

Community Benefit & Mission Fulfillment Criteria*

Outcomes Effectiveness

How significantly does this program contribute to the outcomes you are trying to achieve and how well does it support the overall theory of opportunity/change subscribed to by the organization?

Where to get the info to help rate

- Program models with clearly articulated outcomes that contribute to mission fulfillment
- Theory and/or research related to the strategies used and their intended benefits

Excellence in Execution

How do you rate the level of competence and/or superiority in executing this program? Are we ok, good, great, better than anyone else out there...

Where to get the info to help rate

- Program evaluation data
- Reputation and Feedback from others
- Observation
- Staff impressions
- Skills assessments (staff performance evaluations, credentialing, accreditation, etc.)

Scale or Volume

How much can we do with regard to number served, outcomes reached, etc.? Is there potential to improve mission fulfillment by scaling the program up? Can we gain higher quality outcomes/benefits if service expanded?

Where to get the info to help rate

- Utilization information (how many are involved/engaged in the work and benefiting)
- Program evaluation over time (particularly if program has expanded)
- "Outputs" - how many programs, people, projects served or completed

Depth

How much benefit and/or impact does the program have on each person/entity served

Where to get the info to help rate

- Program models with clearly articulated outcomes that contribute to mission fulfillment
- Theory and/or research related to the strategies used and their intended benefits
- Program evaluation data

Filling an Important Gap

How does this program fit into the broader environmental landscape of services. Is there direct competition (i.e. other providers doing the same work) or are you the only game in town?

Where to get the info to help rate

- Market/environmental scans of other providers
- Websites
- Census info
- Provider listings
- Form 990's
- Client testimonials/reports on availability and/or access

Community Building

How does the program more broadly impact the community within which the organization works? Does it strengthen the overall community by bringing people together, creating networks, etc.?

Where to get the info to help rate

- Interviews with community leaders and members
- Surveys
- Testimonials
- Reputation

Leverage

To what degree does this program contribute to the and/or feed the success of other programs within the organization or more broadly improve mission fulfillment beyond its direct benefits?

Where to get the info to help rate

- Participation information - do people from one program move into or engage in other programs as a result
- Changing public opinion and/or funding trends
- Program reputation/awareness - is the organization "known" for this specific activity

* Section taken from "Nonprofit Sustainability: Making Strategic Decisions for Financial Viability" - Bell, Masaoka, Zimmerman