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Falling Angels: A Qualitative Study Exploring Nonprofit's Organizational Practice

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Walden University

College of Social and Behavioral Sciences

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Lorraine Coker

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2021

Abstract

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By

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BS, Walden University, 2016

MA, Argosy University, 2015

BS, University of Memphis, 2014

Proposal Submitted in Partial Fulfillment

Of the Requirements for the Degree of

Doctor of Public Administration

Walden University

November 2021

Abstract

Veterans are more susceptible to homelessness as well as to physical and psychological problems than other groups because of their high exposure to combat-related trauma and geographic dislocation due to military deployment. This administrative study addressed struggles that the Falling Angels nonprofit organization faced with implementing its mission to serve all homeless veterans in a midwestern American state while preparing to expand housing services to accommodate homeless women veterans. The study was created to explore and describe how this organization employs homeless or displaced veterans. The research question was used to explore overall organizational performance of management by analyzing participants' perceptions of the organization's effectiveness and the issue of shortages of housing for veteran women. Seven administrators were interviewed. Findings led to recommendations for changes and strategies that are most effective for improving its management and program operations such as employing planning, organizing, staffing, directing, coordinating, reporting, and budgeting (POSDCORB), establishing community partnerships for funding opportunities, and performing frequent SWOT analyses to make sure the organization's mission and vision were in alignment with their organizational practices which would lead to positive social change.

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Dedication

This work is dedicated to the memory of my parents Willie James and Mae Ray Coker, whose DNA runs through my veins. My parents were strong-will individuals who taught my siblings and me that education and strong work ethics are things no man can ever take away from you. They taught me that any goal worth planning is worth achieving.

I also dedicate this work to my daughter, Jalissa RaShad Coker, and granddaughter, Hailee Rai' Brown who are my strength and lifeline. Both of you provided me with love which set the foundation to keep pushing forward and never giving up. I love you girls beyond infinity.

Thanks to my siblings, Joan, Theresa, Beverly, Nancy, Willie, Cara Ann (RIP), and especially, James Russell who encouraged me with kind words and laughter during my stressful times. I love each of you dearly. Mom and Dad, I did it, my name is Dr. Lorraine Coker.

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Section 1: Introduction to the Study

Introduction

Nonprofit organizations play a pivotal role in the US economy (Nonprofit HR, 2016). The term nonprofit is an important concept to define given that this administrative study focuses on the organizational practices of a nonprofit organization. Elfving and Howard (2018) said nonprofits operate as value-driven rather than profit-driven organizations. Some nonprofits tend to focus solely on the needs that go unmet by public companies or authorities, while others volunteer to help people recover from hardships (Elfving & Howard, 2018). Nonprofits do not necessarily generate income, nor do they allocate income to their board members, directors, or officers (Re & Rule, 2018). Most nonprofits support their organization with donated funds that are used to help organizations grow, support their mission, and provide services and programs for vulnerable populations within communities (Re & Rule, 2018). One vulnerable population is homeless veterans (National Coalition of Homeless Veterans, 2021).

Nonprofits serve as a social haven since many offer emergency support services like childcare, housing, mental health, and workforce development courses (Despard, 2017; Jensen & Meisenbach, 2015; Langer & LeRoux, 2017). Although nonprofits typically offer beneficial programs to local communities, it takes effective organizational practices and financial support to keep services flowing (Mendoza-Walters & Ivanov, 2016; Re & Rule, 2017). Nonprofit organizations have been considered an integral part of the US economy (Langer & LeRoux, 2017; National Center Charitable Statistics (CS, 2020). Many nonprofits generate funds to support their mission by building partnerships

with nonprofits and governmental agencies like the VA (Seo, 2020). The primary mission of most nonprofits is to provide supportive services for individuals in need, including displaced or homeless veterans and stakeholders, to work together and combine resources to achieve their mission and purpose.

Nonprofits compile specific guidelines related to communications, strategic planning, and allocating resources to ensure their mission is met (Garven et al., 2016). These organizations focus on providing social services to vulnerable individuals who fit mission criteria. Nonprofits today struggle with operational practices of organizations. Some nonprofits also face challenges involving enhancing the effectiveness of leadership (Constandt & Willem, 2019).

Like other nonprofits, Falling Angels (pseudonym) provide a variety of supportive mental health and housing services to homeless veterans. Nonprofits cannot run effectively without support from their staff and volunteer workers (Elfving & Howard, 2016). Researching stakeholders' perceptions of Falling Angels' practices could help identify and correct ineffective organizational trends. Effective case management and incentives like subsidized housing will help Falling Angels provide social support and mental health services for individuals in the local community.

This section includes an examination of the role of nonprofits in providing social services. This includes information identifying Falling Angels and its role in providing supportive services, including housing for homeless veterans. The term homeless is important and should be defined to understand Fallen Angels' clientele. A homeless person is someone living in a place not meant for human habitation in emergency

shelters, transitional housing, or institutions. People who are escaping domestic violence are also considered homeless. Veterans who fall within these categories are considered homeless and are serviced by Fallen Angels.

Introduction to the Client and the Problem

This study examined a nonprofit organization named Falling Angels (pseudonym) and its desire to become more effective in its mission to serve homeless veterans.

Background of the Client Organization

Falling Angels, a 501(c)(3) nonprofit organization in a Midwestern American state, provides mental health and housing support services to 120 former military members today and has served over 10,000 veterans since its inception in 1987. Falling Angels serves as a nonprofit organization that assists homeless veterans in a Midwestern American state who may experience mental health conditions. The mission of Falling Angels, according to its CEO, is to “provide displaced and homeless veterans with the social services needed to reintegrate them back into society.” Falling Angels also ensures that homeless veterans have a strong emotional, social, and psychological support system. Like other nonprofits, Falling Angels forms partnerships with other organizations to provide adequate services to the homeless veteran populations they serve daily. One such partnership is with the Department of (VA). The ability to partner with the VA heightens communication with communities, promotes coordination of care and services between nonprofits, and promotes the creation of new relationships amongst veterans and community partners.

Falling Angels started in a single duplex. The first Falling Angels homes was the first nonprofit agency specializing in services for homeless veterans. This was a place they could go after completing treatment at the VA Medical Center in a Midwestern American state.

Tsai et al. (2017) said the VA worked strategically to end veteran homelessness. For example, the VA sponsors an Opening Doors initiative to help nonprofit organizations like Falling Angels rehabilitate homeless veterans and assist them as they readjust to a civilian lifestyle. Through the Opening Doors partnership, non-profit organizations and the VA plan to decrease homelessness among displaced veterans by providing them with adequate, sufficient, and safe places to call home. Currently, Falling Angels only provides services to male homeless veterans. The increase of veterans facing homelessness in this Midwestern American state, changes in governmental policies, and changes to the economy forced Falling Angels to postpone the continuation of various projects, such as the expansion of housing services to homeless women veterans. These changes have led to problems examined in this study.

Background of the Problem

Falling Angels has had a positive impact in the surrounding community by providing a host of services and programs to homeless and displaced veterans. Falling Angels programs lacked services that would include homeless women veterans, therefore creating a need to expand their services that included this population of individuals. Falling Angels has struggled because the nonprofit needed monetary donations and grants

to assist with its mission to continue and increase their services to accommodate all veterans, including women.

Problem Statement

Veterans in the United States experience homelessness at a higher rate than the general population (Kertesz et al., 2017; Weber et al., 2019). Despite the decline of homelessness amongst veterans, it is estimated that 17 out of every 10,000 people in the United States are homeless (Evans et al, 2019; Housing and Urban Development (HUD), 2020). Among these displaced veterans are 3,571 women, who are the fastest growing group of homeless veterans (NCLS, 2019). An estimated number of 679 homeless veterans as of January 2019 lived in this state. Organizations such as Falling Angels work to assist homeless veterans during difficult times. Many former service members take advantage of programs offered by Falling Angels. Therefore, understanding the organizational practices of Falling Angels is critical to both the nonprofit and constituents that it serves.

Falling Angels has faced hard times fulfilling its mission of providing adequate programs and services to prevent veteran homelessness. Most of their hardships stem from changes in governmental policies and the inconsistent economy. Likewise, Falling Angels has struggled because the nonprofit depends on monetary donations and grants. The problem addressed by this administrative study is that the Falling Angels nonprofit organization has struggled with implementing its mission to serve homeless veterans in this Midwestern America state, specifically its goal to expand housing services to accommodate homeless women veterans.

Purpose Statement

The purpose of this administrative study is to explore and understand the organizational structure of Falling Angels and provide a recommendation memo so that it can meet its goal to be a more effective nonprofit and extend housing services to homeless female veterans. The population consisted of seven stakeholders from the organization who participated in semi-structured in-depth interviews. Ultimately, the organizational theory was used to analyze findings to discover how Falling Angels could continue, discontinue, or enhance certain organizational practices to expand their support of veterans, including women veterans. The organizational theory also helped me discover ways that Falling Angels could not only improve organizational performance, but also its efficacy to meet the needs of the veteran populations it serves.

Research Question

The overarching question used to guide this study is: What organizational practices are in place and necessary to improve Falling Angels' ability to expand housing services to all veterans, including women?

Nature of the Administrative Study

This study involved using a qualitative research design to collect data required to explore and understand business practices of Falling Angels, including its desire to expand current housing to include homeless veteran women. Qualitative investigations are exploratory, which allow researchers to discover and understand phenomena in a real-world or naturalistic setting (Bansal et al, 2019; Brink, 2018; Johnson, 2015). Qualitative research also involves a more inductive approach to explore a phenomenon rather than a

deductive approach commonly used in quantitative studies (Mattison et al., 2020; Williams & Moser, 2019). Furthermore, qualitative methods involve developing new ideas and testing existing theories (Bansal et al., 2019; Mattison et al., 2020).

Qualitative inquiries usually include one of five common methodologies: case study, ethnography, grounded theory, narrative, and phenomenological research (Knapp, 2015; Merriam & Tisdell, 2015; Williams & Moser, 2019). Case studies include in-depth assessments of organizations in real time without manipulating natural environments (Brink, 2018; Knapp, 2015; Roessger et al., 2017). A case study research design can also be used to generalize business practices based on perceptions of people employed by organizations (Brink, 2018; Mattison et al., 2020). An ethnographic research inquiry involves intensive observations of organizations or people involved with the culture of an organization to understand phenomena (Mojahan, 2018).

The grounded theory differs from case study research because it requires researchers to collect and analyze data repeatedly to discover new information about a situation or event related to a phenomenon (Knapp, 2015; Mojahan, 2018). Compared to a case study, narrative research involves cohesive stories based on perceived experiences of one or more subjects (Merriam & Tisdell, 2015). A phenomenological design involves exploring lived experiences to discover people's perceptions of phenomena (Mojahan, 2018). Researchers might select a single-case or multiple case studies to address understanding of phenomena. This administrative study involved employing a single-case study qualitative design rather than the multiple-case study approach to gain more insight into Falling Angels' organizational practices. Single-case studies not only involve

exploring relationships between theories and phenomena but can generate new ideas related to a phenomenon. In order to triangulate data within case studies, at least three data collecting tools are typically used (Alpi & Evans, 2019; Knapp, 2015). Using multiple data collection tools helps to verify accuracy of results gained from qualitative inquiries (Brink, 2018; Knapp, 2015).

The single-case study was appropriate for this study because it allowed for an examination of a single organization through interviews and observations, thus extending knowledge related to managing nonprofits and ways to address veteran homelessness. Face-to-face interviews with seven Falling Angels' stakeholders provided qualitative data collected in this study. Results include rich, thick, and descriptive interpretations of research subjects' accounts used to determine recommendations needed to determine if Falling Angels fulfills its mission and future goals.

Significance

The stakeholders of relevance in this administrative study are the executive director, board of directors, administrative team, and philanthropists associated with the organization, community members, and veterans. The study will assist all stakeholders by helping them align their goals with needs of the community that they serve while providing ideas related to fundraising and resource allocation. Specifically, Fallen Angels has a goal of reaching all homeless veterans, and this study can assist them in finding ways to reach that goal.

Significance to Practice

Overall, this study, like other administrative studies, can heighten nonprofit leadership's understanding of important business practices. It can help to ensure that goals of the organization and everyday practices align with the organization's mission and vision. The results and recommendations of this administrative study can assist leadership of Fallen Angels to develop much needed partnerships with the community and veterans that they are hoping to serve, which can potentially lead to increased funding and support.

Significance to Social Change

Currently, experiences and service of women veterans often go unnoticed, and organizations that attempt to assist them need more support. This administrative study has the potential of increasing resources available from community partners that will streamline organizational practices and support clients of Fallen Angels, and ultimately increase resources available for homeless veterans. It will also result in an increase in assistance for women veterans.

Summary

Administrative studies that observe the organizational practices of nonprofits have the potential to increase quantity and quality of their outreach to community members. Falling Angels is a nonprofit organization in a Midwestern state that specializes in providing mental health and housing to homeless veterans. Its mission is to continue to provide shelter, support, and services that facilitate and assist homeless veterans in terms of reintegrating into society. I sought to examine the organizational practices of the

nonprofit while also providing steps for the company to expand services to women veterans, a population that was not being served at the time of the study. Section 1 included the problem, purpose statement, research question, nature of the administrative study, and significance of the study. This section also included the information regarding the term nonprofit, the role of nonprofits in providing social services, as well as conceptual information on homeless veterans. Section 2 includes the conceptual approach and background of the study, along with my role as the researcher conducting the study.

Section 2: Conceptual Approach and Background

Introduction

The problem is that Falling Angels, a nonprofit organization, has struggled with implementing its mission to serve homeless veterans in a Midwestern state, specifically its goal to expand housing services to accommodate homeless women veterans. The study uses the following question: What organizational practices are in place and necessary to improve Falling Angels' ability to expand housing services to all veterans, including women? The purpose of this administrative study is to explore and understand the organizational structure of Falling Angels and provide a recommendation memo so that it can meet its goal to be a more effective nonprofit and extend housing services to homeless female veterans.

This section covers the rationale for the organizational theory and business practices of Fallen Angels along with a robust literature review of conceptual approaches used to conduct this qualitative investigation. This section includes background information regarding the nonprofit organization analyzed in this study, and a review of scholarship related to nonprofits dedicated to homeless veterans. Finally, I review my role in this study and the organization's need for an administrative study.

Conceptual Framework (Concepts, Models, and Theories)

This section begins with a synthesis of primary writings related to the recommendation memorandum that will be created for the client organization, as well as explanation of the general structure of a memorandum. This is followed by theoretical underpinnings of this study that guided my approach to understanding the organization

and its structure. This section then concludes with key concepts that were relevant to analyzing the organization and ways that it could improve on its mission. This next section includes information regarding Falling Angels as well as findings and recommendations.

Deliverable to the Client

A memo is used to communicate information to employees or members of organizations. Memos can also be sent out to constituents outside of an organization to communicate about a variety of topics. This is the deliverable that was used to communicate findings and recommendations of this administrative study. It was an efficient means of concisely sharing findings.

A memo is used to communicate a message of importance to an individual, group, business, or organization (Indeed, 2021). A memo has two purposes: it brings immediate attention to and solves problems (Purdue University, 2021). It informs reader about relevant information, potential issues, or recommendations to improve their services or business structure. This memo has several sections including context, ways to address issues and a summary section. This section includes key points, references, and sources needed for recommendations, a discussion section with relevant details to support recommendations, and a conclusion providing the reader with step-by-step actions, goals, and ways to achieve them, along with additional information.

McGrath (2021) said memos provide directions and thoughtful insight on ways to improve. There are several types of memorandum (memo): request memo, confirmation memo, report memo, and a recommendation memo. Each memo must be written in

specific format and addressed to a specific audience based on recommendations suggested. A recommendation memo should be brief, direct, and tactful. However, other memos report and make suggestions on ways to take actions.

One primary way to communicate with employees is writing a business memo. Memos are usually used within a company or organization to report information, make requests, or recommend solutions; however, “certain places are replacing memos with emails, talking on the phone and placing printed advertisements in within the workplace” (Prabavathi & Nagasubramani, 2018, para 1. Traditionally, memos are printed out and distributed to key parties within the organization or business. Business letters and memos are permanent forms of communication (Davis, 2021).

This administrative study includes a copy of a recommendation memo (see Appendix A) that was addressed to Falling Angels. This memo provided relevant information to Falling Angels and made suggestions regarding ways it can continue to achieve its mission and goals as well as be more effective and transparent in terms of its organizational practices.

This upcoming section includes key theoretical underpinnings that provided support to this administrative study.

Organizational Theory

Organizational theories and terms associated with organizations provide researchers with explanations of practices and interactions between organizations, communities, and constituents (Birken et al., 2017). Organizational theory-related research tends to involve coordinating and managing daily operations within businesses.

It also involves details about past and present organizational practices involving culture, leadership, and its efficacy (Leeman et al., 2020; Betta, 2019., Maclean et al., 2017).

Organizational theory was used for this research investigation because it aids in terms of identifying and solving problems related to efficiency and productivity within organizations.

Classical Organizational Theory

Classical organizational theory involves an amalgamation of scientific management, bureaucratic, and administrative theories in terms of effectiveness of organizational practices (Du Gay, 2016; Ferdous, 2016). Scientific management involves planning to accomplish organizational goals (Ferdous, 2016). Bureaucratic theories involve the structure or hierarchical arrangement of organizations (Ferdous, 2016). Administrative theories involve organizational systems and how leaders within organizations direct and allocate assignments to different committees and workers to complete (Ferdous, 2016). Collectively, each aspect of classical organizational theory involves documenting organizational ideologies and examining roles and responsibilities of leaders within organizations (Marijani, 2018; Hauge, 2016).

Research associated with organization theory has influenced decision-making processes and operational practices. The classical organization theory involves understanding how successful businesses operate effectively by planning and functioning as knowledgeable groups (Ferdous, 2016). This theory also involves identifying trends in organizational practices and helping increase employees participation (Chalekian, 2016; Du Paul, 2016).

Mantie and Tan (2019) researched classical organizational theory to understand participants' voluntary involvement in community wind bands. 24 individuals voluntarily participated in wind band groups across the world (Mantie & Tan, 2019). Mantie and Tan (2019) examined five characteristics associated with organizational behavior including: incentive systems and participant commitment, formal structures, leadership and authority, environmental conditions, and organizational effectiveness. Basic knowledge of the theory impacts organizational behavior (Mantie & Tan, 2019). The classical organizational theory includes seven key concepts: planning, organizing, staffing, directing, coordinating, reporting, and budgeting (POSDCORB); (Chalekian, 2016; Sugiyanto et al., 2018).

Key Concepts

POSDCORB-related research involves conceptualizing theory as a functional tool to be used by organizations to accomplish goals. Gulick's initial vision of the POSDCORB framework featured a future in which staff was motivated by a purpose, process, focus, and location (Chalekian, 2016; Espy & Guy, 2017). Today, the POSDCORB framework consists of seven crucial stages that could identify the effectiveness of programs and services by studying sequential functions of an (Meyer et al., 2017); organization (Brunacini, 2015; Sugiyanto et al., 2018). More importantly, the different POSDCORB functions prepare organizations for change (Marijani, 2018). The following information briefly describes the different components of POSDCORB and highlights how each component assists organizations to be effective and transparent in their operational practices.

Planning

Planning represents one of the most vital components of the POSDCORB framework (Espy & Guy, 2017; Sugiyanto et al., 2018). Organizational planning entails a continuous, systematic, and sometimes time-consuming process (Ford & Ihrke, 2019; Sugiyanto et al., 2018). During the planning process, the executive team spends large amounts of time creating goals aligning with the strategic plan and determining the efficacy of past goals (Basiony, 2018; Betta, 2019). Additionally, strategic planning empowers leaders to resolve issues preventing the organization from achieving its goals (Basiony, 2018; Espy & Guy, 2017; Korica et al., 2017).

Organizing

The second component of POSDCORB focuses on organizing activities to achieve organizational goals. Espy and Guy (2017) said organizing for human endeavors requires more than one person; a leader who directs and allocates tasks to followers who abide by the directive(s) from the designated lead. Basiony (2018) implied that employees appreciate when the organization provides a hierarchical structure highlighting roles, responsibilities, and functions for members of the organization. The leadership team is primarily responsible for creating organizational goals and coordinating activities to accomplish these targets (Espy & Guy, 2017). Individuals in leadership roles must also assign designated assignments to workers, manage human and material resources, and execute planned activities directed toward fulfilling the mission (Basiony, 2018; Osabiya, 2015).

Staffing

Early POSDCORB-related research stressed the importance of creating an interconnected relationship between staffing/employees, roles and responsibilities, and the structure of the organization (Betta, 2019; Meyer et al., 2017). Gulick described staffing in the 1930s as a process in which the organization brings people into the establishment, trains them, and ensures that employees work in “favorable” conditions (Espy & Guy, 2017; Marijani, 2018). Skilled workers represent the most asset within an organization, and the key to organizational success (Osibiya, 2015). However, staffing involves much more than hiring and firing (Espy & Guy, 2017).

Operating an organization means hiring people with skills that align with the organization’s goal and mission (Espy & Guy, 2017). In other words, staffing also entails selecting qualified individuals to perform specialized tasks and preparing them to succeed in the organization (Marijani, 2018). A mutual system between employers and employees benefits the organization and creates a progressive stance on hiring a strong workforce (Wright et al., 2020). Furthermore, staffing could also influence the organization’s culture or social system (Betta, 2019).

Directing

Directing an organization based on the POSDCORB framework requires leaders to make decisions and provide directives to employees that align with the organization’s strategic goals (Espy & Guy, 2017; Johansen & Hawes, 2018). Directors and administrators lead organizations into the future and play a vital role in increasing employee productivity (Meyer et al., 2018; Osabiya, 2015). Directing an organization

effectively not only requires leadership to run the organization properly, but also to resolve conflicts, and provide resources to guarantee organizational goals are met (Espy & Guy, 2017; Johansen & Hawes, 2018). More importantly, effective decision-making represents a vital responsibility for those in leadership positions since it involves planning, organizing, and coordinating activities in the organization within a specified timeframe (Marijani, 2018; Osabiya, 2015).

Coordinating

The coordinating process of POSDCORB involves connecting various segments in the organization and communicating what is going on in the establishment (Espy & Guy, 2017). Coordination also requires leadership to plan, develop, and implement procedures that pushes the company forward (Nordbäck & Espinosa, 2019). It also requires an ample amount of time planning, implementation, monitoring, and evaluations, such as annual performance reviews (Marijani, 2018). However, coordination is about bringing units in an establishment together to achieve organizational goals (Burton & Obel, 2018). Coordinating activities also compel leaders to provide continuous feedback to keep workers informed during organizational changes (Burton & Obel, 2018; Nordbäck & Espinosa, 2019).

Reporting

In POSDCORB, reporting deals with control and accountability (Chalekian, 2016; Espy & Guy, 2017; Marijani, 2018). Reports give employees a sense of responsibility and boost the leadership team's confidence when making decisions (Espy & Guy, 2017). The information in reports also keeps members abreast of current trends to improve

operational practices or identify ineffective practices that may hinder organizational success (Veltri & Bronzetti, 2015). Reporting also creates realistic and unbiased communication causing workers to trust the leadership's direction (Chalekian, 2016). Thus, leadership must understand the importance of communicating reports to keep the organization effective and transparent (Marijani, 2018).

Budgeting.

Budgeting represents a financial narrative for the organization (Albritton et al., 2018). A balanced budget not only prepares organizations to meet their strategic goals aligned to the mission, but also allows leaders to allocate resources adequately (Chalekian, 2016; Marijani, 2018). Finances and budgeting also keep companies afloat, so it is vital that leaders manage budgets accurately (Espy & Guy, 2017). Budgeting also serves as a road map for leadership to justify current purchasing practices and to make future purchases or remove less impactful items (Albritton et al., 2018). Furthermore, budgeting details a financial blueprint outlining, planning, and preparations of the organization's spending allocation covering expenses and profit for the year (Marijani, 2018).

Like other aspects of the classical organizational theory, the POSDCORB framework examines the efficacy of public and private establishments (Espy & Guy, 2017; Marijani, 2018; Sugiyanto et al., 2018). POSDCORB components provide a comprehensive interpretation of issues and concerns affecting organizational behavior (Chalekian, 2016; Marijani, 2018). POSDCORB influences in leadership and management in public administration evolved over the years (Espy & Guy, 2017).

Implementing the POSDCORB framework requires all stakeholders to understand the role(s) and responsibilities through organizational transparency (Marijani, 2018; Veltri & Bronzetti, 2015). Therefore, POSDCORB supports the conceptual framework in this administrative investigation since it aims to understand the effectiveness of Falling Angels' programs and services, as well as operational practices.

Relevance to Public Organizations

The nonprofit sector has grown considerably over the years and plays a pivotal role in today's United States economy (Garven et al., 2018; National Center for Charitable Statistics 2020; Mitchell, 2017). In 2016, more than 1.5 million organizations registered with the Internal Revenue Services (IRS) as a 501(c)3 nonprofit organization and generated 1 trillion dollars (NCCS, 2020). Leaders of nonprofits work collaboratively to generate funds to fulfill the organization's mission and to provide essential programs and services to the local community (Nonprofit HR, 2016; Re & Rule, 2018). However, nonprofits operate as value-driven rather than profit-driven organizations (Elfving & Howard, 2018).

Nonprofit leaders today struggle with achieving organizational success (Gregory et al, 2020; Re & Rule, 2018; Seo, 2020). Many nonprofits seek assistance by acquiring resources from donors, corporate partnerships, and governmental agencies such as the VA (Seo, 2020). Competition between nonprofits vying for support from similar financial resources forces leaders to examine current organizational practices to determine their effectiveness (Gregory et al., 2020). Furthermore, nonprofit's leadership addresses funding concerns by deciding whether new programs and services attract additional

funding to achieve the organization's mission (Gregory et al., 2020; Seo, 2020). The leadership of the nonprofit must be cognizant and very resourceful in how funds are spent to fulfill organizational goals rather than selling a product or service (Albritton et al., 2018).

Effective nonprofit leadership works solely on the interaction of management and employee support through continuous communication, empowerment, leadership, and stable working conditions (Beer & Micheli, 2017; Chen et al, 2018; Mone & London, 2018). The leadership team also works closely with the organization's advisory board members to formulate strategic plans aligning with the mission (Barbero & Marchiano, 2016). Furthermore, effective management also includes coordinating, controlling, marketing, monitoring, planning, staffing interaction, overseeing, and building an external relationship with stakeholders, including supervising (Mone & London, 2018). When nonprofits utilize these concepts, it gives them a better understanding of their overall operational management because it outlines how managers can make decisions and explores options and ways to improve the efficiency and effectiveness of business operations (Mone & London, 2018).

Organization Background and Context

Nonprofit organizations are known to provide support services to the local community and serve as advocates for vulnerable populations (Elfving & Howard, 2018). Many nonprofits uphold public service even when the demands for their programs and services increases (Beliles, 2018). Falling Angels – a 501(c) (3) nonprofit organization in a midwestern American state provide mental health and housing support services to 120

former-military members today and has served over 10,000 veterans since its inception in 1987. The veteran population that Falling Angels serves reports homelessness at a higher rate than the public (Kertesz et al., 2017; Weber et al., 2019). Nonprofit organizations like Falling Angels are considered heroic because of their continuous effort to support people in the local community (Beliles, 2018).

The United States Department of Housing and Urban Development ([HUD], 2020) estimated that almost 570,000 people in 2019 were homeless on any given night. Homeless people, according to HUD, “[lack] a fixed, regular, and adequate nighttime residence” (p. 2). Weber, Lee, and Martsof (2018) asserted that homelessness is often associated with “poorer health status due to the difficulty in maintaining health while attempting to satisfy the basic human needs such as food, shelter, and safety” (p. 1). Homeless individuals also usually experience different health ailments, mortality rates, and multiple comorbidities at a higher rate than non-homeless people (Weber et al., 2018). Conversely, former military service members represent about 8% of the total population of homeless adults in the US (HUD, 2020).

Between 2003 and 2011, the US military deployed over 2 million veterans to Iraq and Afghanistan during Operations Enduring Freedom (OEF) and Operations Iraqi Freedom (OIF); (Gonzalez et al., 2018). Many veterans returned from OEF/OIF warzones battling one or more mental health conditions – also known as comorbidities, such as depression, posttraumatic stress disorder (PTSD), and other health ailments (Gonzalez et al., 2018; Tull, 2019). Some Veterans ended up homeless because of a difficult transition from active military duty to civilian life (Lowe & Dybicz, 2019; Weber et al., 2019).

Many US states, including this midwestern American state seem to be witnessing an influx of Veterans homelessness due to a governmental housing shortage (Diprizio, 2018). This administrative study investigated the Falling Angels nonprofit organization to understand the effectiveness of its operational practices and programs and services. The classical organizational theory's POSDCORB framework provided a thorough understanding of processes associated with planning, coordinating, and delivering effective services to constituents of the Falling Angels nonprofit organization.

Role of DPA Student-Researcher

Falling Angels gained a great reputation for providing support to veterans in need of the programs and services provided by the nonprofit. Knowing the organization's image in the local community, coupled with an interest in leading a public organization someday, motivated me to contact Falling Angels for this administrative study. This study aimed to discover and understand Falling Angels' administrative practices, such as the structure of the organization and programs and services designated to provide housing resources for former military service members. The research question focused on what organizational practices are in place and necessary to improve Falling Angels' ability to expand housing services to all veterans including women? To answer this inquiry, I collected and analyzed data using the single-case study qualitative design.

Before this administrative investigation, I did not have a personal or professional relationship with the Falling Angels nonprofit, its staff, or clients. My role in this administrative project related to a graduation requirement for the Walden University Doctor of Public Administration program. I chose Falling Angels because of my interest

in homelessness and finding solutions for this issue. However, I did not let my personal views about leading and managing an organization or homelessness interfere with the study by monitoring the thoughts I kept in a reflective journal (Burles, 2017; Nyirenda et al., 2020). Throughout the research process, I also remained objective while analyzing the collected data to identify trends in current practices to determine the effectiveness of Falling Angels.

Summary

Section Two reintroduced the problem and purpose statements, the practiced focused question and explained the study's conceptual framework. From an intensive search of research databases and archives, I gained an insightful overview of the POSDCORB concept related to the organizational theory to determine the effectiveness of the operational practices of the Falling Angels nonprofit organization. The POSDCORB framework related to the classical organizational theory has also been used to help organizations formulate and achieve strategic goals aligning to the mission of the establishment (Bett, 2019). POSDCORB helps create a comprehensive strategic plan that aligns an organization's short-term and long-term goals (Chalekian, 2016). As mentioned, this section reintroduced the problem and purpose statements, the practiced focused questions and explained the conceptual framework and theoretical underpinnings of this administrative study. Section 3 will highlight the data collection and analysis methods that was used to guide this study.

Section 3: Data Collection Process and Analysis

Introduction

The problem addressed in this administrative study is that the Falling Angels nonprofit organization has struggled with implementing its mission to serve homeless veterans in a midwestern America state, specifically its goal to expand housing services to accommodate homeless women veterans. Falling Angels provides programs and services to veterans recovering from chronic homelessness, mental health conditions, and other health ailments. The purpose of this administrative study was to explore and understand the organizational structure of Falling Angels and provide a recommendation memo so that it could meet its goal to be a more effective nonprofit and extend housing services to homeless women veterans. Section 3 includes the research design, research rationale, target population and sample, sampling procedures, sources of evidence, and methodology used to analyze data collected in this administrative study.

Practice-Focused Research Question

This administrative inquiry featured one practice-focused research question: What organizational practices are in place and necessary to improve Falling Angels' ability to expand housing services to all veterans, including women?

Sources of Evidence

Qualitative research involves exploring and understanding local problems related to different phenomena (Brink, 2018; Johnson, 2015; Knapp, 2015). The researcher acts as the lone instrument in qualitative studies since they collect data by way of in-depth participant interviews, notes obtained during conversations and interactions, and

conducting intensive archival research (Daniel, 2016; Roulston, 2019). As a novice qualitative investigator, I conducted participant interviews with seven stakeholders associated with Falling Angels to gain insight about organizational business practices. Information collected during interviews included perspectives about the effectiveness of the organization.

Before conducting each interview, I communicated the importance of maintaining confidentiality and participants' rights during this qualitative investigation. I also asked permission to record interviews on an audio device, then transcribed information after each interview. I also employed the member checking-system by sending an electronic document to participants to verify its accuracy before analyzing data (Birt et al., 2020). Furthermore, I constructed rich and thick descriptions based on participants' accounts to identify common organizational trends or themes that eventually led to recommendations discussed in Section 4.

The integrity of this investigation relied on its trustworthiness. I kept an audit trail in a journal since the beginning of this study to be transparent and member-checked data, which enhances credibility of information. I also maintained notes to remind me of participants' body language and hand gestures. Furthermore, the journal helped me monitor biases and subjectivity throughout the research process to prevent interference with the study results.

In this qualitative study, I interviewed seven people who are familiar with Falling Angels' past and present organizational performance. I also connected the nonprofit's organizational behavior to literature associated with leading and managing nonprofits in

the 21st century and the organization theory. I also researched archival and operational data as well as historic artifacts and documents to understand Falling Angels' business practices before recommending changes. Collectively, I used face-to-face interviews and interview questions in this qualitative investigation to triangulate so that I could gain a comprehensive understanding of Falling Angels' practices.

Furthermore, I interviewed seven stakeholders associated with Falling Angels to understand their perceptions about the nonprofit's organizational practices. During participant interviews, I took notes to focus my attention directly on statements made by each participant.

Evidence Generated for the Administrative Study

The organizational theory was the conceptual framework for this single-case study qualitative investigation. Articles provided unique perspectives about the organization theory and the state of its future. Birken et al. (2017) said the organizational theory involves exploring organizational structures, target goals, strategic plans, and leadership. The organizational theory was used to address potential negative patterns in nonprofit operational practices. The theory was used to answer questions related to scientific inquiries concerning organizational performance and conditions of its culture.

The organizational theory served as the conceptual framework for this administrative study. This theory involves "extensive insight into how organizations work and what happens in and around organizations" (Perkmann & Phillips, 2017, p. 1). Thus, the organization theory was used to develop a list of recommendations needed for

Falling Angels to overcome future challenges preventing the nonprofit from fulfilling its missions and future goals.

Participant Selection

Qualitative studies typically feature a small sample, but the size of the research population must be justified by the researcher (Hoven & Lawton, 2019; Young & Casey, 2019). Sample sizes in qualitative research should also be large enough to define the phenomenon under investigation (Boddy, 2016; Morse, 2015). Data saturation determines whether a sample size is sufficient to provide a comprehensive understanding of a phenomenon (Astroth & Chung, 2018; Saunders et al., 2018; van Rijnsoever (2017). Weller et al. (2018) said data saturation occurs when qualitative data no longer produces new ideas or themes. Section 4 includes details about how I reached data saturation in this study.

This administrative study followed the purposive sampling method that permits researchers to study a specific population that meets specific requirements. I connected operating practices at Falling Angels to the organizational theory with limited resources. I contacted management initially to not only explain the purpose of this investigation, but also express interest in studying the operational practices of Falling Angels. The manager on duty directed me to the Falling Angels executive leadership team. The nonprofit's leadership accepted my research proposal, then appointed an executive assistant to serve as my primary person of contact.

Qualitative researchers interview participants to learn more about how individuals make sense of phenomena (Roessger et al., 2017). I planned to interview at least 10

individuals associated with Falling Angels. I selected participants using the purposive sampling technique, and scheduled interviews with Falling Angels stakeholders who met specific criteria. Participants needed to be part of an organization (board member, leadership, management, and employee) for a minimum of two years and available and willing to participate in this administrative study. The executive assistant provided a list of 40 people associated with Falling Angels who met the criteria. I had intended to contact veterans seeking services from the nonprofit, but the organization could not release this information due to Health Information Probability and Accountability (HIPPA) laws which prohibit the release of clients' private information without the person's consent. Therefore, I did not interview any clients.

Communicating with Participants

I emailed 40 Falling Angels stakeholders inviting them to participate in this administrative study to share their perceptions of the effectiveness of the organization, including the nonprofit's current and past practices. Emails explained the purpose of this study, informed consent, and confidentiality. I disclosed that anyone interested in sharing stories had one week to respond to the invitation.

Procedures

After Walden University's Institutional Review Board (IRB) endorsed this study 10-11-19-0524943, I contacted Falling Angels to express interest in examining the nonprofit's organizational practices. I spoke with a manager on duty who referred me to the executive leadership team. The group and I met briefly to discuss the problem, purpose, and significance of this administrative study. Falling Angels' senior leadership

appointed a member of the staff to serve as the person of contact. The individual and I discussed criteria required to participate in this qualitative investigation, including my role in the organization, length of time affiliated with the nonprofit, and availability to interview during a specified time in October 2019.

The contact person provided a detailed list of 40 stakeholders connected to Falling Angels whom I emailed invitations to participate in this administrative study. Seven people replied and consented to interviews including three individuals who served on the leadership team, two supervising managers, and two general employees. Once the research subjects were identified, I contacted participants individually to schedule interviews that occurred over two weeks (initial and follow-ups interviews). Participants chose a designated space that they felt comfortable sharing their experience with the nonprofit (McGrath et al., 2019; Morales et al., 2019).

Before each interview, I explained the terms of the informed consent and confidentiality processes to recap participants' rights in this administrative study. I assigned each person a code name (pseudonym) to protect their identities and to ensure identifiable information did not appear on any document after each interview (Lancaster, 2017). I also documented my interactions with participants in a reflective journal and analyzed it to help triangulate the qualitative data. The reflective journal also allowed me to examine personal biases and subjectivities and express how I felt about my encounter with participants (Burles, 2017). Data collected from participant interviews and the reflective journal was analyzed along with the information collected from an intense search of archival data related to Falling Angels and the organizational theory.

All initial and follow-up interviews were transcribed verbatim. Similar to Antonio et al. (2020), the interviews were saved in three categories: audio of the actual interview, authentic data, and final transcripts of participants' statements. Recording the interviews also confirm the accuracy of each interviewee's account about the organizational practices of the Falling Angels nonprofit. After transcribing the data, I emailed participants an electronic copy of sentiments that they disclosed during the initial and follow-up interview – known as member-checking, which enhances trustworthiness in qualitative studies (Birt et al., 2020). Member-checking also assured the integrity of the evidence was based on the methodology, aims, and assumptions of this study (Antonio et al., 2020).

Instrumentation

The researcher characteristically serves as the primary instrument throughout the data collection stage of qualitative studies (Johnson et al. 2020). Additionally, qualitative researchers saturate data collected through participant interviews and field observation while monitoring preconceived assumptions, bias, and subjectivities during the process (Collins & Cooper, 2014). To ensure the integrity of the study and ensure the data collection was the same with each participant interaction, I followed an interview protocol that guided the research process and safeguarded similar and uniformed interviews (Appendix C). To ensure content validity in this administrative study, I aligned assumptions, analytical techniques (i.e., analyzing each response to determine its category based POSDCORB key concepts), theoretical orientations (i.e., supportive literature), and methodological practices (i.e., created questions based on POSDCORB).

The same questions were asked of each interviewee, while responses were handwritten and digitally recorded.

Additionally, each response was analyzed using the same methodology, thereby ensuring the trustworthiness of the techniques used in this study. Interviewing is an important tool that the researcher uses as a guide to gathering information that is not visibly observed (Olson, 2011), such as feelings, ideas, thoughts, and behavior. It also helped me understand the participant's points of view and responses to unfolding their participants' experiences. DeJonckheere and Vaughn (2019) state that semi-structured interviewing is the primary technique for data collection used to gather information from participants who have ideas, feelings, and thoughts about the topic. The researcher created a list of 34 open-ended questions seeking detailed information from the participants based on the acronym POSDCORB: planning, organizing, staffing, directing, coordinating, reporting, and budgeting. The notes I collected during the participants' interviews assisted me in monitoring my biases and subjectivity throughout this project. The interview questions focused on ways the organization can improve its organizational effectiveness.

Protections (Ethical Procedures)

Alter and Gonzalez, (2018) maintained that the protection of study participants is the fundamental key and an obligation of the researcher at the beginning of the research. As the researcher, I was obligated to explain to the participants the purpose of the study, risks, rights, and confidentiality of data sharing and collecting during the research process. After each interview, the participants were assigned a code name (pseudonym)

to ensure identifiable information did not appear on any document. Each participants' identities were not shared. No names, demographics, or other identifying information such as gender and age were shared verbally or mentioned to complete this administrative study. In addition, each study participant was given a consent form outlining confidentiality and data sharing during and after the research was completed.

All information was stored on a USB port and thumb drive that is password protected and stored in a secure locked file. All handwritten notes, including a hard copy of the code name, were stored on a password-protected computer's thumb drive. Only the researcher will have accessibility to the computer and the stored information. To protect all participants, this information will be kept and stored for five years per the requirements of Walden University.

Strategies for Recruitment

Initially, Falling Angels Nonprofit organization was contacted by telephone requesting permission to conduct this administrative study on its organization. The recruitment materials used for this administrative study included an invitation letter, signed consulting agreement, and signed participant's consent form. Before the research could be conducted, the signed consulting agreement had to be presented to the IRB and accepted. An invitation letter was emailed explaining the scope and purpose of the study and asking for permission to participate in my proposed study. Falling Angels were given a one-week deadline to give the senior leadership time to consider my request and review my invitation. The senior leadership accepted my invitation by email. Before selecting participants, my IRB approval code was required. Upon waiting for approval

from the IRB to conduct the study, I communicated directly with the executive assistant to keep her informed of the ethical procedures that must occur before interviews could be conducted. I was granted approval by email from the IRB to continue my research at will. During the research and data collecting process, each participant was identified using a pseudonym code name to ensure privacy. Per the Walden University Institution Review Board (IRB) requirements, the data will be kept and stored for five years to protect the confidentiality and privacy of each participant.

Consent and Privacy

Approval 10-11-19-0524943 was granted by Walden University's Institutional Review Board (IRB) to conduct the administrative study; in addition, approval was granted by the executive director of the Falling Angels. I followed protocol according to the IRB for confidentiality and privacy of each participant by assigning the pseudonym code names to each participant. I also explained the purpose of my study and their rights to withdraw. Each participant agreed to participate in this administrative study by signing a consent form. I also informed each participant that this data would only be used for the project outlined in the consulting agreement. Additionally, each participant was informed of their rights to receive a copy of their recordings and a full research transcript (upon request).

Client Organization Approval

Prior to this study, there was no relationship between the organization, its staff, clients, and me. Falling Angels was contacted after Walden's IRB approval and asked to participate in this administrative study. The organization's senior leadership was informed

of the purpose of this study, informed consent, and confidentiality of its participation. The senior leadership of Falling Angels granted permission by signing the consulting agreement.

Walden IRB Approval

Each participant in this administrative study was treated with the utmost respect and offered water, drinks, and snacks. They were informed of the informed consent, privacy and right to withdraw from this study without notice willingly. Each participant was given the option to choose a location to avoid distractions and to feel safe. The participants in this administrative study were provided information to contact the Research Participant Advocate at Walden University at 612-312-1210 if they had any questions or concerns at this time or later regarding their rights as a participant during this study. Walden University's IRB approved this administrative study and my right to conduct this study. The approval number for this study is 10-11-19-0524943.

Analysis and Synthesis

This section highlighted data collection, analysis methods and data integrity used to guide this administrative inquiry. I followed a qualitative research design to explore and understand the operational practices of the Falling Angels Nonprofit Organization.

Data Analysis Systems

Yates and Leggett (2018) argued that qualitative data collection tools characteristically involved in-depth interviews, notes, and self-reflection. I interviewed seven participants from Falling Angels by conducting in-depth face-to-face interviews using a digital voice recorder and handwritten notes. The data collected was to

understand the participants' perception of the Falling Angels business practices and their effectiveness. Falling Angels' senior leadership provided a list of names of participants that would be appropriate for this study.

Qualitative studies involve an inductive approach rather than a deductive process common in quantitative methods (Bansal et al., 2019; Brink, 2018; Mattison et al., 2020; Wilson, 2020). Williams and Moser (2019) acknowledged that inductive investigations usually start with collecting data relevant to qualitative research question(s) before three levels of coding occur: open-coding, axial-coding, and selective-coding. The interview questions focused on Organizational Theory that feature seven concepts POSDCORB: planning, organizing, staffing, deciding, cooperating, reporting, and budgeting. I coded the collected data using codes, categories, and themes. Once the coding was completed, it organized the components of organizational theory based on organization development into categories. As the researcher, I identified the commonalities in the responses. The commonalities were used to identify the seven participants' familiarity with this organization's management structure and operations functionality.

According to literature, organizational theory supported the evidence needed to examine Falling Angels' ability to uphold its mission of serving homeless veterans in a midwestern American state and its plan to expand housing services to accommodate homeless women veterans. Conversely, my overall goal was to identify axial codes, selective codes, themes, and patterns in the data to answer the study's only research question, "what organizational practices are in place and necessary to improve Falling Angels' ability to expand housing services to all veterans including women? Before each

interview, I reiterated that these questions were based on POSDCORB to understand the organization's effectiveness. These responses were provided in confidence, and they will remain anonymous. Each participant was given a code name throughout the research process. I intended to collect as much information from the participants.

Analysis Procedures

Today, technology also makes the qualitative coding process less strenuous since it allows researchers to quickly identify codes and themes (Ose, 2016; Zamawe, 2015). For example, some recent qualitative investigations featured the NVivo 11 software to locate recurring patterns in data collected from participant interviews (Maher et al., 2018; Mattison et al., 2020). NVivo's ability to code and organize large amounts of textual data attracts qualitative researchers to understand and explain a social phenomenon (Mattison et al., 2020; Ose, 2016).

According to Creswell (2014), the analysis of the data proceeds in three stages: open coding, axial coding, and selective coding). Within this study, data was analyzed. To mask the participants' identity, they were given code names and themes to understand the interviewee's perception of the operational practices of the Falling Angels nonprofit organization. To collect the qualitative data, the researcher created a list of 34 open ending questions to conduct the interview process. The participants were identified by a pseudonym code name assigned see (Table 1). Once the data was gathered, I inputted the data in NVivo, computer software, to analyze the qualitative data to obtain a more in-depth insight during the analysis process (Maher et al., 2018).

The initial step in this analysis process involved ensuring that I had accurate information obtained from interviews and face-to-face observation. I analyzed the collected data from the interviews using the NVivo technology common in qualitative studies (Church et al., 2019; Maher et al., 2018; Vaughn & Turner, 2018). The qualitative data analysis software not only codes textual data videos and images within the same study, but also lessens researcher's bias (Feng & Behar-Horenstein, 2018). The next step organized data by coding into categories and themes. This was done by reading and re-reading my written notes and manually coding each study participants' responses to interpret relevant information based on the research questions asked. Then, I analyzed the coded qualitative data from the manually transcribed interviews and researcher's written notes to determine relevant information with the same patterns or themes. Based on the coded data and without subjective bias, I intended to describe the themes based on the participants' responses. All interviews were recorded using a digital voice recorder for documentation purposes and accuracy from the data collected. I also took written hand notes on the responses and observed gestures to assist with transcribing.

Maher et al. (2018) stated that organizing and managing qualitative data serves as a precursor for writing and disseminating the study's findings. The organized information made it easier to immerse and dissect all the data to understand better Falling Angels' operational practices (Antonio et al., 2020). A final step in analysis procedures is interpreting the study outcomes based on the collected qualitative data. I reviewed and analyzed the data by comparing their strategic plan with the organizational theory process. The collected information from the organization's archival and operational data

validated this study by providing information that was compared to data collected through interviews.

I then reviewed and analyzed the data by charting and labeling according to the number of shared similar responses to create categories and themes. After analyzing and reviewing all data collected, an interpretative construction of “rich” and “thick” descriptions (themes) was provided to outline the participants’ responses (Ashworth et al., 2018; Maher et al., 2018) and by identifying the relationship between categories and conceptual framework that guided this study (Aldoney & Cabrera, 2018; William & Moser, 2019). The coding analysis was charted and labeled see (Figure 1). The transcribing was completed within several months following the interviews. I contacted each participant via email a copy of the transcription to verify for accuracy.

Data Analysis Process (Coding)

I began the data analysis process using the open, axial, and selective coding (see Figure 4; Gerster et al., 2019; Williams & Moser, 2019). The first round of coding occurred after I member-checked the data collected from the participant interviews. I read and analyzed the transcribed interviews to become familiar with the raw data before entering the information into the NVivo software. I jotted down notes in a journal during the open-coding process as I thought about initial themes based on data collected from the participant interviews (Bush et al., 2020). To complete the axial-coding process, I entered the raw data of each participant interviewed separately and as a whole group to establish a relationship between the two sets of raw data (Gerster et al., 2018; Maher et al., 2018). During the selective coding phase, I refined the axial codes formed by NVivo

before constructing a “rich” and “thick” descriptive interpretation of participants’ accounts about their experience with the Falling Angels nonprofit organization.

Figure 1

Emerging Themes Figure 1



The open coding generated for the current operations themes that related directly to the POSDCORB framework of the classical organizational theory, including the organization planning process, and leadership. Other open codes included members, veterans, leadership, organization process, and organization. After rereading the open-codes, I formed axial-codes also related to the conceptual framework guiding this administrative study such as reports and budgeting. I also created a needs axial-code before forming the final – organizational behavior code. Additionally, I followed the

same coding system for the second theme related to future expansion for the organization. Decision-making, improvements, and strategies represented the open-codes used to create the management axial-code. Housing and board led to the clients-related axial-code, and practice and communication led to the other axial-code dealing with effectiveness.

I organized and categorized data collected from participant interviews. I entered participants' original and follow-up interviews into NVivo separately before analyzing to gain a sense of participants' perception of the organization to determine their thoughts about the efficiency of the nonprofit organization. Once I gained a comprehensive understanding of the analyzed data, I connected the info collected from an intensive search of archived data and reflective journal. Combining all three sources not only helped triangulate data, but also answer the lone research question in this single-case study qualitative investigation.

Maintaining Data Integrity

Qualitative studies typically feature a dialogue about trustworthiness, consisting of the study's credibility, dependability, confirmability, and transferability (Connelly, 2017; Nyirenda et al., 2020; Stewart & Gapp, 2017). Credibility refers to how the truth of results generated in a qualitative investigation transfer to reality (Stewart & Gapp, 2017). Connelly (2017) hinted that triangulation represents one way to ensure credibility in a qualitative investigation. This single-case study achieved triangulation by combining data collected from three common qualitative methods: participant interviews, archival research, and a reflective journal.

I typed each interviewee's responses and saved them in a word document on my password-protected laptop and stored them on a USB drive and stored in a locked file. The information stored for the interviews included observations, written notes, and audio files. No names or demographic information was identified, and each participant was given a code name for confidentiality and privacy purposes. To ensure no information was identified as the researcher, I employed the member checking system by sending an electronic document to participants to verify its accuracy before analyzing the data (Birt et al., 2020).

Credibility

The initial step in this analysis involved ensuring that I had accurate information obtained from interviews and written notes. I transcribed the information collected from each interview verbatim before I emailed each participant an electronic copy of his/her statements to verify the content's accuracy. The member-checking process reassured the credibility (i.e., equivalent to the validity) of the statement disclosed during participants' interviews (Antonio et al., 2018; Birt et al., 2020).

Information obtained from participant interviews gave me more insight into the organizational practices of Falling Angels. Old articles in the archives of local newspapers about the organization were examined, which provided an opportunity to understand the history of the nonprofit before identifying gaps and possible recommendations. Organizational theory was used to guide the study and the use of handwritten notes from a reflective journal and archival searches for information about the Falling Angels organization. Furthermore, a journal was used to document

interactions with participants during the interview process. The reflective journal also served as an audit trail making the procedures used in this qualitative study transparent, which helps validate dependability (Nyirenda et al., 2020).

Transferability

Notwithstanding, transferability demonstrates that a qualitative study's results could be applied to different contexts (Connelly, 2017). It also grants future readers an opportunity to expand the results generated in a qualitative study (Nyirenda et al., 2020). This administrative, single-case study featured "rich" and "thick" descriptions to facilitate transferability. However, results cannot be generalized because the small size included in this study does not represent the sentiments or perception of the entire organization (Connelly, 2017).

The transferability of this qualitative study was based on the information provided by each participant. I read and reflected and highlighted any personal information. I also re-read the information of all participants to code into categories and themes to determine relevant information based on the central research question. I build a rich, thick, and detailed interpretation of the participants' responses from the data collected.

The primary advantage of observation during research is validity, which was unbiased information from the participants. I audio recorded all consent interviews using a digital tape recorder with an external microphone to confirm the validity, and the information was transcribed verbatim. Initially, after I had collected the data from the interview, which was unstructured, it needed to be transcribed. All interviews were recorded using a digital voice recorder for documentation purposes and accuracy. The

procedures used to assure the integrity of the evidence were based on the methodology, aims, and assumptions of this study.

Dependability

A researcher ensures dependability by tracking the steps and decisions made during a qualitative research study. Astroth and Chung (2018) stated that dependability in qualitative studies is aligned with reliability in quantitative studies. To ensure dependability, I kept an audit trail in a reflective journal. The audit trail served as a guide and documentation of notes taken for the duration of the data collection and analysis processes. Additionally, I created a detailed description of seven Fallings Angels participants' perceptions of the organization's effectiveness, including the present and past practices. The audit trail in the reflective journal assisted me in remaining transparent throughout the research study (Baillie, 2015; Connelly, 2016). The audit trail highlighted my notes related to all activities in this study and the recommendations about the decisions I made during the investigation process (Connelly, 2016).

Confirmability

Confirmability also reinforces trustworthiness in qualitative research (Connelly, 2017; Nyirenda et al., 2020). Nyirenda et al. (2020) implied that confirmability keeps biases out of the study's findings. I kept a journal to document, recognize, and manage biases and subjectivities throughout the study- a process called reflexivity (Nyirenda et al., 2020).

Summary

This section highlighted data collection and analysis methods used to guide this administrative inquiry. I followed a single-case study qualitative design to explore and understand the operational practices of the Falling Angels Nonprofit Organization. Qualitative methods allow researchers to examine human behavior in a social context (Johnson, 2015; Mattison et al., 2020; Williams & Moser, 2017). The single-case study approach allowed me to collect data from participant interviews and connect it to the organization theory (Ridder, 2017). I also conducted an intensive search of archival data to learn more about the organization theory as well as the current and past operational of Falling Angels.

Furthermore, this section discussed protecting participants' identities by replacing their names and other identifiable information with a pseudonym. I also placed a pseudo on documents to add an extra layer of protection. Section three also communicated how I analyzed the data collected in this qualitative study. I transcribed interviews manually, then emailed participants a copy of their sentiments to ensure its accuracy – member-checking. Furthermore, this section communicated three sources used to triangulate the qualitative data needed to make the findings transferrable and trustworthy (Antonio et al., 2020).

Section 4: Results

The purpose of this administrative study was to explore and understand the organizational structure of Falling Angels and provide a recommendation memo so that it can meet its goal to be a more effective nonprofit and extend housing services to homeless female veterans. Falling Angels, a 501(c)(3) nonprofit organization, has provided services and programs to homeless and displaced veterans in a midwestern American state since its inception in 1987. The research question in this qualitative investigation was: What organizational practices are in place and necessary to improve Falling Angels' ability to expand housing services to all veterans, including women?

Introduction

This administrative study produced findings about Falling Angels which have potential implications for the field of public administration as well as nonprofits that serve veterans. Likewise, there are several recommendations based on findings, and a review of strengths and limitations of the study. The section also explains how I analyzed collected data using NVivo from recorded interviews and written notes. Data collected from semi-structured interviews were analyzed, evaluated, and categorized to identify common themes and patterns to determine what changes the client organization must undertake to improve its performance. Section 4 includes a comprehensive discussion about seven themes answering the research question. Additionally, this section includes study findings and implications, as well as future recommendations based on results.

Findings

This administrative study involved using qualitative data-collecting methods to discover and understand the organizational practices of Falling Angels to gain better insight into the nonprofit. Falling Angels provides programs and services to 120 homeless veterans, but leadership in the organization wanted to expand its existing services, leading to the identification of this study's problem. I first provided findings from my review of archival data, and then from interviews with participants.

Findings from Archival Review of Falling Angels

Archival data is pre-existing internal data stored for future reference and used to provide understanding of the context of research or evaluations. Several important sources were used as archival data, includes books, scholarly journals, magazines, and newspapers. I used Falling Angels' internal database because it contained archived articles related to the organization's history and business practices. I used organizational theory to guide the study of Falling Angels' history and practices.

Falling Angels' internal database was established to serve as a historical reference to show proof of its internal and external growth and development. According to Falling Angels' senior leadership, these archived newspaper articles explain how Falling Angels began and continued to expand. Archived data used in this administrative study included detailed descriptions of its history. I identified an urban farm project, fundraiser events, and letters of support from political constituents. The advantage of using archival data was that it provided information that was relevant to this research.

A photo of a veteran affiliated with Falling Angels was photographed participating in an urban farm project at a local food bank. The current CEO mentioned that veterans associated with Falling Angels harvested pounds of fruits and vegetables for those in need in the community. An annual fundraising event that Falling Angels sponsors with other agencies in the area provides support programs and services to veterans facing homelessness. I also found letters of support that Falling Angels acquired from elected state public officials, including senators, congresspeople, and mayors, as well as members of the local community.

Falling Angels collected more than \$1.1 million between 2007 and 2008 from three different grants. It also received a grant in 2015 for \$195,000. The nonprofit has also benefited from generous donations from charities and private corporate donors. Based on archival data, Falling Angels began servicing eight veterans in the mid-1980s. More than 120 former military service members take advantage of programs and services currently provided by Falling Angels veterans, including housing ranging from 30 days to 2 years. As the researcher, I was unable to review any strategic plans that Falling Angels had in place; however, senior leadership did verify that the organization had several strategic plans that would expand for the next 5 years. One key plan was to expand its main office location within the next year to have more office space and storage.

Findings from Participant Interviews

This administrative single-case study inquiry featured participant interviews as a data-collecting tool since data collected includes participants' perceptions of a phenomenon. Four males and three females consented to and participated in two in-depth

interviews in October 2019 (1-hour initial interview and 30-minute follow-up conversation to clarify questions I had while analyzing initial data). After each participant interview, I transcribed the audio recording verbatim before following the member-checking system to ensure accuracy of statements.

Table 1 includes information regarding each participant's role and affiliation with Falling Angels who consented to participate in this administrative investigation. In this study, I interviewed seven people associated with Falling Angels, including three individuals who served on the leadership team, two supervising managers, and two general employees. Three of seven people in this study took advantage of programs and services offered by Falling Angels before joining as stakeholders.

All participants in this study selected a designated space at Falling Angels to hold interviews. I asked each participant whether they were comfortable before interviews began. Allowing participants to choose interview space made them feel comfortable to share their experiences with the nonprofit organization. The designated interview space also prevented noise or other distractions from interfering with interviews with participants. I reiterated the informed consent document, explained participants' rights, and asked for permission to audio record interviews. I asked participants again if they had questions about the consent form. Furthermore, I asked each participant if they understood their rights as research subjects before proceeding with interviews.

Table 1*Participants*

Participant	Participant's Falling Angels Affiliation
Participant 1	Executive Leadership
Participant 2	Management
Participant 3	Management
Participant 4	General employee 1
Participant 5	General employee 2
Participant 6	Management
Participant 7	Board member

Participant interviews included 34 questions (see Appendix B) highlighting different aspects of the POSDCORB framework associated with the classical organizational theory. Six questions related to organizational planning, four were about organizing and cooperating, and five related to staffing and decision-making at the nonprofit. Five questions focused on reporting and five were about the organization's budget. Collectively, seven individuals shared their perspectives about the effectiveness of the organization.

Findings from participants are organized around three themes that emerged from data collected from qualitative data analyses of participant interviews: effective organizational practices, expenses and revenue, and expansion. Figure 4 illustrates how codes connected to form the two primary themes.

Themes

Three essential themes, effective organizational practices, expenses and revenue and expansion, emerged from data collected from in-depth interviews I conducted with seven stakeholders associated with Falling Angels. I also connected the themes to data retrieved from archival research related to the classical organization theory and the POSDCORB framework. The first couple of paragraphs in this section report the results generated in this study. After discussing the findings, I explain implications in this study leading to the recommendations.

Theme One: Effective Organizational Practices

Participants in this study shared information related to Falling Angels' daily business operations that demonstrated that they engaged in effective organizational practices. These findings aligned with the POSDCORB framework associated with classical organizational theory. Gulick and Urwick introduced the POSDCORB framework in the 1930s to "create a balanced organizational approach to better address the basic functions needed for effective system performance" (Brunacini, 2015, p. 54). The POSDCORB framework suggests that there are certain core practices existent within an organization (Brunacini, 2015). Transcriptions demonstrated that employees of Falling Angels engaged in planning, organizing, hiring qualified staff members, assigning direct roles and responsibilities, coordinating activities, reporting business and administrative findings transparent, and budgeted to remain financially viable.

Planning. Planning involves ample hours aligning strategic goals and organization activities to fulfill the mission (Betta, 2019; Ford & Ihrke, 2019). At least

six out of seven people in this administrative study stated that Falling Angels schedule meetings monthly to discuss and plan events/activities to generate funds for the nonprofit organization (see Figure 5). Participant 5 asserted that regular planning meetings keep employees informed about “what we need to contribute to help [Falling Angels] continue to support] its clients].” In Participant 3’s words, “we always communicate with one another [during weekly planning meetings] to make sure that everyone is on the same page as it relates to the care of our clients.” Several participants also discussed planning for fundraiser events to generate funds to help the nonprofit fulfill its mission and provide vital support services to its veteran constituents.

For example, Participant 6 said “we [plan for] different fundraising events... [to collect] donated money to support our fundraising events to help maintain our clients’ needs.” Participant 2 mentioned that Falling Angels sponsor “six to seven events...to help support [the] veterans and keep [the nonprofit] operable.” In agreement, Participant 1 indicated that Falling Angels hold annual fundraising events, such as “a golf tournament, veterans day parade, military masquerade ball, and [an] auction to help achieve [the organization’s] goals.” When asked about planning the events, Participant 2 responded, planning gives the organization an opportunity “to understand [the] environment and create a [solid] foundation that works for [the] clients.”

Table 2

<i>Planning Document</i>		
1st Quarter	Event	Date
October	Finance meeting with the board	Date 10/6/2019 @ 9 am
November	Meeting to discuss the upcoming Christmas Gala	Date 11/2/19 @ 10 am
December	Christmas Gala	Date 12/20/19 @ 730 pm
2nd Quarter	Event	Date
January	Staff meeting to discuss upcoming housing needs	Date 1/14/2020 @10 am
February	Meet with potential donors	Date 2/8/2020 @ 2pm
March	Meet with board	Date 3/3/20 20 @ 2pm
3rd Quarter	Event	Date
April	Management meeting	Date 4/10/2020 @ 3pm
May	Meet with case management to discuss upcoming	Date 5/18/2020 @ 1pm
June	Meet with accountant to discuss upcoming	Date 6/2/2020 @ 9 am
4th Quarter	Event	Date
July	Monthly meeting to discuss golf tournament	Date 7/6/2020 @ 9am
August	VA meeting with board	Date 8/8/2020 @ 11
September	Meet with potential volunteers	Date 9/5/2020 @ 10

Organizing. The second component of the POSDCORB framework deals with organizing, which requires the leadership team at Falling Angels to assign designated assignments to employees, manage resources (human and material), and execute planned activities directed toward fulfilling the organization’s mission (Chalekian, 2016; Espy and Guy, 2017). I inquired about the structure of the nonprofit during each interview, Participant 1 replied, “we have [an organizational] flow chart...that we use to keep things in order.” Participant 1 also shared that the organization’s flow chart “open[s] line of communications between employees and management.” Participant 2 also expressed that “[Falling Angels] have flow charts (see Figure 6) and written reports that [the organization does] to make sure [Falling Angels meets] clients’ needs.”

During the initial interview, Participant 6 stated, “organizing is critical and good communication skills comes from good organizing skills.” Participant 6 also communicated that “as a manager it’s my job to know everything about my clients and their needs... [the flow chart helps] keep records of [clients] transitioning through the program.” Likewise, Participant 5 agreed that “being organized gives [Falling Angels] a sense of importance and it [helps the organization] improve communication.” When asked to elaborate, Participant 5 shared,

Effective communication is very important in how [Falling Angels] meet[s] the needs of our clients and how [members of the organization] respond to [clients’] needs [and achieve the] organization’s mission.

Participant 6 also stated that “organizing my day helps me to complete my job effectively,” confirming the organizing aspect of the POSDCORB framework.

POSDCORB theorists argued that employees feel obligated to support the organizational mission when executive leadership provides a hierarchical structure/flow chart highlighting roles and responsibilities (Basiony, 2018; Espy & Guy, 2017; Meyer et al., 2017).

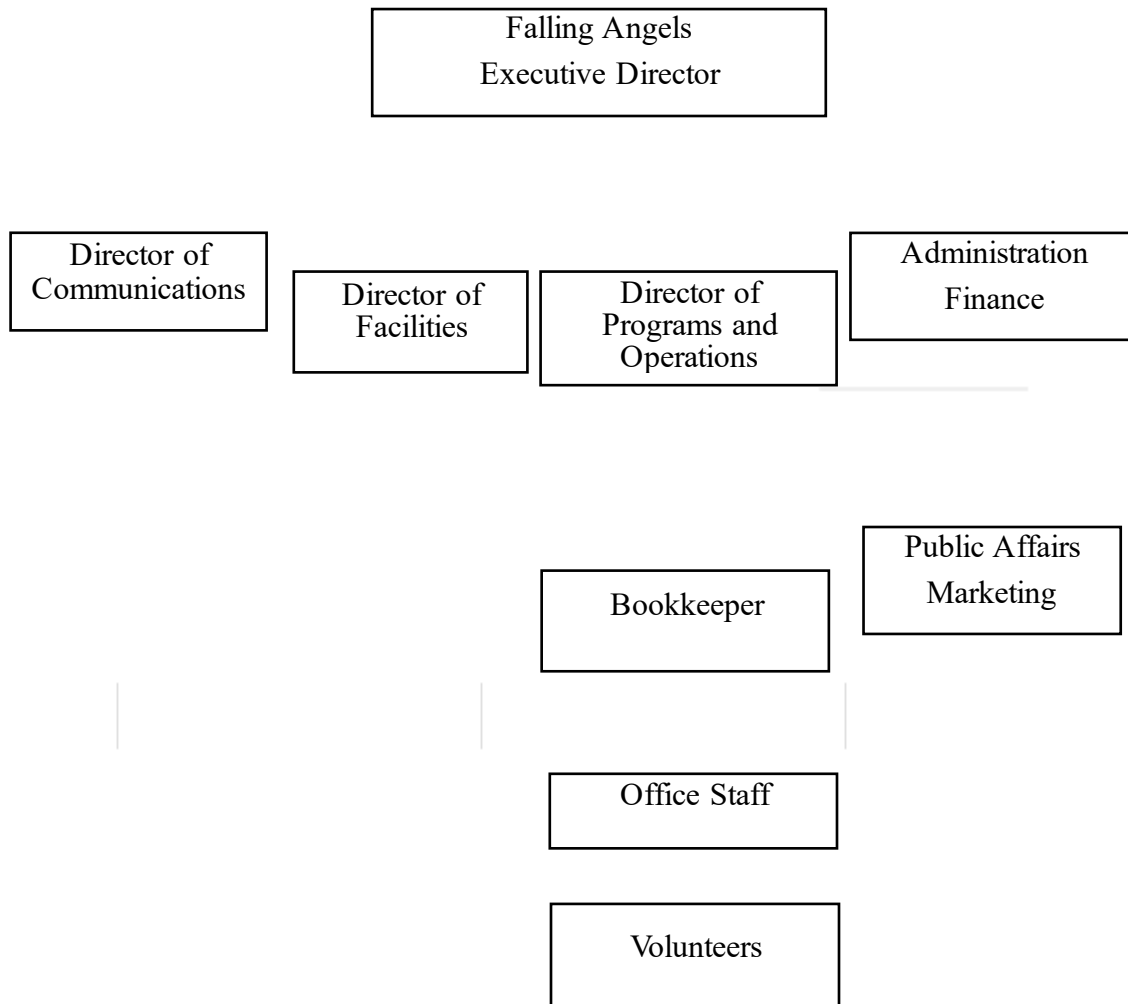
Staffing. A highly trained and qualified staff represents an asset to an organization since employees play a crucial role in organizational success (Osibiya, 2015; Wright et al., 2020). Collectively, participants in this study agreed that Falling Angels staffs the organization with qualified employees. The staff at Falling Angels, according to Participant 6, “[understands] that client[s]’ needs are a top priority [for the organization].” Employees also “know the history of [the] organization and how [to] work as a team effectively” (Participant 1). Furthermore, participant 1 also stated that the “administrative staff attends seminars to [remain up-to-date one] policies and procedures.” Participant 1 further explained that Falling Angels employs:

A qualified [staff that] must meet [certain] requirements that...meet [constituents’] needs. [Falling Angels] also has a great reputation in the local community for hiring former clients.

Agreeably, Participant 2 asserted that “[Falling Angels] we hire [former] clients who have transitioned through the program.” Participant 3 also communicated that the nonprofit hired former veteran clientele, the person must be qualified and “meet the [requirements for] the job and have [a degree, if necessary]” for the position.

Figure 2

Organizational Chart



Directing. Both public and private entities hire leaders to supervise employees directly to ensure organizational goals are met (Espy & Guy, 2017; Johansen, & Hawes, 2016). Leading the organization effectively not only increases productivity, but also generates more funds to support the mission and provide services for the organization's constituents (Meyer et al., 2017). Five of the seven participants communicated during their respective interview that Falling Angels has effective leadership. For example, Participant 2 mentioned that Falling Angels leadership team “communicate [the

importance] of improving [employee] job performance.” Participant 2 also stated “effective leadership at [Falling Angels] makes decisions that are in the best interest of our clients and [the organization].”

Participant 3 said, “effective leadership from management is the key to [Falling Angels] client reintegrating back into society.” Falling Angels leadership also assigned roles and responsibilities to subordinates to handle directly if any event an issue occurred. P1 said:

[Falling Angels] staff is the frontline of communication. They know clients and what they need. They also communicate with the [direct] supervisor [assigned to the unit] about any concerns [involving] clients.

Working as a manager, Participant 3 shared, “as a supervisor for [employees who work directly with clients] it is vital that I make effective decisions.” Another manager also communicated that [the manager] work directly with [the direct] supervisor...to discuss any concerns about [Falling Angels] clients as a team to ensure that we have the necessary components to provide services” (Participant 2).

Coordinating. A strict hierarchical structure not only fosters coordination, but also impacts organizational effectiveness (Burton & Obel, 2015; Marijani, 2018). Most nonprofits today rely on its staff to perform core activities to fulfill its mission (Brimhall, 2018). Falling Angels follows a hierarchical system to achieve organizational goals, consisting of the board of directors, CEO, residential managers, case managers, and front-line employees. Participant 1 stated during the interview:

Effective [coordination] is vital [at Falling Angels] ...board members work together... [with the] CEO...to ensure that we have all our T's crossed and to [prepare] for upcoming events. [The leadership team] also met to discuss how important [Falling Angels] services are essential to the [veteran] community.

Participant 1 also communicated that coordination between different units at the nonprofit organization:

Shows the board that we are also fully invested in our client well-being. This type of [coordination] influences the board to be fully invested in the daily operation of [Falling Angels] and continue their efforts to focus on incoming contributions.

Participant 2 acknowledged that board members and executive leadership team meet to discuss ways to optimize supportive services to the veteran clients.

In Participant 2's words, the board and CEO "always [meet] with potential [donors] to [generate funds] to [fulfill] mission." Participant 3 expressed that board members and executive leaders at Falling Angels also gather regularly to discuss "annual budget reports on expenses, donations, gifts... [and] flow charts and weekly reports." Board members and the leadership team also "work on special projects and events... [promote organizational] growth" (Participant 3). Furthermore, Participant 2 and Participant 3 admitted board and executive leaders at Falling Angels communicates effectively what needs to be done to meet the organization's goals. Continuous communication or reporting, according to Participant 2, "is needed when [an organization works] with the vulnerable population [such as veterans in needs]."

Reporting. Reporting changes or communicating future to employees give them a sense of responsibility within the organization and enhances the decision-making process for the leadership team (Chalekian, 2016; Espy & Guy, 2017). Falling Angels has “several reports that [employees] provide to [the leadership team] based on how the clients transitioned through the program” (Participant 2). Participant 3 explained, “[Falling Angels] have hospice palliative reports, transitional housing, and independent living flow charts.” The organization also requires staff “[to] look at specific reports...relate[d] to [the] job and [clients’] services” (Participant 2). Additionally, Participant 5 said that “[my job requires] me to send reports to the VA on a daily basis.” The leadership team received all “reports from [Falling Angels associates, including] ...managers so that [leaders] can determine the need of the [veteran] clients.”

Four participants in this study also mentioned the IRS-990 mandated report during the interview to keep the organization’s finances transparent. Each year, all nonprofits must complete an IRS-mandated 990 form each year reporting how the organization spent monies (Garven et al., 2017). An archival search of public records revealed that Falling Angels had assets and revenue worth \$4.5 million dollars in 2018, far more than \$80,000 the organization started with in 1988 (GuideStar, 2020). The 990-form that Falling Angels also itemized the list of expense the organization accumulated through fundraising activities, and how much it spent to operate multiple facilities (veteran housing spaces).

Budgeting. Delivering essential mental health and housing services to the veteran community requires a nonprofit like Falling Angels to keep the budget balanced

(Albritton et al., 2018; Connolly-Ahern & Ahern, 2015; Marijani, 2018). The budget also impacts organizational behavior as well as programs and services that nonprofits provide to its clients (Kim et al., 2019). Most nonprofits collect funds from private and public donors, as well conduct fundraisers to balance the budget and support the organization's mission (Nonprofit HR, 2016; Re & Rule, 2018). Like other nonprofits, Falling Angels operates as a value-driven organization rather than profit-driven (Elfving & Howard, 2018).

When asked oversees the budget, four participants communicated that Falling Angels hired a full-time accountant to oversee the nonprofit's financial statements. The organization's accountant, according to Participant 7, "handles all of our budget reports." Participant 7 elaborated that the executive leadership team "[reviews the] annual budget reports on expenses, donations, gifts... [in] weekly meetings." In agreement, Participant 1 communicated, "[the] budget is monitored by a...full-time accountant who conducts an annual audit and ...keep records of all expenses accrued [in] organization." Participant 1 also disclosed that Falling Angels "[has] a 6-month reserve fund that we have in place to ensure that we can meet our goals and in case of emergency."

I also asked participants how the nonprofit generates funds to fulfill the mission of the organization. All seven participants admitted that Falling Angels generates funds to balance its budget to via fundraising events throughout the years, donated funds from public and private charities, and other partnerships. Participant 3 and Participant 4 talked about the same annual events. In Participant 3's words, "[Falling Angels] conduct[s]

annual fundraisers [consisting of] a Veteran’s Day parade, golf tournament, and masquerade gala.” Participant 4 stated,

[Falling Angels has] plenty of support from outside donors who donate to our golf tournament, masquerade ball and for our auction, we accept all kinds of items to sell.

Participant 1, Participant 6, and Participant 7 also acknowledged that individual donors also contribute to the organization by donating money and “memorabilia” to sale during the annual auction. According to Participant 6,

...I have seen donations that individuals give toward our auction such a bottle of wine, pictures, basketball, autograph jersey, and even money to help Falling Angels to grow and continue to provide service to our veterans.

Participant 1 stated that “[Falling Angels sponsors] six or seven fundraising events...to raise money to [support veteran clients and] ...receive donations and gifts from individuals through cash, checks, [and] online.”

In summation, all units in Falling Angels worked collaboratively to fulfill the organization’s mission and to provide essential programs and services to the local community (Re & Rule, 2018). The board and the CEO of the nonprofit hired and delegated tasks to also staff who planned events throughout the year aligned with the organization’s mission, including an annual golf tournament and auction. Falling Angels also communicated effectively throughout the organization. Falling Angels remained transparent about changes and funding opportunities to maximize and balance the nonprofit’s budget. While analyzing the data collected in this study, I discovered that the

organization's leadership intends to expand its housing services to include more female veterans who need lodging support from Falling Angels. This discovery led to the next theme, expenses, and revenue

Theme Two: Expenses and Revenue

In 2016, the IRS reported that the nonprofit sector generated almost a trillion dollars toward the US economy (NCCS, 2020). Many nonprofit organizations provide an array of vital resources for the local community in which they serve, ranging from food to shelter (Bradford & Boyd, 2020). However, some nonprofits struggle to keep the doors open (Gregory et al., 2020; Re & Rule, 2018). During a discussion of the organization's expenses and revenue (all information that can be found publicly), it was mentioned that Falling Angels was on target to maintain, if not, increase, revenue for the 2018-2019 fiscal year. During this discussion with participants, the organization's financial viability was emphasized as a point of success and progress. Falling Angels generated almost \$2.2 million dollars in total revenue during the 2017-2018 fiscal year from contributions from donors and grants, program services revenue, and other monetary sources (GuideStar, 2020). Employee salaries and benefits at Falling Angel made up almost one half of the organization's budget (over \$1.1 million) and operational expenses comprised of over \$1 million from the budget at the end of the 2018 fiscal term.

Currently, Falling Angels provides vital mental health and housing services to 120 veterans in the local community. During one of the interview sessions, Participant 1 indicated that the organization was financially successful, but that there were steps that needed to be employed to expand their services. Specifically, participants mentioned a

goal of expanding the supportive programs to include housing for women veterans in the future.

Theme Three: Expansion

Several of the participants interviewed provided elaborate details about the nonprofit's possible expansion. Participant 5 shared,

[The] future plans [of Falling Angels] is to expand housing [services] to accommodate females and sell our fruits and vegetables to the public to support the [organization's] mission.

In agreement, Participant 2 stated that soon Falling Angels planned to “expand [programs and] services to [to provide] female veterans [housing] support.” When asked how many female veterans received housing services from the organization, Participant 3 indicated, “we do not have any space [housing] available [at the moment] for women veterans.”

Despite wanting to provide housing for women veterans, there was little information about how the organization planned to expand these services except for the expansion of fundraising from produce grown in the urban farm. Participant 2 shared, “[Falling Angels] leaders want to sell [fruits and vegetables] from [the organization's] urban farms [to generate] money to add more housing for [women] veterans.” Reinforcing Participant 2's earlier statement, Participant 3 asserted, “[Falling Angels] plans to expand our services to house females and sell produce from our urban farms raised by our clients.”

Participant 4 also verified that Falling Angels planned to expand services “to help female veterans and make money from the vegetables we grow by selling to the public.”

Collectively, these leaders within the organization demonstrated the importance of

expanding and intentions of doing so without much elaborate plans to initiate this opportunity. However, permanent housing for women veterans could be a reality if the leadership of Falling Angels mapped out and discussed the steps necessary to move forward to assist homeless women veterans.

Collectively, the employees of Fallen Angels who participated in this study demonstrated a focus on advancing daily organizational practices that could lead to the successful continuation of services of homeless veterans. Likewise, they demonstrated a focus on expenses and revenue, and proved attentive to how those expenses and revenue impacted their daily operations. Finally, participants demonstrated an interest in expanding services, which would align with their mission, but did not discuss detailed plans to successfully meet the housing needs of homeless women veterans. The themes that arose from this administrative study provided various implications for the organization, its employees, area veterans along with recommendations.

Interpretation and Implication of the Findings

This administrative study aimed to explore and understand the operational practices of the Falling Angels nonprofit organization to determine its effectiveness. The only question in this study read, what organizational practices are in place and are necessary to improve Falling Angels' ability to expand housing services to all veterans including women? Using a common qualitative research data collection tool, I interviewed seven participants connected to Falling Angels in various role (see Table 1). This study served as voice for only a small segment of Falling Angels stakeholder, so the results do not represent the sentiments of the entire organization. The information shared

in this qualitative study voices the perception of participants and not that of the researcher. Based on the data collected in the participant interviews, two emerged themes from a NVivo qualitative data analysis: current operations and future expansion for Falling Angels.

Managing and leading nonprofit organization is a complex process (Beer & Micheli, 2017; Seo, 2020). It is critical that the entire organization understands the mission, his or her role(s) and responsibilities, and provide effective customer services to clients (Gregory et al., 2020; Re & Rule, 2018). The current operations at Falling Angels aligned with concepts of the POSDCORB framework associated with the classical organization(al) theory used to guide this study. Each Falling Angels associated interviewed for this study understood their role(s) and responsibilities in the organization, confirming the idea that hierarchical charts in nonprofits tend to be effective if it is applied correctly (Basiony, 2018). The organizational chart at the nonprofit works since the directives come from the board and CEO.

Collectively, all participants in this study considered Falling Angels' senior leadership team effective. Leadership and employees at Falling Angels meet regularly to discuss ways to improve the organization's effectiveness, performance, and productivity. Participants commit to the Falling Angels nonprofit organization because their personal and personal briefs aligned with the organization's mission. Positive interactions between leaders at Falling Angels and employees supported other researcher's sentiments that continuous communication among leaders and subordinate creates stable working conditions (Beer & Micheli, 2017; Chen et al., 2018; Mone & London, 2018). The

organization already has an effective line of communication between the leadership and subordinates. Strengthen communication when it is efficient currently will only make the organization much stronger in the future.

Recommendations

The following recommendations will aid Fallen Angels in meeting these goals and can potentially assist other organizations in the future. Ultimately, these recommendations can create social change for veterans in this midwestern America state and in the United States.

Maintaining Successful Organizational Practices

Based on the findings in this study, the leadership and employees at Falling Angels demonstrated effective organizational practices. To continue along these lines, educational opportunities related to POSDCORB could be implemented to make sure that the organization-maintained opportunities to plan, organize, staff, direct, coordinate, report, and budget effectively. Likewise, efforts to strategically connect their organizational practices to expound upon their financial goals and expand services to include homeless women veterans.

Acquiring and Obtaining Fundraising Opportunities

After analyzing the data, I also established that more funds are needed to support expanding current housing services to include more female veterans. This study's results suggested that Falling Angels plan fundraising activities throughout the year to support its current mission. Several participants stated that Falling Angels collect funds from conducting fundraisers, including a golf tournament and auction each year. The

organization already has an effective line of communication between the leadership and subordinates. Strengthen communication in the organization when it is efficient currently will only make the organization much stronger in the future.

One of the concerns that was frequently part of the discussions with participants was the creation of housing for women veterans. Although several participants discussed the selling of produce from the urban farm, there was no strategic plan to sustainably raise funds that would ensure that women veterans would have housing. Therefore, it is recommended that the nonprofit consistently and intentionally plan to apply for capacity-building grants to help achieve their goal of expanding their operations to accommodate women veterans. Upon a review of past financial records, Falling Angels benefited from grants. Therefore, exploring other grant opportunities could generate funds to support adding more housing services for women veterans. One possibility would be the development of a partnership between Falling Angels and National Alliance to End Homelessness (NAEH), an organization that provides different solutions (including financial) in response to homelessness in America. This partnership could assist Falling Angels in their goal of assisting the needs of homeless veterans in the area.

Conducting SWOT Analysis to Meet Needs of All Veterans

The leadership of Falling Angels should consider specifying guidelines related to communications, strategic planning, and allocating resources to ensure the mission of the nonprofit is met (Garven et al., 2016). Specifically, the mission of providing housing to homeless veterans, which includes women veterans. The performance of quarterly SWOT analysis could assess the needs of the organization and its constituents while also ensure

that women, a growing demographic of homeless veterans, are part of their community. Falling Angels should also appoint women to assist with this analysis to ensure that steps are taken to implement these changes, but that women are also part of the leadership team in the organization to meet their goal of providing sufficient and adequate housing services to all veterans. These appointees can also work closely with the board of directors and the executive director to address concerns related to the needs and concerns of women. These things are important given that creating housing is only the beginning to welcoming women within Fallen Angels. Creating a belonging space will ensure that they feel safe.

Strengths and Limitations of the Study

This administrative investigation explored a nonprofit organization to understand its operational practices. One strength of this project will serve as a resource for Falling Angels and other organizations supportive of veterans in need. This study also added an alternative perspective of managing and leading a nonprofit organization. Most studies about nonprofits focused on funding these organization, but this study examined the behavior of a nonprofit group. Conversely, a few limitations also influenced the study's results including the hermeneutic phenomenology research design. Like other qualitative studies, the findings in this study cannot be generalized. The sentiments shared in this study reflect only the experiences and perception of the seven participants, not the entire Falling Angels organization.

This study will be useful for future research and will provide a new understanding of how nonprofit organizations can improve organizational effectiveness and productivity

while continuing to provide programs and services to the targeted population. Evidence from this study implies that other organizations can use organizational theory to help guide both their short-term and long-term goals, and that time invested in improving their organizations' effectiveness and performance is a worthy effort. Future researchers would interview an unbiased sample of the population over a short period and develop new questions about improving organizational effectiveness in the workplace. Future studies would determine which policies enforced by the organization need reviewing or modifying to increase housing that would accommodate at-risk veterans.

This administrative study also presented potential implications affecting positive social change. The emergence of Veteran homelessness has become a critical concern for the Falling Angels nonprofit organization. This study can serve as a guide for other scholars and nonprofit organizations to embrace the need to explore possibilities and implement strategies that can lead to the development of stable housing. Providing housing services to combat veteran homelessness could help more veterans become steadily employed and could create more permanent housing. Another implication for social change that future organizations could develop an internal feedback plan that would identify both negative and positive feedback of programs and monitor their successful outcomes as it impacts their organization.

Summary

Section Four reviewed the findings, implications, and recommendations associated with the administrative study of Falling Angels. It detailed common themes that demonstrate that Falling Angels is, for the most part, successfully meeting the needs

of homeless veterans, and that it should put a plan in place to expand its reach to women veterans. Section Five details the dissemination plan that occurred to inform the organization of the findings of the study.

Section 5: Dissemination Plan

Introduction

Based on findings, all seven participants acknowledged that Falling Angels plans to expand its housing services to include women. The organization has applied for grants in the past successfully. Therefore, applying for another expansion grant would assist them in attaining this goal. Currently, Falling Angels' organizational practices demonstrate successful business practices. The board and leadership team gather often to communicate new ideas to help the organization grow. Falling Angels also communicates based on a hierarchical structure that keeps all stakeholders informed about changes, including expanding current services. The seven participants who interviewed as part of this administrative study supported the mission of the organization and worked to ensure clients used services offered by Falling Angels.

Plan to Disseminate Findings

As the researcher, I conducted a meeting with Falling Angels senior leadership to share the results of this study. In addition, senior leadership was provided with a memorandum that included a copy of the abstract, the completed project, summary of the findings, and summary of recommendations for future studies. Senior leadership will share information from this study as deemed appropriate. This organization was located within proximity of my residence; I made myself available to present an oral overview of my findings if senior leadership asks. Finally, I made senior leadership aware that this research project is available electronically.

Audience for Dissemination

The audience for this study includes the board of directors of this nonprofit organization, scholar-practitioners, donor entities, other nonprofit organizations, nonprofit advocates, volunteers, and local and state representatives. Appropriate findings of this administrative study can be shared with other nonprofit organizations that believe in providing needed services to vulnerable populations. Findings from this research were shared in academic settings, fundraising events, and workshops for nonprofit advocates.

Findings of this study could also help Falling Angels understand the importance of implementing common organizational practices. Connecting with stakeholders, funders, and partner organizations helps to ensure positive outcomes and measurable pathways to further improve clients and the community. Based on findings, Falling Angels can also (a) delegate responsibility, (b) communicate more effectively, (c) know and identify their strengths and weaknesses, (d) keep the targeted population in mind, (e) focus on education and growth, (f) use human resources, and (g) increase its quality and delivery of services.

Summary

The purpose of this administrative study is to explore and understand the organizational structure of Falling Angels and provide a recommendation memo so that it can meet its goal to be a more effective nonprofit and extend housing services to homeless female veterans. Based on findings, having stable housing would dramatically improve this organization's mission of transforming lives of individuals they support continuously.

Falling Angels operates as a highly functional organization, and each unit is committed to the mission of the nonprofit. This organization could grow in terms of effectiveness by continuing to focus on POSDCORB practices and fundraising to expand services. Based on findings, Falling Angels could take several actions: increasing fundraising, increasing grants requests, and increasing partnerships that could improve achieving its mission and goals in transforming the lives of individuals they support continuously.

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Appendix A: Memorandum to the Client

MEMO

To: Falling Angels Nonprofit Organization

From: Doctor of Public Administration Candidate

Date: 10/20/2021

Re: Falling Angels: A Qualitative Study Exploring a Nonprofit”

Organizational Practice

Executive Summary

This memorandum provides a summary of the results of the qualitative investigation exploring the organizational practice of Falling Angels in the fall of October 2019. The study was conducted to explore and understand the organizational structure of Falling Angels and to make recommendations so that it can meet its goal to be a more effective nonprofit, and to extend housing services to homeless women veterans. Using the classical organizational theory as the conceptual framework in a qualitative research design as the methodology. Interviews were conducted with seven Falling Angels stakeholders to understand the operational practices of the organization. After the data was analyzed, it seems that more funds are needed to support expanding current housing services to include women veterans. The results in this study also suggested that Falling Angels could plan fundraising activities to continue to support its current mission.

Background of Issue:

Nonprofit organizations provide support services to the local community and serve as advocates for vulnerable populations (Elfving & Howard, 2018). Many nonprofits uphold

public service even when the demands for their programs and services increase (Beliles, 2018). Falling Angels – a 501(c) (3) nonprofit organization in a midwestern American state provide mental health and housing support services to 120 former-military members today and served over 10,000 veterans since its inception in 1987. The veteran population that Falling Angels serves reports homelessness at a higher rate than the public (Kertesz et al., 2017; Weber et al., 2019). The United States Department of Housing and Urban Development ([HUD], 2020) estimated that almost 570,000 people in 2019 were homeless on any given night. The increasing number of homeless individuals is the primary reason to help find funding to help find adequate housing for these vulnerable individuals.

Summary of Data Collections and Analysis:

Data for this qualitative study was collected via audiotaped participant' interviews, written notes, and a robust literature review. I interviewed seven people associated with Falling Angels including three managers, two general employees, and one executive leader, and one board member. I transcribed the participant interviews verbatim, then analyzed and coded the data to identify themes about participants' experiences. All participants in this study met the criteria since they were affiliated with nonprofit organization. Three essential themes emerged from the qualitative data analysis of participants' interviews answering the research question in this administrative study, including effective organizational practices, expenses and revenue and expansion.

Summary of Findings and Implication:

The findings generated in this study represented months of interactions with the participants affiliated with the Falling Angels nonprofit organization. I conducted interviews with seven stakeholders to understand their perception about the effectiveness of its operational practices. The following information highlight key findings from my conversations with participants:

- Leadership and employees at Falling Angels demonstrated a great line of communication due to its hierarchical structure
- All seven participants acknowledged that Falling Angels plans to expand its housing services
- Based on the findings, providing stable housing for women veterans could help them meet its mission of transforming the lives of its constituents they support

After analyzing the data, I identified gaps within the organization's operational practices that lead to recommendations presented to the organization's leadership. Most of my suggestions aligned with the nonprofits' plan to maximize its current housing services to include more women veterans.

Recommendations:

Based on the findings of this qualitative study, I have made recommendations on ways Falling Angels can continue to meet its goal to be a more effective nonprofit, and ways to expand housing services to accommodate female veterans. The recommendations provided are designed to help continue the fruition of its organizational practices and expansion. One way to do this, I recommend the following:

- From a planning perspective, I encourage the leadership team to convene

to discuss applying for capacity-building grants to help achieve its goals of expanding its housing services to include more women.

- Falling Angels should also form a partnership with the NAEH to attain more funding to support its future goal of expanding housing for more women.
- To conduct quarterly SWOT analysis to assess the needs of the organization and its constituents. Falling Angels should also appoint members from different units of the organization to a critical risk response team. Implementing a critical risk response team within the organization is vital since this unit could supplement the nonprofit goal to provide adequate housing services to all veterans in need.
- From a researcher standpoint, I recommend future researchers to connect the POSDCORB to leading and managing small nonprofit organizations, such as Falling Angels.

Recommendation Analysis:

The findings in this study led to several recommendations that will help the organization to continue to meet its mission effectively. This consultant's report lists different suggestions for Falling Angels to consider its fruition of being a more effective and transparent in its overall operational practices. The different suggestions could assist Falling Angels with ways to collect more funding opportunities to expand its housing services to accommodate women veterans.

The first recommendation was for the leadership of Falling Angels to apply for capacity building grants that will assist the organization in expanding its current operations to house more women. A capacity-building grant could increase management

systems and governance structures aimed at enhancing the qualities of Falling Angels' operational practices. It also will strengthen this organization's ability to better serve its clients' needs which is the primary reason most funders offer support. The capacity building grants will also ensure that proper funding continues to be made at a level in which the organization meets its mission. Additionally, the grants will help Falling Angels strengthen its current infrastructure to support their goal of extending housing services for more women.

Based on the results, I also recommended that Falling Angels create a partnership with the National Alliance to End Homelessness (NAEH), an organization that provides a host of different solutions to help eradicate homelessness in America. I suggested that Falling Angels create a risk response team to increase its chances to add more housing for women. The risk response team would utilize the action plan to understand, at a deeper level any recurring issues that may interfere with this nonprofit future goals. The results generated in this study also supported the organization's short-term and long-term goals aligned with policies and procedures required by Falling Angels' board of directors and the VA.

Furthermore, Falling Angels' leaders could conduct a quarterly SWOT analysis to forecast its strengths, weaknesses, opportunities, and threats. The SWOT analysis could be used to evaluate the overall structure of the organization, identify critical needs, and detect gaps in organizational practices. In terms of research practices, future studies can be done to examine a broader spectrum of Falling Angels' clients, funding agencies, and partner agencies to connect the relationships between the services provided and

operational practices. Future studies can also expand on POSDCORB, and ways other nonprofit organizations can benefit from its component's connections to operational practices.

Implementation of Recommendations:

My goal is to provide the leadership of Falling Angels with recommendations that should increase its operational practices and broaden the advancement for future studies to be performed. I would like to extend the invitation to the leadership of this policy memo to contact me to discuss the possibility these recommendations. For more information, please contact me by phone () or by email ().

Conclusion:

The study indicated a positive social change. Falling Angels could implement this memo to help provide guidance, communicate with future stakeholders, funders, and partner organization to help ensure positive outcomes and measurable pathways to further improve its mission to impact their clients and the community. This recommendation could heighten the infrastructure of the Falling Angels' business structure to expand housing, implement new programs and services to accommodate female veterans. In turn, it would continue to achieve its mission and be a more effective organization.

Appendix B: Interview Questions

I am going to ask questions about organizational development because this will help your organization to improve its effectiveness. I will ask the following questions based on the primary components of POSDCORB: planning, organizing, staffing, directing, coordinating, reporting, and budgeting.

Planning

1. What strategies and planning process does the organization have in place to ensure annual financial projections are met? Have financial projections been met for the past 3-5 years? If so, how? If not, what in your opinion has been the problem?
2. What planning process has the organization used in the past to meet its mission objectives? Has the organization faced any barriers in its planning process? What difficulties has the organization experienced in its planning process? Does the organization follow its plan once the planning process is complete? What support does the organization receive from outside supporters for expanding housing services?
3. What in your opinion could be improved in the planning process? Could you implement these ideas for improvement, or is it someone else's responsibility?
4. How has strategic planning influenced the board of directors in making effective decisions? Give me some examples.
5. What types of future plans does the organization plan to implement to continue its service offering to veterans? In addition to expanding the organization's capacity what other plans are being considered?

6. Has your planning improved performance, productivity, and effectiveness for your staff? Give some examples? Could it be better? How?

Organizing

1. What organizational structures are in place to ensure the organization's mission and objectives are met? If so, is there anyone else who is not employed or a member of the board of director that you would consider a part of the organization structure?

2. How do the board members relate to persons in the organizational structure of the organization? Please list some activities that the board members are involved in that have a direct impact on the effectiveness of the organization. Do they provide good advice to the Executive Director? How?

3. Are the priorities of the organization organized in a manner that all staff are aware of what they are? Does the organizational structure effectively work in its span of control? Give some examples. When you look at the present structure of the organization what changes do you think would improve the effectiveness of the management team?

4. What have you found to be effective in the area of organizing? What things do you need to improve to be more effective in your area of responsibilities?

Staffing

1. Talk to me about how staff are hired and what is the process? What are the key elements of the hiring process that in your mind ensure the most qualified individuals are considered for employment at this organization? Is there anything else about that process that you want to tell me about? Who else should be involved in making needed necessary changes to make sure the most qualified individuals are hired?

2. What training opportunities are available for staff when they are hired as well as ongoing during their employment? If additional training were offered for employees to improve performance, what would it be? What are the key things for staff to know to be effective at this organization, and why? How does existing training contribute to this?
3. Do you specifically hire staff with expertise in your mission of obtaining more affordable housing? Are staff hired internally only? Or outside as well? If you only hire internally, what do you think would be the impact if hired externally?
4. What goals do staff have in terms of finding additional housing for expansion of services? What role do staff have in terms of finding additional housing? What is the main goal of each staff person?
5. What training opportunities are available for staff when they are hired as well as ongoing during their employment? If additional training were offered for employees to improve performance, what would it be? What are the key things for staff to know to be effective at this organization, and why? How does existing training contribute to this?

Deciding

1. What incentives are in place for management to motivate its staff? Are these monthly and what other incentives could management receive to increase motivation? How would the organization look overall if these incentives were in placed?
2. How are decisions made in the organization? What are the key elements for decision-making for the organization? Why were these element chosen? Do you think there any other elements that need to be added? If so, how would they improve the overall effectiveness of the organization?

3. How do these decisions ensure the integration of employees' efforts towards the attainment of organizational goals? How does the decisions made by leadership improve the collaboration of employees in their efforts to achieve goals?
4. How does management decision-making promote motivation and effective leadership which helps you be effective? Describe the process of deciding that is presently implemented and are there any other components that could be added to make this process more effective?
5. What role does the board have in decision making? Any? Do they make recommendations to management?

Cooperating

1. What processes are in place for cooperating management procedures and policies? Can these processes be integrated into the responsibilities of management to improve the effectiveness of the organization? Is so give examples?
2. How does cooperation help board members focus on ways to allocate resources? Give an example of how this process works? How will this lead to improving the effectiveness of the organization?
3. How does cooperation enhance nonprofit organizations' board members' abilities to provide advice to the organization? In addition to board members being involved in the organization's growth how does their involvement improve the effectiveness of the organization? Give examples.

4. What communication skills do you look for in staff to maximize cooperation?

During staff meetings does each attending staff have the opportunity to be involved?

How does this involvement help to improve the effectiveness of the organization?

Reporting

1. What reports does the board of directors receive? What additional reports do you think would be useful in increasing the effectiveness of this organization? Is it appropriate for you to recommend including those reports? Is it likely that your recommendation would receive positive consideration?

2. How are reports used by the management teams and supervisors in providing oversight to capture information that could threaten the organization's mission? What other data should be made, or reports presented during staff meetings?

3. What reports help management monitor the availability of housing for clients? How is the data for the reports collected and analyzed? What other information could be collected to improve the organization's effectiveness. How often is this data collected and presented?

4. What reports are required of staff? Daily reports? Weekly reports? How detailed are the reports? If you don't have reports, should you? Does sharing this information offer the potential to increase the effectiveness of the organization?

5. What reports are shared with the public and donors to help continue the future of your company? Do the public support organizations ask for additional information? Would providing the additional information improve the effectiveness of the organization or increase support from the requesting organization?

Budgeting

1. What budget measures does the organization have in place to guarantee financial sustainability through fundraising donations and partnerships?
2. How is budget monitored to ensure the organization does not miss its financial projections?
3. What opportunities does the organization have to grow revenue?
4. What are the projected budgets for the next 5 years?
5. What are the major expenses affecting the budget? And why?

Appendix C: Invitation

Hello,

I am conducting a research study in the Walden University's Doctor of Public Administration (DPA) program which is a part of the capstone process. I am writing to ask if you would be willing to volunteer and participate in my proposed study titled, "Falling Angels: A Qualitative Study Exploring a Nonprofit's Organizational Practice". If you decide to participate, I will explore and understand the organizational structure of Falling Angels and make a Recommendation Memo so that it can meet its goal to be a more effective nonprofit, and to extend housing services to homeless women Veterans. Based on my results, the outcome may confirm that the growing population of homeless veterans is a critical problem that may threaten society and escalate due to lack of housing.

This research process includes signing an Informed Consent statement (attached), being interviewed by me in person at a quiet designated location that is free from harm and distractions. This interview process will take about ninety (60) minutes.

I would do a follow-up with you within a week to see if you can take part in the study and to seek permission to interview members of your organization. You can contact me by phone at 000-000-000 if you have any questions.

I appreciate your time and consideration of my request and, if agreeable, your consent of participation.

Best regards,

Appendix D: Interview Introduction Statement

Good (morning/afternoon). Thank you for agreeing to participate in my administrative study, and this interview process for my study titled “Falling Angels: A Qualitative Study Exploring a Nonprofit’s Organizational Practice”. There is a total of thirty-four (34) questions, and I anticipate that the interview will take approximately ninety minutes. During this interview, if you do not understand the question(s) being asked please stop and ask me to repeat or explain before going forward.

I will be using an audio recorder to record the interview so that I can stay on task throughout the interview process. I will later review and take notes of your responses for accuracy. You will receive a copy of the interview notes within two (2) weeks after the initial interview process had been completed. This will allow me the opportunity to analyze and copy your responses for documentation purposes. To ensure no misunderstanding occurs, I am requesting that during these two weeks that if you have any additional concerns, comments, or changes to make to submit them during this time. Your cooperation will ensure the ongoing success of my research.

I also want to remind you that no names of participants will be included in the study, but ID numbers will be used to identify you. Your organization name will not be used during the study analysis or in my study outcomes for future research purposes. This is done to protect the privacy of all participating parties that may have been mentioned during the interview process after reviewing my notes, my data analysis, or the study outcomes.

Finally, any time during this interview you have the right to stop or refuse further participation at any time, for any reason. This concludes my introduction. Do you have any questions? If not, are you ready to begin the interview?

Appendix E: Consulting Agreement

Service Order Agreement**Project Proposal / Organization Approval**

Students are required to secure approval to participate in the organization where they wish to conduct research. The organization leader must state their desire to participate in the study in a signed letter. The letter should state a preference if the organization wishes to be identified or not in the student's published study. An organization report with the organization's name will be provided by the student to the organization. In concert with a student's Professional Administrative Study chairperson, the student must provide details on what they hope to accomplish and have a signed agreement from a senior organizational leader.

This Project Proposal has been drafted by [] for [.] and is dated [10/19/2018].

[Describe internship expectations and outcomes/deliverables]

Work Phase	Estimated Time Required
<p>interactions:</p> <p>To conduct a qualitative case study on your organization to determine ways Falling Angels can expand and improve its service offerings to the clients they support</p>	<p>Short-term (2 to 3 months)</p>
<p>Outcomes/Deliverables:</p>	<p>Short- term (2 to 3 months)</p>

To identify any gaps in Falling Angels' programs or services and provide a consultant report of recommendations, suggested policy modifications, and other information to assist them to be as effective as possible with accomplishing their service mission to offer better housing services to their clients	
Additional Services Provided if Requested:	
Total A complete analysis of their operations	

Services Summary	Estimated Length of Engagement
	2 to 3 months

Additional Services Provided if Requested:

Total: A complete analysis of their operations

Services Summary Estimated Length of Engagement (2 to 3 months)

Terms of confidentiality and compliance:

In all reports (including drafts shared with peers and faculty members), the student is required to maintain confidentiality by removing names and key pieces of information that might disclose an Institution's/ individual's identity or inappropriately divulge

proprietary details. If the Institution itself wishes to publicize the findings of this project that is the Institution's judgment call.

The student will publish the case study in ProQuest as a doctoral capstone (with site and participant identifiers withheld). The case study will be based upon interviews with non-vulnerable adults on the topic of the Institution's business operations, review of public records, and review of internal records/documents related to the Institution's operations that the Institution deems appropriate for sharing with the student.

The doctoral student will not use this data for any purpose other than the project outlined in this agreement.

Interview recordings and full transcripts will be shared with any interviewee (upon request), and the doctoral student will provide opportunities for clarifying previous statements. Transcripts with identifiers redacted may be shared with the doctoral student's university faculty, peer advisors, and site leadership (upon request).

The doctoral student is responsible for understanding and complying with all of the Institution's policies and regulatory requirements.

Ethical Conduct in this Consulting Relationship

The Code of Conduct in the Walden University 2016-2017 Student Handbook and the ethical requirements for IRB compliance.

Also, students are required to uphold professional principles in fulfilling their roles as consultants and coaches to client organizations. Beyond the confidentiality requirements outlined above, three principles are key to ensuring ethical conduct in consulting relationships.

Principle 1: Protect the integrity of Walden University

- Not represent conflicting or competing interests or positioning themselves such that their interest may be in conflict or may be perceived to be in conflict with the purposes and values of Walden University
- Not intentionally communicate false or misleading information that may compromise the integrity of Walden University and of the consulting capstone experience

Principle 2: Exhibit professional conduct at all times

- Respecting the climate, culture, values, and regulatory requirements of client organizations and client workforce members

Principle 3: Protect the promise of confidentiality

- Not using or adapting client organization's data and information after the capstone experience, unless the information has been publically shared by the client
- Not conducting telephone conferences with the client organization in public places where information may be overheard

This Project Proposal has been submitted by Lorraine Coker:

_Researcher 10/19/2018

SIGNATURE & Date

This Project Proposal has been approved:

Falling Angels Manager _____ 10/19/2018 _____

SIGNATURE & Date

Appendix F: Falling Angels Budget

Falling Angels Sample Budget

Falling Angels Budget

Account	2019	2020	2021	2022
Contributions and Grants	\$ 1,758,470	\$ 1,793,639	\$ 1,829,512	\$ 1,866,102
Program Service Revenue	\$ 323,571	\$ 330,042	\$ 336,643	\$ 343,376
Other Revenue	\$ 91,242	\$ 93,067	\$ 94,928	\$ 96,827
Total Revenue	\$ 2,175,302	\$ 2,218,769	\$ 2,263,105	\$ 2,308,327
Salaries	\$ 1,142,464	\$ 1,165,313	\$ 1,188,620	\$ 1,212,392
Other Expenses	\$ 1,028,404	\$ 1,048,972	\$ 1,069,952	\$ 1,091,351
Total Expenses	\$ 2,170,868	\$ 2,214,285	\$ 2,258,571	\$ 2,303,742
Revenue Less Expenses	\$ 4,434	\$ 4,483	\$ 4,534	\$ 4,585
Total Assets	\$ 3,900,341	\$ 3,397,985	\$ 2,956,247	\$ 2,571,935
Total Liabilities	\$ 502,356	\$ 441,738	\$ 384,312	\$ 334,352
Net Assets	\$ 3,397,985	\$ 2,956,247	\$ 2,571,935	\$ 2,237,583

Form 990 Return of Organization Exempt From Income Tax

Appendix H: Falling Angels Archival Articles

Urban Farm project



Note. Image extracted from a local newspaper. It's distorted to protect the organization's identity; 'Falling Angels' represents a pseudonym.


Falling Angels awarded local grant



Note. Image extracted from a local newspaper. It's distorted to protect the organization's identity; 'Falling Angels' represents a pseudonym.


Falling Angels Letters of Support

Civic Leaders




Harold Ford, Jr.
United States
Former
Congressman,
Tennessee

“Let us now begin to repay the enormous debt we owe our American veterans through supporting ~~Falling Angels Veterans Services~~ in its efforts to provide shelter and protection to homeless veterans.”



Fred
Thompson
Former
Senator

“I am very proud to know that organizations such as yours are serving as community leaders in Tennessee. Your hard work helps improve the quality of life for many individuals.”



Senior
United
States
Senator,
Tennessee

“As a nation, we are indebted to those men and women who sacrificed so much to serve in the armed forces. I’m deeply grateful to veterans for their service and for the example they have set for future generations who may be called upon to defend our freedoms from any threats we may face. I am a proud supporter of ~~Falling Angels~~.”

Note: Image extracted from a local newspaper. It’s distorted to protect the organization’s identity; ‘Falling Angels’ represents a pseudonym.