sampling to choose

participants who are able to provide insights into the program and their experiences and

perceptions related to the program. Purposeful sampling was based on the individual's

level of engagement and duration of participation in the program. The key informants

included current organizational staff, prior directors of the program, representatives from

partner organizations who participated in more than one aspect of the program. The

participants provided the most accurate representation of how the program has achieved

its results around collaboration, given they directly participate and experience the

program and its outcomes.

These participants provided the most relevant data to analyze the research

questions because these individuals are the informants who have direct experience with

the program. The purpose of the case study approach was to explore the experiences and

activities related to the program in order to evaluate the program comprehensively. Given

their level of understanding of the program, they provided critical insights into how the program has achieved its intended outcomes.

Data Collection Procedures

The current literature and research on community collaboratives and evaluating collaboration lacks interview instruments and tools to analyze historical documents. A semi-structured interview instrument was developed to explore the key informants' experiences of the program, collaboration with partners, and activities. The review of literature and research on measuring collaboration was used to develop appropriate questions. Consideration of the theoretical perspectives and topics related to the study supported the validity of the instruments. Insights from network analysis and social capital theories provided the frame for which questions are developed. Additionally, the research on effective collaboration and program outcomes ensured that the interview instruments are useful in gathering data. Furthermore, the questions reflected the program goals of the CCTT program in order to ensure that data is gathered to evaluate how the program has achieved its intended outcomes.

To support the validity of the information produced by the interview instrument, developing the instrument also relied on previous studies and measures. Much of the research on collaboration has utilized survey instruments. These instruments were helpful in providing key indicators, concepts, and variables to be used in an interview. The instrument included components of prior quantitative research and translated these to qualitative methodologies.

To acquire data through interviews, the timeline for collecting primary data included: (a) one week to collaborate with the client organization to determine key informants for the interviews, (b) two weeks to contact informants and schedule interviews, (c) two weeks conducting interviews, and (d) two weeks to transcribe interviews. Collecting data through document analysis required working with the client organization to gather and analyze all necessary documents relevant to the program evaluation.

The first step in recruiting participants for the administrative study was to work with the collaborator to develop a list of potential key informants and their contact information. The potential participants were initially be contacted electronically. If participants did not respond via electronic communication, they were contacted telephonically. In these communications, the researcher discussed the background and purpose of the administrative study, including the importance of the study to the organization and their work within the community. For many of the participants, the researcher had working relationships with them from prior work in the community. These existing relationships supported in recruiting participants. For those that the researcher did not have an existing relationship, it was essential to provide the necessary study information and the relevance of the study to their own work.

The ethical concerns of the study were addressed through informed consent, participant withdrawal, data retention, protecting confidentiality. Informed consent included providing participants with information about the purpose of the study, the study design, and any potential consequences of participating in the study (Kvale, 2007). All

participants completed a consent form. As part of the consent process, participants were made aware that they may withdraw from the study at any point in the study by written or verbal communication with the researcher. Further, participants were informed that there are no benefits or risks to their participation in the study. All data was retained in password-protected and secured electronic systems. To protect the privacy of participants, all data was anonymous and confidential. Confidentiality was protected by removing any indicators to the participants in data analysis and synthesis.

All approval processes for the study went through the collaborator. The administrative study had been approved by the collaborator and organization. Walden's IRB approval will be reported back to the organization via electronic communication.

Analysis and Synthesis

Analyzing and synthesizing the primary data collected from the interviews first began by recording the interviews using a tape recorder. All recorded interviews were downloaded and transcribed using ATLAS.ti, a computer program for qualitative data analysis. Data was then coded and analyzed in ATLAS.ti. Documents related to the program were selected to provide secondary data. The documents will be tracked using Excel, a spreadsheet program, and an analysis tool. In Excel, all documents were tracked by document type with the coded information from the analysis. For both the primary and secondary data, all data was analyzed and synthesized based on the identified variables and measures, groupings and themes, and triangulation of the results.

The interviews and documents were analyzed separately, coded, and grouped into themes. Each data set was compared through triangulation to identify commonalities,

missing information, and outliers. Any discrepancies identified in triangulation were reported and discussed in the final report. To ensure the integrity of data, it was important for the researcher to routinely review data entries for accuracy, address any errors, and revise data management processes as necessary.

The research question for the administrative study was framed to explore the experiences of program participants and how the program has achieved its intended outcomes. Given the exploratory nature of the study, data analysis focused on coding data into themes related to network analysis, social capital, collaboration, and organizational partnerships. The analysis included exploring the primary and secondary sources of data, using triangulation to confirm the data, and synthesizing the results to answer the research question.

Summary

The data collection and analysis processes for the professional administrative study were framed based on the organizational problem, research question, literature review, and gaps in the literature, data collection procedures, and analysis strategies. The TTCF organization has yet to complete a comprehensive evaluation of its CCTT program. An evaluation of the CCTT program for the TTCF determined how the program has achieved its outcomes. An impact program evaluation analyzed facets of collaboration to understand how well the collaborative model has worked, whether the collaborative is making a difference in the community, and explored considerations of alternative collaborative models. The study was guided by the following research question: How has the CCTT achieved its desired program outcomes? The research

question had been formulated based on questions the organization seeks to understand the CCTT program, including whether the collaborative model has helped to achieve the program outcomes and improved collaboration with the partners.

I collected primary and secondary data through qualitative methods. The qualitative methods included interviews and document analyses. Interviews with key informants, including program stakeholders such as past program directors, representatives from organizations who are involved in the program, and the individuals who were involved in program development and implementation, helped to provide primary qualitative data. Document analysis included reviewing and analyzing historical documents, such as planning documents, press releases, prior evaluations, grant applications and reports, and public documents for secondary data. The sources of evidence helped to analyze how the CCTT program has achieved its outcomes by exploring the perceptions and experiences of informants and historical data from a document analysis.

A literature review of collaboration, collaborative initiatives, and program evaluations provided information for variables and indicators to measure effective collaboration between organizations and program outcomes. Prior research and literature guided data analysis in coding and thematic groupings. Data analysis software and procedures were used to analyze all gathered data. Further, data analysis included triangulation with two data sources to validate the results.

Section 4: Evaluation and Recommendations

Introduction

The TTCF is the only nonprofit organization within the North Tahoe and Truckee region that implements a program focusing on the collaborative efforts of agencies in the area. The CCTT program is a central program of the TTCF organization. The program has a significant presence in the region, supporting collaboration and improving the well-being of families and children for 25 years. A program evaluation determined if the current collaborative model was appropriate and if the program is operating effectively. The organization had yet to complete a comprehensive program evaluation, and the study provided the organization with a better understanding of the program impacts and outcomes. TTCF has struggled in developing evaluation tools to measure the effectiveness of collaboratives and networks, while also finding it difficult allocating staff time and funding to complete an evaluation. A long-term and comprehensive program evaluation addressed this need and determined whether the program had achieved its intended outcomes.

Completing a program evaluation is an essential need for TTCF. As the largest philanthropic foundation that serves the North Tahoe and Truckee region, TTCF plays a pivotal role in nonprofit organizations and public agencies and their work in the region. According to TTCF (2017b), the CCTT partners with 40 organizations, agencies, and entities in the region. The partners work in the areas of education, health, social services, public health, and early learning. CCTT holds monthly collaborative and steering committee meetings. Additionally, CCTT oversees seven coalitions that are smaller

collaborative initiatives between the larger collaborative of partners. Given the organization's high level of accountability to the partners, TTCF must implement appropriate and effective programming. The extensive work of TTCF and the CCTT program in the region plays a significant role in how well the organization is achieving its programmatic outcomes and effectively meeting the collaborative needs of the organization.

TTCF had not completed an impact program evaluation since first implementing the CCTT program. TTCF lacked the knowledge to analyze the impact of their efforts, determine need for altering their activities, and inform the pursuit of additional funding sources without a program evaluation. Further, the organization did not have an understanding of the long-term outcomes of the program. The findings from the analysis will assist TTCF in understanding how well the stages of collaboration model is working in achieving the program goals and the impact the model has made in the 25 years since its implementation.

The program evaluation was an examination of the effectiveness of the collaborative model used in the CCTT program. The current literature on collaborative community models lacks insights concerning the long-term outcomes of such models, including the stages of collaboration model CCTT has implemented. The findings from this analysis provide an empirical understanding of the long-term implications of the collaborative model. The purpose of these findings was to address this gap in knowledge and assist TTCF in determining whether the program needs to be altered, an alternative model is necessary, or to continue the program.

Data Collection

Evidence Generated for Administrative Study

I collected primary and secondary data through qualitative research methodologies and a case study approach. The qualitative methods include interviews and document analyses. Interviews with key informants, including program stakeholders such as past program directors, representatives from organizations who were involved in the program, and the individuals who were involved in program development and implementation provided primary qualitative data. Document analysis included reviewing and analyzing historical documents, such as planning documents, press releases, presentations, meeting notes, prior evaluations, grant applications and reports, and public documents for secondary data. Evidence gathered by exploring the perceptions and experiences of key stakeholders and reviewing historical documents provided the source data for the analysis of how the CCTT program has achieved its outcomes.

A total of ten interviews were completed in the data collection process. The participants varied in their roles, including executive directors, program managers, and program officers. The participants represented partner organizations of the program and previous directors of the program. Additionally, I collected 234 historical and archival documents from the client organization. The documents were organized into the following groups: (a) annual organization reports/assessments, (b) grant reports, (c) meeting notes/presentations, (d) planning/historical documents, and (e) press releases/media. The documents dated back to when the program started in 1996 up to the current date.

Data Collection Instrument

The data collection instrument included a semistructured interview. The interview questions were developed from and guided by the literature on collaboration, network analysis, social capital, and the stages of collaboration model. For interviewees who represented a partner organization, the interview included nine questions and lasted roughly 20 minutes. These nine questions were asked to all participants. For interviewees who were previous program directors and current organizational staff, the interview included additional questions and lasted about 30 minutes (see Appendix for interview questions)**.** The interviews were conducted via phone in a private and confidential location. I conducted all the interviews over a 2-week period.

The historical and archival documents were collected over a 2-month period. Collecting data through document analysis required working with the client organization to gather and analyze all necessary documents relevant to the program evaluation. Documents were collected, organized by document type, and then scanned and uploaded to Atlas.ti for analysis. The client organization compiled all the relevant documents to be used in the study, which included archival documents not digitized and others saved in a shared drive. Once the documents were scanned and saved to a computer, they were organized by document type into five document groups.

The interviews were conducted via phone and recorded using a computer audio recording application. Once the interviews were completed, they were saved and transcribed. Following the transcription, all interviews were uploaded to Atlas.ti for analysis. All of the documents were saved on my computer. Many of the documents were

already digitized. For the documents not digitized, I scanned and saved each document. I then organized the documents by group type and uploaded to Atlas.ti for analysis.

There were no variations in data collection from the plan presented in Section 3. There were no unusual circumstances encountered in the data collection.

Findings of the Interviews

Interview 1 Summary

The first interview was conducted with a director from one of the partner organizations of the CCTT program. The participant and their organization engage in all levels of the program. The interview provided many insights into their experiences as a partner organization and their perceptions of the program. The participant discussed several points of data regarding their goals for participating in the program, what their organization has achieved by participating in the program, and how the program has promoted collaboration for their organization. The participant noted that their organization participates in the program to improve the effectiveness of their programs and services. The interviewee discussed how by participating they can reduce duplication of services and leverage services. Additionally, the participant discussed how the CCTT program allows them to develop relationships to collaborate closely, become aware of resources in the community, receive training, navigate regional problem solving, and engage in funding opportunities. The participant discussed what their organization has accomplished by participating in the program, including cooperation with other agencies and mobilizing their work with other agencies to leverage funding and resources. Lastly, the participant discussed the ways in which the program had promoted collaboration for

their organization. The interviewee highlighted that the program has supported capacity building, regional partnerships, systems and community level solutions with other agencies, and a united voice for the partner organizations.

The interviewee continued with their discussion of their perceptions and understandings of the CCTT program. Firstly, the participant discussed their understanding of the goals of the program being to look at community issues through a regional perspective, support organizations in more focused areas, address gaps in services, and set policy and advocacy goals. Next, the participant discussed the culture of the program as inclusive, collaborative, and dedicated. They also noted that the program is central to policy opportunities, regional data, and supporting how agencies serve the community. Lastly, the participant discussed what they see as supporting an effective collaborative and how the program is meeting those criteria. They discussed the importance of leadership, convening, bringing diverse membership, navigating difficult conversations, educating the partners and community, capacity building, and promoting policy changes. The interviewee noted that they see the program as highly effective in meeting these conditions of an effective collaborative, with feedback around how the program can ensure their sustainability and funding strategies.

The interview was focused on gathering data on the experiences and perceptions of participants to help answer the research question. The research question for the study was:

RQ: How has the CCTT achieved its desired program outcomes?

The question was focused on (a) how the collaborative model has achieved program outcomes and improved collaboration with the partners, (b) how the partners experienced collaboration, and (c) the outcomes from collaboration. There were many themes that emerged from the first interview that aligned with the factors and conditions that support effective collaboration and the indicators of the model of collaboration. For example, there were significant code counts for communication, exchange relationships, partnerships, leveraging resources, and collaborative outcomes. Further, there were significant themes that aligned with changing the rules and changing the system stages of the collaborative model, which are the final stages of the model. The participant was quoted using codes from each thematic code group, indicating that their experiences and perceptions aligned with the desired program outcomes. These findings suggest that the program is effective in promoting collaborating, supporting outcomes for its partners, and meeting community and systems level needs of the region.

Interview 2 Summary

The second interview was conducted with a participant in a director-level position at one of the partner organizations and participates at all levels of programming. The participant discussed their experiences with the program by first noting their goals for participating in the program. These goals included interacting with partners, collaborating on projects and activities, and accessing funding opportunities. When stating what their organization has been able to accomplish by participating in the CCTT program, the participant discussed securing funding, implementing new projects and services, and coordinating with other partners. Further, the participant discussed how the program has

promoted collaboration, specifically in how the program generates opportunities for collaboration and

The participant continued in discussed their perceptions of the program. In response to the question on their understanding of the goals of the program, the participant discussed that they see the program aiming to promote collaboration and collaborative opportunities, integration among the partners, sharing information, building a network, and leveraging resources and funding. Next, the participant discussed their understanding of the program's culture, highlighting how the culture as reflective of the local community, building personal relationships, accessible, innovative, and open. The participant then discussed how they see the program impacting the community in how it supports effective and efficient in coordination, promotes accessible relationships, and creating ways for agencies to best serve the community. Lastly, in response to what they see contributes to an effective collaborative and their perception of the program's effectiveness, the interviewee noted that the components of an effective collaborative include trust, communication, regional visioning, strong leadership, problem solving, and representing the community. The participant noted that they see the program as highly effective in meeting these components, with a desire to have more regional data and dedicating more resources to regional studies.

The interview was focused on gathering data on the experiences and perceptions of participants to help answer the research question. The second interview provided many insights into how the program has impacted their collaboration with other partners and what they have been able to accomplish from this collaboration. The participant

significantly discussed behaviors and attitudes, communication opportunities, and partnerships and relationships that contribute to collaboration, and collaborative outcomes.

The participant also provided findings on the effectiveness of the program. For example, the participant stated, "The collaborative has coordinated so efficiently and very effectively reached out to the partners so that we have access to relationships to actually accomplish project." The findings from the second interview help to understand the indicators associated with the model of collaboration, how the partner has experienced collaboration, and the collaborative outcomes from participating in the program. Furthermore, the participant was quoted using codes from each thematic code group, indicating that their experiences and perceptions align with the desired program outcomes.

Interview 3 Summary

The third interview was conducted with a management-level individual from a partner organization of the CCTT program and participates at all levels of the program. The participant had a long history of participating in the program as a partner organization. They responded to the initial questions about their experiences with the program, by first noting their goals for participating in the program, which included networking at meetings, making connections with other agencies, and getting information to use in their work. The interviewee spoke at length about what they have been able to achieve by participating in the program. These outcomes include integrating programs and services with other partners, educating the community and program partners about

issues, advocating on community issues, participant at varying levels of the program, and building collaborative networks. The participant discussed collaboration further in noting how the program has promoted collaboration in supporting relationships and partnerships with other organizations working on similar issues and servicing similar populations and opened many opportunities for cross-sector communication and trainings.

The interview continued in exploring the participant's perceptions and understandings about the program. In discussing the perceived goals of the program, the participant highlighted gathering data, decision making, networking, and partner support. The participant continued this discussion by further noting that the data collection was less important to them as a partner organization. They saw the networking and resource sharing as the most valuable aspect of the program. The participant discussed their understanding of the culture of the program as one that is reflective of the partner organizations, helpful and supportive, fosters relationships, open to difficult conversations, advocacy, and continually expanding knowledge. Next, the participant highlighted the impact the program has on the community by providing a forum for community work, addressing local issues, and mobilizing agencies towards larger impact. Lastly, the participant described their perception of an effective collaborative as being adaptable, providing connections, and focused on action. The participant ended their response in noting that they see the program as effective in creating opportunity for collaboration, flexible in meeting the needs of the community, and promoting collaboration that helps organizations do their work better.

There were many themes that emerged from the third interview to answer the research question. The research question for the study was:

RQ: How has the CCTT achieved its desired program outcomes?

The most significant factors of collaboration and the program that emerged in this interview included communication opportunities, effective relationships, advocacy, outcomes, structure, shared goals, and community impact. These factors are all important for effective collaboration and collaborative outcomes. The third interview also provided insights into what they perceive as effective in regards the program. The interviewee stated:

> We don't cry about someone's misfortune, we have to what we can do about it. I appreciate that about the collaborative. The collaborative is focused on action. I think that the relationships in the collaborative is valuable and it is about action and positive outcomes.

As a partner who participates in varying levels of the program, the participant discussed the importance of regional decision making and communication opportunities. Lastly, the participant provided feedback regarding the program, noting how they highly valued the resource sharing meetings as an opportunity to network and connect with other partners and wished these meetings allowed for more informal conversation. The third interview provided evidence for how the program has promoted collaboration and the characteristics of effective collaboration. The participant was quoted using codes from each thematic code group, indicating that their experiences and perceptions align with the desired program outcomes.

Interview 4 Summary

The fourth interview was conducted with a director-level partner, who participates at all levels of the program, including several coalitions. The participant discussed many points about what they have experienced by participating in the program. In speaking about the goals for participating the CCTT program, the interviewee highlighted networking, internal and external communications, advocating on issues. The participant discussed how the program has promoted collaboration for their organization by discussing the collaborative environment and how this environment is not something seen in other communities. Lastly, the participant discussed their experience with collaboration by describing that they have deep connections with many of the organizations.

Moving to the questions about the respondent's perceptions related to the program, the interviewee provided many points on how the program is achieving results and their overall effectiveness. In discussing their understanding of the goals of the program, the participant discussed how the program achieves action and addresses needs. The participant further discussed the culture of the program as something that is instilled in the program and about nurturing and growing people, bringing people together. Next, the participant discussed how they see the program impacting the community, with focus on implementing program and services, generating funds, and more integrated community efforts. Lastly, in response the question of what components contribute to an effective collaborative, the interviewee discussed the importance of regular meeting, ensuring diverse membership of partners, and partnering with the appropriate

stakeholders. The participant noted that they see the CCTT program as very effective in meeting these components and creating more focused strategies and impact with coalition work. The interview ended with the participant expressing concern about the sustainability of the program and how the coalitions will continue to function into the future.

Several themes emerged from the fourth interview that address the research question. The interview was focused on gathering data on the experiences and perceptions of participants to help answer the research question: How has the CCTT achieved its desired program outcomes? The participant had significantly high code counts in the areas of the benefits of participating in the program, communication opportunities, communication characteristics, varying aspects of relationships and partnerships, shared visions and goals, aspects of structure, and indicators of the model of collaboration. For example, the participant explained, "The communication is all about follow up. There is also always the invitation to be present and there's an understanding that you won't be persecuted for not being there. The communication is also representative and includes the right people." Additionally, they stated, "If you look around the community, you wouldn't have a lot of these programs without the collaborative. My program for example, it came out collaboration and partnerships between agencies." The participant was quoted using codes from each thematic code group, indicating that their experiences and perceptions align with the desired program outcomes.

Interview 5 Summary

The fifth interview was conducted with an executive-level employee of a partner organization who engages in the program at all levels. The participant discussed their experiences with the program by first noting their goals for participating in the program. These goals included fostering relationships with partners, more efficiently delver services, and integrate efforts with partners. By participating in the CCTT program, the participant explained that their organization has been able to accomplish many things, including regional events, integrated partnerships, and effectively meeting the needs of community members. The participant continued to discuss experiences with the program and responded to a question about how the program has promoted collaboration. The participant discussed how the program has allowed for resources sharing, decision making, coordination between agencies, and creating opportunities for partnerships. The interviewee discussed their collaboration with other organizations, stating that their organization has longstanding partnerships and exchange relationships with many partner agencies, while other partnerships about resources and information sharing.

In discussing their understanding of the program's goals, the participant stated they see the goals as providing a forum for discussions to solve community issues, providing education and workshops, and providing strategic and coordinated efforts among the partner. Moving to their perception of the program's culture, the participant discussed that the culture is reinforced by the program's leadership and that it is inclusive and promotes the needs of the most vulnerable. The participant discussed their perception of how the program meets the needs of the community and makes community impact in

discussing the projects and programs that were supported by the program, the cross-referral processes between agencies, and the leveraging of resources. Lastly, the participant discussed their perception of what components make for an effective collaborative by highlighting the importance of communication, inclusivity, and strategic thinking. The participant noted that they see the program effective because so many agencies choose to be a part of the program. They also noted that given the unique facets of the community, the program is essential to bridge connections and take action.

The interview was focused on gathering data on the experiences and perceptions of participants to help answer the research question. There were many themes that emerged from the third interview to answer the research question. The research question for the study was:

RQ: How has the CCTT achieved its desired program outcomes?

The most significant themes emerging from the interview include culture, communication opportunities, exchange relationships, effective relationships, outcomes, leveraging resources, and indicators for all stages of the collaborative model. In discussing their relationships and partnerships, the participant stated, "We foster relationships with our community partners and more efficiently deliver services. There's a lot of overlap for many nonprofits, so it's nice to streamline offerings so we aren't duplicating services." They continued to discuss the outcomes they have been able to achieve though collaboration and participating in the program, including hosting information gathering sessions, integrated programs and services, exchange relationships with other agencies, and close relationships with agencies that make their work less

difficult. The quotations from the fourth interview were coded from each thematic code group, indicating that their experiences and perceptions align with the desired program outcomes.

Interview 6 Summary

The sixth interview was conducted with a manager from a partner organization who participants in all varying levels of the organization. In discussing their experiences participating in the program, the participant first began by discuss their goals for participating. These goals included gaining a community perspective, coordinating relationships, and strengthening services and programs through collaboration. The participant discussed the ways in which the program has promoted outcomes for their agency, including aligning efforts, meeting the needs of the community, and mobilize resources. Further, the participant discussed how the program has promoted collaboration, specifically in communication opportunities, problem solving, support networks, promoting information, cross-referrals, and education. The program has allowed the partner agency to regularly communicate with other organizations, collaborate on initiatives, problem solve on issues, and more efficiently deliver services.

The interview continued into questions about the participant's perception about various aspects of the program. The participant discussed their understanding of the goals of the program to include steering collaborative efforts, supporting a healthier community, facilitating community conversations, addressing gaps, and generating funds for partners. In describing the culture of the program, the participant discussed inclusiveness, forward thinking, innovation, action, and outcomes. The participant

discussed how the program impacts the community and meets the needs of the

community by providing targeted fundraising, facilitating collaborative efforts,

addressing gaps in the community. In discussing the components of an effective

collaborative, the participant highlighted the importance of leadership, consistency,

adaptable to problems, facilitating difficult conversations, and fostering partnerships. The

participant closed the interview by discussing the importance of the program in piecing

together the varying entities in the region. They also noted the effectiveness of the

program, discussing how they thought there would be more disparities and less impactful

services without the program.

　　　　The sixth interview again focused on gathering data on the experiences and

perceptions of participants to help answer the research question. The research question

for the study was:

　　　　RQ: How has the CCTT achieved its desired program outcomes?

The interview provided significant findings in the areas of benefits of participating in the

program, all aspects of communication, exchange relationships, integrated partnerships,

advocacy, community impact, shared goals, outcomes, capacity building, leveraging

resources, and structure. Further, the finding demonstrated that the experiences of the

participant align with each stage of the collaborative model. For example, the participant

discussed the benefits of the program and its impact on the community by stating, "It's

really important in the area, where there is minimal services. The collaborative, the

coordinated relationships, and the community partners really strengthens the services that

are available to the community." The participant discussed each area of effective

collaboration, with quotes identified from each thematic group which provide findings to support the program's effectiveness.

Interview 7 Summary

The seventh interview was conducted with a director from a partner organization which participates in various aspects of the program including several coalitions, and a former director of the program. The participant discussed their experiences with the program in discussing the goals for participating, including to connect with partners to better serve their clients, align resources, leverage funding, and understand larger community issues. In discussing what their organization has achieved by participating in the program, the participant discussed how their organization's programs would not be in existence without the program. They noted that their programs and services were a direct result of identifying needs, leveraging resources, and securing grant funding. When asked about how the program has or has not promoted collaboration for their program, the participant discussed how the program has linked them to funding opportunities, promoted involvement in coalitions, and supported their work in advocacy efforts. Lastly, as the participant discussed their connection and partnership with other agencies, they discussed that they are more strongly connected to organizations that serve similar clients and engage in strategic efforts in coalitions.

Transitioning to the questions on the perceptions of the program, the participant discussed what they see as the goals of the program. The participant noted that the goals of the program include promoting collaboration across the region to decrease duplication of services and increase leveraging, creating a united voice for the region, facilitating

conversations, communication between partners, and creating a culture of collaboration. In discussing the culture of the program, the participant highlighted the culture is about working together, engaging in meaningful collaboration, taking risks, working towards the greater good, and a shared value for collaboration. The interviewee then discussed the impact they see the program having on the community. These impacts include assessing community needs and convening partners to help facilitate responses. Additionally, the participant discussed how the program helps to organize responses, facilitate conversations, generate funding, and develop and implement new programs and services. Lastly, in discussing their perception of an effective collaborative, the participant highlighted the importance of building collaborative relationships, advocating for resources, and results-based accountability. The participant expressed their perceptions of the program noting that the program does amazing work and also commenting that they see the need for expanded infrastructure for sustainability of the program.

As a prior director of the program, the participant was asked three additional questions specific to this role as the director of the CCTT program. The participant was asked how collaboration was conceptualized and experienced during the early years of the program. They discussed the stages of collaboration model, stating they believed the program was at the first two stages, exchange of information and joints projects phases. In response to a question about the extent to which partner organizations were coordinating and collaborating during their time as the director, the participant discussed that partners were coordinating activities on specific projects, with a lack of shared goals and visions. The participant continued to note their observations in how the program has

moved from joint projects to more integrated and systems level outcomes. Lastly, in response to the question about any outcomes the program achieved during their time as director, the participant noted that these outcomes were focused on program development and issue-based outcomes.

The seventh interview again focused on gathering data on the experiences and perceptions of participants to help answer the research question. The seventh interview provided further findings from the additional questions that were specific to prior program staff. The research question for the study was:

RQ: How has the CCTT achieved its desired program outcomes?

The participant discussed each area of effective collaboration, with quotes identified from each thematic group which provide findings to support the program's effectiveness. The interview had significantly high code counts in the benefits and alignment, communication opportunity, outcomes, capacity building, strategic planning, effective relationships, exchange relationships, and community impact codes. Furthermore, the interview provided findings related to the stages of collaboration model and how the program has progresses through each stage, adding to the retrospective nature of the study. For example, the participant was quoted:

> Before, I felt like the collaborative was much more around projects. Which is great. It got many people at the table working together. It was much more kid focused. And then eventually we were evolving it into more community. And I feel like right now there's much more diverse membership with the different partners at the table than what happened in the past.

The interviewee also discussed how the program has progressed by noting:

> In the beginning, partners were definitely coordinating, but it was more around
> the specific projects. It wasn't as much of shared goals. Now it's the level of
> services integration that we were just talking about before. We did a lot of
> program development. We were advocating for the region to have a certain
> percentage of funding. It was more around issue-based. It's much more
> sophisticated now.

These findings suggest that the program has progressed through the stages of collaboration model, providing further insights into the indicators and outcomes of each stages.

Interview 8 Summary

The eighth interview was conducted with an executive director from a partner organization who participants in all varying levels of the organization. The interviewee has participated in the program in different roles with their organization, including as a service provider, manager, and director. The participant provided many insights regarding their experiences with the program. In discussing their goals for participating in the program, the participant noted they use the program to collaborate and partner with other organizations, participate in trainings, and develop professional relationships and partnerships. The participant discussed what their organization has been able to accomplish by participating, including developing and implement innovative service models, accessing trainings and conversations, and engaging in problem solving processes. Next, the participant discussed how the program has promoted collaboration

for their organization by discussing the importance of the varying levels of participation and interaction which allows themselves and their staff the opportunity to interact and participate. Lastly, the participant described their connection with other organizations, noting that they have strong partnerships with many of the partners and works closely with many of the partners.

The interview continued with questions specific to the participant's perception and understandings of the program. In discussing their understanding of the goals of the program, the participant discussed the influence of the strong leadership in the program's adaptability to current trends and frameworks and using principles that help the partners work better together. The participant discussed the culture of the program as welcoming, inclusive, equity-based, and supportive. In response to the question about how the program impacts the community, the participant highlighted that the program supports the people who are providing programs and services. They also discussed how the program is able to support organizations, provide opportunities to learn best practices, and drives funding opportunities which all in turn impact the community. Lastly, the participant explained the components of an effective collaborative to include open communication, an equity framework, willingness to engage in difficult conversations, strong values for community and service, and joy. They discussed how they feel the program is highly effective in those areas, including the program's ability to address gaps in services and bring partners together.

The eighth interview again focused on gathering data on the experiences and perceptions of participants to answer the research question. The research question for the study was:

RQ: How has the CCTT achieved its desired program outcomes?

The interview provided significant findings in the code groups of behaviors and attitudes, communication, partnerships, purpose and evaluation, resources and structure. Of the 20 quotations coded from the interview, the highest specific codes included culture, communication opportunities, effective relationships, exchange relationships, capacity building, benefits, outcomes, and shared goals. These findings align with the conditions and indicators that contribute to effective collaboration and community collaborations. Further, much of the interview demonstrated outcomes and indicators associated with the last stage of the collaboration model. For example, the participant discussed the creation of new service models and organizational integration that took place with the guidance of the program, suggesting that the program has outcomes associated with changing the rules and changing the system. Overall, the interviewee discussed each area of effective collaboration, with quotes identified from each thematic group which provide findings to support the program's effectiveness.

Interview 9 Summary

The ninth interview was conducted with a director from a partner organization which participates in various aspects of the program including several coalitions, and a former director of the program. The interviewee has participated in the program in different roles with their organization, including different partner organizations and roles

within those organizations. The participant responded to several questions about their experiences with the program as a partner organization. To begin, the participant their goals for participating in the program to include building relationships, strategically aligning resources to address community needs, and more effectively meet needs and provide services. The participant explained what their organization has been able to achieve my participating in the program, including securing funding, participating in regional meetings, and implementing new positions. In discussing how the program has promoted collaboration for their organization, the participant highlighted that the program has been instrumental in building stronger relationships across the region, holding agencies accountable, integrating services, and advocating for resources.

Transitioning to the questions about the participant's perceptions of the program, the participant discussed the goals of the program to be about how to best support the community, prevention and intervention strategies, aligning providers towards shared outcomes, and shared understandings of data and measures. The participant described the culture of the program to be connected, collegial, caring, conscientious, capacity to have difficult conversations, and collective decision making. In discussing how the program impacts the community, the participant discussed that the program works behind the scenes and is the central entity that gets something done in the region. They further spoke about how the program has a pulse on the community, are able to convene the partners to implement changes, and advocating for resources in decision making conversations. Lastly, the participant discussed what components they see make up an effective collaborative, including trust, respect, clear communication, strong leadership, driving

change, and engagement. The participant explain they see the program extremely effective in meeting those components.

As a prior director of the program, the participant was asked three additional questions specific to this role as the director of the CCTT program. The participant was asked how collaboration was conceptualized and experienced during the early years of the program. They explained that the program was focused on relationship building and collective action. This phase of the program included tangible projects and convening difficult conversations. In discussing the extent that partners were coordinating and collaborating when they were the director, the participant highlighted how the partners worked together to allocate funding, building consensus around how to best use resources, and developing trust with one another. Lastly, in response to a question about the outcomes the program achieved, the participant explained how the program advocated for funding, addressing gaps in services and programs, and collectively aligning agencies.

The ninth interview again focused on gathering data on the experiences and perceptions of participants to help answer the research question. The ninth interview provided further findings from the additional questions that were specific to prior program staff. The research question for the study was:

RQ: How has the CCTT achieved its desired program outcomes?

The participant discussed each area of effective collaboration, with quotes identified from each thematic group which provide findings to support the program's effectiveness. The interview had significantly high code totals in benefit and alignment, communication opportunities, adaptability, partnerships, advocacy, shared goals, outcomes, and advocacy

codes. the interview provided findings related to the stages of collaboration model and how the program has progresses through each stage, adding to the retrospective nature of the study. For example, the participant was quoted:

> The collaborative creates a connectedness of agencies and ease of getting programs implemented. And changes are made that don't exist when you don't have a collaborative. Also, I think it plays a huge element in advocating for their share of resources. The collaborative is a critical player in conversations over the years that articulate the big picture.

With quotes like this, the participant is speaking to many of the indicators associated with the stages of collaboration model. These findings suggest that the program has progressed through the stages of collaboration model, providing further insights into the indicators and outcomes of each stages.

Interview 10 Summary

The tenth interview was conducted with a director from a partner organization. The interviewee is also a current staff member of the organization under study. This interview provided several perspectives, including that of a participating organization in the program and staff member of the TTCF. The participant responded to several questions about their experiences with the program as a partner organization. In discussing their experiences, the participant explained their goals for participating in the program to include attending the resource sharing meeting, staying up to date on community issues, and remaining current on the work of the partner organizations. The participant discussed what they have been able to accomplish by participating in the

program by highlighting that the program supports their strategic planning, aligning goals and visions, and collaborating with other agencies for outcomes. Next, the participant explained how the program has promoted collaboration for their organization in discussing that the program creates a space for ideas to grow and to collaborate with other organizations to take action. They added that because all of the partners are so willing to collaborate, it makes it easier to mobilize ideas and resources. The participant then responded to how they collaborate with other agencies. They explained that the program essentially informs all of their program activities and provides the foundation for their work.

The participant continued with their responses, moving to questions regarding their perceptions of the program. The participant discussed their understanding of the goals of the program to include providing a framework for agencies to operate in, remaining consistent, building consensus, and operating fairly and equitably. In discussing the program's culture, the participant noted how they see the culture as open, adaptable, and a strong value for collaborating. When asked how they see the program impacting the community, the participant discussed how the program provides advocacy and regional representation and data collection that is used for grant writing and donor outreach. Lastly, the participant discussed the components they see that make up an effective collaborative. These components included trust, authenticity, common goals, consensus, innovation, diverse membership, and dedicated partnerships.

As a current staff of the organization, two additional questions were asked to the interviewee. First, the interview was asked about how they have seen the program

impacting community over time. The participant noted that the program has strengthened

over time, built membership and partnerships, facilitated strong leadership, served as s

source of information and guidance, and provided a voice for the community. Next, the

interviewee discussed the outcomes they have seen the program achieving at varying

levels, including the agency and system levels. The participant explained that they see the

program has provided a collaborative framework for agencies and they have built a

strong collaborative system of agencies. They noted that the program has shared

measures of success to better assess the community's well-being. Additionally, they

noted that the program has been able to achieve many things by providing advocacy for

funding and resources in the community.

The tenth interview again focused on gathering data on the experiences and

perceptions of participants to help answer the research question. The tenth interview

provided further findings from the additional questions that were specific to prior

program staff. The research question for the study was:

RQ: How has the CCTT achieved its desired program outcomes?

The participant discussed each area of effective collaboration, with quotes identified from

each thematic group which provide findings to support the program's effectiveness. The

interview had significantly high code totals for the benefits and alignment, culture, shared

values and principles, adaptable, communication opportunities, partnerships, advocacy,

community impact, shared goals, capacity building leveraging resources, governance, and

strategic planning codes. Given that the participant had been with the TTCF for almost 20

years, they provided many findings about how the program has evolved and the current

program outcomes. In explaining the commitments from partner organizations and what collaboration looks like for these organizations, the participant stated:

> We were at a meeting for a grant audit with many of the collaborative's partner agencies. We all came in and were sitting at a table to answer questions. We had all the grantees there and it just naturally occurred that they started talking about their collaboration without even need to and the auditors were absolutely blown away because this what they had envisioned and had no idea it could actually work this way.

In discussing how the program has created shared goals and measurable outcomes, the participant stated:

> I think the report cared and data collection that the collaborative came up with to measure are all shared. Everyone agreed on what they were going to measure and why. So again, it just plays to the strength of collaboration that they hone down to the indicators that thy could measure progress or digression. This shows how the program is addressing those larger community needs, it's something bigger than each individual agency alone.

The participant is speaking to many of the indicators associated with the stages of collaboration model. These findings suggest that the program has progressed through the stages of collaboration model, providing further insights into the indicators and outcomes of each stages.

Interview Data Analysis

Data analysis of the interviews was based on the literature surrounding

collaboration, including the factors that contribute to effective collaboration and

collaborative impacts and outcomes and the principles of network analysis and social

capital theoretical frameworks. These conceptual models and theoretical frameworks

helped to define the codes used in the data analysis. In the analysis process, the data was

analyzed by coding interview quotations. From these code groups and codes, major

themes emerged in relation to the model of collaboration implemented by the program to

understand how effective the program has been since its inception.

The interview data demonstrated significant outcomes and effectiveness in the

following areas, with these themes discussed and reported, and specific attention looking

at how these themes are evident in the interviews. The specific codes that were most

significant in the data include communication opportunities, effective partnerships,

exchange relationships, shared goals and vision, outcomes, capacity building, advocacy,

community impact, benefits and alignment, and culture. Each specific code and code

groups were found in all of the interviews. All of the code groups were evident in the

interviews. The code groups that included the majority of the specific codes in all of the

interview include, behaviors and attitudes, communication, partner membership and

partnership, structure, purpose and evaluation, and resources. The themes included: (a)

Purpose and Evaluation, (b) Partner Memberships and Partnerships, (c) Communication,

(d) Behaviors and Attitudes, (e) Environment, (f) Resources, and (g) Structure. The seven

main themes are further explored by the indicators and factors that are related to and

contribute to that particular themes. These factors and indicators are what contributes to collaboration and community collaboratives. These findings are discussed further in the Findings and Implications section.

There were few discrepant cases in the analysis of the interview. As part of each interview, all respondents were asked if there was anything else they would like to add that they thought would be helpful to the program evaluation or overall study. Four of the interview participants had additional commentary. These participants provided several pieces of feedback about the program. They also provided insights to suggest their perception of the program's effectiveness. The discrepant cases are factors are addressed in the triangulation analysis of the interviews and historical document. Further, these cases are factored into the later recommendations.

Findings and Implications

The interviews and historical documents were analyzed and triangulated to explore the effectiveness of the program and further understand how the program has achieved its outcomes. The findings are result of analyzing ten interviews and 234 historical documents. Data analysis was based on the literature surrounding collaboration, including the factors that contribute to effective collaboration and collaborative impacts and outcomes and the principles of network analysis and social capital theoretical frameworks. These conceptual models and theoretical frameworks helped to define the codes used in the data analysis. In the analysis process, the data was analyzed by document type and groups, individual codes and code groups, and codes across all documents in triangulation. From these analyses, the data collected is synthesized and

reported into major themes and in relation to the model of collaboration implemented by

the program to understand how effective the program has been since its inception. The

code groups used in the analysis are presented as themes, further dissected by specific

codes and document types. Lastly, the findings are presented in relation to the model of

collaboration used in the program to further understand how the program has transitioned

through the model and achieved its program outcomes.

Themes

The program demonstrates significant outcomes and effectiveness in the

following areas, with these themes discussed and reported, with specific attention looking

at how these themes are evident in the interviews, historical documents, and across the

entirety of the data. The themes included (a) Purpose and Evaluation, (b) Partner

Memberships and Partnerships, (c) Communication, (d) Behaviors and Attitudes, (e)

Environment, (f) Resources, and (g) Structure. The seven main themes are further

explored by the indicators and factors that are related to and contribute to that particular

themes. These factors and indicators are what contributes to collaboration and community

collaboratives. See Table 1 for this list and the subsequent discussion of the findings for

each theme.

Table 1

Major Themes and Indicators

Major theme	Indicators and factors associated with major theme
(1) Purpose and evaluation	• Shared goals and vision • Joint accountability • Shared indicators and measures • Outcomes • Importance of data • Advocacy • Community impact
(2) Partner membership and partnerships	• Diverse membership • Effective relationships • Vertical and horizontal integration • Relationship characteristics • Exchange relationships
(3) Communication	• Opportunities • Characteristics • External • Internal
(4) Behaviors and attitudes	• Trust and respect • Shared culture • Values and principles • Benefits and alignment
(5) Environment	• History of collaboration • Assess and adapt • Leadership • Conditions for collaboration
(6) Resources	• Training • Partner commitments • Capacity building • Leverage resources • Program sustainability • Financing and budget
(7) Structure	• Groups • Strategic planning • Decisions • Shared screening and assessments • Governance • Shared data

Purpose and Evaluation

The purpose and evaluation of collaborative programs are critical factors to ensuring collaboratives achieve their intended outcomes. As part of this theme, several conditions are needed to support collaboration, including shared goals, joint accountability, shared indicators and measures of impact, outcomes from collaborative efforts, cross-system data collection, advocacy, and community impact (Gardner, 2998; Mattessich & Johnson, 2018; National Research Council, 1991). These factors of a shared purpose and common evaluation efforts were a significant theme that emerged in the interviews and historical documents and illustrated where certain factors were stronger than others.

The interview data provided evidence that the aspects of purpose and evaluation were common conditions experienced by all interview participants. All participants discussed how the program was achieving community-wide impact in meeting the needs of the community and addressing the big picture of the region. Additionally, all participants discussed the outcomes their agency has been able to achieve because of their participation in the program. For example, of the 70 quotes about outcomes, participants highlighted how the program promoted collaboration with other partners and the outcomes of these partnership. One participant discussing what their organization has been able to accomplish by participating in the program noted, "you can use our new agency as an example. You used to go to three different places to get services. Now you only go to one. I don't think any of that would have happened without the collaborative support." Another participant discussed the importance of the program stated, "The

collaborative has been instrumental in assessing needs, convening conversations of

partners, and then helping to facilitate responses. We did not have so many of our

initiatives, coalitions, or organizations before the collaborative." Others discussed

outcomes around funding, merging agencies, professional connections, network building,

leveraging resources, communication with partners, strategic action, joint projects,

regional representation and advocacy, and data collection.

Although not discussed in every interview, the conditions of advocacy, shared

measures and indicators, and shared goals and vision emerged in eight of the ten

interviews. Lastly, six of the ten interview participants discussed joint accountability and

the importance of data. The distribution of the codes within the purpose and evaluation

code group are presented in Table 2.

Table 2

Number of Quotations and Percentages of the Purpose and Evaluation Codes From

Interviews

Purpose & evaluation code	Total number of quotations from interviews	Percentage total
Accountability	9	3.46%
Advocacy	44	16.92%
Community impact	48	18.46%
Data	8	3.08%
Goals and vision	66	25.38%
Measures	15	5.77%
Outcomes	70	26.92%
Totals	260	100.00%

The purpose and evaluation theme also emerged significant in the document

groups. All six historical document groups supported this theme in demonstrating how

the program has achieved aspects of purpose and evaluation since its inception. The

highest code counts in this grouping included outcomes, shared goals and vision, and

advocacy. The analysis from the historical documents supports the evidence from the

interviews with substantial triangulated evidence that the program is effective in

advocacy, community impact, shared goals and vision, shared measures, and outcomes.

As evident in the interviews, the historical document groups lacked in findings for joint

accountability and the importance of data. Although these factors were present in some of the data sources, they did not present themselves significantly across the interviews and document groups.

Partner Membership and Partnerships

The membership of the partners in the program and how the partners collaborate contribute to effective collaborative outcomes. For the program, it is cross-sector and diverse members, relationships, and integration that promote collaboration and help to understand how these aspects of collaboration impact the partners and the community. Gardner (1998) notes that a strong collaborative program needs to have members who represent the community and pr0mote linkages between cross-sector members. Further, the extent of these relationships, integration with similar and different organizations, connectedness and cooperation, how partners collaborate and coordinate, and how the program promotes the extent of partnerships culminate to support collaborative outcomes (California School Boards Association, 2009; Children and Family Futures, 2011; Gardner, 1998; National Research Council, 1991; United Way of Greater Milwaukee, 2009). The partner membership and partnerships theme was a significant finding in the interviews and the historical documents. The findings include all of factors that are important for collaboration under this theme, including cross sector membership, the extent of work with other partners, the integration with other partners, the relationship characteristics, and the exchange relationships promoted by the program.

In each of the interviews, all participants discussed evidence of membership and partnerships. Additionally, this theme was evident in all document groups. The five codes

of this group all showed high counts and significance in all indicators of membership and partnerships. Each of the ten interview participants discussed facets of partnerships and their experiences in these relationships, which indicate effective collaboration. As one participant discussed:

> Our participation in the collaborative allowed us to be very aware of the resources available in the community. It also enabled us to develop relationships with key partners so that we could collaborate closely, both as formal funding partners and with less formal agreements.

Additional participants discussed how the program has fostered relationships to more efficiently deliver services, addressed gaps in services and programs, enhanced referral process for clients, more effectively problem solved community issues and provided opportunity for advocacy, and created a space for networking, decision-making and sharing information. Table 3 shows the coding breakdown of the theme in each document group, including the interviews, with the absolute number of coded quotations and percentage totals.

Table 3

Indicators of Partner Membership and Partnerships in Each Document Group

Indicators of partner membership and partnerships	Annual organization reports/assessments (number of documents = 25)	Grant reports (number of documents = 12)	Interviews (number of documents = 10)
Characteristics	3	1	69
Effective relationships	4	2	56
Exchange relationships	13	7	67
Membership	10	4	51
Vertical/horizontal integration	7	4	34
Totals	37	18	277

Indicators of partner membership and partnerships	Meeting notes/ presentations (number of documents = 81)	Planning/ historical (number of documents = 29	Press releases/ media (number of documents = 87)	Totals / percen tages
Characteristics	40	15	13	141/2 1.93%
Effective relationships	4	18	20	104/1 6.17%
Exchange relationships	6	20	21	134/2 0.84%
Membership	79	15	19	178/2 7.68%
Vertical/horizontal integration	11	14	16	86/13. 37%
Totals	140	82	89	643/1 00%

The effectiveness of the factors associated with memberships and partnerships were further confirmed in the historical documents. All of the characteristics of effective partnerships, relationships, and integration were evident in all of the historical document groups. Membership and partnership had high code counts amongst the identified themes, demonstrating that the program has improved collaboration among the participating organizations. These indicators were further evident in the historical documents dating back to the early years of the program and the theme continued to expand to the most current documents and interviews.

Communication

Various characteristics of communication have been shown to be strong indicators of effective collaboration and community collaboratives. Much of the research and empirical knowledge on collaboration and conceptual models reiterate the importance of effective communication in community collaboratives, highlighting factors such as the opportunities for communication, characteristics of communications that inclusive and neutral, and efforts towards internal and external communications (Children and Family Futures, 2011; National Research Council, 1991; United Way of Greater Milwaukee, 2009). Communication is a key factor in successful partnerships and collaborative relationships, and a theme that emerged strongly in the data.

The theme of communication emerged as a theme in all of the interview narratives. The participants each discussed how the program creates opportunities for communication, such as convening, sharing information, networking, and making

connections and ties with other partner organizations. Participants also discussed

communication characteristics of the program, noting that communication is open,

inclusive and neutral. One participant stated, "because of the collaborative, with their

monthly resource sharing meeting or steering committees, there is a lot of information

sharing, but also coordination of strategies and services." Another participant noted the

importance of the program in communication opportunities, stating:

> They will keep me in the loop with communications and of any kind of funding
>
> opportunities or new initiatives that might be happening in the community,
>
> inviting me to the table to a part of the conversation, and that directly influences
>
> the work we do.

Further, all factors and indicators of communication were evident in all

interviews, with significant quotations and codes in each interview, particularly high in

communication opportunities and characteristics. Table 4 includes the distribution of the

communication theme in the interviews.

Table 4

Total Number of Quotations and Percentages in Communication Codes From Interviews

Communication code	Total number of quotations from interviews	Percentage total
Characteristics	43	24.43%
External	17	9.66%
Internal	27	15.34%
Opportunities	89	50.57%
Totals	176	100.00%

The historical and archival documents confirmed the findings on communication from the interviews. All factors of communication were evident in each of the document groups. The annual reports, grant reports, meeting materials, planning documents, and press releases document groups all exhibited instances of regular communication opportunities to convene and share, external publications such as newsletters and media coverage, internal communications such as newsletters and meetings, and planning documents highlighting communication principles such as inclusivity and neutrality. Communication is a significant facet of the program, emergent in the interview narratives and confirmed across multiple documents. For example, communication opportunities, internal communications, and external communications appeared over 50% of the documents and 100% of the document groups. These results, in combination with the

interview findings, confirm that the program is succeeding in outcomes related to communication.

Behaviors and Attitudes

The behaviors and attitudes shared by the program participants and instilled by the program in its activities appeared throughout the data. According to Children and Family Futures (2011), to improve the outcomes of collaborative efforts, partners need to develop a shared culture, cultivate trust and respect, work toward common values and principles, and have the perspective that their organization benefits and aligns with the program. Collaborations are successful when partners see collaboration as beneficial, understand the culture of the collaborative, and express mutual trust and understandings (Ray & Winer, 1994). The interviews and historical documents included these factors of behaviors and attitudes that contribute to effective collaborations.

Interview participants recognized and discussed aspects of their individual and organization's behaviors and attitudes about their participation in the program. All participants spoke about the culture of the program, common values and principles, and trust and respect between partners. Additionally, nine of the ten participants expressed the benefits they see in participating in the program and how the program aligned with the work of their own organization. Numerous participants discussed the culture of the program as inclusive, consistent, open, respectful, innovative, adaptable, and reflective of the community and partner organizations. Participants reported that there is value around building relationships and strong principles for working together. Further, participants largely discussed how participating in the program was beneficial and how their work

aligned with the program. One participant explained such benefits and alignment by stating, "We need to work in a collaborative environment. That's the only way you can get things done." Another participant echoed this perspective in explaining, "the coordinated relationships with the collaborative and the community partners really strengthens the services in the Tahoe Truckee community." Finally, one participant discussed the importance of participating in the program because of its culture and principles, sharing, "There is such an openness and a sharing. You can turn around and pick up the phone or meet with another agency, there's a joint effort in addressing issues and sharing the load." These facets of the behaviors and attitudes shared by the participants demonstrate that their experiences and perceptions align with the factors that influence effective collaboration and community collaboratives.

The strongest indicator of the behaviors and attitudes theme in the historical documents was culture. As demonstrated in the historical documents, the program has been able to develop and cultivate a shared culture of norms and understandings. The culture of the program was particularly evident in the meeting notes and presentations group, while also present in all other document groups. The additional indicators in this theme were also identified in multiple document groups, as shown in Table 5. The findings from data revealed a significant trend of consistent behaviors and attitudes embedded in the program. The findings from the historical documents are consistent with the interviews, demonstrating how the program's shared culture, the trust and respect between culture, the commonly held values and principles, and how the participants view

their participation as beneficial and aligning with their organization are evident and support the successful outcomes and components of the program.

Table 5

Indicators of Behaviors & Attitudes in Each Document Group and Code Counts

Indicators of behaviors and attitudes	Annual organization reports/assessments (number of documents = 25)	Grant reports (number of documents = 12)	Interviews (number of documents = 10)
Benefit/alignment	1	0	62
Culture	7	0	51
Trust/respect	1	0	26
Values/principles	14	2	41
Totals	23	2	180

Indicators of partner membership and partnerships	Meeting notes/ presentations (number of documents = 81)	Planning/ historical (number of documents = 29	Press releases/ media (number of documents = 87)	Totals/ percentages
Benefit/alignment	6	3	3	75/23.29%
Culture	43	8	1	110/34.16%
Trust/respect	14	3	0	44/13.66%
Values/principles	17	11	8	93/28.88%
Totals	80	25	12	322/100%

Environment

A significant component from the literature and research on collaboration is the environment. The environment, including the conditions which collaboration take place, support effective community collaborations. Successful and impactful collaborations need to have strategies to assess needs and adapt to changes, a history of collaboration, appropriate leadership, and the conditions that a favorable to collaboration (California School Boards Association, 2009). The study aligned with prior research, with emergent indicators including the social and economic conditions of the nonprofit and public sector, the ability of the program to adapt to changing needs and continually assessing these needs, strong program leadership, and a history of partners accepting the importance of collaboration.

All of the interview participants reported varying aspects of the environment in their discussion of their purpose for participating in the program, the impact the program has on the community, and how they have achieved outcomes from the collaborative efforts. Of the ten interviews, all participants discussed the leadership of the program and the ability of the collaborative to assess community needs and adapt with appropriate solutions. This theme was evident in the participant who noted, "if it weren't for the collaborative, our local non-profits would be telling themselves an old story. But things change. And the collaborative has been the single driver around reminding our local organizations of what's happening now in the community." Another participant discussed the role of the program during the pandemic, stating, "When we look at COVID, they did a huge fundraising targeted to support COVID relief and that went directly to our

organization." Additionally, the role of the program in responding to the unique needs of the geographically rural region where the program serves was further discussed by a participant, stating:

> In Tahoe Truckee, we're divided by county lines or dived by state lines or by special districts. And so there's not really one entity that is responsible for anything up here because everything is so pieced together. So the collaborative helps to bring all of those different pieced together and facilitate a more organized and strategic approach to anything we do in the community.

Additionally, all of the participants discussed the importance of the program leadership. The participants reported relying on the leader for regional visioning, identifying collaborative funding issues, navigating difficult conversations, promoting collaboration, organized and strategic planning, applying relevant frameworks, and cultivating an open space for communication.

Although not emergent in all of the interviews, seven of the participants discussed the conditions for collaboration and the history of collaboration for their organization, as shown in Table 6 which includes a breakdown of the environment codes in each interview.

Table 6

Environment Related Quotations Coded in Each Interview

Environment code	Interview 1 quotations	Interview 2 quotations	Interview 3 quotations	Interview 4 quotations	Interview 5 quotations
Adapt	3	2	2	1	0
Conditions	0	1	0	3	0
History	1	1	1	0	0
Leadership	7	1	4	1	3
Totals	11	5	7	5	3

Environment code	Interview 6 quotations	Interview 7 quotations	Interview 8 quotations	Interview 9 quotations	Interview 10 quotations
Adapt	5	9	8	9	11
Conditions	1	1	4	2	2
History	1	1	0	2	3
Leadership	2	6	5	3	5
Totals	9	17	17	16	21

These two facets of the environment were confirmed further in the document analysis. The program has been functioning for 25 years, with its partner organizations consistently participating since the program's inception. The historical document groups showed that there were many organizations who participated since the program began and the number of partners has continued to grow. Further, the conditions for collaboration, including the need to collaborate and the varying economic, social, and political conditions, were discussed and identified in all historical document groups.

These factors were particularly high in the annual organizational reports, press releases
and media coverage, and planning and historical documents, shown in Table 7.

Table 7

The Indicators of Environment in Each Document Group

Indicators of environment	Annual organization reports/assessments (number of documents = 25)	Grant reports (number of documents = 12)	Meeting notes/presentations (number of documents = 81)
Adapt	16	4	39
Conditions	14	3	3
History	9	3	1
Leadership	0	2	8
Totals	39	12	51

Indicators of environment	Planning/historical (number of documents = 29	Press releases/media (number of documents = 87)	Totals/percentages
Adapt	26	72	207/53.77%
Conditions	10	14	58/15.06%
History	15	10	48/12.47%
Leadership	8	17	72/18.7%
Totals	59	113	3385/100%

The environment for collaboration is a key component for contributing to collaborations
and community collaboratives. The findings for these environmental indicators show that
the program is meeting these needs and promoting the necessary leadership, ability to be
respond to community needs, adapt the collaborative strategies and partnerships, and

create a shared understanding of how the community can best work together given unique

conditions.

Resources

Several facets related to the program resources are necessary for effective

collaboration. The research on the topic of collaboration and community collaboratives

has found that aspects of resources, including training and leadership development,

commitments from partners, capacity building, leveraging resources, funding, and

sustainability strategies all contribute to successful collaborations (California School

Boards Association, 2009; Children and Family Futures, 2011; Gardner, 1998; National

Research Council, 1991; United Way of Greater Milwaukee, 2009). The findings in the

resource theme were diverse, with some conditions stronger than others. The data

reported strong evidence for effectiveness in capacity building, leveraging resources,

commitments, and trainings and lacked evidence in financing and sustainability.

The interview participants discussed resources both in the resources that the

program offers to them as participating organizations and also the resources that their

agency dedicates to the program. For all of the participants, they reported that capacity

building and leveraging resources were significant factors in their experience, shown in

Table 8.

Table 8

The Indicators of Resources Displayed in Number of Quotations and Percentages From

Interviews

Resources code	Total number of quotations from interviews	Percentage total
Capacity building	48	31.37%
Commitments	32	20.92%
Financing	11	7.19%
Leveraging	44	28.76%
Sustainability	3	1.96%
Training	15	9.8%
Totals	153	100.00%

Participants discussed how their work is better off because of the program, the ways the

program builds their organization's resources, and the extent to which they rethink and

redirect resources for sharing and reciprocity to solve problems. As one participant

stated:

> A direct result of the collaborative, because it takes somebody, to be looking at
>
> that big picture and what those needs are. To have the capacity to help organize a
>
> response and facilitate a conversation to help our organizations get it going. There
>
> is so many things that the collaborative has had a hand in that is directly in place
>
> and impacting the community.

Another participant noted mobilizing and leveraging resources, along with their own organizational capacity building, discussing:

> We have been able to participate in regional meetings that the collaborative pulls together and understand better what's working and what's not working and then try to shape our services to better fit the community needs. That's let to a joint grant and funding processes to pull together individuals and entities, and help advocate for providers and other services.

The participants continued to report on their experiences and perceptions in discussing their organization's commitment to the program, including how they commit time, staff, and resources to the program. One organizational leader stated:

> The way that the collaborative is set up is that we have the steering committee, the leadership meetings, and the resource sharing. It's really nice there's different levels of interaction, so I might participate in the steering committee meetings and then I have frontline staff at the resource sharing meeting. So they're interacting too and connecting to other partners. So there's different levels in which organizations are involved and connected to one another.

The general acceptance and perceived value of committing time, staff, and resources to the program illustrates the commitment to collaboration, which is essential for strong collaboratives. The collaborative is one way to get mobilized and linked together with other people with the same goals. Lastly, in terms of trainings, the majority of interviewees discussed their experiences with training, cross-training, and leadership development that has come from the program. A participant stated, "The collaborative

provides, thought, partnerships, and learning opportunities for us. We've provided lots of trainings to partners and have also received trainings from partners, so there's an educational element to it." The participants reported the monthly resource sharing meetings provide opportunities for learning, the opportunities for leadership development in the program, and the partnerships opportunities with other partners for development. These findings were consistent for all interview participants.

The findings from the interviews were further confirmed in the document analysis. The capacity building, commitments, training, and leveraging resources were all evident in the historical document groups. These factors were most significant in the meeting notes and presentations, planning and historical documents, and press release and media groups. The financing and sustainability indicators were consistently low in both the interviews and historical documents. In fact, several participants discussed their concerns about the sustainability of the program. In the historical documents, sustainability was found minimally, with no evidence in the planning and historical documents and press release and media groups. Five of the interview participants discussed funding strategies and the topic was again found minimally across the historical document as compared to the other themes and indicators. These findings suggest that the financing aspects and sustainability of the program are areas that need to be addressed given their importance to the program and its ability to achieve its collaborative outcomes.

Structure

There are several aspects of collaborative structure that support successful collaborations and collaborative outcomes. According to the Amherst Wilder Foundation (2018) and Gardner (1998), the structure of a collaborative program must include varying levels of groups, strategic planning, decision making processes, shared screening tools and assessments, defined governance, and shared data across the program. A formalized structure, which includes creating plans and strategies, depends on consensus and decision-making processes, implementing conflict resolution, clearly defines roles and responsibilities, utilizes shared screening and assessments tools, and uses shared data, culminate to provide the structure for clear understandings amongst the partners and mechanisms for functioning collaboratively. Of these factors that contribute to successful collaboration and collaborative outcomes for the participants and larger community, decision making, governance, groups, strategic planning emerged as significant themes in the analysis. Shared screening tools and assessment and shared data were less evident in the analysis.

The interviews affirmed several indicators of structure, most prominently governance, strategic planning, decision making, and groups. In speaking about governance, one participant noted:

> I think of the things it does so well is provide a framework in which all of those agencies now how to operate. There not a running in circles. Every time something comes up, they go back to their bylaws or their agreements and know

how they act in certain situations. Then it can also go into a decision tree model.

That structure is in place of who does what.

The participants reported several aspects of governance and groups, including the roles and responsibilities of leadership and partners, their participation in varying levels and groups of the program, and expectations of how the program is governed. Additionally, participants highlighted decision-making processes and the importance of consensus in the program. All participants discussed this factor, with one participant speaking about decision-making, stating, "That structure in place is really deliberate about coming to a consensus. I think they always try and build consensus. It's not a top down approach, but it gives them legs to stand on for things and helps them to be nimble and react when they need to." Further, participants reported the importance and impact of strategic planning, particularly around strategically meeting the needs of the community and each partner organization through planning and developing strategies. As one participated answered, "They really are promoting collaboration across the region to decrease duplication and increase leveraging resources and having a strong united voice for our region. They are facilitating conversations, being an advocate and being at the table, and a voice for our region to make sure that our needs are being considered in a fair and equitable way." Another participant reiterated this facet of the program structure, noting:

It creates a connectedness of agencies and ease of getting programs implemented and changes made that wouldn't exist without a collaborative. And, a big element for the region is advocating for their fair share of resources. The collaborative has been a critical player in many conversations over the years and having that

articulate big picture. No one individual agency has the capacity to do that and the

collaborative helps with those visions and plans.

Participants further reported that the program gets the right people at the table, they

understand the roles of participating at varying levels, the importance of a united voice,

and the outcomes from strategically acting as a collaborative.

The indicators and factors associated with structure emergent in the interviews

were also evident in the historical documents. All of the document groups included

evidence of structure, with the meeting notes and presentations, planning and historical

documents, and press releases and media groups providing the most support. Table 9

shows this distribution across the document groups.

Table 9

The Indicators of Structure in Code Counts for Each Document Group

Indicators of structure	Annual organization reports/assessments	Grant reports	Meeting Notes/Presentations
	(number of documents = 25)	(number of documents = 12)	(Number of Documents = 81)
Data	1	2	16
Decisions	5	2	45
Governance	5	5	61
Groups	7	4	52
Planning	11	8	54
Tools	2	0	6
Totals	31	21	234

Indicators of structure	Planning/historical	Press releases/media	Totals/percentages
	(number of documents = 29	(number of documents = 87)	
Data	10	24	67/9.9%
Decisions	21	10	117/17.28%
Governance	31	27	167/24.67%
Groups	23	9	120/17.73%
Planning	35	46	187/27.62%
Tools	3	3	19/2.81%
Totals	123	119	677/100%

Both the interviews and historical documents showed limited evidence of shared data and shared screening tools and assessments. For example, there were varied responses related to data in the interviews. Some participants reported that they used the program data for their own organizational purposes and wished the program would put more resources and time towards data. While other participants discussed how the attention on data was not relevant to their everyday work and they wanted less attention on data. The screening tools and assessments indicator was also not supported across all of the document groups. The program lacks shared tools and assessments to be utilized by all partner organizations.

The study finds that the program is effective in most of the themes and indicators that are associated with effective collaboration. Table 10 is an overview of the code counts for each thematic code group and document group type. The findings show that the program is effective in the major thematic code groups which contribute to collaborative outcomes. There are several areas within these that were not as significant in the findings and confirmed through the triangulation analysis.

Table 10

Summary of Each Theme Group for Each Document Group

Major theme/code group	Annual organization reports/ assessments	Grant reports	Interviews	Meeting notes/ presentations
Behaviors & attitudes	14	2	84	44
Communication	31	6	98	102
Environment	26	9	78	45
Partner membership & partnership	23	10	112	87
Purpose & evaluation	47	16	128	98
Resources	16	12	73	67
Structure	20	9	68	78
Totals	177	64	641	521

Major theme/code group	Planning/ historical	Press releases/ media	Totals/ percentages
Behaviors & attitudes	12	10	166/8.05%
Communication	37	90	364/17.64%
Environment	32	81	271/13.14%
Partner membership & partnership	28	33	293/14.2%
Purpose & evaluation	40	121	450/21.81%
Resources	27	44	239/11.59%
Structure	40	65	280/13.57%
Totals	216	444	2063/100%

Stages of Collaboration Model

The stages of collaboration model that the program has implemented since its start, provides another strategy to analyze the data. The themes discussed in the prior sections directly relate to the stages of collaboration model. A further analysis is necessary to evaluate the evidence in relation to the model. Figure 1 includes a diagram of the four stages of collaboration. The framework suggests that successful collaboration develops through four stages, including information exchange, joint projects, changing the rules, and changing the system (Gardner, 1998). In exploring the data in relation to the model, the findings can help to illuminate how the program has achieved its desired outcomes in a retrospective evaluation of the themes.

Figure 1

Developmental Stages of Collaboration

Developmental Stages of Collaboration

Changing the system

Changing the rules

Joint Projects

Information Exchange
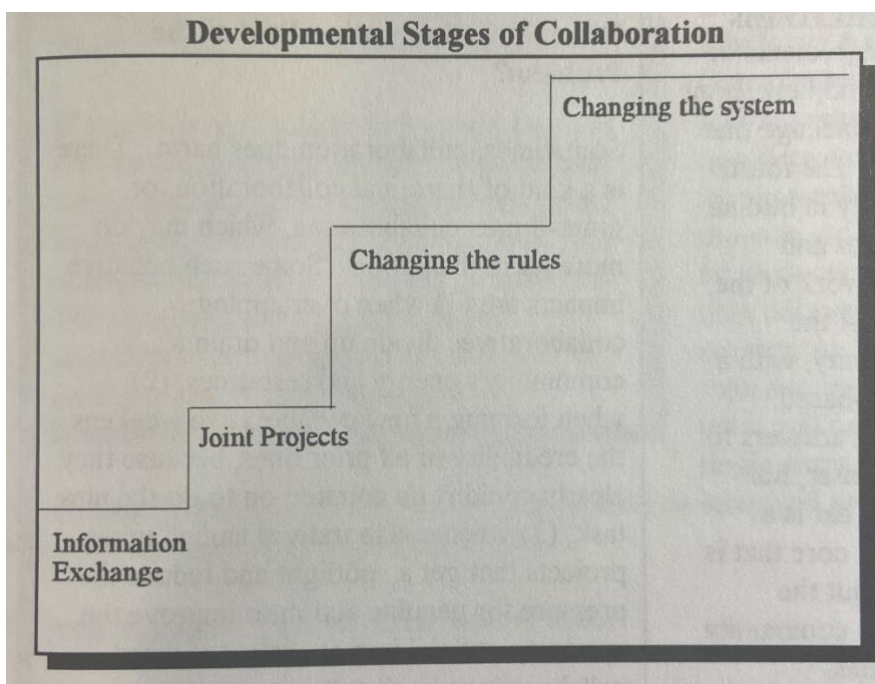
Based on the research literature, each thematic group is connected to one of the stages of collaboration, with the thematic groups and individual codes serving as indicators of each stage. The data can be used to report how the program has achieved outcomes at each stage of collaboration. Gardner (1998) states that each level of collaboration, includes indicators of each stage. Table 11 includes each stage of collaboration and the themes and indicators associated with each stage.

Table 11

Stages of Collaboration in Relation to Theme/Code Groups and Individual Codes/Indicators

Stages of collaboration	Themes and indicators associated with stage

Stage 1: Exchanging information	• Communication
	    o Opportunities
	    o Characteristics
	    o Internal
	• Partner membership and partnerships
	    o Membership
	    o Relationship Characteristics
	• Structure
	    o Governance

Stage 2: Joint projects	• Behaviors and attitudes
	    o Benefit and alignment
	• Communication
	    o Opportunities
	    o Characteristics
	    o External
	• Environment
	    o Assess and adapt
	    o History
	    o Conditions
	    o Leadership

Stages of collaboration	Themes and indicators associated with stage
	○ Internal - Partner membership and partnerships ○ Membership ○ Effective relationships ○ Relationship characteristics ○ Exchange relationships - Resources ○ Training ○ Commitments ○ Leveraging - Structure ○ Groups ○ Governance
Stage 3: Changing the rules	- Behaviors and attitudes ○ Benefit and alignment ○ Trust and respect ○ Culture ○ Values and principles - Communication ○ Opportunities ○ Characteristics ○ Internal ○ External - Environment ○ Assess and adapt ○ History ○ Conditions ○ Leadership - Partner membership and partnerships ○ Membership ○ Effective relationships ○ Relationship characteristics ○ Exchange relationships - Purpose and evaluation ○ Shared goals and vision ○ Joint accountability ○ Outcomes

Stages of collaboration	Themes and indicators associated with stage

	o Advocacy
	o Capacity building
	• Resources
	  o Training
	  o Commitments
	  o Leveraging
	  o Financing
	• Structure
	  o Decision making
	  o Groups
	  o Governance
	  o Planning
	  o Tools and assessments

Stage 4: Changing the system	• Behaviors and attitudes
	  o Benefit and alignment
	  o Trust and respect
	  o Culture
	  o Values and principles
	• Communication
	  o Opportunities
	  o Characteristics
	  o Internal
	  o External
	• Environment
	  o Assess and adapt
	  o History
	  o Conditions
	  o Leadership
	• Partner membership and partnerships
	  o Membership
	  o Effective relationships
	  o Relationship Characteristics
	  o Exchange relationships
	  o Vertical and horizontal Integration

Stages of collaboration	Themes and indicators associated with stage
	• Purpose and evaluation
	o Shared goals and vision
	o Joint accountability
	o Outcomes
	o Advocacy
	o Shared measures and indicators
	o Cross-system data collection
	o Community impact
	• Resources
	o Capacity building
	o Training
	o Commitments
	o Leveraging
	o Financing
	o Sustainability
	• Structure
	o Decision making
	o Groups
	o Governance
	o Planning
	o Tools and assessments
	o Shared data

Given the thematic findings from the data, it can be understood that the program is in the changing the system phase, with some indicators stronger than others. Although there is some evidence of tools and assessments, sustainability, shared data, cross system data collection, and financing, these indicators were less emergent in the data analysis. Such results confirm the program is effective in supporting collaborative outcomes for the partners and community, with several areas to reevaluate.

Evaluation and Recommendations

The purpose of the study was to explore to explore the experiences of program participants and how the program has achieved its intended outcomes. Data analysis focused on coding data into themes related to network analysis, social capital,

collaboration, and the stages of collaboration model. The analysis included exploring the primary and secondary sources of data, using triangulation to confirm the data, and synthesizing the results to answer the research question. The study examined the facets of collaboration to understand how the collaborative model has worked, whether the collaborative is making a difference for its partners and the community, and for consideration for alternative models. The results explored effective collaboration and community collaboratives, and the outcomes from such partnerships. The results also explore how the program has achieved its desired outcomes in relation to the stages of collaboration model.

Based on the literature, stages of collaboration model, and what makes for effective collaboration, there are areas where the organization can strengthen the program. As demonstrated in the interviews and historical document analysis, there are many key themes across the data that show the program is making significant impact. These main themes include indicators which illustrate the strength of each theme in the program. The program has shown significant impact and outcomes in all seven of these themes and code groups. Across all of the document groups, the program is especially effective in outcomes and impacts for culture, all aspects of communication, adaptability, leadership, all aspects of partner membership and partnerships, advocacy, community impact, goals and vision, outcomes, decision making, governance, strategic planning, groups, leveraging resources and commitments. It is recommended that the program continues its efforts around what is working.

Further, across the document groups, the program is weaker in the aspects of screening tools and assessments, shared data, sustainability, and financing. Taking action to strengthen these areas would help to further the impacts and outcomes of the program and contribute to effective collaborations for the partners. It is recommended that the organization increases their efforts in these areas for continued outcomes. With the study results, the organization has the opportunity to engage in planning processes and strategies to increase their impact in these areas.

The study provided significant insights into the stages of collaboration model and providing a retrospective understanding of how the program has progressed through these stages. Based on the study findings, it is concluded that the program is in the final phase, changing the system. Although there are areas of this stage that the program has the opportunity to strengthen, there is also the opportunity to explore alternative models of collaboration and frameworks for community collaboratives. The stages of collaboration model was first introduced in 1998 and it is recommended that the organization engage in an exploratory assessment of models and frameworks that have demonstrated effectiveness in more recent research and literature.

Lastly, the study addressed the gap in knowledge of the organization by providing empirical research of the factors that contribute to effective and strong community collaboratives and successful collaborative outcome for partner agencies and communities. It is recommended that the organization use these evaluation measures and indicators for future assessments. The organization now has an array of evidence-based measures to utilize in their future work, including program activities and evaluations.

Unanticipated Limitations and Outcomes

The findings of the study include unanticipated limitations and outcomes. A

significant limitation was the impact of the COVID-19 pandemic. Many of the nonprofit

organizations and public agencies have been especially impacted by the pandemic in their

work. These entities have experienced a stark increase in the demand for their services

and programs in the community. This in turn placed significant burden on the

organizations during the time interviews were being scheduled and conducted. Several

potential interview participants responded to the interview invitation noting their desire to

participate, but that they lacked the time to participate due to the pandemic. The study

included an appropriate number of interview participants, however, this was an

unanticipated limitation on the number of participants who could not participate and

contributes to limitation of the study.

Additionally, there was an unanticipated outcome from the interviews that

included several pieces of feedback on the program from the participants. Each interview

participant was asked if there was anything else they would like to add that may be

helpful to the evaluation. Most of the participants did not make any additional comments,

but several of the participants did. Their feedback provided several key insights into the

effectiveness of the program. Of these participants who provided additional commentary,

general themes included: (a) more focused and strategic work around coalitions is

necessary for more impact, (b) concern of program sustainability, (c) concern for skilled

leadership in the future, (d) the hope to empower and encourage partner organizations to

engage in sustainability efforts, (e) need for more resources for the program, and (f)

more commitment from partner organizations. These insights strengthen the study by

providing additional insights the organization can utilize as they move forward with the

program.

<div align="center">**Study Implications**</div>

Implications for Organizations and Communities

      The study provided significant implications for organizations and communities.

For nonprofit organizations and public agencies, these findings suggest that collaboration

and community collaboratives are effective strategies to ensure successful outcomes.

These results illustrate what participation in collaborations and collaborative partnerships

can help them to achieve, for both their organization and their community well-being. In

addition, the study provides support for collaboratives and collaboration in other

communities. There are many communities, especially those that are geographically rural

or lack resources, where the model of collaboration model and facets of effective

collaboration can be used. Given the long-term implications of the study, the findings

show how communities can progress through the collaboration stages and how

collaboration contributes to positive community outcomes.

Implications for Social Change

      The study provides potential implications for the field of public and nonprofit

organizations. The results serve as a resource for other communities, providing the

necessary conditions for long-term coordination of collaborative strategies and processes.

These results can be used to support more effective programming and services by

implementing collaborative efforts. For organizations and communities exploring

collaborative models, the study provides professionals with knowledge on the long-term outcomes of the model. The study results support other communities in determining collaborative strategies in their work and provide other communities with an effective model of collaboration to solve complex community issue among nonprofit organizations and government agencies, further leading to more considerable community and social changes.

Recommendations

The study aimed to complete a program evaluation to determine if the current collaborative model is appropriate and if the program is operating effectively. Prior to this study, the organization has yet to complete a comprehensive program evaluation, and the study has provided the organization with a better understanding of the program impacts and outcomes. Further, the organization has struggled in developing evaluation tools to measure the effectiveness of collaboratives and collaborations, while also allocating staff time and funding to complete an evaluation. Based on the findings, there are several recommendations for practice guidelines and strategies to continually support the program and its desired outcomes. These recommended solutions include:

1. Evaluate program activities and strategies to strengthen the areas that lacked significant evidence.

2. Utilize the evaluation measures and indicators for future assessments and integrate these measures into their regular evaluation practices.

3. Explore alternative models and frameworks for collaboration and community collaboratives to determine if there are additional or more appropriate models to implement.

4. Disseminate the study findings in presentations, reports, and communications to support organizational efforts.

Project Team and Recommendations

The project team included the director of the CCTT program, who is a staff member of the partner organization. The director served as a collaborator and primary point of contact throughout the project study. The collaborator provided information for data collection, including contacts for key informants and access to all historical documents. The collaborator agreed to these responsibilities and to engage in regular communication. The researcher and collaborator routinely discussed the progress of the study, questions related to the study, and necessary tasks.

The collaborator served a limited role in developing the final recommendations. The researcher discussed the study parameters and findings with the collaborator, ensuring that the study aligned with the organizational needs, intended outcomes of the evaluation, and how the results can be used after the completion of the study. Overall, the collaborator served as the primary source for data collection purposes and the point of contact for the organization throughout the study.

The researcher plans to share the study results with the organization. The dissemination will include discussing the results with the organization. At this point, the

organization may request that the results are shared with key stakeholders, including the partner organizations, funders, and other community entities.

Strength and Limitations of the Project

One of the strengths of the study is the use of primary and secondary data to confirm the results in the triangulated analysis. The case study approach allowed for a comprehensive understanding of the program and its impact within the community. The findings from the interviews were confirmed in the historical document analysis and the findings across the data supported the reliability and validity of the study. Another strength of the study is that the methodologies allowed for an in-depth analysis of a phenomena. The study provided insights into the experiences and perceptions of participants and how the program has achieved its results over a long period of time in the archival documents.

The most significant limitation of the study is based on the qualitative nature of the study. The knowledge from the interviews results may not be generalized to other settings, organizations, or collaboratives. The generalizability of the results is impacted by the limited number of interview participants. The second limitation is in the secondary data collection. The secondary data came from archival and historical documents provided by the organization. Given the longevity of the program, there is risk that some documents were not accounted for that would have provided further findings of the study.

Future Projects

The is significant implications for future research and projects. There is opportunity for other community collaboratives and settings where collaboration is taking

place to replicate the evaluation measures and strategies to evaluate their own

collaborative efforts. Future projects may expand on the qualitative nature of the study by

using a mixed-method approach. By adding survey instruments, studies may gather data

from additional sources and provide an even further comprehensive understanding of

collaboratives and collaboration.

Future studies may also focus on the experiences and perceptions related to

collaboration at all levels of the organizations who are participating in such community

collaboratives and collaborations. This study focused on the organizations who

participating in varying levels of the program and organizational representatives that

served in senior-level positions. Future studies should include additional partner

organizations and additional staff to understand how collaboration is experienced at

varying levels of partner organizations and in relation to varying levels of participation.

Section 5: Dissemination Plan

Dissemination Plan

I intend to first share the study results with the program director, who has served

as the project collaborator for the study and is the person of contact for the organization.

This individual is the director of the CCTT program and staff member of the TTCF. I

plan to meet with collaborator to discuss the study, results, and recommendations. A

stakeholder meeting with the partner organizations that participate in the program should

be organized to discuss the findings and how to best use the results. Lastly, the

collaborator may use the results in future stakeholder meetings and for presentations,

grant applications and reports, and other organizational needs.

There are several key audiences and venues that will be appropriate for the

dissemination of the study. The organization may choose to discuss the study with the

program participants. The program holds a quarterly steering committee meeting and a

monthly director-level leadership meeting where these results should be discussed. The

organization may choose to discuss the study at the monthly resource sharing meeting

which includes all participating agencies. In addition to these internal audiences and

venues, it would be appropriate for the organization to share the study with external

stakeholders. The external audiences may include funders, general community, regional

councils and coalitions, and other stakeholders with whom the organization is in contact.

Lastly, the organization may choose to disseminate the study and discuss the study results

with other communities who implement similar programs.

Summary

For many communities, collaboratives are a strategy for building partnerships to effectively meet community needs. The TTCF has implemented the CCTT to promote collaboration and improve the well-being of the community. The program evaluation was an exploration of the indicators and factors that contribute to effective collaboration and community collaboratives. In the study I examined the facets of collaboration to understand how the collaborative model has worked, whether the collaborative is making a difference for its partners and the community, and for consideration of alternative models. The study illustrated several key themes that contribute to effective collaboration and outcomes for partners, including: (a) Purpose and Evaluation, (b) Partner Memberships and Partnerships, (c) Communication, (d) Behaviors and Attitudes, (e) Environment, (f) Resources, and (g) Structure. The program and the model of collaboration demonstrated effectiveness in culture, all aspects of communication, adaptability, leadership, all aspects of partner membership and partnerships, advocacy, community impact, goals and vision, outcomes, decision making, governance, strategic planning, groups, leveraging resources, and commitments. The study provides an empirical research of the factors that contribute to effective and strong community collaboratives and successful collaborative outcomes for partner agencies and communities.

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Appendix: Interview Questions

Community Collaborative of Tahoe Truckee Evaluation - Interview Questions

Section I: Questions for All Stakeholders
(For prior partner organization representatives or staff, questions are in reference to your time with that organization. For current Tahoe Truckee Community Foundation staff, the questions are in reference to your perspective of the program as it relates to your role and organization.)

- What are the goals for your organization participating in CCTT program activities?
  - What are the expectations of CCTT as a partner organization?
- What has your organization accomplished or achieved by participating in the program?
  - How has/has not CCTT impacted your organization's work?
- How has/has not CCTT promoted collaboration for your organization?
  - How has CCTT impacted your internal services and programs and your external partnerships with other organizations?
- Describe your understanding of the goals and approaches used by CCTT in its programming.
  - How does your organization align with these?
- How would you describe the culture of the program, such as norms, shared understandings, values, attitudes?
  - How does this culture align with your organization?
- How would you describe your connection to other partner organizations?
  - Do you collaborate often? Do you share information and resources? Do you coordinate services and programs?
- From your perspective as partner organization, how do you see CCTT impacting the community?
  - How does CCTT meet the needs and community problems faced by children, families, and residents of Tahoe Truckee?
- Describe the components of a strong and effective collaborative.
  - How is CCTT accomplishing this?
- How effective do you see CCTT in working meeting the collaboratives objectives around information exchanges? Joint projects? Changing processes to achieve outcomes? Changing system-level outcomes for the well-being of the community?

Section II: Additional Questions for Prior Program and Organization Staff Only
(*The following questions are specific to participants who were formally associated with the Community Collaborative of Truckee and/or Tahoe Truckee Community Foundation.)*

- What did collaboration look like in the beginning of the program?
  - How was collaboration conceptualized?
  - How did the partners experience collaboration?
- To what extent were partner organizations coordinating activities?
  - Shared goals, strategies, visions?

- What outcomes, if any, did the program achieve during your time with the program?
  - Programs, agency, systems, cross-systems, community level outcomes?

Section III: Additional Questions for Current Program and Organization Staff Only
(The following questions are specific to participants who are current staff of Tahoe Truckee Community Foundation.)

- What impact, if any, do you see CCTT having in the community?
  - How has or has not this changed over time?
- Describe the levels of impact the program has had and outcomes the program has achieved.
  - Program, agency, systems, community-levels?
  - Are there areas where CCTT has not achieved outcomes?