Populating the Mapping Software
ECHO Housing and Community Development

Aggregate Report
2025

VisibleNetwork**Labs**

Executive Summary

Method

In partnership with the Visible Network Labs, the Collective Action Network conducted a social network analysis survey to identify opportunities for continued development of the network. In November 2024, 102 organizations were invited to participate in the survey, to which 68 responded for a 67% response rate as of January 2025. The survey included a number of questions about the respondents' organizations as well as about the other organizations in the network that the respondents may have a relationship with. Respondent organizations also added 40 additional partners that were not among the 102 organizations that were orginally invited to participate in the survey. This report summarizes the results of as of January 2025.

Key Findings

Network Overview: The Collective Action Network consists of 141 organizations with 1,647 relationships. The primary service areas are convening/connecting, economic development, and workforce development.

Key Players: Key network players act as information hubs, brokers, and central connectors. Jacobsville Area Community Corporation, ECHO Housing & Community Development, United Way of Southwest Indiana, and Aurora rank highly across multiple measures. These organizations facilitate connections and enhance partnerships across the network.

Resource Assessment: Most organizations contribute community connections and expertise, but fewer provide digital services, technology, or fiscal management. Funding scarcity was widely reported, along with gaps in advocacy, collaboration, and staffing. Respondents reported considerable competition for funding, as well as for staffing and influence.

Value & Trust Assessment: Trust perceptions across the network are high, with members seeing their partners as particularly open to discussion, while overall value perceptions are slightly lower, especially around resource contributions. The foundation of trust provides opportunities for collaboration despite challenges in resource-sharing.

Partnership & Benefits: Most partnerships involve general information exchange, event participation, and advocacy, while fewer engage in legal or policy changes or research. Many respondents seek more project collaborations, data sharing, and resource exchanges. Relationships vary in intensity, with many categorized as cooperative. Partnerships primarily provide information and resource exchange, with fewer directly improving services or capacity.

Network Development: Organizations prioritize collective impact, improved communication, and reduced redundancy. Relationship building, diverse stakeholders, and shared goals are key collaboration factors, while financial constraints and competing priorities are current barriers. Organizations primarily act as relationship builders and advocates, with fewer able to provide technical or administrative support.

Capital Assessment: Bridging organizations link subgroups across housing, veterans' services, safety, and workforce development, connecting otherwise disconnected groups. Political and social capital can be critical resources, with key organizations positioned to mobilize and advocate for the network's mission.

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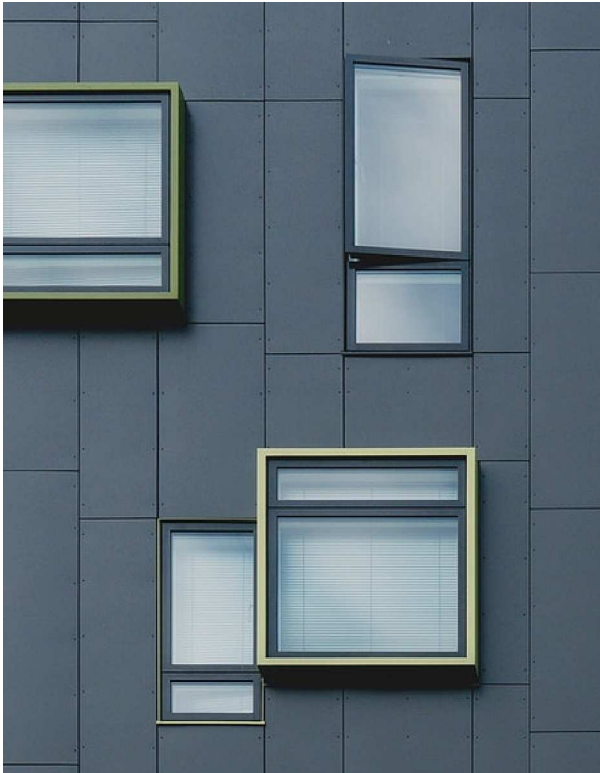
Introduction to Networks

WHAT IS A NETWORK?

A network is any interconnected group or system. For the purposes of this report, networks refer to any formal partnerships created between three or more people or organizations to achieve mutually desired objectives. Networks of organizations working across sectors to tackle big social problems are one approach to achieve social impact.

A NETWORK SCIENCE LENS

Network science provides theories and methods that can be used to guide the study and practice of working in networks. Intuitively, we know the kind of connectivity that is good and that which is not. However, very few people know how to manage these processes or leverage them in any kind of strategic way that may actually result in better connectivity. We learn at an early age that more connectivity is better – the more friends we have, the more popular we are; the more people we know, the more likely we are to succeed professionally. However, network science (the science of the interconnectedness among human and organizational entities) is based on a definitive principle that **more is not always better**.

So how can we leverage the power of networks while working within the reality of resource scarce environments? While the appeal to create a larger and more diverse network is strong, we are equally challenged with the reality that we **have limited relationship budgets** – that is, limited resources to build and manage diverse networks. We know that networks have advantages, but there is a limit on how many relationships we can manage before we lose the collaborative advantage altogether. We simply cannot exponentially grow networks without incurring costs attributed to that approach.

Network science can provide the theories and methods that together offer an evidence-based approach to building networks that are **based on data and lead to strategies, actions, and interventions**. Social network analysis (SNA) – which is the study of the structural relationships among interacting network members and of how those relationships produce varying effects – is a tool that provides unique data to inform these practices.

Introduction to Networks

Network: A formal partnership created between three or more people or organizations to achieve mutual goals.

Network Map: A visualization that shows members of a group as "nodes" and the relationships among them as connecting "edges".

Nodes: Usually represented as circles in a network. A node can be a person, organization, department, etc.

Edges: The lines connecting two nodes, which represents a relationship between those nodes.

Degree: The total number of edges connected to a node (ingoing and outgoing). Average degree measures average number of edges reported for each node in a network.

Trust: A PARTNER scale that measures trust by capturing members' perceptions of other organization's reliability, support for the network's mission, and willingness to engage in frank, open, and civil discussion.

Value: A PARTNER scale that measures value by capturing members' perceptions of other organization's ability to provide resources, the level of power/influence it has in the community, and the level of involvement it contributes to the group.
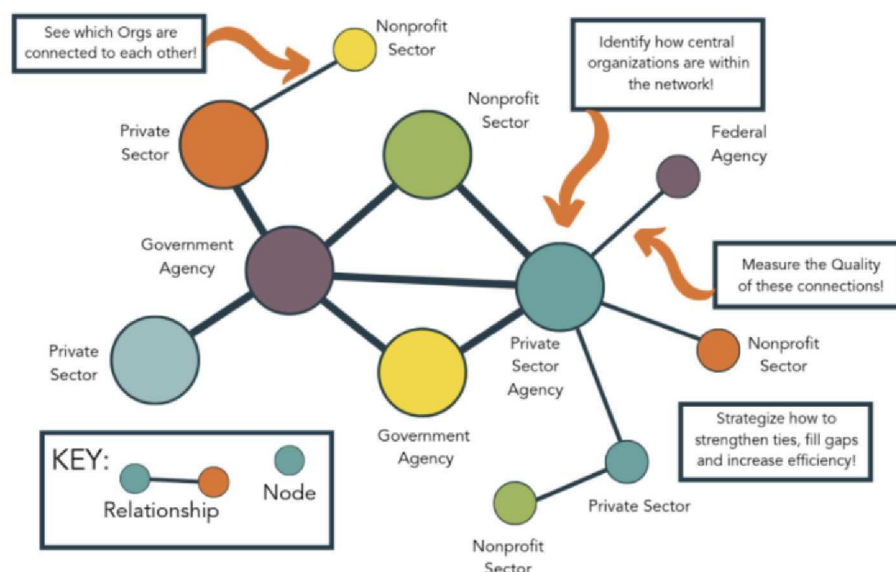
How To Use This Report

HOW TO INTERPRET A NETWORK MAP

Networks refer to a partnership created between three or more people or organizations to achieve mutually desired objectives.

In a network map, partnerships are visualized as "nodes" (circles) and "edges" (lines) which represent the network members and the relationships between them. Nodes may be color-coded by certain organizational characteristics, such as jurisdiction or sector.

HOW TO USE THE RESULTS IN THIS REPORT

Members of the network and other stakeholders in the community may use this report to continuously improve how they work with one another to achieve common goals. Using this report, you can:

- ✓ Assess the quality, quantity, and outcomes of partnerships;
- ✓ Identify areas of strength and opportunities for improvement in the network;
- ✓ Track growth and measure progress in community partnerships; and
- ✓ Create a strategic plan to invest in relationships that leverage resources, reduce redundancy, and capitalize on collaborative advantage among network members.

Project Background

About the Collective Action Network
The Community Collaborative is a forum to continue and enhance the collaborative collective impact spirit among community development stakeholders in the Evansville area.

About this project
This report is part of a larger project focused on developing a database of community partnerships as part of the Collaborative Action Network. The database will serve as a resource for community members and community organizations to learn about the ecosystem of partnerships in Evansville and to strategically work toward shared outcomes. The database was designed to track key indicators of healthy partnerships, including measures of trust in relationships and the value that partners get from their relationships.

For this initial data collection process, we also captured a number of key developmental metrics about the CAN. These include information about the roles organizations would like to take in the CAN, the resources they can bring to shared work, the types of outcomes the network can pursue, and how organizations would like to be involved in the governance of the database.

This report is one part of a set of deliverables from this work that can illuminate the current partnership ecosystem. It is focused on a review of each question asked in the survey to populate the data base along with the key insights that emerge from these findings. The report pairs with live dashboards in the PARTNER CPRM platform, member profiles showing key information about each organization in the network, and a highlights report that illuminates a few key data points.

Future data collection efforts can build on this process by tracking the evolution of the partnership ecosystem in Evansville, the outcomes of partnership activities, and their impact on the broader community.

Method
In November 2024, 102 organizations were invited to participate in a social network analysis survey, to which 68 responded for a 67% response rate as of January 2025. The survey included a number of questions about the respondents' organizations as well as about the other organizations in the network that the respondents may have a formal or informal relationship with. Respondent organizations also added 40 additional partners that were not among the 102 organizations that were originally invited to participate in the survey. Together, they reported 1,647 relationships. This report summarizes the results as of January 2025.

Data collection for this project is ongoing as the Collective Action Network continues to invite members to participate in the survey. The latest results are available on the Collective Action Network dashboard and this report will be periodically updated.

01

Network Overview
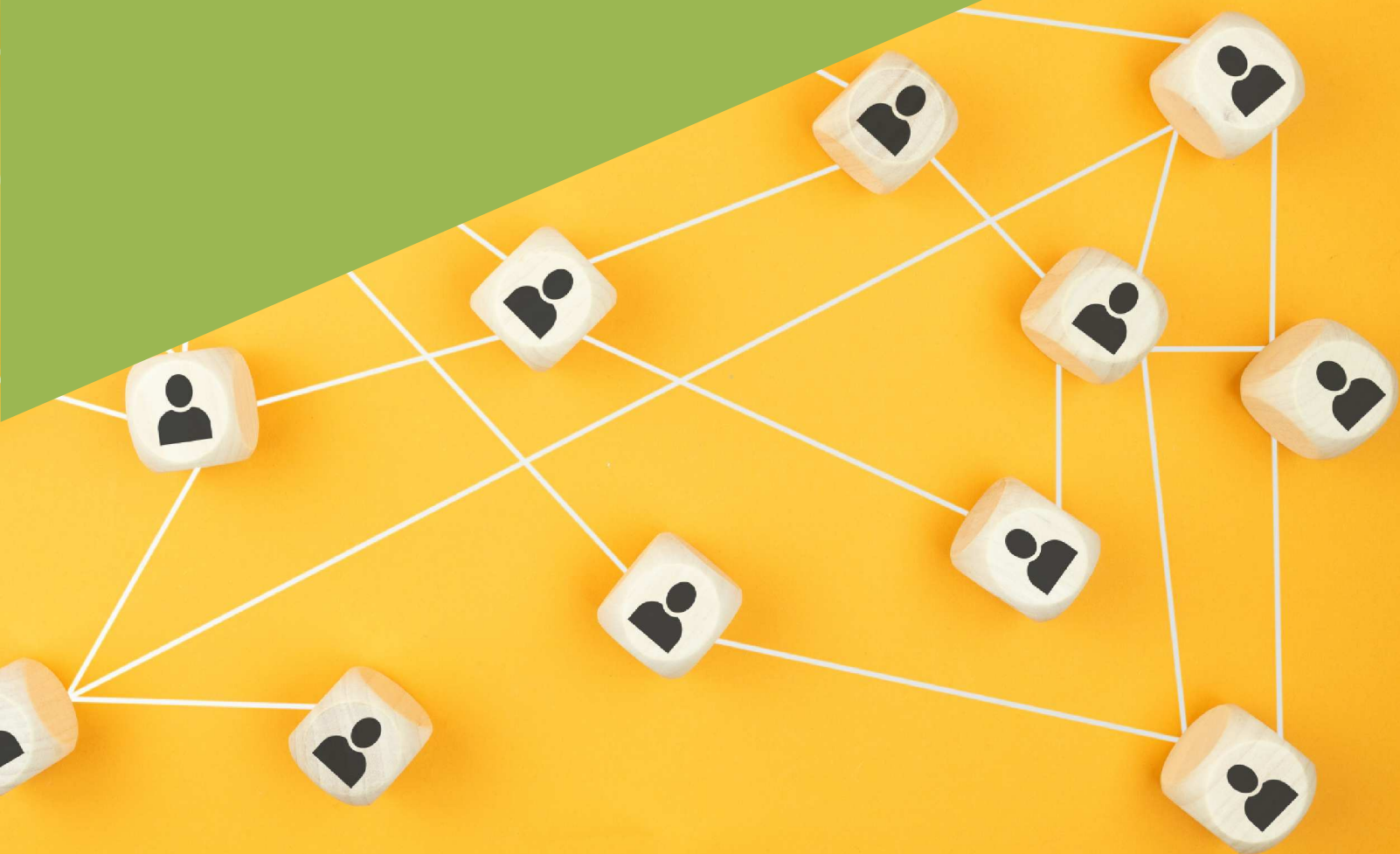
Network Structure

Above is a social network map of the members and partnerships within the Collective Action Network Network. The network is composed of 141 organiza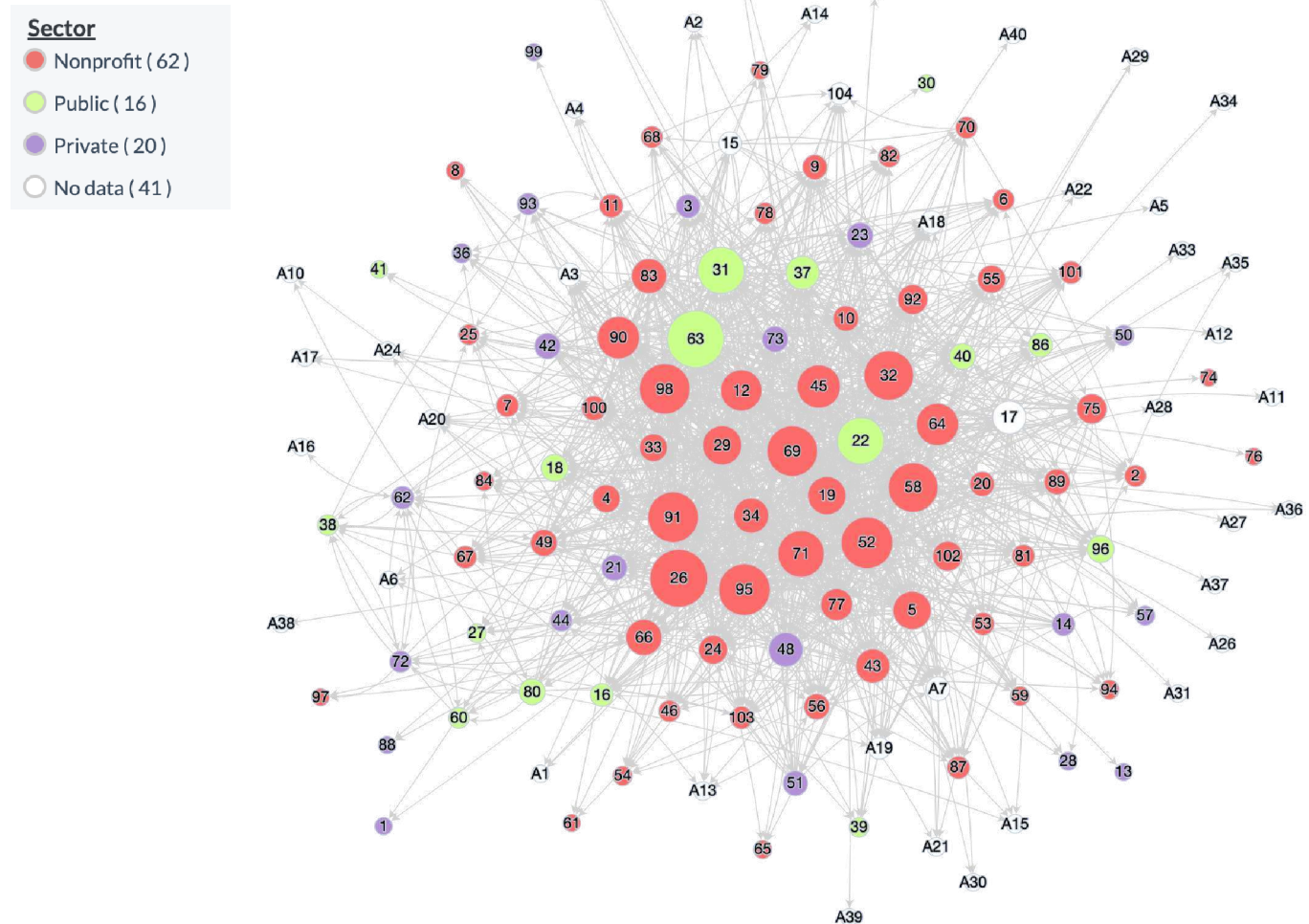tions and they reported having 1,647 relationships with one another. The tables in Appendix C list all organizations and their corresponding map labels.

- Each organization identified as a member is represented as a circle (node) and the lines connecting them demonstrate the relationships that the organizations reported. **Nodes are colored by sector.**
- **Nodes in the map are sized by centrality**, which refers to the number of relationships each organization holds with others. Organizations with more connections appear as larger nodes in the map.
- **Eight organizations emerge as key players in the network, indicated by the high number of partners they are connected to.** These include Ivy Tech (map label 63), Old National Bank (map label 73), ECHO Housing & Community Development (map label 26), Evansville Regional Economic Partnership (map label 33), Vanderburgh Community Foundation (map label 95), Evansville Public Library (map label 32), Immigrant Welcome & Resource Center (map label 58), and Evansville Promise Neighborhood (map label 91),

A **key player** is a member of the network that is connected to many others. The network heavily relies on these key players. If they no longer participate in the network, there is a risk that the system may not function as effectively.

Network Structure

Network Map

Below is an alternative map view of the network, with the nodes representing organizations colored by their primary organizational function. The tables in Appendix C list all organizations and their corresponding map labels.
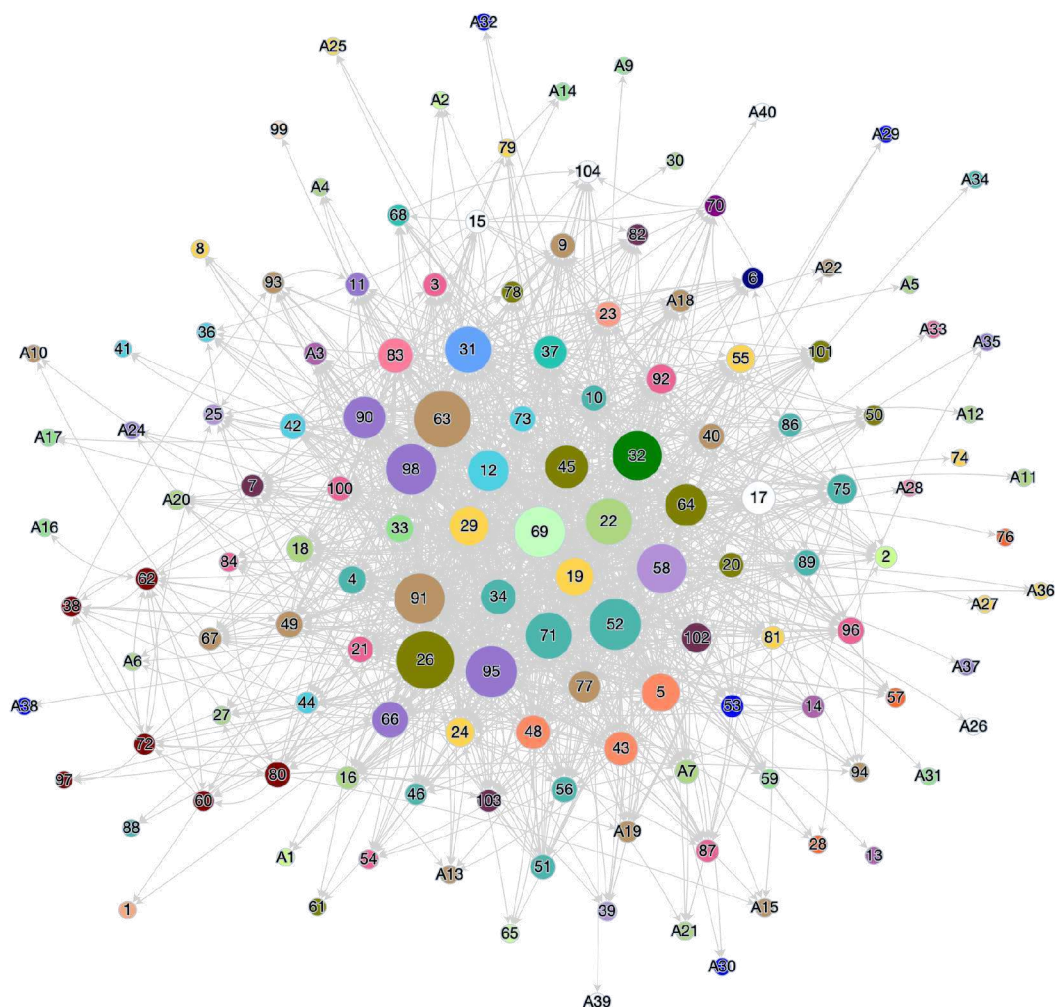
Primary Org Function

⬤ Arts, Culture & Humanities (4)	⬤ Health (9)
⬤ Civil/Human Rights, Social Action & Community Improvement (3)	⬤ Housing & Shelter (13)
⬤ Consulting/Evaluation (1)	⬤ Human & Social Services (5)
⬤ Crime & Legal-Related (1)	⬤ Library (1)
⬤ Economic Development (7)	⬤ Media & Communications (1)
⬤ Education (15)	⬤ Military & Veterans Organizations (6)
⬤ Employment (2)	⬤ Other (8)
⬤ Environment (2)	⬤ Policy/Advocacy (1)
⬤ Faith-Based (11)	⬤ Professional Societies & Associations (1)
⬤ Financial (6)	⬤ Public Safety (1)
⬤ Food, Agriculture & Nutrition (3)	⬤ Real Estate (3)
⬤ Foundation/ Philanthropy (8)	⬤ Science & Technology (1)
⬤ Government (13)	⬤ Utility Services (3)
	⬤ Youth Development (4)
	◯ No data (6)

Network Structure

GIS MAP

Below are three GIS maps showing the nodes representing the organizations pinned to their primary addresses at different zoom levels. Nodes are colored by primary organizational function. While organizations in the network are concentrated in Evansville, Indiana, there are also a number of organizations located in other parts of the state and country.

Across the contiguous United States

Zoomed in on Indiana and Illinois

Zoomed in on Evansville, Indiana

Primary Org Function

- Arts, Culture & Humanities (4)
- Civil/Human Rights, Social Action & Community Improvement (3)
- Consulting/Evaluation (1)
- Crime & Legal-Related (1)
- Economic Development (7)
- Education (15)
- Employment (2)
- Environment (2)
- Faith-Based (11)
- Financial (6)
- Food, Agriculture & Nutrition (3)
- Foundation/ Philanthropy (8)
- Government (13)
- Health (9)
- Housing & Shelter (13)
- Human & Social Services (5)
- Library (1)
- Media & Communications (1)
- Military & Veterans Organizations (6)
- Other (8)
- Policy/Advocacy (1)
- Professional Societies & Associations (1)
- Public Safety (1)
- Real Estate (3)
- Science & Technology (1)
- Utility Services (3)
- Youth Development (4)
- No data (6)

Services Provided

Respondent organizations provide services in many domains. The most common are convening/connecting (32% of respondents), economic development (25%), and employment workforce development (25%). In comparison, fewer organizations provide library-related services (3%) and public safety/crime reduction (9%)

Q1: In which areas does your organization primarily provide services? (Select all that apply)
n = 65 respondents

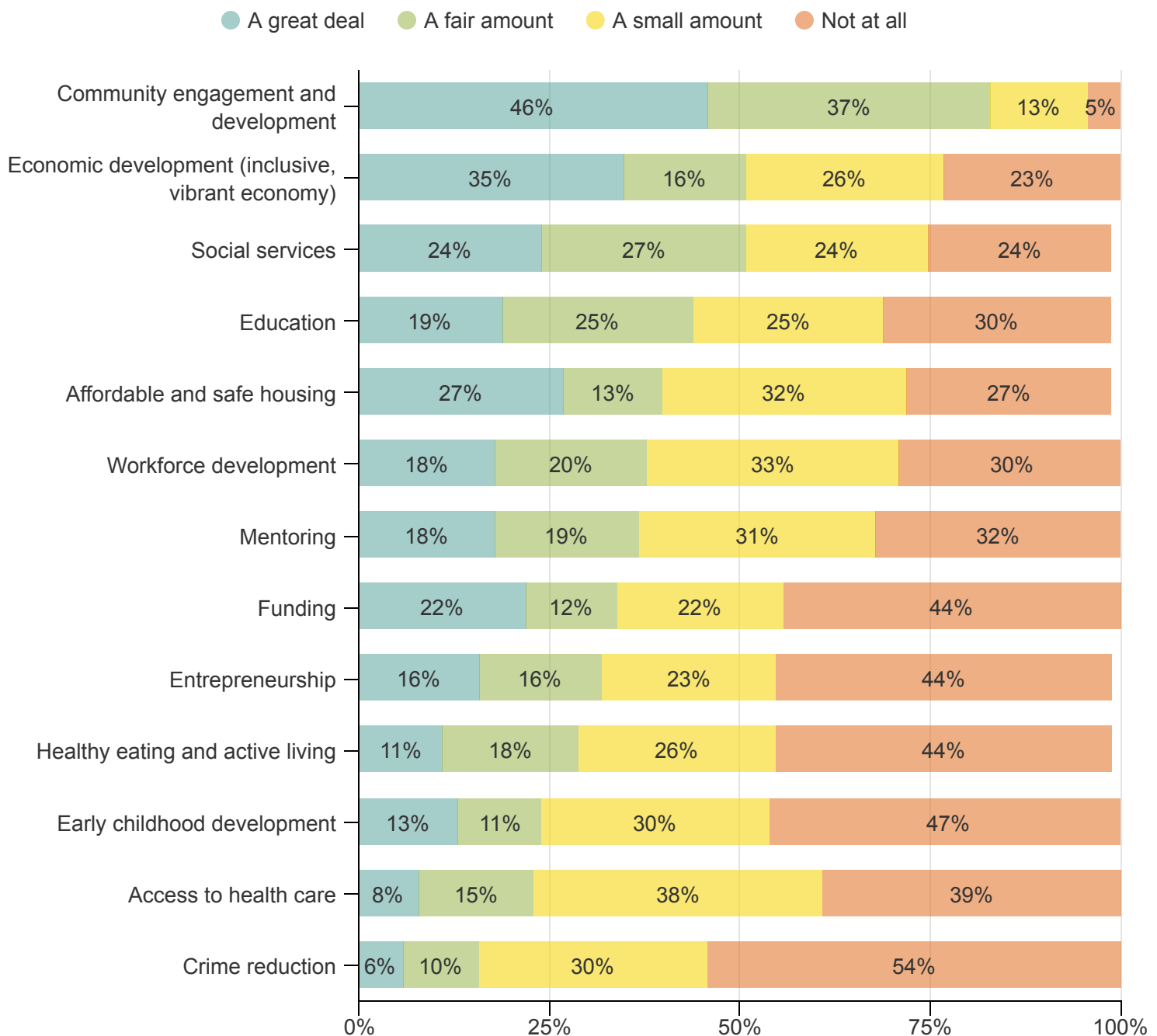| Service Area	Percentage
Convening/Connecting	32%
Economic Development	25%
Employment/Workforce Development	25%
Advocacy/Policy Development	23%
Food Security/Food Access	22%
Human Services	22%
Leadership Development	22%
Social Services	22%
Culture	20%
Faith-Based Services	20%
Family Services	20%
Engaged Citizen	18%
Housing Stability/Homelessness	18%
Affordable Housing	17%
Mental/Behavioral Health	15%
Social Integration	15%
Veteran Services	15%
Early Education/Childcare	14%
Foundation/Funding	14%
Health Services	14%
Local Government	14%
Public Health	14%
Higher Education	12%
Older Adult Services	11%
Parks & Recreation	11%
Schools K-12	11%
Public Safety/Crime Reduction	9%
Library	3%
Other, please specify	31%

Please see Appendix B for responses by respondents who selected "other, please specify"

Level of Engagement in Strategy Areas

83% of respondent organizations are engaged in community development as a strategy area by either "a great deal" or "a fair amount." Other strategy areas in which organizations reported high levels of engagement include economic development, and social services. Meanwhile, fewer organizations are very engaged in crime reduction, access to health care, and early childhood development.

Q2: With the collective effort underway to tackle some of the most pressing issues in the region, how engaged is your organization in each of the following strategy areas? (Select one per row)
n = 64 respondents

Legend:
- A great deal
- A fair amount
- A small amount
- Not at all

| Strategy Area	A great deal	A fair amount	A small amount	Not at all
Community engagement and development	46%	37%	13%	5%
Economic development (inclusive, vibrant economy)	35%	16%	26%	23%
Social services	24%	27%	24%	24%
Education	19%	25%	25%	30%
Affordable and safe housing	27%	13%	32%	27%
Workforce development	18%	20%	33%	30%
Mentoring	18%	19%	31%	32%
Funding	22%	12%	22%	44%
Entrepreneurship	16%	16%	23%	44%
Healthy eating and active living	11%	18%	26%	44%
Early childhood development	13%	11%	30%	47%
Access to health care	8%	15%	38%	39%
Crime reduction	6%	10%	30%	54%

Considerations for Action Planning

Network Structure

Network structure can tell us about key players in the network. Consider the connectivity among members of the network – These data can help to assess whether there are vulnerabilities in the network (places where the connections are weak and/or need to be developed), find partners that are not well connected, and cut down on redundancy in connectivity. If there are numerous organizations, it is not feasible to have a high connectivity score because organizations do not have time to foster many meaningful connections.

Questions to Consider:

- What is the level of connectivity?
- Are most members connected to one another?
- Are there members who are isolated, meaning not connected to any partner?
- How can they be brought into the network?
- Consider network members' service areas and strategy domains: where are the network's strengths and gaps?
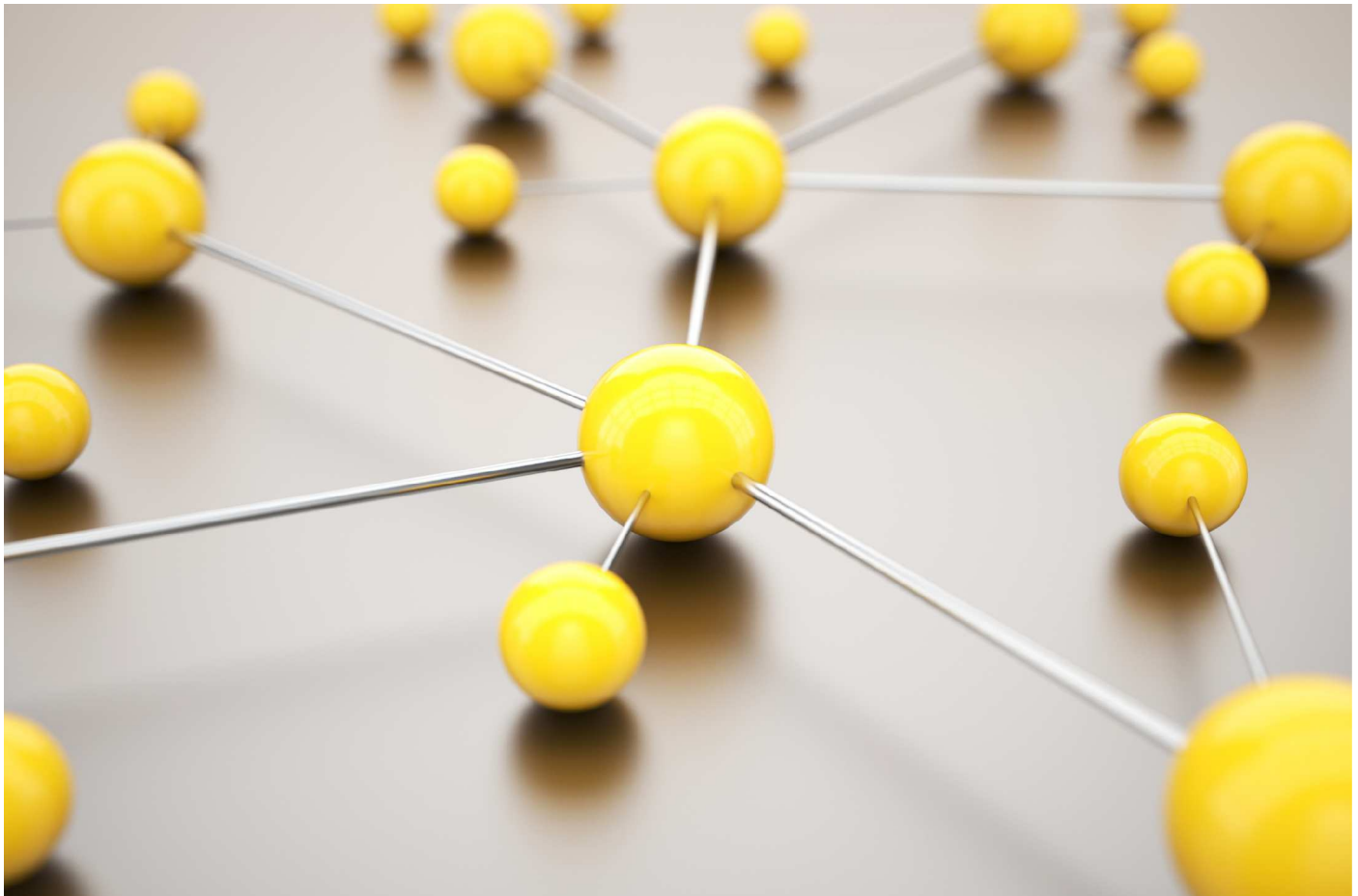
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Key Player Analysis

Key Players

To identify the key players in the network, members are evaluated by centrality measures: These are metrics that identify the most important or influential nodes within a network. Key centrality measures include degree centrality (in-degree and out-degree), closeness centrality, and betweenness centrality.

In this network, several organizations rated highly on each of these types of roles based on their structural position in the network and are outlined on the next page. These programs are well-positioned to mobilize the network based on their importance across each network role.

Information Exchangers

Information Exchangers

Information exchangers are people, organizations, or programs close to a large number of network members (they have few degrees of separation with others in the network). Information exchangers can communicate and disseminate information quickly due to their close proximity to all other nodes. These 'efficient connectors' are beneficial for the rapid spread of information, resources, or innovations across the network. They could play a vital role during times of rapid change or when swift collective action is required.

Network Brokers

Network Brokers

Network Brokers are people, organizations, or programs with high betweenness centrality scores. Betweenness centrality scores quantify the extent to which a node (individual or entity) acts as a bridge along the shortest path between other nodes in the network. These organizations have a unique position where they connect different parts of the network, facilitating or controlling the flow of information between others. In a coalition context, these could be the people, organizations, or programs who have influence over how information, resources, or support flow within the network, by virtue of their position between other key actors. These actors could play crucial roles in collaboration, negotiation, and conflict resolution within the network.

Network Influencers
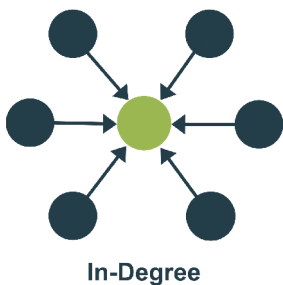
In-Degree

Out-Degree

Network influencers refer to people or organizations within a network that have influence over others, often due to their centrality, connections, or position. In-degree centrality and out-degree centrality are used to determine network influencers within a network.

In-Degree Centrality
In-Degree centrality measures the number of direct connections a node receives from other nodes within a network. It reflects the popularity or importance of a node based on how many connections it has. In the context of social network analysis, a node with high In-Degree Centrality is often considered a major receiver of information, resources, or influence.
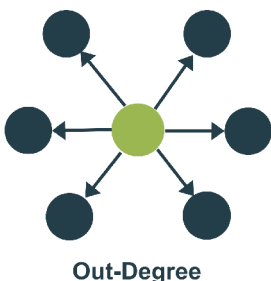
Out-Degree Centrality
Out-degree centrality measures the number of direct connections a node sends out to other nodes within a network. It quantifies how much a node interacts directionally, spreads information, or allocates resources to others. High Out-Degree Centrality indicates a node that plays an influential role in outward communication or resource provision.

Key Players

The top ten organizations that are information exchangers, network brokers, those that are the most often selected as a partner (highest in-degree), and selected the most partners (highest out-degree) are listed below ranked from the highest scores at the top. Jacobsville Area Community Corporation (highlighted in pink), ECHO Housing & Community Development (highlighted in yellow), United Way of Southwest Indiana (highlighted in teal), and Aurora (highlighted in orange) are at the top of the lists in at least three categories. As such, they are the key players in the network.

| Information Exchangers	Network Brokers	Most often selected as a partner (highest in-degree)	Selected the most partners (highest out-degree)
Jacobsville Area Community Corporation	ECHO Housing & Community Development	CDFI Friendly Evansville	Jacobsville Area Community Corporation
ECHO Housing & Community Development	Evansville Promise Neighborhood	Jacobsville Area Community Corporation	ECHO Housing & Community Development
Gayla Cake	Dept. of Metro Development	Prosperity Indiana	United Way of Southwest Indiana
Hope City Church	Jacobsville Area Community Corporation	United Way of Southwest Indiana	Gayla Cake
United Way of Southwest Indiana	Habitat for Humanity	Aurora	Hope City Church
Ozanam Family Shelter	Leadership Everyone	City of Evansville Deputy Mayor	Ozanam Family Shelter
Potter's Wheel	Evansville Police Department	Dept. of Metro Development	Potter's Wheel
Vanderburgh Community Foundation	Potter's Wheel	ECHO Housing & Community Development	Vanderburgh Community Foundation
Southwestern Behavioral Healthcare	Vanderburgh Community Foundation	Elected Official Congressman Buschon	Southwestern Behavioral Healthcare
Aurora	United Way of Southwest Indiana	Evansville Police Department	Aurora

Considerations for Action Planning

In inter-organizational networks, not all members have the same level of influence or connectivity. Structurally important nodes—organizations that hold key positions in the network —play critical roles in information flow, resource distribution, and collaboration efficiency.

- ✓ Consider ways to strategically engage well-positioned members.
- ✓ Think about the roles different members play; are all required roles filled?
- ✓ Focus on stability, turnover, and consistency within member organizations to improve resilience.

Questions to Consider:

- How can we advance the network's goals by strategically working with key players? What strategic advantage can we get from targeted efforts?
- How can we avoid high-degree centrality nodes from being overburdened with requests and responsibilities?
- Are there organizations that should have more central roles but are currently on the network's periphery?
- What would happen if one or more central nodes were removed (e.g., due to funding cuts, policy shifts, or leadership changes)? How will the network adapt?
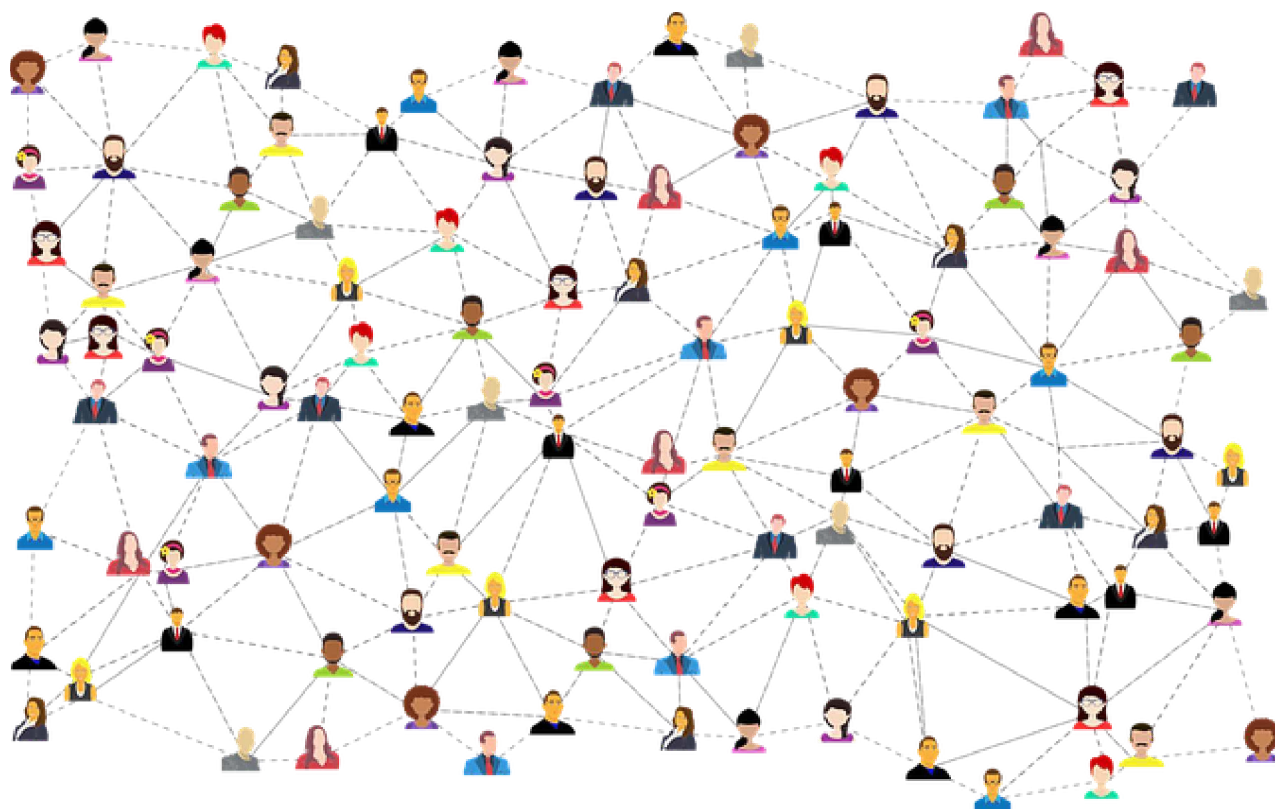
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Resource Assessment
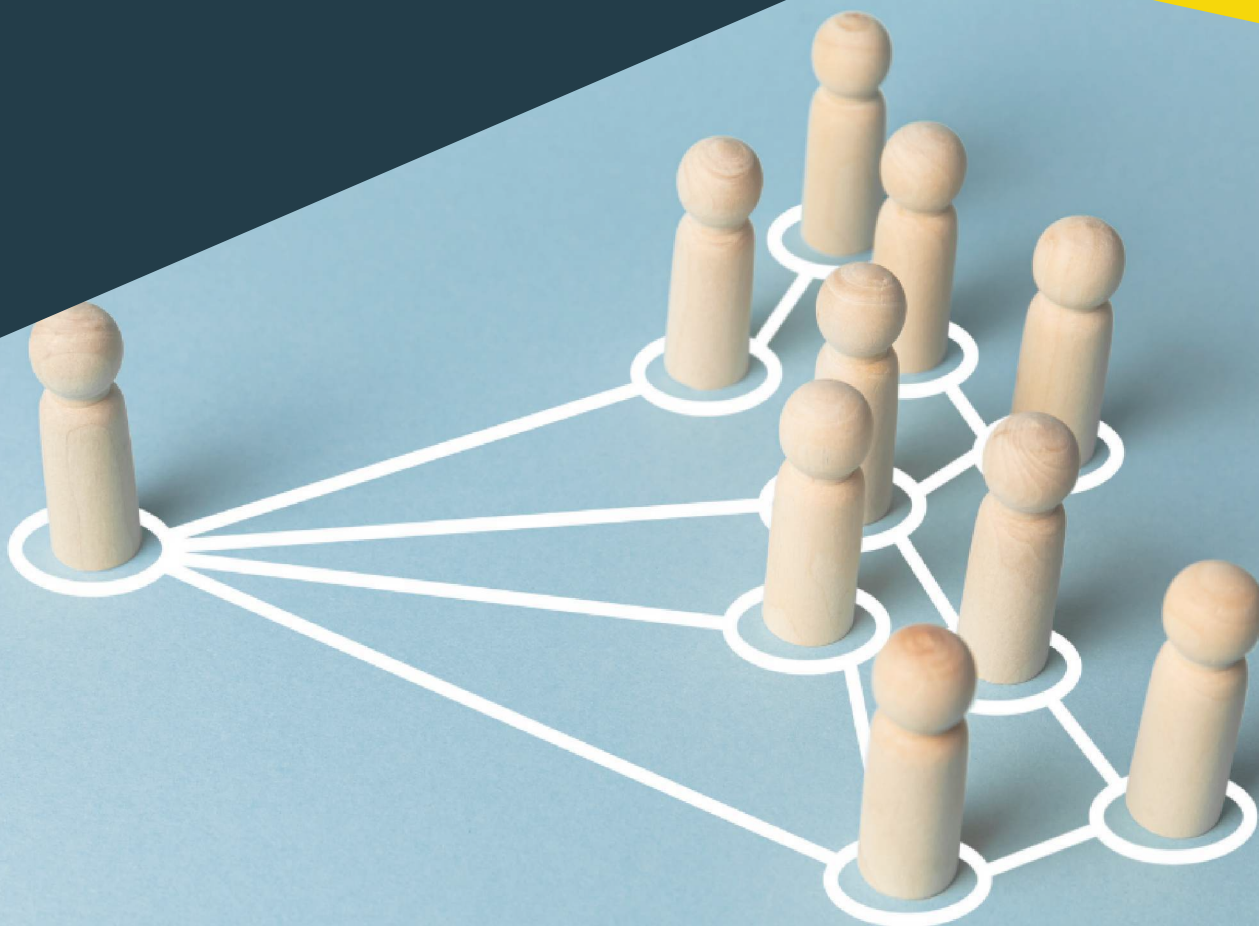
Resource Contributions

Over 70% of respondent organizations indicate they contribute or can potentially contribute community connections (76%) and knowledge and expertise (73%) to the Collective Action Network. The greatest shares of respondents also suggest that community connections and knowledge and expertise are their most important contribution to the network. However, fewer organizations contribute or can contribute digital services, technology, or fiscal management to the network.

Q4: Please indicate which resources your organization contributes, or can potentially contribute, to the Collective Action Network. (Select all that apply)

Q5: What can your organization's most important contribution to the Collective Action Network be? (Select one)
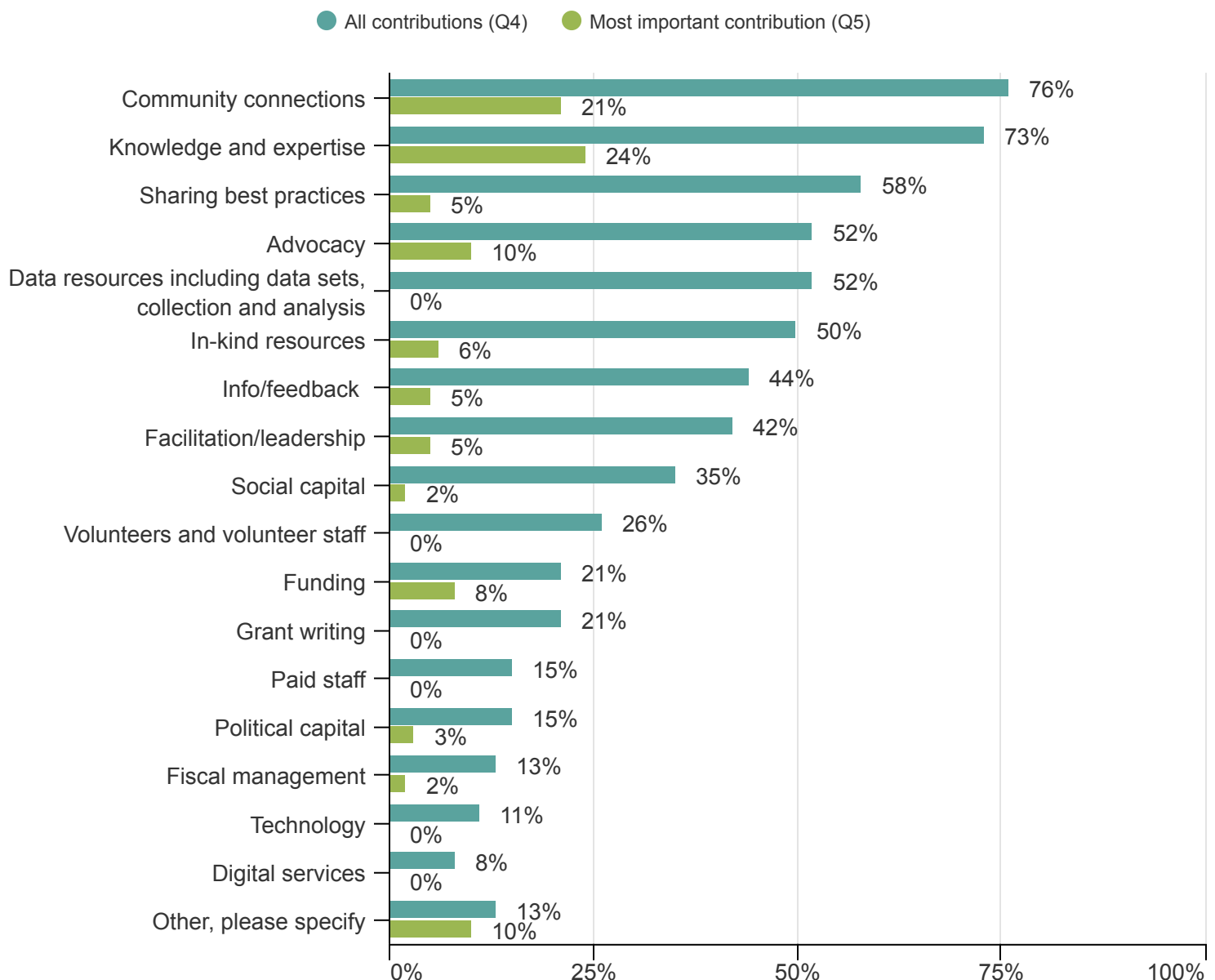
n = 62 respondents

- All contributions (Q4)
- Most important contribution (Q5)

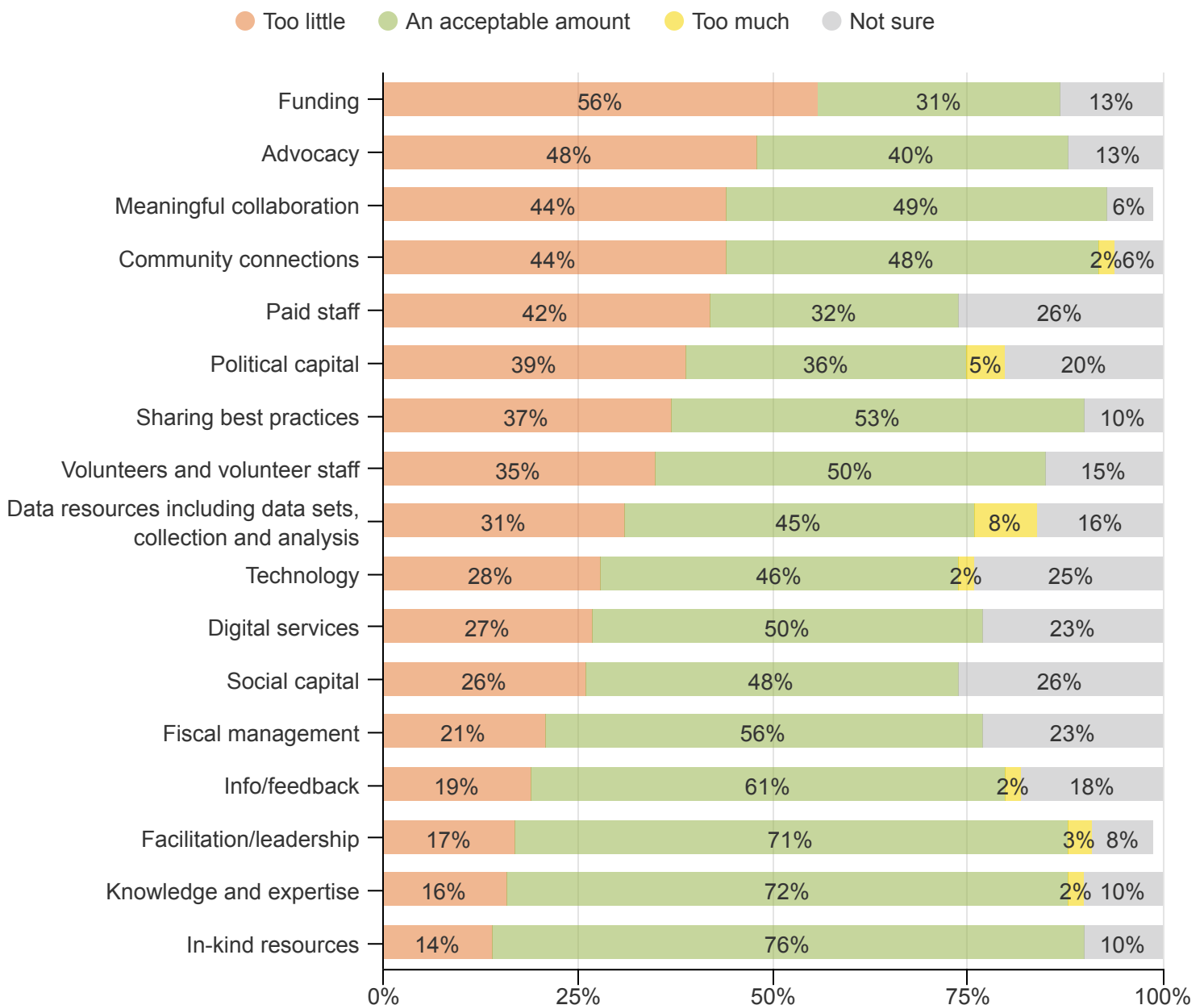| Category	All contributions (Q4)	Most important contribution (Q5)
Community connections	76%	21%
Knowledge and expertise	73%	24%
Sharing best practices	58%	5%
Advocacy	52%	10%
Data resources including data sets, collection and analysis	52%	0%
In-kind resources	50%	6%
Info/feedback	44%	5%
Facilitation/leadership	42%	5%
Social capital	35%	2%
Volunteers and volunteer staff	26%	0%
Funding	21%	8%
Grant writing	21%	0%
Paid staff	15%	0%
Political capital	15%	3%
Fiscal management	13%	2%
Technology	11%	0%
Digital services	8%	0%
Other, please specify	13%	10%

Please see Appendix B for responses by respondents who selected "other, please specify"

Resource Availability

More than half of the respondents (56%) believe there is too little funding resource available for serving people in Evansville. Also, more than 40% of respondents find there is too little advocacy (48%), meaningful collaboration (44%), community connections (44%), and paid staff (42%) available. These are potential opportunity areas to activate the existing network and partnerships to help pool resources to better serve people in Evansville. Meanwhile, more than 70% of respondents believe there is an acceptable amount of in-kind resources, knowledge and expertise, and facilitation/leadership available, which can be seen as areas of strength of the existing network.

Q6: From your perspective, is there too little, an acceptable amount, or too much of each resource available for serving people in Evansville? (Select one per row)
n = 64 respondents

● Too little   ● An acceptable amount   ● Too much   ● Not sure

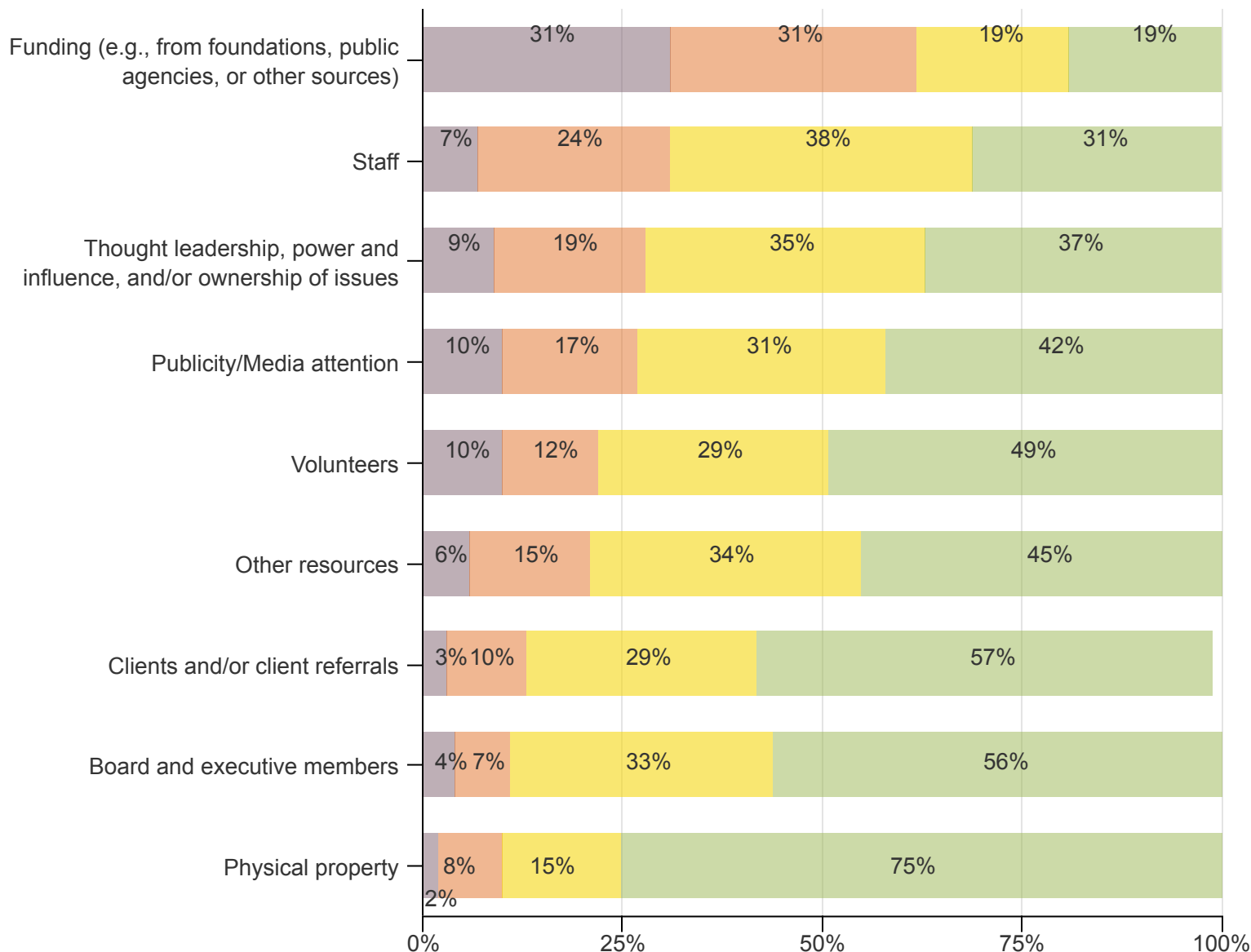| Resource	Too little	An acceptable amount	Too much	Not sure
Funding	56%	31%		13%
Advocacy	48%	40%		13%
Meaningful collaboration	44%	49%		6%
Community connections	44%	48%	2%	6%
Paid staff	42%	32%		26%
Political capital	39%	36%	5%	20%
Sharing best practices	37%	53%		10%
Volunteers and volunteer staff	35%	50%		15%
Data resources including data sets, collection and analysis	31%	45%	8%	16%
Technology	28%	46%	2%	25%
Digital services	27%	50%		23%
Social capital	26%	48%		26%
Fiscal management	21%	56%		23%
Info/feedback	19%	61%	2%	18%
Facilitation/leadership	17%	71%	3%	8%
Knowledge and expertise	16%	72%	2%	10%
In-kind resources	14%	76%		10%

Competition For Resources

Over 60% of respondents believe that their organizations compete with others "a great deal" or "a fair amount" for funding. To a lesser extent, organizations also compete for staff; though leadership, power and influence, and/or ownership of issues; and publicity/media attention. Meanwhile, they reported less competition for physical property; board and executive members; and clients and/or client referrals.

Q9: Often, organizations find themselves competing for resources to achieve their mission. Please rate the extent to which your organization competes with other programs/organizations for each of the following types of resources: (Select one per row)
n = 59 respondents

Legend:
- A great deal of competition
- A fair amount of competition
- A small amount of competition
- No competition

| Resource	A great deal	A fair amount	A small amount	No competition
Funding (e.g., from foundations, public agencies, or other sources)	31%	31%	19%	19%
Staff	7%	24%	38%	31%
Thought leadership, power and influence, and/or ownership of issues	9%	19%	35%	37%
Publicity/Media attention	10%	17%	31%	42%
Volunteers	10%	12%	29%	49%
Other resources	6%	15%	34%	45%
Clients and/or client referrals	3%	10%	29%	57%
Board and executive members	4%	7%	33%	56%
Physical property	2%	8%	15%	75%

Resource Management

Resource Inventory

Taking an inventory of resources that network members can contribute or potentially contribute explains which services are shared between network members, the types of resources needed by the network, and the extent to which these resources are exchanged increase community capacity. **The full resource inventory of the Collective Action Network can be accessed here.**

✓ Focus on member recruitment, based on identified gaps or redundancies.

✓ Ensure that members who contribute important resources to the network stay connected to key players and do not become isolated.

✓ Utilize network members for the resources they can contribute to the network and ultimately to the people served.
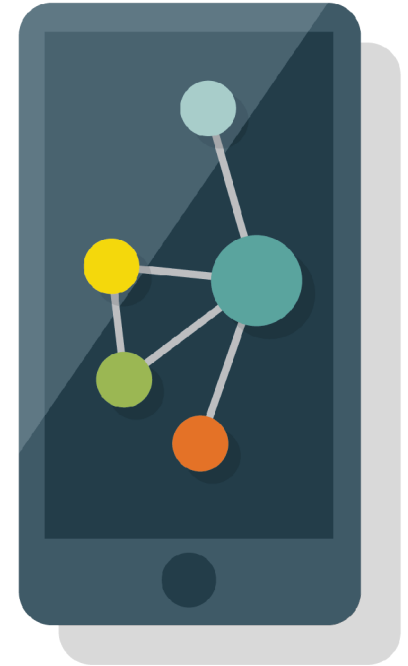
Questions to Consider:

- Are there any resources that are overrepresented by partners?
- What resources are underrepresented or not represented at all? Why is that the case?
- What steps could be taken to acquire this resource either through a new organization or an existing organization?

- Respondents noted that funding was the most scarce resource in the network and that it was the resource that members compete over the most. Members can leverage collaborative advantage by pursuing joint grant applications, shared fundraising, and collaborative funding models that align resources more effectively. Additionally, one in five respondents reported that they bring funding as a resource to the network. Network members might also consider how to effectively leverage the funding resources that are currently in the network.
- Respondents also identified that there was too little advocacy in the network. Organizations can consider leveraging their strong community connections and expertise to enhance collaboration around advocacy efforts, using peer-learning initiatives and collective efforts for policy change.
- Strengthening meaningful collaboration can involve evaluating collaborative activities regularly and adjusting network facilitation approaches to improve collaboration opportunities among members.
- Addressing a scarcity in staffing could include pursuing shared staffing models, partnerships with universities, or internship pipelines.
- To reduce competition overall, clarifying organizational roles and engaging in joint public awareness campaigns can help highlight collective successes rather than individual efforts.
- By pooling resources, enhancing coordination, and fostering equitable participation, the network can maximize existing strengths while increasing access to funding, staffing, and meaningful collaboration.

04

Value & Trust Assessment

Perceptions of Value Among Partners

Value

Organizational partners bring different forms of value to a network. The survey assessed three validated dimensions by which partners may be valued: power and influence, level of involvement, and resource contributions (see definitions below).
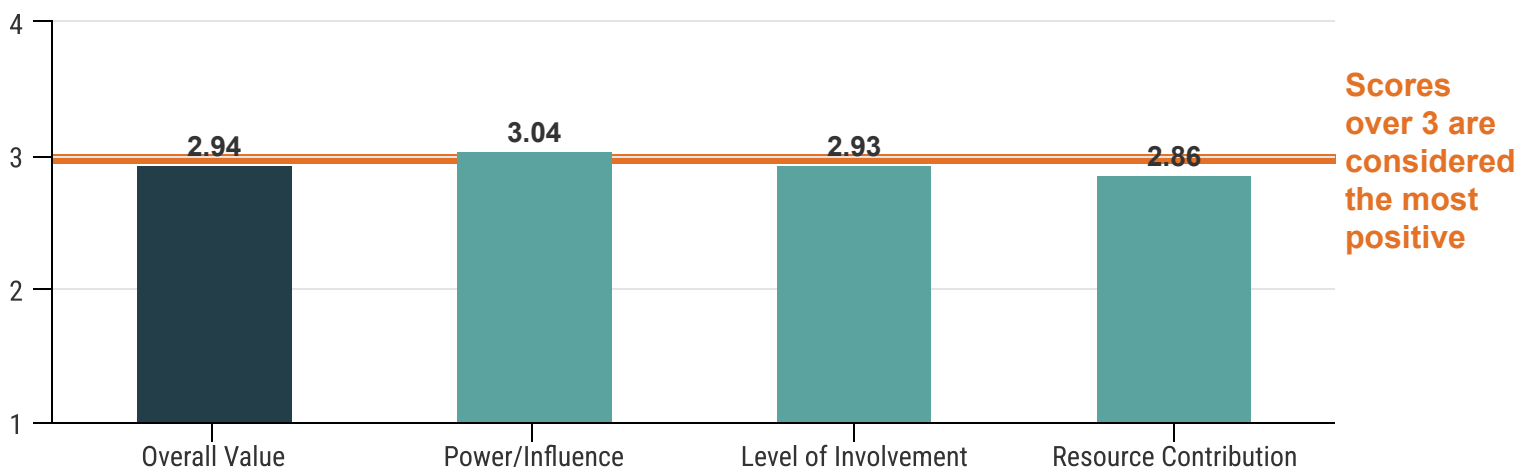
Survey participants assessed each of their reported relationships on these three dimensions according to a 4-point scale, with 1 = Not at all, 2 = A Small Amount, 3 = A Fair Amount, and 4 = A great deal. Scores over 3 are considered the most positive. **Understanding the perceived value of network relationships is important in leveraging the different ways in which members contribute to the network.**

Power & Influence: The organization holds a prominent position in the community by being powerful, having influence, success as a change agent, and showing leadership.

Level of Involvement: The organization is strongly committed and active in the partnership and gets things done.

Resource Contribution: The organization brings resources to the partnership like funding, information, or other resources.

The column chart below depicts the average value scores within the network. Of the three dimensions of value, **survey respondents rated their network partners' power/influence the highest and resource contributions the lowest.**

Q16, Q17 & Q18: Value Scores
n = 1,158, 1,078, and 1,125 relationships reported for these questions, respectively

Scores over 3 are considered the most positive

|	Overall Value	Power/Influence	Level of Involvement	Resource Contribution
	2.94	3.04	2.93	2.86

In-Degree Centrality x Value Score

The scatter plots below show all organizations positioned by their **in-degree centrality (how often they were selected as a partner)** and **total value scores**. Those in the blue boxes are not only seen as highly valuable but also selected by more other network members as partners. These organizations may be useful to tap as leaders in the network based on the value they bring and their level of connectedness.

Scatter plot of in-degree centrality and aggregate value score of each organization in the network
Click here for an online interactive version of the chart. Dots representing organizations are colored by sector.

Organizations inside the dashed blue box have an in-degree centrality of at least 25 and total value score of at least 3.

Sector ● Public ● Private ● Nonprofit ● Unknown
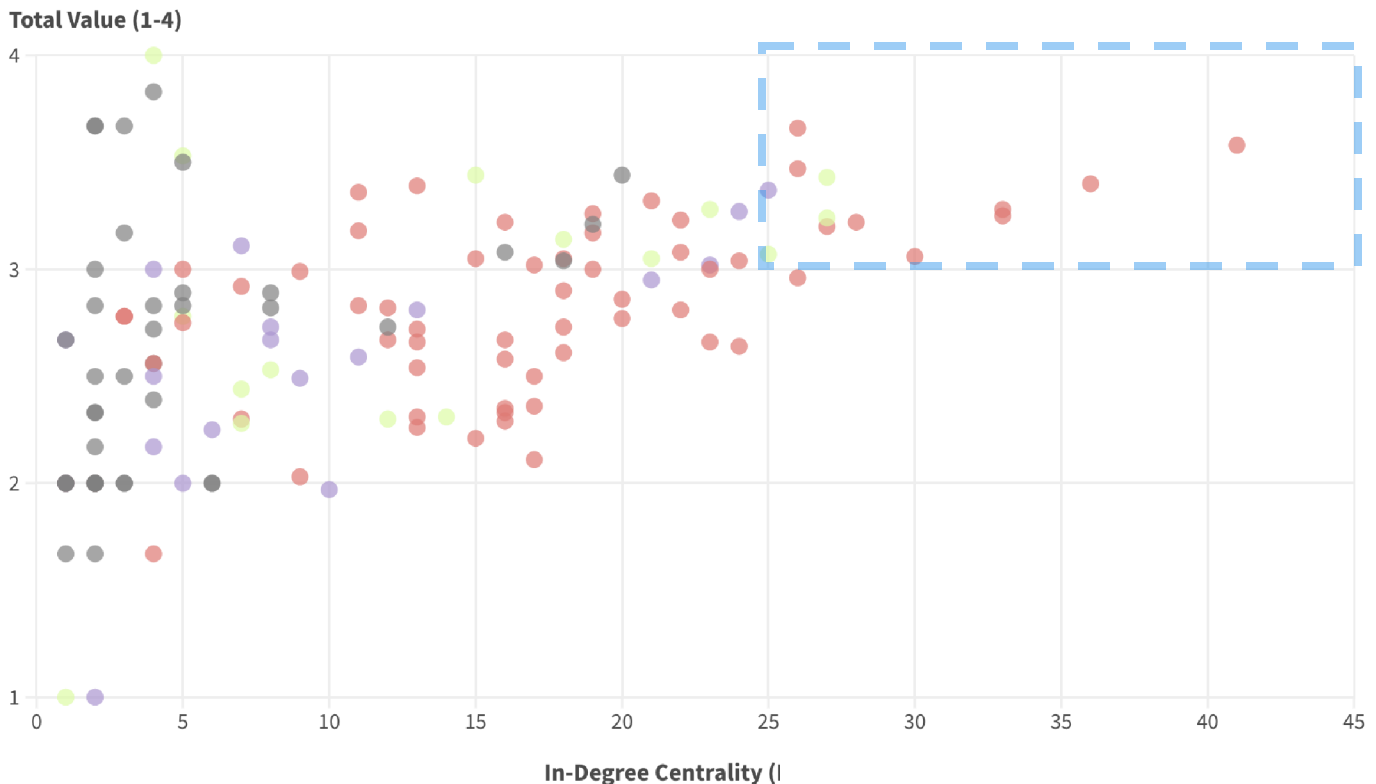
Organizations inside the dashed blue box above
(Organizations with in-degree centrality of at least 25 and total value score of at least 3)

Map Label	Organization Name	Sector	In-Degree Centrality	Total Value
98	Welborn Baptist Foundation	Nonprofit	26	3.66
26	ECHO Housing & Community Development	Nonprofit	41	3.58
90	United Way of Southwest Indiana	Nonprofit	26	3.47
18	City of Evansville Mayor	Public	27	3.43
19	Community One	Nonprofit	36	3.4
21	Deaconess Health Systems	Private	25	3.37
24	Dream Center of Evansville	Nonprofit	33	3.28
91	Evansville Promise Neighborhood	Nonprofit	33	3.25
22	Dept. of Metro Development	Public	27	3.24
33	Evansville Regional Economic Partnership	Nonprofit	28	3.22
52	Habitat for Humanity	Nonprofit	27	3.2
40	EVSC	Public	25	3.07
4	Aurora	Nonprofit	30	3.06

Perceptions of Trust Among Partners

Trust

Trust in inter-organizational network relationships facilitates effective information exchange and decision-making, and reduces duplication of effort among groups that may have previously competed.

As with value, the survey assessed trust between network partners on three validated dimensions: reliability, mission congruence, and openness to discussion (see definitions below). Survey participants assessed each of their reported relationships on these three dimensions according to a 4-point scale, with 1 = Not at all, 2 = A Small Amount, 3 = A Fair Amount, and 4 = A great deal. Scores over 3 are considered the most positive.

🤝	**Reliability: This organization is reliable in terms of following through on commitments.**
⬡	**In Support of Mission: this organization shares a common vision of the end goal of what working together should accomplish.**
💬	**Open to Discussion: this organization is willing to engage in frank, open and civil discussion**

The column chart below depicts the average trust scores within the network. Members placed a very high level of trust in their network relationships. In particular, **network partners were perceived as particularly open to discussion.**

Q19, Q20 & Q21: Trust Scores
n = 1,025, 980, and 988 relationships reported for these questions, respectively

Chart values:
- Overall Trust: 3.25
- Reliability: 3.22
- In Support of Mission: 3.19
- Open to Discussion: 3.33

Scores over 3 are considered the most positive
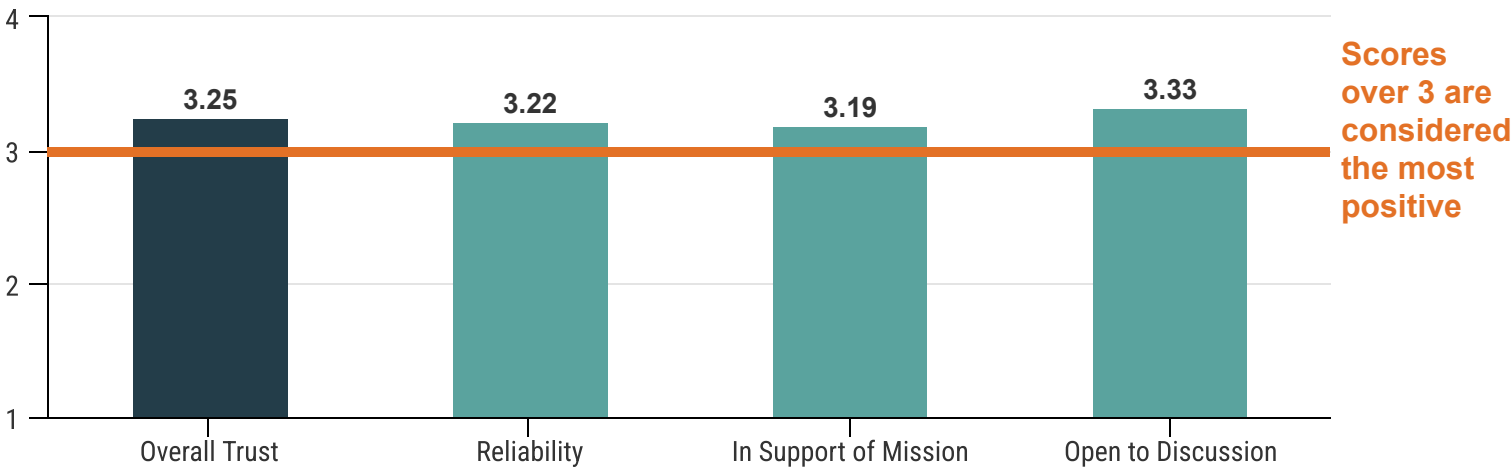
In-Degree Centrality x Trust Score

The scatter plots below show all organizations positioned by their **in-degree centrality (how often they were selected as a partner)** and **total trust scores**. Those in the blue boxes are not only seen as highly trusted but also selected by more other network members as partners. These members can be helpful to tap for leadership roles because of how trustworthy and well connected they are.

Scatter plot of in-degree centrality and aggregate trust score of each organizations in the network
Click here for an online interactive version of the chart. Dots representing each organization color-coded by sector.

Organizations inside the dashed blue box have an in-degree centrality of at least 25 and total trust score of at least 3.

Sector ● Public ● Private ● Nonprofit ● Unknown

Total Trust (1-4)

In-Degree Centrality (
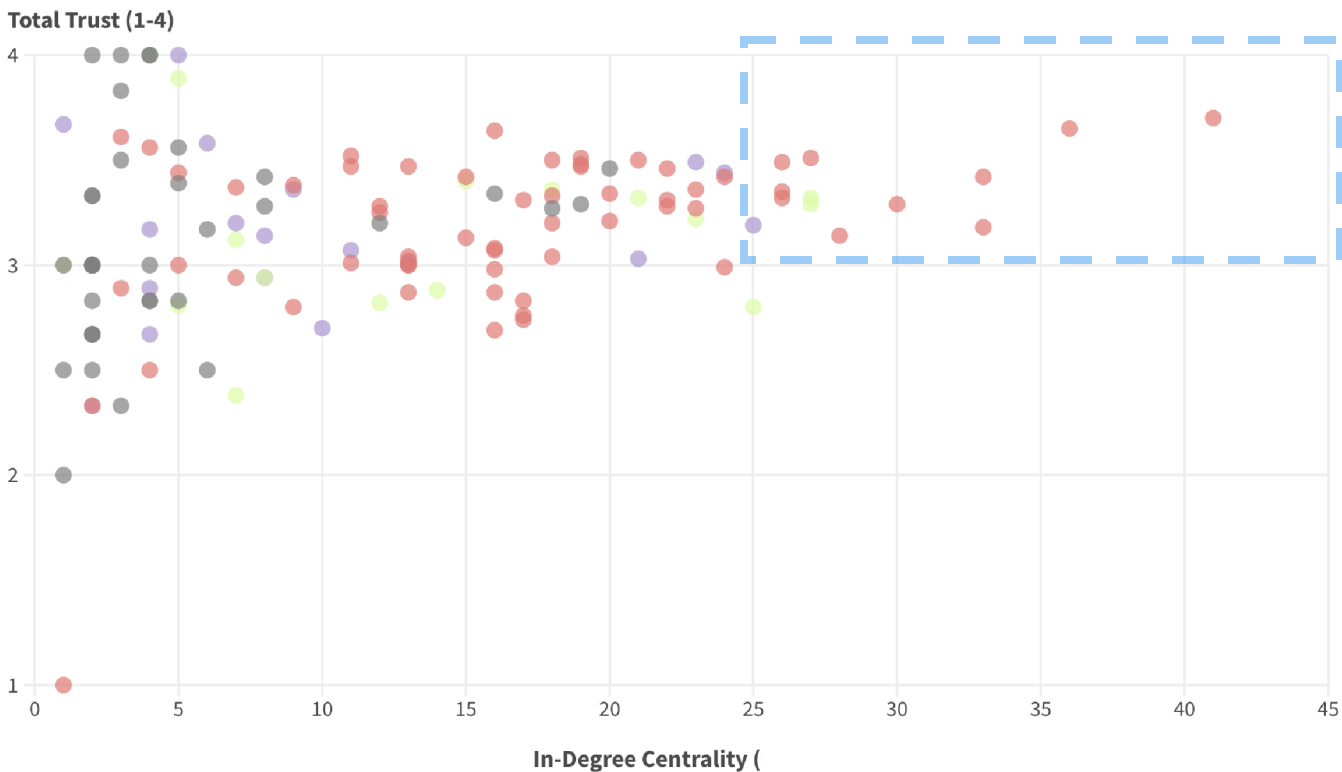
Organizations inside the dashed blue box above
(Organizations with in-degree centrality of at least 25 and total trust score of at least 3)

Map Label	Organization Name	Sector	In-Degree Centrality	Total Trust
26	ECHO Housing & Community Development	Nonprofit	41	3.7
19	Community One	Nonprofit	36	3.65
52	Habitat for Humanity	Nonprofit	27	3.51
98	Welborn Baptist Foundation	Nonprofit	26	3.49
24	Dream Center of Evansville	Nonprofit	33	3.42
90	United Way of Southwest Indiana	Nonprofit	26	3.35
22	Dept. of Metro Development	Public	27	3.32
56	HOPE of Evansville	Nonprofit	26	3.32
4	Aurora	Nonprofit	30	3.29
18	City of Evansville Mayor	Public	27	3.29
21	Deaconess Health Systems	Private	25	3.19
91	Evansville Promise Neighborhood	Nonprofit	33	3.18
33	Evansville Regional Economic Partnership	Nonprofit	28	3.14

05

Partnerships & Benefits

Relational Activities

Respondents indicated 50% or more of their reported relationships involve exchanging general information (61%), attending events (59%), and advocacy (50%). However, fewer relationships involve legal/regulation change (2%), conducting research (8%), or training/technical assistance (11%).

Q13: Thinking about your relationship with this partner, what does your relationship include?
(Select all that apply)
n = 1,143 relationships

Activity	Percentage
Exchange general information	61%
Attend events	59%
Advocacy	50%
Client referrals	30%
Projects/development	26%
Share data	25%
Share other resources	17%
Service delivery	16%
Share funding	15%
Develop standards and tools	12%
Training/technical assistance	11%
Conduct research	8%
Legal/regulation change	2%
Other	10%
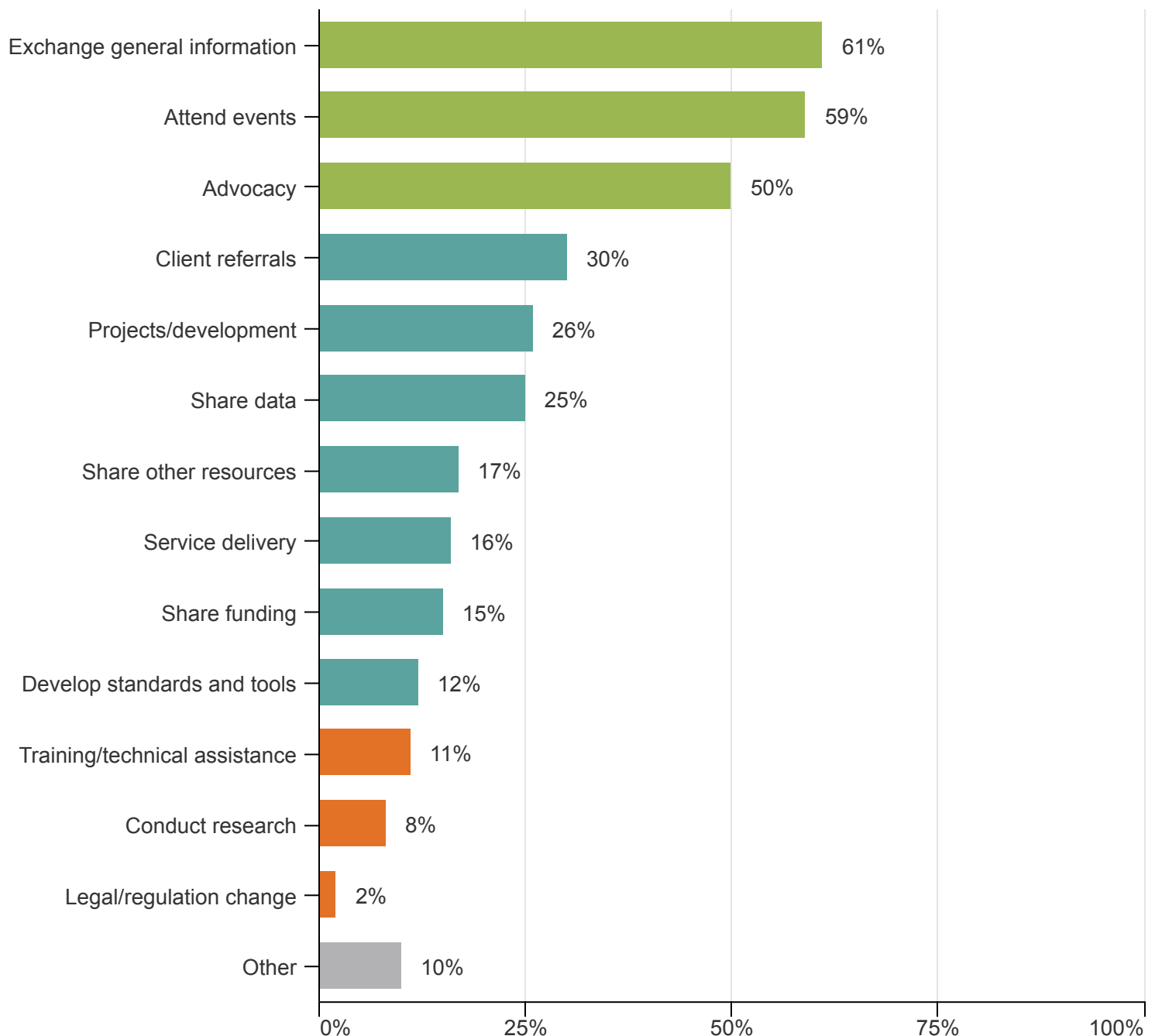
Go to the next page for network map views of the most reported and list reported relational activities

Relational Activities: Sub-Networks

The network maps below show the most reported and least reported activities among partnerships reported by network members. The most connected members (key players) within each activity-based subnetwork are listed below the corresponding network map, and these organizations can play an instrumental role in helping develop the activity domain.

Most Reported Relational Activities

Exchange general information
(697 relationships, 130 members connected)

Subnetwork key players:
- Ivy Tech (connected to 77 partners)
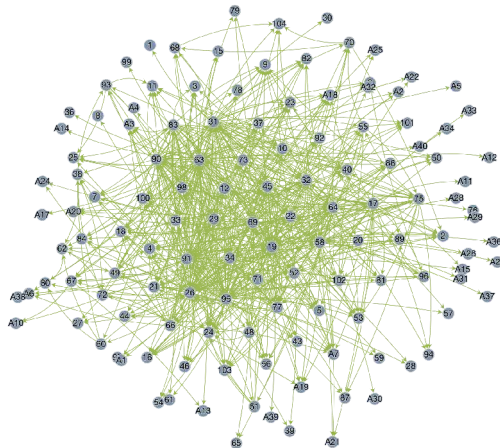- Vanderburgh Community Foundation (connected to 66 partners)
- ECHO Housing & Community Development (connected to 56 partners)

Attend events
(673 relationships, 119 memberes connected)
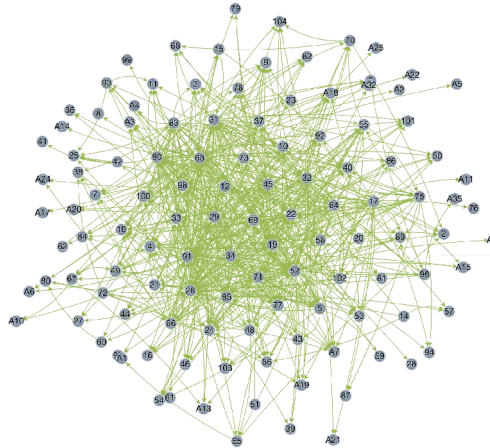
Subnetwork key players:
- Ivy Tech (connected to 63 partners)
- ECHO Housing & Community Development (connected to 56 partners)
- Evansville Promise Neighborhood (connected to 52 partners)

Advocacy
(577 relationships, 115 memberes connected)
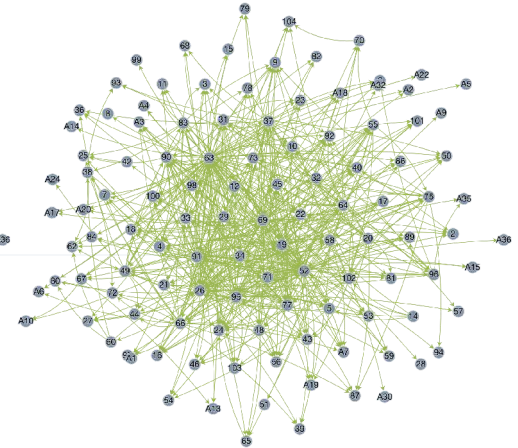
Subnetwork key players:
- Ivy Tech (connected to 81 partners)
- ECHO Housing & Community Development (connected to 63 partners)
- Leadership Everywhere (connected to 60 partners)

Least Reported Relational Activities

Training/technical assistance
(131 relationships, 71 members connected)
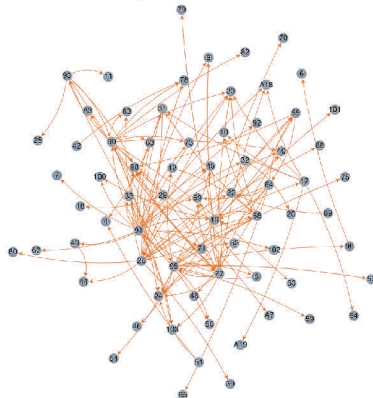
Subnetwork key players:
- Evansville Promise Neighborhood (connected to 27 partners)
- Vanderburgh Community Foundation (connected to 17 partners))

Conduct research
(94 relationships, 63 memberes connected)
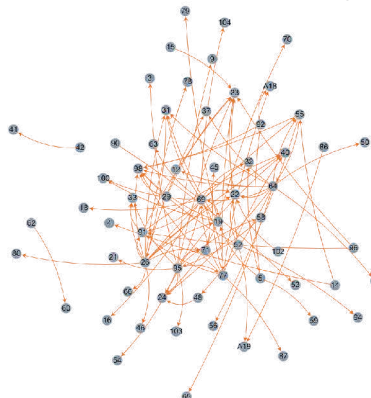
Subnetwork key players:
- Leadership Everywhere (connected to 14 partners)
- ECHO Housing & Community Development (connected to 14 partners)

Legal/regulation change
(24 relationships, 26 members connected)
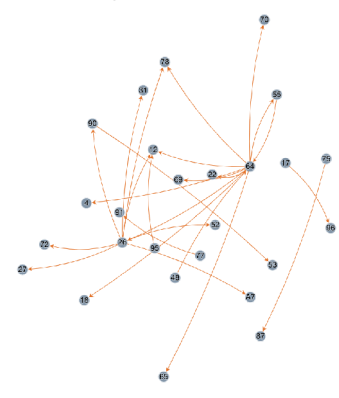
Subnetwork key players:
- ECHO Housing & Community Development (connected to 21 partners)
- Jacobsville Area Community Corporation (connected to 17 partners)

Activities that Respondents Hope to Do

When asked what activities the respondents hope to engage in with their partners that they aren't already doing, the highest shares of respondents indicate they would like to do more projects/development (63%), exchange general information (58%), share data (58%), and share other resources (50%).
See the next page a side-by-side comparison of reported relational activities and activities respondents would like to do with their partners that they aren't already doing.

Q14: What do you hope to do with your partners that you aren't already doing? (Select all that apply)
n = 24 respondents

Activity	Percent
Projects/development	63%
Exchange general information	58%
Share data	58%
Share other resources	50%
Advocacy	46%
Develop standards and tools	46%
Service delivery	38%
Share funding	38%
Training/technical assistance	38%
Legal/regulation change	33%
Attend events	29%
Client referrals	25%
Conduct research	25%
Other	8%
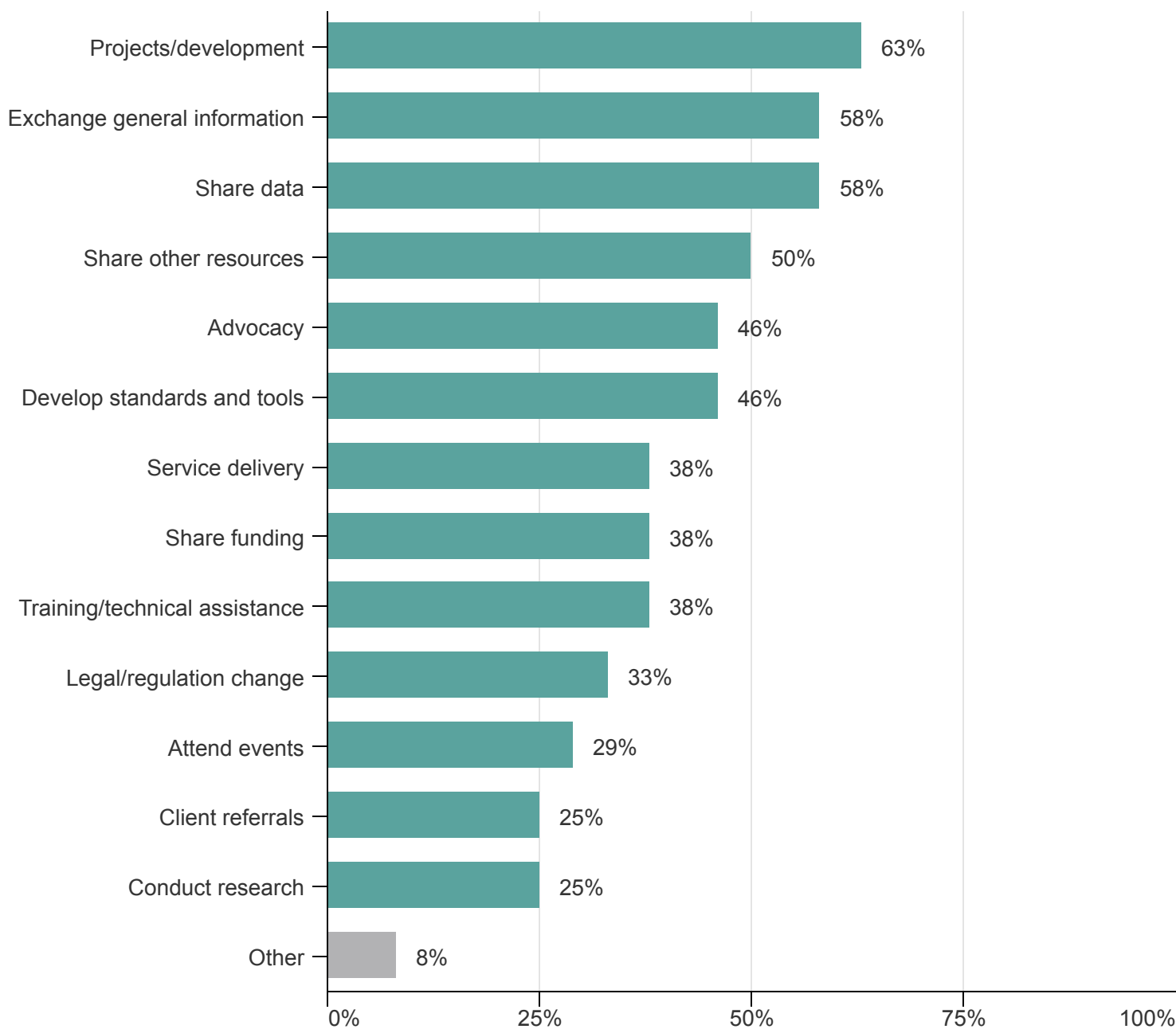
Comparison of Current Activities and Desired Activities

The charts below show a side-by-side comparison of reported relational activities and activities respondents would like to do with their partners that they aren't already doing. Projects/development and sharing data are among activities that many respondents aren't already doing but would like to do with their partners.

Q13: Thinking about your relationship with this partner, what does your relationship include?
(Select all that apply)
n = 1,143 relationships

Q14: What do you hope to do with your partners that you aren't already doing?
(Select all that apply)
n = 24 respondents

Activity	Q13	Q14
Advocacy	50%	46%
Attend events	59%	29%
Client referrals	30%	25%
Conduct research	8%	25%
Develop standards and tools	12%	46%
Exchange general information	61%	58%
Legal/regulation change	2%	33%
Projects/development	26%	63%
Service delivery	16%	38%
Share data	25%	58%
Share funding	15%	38%
Share other resources	17%	50%
Training/technical assistance	11%	38%
Other	10%	8%
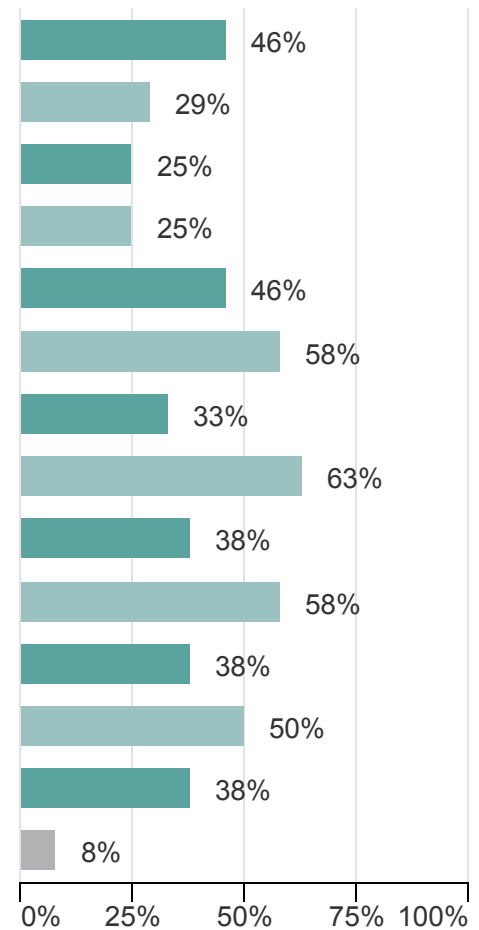
Respondents expressed high levels interest in exchanging information, doing projects/development, and sharing data with partners. Below are organizations that are currently the most involved in these activities. There are opportunities to enhance the value of collaboration by leveraging their experience and expertise.

Current key players exchanging general information:
- Ivy Tech (connected to 77 partners)
- Vanderburgh Community Foundation (connected to 66 partners)
- ECHO Housing & Community Development (connected to 56 partners)

Current key players involved in projects/development
- Evansville Promise Neighborhood (connected to 41 partners)
- Vanderburgh Community Foundation (connected to 66 partners)
- Evansville Public Library (connected to 26 partners)

Current key players sharing data:
- Leadership Everyone (connected to 60 partners)
- Evansville Promise Neighborhood (connected to 46 partners)
- ECHO Housing & Community Development (connected to 43 partners)

Intensity of Relationships

Network relationships were assessed according to their level of intensity. This is important, because more connections and greater intensity of connections do not necessaril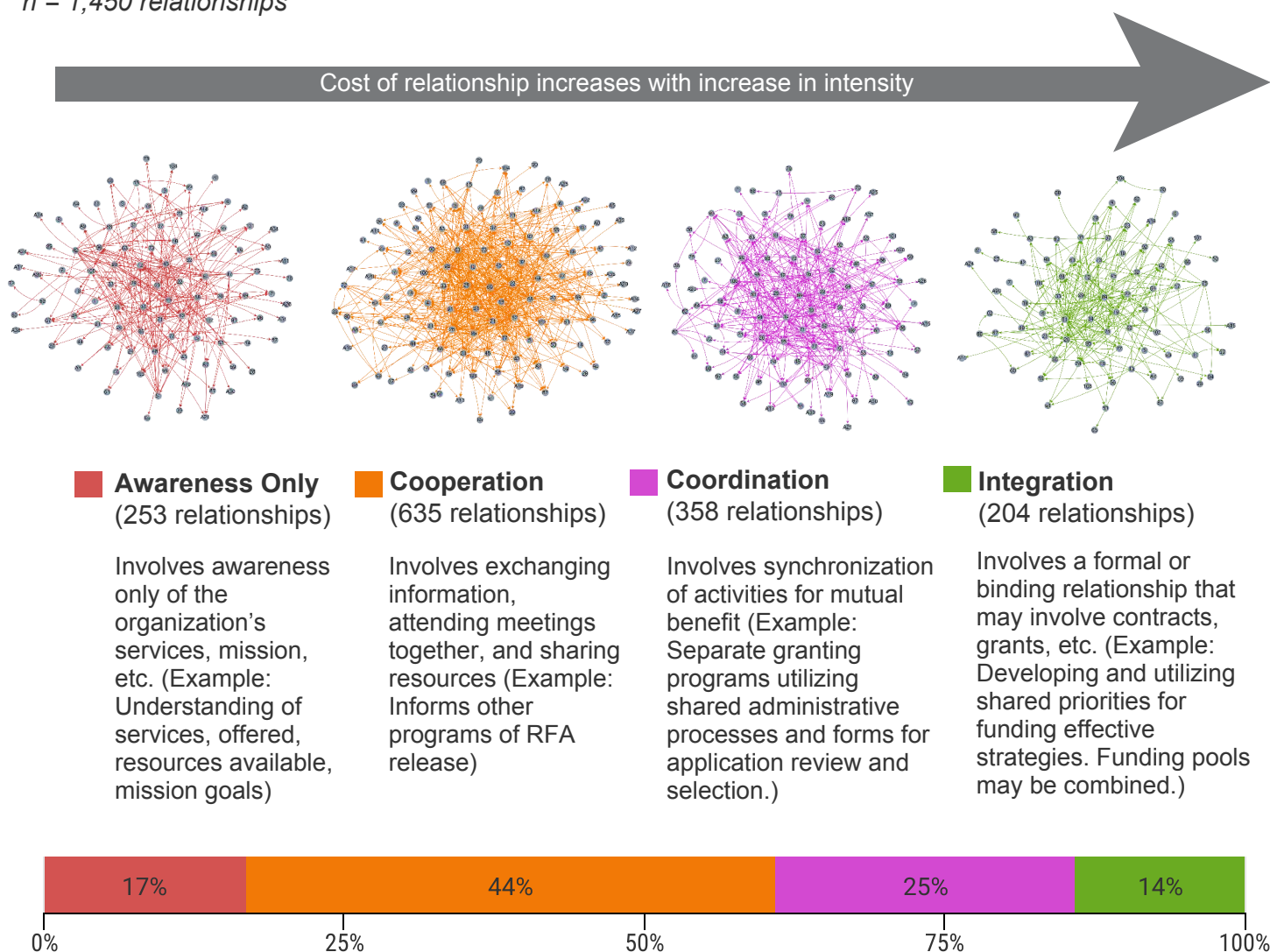y result in a thriving and sustainable network. While the appeal to create a network is strong, organizations are equally challenged with the reality that they have limited relationship budgets – that is, limited resources to build and manage diverse networks. We know that networks have advantages, but there is a limit on how many relationships we can manage before we lose the collaborative advantage altogether. And while it is our intuition that more network connections should indicate a better functioning network, this approach can be endlessly resource intensive.

Q12: At what level of collaboration is your relationship with this organization? (Select one)
n = 1,450 relationships

Cost of relationship increases with increase in intensity

Awareness Only
(253 relationships)

Involves awareness only of the organization's services, mission, etc. (Example: Understanding of services, offered, resources available, mission goals)

Cooperation
(635 relationships)

Involves exchanging information, attending meetings together, and sharing resources (Example: Informs other programs of RFA release)

Coordination
(358 relationships)

Involves synchronization of activities for mutual benefit (Example: Separate granting programs utilizing shared administrative processes and forms for application review and selection.)

Integration
(204 relationships)

Involves a formal or binding relationship that may involve contracts, grants, etc. (Example: Developing and utilizing shared priorities for funding effective strategies. Funding pools may be combined.)

17%	44%	25%	14%

0%   25%   50%   75%   100%

There are connections distributed across all levels, with 44% categorized as cooperation. While these relationships take less resources to maintain, the network could potentially do more to leverage its collaborative advantage, by engaging in other ways of meaningful engagement to strengthen existing relationships.

Benefits of Partnerships

About 80% of reported partnerships have been informative, and 44% have led to an exchange of resources, 28% helped improve services and support at organizations, and 27% helped improve capacity at respondents' organizations.

Q15: This partnership has included the following benefits: (Select all that apply)
n = 1,165 relationships

Benefit	Percentage
Been informative (exchanging information, knowledge about resources, etc.)	80%
Exchanged resources	44%
Improved services or supports	28%
Improved capacity at my organization	27%
New program development	17%
No benefit yet but we expect benefit in the future	6%
None	3%
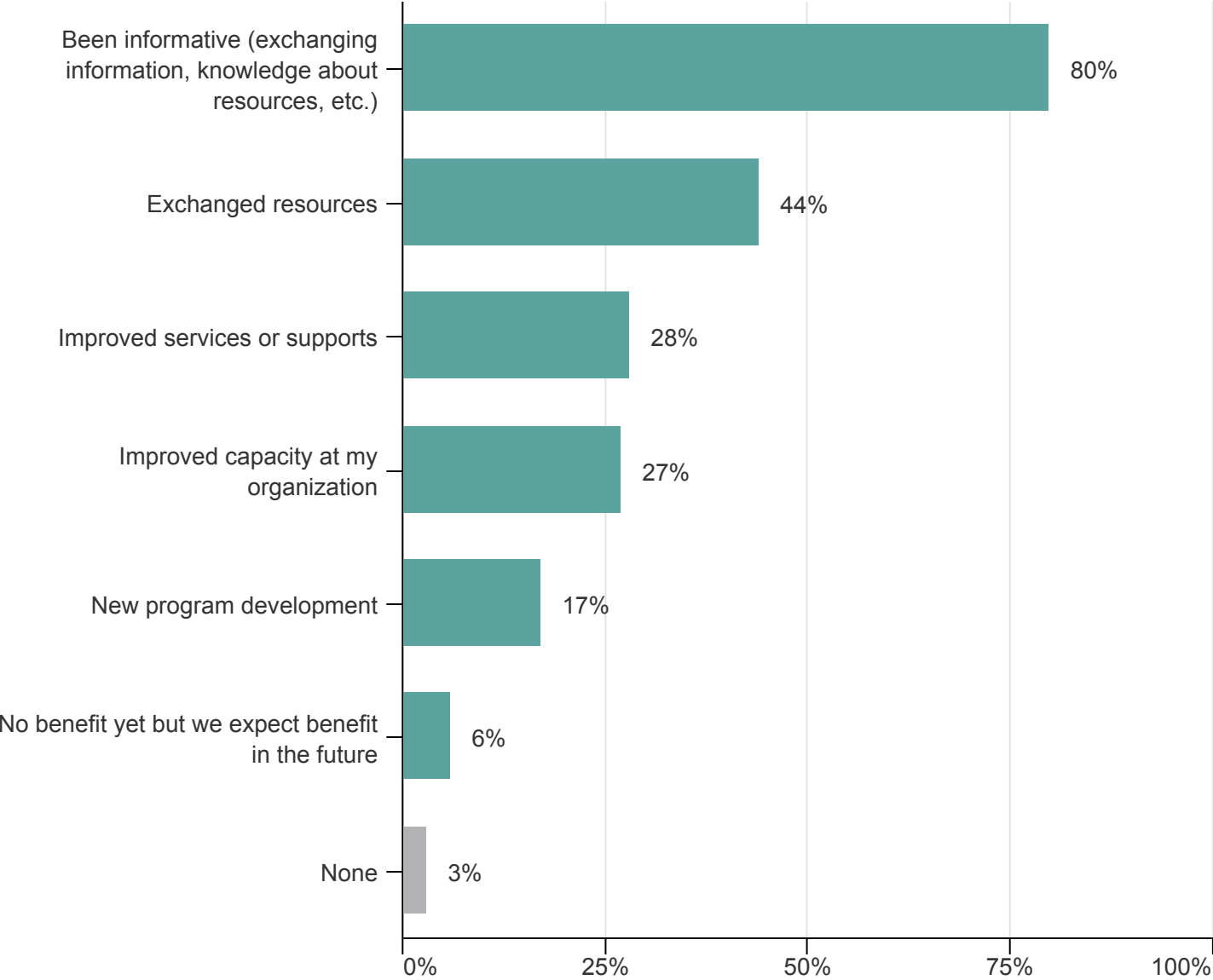
06
Network Development

Network Outcomes

Over half of the respondents selected "align efforts for collective impact" (73%), "enhance collaboration" (66%), and "improved communication" (53%) among the top five outcomes they believe the Collective Action Network's work could potentially include. Many also included "reduction of redundancy" (45%), "amplify community voices" (44%), and "increased knowledge sharing" (42%) as outcomes that they hope the network's work would lead to.

Q7: The top five outcomes of the Collective Action Network's work could potentially include: (Select five)
n = 62 respondents

Outcome	Percentage
Align efforts for collective impact	73%
Enhance collaboration	66%
Improved communication	53%
Reduction of redundancy	45%
Amplify community voices	44%
Increased knowledge sharing	42%
Improved services	40%
Public awareness	40%
Measure tangible impact	39%
Reduction of disparities	29%
Policy, law and/or regulation	19%
New sources of data	5%
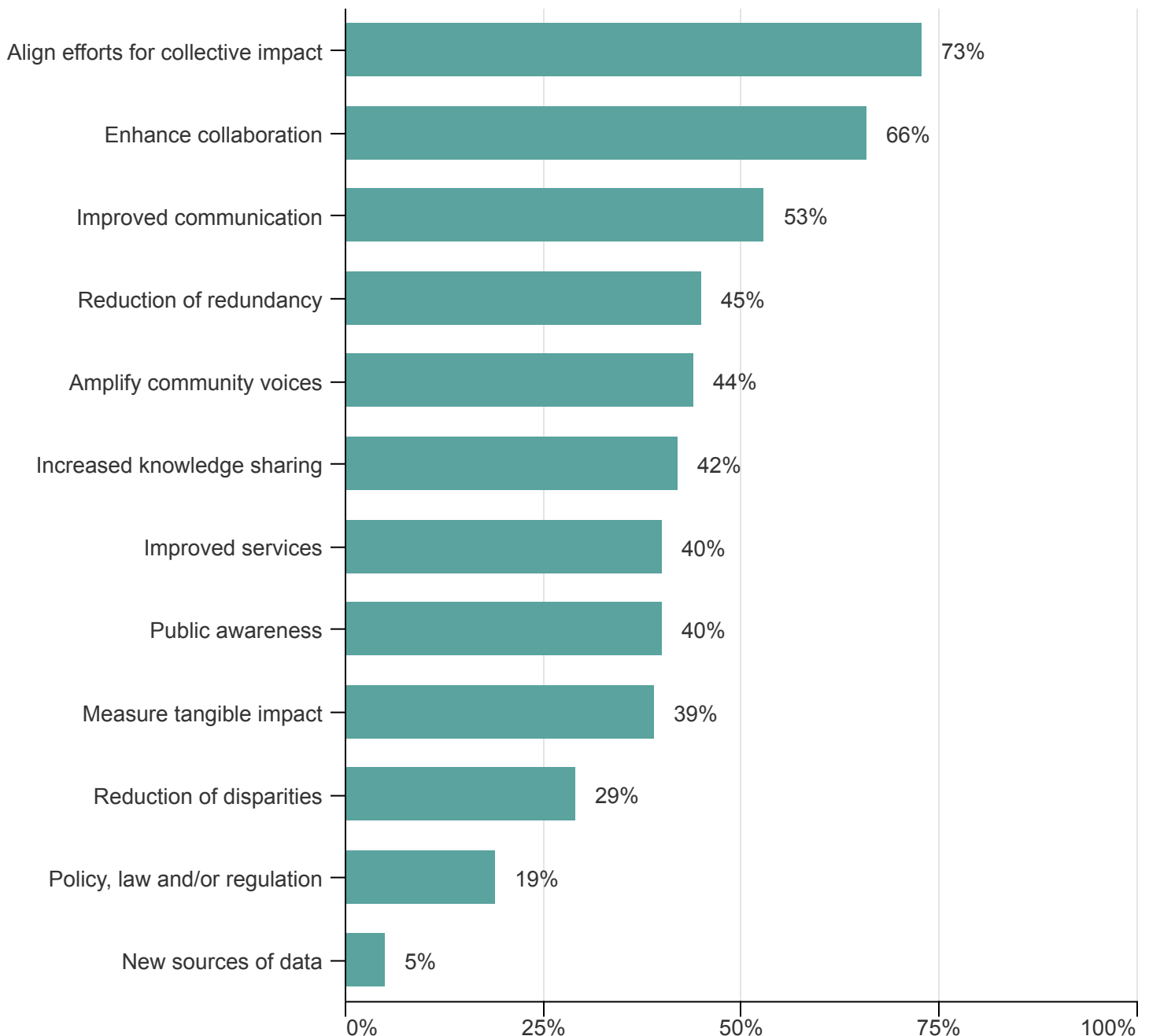
Important Aspects of Collaboration

Overall, respondents consider relationship and trust building (55%), diverse stakeholders (45%), and having a shared mission, goals, and visi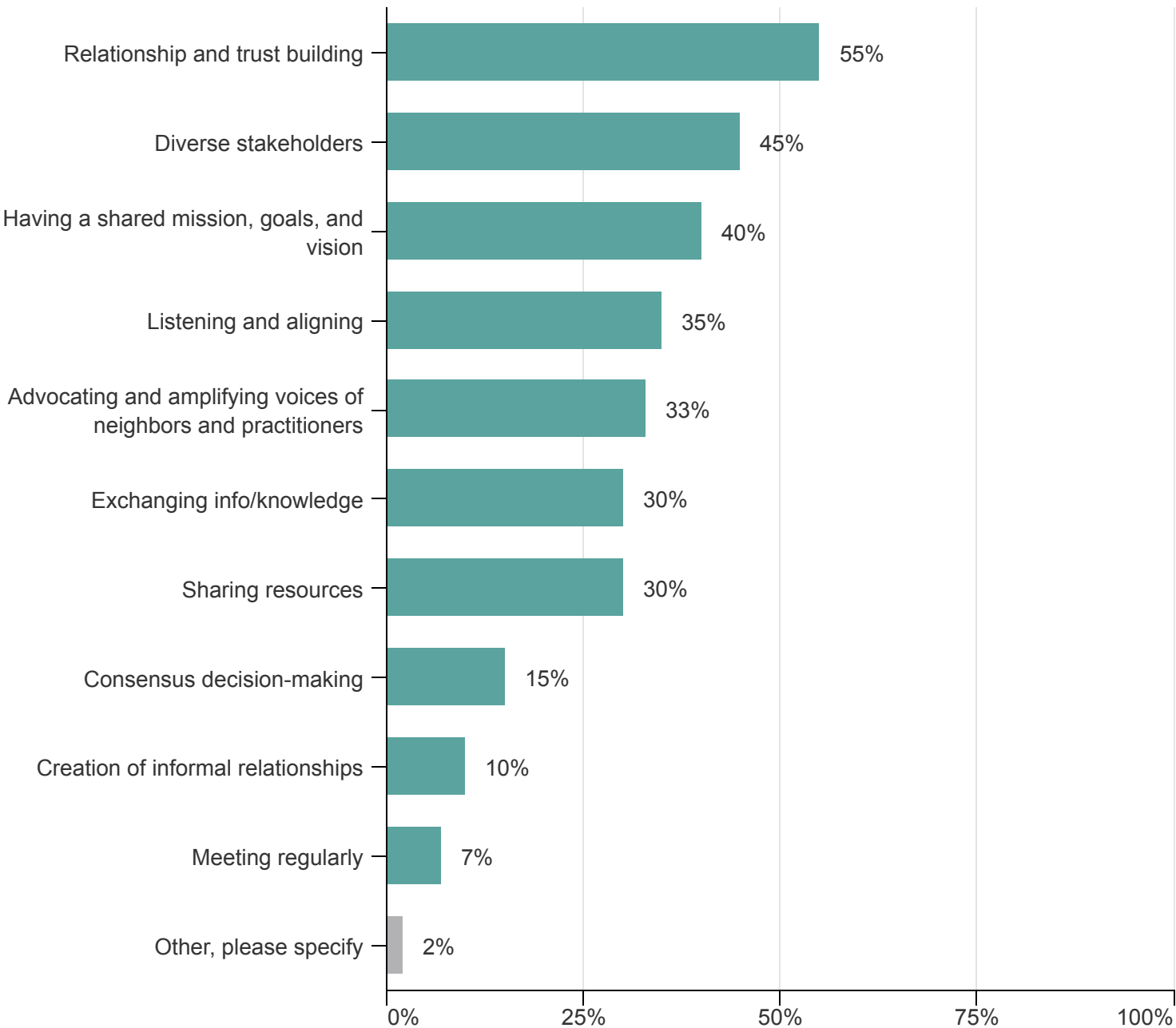on (44%) as the most important aspects of collaboration. In comparison, fewer respondents selected "meeting regularly" (7%), creation of informal relationships (10%), or consensus decision making (15%) as aspects of collaboration that they believe are most important.

Q8: Which of the following aspects of collaboration are most important? (Select up to three)
n = 60 respondents

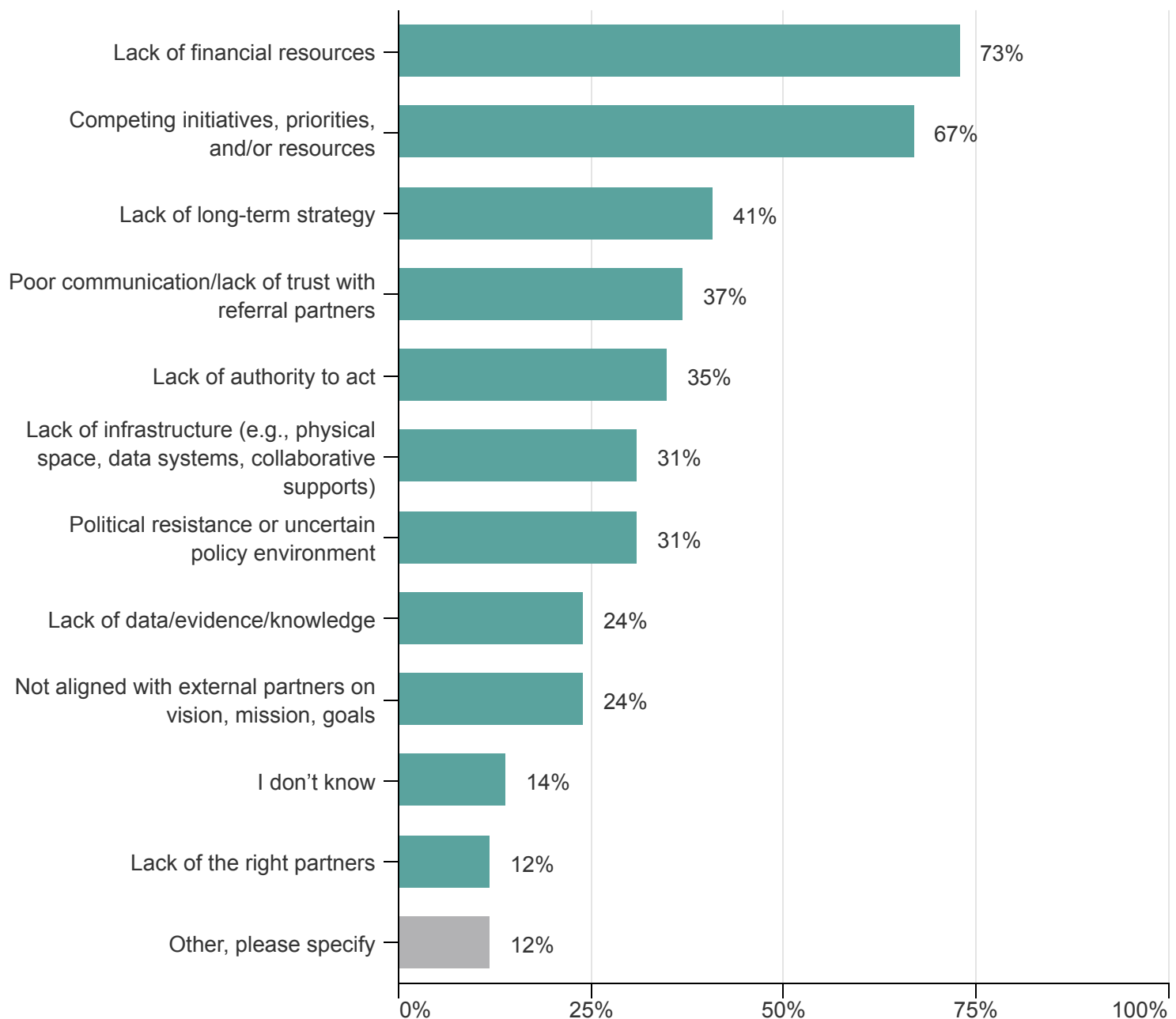| Aspect	Percentage
Relationship and trust building	55%
Diverse stakeholders	45%
Having a shared mission, goals, and vision	40%
Listening and aligning	35%
Advocating and amplifying voices of neighbors and practitioners	33%
Exchanging info/knowledge	30%
Sharing resources	30%
Consensus decision-making	15%
Creation of informal relationships	10%
Meeting regularly	7%
Other, please specify	2%

Please see Appendix B for responses by respondents who selected "other, please specify"

Barriers and Challenges

According to the respondents, lack of financial resources (73%) and competing initiatives, priorities and/or resources emerge as the most reported barriers and challenges that hinder outcomes, followed by lack of long-term strategy (41%), poor communication/lack of trust with referral partners (37%), and lack of authority to act (35%).

Q22: What are barriers or challenges that currently hinder outcomes? (Select all that apply)
n = 49 respondents

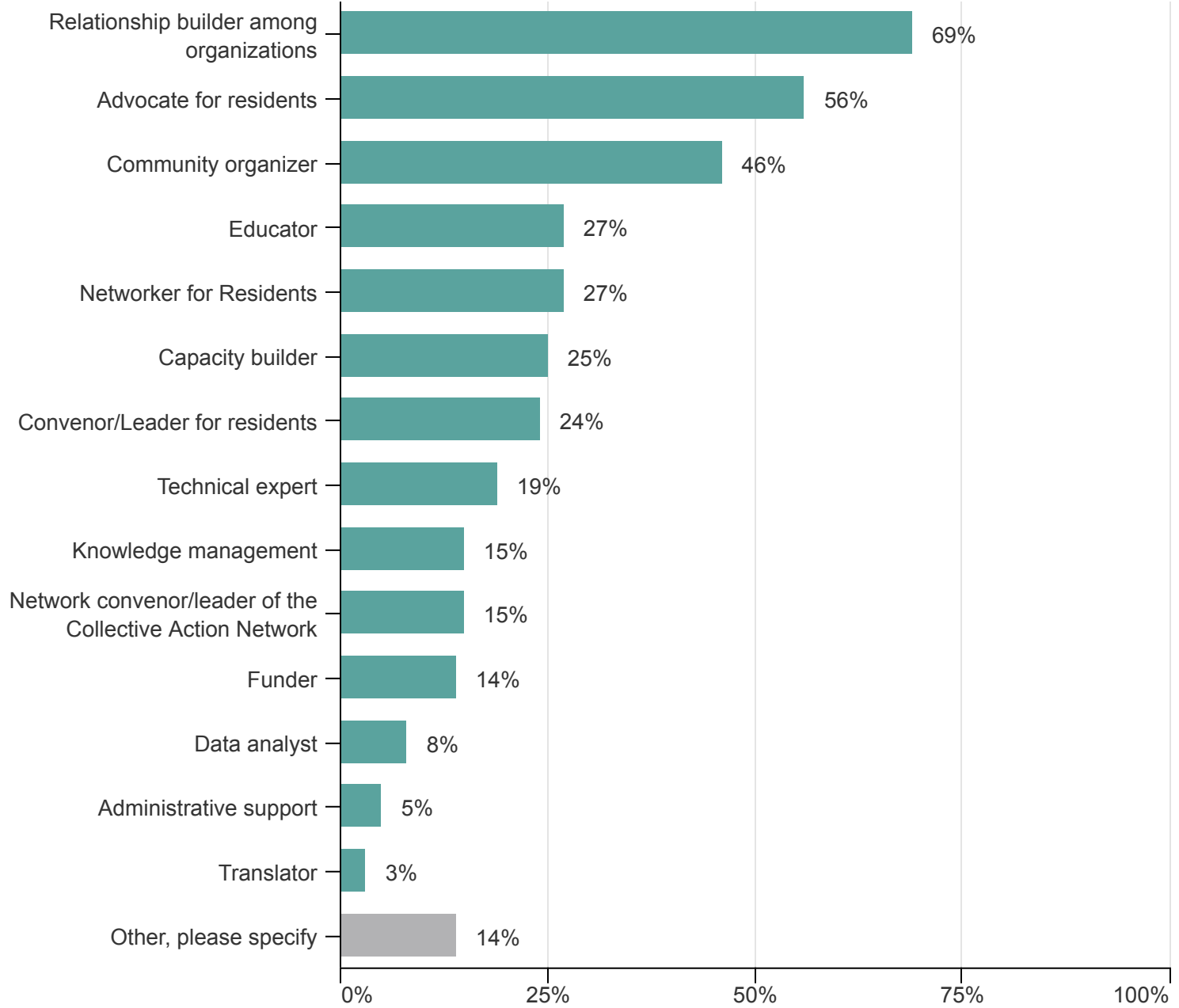| Barrier/Challenge	Percentage
Lack of financial resources	73%
Competing initiatives, priorities, and/or resources	67%
Lack of long-term strategy	41%
Poor communication/lack of trust with referral partners	37%
Lack of authority to act	35%
Lack of infrastructure (e.g., physical space, data systems, collaborative supports)	31%
Political resistance or uncertain policy environment	31%
Lack of data/evidence/knowledge	24%
Not aligned with external partners on vision, mission, goals	24%
I don't know	14%
Lack of the right partners	12%
Other, please specify	12%

Organizational Roles

Organizations surveyed are most able to play roles including relationship builders (69%), advocates for residents (56%), and community organizers (46%) to fill gaps or strengthen the Collective Action Network, while fewer organizations can be data analysts (8%), translators (3%), or provide administrative support (5%).

Q10: What role can your organization play in filling gaps or strengthening the Collective Action Network?
(Select all that apply)
n = 59 respondents

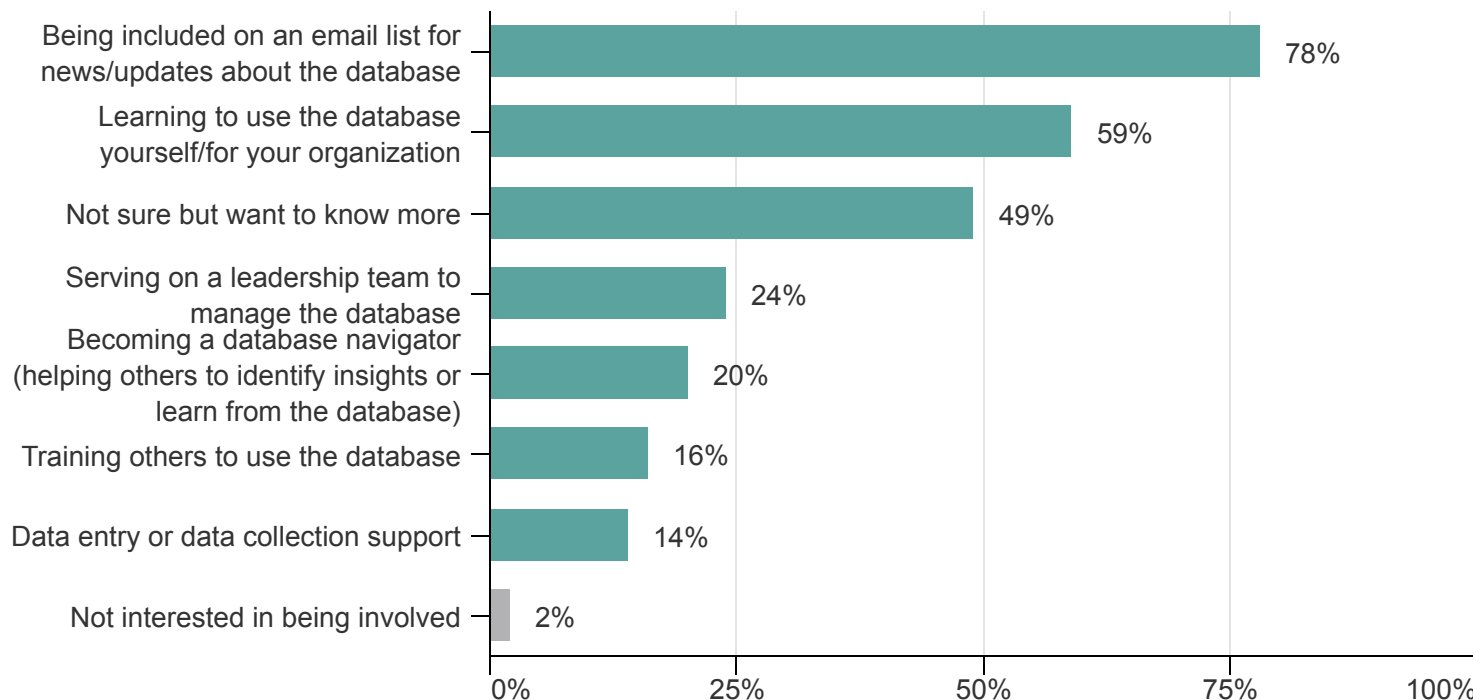| Role	Percentage
Relationship builder among organizations	69%
Advocate for residents	56%
Community organizer	46%
Educator	27%
Networker for Residents	27%
Capacity builder	25%
Convenor/Leader for residents	24%
Technical expert	19%
Knowledge management	15%
Network convenor/leader of the Collective Action Network	15%
Funder	14%
Data analyst	8%
Administrative support	5%
Translator	3%
Other, please specify	14%

Please see Appendix B for responses by respondents who selected "other, please specify"

How Members Would Like to be Involved

Over half of respondents to this question indicate that they would like to be included on an email list for news/updates about the database (78%) and they would like to learn to use the database themselves/for their organizations. Also, just under half suggest they are not sure but they would like to know more.

Q24: How would you like to be involved with the Collective Action Network's database? (Select all that apply)
n = 51 respondents

Being included on an email list for news/updates about the database — 78%
Learning to use the database yourself/for your organization — 59%
Not sure but want to know more — 49%
Serving on a leadership team to manage the database — 24%
Becoming a database navigator (helping others to identify insights or learn from the database) — 20%
Training others to use the database — 16%
Data entry or data collection support — 14%
Not interested in being involved — 2%

Organizations listed below are among the **best connected** and **most trusted members** of the network that indicated that they would like to **serve on a leadership team to manage the database** and **become a database navigator**, respectively. These may be useful organizations to engage in governing the database and making insights from it available to the broader network.

Serving on a leadership team to manage the database:
- ECHO Housing & Community Development (connected to 69 partners; total trust score = 3.7)
- Vanderburgh Community Foundation (connected to 69 partners; total trust score = 3.5)
- Evansville Public Library (connected to 66 partners; total trust score = 3.31)
- For Evansville (connected to 50 partners; total trust score = 3.27)
- Jacobsville Area Community Corporation (connected to 49 partners; total trust score = 3.51)
- United Way of Southwest Indiana (connected to 48 partners; total trust score = 3.35)

Becoming a database navigator:
- ECHO Housing & Community Development (connected to 69 partners; total trust score = 3.7)
- Evansville Public Library (connected to 66 partners; total trust score = 3.31)
- For Evansville (connected to 50 partners; total trust score = 3.27)
- Jacobsville Area Community Corporation (connected to 49 partners; total trust score = 3.51)

**07**

Capital Assessment

Bridging Capital: Housing & Vets

Bridging social capital emerges in networks when organizations have relationships that span sub-groups, particularly when those subgroups are otherwise disconnected. In the network below, we explore two domains of work in this network and the interconnections between them to learn more about the bridging capital in the network.

Network map of organizations with housing and shelter or military and veterans as their primary organization function
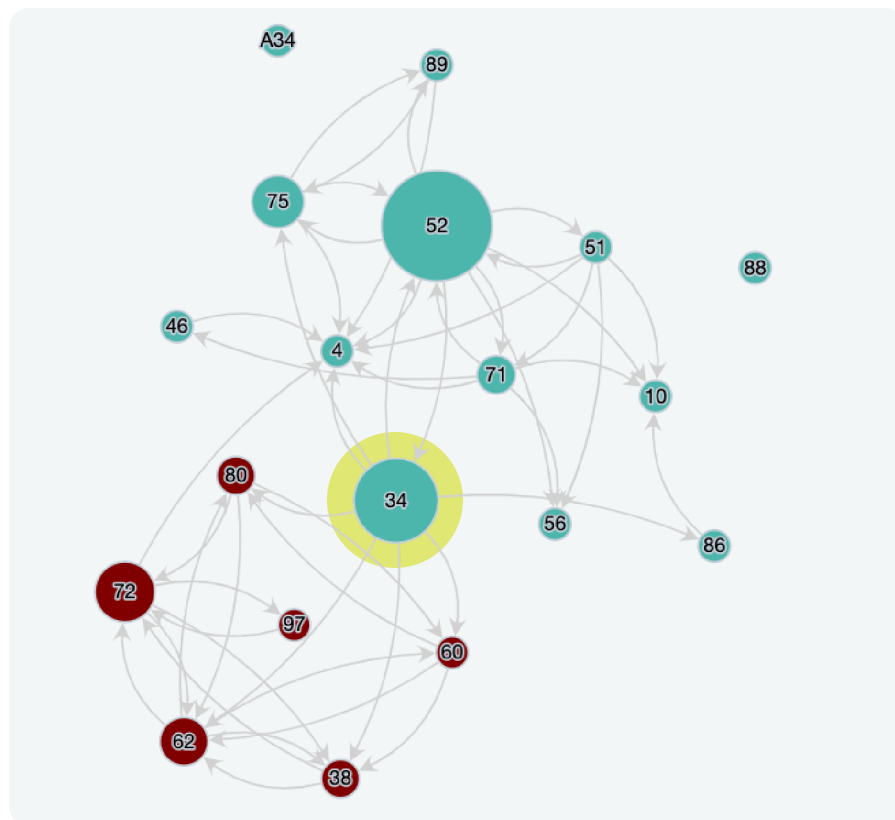
Nodes are sized by their betweenness centrality, a measure of how often the node serves as a bridge to other nodes in the network. They are also color-coded by their primary organization function, either housing and shelter or military and veterans.

Primary Organization Function	
(teal)	Housing and Shelter
(dark red)	Military and Veterans

Map Label	Organization Name	Primary Organization Function
71	Memorial CDC	Housing and Shelter
10	CAPE	Housing and Shelter
4	Aurora	Housing and Shelter
34	Evansville Rescue Mission	Housing and Shelter
38	Evansville Vet Center	Military and Veterans
46	Foster Care in the U.S.	Housing and Shelter
51	Gratus Development	Housing and Shelter
52	Habitat for Humanity	Housing and Shelter
56	Hope of Evansville	Housing and Shelter
60	Indiana Dept. of Veteran Affairs	Military and Veterans
62	INvets	Military and Veterans
72	National Vet Help	Military and Veterans
75	Ozanam Family Shelter	Housing and Shelter
80	River City Veteran Resource Group	Military and Veterans
86	SWIRCA	Housing and Shelter
88	Tru Vest	Housing and Shelter
89	United Caring Services	Housing and Shelter
97	Veterans Overwatch	Military and Veterans
A34	Patricia Snyder Center for Women and Children	Housing and Shelter

Between these two groups, one organization, **Evansville Rescue Mission (map label: 34)**, serves most commonly as a bridge between housing organizations and organizations that serve veterans.

If this organization was to leave the network, it would become more difficult for information and resources to flow between these two groups. Continuing to build relationships between these groups will reduce dependency on the Evansville Rescue Mission as the main connecting point between them.

Bridging Capital: Safety & Workforce

Bridging social capital emerges in networks when organizations have relationships that span sub-groups, particularly when those subgroups are otherwise disconnected. In the network below, we explore two domains of work in this network and the interconnections between them to learn more about the bridging capital in the network. Each organization is sized by its betweenness centrality and color-coded by its primary organization function.

Map 1. Connections among crime, public safety, and workforce organizations
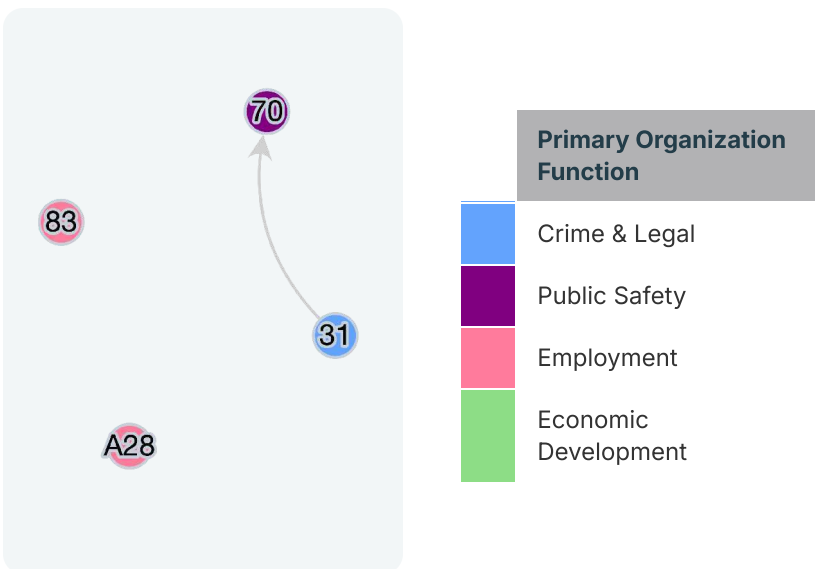
Map 2. Connections among crime, public safety, and workforce organizations when we add economic development organizations

Primary Organization Function

- Crime & Legal
- Public Safety
- Employment
- Economic Development
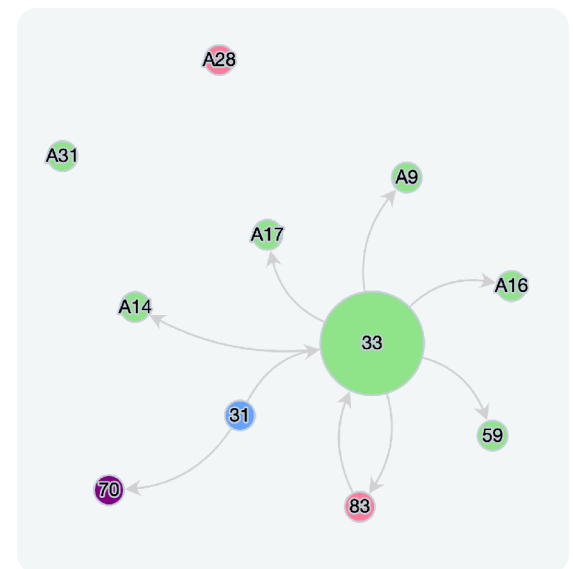
Organizations primarily focusing on employment/workforce are not well connected (Map 1) with organizations that focus on crime and public safety. When we add organizations that focus on economic development (Map 2), the **Evansville Regional Economic Partnership (map label: 33)** serves as a bridge, connecting some of these organizations.

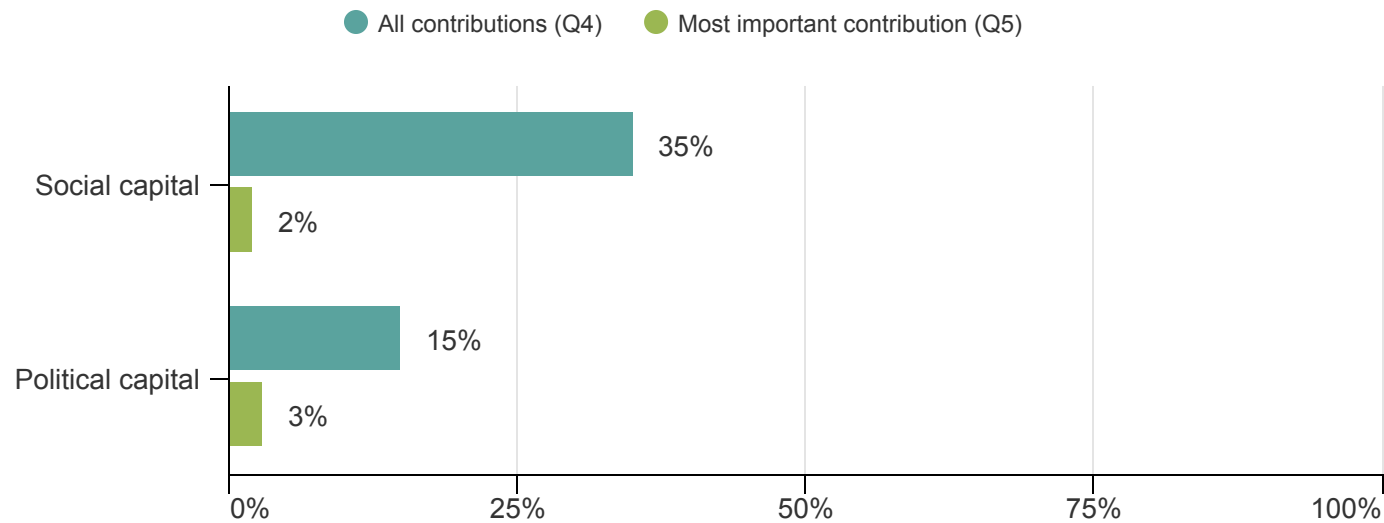| Map Label	Organization Name	Primary Organization Function
31	Evansville Police Department	Crime & Legal-Related
33	Evansville Regional Economic Partnership	Economic Development
59	Impact Evansville	Economic Development
70	Love Lamasco	Public Safety
83	Southwestern Work Force Board	Employment
A9	Grow Poseyville	Economic Development
A14	Southwest Indiana Regional Development Authority	Economic Development
A16	Success Warrick	Economic Development
A17	Town of Newburgh	Economic Development
A28	Finishing Trades - Painter's Union	Employment
A31	Indiana Small Business Development Center	Economic Development

Social & Political Capital

Respondents were asked about political and social capital as resources they could bring to the network. These resources can be critical for mobilizing the network and advancing its mission and goals. Below we share summary data about the organizations who bring these resources to the network and name the organizations who indicated that it is the most important resource they bring to the network.

Q4: Please indicate which resources your organization contributes, or can potentially contribute, to the Collective Action Network. (Select all that apply)
Q5: What can your organization's most important contribution to the Collective Action Network be? (Select one)

● All contributions (Q4) ● Most important contribution (Q5)

Social capital — 35% / 2%
Political capital — 15% / 3%

Organizations whose most important contribution is political or social capital

Map Label	Organization Name	Capital	Centrality	Value	Trust
4	Aurora	Political capital	65%	3.06	3.03
18	City of Evansville Mayor	Political capital	19%	3.43	3.29
65	Jacobsville Fine Art Association	Social Capital	6%	2.56	3.56

Using data about members with political and social capital

Combining information about members who bring social and political capital to the network with trust, value, and centrality can help understand how they can be useful for advancing the work of the network. For example, Aurora is well-connected within the network and has a trust score above the benchmark value of 3.0. They might be able to effectively coordinate network member opinions about key issues and use political capital to advocate for change in domains that align with the network's mission and goals.

Summary & Action Steps

Network Overview

The Collective Action Network consists of 141 organizations with 1,647 reported relationships. Organizations mainly provide convening/connecting, economic development, and workforce development services, with the highest engagement reported in economic development and social services. **There are opportunities for members to explore cross-sector partnerships and expand their collective impact.**

Key Players

Key network players were identified based on their roles as information hubs, brokers, and central connectors. Jacobsville Area Community Corporation, ECHO Housing & Community Development, United Way of Southwest Indiana, and Aurora stand out as leaders across multiple network measures. These organizations occupy important positions in the network because of the connections they have. This means they have the potential to facilitate connections and resource sharing in the network. **Key players can help mobilize the network and enhance connectivity between less active members and encourage broader engagement.**

Resource Assessment

Most organizations contribute community connections and knowledge/expertise, but fewer offer digital services, technology, or fiscal management. Access to funding is a concern concern, with many reporting insufficient financial resources. Other gaps include advocacy, meaningful collaboration, and paid staff. Organizations compete for some resources, particularly for funding, followed by staffing, influence, and publicity. However, areas of strength include in-kind resources, leadership, and expertise, which can be leveraged to strengthen the network. **Members could work together to develop shared resource pools through funding consortia or joint grant applications. This could alleviate a major source of competition and increase access to critical resources.**

Value & Trust Assessment

Perceptions of trust is high across the network, with respondents seeing their partners as highly open to discussion. However, partnership value is perceived as slightly lower, especially with respect to resource sharing. **The strong foundation of trust presents an opportunity to engage members in dialogue to that helps identify and develop sources of partnership value.**

(Continued)

Summary & Action Steps

(Continued)

Partnerships & Benefits

Most partnerships involve general information exchange, event participation, and advocacy, while fewer focus on legal or policy changes or research. Respondents express interest in expanding collaboration, particularly in project development and data sharing. Relationships in the network vary in intensity, with many at the cooperative level, which allows members to be nimble in adapting their partnerships, rather than investing in many high-intensity partnerships. Respondents most frequently reported their partnerships resulting in information and resource exchange and fewer directly enhance organizational services or capacity. **This focus on developing partnership activities, information and other resource sharing activities is common in developing networks. Network leadership can enhance existing partnerships by creating tools that facilitate easy information and data exchange as well as projects/development.**

Network Development

Organizations prioritize collaboration outcomes such as aligning efforts for collective impact, improving communication, and reducing redundancy. Relationship building, diverse stakeholders, and shared goals are the most valued aspects of collaboration. Financial constraints and competing priorities are key barriers. Organizations see their primary roles as relationship builders and advocates, with fewer interested in roles providing technical or administrative support. Interest in participating in database management and governance suggests a potential avenue for increased engagement. **The network can use these key findings to support strategy development around building a network that can achieve the priority outcomes for members. Using the desired roles can help engage members in relevant positions. Leadership can also strategize about network efforts to reduce barriers.**

Capital Assessment

Bridging social capital is evident in organizations that connect different subgroups, particularly in housing, veterans' services, safety, and workforce development. These organizations help link otherwise disconnected groups, strengthening the network's overall cohesion. Respondents also identify political and social capital as critical resources for mobilization and advocacy, with key organizations contributing these assets to advance the network's mission. **By leveraging these organizations, the network can create targeted initiatives that connect disconnected sectors and enhance cross-sector collaboration.**

Identify Additional Insights

Continue to use the PARTNER CPRM™ platform to identify insights:

- **Continue to explore your network using the analyzer tool:** Try filtering the network by different types of activities to see how its structure differs when members are working on different activities. Create cross-tabs of survey questions and member attributes using the charts and tables function in the analyzer. Explore node- and network-level metrics in the network metrics section. This can be helpful for further identifying nodes with high scores or those that could benefit from additional engagement

- **Explore member profiles to learn about the cancer centers:** These profiles provide an individualized report about the network tailored around each network member. They are a good way to explore individual members' responses to key questions from the survey and to compare individual responses to responses from other members of the network.

- **Build dashboards to highlight key data points:** Dashboards show live graphs of the data captured through the platform and can be helpful when highlighting or sharing a few key data points. Network maps, charts, and graphs can be saved from the analyzer and then included in the dashboards. You have the option to make these dashboards public and to share them with others via a URL.

- **Reach out with questions:** If you'd like to know more about continuing to use the platform to explore your network's data, please reach out to jenny@visiblenetworklabs.com. We can help think through how to use the platform's tools to identify a wide range of insights.

The social network analysis was conducted using PARTNER CPRM by Visible Network Labs. For more information about Visible Network Labs and the tools and resources available, please visit www.visiblenetworklabs.com.

Appendix A: Open-Ended Questions

Q23: What unique benefits and value, if any, would you like to derive from participating in the Collective Action Network, that you don't derive from participating in other groups or networks?

n = 32 respondents reported for this question

- *A common shared goal with directives that everyone understands.*
- *A coordinated, comprehensive view of efforts to improve our community.*
- *a group committed to putting the needs of its community before those of its organizations.*
- *A strong network to refer clients to the proper avenues*
- *Actionable goals and projects with tangible benefits. An increase in number of people served or more comprehensive wrap-around of individuals (so even if numbers aren't up the quality of what or how a person is served has a greater impac*
- *Because I am a stakeholder, and not a non-profit, being involved in a collaborative effort for the over-all good of the Jacobsville Neighborhood, and Evansville as a whole, would be a privilege for me. But as a Team Leader of the Jacobsville Livability Group, it would allow me to make connections, learn of unknown resources, receive encouragement, and gain an overall knowledge of agencies we could work together with to increase our understanding and involvement in the neighborhood, as well as share ideas.*
- *Better awareness of all community resources and how they can work together. Also hope to bring more diverse perspectives to address culturally and linguistically competent care*
- *better awareness of all groups and their resources and streng*
- *Collective resources*
- *Data; Referrals*
- *Developing shared definitions relevant to common outcomes that many of our organizations are seeking to impact with our clients and developing plans for shared measurement and evaluation of these shared outcomes.*
- *EVPL has a lot of resources and supports that can benefit both individuals and groups. We employ passionate people who want to serve Evansville and share in programming and development of systems of support. We have the constant and ongoing desire to ensure that people know how EVPL can benefit a enhance quality of life for all residents of Vanderburgh County, no matter their need, motivation or interests. Participating in additional networks helps us reach new people in new ways and helps us share our knowledge and experiences with the people of our area.*
- *Expanded networks, multiple perspectives, resident input, formation of common community-wide goals and strategies*
- *exponential impact with aligned strategic plan where work is done in lanes of expertise, but in concert collectively reaching a common bigger goal. Stop du*
- *Gaining Knowledge sitting with people learning. Collaborating and not recreating wheels already available*
- *Gratus are a big fan of Evansville and the HOUSE and look forward to continuing to grow our partnerships there.*
- *I would like accountability for investments made on a city wide scale. I would also like to see organizations be solutions oriented towards tackling some of Evanville's most important problems. Finally, I would like a collaborative environment where you are able to call out wrong doers in a respectful way without them running to their connections and weaponizing funding sources to silence you for identifying problems they don't want in the spotlight. If everyone is doing their best to make Evansville a better place, you celebrate people brave enough to speak up about problems instead of making every effort to silence them.*
- *I would like the ability to obtain a network of like-minded people looking to transcend Evansvilles current housing situation.*

(Continued)

Appendix A: Open-Ended Questions

Q23: What unique benefits and value, if any, would you like to derive from participating in the Collective Action Network, that you don't derive from participating in other groups or networks?

n = 32 respondents reported for this question

(Continued)

- *In my mind, the crucial value proposition of CAN is that it will support practitioner-led, cross-sector collaboration that empowers systems change from the inside out, not the top down.*
- *Learning how to better spread funding resources to similar programs that could potentially collaborate*
- *Officially creating a food access ecosystem.*
- *Resources*
- *Shared knowledge and collaboration with other stakeholders.*
- *Sharing information about available programs, services, and resources and populations that are eligible for each one so there's a one stop shop/platform for accusing this information across the whole community would be great!*
- *Strategies for systems change at the neighborhood level that complements our efforts on the individual level. Greater trust between leaders achieved through time and proximity*
- *The more communication the better*
- *The nonprofit arts are a $135 billion industry that supports over 4 million full-time equivalent jobs? Further, the nonprofit arts contribute $22 billion dollars in tax revenue of which $6.07 billion is collected at the local level. Given that most local governments [that Americans for the Arts has studied] appropriate less than they receive in tax revenue, the arts are a wonderful investment! The arts mean business.*
- *There is value to aligning efforts toward collective action. This reduces duplication, saves time, funding and accomplishes strategies, goals, and milestones in a reasonable time-frame. We accomplish more-- we go further, faster.*
- *Traditionally, policing has operated in a silo. Law Enforcement was only to deal with crime, offenders and victims. In modern policing, we must adapt to appropriately respond to our current challenges. Law Enforcement must work with other governmental agencies, NGO's (for-profit & nonprofit), and invested community members to make a collective impact. We would*
- *Trusting, open space to engage in solution-driven dialogue, transparency on network relationships, action-oriented engagement with the most appropriate partners, reduce redundancy, leverage and maximize existing resources, holding people/organizations accountable, seeing tangible impact, being part of a unified voice in policy/legislative issues.*
- *Unique benefits and value would be derived from expanding the partners who would have the most influence but with whom we have the least contact. In addition, community voices in the environment would keep the network grounded.*
- *We need to define and communicate our community goals (I realize this will be like herding cats) and communicate and get buy-in from all of the stakeholders. Over the 10 years that I have been with my organization, there have been at least 5 efforts at Collective Action but inevitably someone or some organization is left out and/or doesn't have buy -in to what has been identified as goals, and true collective action doesn't move forward. Another problem is that there are often competing organizations leading the charge - I really feel this needs to be led by someone within the mayor's staff that has some power and clout who can build coalitions and bring people to the table from all sectors.*

Appendix A: Open-Ended Questions

- *GaylaCake is always excited to host community meetings!*
- *How will this project compare or contrast to SAVI?*
- *I thought there was a section to add other organizations that we collaborate with, but I missed it if there was. We work with the Volunteer Lawyer Program and I did not see them on the list as well as several other banking ins*
- *I would like to know how the Jacobsville community will be affected by any master plan(s) the city of Evansville has for us. That is a question that goes a little deeper than mere curiosity.*
- *Transparency, Authenticity, Trust, anAccountability.*
- *We were not able to fully enter all MoU / Sustainability Council Partners*
- *What's next?*

Appendix B: Other, Please Specify Responses

Q1: In which areas does your organization primarily provide services?

n = 20 respondents selected "other, please sepcify"

- *Access to fair capital sources*
- *Adult Secondary Education*
- *Built Environment/Infrastructure Improvements/Connections (Trails, sidewalks, bike routes, accessibility)*
- *Celebrates and recognizes servant leaders*
- *Changemaking*
- *Clean water access, energy efficiency, educational infrastructure, mental and physical health through infrastructure*
- *Community Development, Talent Attraction and Retention, Regional Planning, Sports Tourism- specifically collegiate, pro, and semi-pro, small business development (ISBDC), and chamber services*
- *Creating beautiful healthy environment*
- *disability rehabilitation*
- *Entrepreneurship and Innovation Training, Coaching and Development*
- *Financial Services*
- *Immigrant services*
- *Mentoring*
- *Mentoring*
- *Nonprofit Capacity*
- *Organizational development, data-literacy, evaluation capacity building*
- *Research, data tools, broker information, and outreach*
- *Shared-use kitchen*
- *We provide and receive numerous calls like 211 in our community for referrals and resources from a-Z.*
- *Workforce Housing*

- -

Q4: Please indicate which resources your organization contributes, or can potentially contribute, to the Collective Action Network.

Q5: What can your organization's most important contribution to the Collective Action Network be?

n = 8 respondents selected "other, please sepcify" in Q4; responses to Q5 (most important contribution) are **bolded**

- ***Any veteran based needs***
- ***Entrepreneurship and innovation mentoring, coaching, and consulting.***
- *Extensive online and in person learning resources--for free--along with knowledgeable staff.   Makers Suite, Library of Things, other collections.*
- ***Housing***
- *Neighborhood-based facility usage*
- ***VA Disability Benefits***
- ***We might be able to assist in other aspects, but it depends on what others are also doing.***
- ***Youth empowerment and skillset development***

Appendix B: Other, Please Specify Responses

Q8: Which of the following aspects of collaboration are most important?

n = 1 respondent selected "other, please sepcify"

- *Funding Shared Fairly*

. . . .

Q10: What role can your organization play in filling gaps or strengthening the Collective Action Network?

n = 8 respondents selected "other, please sepcify"

- *Creating jobs. Placed-based neighborhood revitalization.*
- *Entrepreneurship and innovation mentorship, coaching, and consulting*
- *Gratus can help with the creation and preservation of affordable housing. Also connecting low income tenants to service organizations.*
- *I don't know right now*
- *Regular meeting/gathering space that is accessible and at no cost.*
- *Represent Veteran centric needs in the community based on government benefits.*
- *Storytelling and Communication*
- *Use design thinking to improve processes*

. . . .

Q22: What are barriers or challenges that currently hinder outcomes?

n = 6 respondents selected "other, please sepcify"

- *Backbone support/funding*
- *Lack of coordinated effort tied to long-term strategy. People and administration roles change.*
- *Lack of cross-sector collaboration around systems change (nonprofits cannot change systems alone)*
- *Lack of workforce*
- *Not sure we've collectively determined exactly what are our community goals/vision -- various groups have established goals, but they really have not been universally adopted and communicated*
- *Service related initiatives outside of housing, health, food is not held as a true priority.*

Appendix C: List of Organizations

The tables in this appendix list the organizations invited to participate in the survey, their map labels, sector, primary org function, subnetwork affiliation, and focus area(s) attributes.

Map Label	Organization	Sector	Primary Org Function	Sub-Network Affiliation	Focus Area(s)
1	Advanced Network & Computer Services	Private	Science & Technology		Social
2	Arts Council of Southwest Indiana	Nonprofit	Arts, Culture & Humanities		Physical, Social
3	Ascension St. Vincent	Private	Health		Physical
4	Aurora	Nonprofit	Housing & Shelter		Physical, Social
5	Bedford Collab	Nonprofit	Food, Agriculture & Nutrition		Physical, Economic, Social
6	Black Nurses of Evansville and Tri-State Advocates Inc.	Nonprofit	Professional Societies & Associations		Social
7	Boys and Girls Club	Nonprofit	Youth Development	EPN	Social, Physical
8	Bread of Life	Nonprofit	Faith-Based		Social
9	Building Blocks	Nonprofit	Education		Social
10	CAPE	Nonprofit	Housing & Shelter	HOUSE	Physical, Social
11	Catholic Charities	Nonprofit	Foundation/ Philanthropy		Physical, Economic, Social
12	CDFI Friendly Evansville	Nonprofit	Financial		Physical, Economic, Social
13	Citizen (1)	Private	Utility Services		Physical, Economic, Social
14	Citizen (2)	Private	Utility Services		Physical, Economic, Social
15	Big Brothers Big Sisters				
16	City of Evansville Deputy Mayor	Public	Government		Physical, Social, Economic
17	Southwestern Behavioral Healthcare				
18	City of Evansville Mayor	Public	Government	EPN, HOUSE, Talent EVV	Physical, Social, Economic
19	Community One	Nonprofit	Faith-Based	EPN, HOUSE, LYN	Physical, Social
20	Culver Learning Center	Nonprofit	Other		Social
21	Deaconess Health Systems	Private	Health		Physical
22	Dept. of Metro Development	Public	Government		Physical, Economic, Social
23	Diehl Consulting Group	Private	Consulting/Evaluation	EPN	Physical, Economic, Social
24	Dream Center of Evansville	Nonprofit	Faith-Based	EPN, Talent EVV, LYN	Social
25	Easterseals	Nonprofit	Civil/Human Rights, Social Action & Community Improvement		Social
26	ECHO Housing & Community Development	Nonprofit	Other	EPN, HOUSE, Veterans	Physical, Economic, Social

(Continued)

Appendix C: List of Organizations

The tables in this appendix list the organizations invited to participate in the survey, their map labels, sector, primary org function, subnetwork affiliation, and focus area(s) attributes.

(Continued)

Map Label	Organization	Sector	Primary Org Function	Sub-Network Affiliation	Focus Area(s)
27	Elected Official Congressman Buschon	Public	Government		Physical, Economic, Social
28	ERA First Advantage Realtor	Private	Real Estate		Physical
29	Evansville Christian Life Center	Nonprofit	Faith-Based		Physical, Economic, Social
30	Evansville IT	Public	Government		Social
31	Evansville Police Department	Public	Crime & Legal-Related		Physical, Social
32	Evansville Public Library	Nonprofit	Library	EPN	Social
33	Evansville Regional Economic Partnership	Nonprofit	Economic Development		Physical, Economic, Social
34	Evansville Rescue Mission	Nonprofit	Housing & Shelter		Physical, Social
36	Evansville Teachers Credit Union	Private	Financial		Physical, Social, Economic
37	Evansville Trails Coalition	Public	Environment		Physical
38	Evansville Vet Center	Public	Military & Veterans Organizations	Veterans	Social
39	Evansville-Vanderburgh Human Relations Com	Public	Civil/Human Rights, Social Action & Community Improvement		Social
40	EVSC	Public	Education		Physical, Economic, Social
41	FDIC	Public	Financial		Physical, Economic, Social
42	Federal Reserve Bank of St. Louis	Private	Financial		Physical, Economic, Social
43	Feed EVV	Nonprofit	Food, Agriculture & Nutrition		Physical
44	Fifth Third Bank	Private	Financial	HOUSE	Physical, Economic, Social
45	For Evansville	Nonprofit	Other	LYN	Social
46	Foster Care in the U.S.	Nonprofit	Housing & Shelter		Physical, Social
48	Gayla Cake	Private	Food, Agriculture & Nutrition		Physical, Social
49	Goodwill Excel Center	Nonprofit	Education		Economic, Social
50	Goosetown Neighborhood Association	Private	Other	EPN	Social, Physical
51	Gratus Development	Private	Housing & Shelter		Physical, Economic
52	Habitat for Humanity	Nonprofit	Housing & Shelter		Physical
53	Haitian Center of Evansville	Nonprofit	Human & Social Services		Physical, Economic, Social
54	Healthy Community Partners	Nonprofit	Health		Social, Physical
55	Hope City Church	Nonprofit	Faith-Based	HOUSE	Physical, Economic, Social

(Continued)

Appendix C: List of Organizations

The tables in this appendix list the organizations invited to participate in the survey, their map labels, sector, primary org function, subnetwork affiliation, and focus area(s) attributes.

(Continued)

Map Label	Organization	Sector	Primary Org Function	Sub-Network Affiliation	Focus Area(s)
56	HOPE of Evansville	Nonprofit	Housing & Shelter	HOUSE	Physical, Social
57	House Investments	Private	Real Estate		Physical, Economic
58	Immigrant Welcome & Resource Center	Nonprofit	Civil/Human Rights, Social Action & Community Improvement		Social
59	Impact Evansville	Nonprofit	Economic Development		Physical, Economic, Social
60	Indiana Dept. of Veteran Affairs	Public	Military & Veterans Organizations	Veterans	Social
61	Indiana Legal Society Inc.	Nonprofit	Other		Physical, Economic, Social
62	INvets	Private	Military & Veterans Organizations	Veterans	Economic
63	Ivy Tech	Public	Education		Economic, Social
64	Jacobsville Area Community Corporation	Nonprofit	Other	HOUSE, LYN	Physical, Economic, Social
65	Jacobsville Fine Art Association	Nonprofit	Arts, Culture & Humanities		Social
66	JD Sheth Foundation	Nonprofit	Foundation/ Philanthropy	HOUSE	Physical, Economic, Social
67	Junior Achievement	Nonprofit	Education		Social
68	Keep Evansville Beautiful	Nonprofit	Environment		Physical
69	Leadership Everyone	Nonprofit	Policy/Advocacy		Social
70	Love Lamasco	Nonprofit	Public Safety		Physical, Economic, Social
71	Memorial CDC	Nonprofit	Housing & Shelter	HOUSE	Physical, Economic, Social
72	National Vet Help	Private	Military & Veterans Organizations	Veterans	Economic, Social
73	Old National Bank	Private	Financial		Physical, Economic, Social
74	Outreach Ministry	Nonprofit	Faith-Based		Social
75	Ozanam Family Shelter	Nonprofit	Housing & Shelter		Physical, Economic, Social
76	POMA	Nonprofit	Real Estate		Economic, Social
77	Potter's Wheel	Nonprofit	Education	EPN	Social
78	Prosperity Indiana	Nonprofit	Other		Physical, Economic, Social
79	Renew Christian Church	Nonprofit	Faith-Based		Social
80	River City Veteran Resource Group	Public	Military & Veterans Organizations	Veterans	Social
81	Salvation Army	Nonprofit	Faith-Based		Physical, Social

(Continued)

Appendix C: List of Organizations

The tables in this appendix list the organizations invited to participate in the survey, their map labels, sector, primary org function, subnetwork affiliation, and focus area(s) attributes.

(Continued)

Map Label	Organization	Sector	Primary Org Function	Sub-Network Affiliation	Focus Area(s)
82	SIMA	Nonprofit	Youth Development		Social
83	Southwestern Work Force Board	Nonprofit	Employment		Economic, Social
84	St. Vincent Hospital	Nonprofit	Health		Social
86	SWIRCA	Public	Housing & Shelter		Physical, Social
87	Tri State Food Bank	Nonprofit	Health		Social
88	Tru Vest	Private	Housing & Shelter		Physical
89	United Caring Services	Nonprofit	Housing & Shelter		Physical
90	United Way of Southwest Indiana	Nonprofit	Foundation/ Philanthropy	Talent EVV	Social
91	Evansville Promise Neighborhood	Nonprofit	Education	EPN	Economic, Social
92	Urban Seeds	Nonprofit	Health		Social
93	Engbers Consulting	Private	Education		Economic, Social
94	USI Health Professions	Nonprofit	Education		Social
95	Vanderburgh Community Foundation	Nonprofit	Foundation/ Philanthropy		Physical, Economic, Social
96	Vanderburgh County Health Department	Public	Health		Physical, Social
97	Veterans Overwatch	Nonprofit	Military & Veterans Organizations	Veterans	Social
98	Welborn Baptist Foundation	Nonprofit	Foundation/ Philanthropy	LYN, HOUSE	Physical, Social
99	WOW	Private	Media & Communications		Social
100	YMCA	Nonprofit	Health		Physical, Economic, Social
101	Young and Established	Nonprofit	Other		Physical, Economic, Social
102	Youth Build (Evansville Housing Authority)	Nonprofit	Youth Development		Social, Physical
103	Youth First	Nonprofit	Youth Development		Social
104	UNOE				

Appendix D: Subnetwork Scores

The tables in this appendix show the average path lengh, average clustering, average degree centrality, modularity, and density scores of subnetworks within the Collective Action Network broken down by relational activities and levels of collaboration, respectively.

Definitions of structural components

- **Average path length:** The average of the shortest relational distance between every member of a network. A lower average path length means there are fewer degrees of separation, on average, between members. *Shorter path lengths make it easy for information and resources to move across a network because members are all within a few degrees of each other. In tandem with high clustering, networks can be very efficient in their exchanges.*
- **Clustering:** The extent to which a node's partners are connected to each other. *Higher clustering can help members to build trust and shared social norms because of their interconnectedness. In tandem with low path length, high clustering can support efficient exchanges.*
- **Average degree:** How many partners each member of a network has, on average.
- **Modularity:** The extent to which a network is structurally organized into sub-groups or communities. Higher values indicate that the network has more of a community structure.
- **Density:** The proportion of observed relationships in a network to all possible relationships.

Subnetwork scores by relational activity

Sub-Network	Average Path Length	Average Clustering	Average Degree	Modularity	Density
Whole Network	2.0	48.2%	11.7	13.5%	8.3%
Advocacy	2.3	33.9%	4.1	18.8%	2.9%
Attend events	2.3	26.4%	4.8	14.9%	3.4%
Client referrals	2.9	11.9%	2.4	25.3%	1.7%
Conduct Research	3.0	2.3%	0.7	43.6%	0.5%
Develop Standards & Tools	2.4	7.1%	1.0	33.3%	0.7%
Exchange General Information	2.4	31.8%	4.9	15.7%	3.5%
Legal/regulation change	1.9	0.5%	0.2	46.3%	0.1%
Projects/development	2.8	11.4%	2.1	26.5%	1.5%
Service delivery	2.7	7.3%	1.3	32.4%	1.0%
Share data	2.7	17.0%	2.0	25.9%	1.4%
Share funding	2.8	11.2%	1.2	30.0%	0.9%
Share other resources	3.0	9.0%	1.4	35.7%	1.0%
Training/technical assistance	3.4	6.3%	0.9	37.5%	0.7%
Other	2.0	3.8%	0.9	51.0%	0.6%

Subnetwork scores by level of collaboration

Sub-Network	Average Path Length	Average Clustering	Average Degree	Modularity	Density
Whole Network	2.0	48.2%	11.7	13.5%	8.3%
Awareness	2.8	6.5%	1.8	34.1%	1.3%
Cooperation	2.5	19.7%	4.5	19.4%	3.2%
Coordination	2.8	7.1%	2.5	26.0%	1.8%
Integration	3.0	7.9%	1.4	32.4%	1.0%