

# An Analysis of California's Habitat for Humanity Affiliate Websites

By

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Applied Research Project

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*The rising STAR of Texas*

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### **Abstract**

There are four purposes to this applied research project: First, it presents the Kenix (2007) model to assess non-profit websites as modified by Eddie (2017). Second, it assesses California Habitat for Humanity (a non-profit organization) affiliate websites using the updated Kenix model. Third, it provides recommendations for improving the California Habitat websites using the results of the study. And fourth, the results will then be used to compare/contrast against the results of Eddie's (2017) Texas Habitat website research.

Eddie identified seven categories that contribute to the development of the conceptual framework: deliberative public sphere, citizen engagement, branding and fundraising revenue, space for marginalized voices, interconnected, instantaneous information, accountability, and connection to clients. Eddie also created a coding protocol that this researcher used to conduct a content analysis of California Habitat for Humanity websites.

The evidence of website attributes that exemplified Eddie's model varied. There were few affiliates that made accessibility a priority. Most affiliates used adequate and appropriate branding and posted their supporting organization's information. The majority of California's website showed an impressive use of social media activity. The bigger the area served, the more citizen engagement was allowed for. The ability to join monthly e-newsletters was also prevalent.

Administrators responsible for designing and revising non-profit websites should consider the criteria put forth by Kenix (2007), modified by Eddie (2017), and used for this applied research project to support website user's engagement and allow the non-profit maximum effectiveness.

### **About the Author**

Denine Calvin is a graduate student at Texas State University and works as a Texas Air Quality State Implementation Plan (SIP) Project Manager with the Texas Commission of Environmental Quality (TCEQ). She graduated from Angelo State University in 2014 with a Bachelor of Science in Geoscience and double minor in Biology and Mathematics. Denine is set to complete her Master of Public Administration in May 2019. Her experience is a culmination of environmental policy, legal research, business management, and customer service. She is a wife, mother of three, and currently resides in Round Rock, Texas.

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Denine Calvin

## Chapter 1 Introduction

Housing instability is a crisis that big cities, small towns and villages are still facing (Phinney et al, 2007). Finding an affordable and decent place to live for low income families is increasingly hard to come by. The non-profit organization, Habitat for Humanity, seeks to remedy the issues associated with rising housing costs and the inability for some to afford a home by “bringing people together to build homes, communities, and hope.”<sup>1</sup> Habitat represents the possibility of new opportunity, stability, and confidence for families around the world. It reestablishes home as a place of provision and protection instead of threatening or unreliable.

In the 1930s, advocates of a federal public housing program were looking for a “cure” for the social ills of urban areas and eliminate slums forever (Von Hoffman, 1996). A public housing program was established, but it would take many amendments and new Acts to improve low-income residential environments and the conditions of the housing itself (Von Hoffman, 1996). However, it is not a perfect system and government struggles to keep up with the demand for low-income housing. They have become increasingly reliant on the nonprofit sector to fill the gaps that they cannot.

Today, many nonprofits act as an arm of our government’s welfare programs (Berry, 2005). With new federal funding for social services agencies created in 1962, the federal government began moving toward a reliance on actual services and programs and moved away from income maintenance (Berry, 2005). Income maintenance means giving individuals cash and cash equivalents, and the reliance on social services culminated with the passage of a welfare reform plan in 1996 that promised a newer, better welfare system (Berry, 2005).

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<sup>1</sup> [www.habitat.org](http://www.habitat.org)

The role of nonprofits play in social service delivery is valuable because nonprofits cover a larger portion of the costs by providing services through their own private fundraising from individuals, corporations, and foundations (Berry, 2005). This then allows for government funds to reach more of those in need of aid.

With today's reliance on the internet and the ability to gain information in seconds, it has become vital that the public and private sectors provide a space online for those in need to access said information and services, rapid advancements in technology and accessibility regulations have elevated the expectations the public has put on organizational websites. This applied research discusses current welfare policy, the roles of government and non-profit organizations, and how non-profits' online presence can positively or negatively impact volunteerism, donations, and community response.

## **I. Research Purpose**

There are four purposes of this applied research project: First, it presents the Kenix (2007) model to assess non-profit websites as modified by Eddie (2017). Second, it assesses California Habitat for Humanity (a non-profit organization) affiliate websites using the updated Kenix model. Third, it provides recommendations for improving the California Habitat websites using the results of the study. And fourth, the results will then be used to compare/contrast against the results of Eddie's (2017) Texas Habitat website research.

## **II. Summary of Chapters**

Chapter 2 details welfare policy and the role of federal government, state government, and non-profit organizations. Chapter 3 discusses the components of the Kenix/Eddie model, i.e. the conceptual framework, as presented in Otinetta Eddie's 2017 Applied Research Project *The*

*Holistic Hunt: An Analysis of Texas Habitat for Humanity Affiliate Websites.* Chapter 4 outlines the aspects of the population, content analysis, website criteria and coding process; along with the operationalization table. Chapter 5 presents the results of the content analysis of California Habitat for Humanity websites. Chapter 6 describes the best practices, draws conclusions upon recent findings, allows for a comparison between California and Texas, and offers recommendations to improve California's Habitat websites.

## Chapter 2 Literature Review

### I. Introduction

This chapter first, examines the literature on US Social Welfare and Housing policy to include a brief history and contemporary issues. Second, this chapter examines how social policy is often delivered through a network of public and private non-profit collaboration and the roles they play. Third, this chapter examines the interface between social programs and the non-profit delivery system. Non-profits engaged in programs which serve the needy use websites to communicate with recipients and donors.

### II. Welfare Policy: A Brief History

#### *Early History*

Prior to the Great Depression, the United States had social programs that consisted of individual and familial ability to help, church charities, life insurance, and, if a worker was lucky, sick leave programs. There were some states that had state tax supported social programs. However, the misery and poverty of the great depression overwhelmed these very limited programs (Trattner, 2007). So in 1935, President Franklin D. Roosevelt's Administration proposed to Congress federal social relief programs, to include a low-income housing program, and a federally sponsored retirement program. Congress responded with the passage of the Social Security Act (SSA), which was signed into law August 14, 1935 (Schulz, 2015).

#### *New Deal and the Great Society*

During the 1930s, the Franklin D. Roosevelt administration responded to the Great Depression and the needs of many U. S. citizens introducing many welfare and public housing

programs. (Von Hoffman, 1996). These *New Deal* programs provided money, food, and changed access to affordable housing for middle- and lower-class Americans.

Roosevelt's first crack at housing policy came in 1933 as part of an employment program. In the hopes of surviving the ongoing unemployment crisis, housing reformers convinced Congress to include provisions that allowed for low-income housing. The result was the Housing Division of the Public Works Administration (PWA) and in 1934 the Capehart Act was passed and the Federal Housing Administration (FHA) was born. The Capehart Act made housing and home mortgages more affordable (Von Hoffman, 1996). In 1937, the United States Housing Authority (USHA) was established. The USHA gave public housing, and access to it, a permanent footing in the U.S. (Von Hoffman, 1996).

In 1940, the Aid to Families with Dependent Children (AFDC) was established. The AFDC was a federally funded assistance program that was created by the SSA. The program provided cash assistance to children whose parents had little to no income. Over time, problems arose since the program seemed to incentivize women to have children and gave states no incentive to encourage individuals to get out of the welfare program. This was largely due to the fact that the state lost federal money when someone left the system (Trattner, 2007).

By 1949, housing policy reformers were not satisfied with the PWA's performance. They felt that it was more of a temporary agency geared toward creating employment opportunities and not about creating low-income housing (Von Hoffman, 1996). With that, the Housing Act of 1949 was passed, and it created a much larger public housing program, and introduced low income high-rise buildings (the Projects), an experiment that would later be deemed a disaster. (Von Hoffman, 1996).



By 1964, President Lyndon B. Johnson's War on Poverty is underway, and the Economic Opportunity Act was passed; commonly known as "the Great Society". The main goal of the Great Society was to see an end to poverty and racial injustice. It brought about programs like the Peace Corps, Job Corp, and Head Start. It saw to amending the SSA, the Housing Act, and the Food Stamp Act. At this point, virtually all food stamp costs are paid for by the federal government (Trattner, 2007).

Johnson's Great Society also created Medicare and Medicaid. These two federal programs provided health insurance for the elderly and for the children of poor families, respectively. Medicare, born from the SSA amendments, authorized federal funding to provide medical benefits to US citizens aged 65 or older. Medicaid, also born from the SSA amendments, required each state to provide funding for medical benefits to indigent families. However, even though the state provides the funding the federal government monitored the program and still does to this day (Schulz, 2015).

### ***Recent Welfare Policy Reform***

Fast forward 30 years, under President Bill Clinton, the country saw the 1993 expansions of the Earned Income Tax Credit. And then in 1996, the Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) was passed. It gave more control of the welfare system to state government but gave basic requirements the states would have to meet with regards to how welfare services were to be provided. Monetary amounts from the federal government were given out in a flat rate per state based on population (Farrell, 2008).

From the PRWORA, the Temporary Assistance for Needy Families (TANF) was born. This program officially replaced the AFDC in July of 1997 (Tanner & DeHaven, 2010). The new program required that each state meet certain criteria to ensure recipients are encouraged to

work themselves out of welfare. It insisted that the states design their policy to require some sort of employment search in exchange for providing funds to individuals and imposed a five-year limit on cash assistance as it is a program that uses federal money (Farrell, 2008).

In 1998, Clinton signed off on the Quality Housing and Work Responsibility Act (QHWRA) which amended the Housing Policy set by Roosevelt in 1935 (Riccio, 2008). The QHWRA was designed to reduce concentrated poverty, protect access to housing assistance, raise performance standards of public housing agencies, reform Section 8 voucher programs, and support HUD management through their streamlining and program consolidation efforts.<sup>2</sup>

In 2013, President Barack Obama signed into law the Affordable Care Act (Obamacare). It went into effect with large increases in Medicaid funding and subsidized medical insurance premiums. It represents the U.S. healthcare system's "most significant regulatory overhaul and expansion of coverage since the passage of Medicare and Medicaid in 1965." (Martin, 2015, p 407) It is a program that made many headlines and it is too soon to tell what its national impact will be.

Since its creation in 1935, some 84 years ago, the Welfare System has continued to face criticism (Schulz, 2015). This has led to support for a stricter system that focuses on family and the importance of employment. These attitudes have led to budget cuts and multiple attempts to change and to limit the amount of people using the system and have led government agencies to lean more on non-profit organizations to act as extension of their programs.

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<sup>2</sup> [www.hud.gov](http://www.hud.gov)

### III. Relevant Policy Specifics

Social welfare policy generally is distributed across an array of areas which include: Education, Housing, Labor, Health Care, Disability, pensions, food security, income assistance. With these programs, there are many factors that go into who receives benefits, how long they receive them, and how much they are eligible to receive. The following sections will discuss how much the government spends on social programs, housing policy; and the role our government and nonprofit organizations play. It is important to discuss social welfare spending and how government housing programs work.

#### *Spending*

Since the initial expansion of welfare programs under President Johnson, there has been mounting criticism about how much we spend on it. (Schulz, 2015) Under LBJ, welfare spending increased from 10.3% to about 14.7% of gross national product (GNP). (Schulz, 2015) Over the next two decades spending continued to rise as new programs were introduced and older programs were expanded. Thus, causing an increase in welfare spending until it reached its peak in 1983 at 19.5% of the total GNP (p 97 Schulz, 2015).

According to Tanner & DeHaven (2010), each state is required to keep their spending at least 80 percent of what their previous level of spending was under the PRWORA's "maintenance of effort" provision. Which means that instead of cutting federal spending after the 1996 reforms, federal spending has gone up with the "maintenance of effort" while states are now spending less (Tanner & DeHaven, 2010).

Welfare dependence is often brought up when discussing government spending on the welfare system (Schulz, 2015). There are those that believe that welfare creates dependency and

that perhaps welfare itself is addictive; a welfare trap (Prein & Buhr, 2011). Studies confirm that welfare can be a disincentive to work and that when benefits are expanded, unemployment tends to rise (Tanner & DeHaven, 2010). Thus increasing the amount the government spends on aid.

According to Baumgartner and Jones (2010), another factor to consider is that “American politics has a way of equalizing itself”; there seems to be an ebb and flow. One realization of a political interest will lead to a counter realization of the other (Baumgartner & Jones, 2010), meaning: expansion of welfare benefits will eventually lead to reduction of benefits and vice versa. This ebb and flow was seen from the mid-1960s through the mid-1990s; expansion and then reduction. Under Obama, another round of expansions (Cammisa, 2018). Which could mean that the American public may be ready to cut spending on welfare programs and that the need for outside sources, like nonprofit organizations and private charities, will be all the more necessary and popular.

#### **IV. Housing Policy**

There are three types of programs that make up the federal housing assistance system for low-income families: public housing, tenant-based rent vouchers for families, and project-based vouchers, which are attached to privately owned homes and accounts for a small portion of the program (Riccio, 2008). The purpose of these different programs is to assist low income families to better afford decent rental housing.

These programs are administered by the Department of Housing and Urban Development (HUD) through local public housing authorities (PHAs). While there are exceptions to every rule, each of the three main subsidy programs listed require families to “put-in” 30 percent of their household income for housing payments (Riccio, 2008; Von Hoffman, 1996) . A program

deserving to be mentioned is the Low-Income Housing Tax Credit (LIHTC) program. It is another federal program that supports affordable housing, but it operates through the tax system, and its subsidies are less generous than those offered through HUD (Riccio, 2008).

Since current federal housing programs are not considered entitlements (rights granted to citizens by federal law), there are very few low-income households who actually receive federal housing assistance (Phinney et al, 2007). There are a few states that can allocate TANF dollars to provide some supplemental housing assistance to families in need, however, receiving said TANF assistance does count against the 60-month federal time limit established under the PRWORA (Phinney et al, 2007).

### ***HUD***

HUD determines the maximum income allowed for applicants based on a percentage of the median family income within the applicable city or region (Ong, 1996). Under the public housing program, homes are supplied directly by local government agencies. The federal government covers 90% of the cost of building large complexes by giving a low interest loan to local agencies. The homes constructed under this program are concentrated in large-scale housing “projects” and are almost always located in low-income neighborhoods (Ong, 1996).

Many local housing authorities are replacing distressed public housing *projects* with mixed-income housing complexes. These new developments are funded by the federal HOPE VI program. This program is building HUD-subsidized homes within housing developments that also include other HUD subsidized rental homes, normal market-rate rental homes, and privately-owned homes (Riccio, 2008).

The tenant-based voucher program (aka Section 8) is the largest of the three subsidy programs previously mentioned. The program serves about 1.8 million households out of a total of about 4.2 million (43%) of all HUD-assisted households (p 193 Riccio, 2008). In this program, once the unit passes inspection, the government enters into a contract with the landlord of a unit that is chosen by the family. The landlord is funded directly by the PHA to make homes available to eligible families at reduced rent (Riccio, 2008).

The voucher program allows each individual family to choose where they want to live. The family is encouraged by the local PHA to consider several housing choices to better ensure they get the best housing for the family needs. A voucher holder (family) is advised of the home size for which it is eligible based on their size and income (Goetz, 2003).<sup>3</sup>

**PHA's Role:** The PHA can approve the chosen home once it passed a health and safety inspection and the rent requested by the landlord has been deemed reasonable.<sup>4</sup> The PHA determines a payment standard that is the amount generally needed to rent a moderately-priced home in the area and that standard is used to calculate the amount of assistance a family will receive; meaning a family may only receive what the average assistance amount for the area is. It does not mean the landlord is required to lower the amount asked for rent to meet the aid amount (Goetz, 2003). The vouchered family must pay 30% of its monthly adjusted gross income for rent and utilities, and if the rent is greater than the payment standard, the family is required to cover the rest.<sup>5</sup> However, the family may not pay over 40% of its monthly adjusted gross income for rent.<sup>6</sup>

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<sup>3</sup> [www.hud.gov](http://www.hud.gov)

<sup>4</sup> *Id*

<sup>5</sup> *Id*

<sup>6</sup> [www.hud.gov](http://www.hud.gov)

If said landlord doesn't meet the owner's obligations under the lease, the PHA has the right to terminate any and all payments. The PHA is responsible for examining the family's income and must inspect each home on an annual basis to ensure that it meets minimum housing quality standards.

**HUD's Role:** To cover the cost of the voucher program, HUD provides the funds for PHAs to make housing payments on behalf of the families. When there are additional funds to assist new families, HUD requires PHAs to submit applications to request more funds for additional housing vouchers (Goetz, 2003). Those applications are then reviewed, and funds are awarded on a competitive basis. HUD monitors the administration of PHA programs to ensure that program rules are properly followed.<sup>7</sup>

## **V. Role of Government: Federal & State**

During the Reagan administration, many states began to request a "release" from AFDC rules and regulations (Blank, 2002). Reagan, in response, would grant waivers if it was found that the release was warranted. Keep in mind that under this program there were no time limits and no rules about actively seeking employment. Basically, the states were being bled dry and they saw no end in sight. It wouldn't be until Clinton took office in 1992 that any action would take place. The PRWORA of 1996 replaced AFDC with TANF (Farrell et al, 2008). This change gave the states more discretion in designing and individualizing their assistance programs but in turn the federal government cut their funding for this program from 50% to 25%. This left the states to carry 75% of the bill (p 1106 Blank, 2002). The PRWORA also gave bonuses to states that lowered out of wedlock birth rates which had a huge effect on Medicaid

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<sup>7</sup> *Id*

programs and placed limitations on food stamp eligibility and Supplemental Security Income (SSI) (Blank, 2002).

States have always been able to choose the maximum benefit level for unemployed recipients. The 1996 Welfare Reform limited cash support from the federal government and so the maximum benefit level has seen little to no change over the past two plus decades in most states. The states have also implemented Benefit Reduction Rates. These are rates that lower benefit amounts as the earnings of recipients increase until the recipient has been weaned off of programs (Blank, 2002).

The PRWORA required that states institute job search participation rules so families can keep receiving cash-aid benefits (Blank, 2002). This can include active job searches, training programs, workshops, and job placement through state workforce agencies like the Texas Workforce Commission (TWC). The 1996 Reforms and the creation of TANF, have been successful in that caseloads have decreased significantly in regard to cash-aid welfare programs (Blank, 2002). However, this is not the case for all welfare programs like food stamps or Medicaid. Which still leaves our country's welfare programs heavily burdened.

Before the PRWORA, "federal welfare was an open-ended entitlement that encouraged long-term dependency" (Tanner & DeHaven, 2010, p 1). Like Schulz (2015), they found that there was widespread agreement that our welfare system was a terrible failure. They broach the idea that federal government should phase-out its role in welfare programs entirely and leave the programs and their design under complete oversight of the state governments (Tanner & DeHaven, 2010).

The 1996 reforms abolished most federal eligibility and payment rules. This gave states greater flexibility in designing their own programs (Tanner and DeHaven, 2010). These reforms



ended entitlement status so that no one would have an “automatic right to benefits”. States could now decide through their design and rules which families to help and then who would continue to receive help (Tanner and DeHaven, 2010). The possibility that each state would have their own freedom to innovate and design their own low-income programs could lead to strong and stricter regulations that would reduce taxpayer costs and maximize work incentives. But ultimately the goal should be to eliminate the entire government run system and to allow it to be taken over by non-profit organizations; ALL programs - not just the cash aid programs but also food stamps, subsidized housing, and Medicaid, as examples (Tanner & DeHaven, 2010). An exciting and perhaps motivating concept.

## **VI. Role of Non-Profit Organizations**

Nonprofit organizations (NPOs) are: self-governing, private, not for profit, voluntary, and aimed at serving the public (Jang & Feiock, 2014). They have played a major role in forming and expanding the American welfare state and in creating organizational responses to human needs. They promote social advocacy for the rights of minorities, women, children, and the indigent (Hasenfeld & Garrow, 2012). They have and still do run orphanages, hospitals, rehab facilities, and psychiatric institutions. Many NPOs work closely with local public welfare agencies, becoming important partners to local government in providing social services (Hasenfeld & Garrow, 2012).

Non-profits “invoke images of community, voluntarism, civic dependability, and neighbor-helping-neighbor that have always exerted a powerful impression on American public consciousness.” (Lipsky & Smith, 2001, p 625). The nonprofit sector is comprised of a large range of organizations. These can include: museums, health care, human services, education, environmental, social justice, religion, and philanthropic organizations. The term “non-profit”

covers virtually all organizations that are neither businesses nor government agencies (Berry, 2005).

NPOs, which are geared toward furthering a social cause or advocating for a shared point of view, have always been involved in delivery of social welfare programs. However, in the past few decades, the public sector has increased its reliance on the private sector, to include nonprofits, in order to meeting the demands of society (Graddy & Morgan, 2006). The PRWORA led to the passing of authority and responsibility down from the federal government to state and local governments and finally down to NPOs (Austin, 2003).

NPOs have become “buffers” between the inflexibility of government norms and the needs of its citizens. NPOs can help citizens who might be overlooked under public program standards (Lipsky & Smith, 2001). Their responsiveness to individual clients that can enrich assistance at the local level because nonprofit staff are encouraged, and sometimes required, to respond to specific social problems with a consistent method (Lipsky & Smith, 2001).

Unlike the public sector, NPOs continue to expand and are undergoing transformation. They have started to pay more attention to marketing, changing politics, and strengthening their internal and external operations (Austin, 2003). Local and state governments contracting with NPOs has become more prevalent, and the advantages for doing so include the ability to: fulfill legislative mandates, increase efficiency of services, more flexibility in providing services, and improve service quality since “nonprofits are able extend the public sector’s service capacities and access to special services.” (Austin, 2003, p 102)

## ***Funding***

NPOs serve various groups in society and usually rely on multiple sources of for funding, these can include private donations, membership and client fees, private foundations, corporations, and government grants and contracts (Jang & Feiock, 2014). Some nonprofits are very well funded and represented by moneyed interests. However, most, especially those with a “singular public interest focus”, tend to lack financial backing (Jang & Feiock, 2014). This makes most NPOs reliant on donations, sponsorships, and government backing. A predicament that often places them at a disadvantage (McNutt & Boland, 1999).

Working with external stakeholders imposes costs or drawbacks on organizations and their managers, which includes loss of autonomy, financial instability, difficulty in evaluating results, and the loss of time and resources devoted to collaborative activities (Jang & Feiock, 2014).

## ***Donations***

Although the total income for nonprofits comes from a variety of sources, individual donations are the largest source of revenue for nonprofit organizations. According to Giving USA, total amount given to charity in the U.S. was over \$410.02 billion in 2017.<sup>8</sup> Of that amount, 71% came from individual donations. The rest (29%) came from government and foundation grants and corporate philanthropy.<sup>9</sup>

The motivation to donate to an NPO is usually due to a preference for the cause or mission to which the organization is dedicated, the individual’s disposable income, perhaps there is a religious connection, or personal belief in altruism (Parsons, 2003). Whatever the

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<sup>8</sup> <https://givingusa.org>

<sup>9</sup> *Id*

reasons an individual has, an organization that has a greater number of revenue sources is less likely to suffer from financial surprises. If an NPO is reliant on just one or two sources, it is vulnerable to the economy and/or changes in the donators' preferences (Parsons, 2003).

### Sponsorships

Corporate philanthropy has become an important piece of most large corporation's identities. *Corporate social responsibility* has become more significant for corporations as consumers are more likely to buy from a socially responsible company.<sup>10</sup>

NPOs are on the lookout for opportunities to create partnerships with corporations for their sponsorship. Corporate sponsorships are long-term commitments to a cause and the charities connected to them, and these sponsorships can be a "good source of support for new initiatives, special programs, and special events."<sup>11</sup> They also represent a stable source of revenue for the NPO and serve as public relations coup for the corporation.

### Government funding

The funding government may provide to NPOs obligates them to act as partners and allies in providing welfare services to the clients of government. In many states, nonprofit staff, board members, and volunteers have played an important role in continuing to provide welfare services in the wake of declining federal assistance. For local government, outsourcing to NPOs is warranted because of their specialized knowledge, ties to the community, and their ability to adapt programs to specific conditions without bureaucracy (Lipsky & Smith, 2001; Jang &

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<sup>10</sup> *Id*

<sup>11</sup> *Id*

Feiock, 2014). NPOs tend to be attracted to government funds in order to expand or sustain their programs with a steady source of revenue (Lipsky & Smith, 2001).

However, the federal government cutbacks in spending on NPO programs has compromised their role as buffers between the state and individual because cutbacks have left NPOs vulnerable to government influence. Apparently, government funding comes with strings attached (Jang & Feiock, 2014). These cutbacks, and the issues brought with them, have cleared the path for regulatory efforts at all levels of government in attempt to overhaul how funding resources are allocated (Lipsky & Smith, 2001).

### Foundations

NPOs also rely on foundations for financial and technical assistance (Carman, 2001). There are different types of foundations that NPOs can take advantage of, and their grants can be substantial and significant. There are corporate foundations, family foundations, and community foundations (Carman, 2001).<sup>12</sup> Corporate foundations are private foundations. They usually have a board of trustees that consists of corporate officers and they're funded by the corporation, but those funds are kept separate from the corporation itself (Carman, 2001).<sup>13</sup> Family foundations, also private, receive endowments from individuals or families. Family foundations usually keep their money in their hometowns, so they tend to give to local charities (Carman, 2001).<sup>14</sup>

Community foundations are public foundations (Carman, 2001). They pool the assets of many donors with the mission to improve their local communities through creating grants,

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<sup>12</sup> <https://givingusa.org>

<sup>13</sup> *Id*

<sup>14</sup> *Id*

awarding scholarships, and providing services to families within their community. Community foundations have become very active in providing grants and donations to help local NPOs provide much needed services (Graddy & Morgan, 2006; Carman, 2001).<sup>15</sup>

### ***Habitat for Humanity***

As stated in Chapter 1, housing instability is a global crisis (Phinney et al, 2007). Habitat for Humanity (Habitat), a nonprofit organization, is an organization seeks to aid families in finding them affordable and decent places to live (Eddie, 2017; Gaillard 1996)). They are non-partisan but communicate frequently with lawmakers in each state (Eddie, 2017). Habitat ask legislators and policy regulators to increase their support for affordable and decent housing. They monitor public policy related to housing and development because they take an active role in eliminating homelessness and building affordable homes for needy families (Eddie, 2017; Gaillard, 1996).

### **History**

Clarence Jordan, a gardener, gained inspiration for Habitat for Humanity on a community farm outside of Americus, Georgia.<sup>16</sup> Jordan established the Koinonia Farm in 1942. When Millard and Linda Fuller visited Koinonia in 1965, they collaborated to develop a concept of partnership housing (Gaillard, 1996). The three of them explored the idea of if someone was in need of adequate shelter they could work together with volunteers to build decent, affordable houses and then pay it forward. Habitat for Humanity International was officially founded in 1976 (Gaillard, 1996).<sup>17</sup>

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<sup>15</sup> *Id*

<sup>16</sup> [www.habitat.org](http://www.habitat.org)

<sup>17</sup> *Id*

Today, homeowners and volunteers find the Habitat's organization and its process positively affects their lives. The organization's popularity has grown over the past 4 decades and has helped millions achieve strength, stability and independence through safe, decent and affordable shelter (Eddie, 2017).

Habitat for Humanity partners with communities, all over the world, to help those in need build, or improve, a place that can be called home. They allow homeowners the opportunity to build their own homes alongside volunteers and pay an affordable mortgage.<sup>18</sup>

### Organizational Practices

Habitat seeks to remedy homelessness and inadequate housing for the poor. This mission is the basis of all their operations. Habitats efforts have helped build homes, build communities, and changed lives. Public housing offered through government welfare programs is not sufficient to meet the growing need for adequate and affordable housing (Von Hoffman, 1996). Habitat fills the void by allowing people left on the wayside to enter into homeownership (Eddie, 2017).

Habitat for Humanity builds homes at no profit and new homeowners buy homes with no-interest loans (Gaillard, 1996). Habitat partners with qualified families and family size determines home size. Families meet three primary requirements to qualify: prove their ability to pay the mortgage, prove their need, and demonstrate willingness to put in the required 350 volunteer hours.<sup>19</sup> Habitat requires all families volunteer with Habitat for 350 hours; they must put in sweat equity on their homes and help with other homes until ALL 350 hours have been

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<sup>18</sup> *Id*

<sup>19</sup> *Id*

fulfilled. This demonstrates a lasting impact of “a hand up, not a hand out”. The entire process from application to move-in can take up to 18 months (Eddie, 2017).

### Benefits

Prior to home ownership, Habitat families live through homelessness, rent increases, evictions, overcrowding and financial instability (Eddie, 2017). This left families to often experience stress due to uncertainty and fear. The head of household often must work multiple jobs to cover expenses. Families suffer from worsening health conditions and children often drop out of high school.<sup>20</sup> Decent shelter provides a solid foundation for families and the families that partner with Habitat build a safe place for themselves, their communities, and future generations (Eddie, 2017; Gaillard, 1996).

Habitat believes that home ownership improves lives. With their help, whether a new build or renovating an existing home, Habitat offers low-income families:

- stable and secure neighborhoods,
- children are more likely to graduate from high school, and
- families establish roots, pay property taxes, and build a legacy.

Habitat homeowners are motivated to invest not just in their communities but in themselves and their families. By working together, Habitat and the community in which they serve, build safe, decent and affordable shelter which contributes to prosperity and stability for all (Eddie, 2017).

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<sup>20</sup> *Id*



Since Habitat's origination in 1976, Habitat has helped more than 3 million people<sup>21</sup>. It provides aid in more than 1,500 US communities and 70 countries worldwide and California's Habitat<sup>22</sup> affiliates are responsible for the following: 12,000 new builds, renovations, and repairs.

### ***Technology and Advocacy***

Technological advancements in last two decades has raised the public's expectations on how well developed an organization's website should be (Eddie, 2017). Websites connect a stay at home Mom in a suburb of San Francisco with a deserving family's story in a neighboring city. An affiliate website can motivate high school teenagers to replace the siding of a Habitat home on a weekend morning (Eddie, 2017). Websites are vital tools of communication not just for NPOs but also for companies, businesses, government agencies (Florek et. al., 2006). They make information readily available to citizens regarding the NPOs goals, needs, and projected outcomes online. Citizens then become active partners and influencers over the message of the NPO they align themselves with (Eddie, 2017).

Previous research has determined that a well-developed website can affect the business it represents, and in this case, affects the relationship among its staff, donors, volunteers and the community in which it the NPO serves (Eddie, 2017; Thornton, 2010; Florek et al, 2006). It allows the NPO to communicate with consumers, engage with them, and even motivate them to donate online. Online visitor perceptions can influence their desire to become involved; whether to volunteer, donate, or advocate - all based on the website. A poorly developed website can result in limited funds, volunteers, personnel and awareness (Eddie, 2017).

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<sup>21</sup> [www.habitat.org](http://www.habitat.org)

<sup>22</sup> [www.habitatca.org](http://www.habitatca.org)

In recent years, advocacy has become vital to the function of the nonprofit sector due to changes in welfare policy and financial cutbacks. “New technology is revolutionizing the practice of political advocacy in the United States, giving rise to new interventions collectively called *electronic advocacy* or online advocacy.” (McNutt & Boland, 1999, p 432) Electronic advocacy is “the use of technologically intensive media as a means to influence stakeholders to effect policy change.” (McNutt & Boland, 1999, p 433)

Electronic advocacy encompasses a wide range of techniques and tools, including email, websites, fax, conference calling, video teleconferencing, to name a few (Thornton, 2010; McNutt & Boland, 1999). These tools offer NPOs significant cost savings in communications and organizational efforts. They can also be used to negate time constraints and cover large distances more efficiently (McNutt & Boland, 1999). For the purpose of this research, we are concerned with those that use the internet, more specifically, websites and how efficiently and effectively they are used or perhaps not.

The efficient and effective use of websites by an NPO widens the ability of a non-profit to communicate with their audience and build momentum for their cause or mission. It allows a visitor to view up to date information and cultivates interaction between the organization and the outside world (Eddie, 2017). A well-developed website is not a guarantee for positive feedback, but all feedback can be use strengthen the NPO’s reputation and their mission (Eddie, 2017; Thornton, 2010).

### Barriers

Most frequently, a lack of expertise and funding, followed by lack of equipment and awareness, are reported as the top most “barriers” organizations face in sustaining a well-developed website. This isn’t surprising, especially when dealing with smaller organizations

that serve smaller communities and have limited staff and limited opportunities for information technology training (McNutt & Boland, 1999).

Another barrier would be a lack of Accessibility and usability of websites. Usability, which means the extent to which a website can be used to achieve specified goals with effectiveness, efficiency and satisfaction (Petrie & Kheir, 2007). Accessibility is whether people with disabilities can actually use the website and how they... more specifically perceive, understand, navigate, and interact with the website (Petrie & Kheir, 2007). So, without usability and Accessibility of their website, an NPO loses (in this case Habitat) a connection to a large portion of the community they aim to serve.

Most NPOs lack the resources to provide constant attention to their online presence. Creating a website with little to no oversight will create confusion for the organization, and it could turn off potential supporters if they see inactivity on the site. Therefore, many NPOs turn to known users of social networking sites for help; young people. College interns and volunteers will often be left to manage NPOs' online presence as they tend to intuitively understand how to use these sites and are often already personally invested in social networking (Waters et al, 2009).

### Discussion Points

Given the wide distribution of technology across organizational fields, could we expect to find that “more innovation occurred in states with better developed technological supports”? (McNutt & Boland, 1999, p 435) California is known for its tech industry. Eddie's research concentrated on Texas and their Habitat for Humanity affiliate websites. Wouldn't it be interesting to see how a state with a reputation for its technological supports fares under the same scrutiny?

### ***Context***

This applied research delves into the role of non-profit organizations and how their websites can impact community response, donations and volunteerism. Like Eddie (2017), this project connects the importance of the “usability” of non-profit organization websites, specifically Habitat for Humanity, as they serve as an extension of our government’s social welfare programs. Websites should be an efficient vehicle of communication for the non-profit organization, its external and internal stakeholders, and the beneficiaries of their services.

In Eddie’s 2017 research, she studied Texas Habitat for Humanity websites and found that their website users/visitors had a positive overall experience. This researcher felt it would be interesting to see how another big state, like California, measured up to her findings.

### Chapter 3 The Conceptual Framework

This chapter introduces the Kenix (2007) non-profit website assessment framework as modified by Eddie (2017). In this research, the framework is broken down into descriptive categories and is used to assess Habitat for Humanity websites in California. The purpose of any conceptual framework is to aid the reader to understand the direction of the research purpose; to better interpret the “why?” and “how?”. The descriptive framework used in this research takes the research purpose and merges the Literature Review (Chapter 2) to create categories and subsequently subcategories to better examine and analyze California’s Habitat for Humanity websites (Shields & Rangarajan, 2013).

Non-profit websites are important in the delivery of services to the needy and to maintain a connection to the donor community. The next section lists the components of Eddie’s (2017) modified Kenix 2007 model used to assess California Habitat for Humanity websites and its components are: *Deliberative Public Sphere, Citizen Engagement, Branding and Fundraising Revenue, Space for Marginalized Voices, Interconnected/Instantaneous Information, Accountability, and Connection with Clients.*

#### I. Details of the Model

##### ***Deliberative Public Sphere***

Non-profit organizations (NPOs) place an emphasis on building relationships and advocacy positions them to do so in the public sphere (Kenix, 2007). The internet fosters relationship building with stakeholders through dialogue. This dialogue strengthens the bonds that are required between members and organization (Florek et al, 2006). It permits a deliberative public sphere where discussion can be developed, and *public participation* can be

encouraged (Kenix, 2007). According to Eddie (2017, p16), “websites that act as deliberative public spheres should include: email lists, hit counters, and chatrooms.”

Email allows for a quick and wide distribution of communication. It can negate the need of a brick and mortar administrative office, thus saving money for any non-profit organization.

**Email lists**<sup>23</sup> enhance outreach and the deliberative public sphere nature of websites (Eddie, 2017; McNutt & Boland, 1999).

A **hit counter** tracks the number of people visiting the website. They measure how many times a particular page is accessed. This numerical data can motivate an organization to change the direction of information provided on their website depending on how many hits their pages count (Eddie 2017; Kenix, 2007). If a website does not track online attendance, it is impossible to measure the relevance of their pages content (Eddie, 2017).

**Social media** is omnipresent in today’s culture. It is used in personal and professional settings. Its impact permits non-profits to enter spaces for more information and interaction (Eddie, 2017; McNutt & Boland, 1999). Social networking sites allow people to post links to news articles and media outlets on outside websites; people can post comments and/or send private messages (not just to website administrators but to other people who visit the website), people can follow, friend, and tweet about these websites (Eddie, 2017). “Likes” and “shares” offer greater visibility for the organization and allows them a wider reach to access new donors (Eddie, 2017; Thornton, 2010).

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<sup>23</sup> Chapter 3 terms in bold font represent subcategories in conceptual framework (Table 3.1).

### ***Citizen Engagement***

An organization's online and physical presence bolsters the success of the non-profit. The second category of the conceptual framework is citizen engagement, which is the process of building sustainable relationships with community members (Eddie, 2017; Florek et al, 2006). In a nutshell, it is the process of building trust.

Nonprofit organizations rely on the support of **volunteers** to help carry out the mission of the organization. Volunteers save money, bring needed skills and experience, renew energy and raise community ownership (Eddie, 2017; Jang & Feiock, 2014; Florek et al, 2006). All important parts of citizen engagement.

If a **calendar of events** is made available, then volunteers, NPO members and sponsors can come together with little confusion about who and what is needed where (Eddie, 2017; Florek et al, 2006). Having physical **addresses** made available to them; providing **Information about Upcoming Meetings**, is also helpful when posted on an organization's website (Eddie, 2017; Berry, 2015; Florek et al, 2006).

### ***Branding and Fundraising***

NPOs benefit from online fundraising and the internet is an inexpensive tool that informs stakeholders, connects with the public, and reassures donors (Eddie, 2017; Florek et al, 2006; Parsons, 2003). Online fundraising increases fundraising goals through selling of merchandise and/or soliciting donations from website visitors. Fundraising online increases donor involvement and support.<sup>24</sup> (Eddie, 2017; Berry, 2005; Parson, 2003).

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<sup>24</sup> <https://givingusa.org>

A website's design can have an effect on revenue. It has been established that it is more expensive to acquire new donors than to maintain loyal ones (Eddie, 2017). Non-profit organizations, like many private sector businesses, rely on their **brand's** reputation. A brand is a name, symbol, or feature that identifies one's service as distinct (Eddie, 2017; Berry, 2005)). Branding empowers partnerships, validates donors, increases cohesion, and reinforces shared values (Eddie, 2017; Berry 2005; Parsons, 2003)).

If an organization performs well through citizen engagement, then people are more willing to **donate** time and money. For donors, the information provided by online donating platforms reduces costs and they allow for particular populations to be targeted (Eddie, 2017; Parsons, 2003; McNutt & Boland, 1999). In order to maximize the mission of a non-profit, website visitors need the ability to donate online or become **sponsors** (Kenix, 2007; Graddy & Morgan, 2006).

Some organizations choose to share their **financial** situations by posting detailed **annual reports**. Organizational financial officers believe that increased visibility translates into fundraising success because people often feel more comfortable giving to an organization that can show it does not mismanage funds (Eddie, 2017; Thornton, 2010; Parsons, 2003). Supporters want to know their money is going toward a worthy project.

### ***Space for Marginalized Voices***

Websites should give a platform to marginalized populations (Phinney et al, 2007). These populations include individuals with disabilities and foreign language speakers (Eddie, 2017). The Rehabilitation Act Amendments of 1988 establishes requirements for information



technology be made accessible to people with disabilities (Petrie & Kheir, 2007).<sup>25</sup> **Hearing Disability Options** offer those who suffer hearing loss, audio modifications. **Vision Disability Options** offer those who may be blind, access to screen reader applications (Petrie & Kheir, 2007).

There are a number of families who speak a **language** other than English at home continues to rise across the country. According to the Census Bureau in 2017, over 44% of Californians do not speak English at home and almost 20%, aged five and older, do not speak English fluently<sup>26</sup>. Approximately 17.5 million people in California need websites in a language other than English to engage online. Website administrators can combat this by providing a foreign language link to the webpage in its entirety or they can collaborate with a third-party translation site with a majority of the content available in the visitor's language of choice (Eddie, 2017; Petrie & Kheir, 2007).

### ***Interconnected, Instantaneous Information***

Eddie (2017) and Kenix (2007) include interconnected, instantaneous information in the framework because they feel it yields a meaningful experience. Users can scan online content, e.g. mission statement and employment opportunities, and retrieve relevant data using a search function or navigate a **site index**.

Eddie (2017) and Kenix (2007) have both concluded that a lot of websites do not take full advantage of the internet's **interconnectivity**. Websites should have contact details, **mission statements**, mailing lists, **FAQs** and search features (Eddie, 2017; McNutt & Boland, 1999). Neglecting to do so leads to deficiency of interconnectedness.

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<sup>25</sup> [www.section508.gov](http://www.section508.gov)

<sup>26</sup> [www.census.gov](http://www.census.gov)

When looking for instantaneous information, like **employment opportunities** or **organizations** that support the NPO, it is important for the website to have working **hypertext links** (Kenix, 2007; Phinney et al, 2007). The links should connect to information and resources related to the website, i.e. Habitat for Humanity (Eddie, 2017). A **date last updated** is also useful as it indicates that the page or site is consistently reviewed, and the information is up to date with policy or service details (Eddie, 2017; Thornton, 2010).

Navigating a website can be difficult without a **search function** and the lack of one leads to lesser webpage functionality (Petrie & Kheir, 2007). The search function offers a websites visitor a way to find specific content by typing in keywords (Kenix, 2007). It allows them the ability to navigate the site without the need for them to understand its structure.<sup>27</sup>

### ***Accountability***

Accountability is the obligation of an individual or organization to account for its activities, accept responsibility for them, and to disclose the results in a transparent manner.<sup>28</sup> It is the vital relationship an organization has with its stakeholders and the community it serves (Florek et al, 2006).

Accountability includes the availability of the organization's **contact information** for affiliate personnel (Eddie, 2017; Thornton, 2010; McNutt & Boland, 1999). The employee directory allows the website visitor to contact the proper individual within the organization and should include staff member names with their corresponding **email address** and **phone number**. The availability of agency personnel contact information fosters legitimacy and encourages citizen engagement (Eddie, 2017).

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<sup>27</sup> [www.w3.org](http://www.w3.org)

<sup>28</sup> [www.businessdictionary.com](http://www.businessdictionary.com)

### ***Connection with Clients***

Habitat for Humanity promotes homeownership among low-income citizens. Habitat for Humanity sells the homes, at no interest, to qualified families. A qualified family is those who have met the requirements established in the **Home Ownership Application**. Since home ownership is the goal, the website should have the application and any subsequent information for prospective buyers readily available on the website (Eddie, 2017).

Habitat for Humanity websites should be able to provide **client resources**. These resources can include but are certainly not limited to: homebuyer education classes, home repair information, and ability to connect with mentors who regularly consult with the new homeowners (Eddie, 2017; Florek et al, 2006).

## **II. Summary of the Conceptual Framework or Model**

Table 3.1 summarizes the conceptual framework and connects the categories as seen in the Eddie (2017) updated Kenix (2007) model. The framework supports the coding sheet used for content analysis of non-profit websites.

***Table 3.1: Conceptual Framework (Eddie, 2017)***

<b>Categories</b>	<b>Supporting Literature</b>
<b>1. Deliberative Public Sphere</b>	
1.1 Email lists	Eddie (2017); McNutt & Boland (1999)
1.2 Hit Counter	Eddie (2017); Kenix (2007)
1.3 Social Media	Eddie (2017); Thornton (2010); McNutt & Boland (1999)

<b>2. Citizen Engagement</b>	
2.1 Volunteer Information	Eddie (2017); Jang & Feiock (2014); Florek et al (2006)
2.2 Calendar of Events	Eddie (2017); Florek et al (2006)
2.3 Postal address of Habitat for Humanity affiliate	Eddie (2017); Florek et al (2006)
2.4 Information about upcoming meetings	Eddie (2017); Berry (2005); Florek et al (2006)
<b>3. Branding and Fundraising Revenue</b>	
3.1 Branding	Eddie (2017); Berry (2005); Florek et al (2006); Parsons (2003)
3.2 Ability to donate online	Eddie (2017) ; Parsons (2003), McNutt & Boland (1999)
3.3 Sponsorship	Eddie (2017); Graddy & Morgan (2006); McNutt & Boland (1999)
3.4 Annual report	Eddie (2017); Thornton (2010); Parsons (2003)
3.5 Financial information	Eddie (2017); Thornton (2010); Parsons (2003)
<b>4. Space for Marginalized Voices</b>	
4.1 Sight disability option	Eddie (2017); Petrie & Kheir (2007); Phinney et al (2007)
4.2 Hearing disability option	Eddie (2017); Petrie & Kheir (2007); Phinney et al (2007)
4.3 Language option	Eddie (2017); Petrie & Kheir (2007); Phinney et al (2007)
<b>5. Interconnected, Instantaneous Information</b>	
5.1 Mission statement	Eddie (2017); McNutt & Boland (1999)
5.2 Employment opportunities	Eddie (2017); Phinney et al (2007)
5.3 Hypertext links in employment opportunities	Eddie (2017); Kenix (2007)
5.4 FAQs	Eddie (2017); Thornton (2010)
5.5 Hypertext links in FAQs	Eddie (2017); Kenix (2007)

5.6 Supporting organization information	Eddie (2017), Graddy & Morgan (2006); Carman (2001)
5.7 Hypertext links in supporting organization information	Eddie (2017); Kenix (2007)
5.8 Date updated	Eddie (2017); Thornton (2010)
5.9 Search function	Eddie (2017); Petrie & Kheir (2007); Kenix (2007)
5.10 Site index	Eddie (2017); Kenix (2007)
<b>6. Accountability</b>	
6.1 Names of Habitat for Humanity Staff	Eddie (2017); Thornton (2010); Florek et al (2006); McNutt & Boland (1999)
6.2 Phone numbers of Habitat for Humanity Staff	Eddie (2017); Thornton (2010); McNutt & Boland (1999)
6.3 Email addresses of Habitat for Humanity Staff	Eddie (2017); Thornton (2010); McNutt & Boland (1999)
<b>7. Connection with Clients</b>	
7.1 Home Ownership Application	Eddie (2017)
7.2 Client Resources	Eddie (2017); Florek et al (2006)

### III. Conclusion for Chapter

Eddie (2017) found that no Texas Habitat websites included all of the attributes listed in the framework. She concluded that the top performers met the deliberative, citizen engagement, branding, fundraising, interconnectedness, and accountability criteria in some form or fashion. Eddie (2017) observed that a lot of websites failed to acknowledge non-English speakers or the disabled; 92% of the TX Habitat affiliate websites did not have options for sight disabilities, 81% for hearing impaired, and 79% did not offer another language option (Eddie, 2017). She also noted that her research was limited in scope as she observed just the one state. This research picks up where she left off.

## **Chapter 4 Methodology**

### **I. Purpose**

The chapter discusses the research methodology used to describe, analyze, and evaluate characteristics of California's Habitat for Humanity websites using Eddie's (2017) updated Kenix model (2007). The descriptive categories developed in Chapters 2 and 3 support the website content chosen for analysis. While his project is not a direct attempt to measure or quantify efficiency, these characteristics and analysis results would allow not only Habitat organizations, but really any non-profit organization, to compare against their own websites and allow them to revamp and improve their websites usability which would lead to higher efficiency.

The operationalization table (Table 4.1), included in this chapter, is a layout of the seven categories introduced in the conceptual framework (Table 3.1) along with corresponding questions for the website analysis. For example, the category Space for Marginalized Voices (4) uses the subcategory Language Option (4.3) to ask, "Is the website available in a language other than English?" The category Deliberative Public Sphere (2) uses the subcategory Social Media (1.3) to ask, "Does the website have links to social media sites like Facebook, Twitter or Instagram?"

### **II. Research Method: Content Analysis**

The research method chosen for this project is content analysis as it best describes the characteristics of California's Habitat for Humanity websites (Shields & Rangarajan, 2013). The research method will also contribute to this project in the following ways: it's cost effective, consistent, and results are easily replicated. This type of analysis allows future researchers to recreate the study, as done in this project, and build on existing data (Shields & Rangarajan,

2013). As Eddie (2017, p 32) stated, “another researcher can use the revised model and coding sheet to replicate these results or to evaluate the Habitat for Humanity websites in another state.”

**Table 4.1: Operationalization Table (Eddie, 2017)**

Categories	Criteria
<b>1. Deliberative Public Sphere</b>	
1.1 Email lists	Can visitors be placed on affiliate email lists?
1.2 Hit Counters	Does the website have a hit counter?
1.3 Social Media	Does the website have links to Facebook, Twitter or Instagram?
<b>2. Citizen Engagement</b>	
2.1 Volunteer Information	Does the website allow visitors to sign up for volunteer opportunities?
2.2 Calendar of Events	How prominently is the calendar of upcoming events published on the website?
2.3 Postal address of Habitat for Humanity affiliate	Does the website contain the postal address to the affiliate?
2.4 Information about upcoming meeting	Does the website contain meeting dates?
<b>3. Branding and Fundraising Revenue</b>	
3.1 Branding	Does the website incorporate the Habitat icon?
3.2 Ability to donate online	Does the affiliate allow visitors to make online donations?
3.3 Sponsorship	Does the affiliate allow visitors to sponsor projects?
3.4 Annual report	Does the affiliate allow visitors to view annual reports?
3.5 Financial information	Does the affiliate allow visitors to view financial reports?
<b>4. Space for Marginalized Voices</b>	
4.1 Sight disability option	Does the website offer different sized text options?

4.2 Hearing disability option	Does the website offer audio options for the hearing impaired?
4.3 Language option	Is the website available in a language other than English?
<b>5. Interconnected, Instantaneous Information</b>	
5.1 Mission statement	How prominently is the agency's mission statement published on the website?
5.2 Employment opportunities	Does the website include a list of current employment opportunities?
5.3 Hypertext links in employment opportunities	Does the website include the allow visitors to apply for employment?
5.4 FAQ's	Does the website include a list of frequently asked questions?
5.5 Hypertext links in FAQ's	Does the website FAQ list include links to the answers?
5.6 Supporting organization information	Does the website include a list of supporting organization information?
5.7 Hypertext links in supporting organization information	Does the supporting organization information include links to additional resources?
5.8 Date updated	When was the website updated?
5.9 Search function	Does the website include a search function?
5.10 Site index	Does the website include a site index?
<b>6. Accountability</b>	
6.1 Names of Habitat for Humanity Staff	Does the website contain information (names and titles) on affiliate's staff?
6.2 Phone numbers of Habitat for Humanity Staff	Does the website have the phone number of each staff number listed?
6.3 Email addresses of Habitat for Humanity Staff	Does the website have the email address of each staff number listed?
<b>7. Connection with Clients</b>	
7.1 Home Ownership Application	Does the website contain a homeownership application?



7.2 Client Resources	Does the website contain resources for current homeowners?
<b>8. Overall Performance</b>	
8.1 Best Practice Website	Does this website exemplify all the above criteria in a manner other websites should model?

### III. Limitations

Also suggested by Eddie in her 2017 research study, this applied research project has some limitations. First, the organization may have, unknown to the researcher, internal factors that contribute to their website's effectiveness. An example, perhaps an affiliate is between webmasters; which would then contribute to a website's not having current data or having dead links. Second, Eddie's model is built on Kenix's article, which frames the context of its own research project and may not entirely relate to this research project as it is third-hand. There could be different frameworks out there that are better at achieving the objective of this research. Third, there could be an issue with rater reliability because this project has only one coder and errors may not be caught (Eddie, 2017; Shields & Rangarajan, 2013; Lalone, 2004). Fourth, and this relates more the purpose of comparing results between California and Texas, the researchers are two different people and there are a few responses on the coding sheet can be subjective (ex: Adequate or Impressive). Lastly, also due to two separate research projects, when comparing results, the passing of time between completion of said projects could have had an effect on coding results.

### IV. Coding Scheme and Evaluation Criteria

The descriptive categories from the conceptual framework (Table 3.1) were transformed into the content analysis coding scheme (Table 4.2). The operationalization table (Table 4.1) developed criteria questions for each of the descriptive categories and subcategories. There are

31 criteria that Eddie’s coding sheet has been designed to measure. The following is what she set as the value for each question’s response:

- All nominal variable questions; 0-No and 1-Yes
- Ordinal variable question 1.3, regarding social media connections; 0-None, 1-At least 1, 2-At least 2, 3-All 3 are present
- Ordinal variable questions 2.1, 3.1, 3.3, 5.4, and 8.1; 0-No, 1- Adequate, and 2- Impressive
- Ordinal variable questions 2.2 and 5.3; values determined by distance from homepage: 0- Not Present; 1-Present, but more than two clicks; and 2- Present, and two clicks or less from homepage
- Ordinal variable question 5.8; 0- No date listed, 1- Within 12 months, and 2- Over twelve months.

(Lalone, 2004)

*Note:* Eddie (2017) includes a best practice category to identify “model” websites that others may use to improve their own sites.

**Table 4.2: Coding Sheet (Eddie, 2017)**

Categories	Coding			
1. Deliberative Public Sphere				
1.1 Email lists	0-No		1-Yes	
1.2 Hit Counters	0-No		1-Yes	
1.3 Social Media	0-None	1-At least 1	2-At least 2	3-All 3

<b>2. Citizen Engagement</b>			
<i>2.1 Volunteer Information</i>	0-No	1-Adequate	2-Impressive
<i>2.2 Calendar of Events</i>	0-Not present	1-Present but more than two clicks from homepage	2-Present, and less than two clicks from homepage
<i>2.3 Address</i>	0- No	1-Yes	
<i>2.4 Information about upcoming meeting</i>	0-No	1-Yes	
<b>3. Branding and Fundraising Revenue</b>			
<i>3.1 Branding</i>	0-No	1-Adequate	2-Impressive
<i>3.2 Ability to donate online</i>	0-No	1-Yes	
<i>3.3 Sponsorship</i>	0-No	1-Adequate	2-Impressive
<i>3.4 Annual report</i>	0-No	1-Yes	
<i>3.5 Financial information</i>	0- No	1-Yes	
<b>4. Space for Marginalized Voices</b>			
<i>4.1 Sight disability option</i>	0-No	1-Yes	
<i>4.2 Hearing disability option</i>	0-No	1-Yes	
<i>4.3 Language option</i>	0-No	1-Yes	
<b>5. Interconnected, Instantaneous Information</b>			
<i>5.1 Mission statement</i>	0-Not present	1-Present but more than two clicks from homepage	2-Present, and less than two clicks from homepage
<i>5.2 Employment opportunities</i>	0-No	1-Yes	
<i>5.3 Hypertext links in employment opportunities</i>	0-No	1-Yes	
<i>5.4 FAQ's</i>	0-No	1-Adequate	2- Impressive
<i>5.5 Hypertext links in FAQ's</i>	0-No	1-Yes	

5.6 Supporting organization information	0-No	1-Yes	
5.7 Hypertext links in supporting organization information	0-No	1-Yes	
5.8 Date updated	0-Not present	1-Within twelve months	2-In over twelve months
5.9 Search function	0-No	1-Yes	
5.10 Site index	0-No	1-Yes	
6. Accountability			
6.1 Names	0- No	1- Yes	
6.2 Phone numbers	0- No	1- Yes	
6.3 Email addresses	0- No	1- Yes	
7. Connection with Clients			
7.1 Home Ownership Application	0- No	1- Yes	
7.2 Client Resources	0- No	1- Yes	
8. Overall Performance			
8.1 Best Practice Website	0- No	1- Adequate	2- Impressive

## V. Population

In sampling, *units* are the things that make up the population (Lalone, 2004). Units have specific characteristics that help to define them. In this case, the sampled unit is California Habitat for Humanity affiliate websites. Table 4.3 below lists the California Habitat websites sampled and analyzed. The researcher identified the affiliates by contacting ([info@habitatCA.org](mailto:info@habitatCA.org)) the California Habitat for Humanity office in Santa Ana, California and requesting a comprehensive list of all active Habitat for Humanity affiliates in their state. The State of California has 42 active affiliates, all of which have active websites, and this paper will

assess those websites. The researcher decided to assess all of the sites (aka total population) to decrease sampling error and increase representativeness. Total population sampling is a sampling technique where one chooses to examine the entire population that have a set of specific attributes (Eddie, 2017; Lalone, 2004) . In this case, the attributes of non-profit websites.

***Table 4.3: California Habitat for Humanity Affiliate Website List (Eddie, 2017)***

<b>Affiliate Name</b>	<b>Affiliate URL</b>
1. Habitat for Humanity Butte County	<a href="http://www.buttehabitat.org">http://www.buttehabitat.org</a>
2. Habitat for Humanity Calaveras	<a href="http://www.habitatcalaveras.org">http://www.habitatcalaveras.org</a>
3. Habitat for Humanity Coachella Valley, Inc.	<a href="http://www.hfhcv.org">http://www.hfhcv.org</a>
4. Habitat for Humanity Del Norte	<a href="http://www.delnortehabitat.org">http://www.delnortehabitat.org</a>
5. Habitat for Humanity East Bay/Silicon Valley	<a href="http://www.habitatebsv.org">http://www.habitatebsv.org</a>
6. Habitat for Humanity El Dorado County	<a href="http://www.edchabitat.org">http://www.edchabitat.org</a>
7. Habitat for Humanity Foothills	<a href="http://www.foothillshabitat.org">http://www.foothillshabitat.org</a>
8. Habitat for Humanity Fresno, Inc.	<a href="http://www.habitatfresno.org">http://www.habitatfresno.org</a>
9. Habitat for Humanity Golden Empire	<a href="http://www.habitatbakersfield.org">http://www.habitatbakersfield.org</a>
10. Habitat for Humanity Greater San Francisco, Inc.	<a href="http://www.habitatgsf.org">http://www.habitatgsf.org</a>
11. Habitat for Humanity Hemet/San Jacinto	<a href="http://hemetsanjacintohfh.org">http://hemetsanjacintohfh.org</a>
12. Habitat for Humanity Indian Wells Valley	<a href="http://www.habitatiwv.org">http://www.habitatiwv.org</a>
13. Habitat for Humanity Inland Valley	<a href="http://www.habitativ.org">http://www.habitativ.org</a>
14. Habitat for Humanity Lake County	<a href="http://www.lakehabitat.org">http://www.lakehabitat.org</a>
15. Habitat for Humanity Mariposa County	<a href="http://www.mariposahabitat.org">http://www.mariposahabitat.org</a>
16. Habitat for Humanity Mendocino Coast	<a href="http://www.habitatmendocino.org">http://www.habitatmendocino.org</a>
17. Habitat for Humanity Merced County	<a href="http://www.hfhmerced.org">http://www.hfhmerced.org</a>
18. Habitat for Humanity Monterey Bay	<a href="https://www.habitatmontereybay.com">https://www.habitatmontereybay.com</a>
19. Habitat for Humanity Nevada County	<a href="http://www.nchabitat.org">http://www.nchabitat.org</a>
20. Habitat for Humanity Northern Santa Barbara County	<a href="https://www.nsbhabitat.com">https://www.nsbhabitat.com</a>
21. Habitat for Humanity of Greater Los Angeles	<a href="http://www.habitatla.org">http://www.habitatla.org</a>

Affiliate Name	Affiliate URL
22. Habitat for Humanity of Greater Sacramento	<a href="http://habitatgreatersac.org">http://habitatgreatersac.org</a>
23. Habitat for Humanity of Tulare/Kings Counties	<a href="http://www.hfhtkc.org">http://www.hfhtkc.org</a>
24. Habitat for Humanity Orange County Inc.	<a href="http://www.habitatoc.org">http://www.habitatoc.org</a>
25. Habitat for Humanity Pomona Valley	<a href="http://www.habitatpv.org">http://www.habitatpv.org</a>
26. Habitat for Humanity Riverside	<a href="http://www.habitatriverside.org">http://www.habitatriverside.org</a>
27. Habitat for Humanity San Bernardino Area Inc.	<a href="https://www.habitatsb.org">https://www.habitatsb.org</a>
28. Habitat for Humanity San Diego	<a href="http://www.sdhfh.org">http://www.sdhfh.org</a>
29. Habitat for Humanity San Gabriel Valley	<a href="http://www.sgvhabitat.org">http://www.sgvhabitat.org</a>
30. Habitat for Humanity San Gorgonio Pass Area	<a href="https://www.habitat.org/us-ca/banning/san-gorgonio-pass-area-hfh-ca">https://www.habitat.org/us-ca/banning/san-gorgonio-pass-area-hfh-ca</a>
31. Habitat for Humanity San Joaquin County	<a href="http://www.sjchabitat.org">http://www.sjchabitat.org</a>
32. Habitat for Humanity San Luis Obispo County	<a href="http://www.hfhsloco.org">http://www.hfhsloco.org</a>
33. Habitat for Humanity Siskiyou	<a href="http://habitatsiskiyou.org">http://habitatsiskiyou.org</a>
34. Habitat for Humanity Solano-Napa	<a href="https://solanonapahabitat.org">https://solanonapahabitat.org</a>
35. Habitat for Humanity Sonoma County	<a href="http://www.habitatsoco.org">http://www.habitatsoco.org</a>
36. Habitat for Humanity Southern Santa Barbara Inc.	<a href="http://www.sbhabitat.org">http://www.sbhabitat.org</a>
37. Habitat for Humanity Stanislaus County	<a href="http://www.stanislaushabitat.org">http://www.stanislaushabitat.org</a>
38. Habitat for Humanity Tuolumne County	<a href="http://www.habitattuolumne.org">http://www.habitattuolumne.org</a>
39. Habitat for Humanity Ventura County	<a href="http://www.habitatventura.org">http://www.habitatventura.org</a>
40. Habitat for Humanity Westside Merced County	<a href="http://www.habitatwestside.org">http://www.habitatwestside.org</a>
41. Habitat for Humanity Yuba/Sutter	<a href="https://www.yubasutterhabitat.org">https://www.yubasutterhabitat.org</a>

## VII. Statistics

A percent distribution of the responses for all 31 questions is calculated for all 41 of the affiliate websites reviewed.

## VIII. Conclusion

This chapter discussed the research method used and its limitations, the

operationalization of the conceptual framework, the coding scheme, and the population to be assessed. This research design supports the research purpose to assess California Habitat for Humanity websites and compare/contrast the results against Eddie's (2017) findings on Texas Habitat affiliate websites. Next, Chapter 5 presents the results of the content analysis of California's affiliate websites.

## Chapter 5 Results

### I. Purpose

The purpose of this chapter is to present and analyze the results of the data collected using the process of content analysis as discussed in Chapter 4. California has 42 Habitat for Humanity affiliates and all have websites; there are two affiliates that share a website. All 41 of the California Habitat for Humanity websites were analyzed using the total population sampling method (Lalone, 2004). The best practice examples and research conclusions are presented in Chapter 6.

### II. Results

The results by descriptive category are presented below. (See *Appendix B* for more in depth information.) Considering the limited liquid resources of non-profits, the initial goal of an NPO is raising awareness and the results from this research demonstrate the attempts to capture attention, raise money, and mobilize the public through their websites. There was one affiliate (San Gordonio Pass) that did not have their own official website who relied on the Habitat for Humanity California website at [www.habitatca.org](http://www.habitatca.org) to supply access to their information.

#### *Deliberative Public Sphere*

The deliberative public sphere facilitates the users' ability to communicate effectively with one another and also the affiliate. Because websites are interactive, and the affiliate is online, anticipating feedback and activity, attention to this category is vital. It focuses on three attributes supported by the project's literature: email lists, hit counters, and social media. These three attributes measure the vitality of the website. (See Table 5.1) Sixty-one percent of the



websites in this study had the ability to join an **email list**<sup>29</sup>. The tag lines advertised newsletters, fundraisers, and volunteer opportunities. The users simply had to enter their email address and they would be kept up to date on all the affiliates going-ons.

- In all 41 affiliate websites, **hit counters** were one hundred percent non-existent.

The project and its literature identified three **social media** sites: Twitter, Facebook and Instagram. The majority, forty-four percent, of affiliates had all three links or live feeds. There were quite a few had at least five social media links and one (Greater Los Angeles) that had seven! These links allow the user to view the affiliates' online activity in real time while still on the affiliates site. Twenty-seven percent linked to at least one social media site and twenty-two percent linked to at least two social media platforms. There were only seven percent that did not show any indication of a having established a social media profile on their website.

**Table 5.1: Deliberative Public Sphere Results**

1. Deliberative Public Sphere*				
1.1 Email lists	No: 39%		Yes: 61%	
1.2 Hit Counters	No: 100%		Yes: 0%	
1.3 Social Media	None: 7%	At least 1: 27%	At least 2: 22%	All 3: 44%

\*n=41

### ***Citizen Engagement***

As previously discussed, for users to engage with and trust in a non-profit transparency must exist (Thornton, 2010). This research measured the presence and comprehensiveness of volunteer information, calendar of events, physical address, and upcoming meeting information. Table 5.2 summarizes the research findings for Citizen Engagement.

<sup>29</sup> Chapter 5 terms in bold font represent subcategories in conceptual framework (Table 3.1)

Most affiliates that posted **volunteer information** (88%) posted them with the same information but some broke it down by “groups” and of those, there were online forms and applications to fill out. Some websites showed calendars with home construction days, links for group volunteering, and/or court-ordered community service. Twelve percent of the affiliate websites did not post any volunteer information, Forty-four percent proved adequate (56%) and the other forty-four percent proved to be impressive. The “impressive” websites used online forms to fill-out and submit to sign up instead of printing out forms.

Finding whether or not a **Calendar of Events** was present was difficult. As with Eddie’s (2017) research, the way the coding sheet is set-up is to measure the ease of using/finding the calendar. While several affiliates had calendars (44%), the majority did not have a formal calendar (56%). Some websites had banners that ticked across the page showing fundraisers and meetings. Others had formal calendars but were outdated. Ex: El Dorado County’s calendar is from 2011. For this study, only the websites with updated calendars that show upcoming projects, events and fundraiser with visible dates posted in the form of a bulletin, banner or calendar were counted; fifty-six percent of websites did not meet the criteria.

The majority (98%) of California’s Habitat websites list their **physical address**<sup>30</sup>. One affiliate, without their physical address being listed, does offer a PO Box but the other three websites have nothing. With a little more elbow grease, physical addresses could be found using Google.

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<sup>30</sup> I was surprised that there were any affiliates that did not list an address.

**Table 5.2: Citizen Engagement Results**

<b>2. Citizen Engagement*</b>			
2.1 Volunteer Information	No: 12%	Adequate: 44%	Impressive: 44%
2.2 Calendar of Events	Not present: 56%	Present but more than two clicks from homepage: 5%	Present, and less than two clicks from homepage: 39%
2.3 Address	No: 2%	Yes: 98%	
2.4 Information about upcoming meeting	No: 56%	Yes: 44%	

\*n=41

The **Upcoming Meetings** portions proved to be consistent with the findings from whether or not a formal Calendar of Events was present. Fifty-six percent of websites listed any information about upcoming meetings. These affiliates would list a main line phone number to use if the user/visitor had any questions; some required the user to contact them via email. Of the forty-four percent that did, listed limited details and instructions. For this research project, only websites that had up to date information and meeting dates were counted. It should be noted that there were numerous websites that were under maintenance and one, Coachella Valley Inc., posted they were in the middle of an office move and once completed they would announce their next meeting.

### ***Branding and Fundraising Revenue***

This category measured branding, whether there was an ability to donate online, information on sponsorship, and accessibility of the affiliate's annual reports and financial information.

The majority of the analyzed websites (90%) used the Habitat for Humanity official **branding**; three people joined together with arms raised under a roof with and a wall represents

the international organization and the colors green and blue (as seen in Figure 5.1). The websites that exemplified the Habitat branding earned an “impressive” ranking while coding. Seventy-three percent of the websites demonstrate adequate usage and seventeen percent display an impressive use of the Habitat branding. Ten percent of the websites were missing noticeable Habitat branding. Table 5.3 summarizes the findings for the Branding and Fundraising Revenue category.

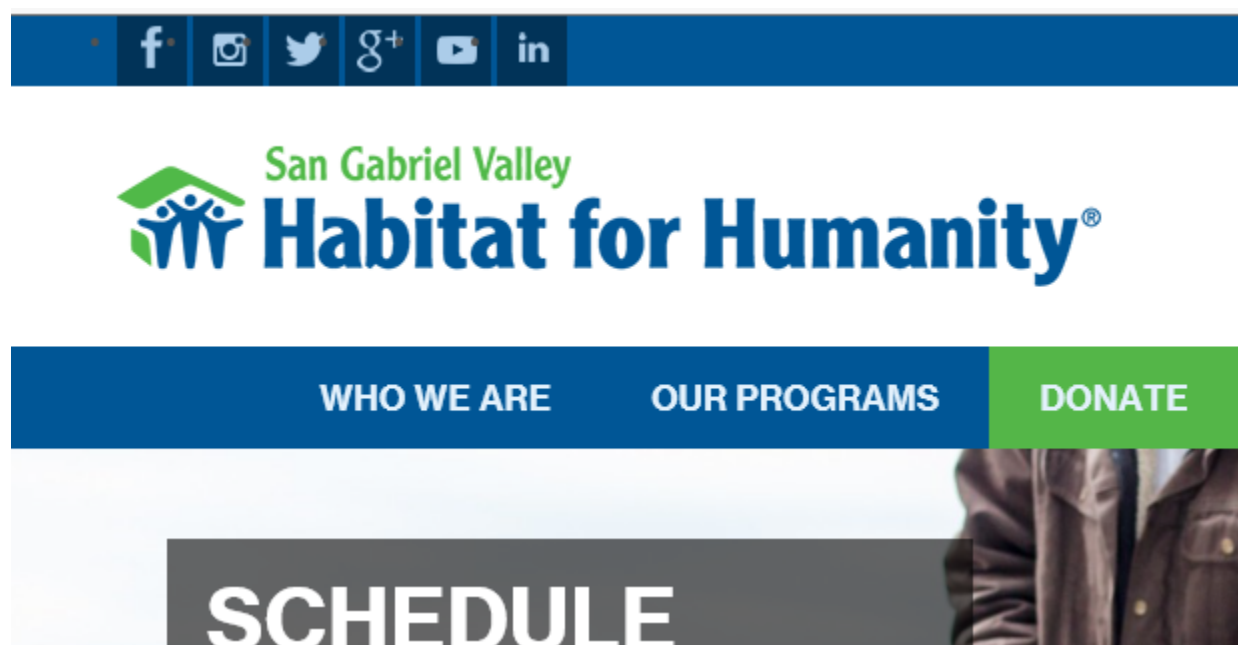


Figure 5.1: Example of Habitat Branding. ([www.sgyhabitat.org](http://www.sgyhabitat.org))

Ninety percent of the websites allowed users/visitors to **donate online**. While there is an obvious need for financial support, multiple websites did not have online giving capabilities. Ten percent of affiliates did not include online giving options. However, there were other options available: mailing in donations, giving in person, donating land for future homes, donating

stocks, or donating items to ReStore. Quite a few of the affiliates also made mention of the Amazon Smiles program.<sup>31</sup>

**Sponsorship** appeared in different ways on the affiliate's websites. Sponsors aid in the building and repairing of homes while also demonstrating their commitment to serving their communities. Some affiliates posted information on current home build projects, listed partnerships, and/or upcoming corporate challenges for local businesses. Twenty percent of the affiliate websites earned impressive scores because they listed dollar amount recommendations, provided timelines, and attached sponsorship forms.

The affiliates level of transparency was measured by whether they posted their **annual reports** and **financial information** online. A small percentage (29%) of affiliates posted their 990 tax forms (annual reports) and their financial information. Affiliates that provided one generally provided the other. There were some affiliates that posted their annual reports and financial information from more than the most recent one-year, like San Gabriel Valley's Habitat for Humanity organization. However, seventy one percent withheld both annual reports and financial information.

**Table 5.3: Branding and Fundraising Revenue Results**

3. Branding and Fundraising Revenue*			
3.1 Branding	No: 10%	Adequate: 73%	Impressive: 17%
3.2 Ability to donate online	No: 10%	Yes: 90%	
3.3 Sponsorship	No: 44%	Adequate: 37%	Impressive: 20%
3.4 Annual report	No: 71%	Yes: 29%	
3.5 Financial information	No: 71%	Yes: 29%	

\*n=41

<sup>31</sup> Amazon will donate 0.5% of the price of your eligible purchases to the charitable organization of the buyer's choice. <https://smile.amazon.com>

### *Space for Marginalized Voices*

Non-profits should keep in mind that their website users/visitors have varying needs. While they are not impelled legally to follow ADA accessibility guidelines as of yet<sup>32</sup>, they should consider those with hearing and sight limitations as well as those who speak other languages as they represent a large portion of their communities. (Petrie & Kheir, 2007). The lack of to these criteria has a negative impact on inclusion which many NPOs seek to demonstrate. (Thornton, 2010). Table 5.4 summarizes the findings for Space for Marginalized Voices.

One would think that Habitat for Humanity and their affiliates would consider individuals with visual or auditory handicaps when designing their websites. This study shows that California's habitat websites, at least, do not. Five percent of websites offered larger text for the **vision** impaired as seen on the Pomona Valley website. The **hearing** disability options appeared with closed captions on most websites with You Tube video links. Twenty-four percent of the affiliate websites offered options for the hearing impaired. Greater San Francisco's Habitat website included captions during their videos.

Organizations can easily mitigate **language** issues through the following ways. First, "they can publish an identical website in a language other than English or embed a link to third-party language alternatives" (Eddie, 2017, p 49). However, issues can arise if the translated page does not offer all the original content. Additionally, users can consider online translating

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<sup>32</sup> The Americans with Disabilities Act (ADA), signed into law in 1990, prevents discrimination against a group that has historically faced many barriers. The ADA makes it illegal in this US for any government or business to provide goods and services to the public that are not also accessible to people who have disabilities. The U.S. Department of Justice (DOJ), which enforces the ADA, has issued a Supplemental Advanced Notice of Proposed Rulemaking (SANPRM) to incorporate web accessibility into the standards. Organizations are encouraged to use the WCAG 2.0 level AA technical requirements as a guide for digital accessibility. [www.ada.gov](http://www.ada.gov)

applications like Google Translate iTool<sup>33</sup> that allows them to select the language most comfortable for them.

- Google's free online translation tool can instantly translate a webpage into another language (See Figure 5.2).
- Start by typing the address of the webpage you want to translate into the white box in Google's tool.
- Use the drop-down menu to select the language you wish to translate the webpage into.
- Click the yellow ***translate*** button, and a new translated webpage will open.

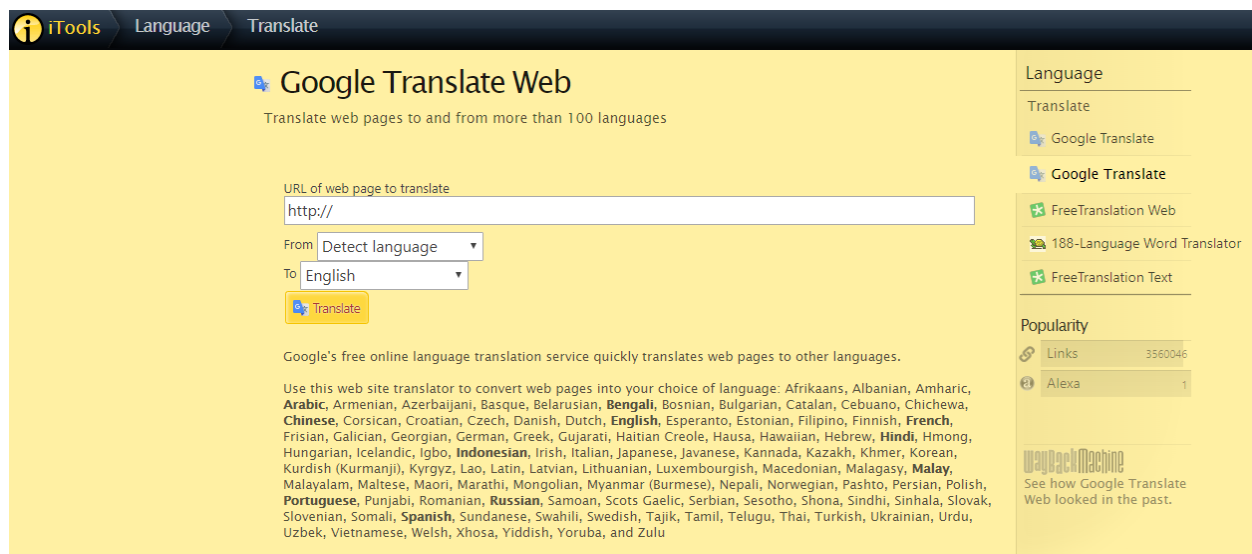


Figure 5.2: Screenshot of Google Translate iTool

Fifteen percent of the websites offered some type language translation. Pomona Valley Habitat for Humanity included an embedded Google translate drop down menu at the bottom of their webpage and many offered the Homeownership Application information in a Spanish

<sup>33</sup> <http://itools.com/tool/google-translate-web-page-translator>

version through pdf. Eighty-five percent of the websites did not offer foreign language translations.

**Table 5.4: Space for Marginalized Voices Results**

4. Space for Marginalized Voices*		
4.2 Sight disability option	No: 95%	Yes: 5%
4.2 Hearing disability option	No: 76%	Yes: 24%
4.3 Language option	No: 85%	Yes: 15%

\*n=41

### *Interconnected, Instantaneous Information*

A key characteristic of transparency is the inclusion of a focused description of the affiliate's **mission** on their website (See Table 5.5). Eighty-five percent of the websites posted the official Habitat for Humanity mission statement<sup>34</sup> within two clicks from the homepage; most had it within one click.

The majority of websites did not post **employment opportunities**. Only thirty-seven percent posted current job openings and only twenty-two percent used hypertext. Of those, most recommended that interested applicants send a cover letter and resume to an administrative email address.

The role of an organization obtains clarity when it provides an **FAQ** section on its website (Eddie, 2017; Thornton, 2010) and leads to a better use of time for users/visitors and a better use of resources for the organizations staff. The most popular questions noted how Habitat functions, its origin and how to get involved. Most of the websites did not offer formal FAQs

<sup>34</sup> "Seeking to put God's love into action, Habitat for Humanity brings people together to build homes, communities and hope." [www.habitat.org](http://www.habitat.org)



(63%), but it should be noted that those websites usually addressed the same topics in other ways (e.g. offering a tab that is labelled About Us). However, twenty-seven percent had an adequate display and ten percent offered an impressive explanation of Habitat. Twenty-two percent of the websites that offered FAQs included hypertext.

Habitat affiliates often communicated to users/visitors their drive to cultivate strength of community but barely half connected users to their supporter's information. Fifty-nine percent posted **supporting organization** information. Twenty-nine percent of those included hypertext links to: home repair guides, financial counseling, and sponsor's webpages, as examples. The home repair guides are relevant to residents during all phases of homeownership and also play a part in the coding points for the Connection to Clients category. The financial literacy information is designed to coach families to transition from rent payments to mortgage payments. And, the businesses that sponsor the applicable Habitat affiliate often had links to their homepages.

The **date updated** was challenging to locate and verify. The bottom of the webpage usually has a copyright date, but this does not necessarily equate to a last updated date. Twenty-four percent were updated within twelve months and seven percent were last updated over a year ago; sixty-eight percent of the websites did not have a "last updated" date listed.

As in Eddie's 2017 research into Texas habitat websites, **site indexes** proved obsolete. Ninety-eight percent of websites did not see a need to post them; Mariposa County was the outlier.

**Table 5.5: Interconnected, Instantaneous Information Results**

<b>5. Interconnected, Instantaneous Information*</b>			
5.3 Mission statement	Not present: 15%	Present but more than two clicks from homepage: 0%	Present, and less than two clicks from homepage: 85%
5.1 Employment opportunities	No: 63%	Yes: 37%	
5.2 Hypertext links in employment	No: 78%	Yes: 22%	
5.4 FAQ's	No: 63%	Adequate: 27%	Impressive: 10%
5.5 Hypertext links in FAQ's	No: 78%	Yes: 22%	
5.6 Supporting organization information	No: 41%	Yes: 59%	
5.7 Hypertext links in supporting organization information	No: 71%	Yes: 39%	
5.8 Date updated	Not present: 68%	Within twelve months: 24%	In over twelve months: 7%
5.9 Search function	No: 66%	Yes: 34%	
5.10 Site index	No: 90%	Yes: 10%	

\*n=41

***Accountability***

The availability of the affiliates staff members names and contact information validates the organization's accountability. By not including this information, the affiliate is actually discouraging future engagement (Thornton, 2010; McNutt & Boland, 1999). Seventy-one percent of websites provided a list of staff members and their positions. Fifty-one percent included individual phone numbers and fifty-nine percent included their email addresses.

Some of the Habitat affiliate websites listed staff member's names and a main **phone number** along with a general **email address** that were often hyperlinked. Twenty-nine percent

of the websites did not include a **staff member list**. Website users/visitors, and the affiliate itself, would benefit from posting a staff list with their accompanying individual phone number and email address whenever possible (Eddie, 2017; Thornton, 2010; Florek et al, 2006). Habitat for Humanity Yuba/Sutter had staff photos and biographies but did not offer their contact details.

**Table 5.6: Accountability Results**

6. Accountability*		
6.1 Names	No: 29%	Yes: 71%
6.2 Phone number	No: 49%	Yes: 51%
6.3 Email addresses	No: 41%	Yes: 59%

\*n=41

### ***Connection with Clients***

This category's results show that only about half of California's Habitat affiliate websites provided access to a **homeownership application**. The reasons include: assumed negligence, websites listed as "under maintenance", long wait lists, or the affiliate is no longer taking applications. Most affiliates provided pre-application information and questionnaires, provided inquiry email addresses, and sometimes embedded an official online inquiry form that could be submitted directly through the website as opposed to providing access to the homeownership applications. Less often, the affiliate requires you to call them directly before providing any home ownership details as is the case with the Yuba/Sutter website.

Information regarding the **Client Resources** subcategory exceeded the availability of a Homeownership Application according to Table 5.7. The main goal of Habitat is to build homes at a low cost and then sell them to low income families (Eddie, 2017). However, certain skills and access to information are required before, during, and after for prospective and current

homeowners. This places a certain amount of responsibility on Habitat to act as a facilitator for those interested in homeownership and current home owners (Eddie, 2017). Sixty-six percent of the Habitat websites clearly marked additional information for clients; many of which offered upcoming dates for local financial counseling classes.

**Table 5.7: Connection with Clients Results**

<b>7. Connection with Clients*</b>		
7.1 Home Ownership Application	No: 51%	Yes: 49%
7.2 Client Resources	No: 34%	Yes: 66%

\*n=41

### ***Overall Performance***

The websites' style, design, and substance fluctuated for reasons outside the purpose of this study; possible reasons may be: budget constraints, community population, taste of the web designer, and the affiliates level of interest in website maintenance. Twelve percent demonstrated impressive use of the criteria established in the conceptual framework and also presented the information in a well-organized and user-friendly manner. Orange County's Habitat for Humanity website is an excellent example of impressive overall performance. The website is well maintained, aesthetically pleasing, thorough, includes family profiles, and is very user-friendly. The website includes quotes from new homeowners, includes short bios of families, boasts an impressive amount of information on volunteering and donating opportunities. They post their annual reports, current financial information, and meet all three of the Accountability subcategories.

**Table 5.8: Overall Performance Results**

8. Overall Performance*			
8.1 Best Practice Website	No: 56%	Adequate: 32%	Impressive: 12%

\*n=41

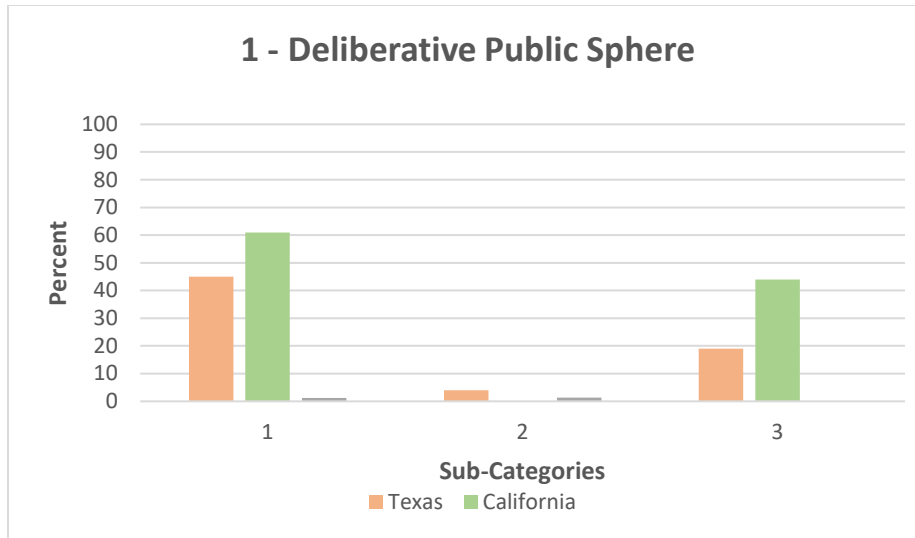
### III. Advantages of a Local Site

Several of the affiliate websites had obviously not been updated for some time, years even. However, after clicking through their social media links, it was found that almost all of their social media profiles were up to date – sometimes to the minute. As Eddie (2017) also surmised, it may be that with social media being so main stream, affiliates may not want to waste valuable resources on updating their websites. However, this can lead to additional problems as not everyone feels comfortable with using social media and/or some may prefer the anonymity of perusing an official website that social media does not always allow for.

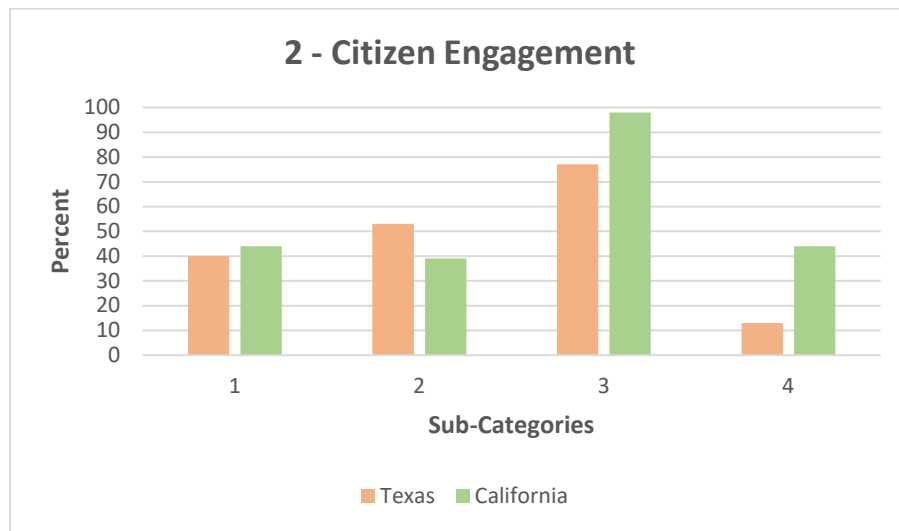
There were quite a few websites that were streamlined and very user-friendly (e.g. Orange County and Pomona affiliates come to mind) and the different designs/branding indicated the various aptitudes of designers and webmasters. There were more than a few that appeared very basic (e.g. Del Norte) and left much to be desired. (To view in depth information, see *Appendices B* and *C*).

### IV. Compare & Contrast

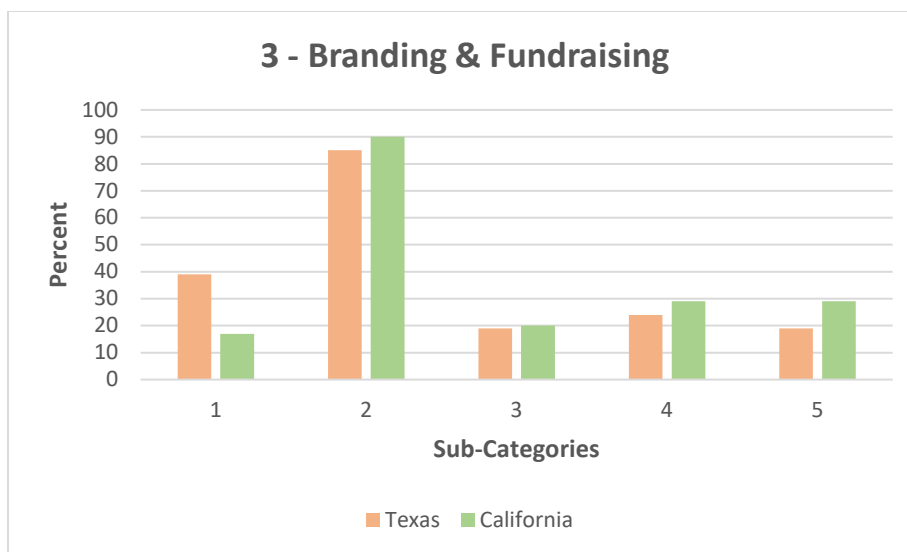
The purpose of this section is to compare how California's coding results fare against Eddie's (2017) Texas' coding results. The categories (see Table 3.1) and subcategories positive results have been tallied and the following bar graphs are a visual representation of how California and Texas compare and contrast against each other, (Figures 5.3 – 5.10 were pulled from information found in *Appendix D*.)



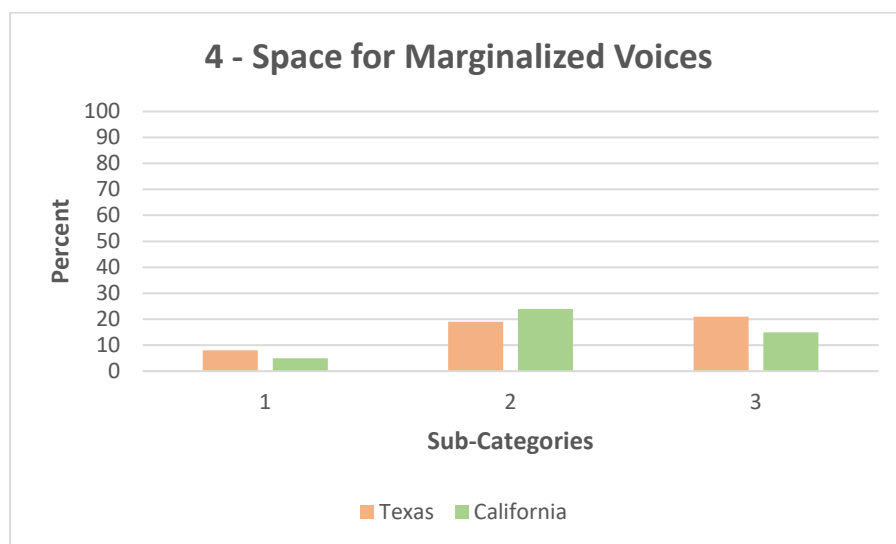
**Figure 5.3: TX v CA Deliberative Public Sphere Subcategory Results**



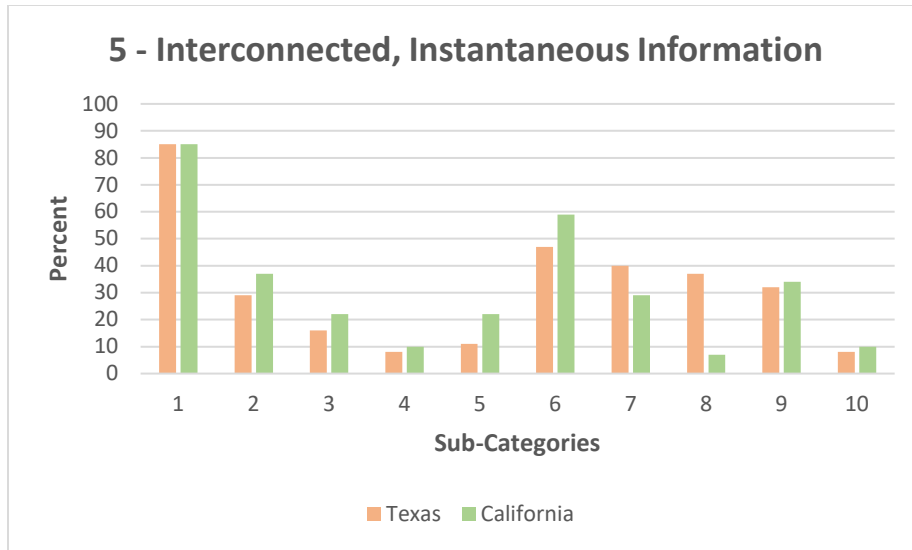
**Figure 5.4: TX v CA Citizen Engagement Subcategory Results**



**Figure 5.5: TX v CA Branding and Fundraising Subcategory Results**



**Figure 5.6: TX v CA Space for Marginalized Voices Subcategory Results**

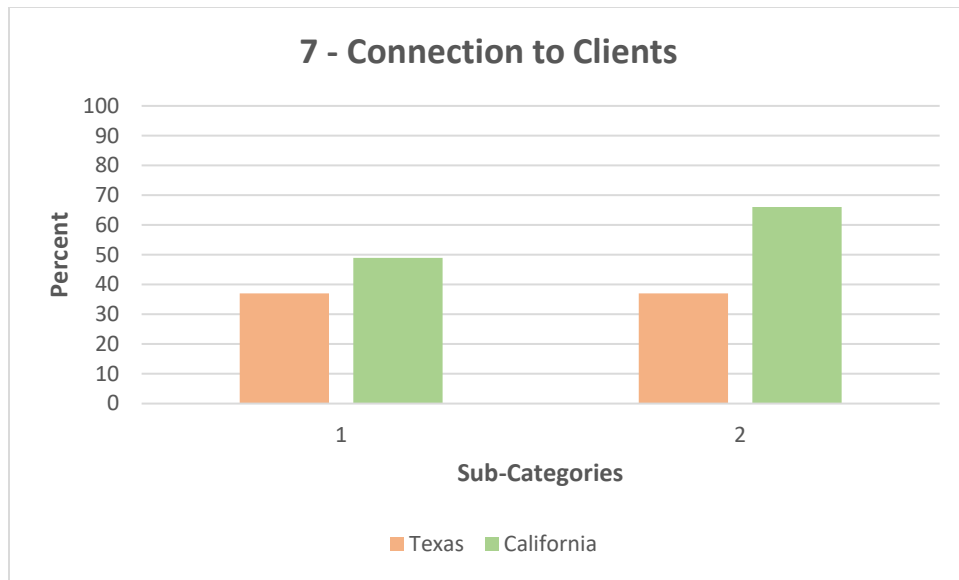


**Figure 5.7: TX v CA Interconnected, Instantaneous Information Subcategory Results**

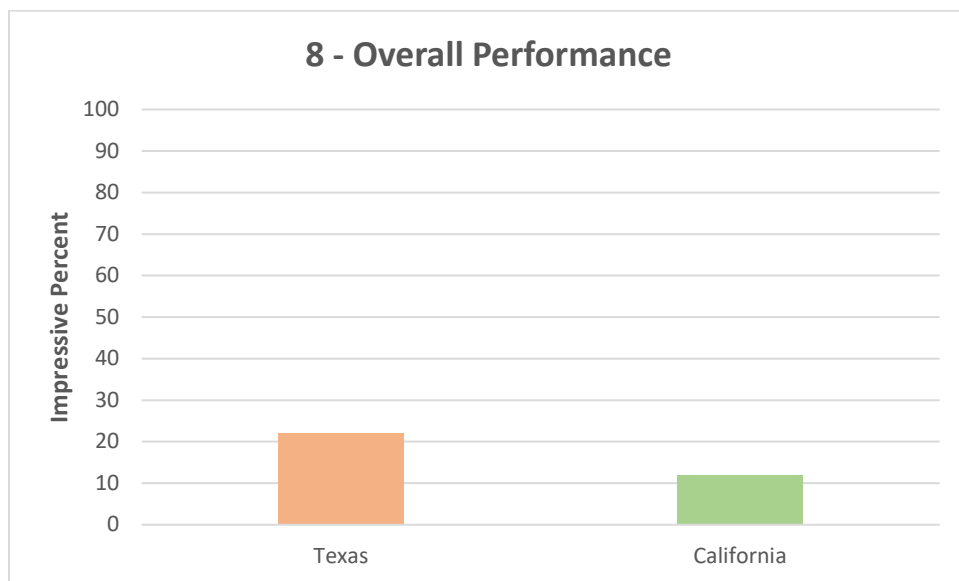


**Figure 5.8: TX v CA Accountability Subcategory Results**





**Figure 5.9: TX v CA Connection to Clients Subcategory Results**



**Figure 5.10: TX v CA Overall Impressive Performance Results**

### ***In Summary***

When the individual categories are analyzed, the most positive results available from the coding sheets (Table 4.2) seem to show that California has a slight lead over Texas. However, when the results are taken as a whole, and treated as a whole per website, it is shown (Figure

5.10) that Texas' Habitat affiliate websites overall performance has greatly surpassed, nearly double, California's Habitat websites performance.

## **V. Conclusion**

This chapter has presented and described the results of the content analysis of California Habitat for Humanity affiliates' websites. The coding structure used to gain these results is based upon the conceptual framework supported by scholarly literature, particularly Eddie's 2017 updated Kenix Model. The next and final chapter will summarize the results, present the best practices of the best performers, compare and contrast results against Eddie's Texas analysis, and make recommendations for continued research.

## Chapter 6 Conclusion

### I. Purpose

This chapter summarizes the results in Chapter 5, presents the best practices from those results, compares the results against Eddie's Texas results of 2017, provides recommendations for further research, and provides recommendations for California's Habitat websites. The content analysis process allows for quantifying the findings and then make recommendations. The researcher aims to provide information and create a better understanding of the benefits of a well-designed website for NPOs, public administrators, and MPA students. It acknowledges the benefits of an engaging, efficient, and user-friendly Habitat website, all the while informing Habitat administrators and web designers responsible for designing and developing the affiliate websites. Web designers and, in this case, Habitat affiliate administrators can refer to the research findings and incorporate them to maximize their online presence, increase their organization's visibility, and to meet their organizations mission statement: "...bringing people together to build homes, communities, and hope."<sup>35</sup>

### II. Observations

The goal of most non-profit organizations is to create change using a modest amount of resources (e.g. time and money). Habitat for Humanity serves their communities by providing affordable housing. Through the internet and their individual affiliate websites, Habitat can continue to meet their vision and mission efficiently and inexpensively. (See Table 6.1 for a summary of results organized by subcategory.)

Most of California's Habitat affiliates endeavor to welcome and motivate the user/visitor through the ability to sign up for monthly newsletters and fostered communication on their social

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<sup>35</sup> <https://www.habitat.org/about/mission-and-vision>

media profiles. The majority of websites failed to acknowledge non-English-speakers, the visually impaired, and the hearing impaired. Most affiliates post the official mission statement of Habitat for Humanity, provide some type of contact information, and provide volunteer information. Most affiliates avoided providing any type of financial information. Finally, most affiliates provide the opportunity to donate online with ease.

**Table 6.1: Summary of Results per Subcategory**

<b>1. Deliberative Public Sphere</b>	
1.1 Email Lists	Most affiliates included the opportunity to join email lists.
1.2 Hit Counters	None of California's Habitat websites has hit counters.
1.3 Social Media	Most affiliates provide means for citizen feedback. The majority actually use multiple platforms.
<b>2. Citizen Engagement</b>	
2.1 Volunteer Information	The majority of the affiliates adequately connected visitors to volunteer information and details for getting involved.
2.2 Calendar of Events	Some affiliates posted calendars without events. Others posted event details from previous years. A lot, more than expected, had no calendar
2.3 Address	The majority of affiliates listed a physical address.
2.4 Information on upcoming meeting	Most of the affiliates offered no information about upcoming meetings on their website.
<b>3. Branding and Fundraising Revenue</b>	
3.1 Branding	The majority website adequately incorporated the words "Habitat for Humanity" and the brand icon.
3.2 Ability to donate Online	Thirty-seven affiliates have the ability to donate online.
3.3 Sponsorship	Eighteen affiliates do not provide sponsorship details. The remainder offered information and instructions to become a sponsor.
3.4 Annual report	Most affiliates did not publish annual reports.
3.5 Financial information	Most affiliates did not publish financial information.

<b>4. Space for Marginalized Voices</b>	
4.1 Sight disability option	Only 5 of 62 websites offered larger text options for the seeing impaired.
4.2 Hearing disability option	Of the websites with videos, most were embedded with closed captions for the hearing impaired.
4.3 Language option	Very few websites translated the websites into a language other than English.
<b>5. Interconnected, Instantaneous Information</b>	
5.1 Mission statement	The majority of affiliates listed the mission statement within one click of the homepage.
5.2 Employment opportunities	Most affiliates did not include employment opportunities.
5.3 Hypertext links in employment opportunities	Of those with EOs, very few websites attached hypertext links with employment opportunities.
5.4 FAQ's	Most affiliates did not provide a list of FAQ's.
5.5 Hypertext links in FAQ's	Very few websites used hypertext in FAQ's.
5.6 Supporting organization information	Most affiliates did highlight supporting organization information.
5.7 Hypertext links in supporting organization information	Most websites with supporting organization info used hypertext links.
5.8 Date updated	Most affiliates did not include a date updated.
5.9 Search function	Search function was unavailable on the majority of websites.
5.10 Site Index	Only 1 of 41 websites included a site index.
<b>6. Accountability</b>	
6.1 Names	Most websites listed the names of staff members and board members.
6.2 Phone number	A phone number typically appeared, but individual extensions were rarely listed.
6.3 Email addresses	An email address typically appeared, but individual addresses rarely appeared.
<b>7. Connection with Clients</b>	
7.1 Home Ownership Application	A majority of websites did not include home ownership applications online.
7.2 Client Resources	A majority of websites did not include client resources.
<b>8. Overall Performance</b>	
8.1 Best Practice Website	The top performers fulfilled a majority of the detailed criteria, were well organized, user friendly, and aesthetically pleasing.

### **III. Best Practices**

California has forty-two Habitat for Humanity affiliates and all have websites (two affiliates share a website). All forty-one were used in the content analysis process. The purpose of this section is to present a few of the best practices, found through the research process, of model California Habitat for Humanity websites. Some agency websites stood out as examples of best practices for specific indicators, but no website included all of the attributes listed in Eddie's revised Kenix Model. The best websites allowed for deliberation, engagement, utilized branding beautifully, fundraised, connected with clients, and acknowledged the demand for the organization's accountability.

Figure 6.1, on the following page, demonstrates Southern Santa Barbara Habitat's mastery of branding. The website integrated Habitat for Humanity International's colors, green and blue, and displays the Habitat icon. The website is also very well organized with tabs for several other criteria clearly visible at the top and bottom their webpage. These tabs include: volunteer information, ability to donate online, upcoming events, supporting organization information and social media links.

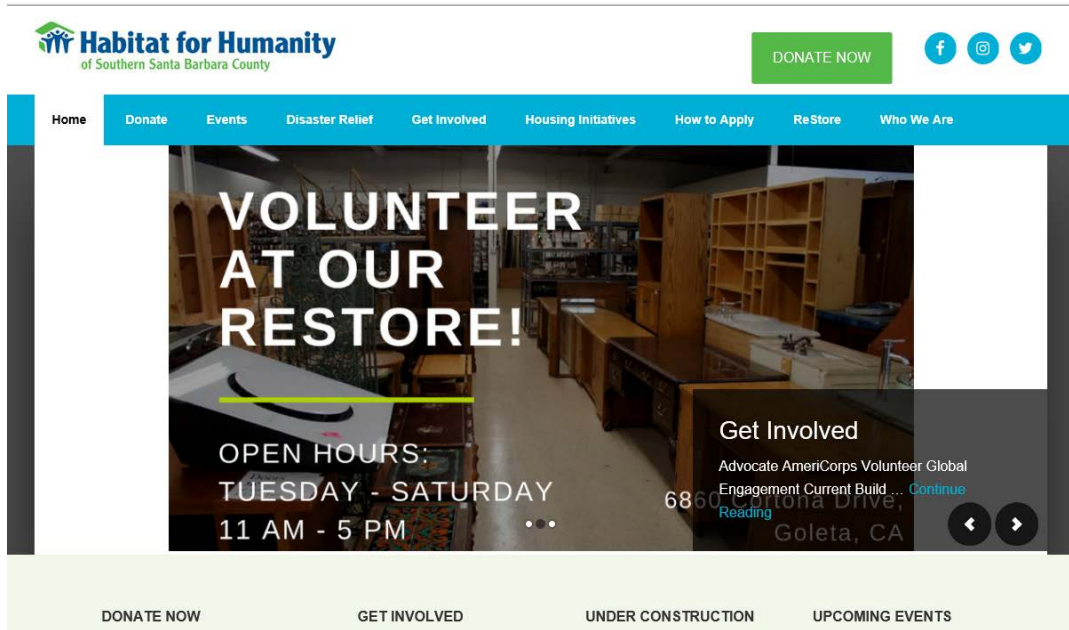


Figure 6.1: Southern Santa Barbara Branding Mastery ([www.sbhabitat.org](http://www.sbhabitat.org))

Greater San Francisco Habitat for Humanity's affiliate website was one of the few that offered language options. The website had the Google translate tool located at the bottom of their page, as seen in Figure 6.2. The website also offered the home ownership application and instructions (pdf) in Spanish. It should be noted that while they did offer the application they are not currently accepting applications (See *Appendix B*). Their website, like Santa Barbara's, was well organized and also boasts five links to social media profiles.

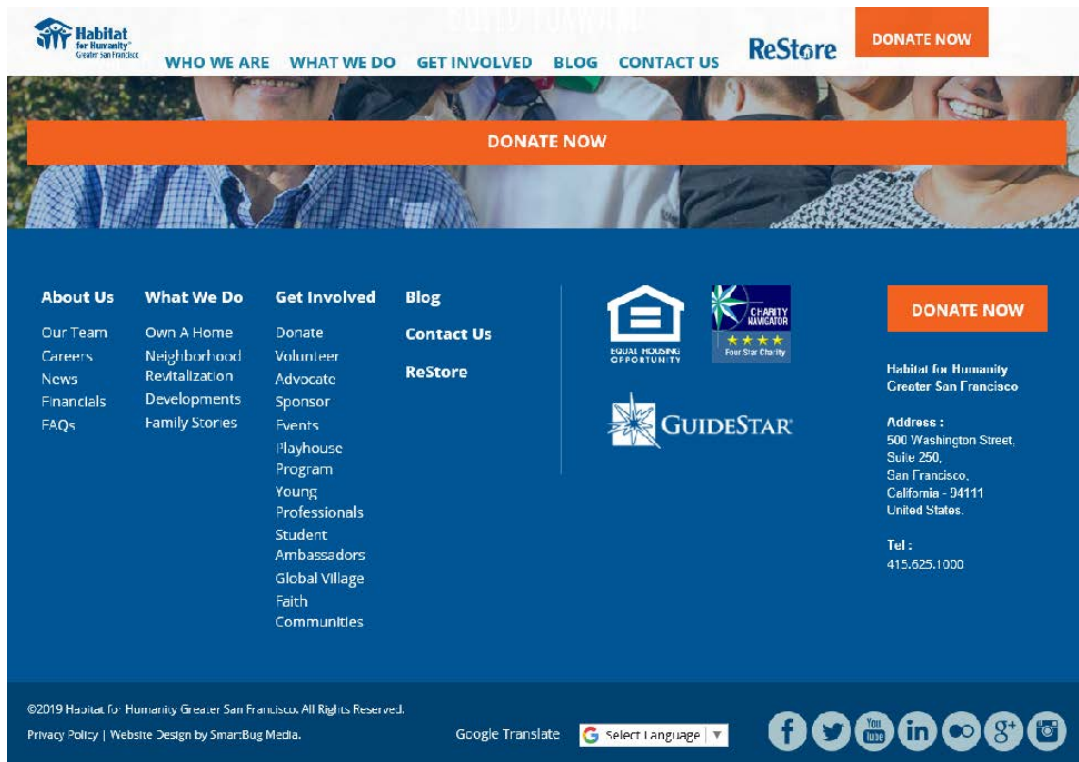


Figure 6.2: Greater San Francisco and Google Translate option ([www.habitatgsf.org](http://www.habitatgsf.org))

One more standout, the researcher wants to identify the Sonoma County website. The website used branding well and used tabs to meet visitor's needs, but they were one of the few affiliates that hit all three Accountability subcategories, plus pictures, AND earned the Gold Seal of Transparency in 2018, as seen in Figure 6.3. The GuideStar Seal of Transparency is given to NPOs that demonstrate a commitment to fiscal transparency and provide key information on their websites and social media profiles.<sup>36</sup> There are four levels awarded: Bronze, Silver, Gold, and Platinum.

<sup>36</sup> <https://learn.guidestar.org/seals>



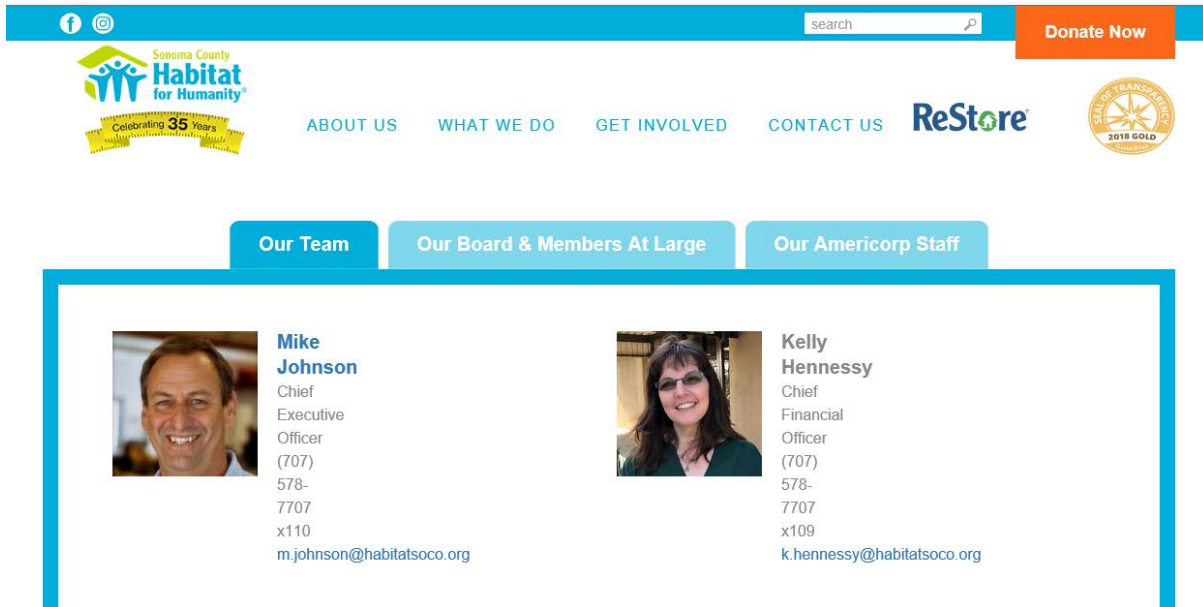


Figure 6.3: Sonoma County and Accountability/Transparency ([www.habitatsoco.org](http://www.habitatsoco.org))

#### IV. Recommendations for Future Research

Admittedly this research project is limited in scope (Shields & Rangarajan, 2013; Eddie, 2017; and Lalone, 2004) as it studies only the one state's websites. But researchers, or even web designers, may consider the found effectiveness of California's Habitat affiliate website attributes apply them to states' Habitat websites or really any other organization's-public or private sector (see Section III in this Chapter for more information).

Future researchers could redesign/modify Eddie's (2017) coding sheet to remove underused or inconsistent criteria and then analyze another state's Habitat affiliate websites. They could also modify it to analyze other NPO websites. Habitat is not the end all be, all of NPOs.

Another possible avenue to explore could be the analysis of the quality of criteria instead of just analyzing the presence of criteria. In example, the research coded for the presence of a last date updated. One affiliate had ©2009 listed at the bottom of the page but most recent images posted on

their site were dated 2012. The date was present, so it was counted, but the website was obviously not up to date.

Future researchers might also consider reusing the coding sheet used in this Applied Research Project to note the changes/upgrades Texas and/or California affiliates make over time to their websites. A longitudinal assessment could be used to determine whether websites reviewed in both research projects, California and Texas, have improved (Eddie, 2017).

Lastly, since Chapter 2 touches on how government entities and NPOs sometimes work together, perhaps future research could be conducted on how often this occurs, what kind of programs benefit from cooperation across the sectors, and the outcomes.

## **V. Recommendations for California Habitat Websites**

Food for thought that California Habitat affiliate websites should consider:

1. Develop at least one social media profile. Once the social media profile has been created, a link should be posted on their website.
2. Since Habitat is an NPO that is heavily reliant on volunteerism and donors, the availability of volunteer information and the ability to donate online should be number one on the web designer's list of attributes to provide.
3. List a physical address for the Habitat affiliate's offices.
4. A large part of the low-income population is handicapped (Prein & Buhr,) and/or are not English speaking. It would behoove the California affiliates to be more accessible to people who need sight, hearing, or language accommodations.

5. The websites need search functions because most website visitors go online looking for very specific information. Without knowing where to look, a search function makes the hunt less time consuming.
6. Organizational transparency, e.g. posting annual reports and financial information, instills confidence and trust in Habitat's fiscal responsibility for users, volunteers, and donors.
7. Who's in charge? How do I contact them? In an organization that relies on the generosity of others, again, transparency and accountability go a long way. Providing individual contact information for affiliate staff should be a priority.

## VI. Conclusion

The non-profit sector is a vital part of this country's history and identity (Bellah et al, 2008). The non-profit Habitat for Humanity seeks to fill a void created by the world-wide housing crisis, aiming specifically to aid low-income families. Habitat's affiliate websites are an extension of their organization and act as virtual arms to their cause of a hand up, not a hand out.

The websites found, and categories described, analyzed, and measured in this research have shown that there is a continual flow of information (*Deliberative Public Sphere*) for and participation with (*Citizen Engagement*) Habitat online users. These two categories represent what *public participation* is, and *public participation* is a huge part of public policy as a whole. With the results found through analyzing California's Habitat for Humanity websites, it can be concluded that these Habitat affiliates want their communities involved. They want their donors and volunteers to know they are an important part of Habitat's vision and mission.

*Branding* used on each website aides the users to clearly recognize the organization-in this case Habitat for Humanity-facilitated volunteerism and fundraising. The websites, the majority unsuccessful, did aim at creating a *space for marginalized voices*. The online interactions facilitate

a sense of *interconnectedness* and allowed for high volumes of *information* to be available at the user's fingertips. Most of California's Habitat websites made the staff accountable to (*Accountability*) and were able to establish a connection with visitors (*Connection to Clients*). At their best, the research's categories have shown that California's Habitat affiliate websites provide an overall positive experience.

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## Websites

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[www.businessdictionary.com](http://www.businessdictionary.com): Online dictionary

[www.census.gov](http://www.census.gov): U.S. Census Bureau data and information

[www.givingusa.org](http://www.givingusa.org): Annual Report on Philanthropy; research and reporting on charitable giving

[www.habitat.org](http://www.habitat.org): Habitat for Humanity International official website

[www.habitatca.org](http://www.habitatca.org): California's Habitat for humanity official website

[www.hud.gov](http://www.hud.gov): U.S. Department of Housing and Urban Development

[www.learn.guidestar.org](http://www.learn.guidestar.org): Learn about the different levels of Transparency

[www.section508.gov](http://www.section508.gov): U.S. General Services Administration Government-wide IT Accessibility Program

[www.smile.amazon.com](http://www.smile.amazon.com): Amazon retail online shopping website that donates a portion of sales income to Habitat

[www.w3.org](http://www.w3.org): World Wide Web Consortium-international website that develops web standards

# **Appendix A**

**Appendix A: Kenix's 2007 Contextual Framework of Coded Variables for Non-profit Websites<sup>9</sup>**

<b>Contextual Framework</b>	<b>Coded Variables</b>
Deliberate Public Sphere	Chat rooms Email lists or list serves Newsgroups Hit counters
Opportunity for Activism	Volunteer information Calendar of events Name of state or federal officials Email address of state or federal officials Phone number of state or federal officials Postal address of state or federal officials Online petition Rally information Email protest Information about upcoming meeting
Advertising and Fundraising Revenue	Ability to donate online Sponsorship Advertising Annual report Financial information Items for sale
Space for Marginalized Voices	Sight disability option Hearing disability option Language option Bandwidth option Login requirement Guestbooks
Interconnected, Instantaneous Information	Employment opportunities Hypertext links in employment opportunities Mission statement Hypertext links in mission statement FAQ's Hypertext links in FAQ's Supporting organization information Hypertext links in supporting information Opposing organization information Hypertext links in opposing information Government information Hypertext links in government information Media information Hypertext links to media information Date updated Search function Site index Newsletter

Contextual Framework	Coded Variables
Accountability	Email of organization Name of email recipient Contact name Type of contact information Phone number of organization Fax number of organization Mission statement author Grammatical errors

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<sup>9</sup> Source: Kenix, L.J. (2007) In search of utopia: an analysis of non-profit web pages. *Information, Communication & Society*, 10(1), 19.

## **Appendix B**

No.	Habitat for Humanity Affiliate Name	Deliberative Public Sphere			Notes
		Join List	Hit Counter	Social Media	
1	Butte County	Yes	No	2	
2	Calaveras	Yes	No	1	
3	Coachella Valley, Inc.	No	No	1	
4	Del Norte	No	No	0	
5	East Bay/Silicon Valley	Yes	No	3	They had 5 social media site links
6	El Dorado County	Yes	No	3	
7	Foothills	No	No	1	
8	Presno, Inc.	Yes	No	3	They had 4 social media site links
9	Golden Empire	No	No	1	
10	Greater San Francisco, Inc.	No	No	3	They had 5 social media site links
11	Hemet/San Jacinto	No	No	0	
12	Indian Wells Valley	No	No	1	
13	Inland Valley	Yes	No	3	
14	Lake County	No	No	2	
15	Mariposa County	Yes	No	1	
16	Mendocino Coast	No	No	0	
17	Merced County	No	No	1	
18	Monterey Bay	Yes	No	3	
19	Nevada County	Yes	No	3	
20	Northern Santa Barbara County	No	No	2	
21	Greater Los Angeles	Yes	No	3	Site is currently under maintenance
22	Greater Sacramento	No	No	3	They have 7 social media links
23	Tulare/Kings Counties	Yes	No	3	
24	Orange County Inc.	Yes	No	3	
25	Pomona Valley	Yes	No	1	
26	Riverside	Yes	No	3	
27	San Bernardino Area Inc.	No	No	2	
28	San Diego	Yes	No	2	
29	San Gabriel Valley	Yes	No	3	
30	San Geronimo Pass Area	No	No	1	Informational page available on
31	San Joaquin County	Yes	No	1	Habitat CA website; cannot ACCESS
32	San Luis Obispo County	Yes	No	3	their actual website without login
33	Siskiyou	No	No	1	
34	Solano-Napa	Yes	No	3	
35	Sonoma County	Yes	No	2	
36	Southern Santa Barbara Inc.	Yes	No	3	
37	Stanislaus County	Yes	No	3	
38	Tuolumne County	Yes	No	2	
39	Ventura County	Yes	No	3	
40	Westside Merced County	No	No	2	
41	Yuba/Sutter	No	No	2	

Deliberative Public Sphere									
Join Email List	No:	39%	Yes:	61%					
Presence of Hit Counter	No:	100%	Yes:	0%					
Social Media Profiles	None:	7%	One:	27%	Two:	22%	Three:	44%	

No.	Habitat for Humanity Affiliate Name	Citizen Engagement			Notes
		Volunteering	Calendar of Events	Address	Upcoming Information
1	Butte County	Adequate	<2 clicks	Yes	No
2	Calaveras	Impressive	<2 clicks	Yes	No
3	Coachella Valley, Inc.	Adequate	No	Yes	No
4	Del Norte	No	<2 clicks	Yes	No
5	East Bay/Silicon Valley	Impressive	<2 clicks	Yes	Yes
6	El Dorado County	Adequate	<2 clicks	Yes	No
7	FootHills	No	<2 clicks	Yes	No
8	Fresno, Inc.	Adequate	<2 clicks	Yes	Yes
9	Golden Empire	Adequate	No	Yes	No
10	Greater San Francisco, Inc.	Impressive	<2 clicks	Yes	Yes
11	Hemet/San Jacinto	No	<2 clicks	Yes	Yes
12	Indian Wells Valley	Impressive	No	Yes	No
13	Inland Valley	Impressive	<2 clicks	Yes	No
14	Lake County	Adequate	No	Yes	Yes
15	Mariposa County	Adequate	No	Yes	No
16	Mendocino Coast	Adequate	No	Yes	No
17	Merced County	Impressive	<2 clicks	Yes	Yes
18	Monterey Bay	Adequate	No	Yes	Yes
19	Nevada County	Impressive	No	Yes	Yes
20	Northern Santa Barbara County	No	No	Yes	No
21	Greater Los Angeles	Impressive	2 Xs	Yes	No
22	Greater Sacramento	Impressive	<2 clicks	Yes	Yes
23	Tulare/Kings Counties	Impressive	No	Yes	Yes
24	Orange County Inc.	Impressive	<2 clicks	Yes	Yes
25	Pomona Valley	Adequate	<2 clicks	Yes	Yes
26	Riverside	Impressive	2 Xs	Yes	Yes
27	San Bernardino Area Inc.	Adequate	No	Yes	Yes
28	San Diego	Impressive	No	Yes	No
29	San Gabriel Valley	Adequate	No	Yes	No
30	San Geronimo Pass Area	No	No	Yes	No
31	San Joaquin County	Impressive	No	Yes	No
32	San Luis Obispo County	Adequate	No	Yes	Yes
33	Siskiyou	Adequate	No	Yes	No
34	Solano-Napa	Impressive	No	Yes	No
35	Sonoma County	Adequate	<2 clicks	Yes	Yes
36	Southern Santa Barbara Inc.	Impressive	<2 clicks	No	Yes
37	Stanislaus County	Impressive	No	Yes	No
38	Tuolumne County	Adequate	<2 clicks	Yes	Yes
39	Ventura County	Impressive	<2 clicks	Yes	No
40	Westside Merced County	Adequate	No	Yes	No
41	Yuba/Sutter	Adequate	No	Yes	No

Citizen Engagement					
Volunteering	None:	12%	Adequate:	44%	Impressive:
Calendar of Events	Not Present:	56%	>2 clicks from homepage:	5%	<2 clicks from homepage:
Address	Not:	2%	Yes:	98%	39%
Upcoming Information	No:	56%	Yes:	44%	

No.	Habitat for Humanity Affiliate Name	Branding and Fundraising					Notes
		Branding	Online Donating	Sponsorship	Annual Report	Financials	
1	Butte County	Adequate	Yes	Impressive	No	No	Mention of Amazon Smiles
2	Calaveras	Adequate	Yes	Adequate	No	No	
3	Coachella Valley, Inc.	Adequate	Yes	Adequate	No	No	
4	Del Norte	No	Yes	No	No	No	
5	East Bay/Silicon Valley	Adequate	Yes	Adequate	Yes	Yes	Donate only through PayPal online. Otherwise, mail in a check or money order
6	El Dorado County	Adequate	Yes	Adequate	No	No	
7	Foothills	No	Yes	Adequate	No	No	
8	Fresno, Inc.	Adequate	Yes	Impressive	Yes	Yes	
9	Golden Empire	Adequate	Yes	No	Yes	Yes	Mention of Scrip Program (buying gift cards where a percentage goes to HoH)
10	Greater San Francisco, Inc.	Adequate	Yes	Impressive	Yes	Yes	
11	Hemet/San Jacinto	Adequate	Yes	Adequate	No	No	
12	Indian Wells Valley	Adequate	Yes	No	No	No	
13	Inland Valley	Adequate	Yes	Adequate	No	No	Mention about Amazon Smile program
14	Lake County	Adequate	Yes	Adequate	No	No	
15	Mariposa County	Adequate	Yes	No	No	Yes	
16	Mendocino Coast	Adequate	No	No	No	No	
17	Merced County	No	No	No	No	No	Site is currently under maintenance
18	Monterey Bay	Impressive	Yes	No	No	No	
19	Nevada County	Adequate	Yes	Impressive	No	No	
20	Northern Santa Barbara County	Adequate	No	No	No	No	
21	Greater Los Angeles	Adequate	Yes	Impressive	No	No	2016 & 2017 Coes available, missing 2018-2019
22	Greater Sacramento	Adequate	Yes	Adequate	Yes	Yes	
23	Tulare/Kings Counties	Adequate	Yes	Impressive	Yes	No	
24	Orange County Inc.	Adequate	Yes	Adequate	Yes	Yes	
25	Pomona Valley	Impressive	Yes	Adequate	No	No	Mention about Amazon Smile program
26	Riverside	Adequate	Yes	Impressive	Yes	Yes	
27	San Bernardino Area Inc.	Impressive	Yes	No	No	No	
28	San Diego	Adequate	Yes	Adequate	Yes	Yes	
29	San Gabriel Valley	Adequate	Yes	No	Yes	Yes	Past 5 years AR and \$\$\$ info is available Informational page available on Habitat CA website; cannot ACCESS their actual website without login info... Dead link to financial info (AR, too)
30	San Geronimo Pass Area	No	No	No	No	No	
31	San Joaquin County	Adequate	Yes	No	No	No	
32	San Luis Obispo County	Impressive	Yes	Adequate	No	No	
33	Siskiyou	Adequate	Yes	No	No	No	Have the ability to transfer stocks over to HoH through their website. Cool! Mention about Amazon Smile program
34	Solano-Napa	Adequate	Yes	Impressive	Yes	Yes	
35	Sonoma County	Impressive	Yes	Adequate	No	Yes	
36	Southern Santa Barbara Inc.	Impressive	Yes	No	No	No	
37	Stanislaus County	Adequate	Yes	No	No	No	Ability to donate stocks and mutual funds Link to donate online is broken, though Ho on donating stocks and real estate
38	Tuolumne County	Impressive	Yes	Adequate	No	No	
39	Ventura County	Adequate	Yes	No	No	No	
40	Westside Merced County	Adequate	Yes	No	No	No	
41	Yuba/Sutter	Adequate	Yes	No	No	No	

Branding and Fundraising					
Branding	No:	10%	Adequate:	73%	Impressive:
Online Donating	No:		10%	Yes:	17%
Sponsorship	No:	44%	Adequate:	37%	90%
Annual Report	No:		71%	Yes:	20%
Financial Info	No:		71%	Yes:	29%



No.	Habitat for Humanity Affiliate Name	Space for Marginalized Voices			Notes
		Sight	Hearing	Language	
1	Butte County	No	Yes	No	Site is currently under maintenance
2	Calaveras	No	No	No	
3	Coachella Valley, Inc.	No	No	Yes	
4	Del Norte	No	No	No	
5	East Bay/Silicon Valley	No	No	No	
6	El Dorado County	No	No	No	
7	Foothills	No	No	No	
8	Fresno, Inc.	No	Yes	No	
9	Golden Empire	No	No	No	
10	Greater San Francisco, Inc.	No	Yes	Yes	
11	Hemet/San Jacinto	No	No	No	
12	Indian Wells Valley	No	No	No	
13	Inland Valley	No	No	No	
14	Lake County	No	No	No	
15	Mariposa County	No	No	No	
16	Mendocino Coast	No	No	No	
17	Merced County	No	No	No	
18	Monterey Bay	No	No	No	
19	Nevada County	No	No	No	
20	Northern Santa Barbara County	No	No	No	
21	Greater Los Angeles	No	Yes	No	
22	Greater Sacramento	No	Yes	No	
23	Tulare/Kings Counties	No	Yes	No	
24	Orange County Inc.	No	No	No	
25	Pomona Valley	Yes	Yes	Yes	Nice to see all three options represented
26	Riverside	No	No	No	
27	San Bernardino Area Inc.	No	No	No	
28	San Diego	No	No	No	
29	San Gabriel Valley	No	Yes	Yes	
30	San Geronio Pass Area	No	No	No	Informational page available on Habitat CA website; cannot ACCESS their actual website without login info...
31	San Joaquin County	No	No	Yes	
32	San Luis Obispo County	No	No	No	
33	Siskiyou	No	No	No	
34	Solano-Napa	No	No	No	
35	Sonoma County	No	No	No	
36	Southern Santa Barbara Inc.	No	No	No	
37	Stanislaus County	No	Yes	No	
38	Tuolumne County	No	No	No	
39	Ventura County	Yes	Yes	Yes	
40	Westside Merced County	No	No	No	
41	Yuba/Sutter	No	No	No	

Space for Marginalized Voices				
Sight	No:	95%	Yes:	5%
Hearing	No:	76%	Yes:	24%
Language	No:	85%	Yes:	15%

No.	Habitat for Humanity Affiliate Name	Interconnected, Instantaneous Information										Notes
		Mission Statement	Employment	Hyperlinked Employment	FAQs	Hyperlinked FAQs	Supporting Info	Hyperlinked Supporting Orgs	Last Updated	Search Function	Site Index	
1	Butte County	<2 clicks	No	No	No	No	Yes	Yes	No	Yes	No	
2	Calaveras	<2 clicks	No	No	No	No	Yes	Yes	No	No	No	
3	Coahuila Valley, Inc.	<2 clicks	No	No	Adequate	No	Yes	Yes	No	No	No	
4	Del Norte	<2 clicks	No	No	No	No	Yes	Yes	<12 months	Yes	No	
5	East Bay/Silicon Valley	<2 clicks	Yes	No	Adequate	Yes	Yes	Yes	too long	Yes	Yes	Updated: 10-22-2011
6	El Dorado County	<2 clicks	No	No	No	No	Yes	No	No	No	No	
7	Elgin	<2 clicks	No	No	No	No	Yes	Yes	No	No	No	
8	Pescado, Inc.	<2 clicks	Yes	Yes	Adequate	Yes	Yes	Yes	No	No	No	job posting for a manager, posted Sept 2017
9	Golden Empire	<2 clicks	Yes	No	Adequate	Yes	Yes	Yes	No	No	No	
10	Greater San Francisco, Inc.	<2 clicks	Yes	No	Impressive	No	No	Yes	<12 months	Yes	No	
11	Hemet/San Jacinto	<2 clicks	No	No	No	No	Yes	Yes	No	No	No	
12	Indian Wells Valley	<2 clicks	No	No	No	No	No	No	No	No	No	
13	Inland Valley	<2 clicks	No	No	No	No	No	No	No	No	No	
14	Lake County	<2 clicks	Yes	No	Adequate	Yes	No	No	No	No	No	
15	Mariposa County	<2 clicks	No	No	No	Yes	No	No	No	No	Yes	
16	Mendocino Coast	<2 clicks	No	No	Adequate	No	Yes	No	No	No	No	
17	Mendocino County	<2 clicks	Yes	No	No	No	Yes	No	<12 months	No	No	
18	Monterey Bay	<2 clicks	No	No	No	No	Yes	Yes	<12 months	Yes	No	
19	Monterey County	<2 clicks	No	No	No	No	Yes	Yes	No	Yes	No	
20	Northern Santa Barbara County	<2 clicks	No	No	No	No	Yes	No	No	No	No	Site is currently under maintenance
21	Greater Los Angeles	<2 clicks	Yes	Yes	No	No	Yes	No	No	Yes	No	
22	Greater Sacramento	<2 clicks	Yes	No	No	No	Yes	No	No	No	No	
23	Tulare/Kings Counties	<2 clicks	No	No	No	No	Yes	No	No	Yes	No	
24	Orange County Inc.	<2 clicks	No	No	No	No	Yes	Yes	No	Yes	No	
25	Pomona Valley	<2 clicks	No	No	Impressive	No	Yes	Yes	No	No	Yes	
26	Riverside	<2 clicks	No	No	Impressive	Yes	Yes	Yes	No	Yes	No	They have quite a few shopping websites, like Amazon and Ebay, that support the Riverside affiliate
27	San Bernardino Area Inc.	<2 clicks	Yes	No	Adequate	Yes	Yes	Yes	<12 months	Yes	No	
28	San Diego	<2 clicks	Yes	Yes	Impressive	Yes	Yes	Yes	<12 months	Yes	No	
29	San Gabriel Valley	<2 clicks	Yes	Yes	No	No	Yes	Yes	No	Yes	No	
30	San Geronimo Pass Area	No	No	No	No	No	No	No	No	No	No	
31	San Joaquin County	<2 clicks	No	No	No	No	No	No	No	No	No	
32	San Luis Obispo County	No	No	No	Adequate	Yes	Yes	No	too long	No	Yes	
33	Siskiyou	<2 clicks	No	No	No	No	No	No	No	No	No	
34	Solano-Napa	<2 clicks	Yes	Yes	No	No	Yes	Yes	No	Yes	No	
35	Sonoma County	<2 clicks	No	No	Adequate	No	No	No	No	Yes	No	
36	Southern Santa Barbara Inc.	<2 clicks	No	No	No	No	No	No	<12 months	No	No	
37	Stanislaus County	<2 clicks	Yes	No	No	No	No	No	too long	No	No	Employee Opp page has some serious spelling and grammar issues; 2012
38	Ventura County	<2 clicks	Yes	No	Adequate	Yes	Yes	No	<12 months	Yes	No	
39	Ventura County	<2 clicks	No	No	No	No	No	No	No	No	No	
40	Yuba-Sutter	<2 clicks	No	No	Adequate	No	No	No	No	No	No	
41	Yuba-Sutter	<2 clicks	No	No	Adequate	No	No	No	No	No	No	

Interconnected, Instantaneous Information			
Mission Statement	No: 1.5%	>2 Clicks: 0	<2 Clicks: 8.5%
Employment Opportunities	No: 6.3%	Yes: 3.7%	
FAQs Hypertext	No: 7.8%	Yes: 2.2%	Impressive: 1.0%
FAQs Hypertext	No: 6.3%	Adequate: 2.2%	
FAQs Hypertext	No: 7.8%	Yes: 2.2%	
FAQs Hypertext	No: 7.1%	Yes: 2.9%	
NO Hypertext	No: 6.8%	<12 mo: 3.4%	> 12 mo: 7%
Date Updated	No: 6.6%		
Search Function	No: 9.0%	Yes: 1.0%	
Site Index	No: 9.0%	Yes: 1.0%	

No.	Habitat for Humanity Affiliate Name	Accountability			Notes
		Staff Names	Phone Numbers	Email Addresses	
1	Butte County	Yes	Yes	Yes	Only a main ph# listed
2	Calaveras	Yes	Yes	Yes	
3	Coachella Valley, Inc.	No	No	No	
4	Del Norte	Yes	No	No	
5	East Bay/Silicon Valley	Yes	Yes	Yes	Only a main ph# listed; webmaster email only
6	El Dorado County	No	No	No	
7	Foothills	No	Yes	Yes	
8	Fresno, Inc.	Yes	Yes	Yes	
9	Golden Empire	Yes	No	No	Main phone number is listed and a generic info email address as well
10	Greater San Francisco, Inc.	Yes	Yes	Yes	
11	Hemet/San Jacinto	Yes	Yes	Yes	
12	Indian Wells Valley	Yes	Yes	Yes	
13	Inland Valley	No	No	No	Have a main ph# listed
14	Lake County	No	Yes	Yes	
15	Mariposa County	No	Yes	Yes	
16	Mendocino Coast	Yes	No	No	
17	Merced County	Yes	No	No	Have a main ph# listed
18	Monterey Bay	Yes	No	No	
19	Nevada County	Yes	Yes	Yes	
20	Northern Santa Barbara County	No	No	No	
21	Greater Los Angeles	Yes	Yes	Yes	Site is currently under maintenance
22	Greater Sacramento	Yes	Yes	Yes	
23	Tulare/Kings Counties	Yes	Yes	Yes	
24	Orange County Inc.	Yes	Yes	Yes	
25	Pomona Valley	Yes	Yes	Yes	
26	Riverside	Yes	Yes	Yes	
27	San Bernardino Area Inc.	No	No	No	
28	San Diego	Yes	No	No	
29	San Gabriel Valley	Yes	Yes	Yes	Informational page available on Habitat CA website; cannot ACCESS their actual website without login info...
30	San Geronio Pass Area	No	No	Yes	
31	San Joaquin County	Yes	No	No	
32	San Luis Obispo County	Yes	Yes	Yes	
33	Siskiyou	No	No	No	
34	Solano-Napa	Yes	No	Yes	
35	Sonoma County	Yes	Yes	Yes	
36	Southern Santa Barbara Inc.	No	No	No	
37	Stanislaus County	Yes	Yes	Yes	
38	Tuolumne County	Yes	No	No	
39	Ventura County	Yes	No	Yes	
40	Westside Merced County	No	No	No	
41	Yuba/Sutter	Yes	No	No	Main phone number is listed and a generic info email address as well

Accountability				
Staff Names	No:	29%	Yes:	71%
Phone Numbers	No:	49%	Yes:	51%
Email Addresses	No:	41%	Yes:	59%

No.	Habitat for Humanity Affiliate Name	Connection to Clients		Notes
		HO Application	Client Resources	
1	Butte County	No	Yes	Not currently accepting applications
2	Calaveras	No	Yes	
3	Coachella Valley, Inc.	No	Yes	Not currently accepting applications
4	Del Norte	No	No	
5	East Bay/Silicon Valley	Yes	Yes	HO tab/page is in process of revamp
6	El Dorado County	Yes	Yes	
7	Foothills	No	No	Not currently accepting applications
8	Fresno, Inc.	Yes	Yes	
9	Golden Empire	Yes	Yes	Not currently accepting applications
10	Greater San Francisco, Inc.	No	Yes	
11	Hemet/San Jacinto	No	No	Site is currently under maintenance
12	Indian Wells Valley	Yes	No	
13	Inland Valley	No	Yes	An email address is provided to gain access to application
14	Lake County	Yes	No	
15	Mariposa County	No	No	Not currently accepting applications
16	Mendocino Coast	No	No	
17	Merced County	No	Yes	Site is currently under maintenance
18	Monterey Bay	Yes	Yes	
19	Nevada County	Yes	Yes	An email address is provided to gain access to application
20	Northern Santa Barbara County	No	No	
21	Greater Los Angeles	Yes	Yes	Not currently accepting applications
22	Greater Sacramento	Yes	Yes	
23	Tulare/Kings Counties	No	Yes	Not currently accepting applications
24	Orange County Inc.	Yes	Yes	
25	Pomona Valley	Yes	Yes	Not currently accepting applications
26	Riverside	Yes	Yes	
27	San Bernardino Area Inc.	No	No	Not currently accepting applications
28	San Diego	No	Yes	
29	San Gabriel Valley	No	Yes	Not currently accepting applications
30	San Geronio Pass Area	No	No	
31	San Joaquin County	Yes	Yes	Not currently accepting applications
32	San Luis Obispo County	Yes	Yes	
33	Siskiyou	No	Yes	Not currently accepting applications
34	Solano-Napa	No	No	
35	Sonoma County	Yes	Yes	Not currently accepting applications
36	Southern Santa Barbara Inc.	Yes	Yes	
37	Stanislaus County	No	No	Not currently accepting applications
38	Tuolumne County	Yes	No	
39	Ventura County	Yes	Yes	Not currently accepting applications
40	Westside Merced County	Yes	No	
41	Yuba/Sutter	No	Yes	List a phone number to call to get more info on ownership app.

Connection to Client			
HO Application	No:	51% Yes:	49%
Client Resources	No:	34% Yes:	66%

No.	Habitat for Humanity Affiliate Name	Best Practices	Notes
1	Butte County	No	This was an extremely basic site
2	Calaveras	No	
3	Coachella Valley, Inc.	No	
4	Del Norte	No	
5	East Bay/Silicon Valley	Impressive	
6	El Dorado County	No	
7	Foothills	No	
8	Fresno, Inc.	Adequate	
9	Golden Empire	No	
10	Greater San Francisco, Inc.	Adequate	
11	Hemet/San Jacinto	No	2 years out of date...abandoned website?
12	Indian Wells Valley	No	
13	Inland Valley	No	
14	Lake County	No	
15	Mariposa County	No	
16	Mendocino Coast	No	
17	Merced County	No	
18	Monterey Bay	Adequate	
19	Nevada County	Adequate	
20	Northern Santa Barbara County	No	
21	Greater Los Angeles	Adequate	Site is currently under maintenance
22	Greater Sacramento	Adequate	
23	Tulare/Kings Counties	No	
24	Orange County Inc.	Impressive	
25	Pomona Valley	Impressive	
26	Riverside	Impressive	
27	San Bernardino Area Inc.	No	
28	San Diego	Adequate	
29	San Gabriel Valley	Adequate	
30	San Geronio Pass Area	No	Informational page available on Habitat CA website; cannot ACCESS their actual website without login info...
31	San Joaquin County	No	
32	San Luis Obispo County	Adequate	
33	Siskiyou	No	
34	Solano-Napa	Adequate	
35	Sonoma County	Impressive	
36	Southern Santa Barbara Inc.	Adequate	
37	Stanislaus County	No	
38	Tuolumne County	Adequate	
39	Ventura County	Adequate	
40	Westside Merced County	No	Well designed site but missing some key information Well executed site
41	Yuba/Sutter	No	

Best Practices					
A website that represents a "good model"	No:	5.6%	Adequate:	3.2%	Impressive:
					1.2%

## **Appendix C**

Categories	Coding			
1. Deliberative Public Sphere				
1.1 Email lists	0-No		1-Yes	
1.2 Hit Counters	0-No		1-Yes	
1.3 Social Media	0-None	1-At least 1	2-At least 2	3-All 3
2. Citizen Engagement				
2.1 Volunteer Information	0-No		1-Adequate	2-Impressive
2.2 Calendar of Events	0-Not present		1-Present but more than two clicks from homepage	2-Present, and two clicks or less than from homepage
2.3 Address	0- No		1-Yes	
2.4 Information about upcoming meeting	0-No		1-Yes	
3. Branding and Fundraising Revenue				
3.1 Branding	0-No		1-Adequate	2-Impressive
3.2 Ability to donate online	0-No		1-Yes	
3.3 Sponsorship	0-No		1-Adequate	2-Impressive
3.4 Annual report	0-No		1-Yes	
3.5 Financial information	0- No		1-Yes	
4. Space for Marginalized Voices				
4.1 Sight disability option	0-No		1-Yes	
4.2 Hearing disability option	0-No		1-Yes	
4.3 Language option	0-No		1-Yes	
5. Interconnected, Instantaneous Information				
5.1 Mission statement	0-Not present		1-Present but more than two clicks from homepage	2- Present, and two clicks or less than from homepage
5.2 Employment opportunities	0-No		1-Yes	

5.3 Hypertext links in employment opportunities	0-No	1-Yes	
5.4 FAQ's	0-No	1-Adequate	2- Impressive
5.5 Hypertext links in FAQ's	0-No	1-Yes	
5.6 Supporting organization information	0-No	1-Yes	
5.7 Hypertext links in supporting organization information	0-No	1-Yes	
5.8 Date updated	0-Not present	1-Within twelve months	2-In over twelve months
5.9 Search function	0-No	1-Yes	
5.10 Site index	0-No	1-Yes	
<b>6. Accountability</b>			
6.1 Names	0- No	1- Yes	
6.2 Phone numbers	0- No	1- Yes	
6.3 Email addresses	0- No	1- Yes	
<b>7. Connection with Clients</b>			
7.1 Home Ownership Application	0- No	1- Yes	
7.2 Client Resources	0- No	1- Yes	
<b>8. Overall Performance</b>			
8.1 Best Practice Website	0- No	1- Adequate	2- Impressive

**Commented [DC1]:** They are currently not accepting applications for homes until 2020 (at the earliest). They may not have a link to the app due to that.

Overall Score: 21



Categories	Coding			
1. Deliberative Public Sphere				
1.1 Email lists	0-No		1-Yes	
1.2 Hit Counters	0-No		1-Yes	
1.3 Social Media	0-None	1-At least 1	2-At least 2	3-All 3
2. Citizen Engagement				
2.1 Volunteer Information	0-No		1-Adequate	2-Impressive
2.2 Calendar of Events	0-Not present		1-Present but more than two clicks from homepage	2-Present, and two clicks or less than from homepage
2.3 Address	0- No		1-Yes	
2.4 Information about upcoming meeting	0-No		1-Yes	
3. Branding and Fundraising Revenue				
3.1 Branding	0-No		1-Adequate	2-Impressive
3.2 Ability to donate online	0-No		1-Yes	
3.3 Sponsorship	0-No		1-Adequate	2-Impressive
3.4 Annual report	0-No		1-Yes	
3.5 Financial information	0- No		1-Yes	
4. Space for Marginalized Voices				
4.1 Sight disability option	0-No		1-Yes	
4.2 Hearing disability option	0-No		1-Yes	
4.3 Language option	0-No		1-Yes	
5. Interconnected, Instantaneous Information				
5.1 Mission statement	0-Not present		1-Present but more than two clicks from homepage	2-Present, and two clicks or less than from homepage
5.2 Employment opportunities	0-No		1-Yes	

**Commented [DC1]:** Offer a cool way to shop through amazon where a portion of what you spend goes towards their organization. No matter what you purchase. Interesting...

5.3 Hypertext links in employment opportunities	0-No	1-Yes	
5.4 FAQ's	0-No	1-Adequate	2- Impressive
5.5 Hypertext links in FAQ's	0-No	1-Yes	
5.6 Supporting organization information	0-No	1-Yes	
5.7 Hypertext links in supporting organization information	0-No	1-Yes	
5.8 Date updated	0-Not present	1-Within twelve months	2-In over twelve months
5.9 Search function	0-No	1-Yes	
5.10 Site index	0-No	1-Yes	
<b>6. Accountability</b>			
6.1 Names	0- No	1- Yes	
6.2 Phone numbers	0- No	1- Yes	
6.3 Email addresses	0- No	1- Yes	
<b>7. Connection with Clients</b>			
7.1 Home Ownership Application	0- No	1- Yes	
7.2 Client Resources	0- No	1- Yes	
<b>8. Overall Performance</b>			
8.1 Best Practice Website	0- No	1- Adequate	2- Impressive

**Commented [DC2]:** Not currently accepting applications. No app or link present.

Overall Score: 17

Categories	Coding			
1. Deliberative Public Sphere				
1.1 Email lists	0-No		1-Yes	
1.2 Hit Counters	0-No		1-Yes	
1.3 Social Media	0-None	1-At least 1	2-At least 2	3-All 3
2. Citizen Engagement				
2.1 Volunteer Information	0-No	1-Adequate	2-Impressive	
2.2 Calendar of Events	0-Not present		1-Present but more than two clicks from homepage	2-Present, and two clicks or less than from homepage
2.3 Address	0- No		1-Yes	
2.4 Information about upcoming meeting	0-No		1-Yes	
3. Branding and Fundraising Revenue				
3.1 Branding	0-No	1-Adequate	2-Impressive	
3.2 Ability to donate online	0-No		1-Yes	
3.3 Sponsorship	0-No	1-Adequate	2-Impressive	
3.4 Annual report	0-No		1-Yes	
3.5 Financial information	0- No		1-Yes	
4. Space for Marginalized Voices				
4.1 Sight disability option	0-No		1-Yes	
4.2 Hearing disability option	0-No		1-Yes	
4.3 Language option	0-No		1-Yes	
5. Interconnected, Instantaneous Information				
5.1 Mission statement	0-Not present		1-Present but more than two clicks from homepage	2-Present, and two clicks or less than from homepage
5.2 Employment opportunities	0-No		1-Yes	

**Commented [DC1]:** Banner across the top of the home page announces they are moving soon and provides new address along with current address. Also gives date of official move.

**Commented [DC2]:** Only for documents to download

5.3 Hypertext links in employment opportunities	0-No	1-Yes	
5.4 FAQ's	0-No	1-Adequate	2- Impressive
5.5 Hypertext links in FAQ's	0-No	1-Yes	
5.6 Supporting organization information	0-No	1-Yes	
5.7 Hypertext links in supporting organization information	0-No	1-Yes	
5.8 Date updated	0-Not present	1-Within twelve months	2-In over twelve months
5.9 Search function	0-No	1-Yes	
5.10 Site index	0-No	1-Yes	
<b>6. Accountability</b>			
6.1 Names	0- No	1- Yes	
6.2 Phone numbers	0- No	1- Yes	
6.3 Email addresses	0- No	1- Yes	
<b>7. Connection with Clients</b>			
7.1 Home Ownership Application	0- No	1- Yes	
7.2 Client Resources	0- No	1- Yes	
<b>8. Overall Performance</b>			
8.1 Best Practice Website	0- No	1- Adequate	2- Impressive

**Commented [DC3]:** Only a main line...names are of board member not actual employees

Overall Score: 13

Categories	Coding			
1. Deliberative Public Sphere				
1.1 Email lists	0-No	1-Yes		
1.2 Hit Counters	0-No	1-Yes		
1.3 Social Media	0-None	1-At least 1	2-At least 2	3-All 3
2. Citizen Engagement				
2.1 Volunteer Information	0-No	1-Adequate	2-Impressive	
2.2 Calendar of Events	0-Not present		1-Present but more than two clicks from homepage	2-Present, and two clicks or less than from homepage
2.3 Address	0- No		1-Yes	
2.4 Information about upcoming meeting	0-No		1-Yes	
3. Branding and Fundraising Revenue				
3.1 Branding	0-No	1-Adequate	2-Impressive	
3.2 Ability to donate online	0-No		1-Yes	
3.3 Sponsorship	0-No	1-Adequate	2-Impressive	
3.4 Annual report	0-No		1-Yes	
3.5 Financial information	0- No		1-Yes	
4. Space for Marginalized Voices				
4.1 Sight disability option	0-No		1-Yes	
4.2 Hearing disability option	0-No		1-Yes	
4.3 Language option	0-No		1-Yes	
5. Interconnected, Instantaneous Information				
5.1 Mission statement	0-Not present		1-Present but more than two clicks from homepage	2- Present, and two clicks or less than from homepage
5.2 Employment opportunities	0-No		1-Yes	

5.3 Hypertext links in employment opportunities	0-No	1-Yes	
5.4 FAQ's	0-No	1-Adequate	2- Impressive
5.5 Hypertext links in FAQ's	0-No	1-Yes	
5.6 Supporting organization information	0-No	1-Yes	
5.7 Hypertext links in supporting organization information	0-No	1-Yes	
5.8 Date updated	0-Not present	1-Within twelve months	2-In over twelve months
5.9 Search function	0-No	1-Yes	
5.10 Site index	0-No	1-Yes	
6. Accountability			
6.1 Names	0- No	1- Yes	
6.2 Phone numbers	0- No	1- Yes	
6.3 Email addresses	0- No	1- Yes	
7. Connection with Clients			
7.1 Home Ownership Application	0- No	1- Yes	
7.2 Client Resources	0- No	1- Yes	
8. Overall Performance			
8.1 Best Practice Website	0- No	1- Adequate	2- Impressive

Overall Score: 7

Categories	Coding			
1. Deliberative Public Sphere				
1.1 Email lists	0-No		1-Yes	
1.2 Hit Counters	0-No		1-Yes	
1.3 Social Media	0-None	1-At least 1	2-At least 2	3-All 3
2. Citizen Engagement				
2.1 Volunteer Information	0-No		1-Adequate	2-Impressive
2.2 Calendar of Events	0-Not present		1-Present but more than two clicks from homepage	2-Present, and two clicks or less than from homepage
2.3 Address	0- No		1-Yes	
2.4 Information about upcoming meeting	0-No		1-Yes	
3. Branding and Fundraising Revenue				
3.1 Branding	0-No		1-Adequate	2-Impressive
3.2 Ability to donate online	0-No		1-Yes	
3.3 Sponsorship	0-No		1-Adequate	2-Impressive
3.4 Annual report	0-No		1-Yes	
3.5 Financial information	0- No		1-Yes	
4. Space for Marginalized Voices				
4.1 Sight disability option	0-No		1-Yes	
4.2 Hearing disability option	0-No		1-Yes	
4.3 Language option	0-No		1-Yes	
5. Interconnected, Instantaneous Information				
5.1 Mission statement	0-Not present		1-Present but more than two clicks from homepage	2- Present, and two clicks or less than from homepage
5.2 Employment opportunities	0-No		1-Yes	

Commented [DC1]: They had 5!

5.3 Hypertext links in employment opportunities	0-No	1-Yes	
5.4 FAQ's	0-No	1-Adequate	2- Impressive
5.5 Hypertext links in FAQ's	0-No	1-Yes	
5.6 Supporting organization information	0-No	1-Yes	
5.7 Hypertext links in supporting organization information	0-No	1-Yes	
5.8 Date updated	0-Not present	1-Within twelve months	2-In over twelve months
5.9 Search function	0-No	1-Yes	
5.10 Site index	0-No	1-Yes	
<b>6. Accountability</b>			
6.1 Names	0- No	1- Yes	
6.2 Phone numbers	0- No	1- Yes	
6.3 Email addresses	0- No	1- Yes	
<b>7. Connection with Clients</b>			
7.1 Home Ownership Application	0- No	1- Yes	
7.2 Client Resources	0- No	1- Yes	
<b>8. Overall Performance</b>			
8.1 Best Practice Website	0- No	1- Adequate	2- Impressive

Overall Score: 33



Categories	Coding			
1. Deliberative Public Sphere				
1.1 Email lists	0-No		1-Yes	
1.2 Hit Counters	0-No		1-Yes	
1.3 Social Media	0-None	1-At least 1	2-At least 2	3-All 3
2. Citizen Engagement				
2.1 Volunteer Information	0-No		1-Adequate	2-Impressive
2.2 Calendar of Events	0-Not present		1-Present but more than two clicks from homepage	2-Present, and two clicks or less than from homepage
2.3 Address	0- No		1-Yes	
2.4 Information about upcoming meeting	0-No		1-Yes	
3. Branding and Fundraising Revenue				
3.1 Branding	0-No		1-Adequate	2-Impressive
3.2 Ability to donate online	0-No		1-Yes	
3.3 Sponsorship	0-No		1-Adequate	2-Impressive
3.4 Annual report	0-No		1-Yes	
3.5 Financial information	0- No		1-Yes	
4. Space for Marginalized Voices				
4.1 Sight disability option	0-No		1-Yes	
4.2 Hearing disability option	0-No		1-Yes	
4.3 Language option	0-No		1-Yes	
5. Interconnected, Instantaneous Information				
5.1 Mission statement	0-Not present		1-Present but more than two clicks from homepage	2- Present, and two clicks or less than from homepage
5.2 Employment opportunities	0-No		1-Yes	

Commented [DC1]: However, it lists events from 2011...

5.3 Hypertext links in employment opportunities	0-No	1-Yes	
5.4 FAQ's	0-No	1-Adequate	2- Impressive
5.5 Hypertext links in FAQ's	0-No	1-Yes	
5.6 Supporting organization information	0-No	1-Yes	
5.7 Hypertext links in supporting organization information	0-No	1-Yes	
5.8 Date updated	0-Not present	1-Within twelve months	2-In over twelve months
5.9 Search function	0-No	1-Yes	
5.10 Site index	0-No	1-Yes	
<b>6. Accountability</b>			
6.1 Names	0- No	1- Yes	
6.2 Phone numbers	0- No	1- Yes	
6.3 Email addresses	0- No	1- Yes	
<b>7. Connection with Clients</b>			
7.1 Home Ownership Application	0- No	1- Yes	
7.2 Client Resources	0- No	1- Yes	
<b>8. Overall Performance</b>			
8.1 Best Practice Website	0- No	1- Adequate	2- Impressive

**Commented [DC2]:** It has been awhile. They have an events tab and the upcoming Poker Event is dated October 22, 2011. Yikes!!!

**Commented [DC3]:** Only the main line is on the website

**Commented [DC4]:** Webmasters email and the "info" email.

Overall Score: 16

Categories	Coding			
1. Deliberative Public Sphere				
1.1 Email lists	0-No		1-Yes	
1.2 Hit Counters	0-No		1-Yes	
1.3 Social Media	0-None	1-At least 1	2-At least 2	3-All 3
2. Citizen Engagement				
2.1 Volunteer Information	0-No		1-Adequate	2-Impressive
2.2 Calendar of Events	0-Not present		1-Present but more than two clicks from homepage	2-Present, and two clicks or less than from homepage
2.3 Address	0- No		1-Yes	
2.4 Information about upcoming meeting	0-No		1-Yes	
3. Branding and Fundraising Revenue				
3.1 Branding	0-No		1-Adequate	2-Impressive
3.2 Ability to donate online	0-No		1-Yes	
3.3 Sponsorship	0-No		1-Adequate	2-Impressive
3.4 Annual report	0-No		1-Yes	
3.5 Financial information	0- No		1-Yes	
4. Space for Marginalized Voices				
4.1 Sight disability option	0-No		1-Yes	
4.2 Hearing disability option	0-No		1-Yes	
4.3 Language option	0-No		1-Yes	
5. Interconnected, Instantaneous Information				
5.1 Mission statement	0-Not present		1-Present but more than two clicks from homepage	2- Present, and two clicks or less than from homepage
5.2 Employment opportunities	0-No		1-Yes	

5.3 Hypertext links in employment opportunities	0-No	1-Yes	
5.4 FAQ's	0-No	1-Adequate	2- Impressive
5.5 Hypertext links in FAQ's	0-No	1-Yes	
5.6 Supporting organization information	0-No	1-Yes	
5.7 Hypertext links in supporting organization information	0-No	1-Yes	
5.8 Date updated	0-Not present	1-Within twelve months	2-In over twelve months
5.9 Search function	0-No	1-Yes	
5.10 Site index	0-No	1-Yes	
<b>6. Accountability</b>			
6.1 Names	0- No	1- Yes	
6.2 Phone numbers	0- No	1- Yes	
6.3 Email addresses	0- No	1- Yes	
<b>7. Connection with Clients</b>			
7.1 Home Ownership Application	0- No	1- Yes	
7.2 Client Resources	0- No	1- Yes	
<b>8. Overall Performance</b>			
8.1 Best Practice Website	0- No	1- Adequate	2- Impressive

Commented [DC1]: Looks like the website is under a revamp...? Maybe? It is very basic.

Overall Score: 7

Categories	Coding			
1. Deliberative Public Sphere				
1.1 Email lists	0-No		1-Yes	
1.2 Hit Counters	0-No		1-Yes	
1.3 Social Media	0-None	1-At least 1	2-At least 2	3-All 3
2. Citizen Engagement				
2.1 Volunteer Information	0-No		1-Adequate	2-Impressive
2.2 Calendar of Events	0-Not present		1-Present but more than two clicks from homepage	2-Present, and two clicks or less than from homepage
2.3 Address	0- No		1-Yes	
2.4 Information about upcoming meeting	0-No		1-Yes	
3. Branding and Fundraising Revenue				
3.1 Branding	0-No		1-Adequate	2-Impressive
3.2 Ability to donate online	0-No		1-Yes	
3.3 Sponsorship	0-No		1-Adequate	2-Impressive
3.4 Annual report	0-No		1-Yes	
3.5 Financial information	0- No		1-Yes	
4. Space for Marginalized Voices				
4.1 Sight disability option	0-No		1-Yes	
4.2 Hearing disability option	0-No		1-Yes	
4.3 Language option	0-No		1-Yes	
5. Interconnected, Instantaneous Information				
5.1 Mission statement	0-Not present		1-Present but more than two clicks from homepage	2- Present, and two clicks or less than from homepage
5.2 Employment opportunities	0-No		1-Yes	

Commented [DC1]: Have 4

5.3 Hypertext links in employment opportunities	0-No	1-Yes	
5.4 FAQ's	0-No	1-Adequate	2- Impressive
5.5 Hypertext links in FAQ's	0-No	1-Yes	
5.6 Supporting organization information	0-No	1-Yes	
5.7 Hypertext links in supporting organization information	0-No	1-Yes	
5.8 Date updated	0-Not present	1-Within twelve months	2-In over twelve months
5.9 Search function	0-No	1-Yes	
5.10 Site index	0-No	1-Yes	
<b>6. Accountability</b>			
6.1 Names	0- No	1- Yes	
6.2 Phone numbers	0- No	1- Yes	
6.3 Email addresses	0- No	1- Yes	
<b>7. Connection with Clients</b>			
7.1 Home Ownership Application	0- No	1- Yes	
7.2 Client Resources	0- No	1- Yes	
<b>8. Overall Performance</b>			
8.1 Best Practice Website	0- No	1- Adequate	2- Impressive

Overall Score: 29

Categories	Coding			
1. Deliberative Public Sphere				
1.1 Email lists	0-No		1-Yes	
1.2 Hit Counters	0-No		1-Yes	
1.3 Social Media	0-None	1-At least 1	2-At least 2	3-All 3
2. Citizen Engagement				
2.1 Volunteer Information	0-No	1-Adequate	2-Impressive	
2.2 Calendar of Events	0-Not present		1-Present but more than two clicks from homepage	2-Present, and two clicks or less than from homepage
2.3 Address	0- No		1-Yes	
2.4 Information about upcoming meeting	0-No		1-Yes	
3. Branding and Fundraising Revenue				
3.1 Branding	0-No	1-Adequate	2-Impressive	
3.2 Ability to donate online	0-No		1-Yes	
3.3 Sponsorship	0-No		1-Adequate	2-Impressive
3.4 Annual report	0-No		1-Yes	
3.5 Financial information	0- No		1-Yes	
4. Space for Marginalized Voices				
4.1 Sight disability option	0-No		1-Yes	
4.2 Hearing disability option	0-No		1-Yes	
4.3 Language option	0-No		1-Yes	
5. Interconnected, Instantaneous Information				
5.1 Mission statement	0-Not present		1-Present but more than two clicks from homepage	2- Present, and two clicks or less than from homepage
5.2 Employment opportunities	0-No		1-Yes	

Commented [DC1]: Upcoming meeting is listed for 2017

Commented [DC2]: But not through website. You must use PayPal or mail in a check.

Commented [DC3]: Manager position is open-opening shows as having been posted September 2017...

5.3 Hypertext links in employment opportunities	0-No	1-Yes	
5.4 FAQ's	0-No	1-Adequate	2- Impressive
5.5 Hypertext links in FAQ's	0-No	1-Yes	
5.6 Supporting organization information	0-No	1-Yes	
5.7 Hypertext links in supporting organization information	0-No	1-Yes	
5.8 Date updated	0-Not present	1-Within twelve months	2-In over twelve months
5.9 Search function	0-No	1-Yes	
5.10 Site index	0-No	1-Yes	
<b>6. Accountability</b>			
6.1 Names	0- No	1- Yes	
6.2 Phone numbers	0- No	1- Yes	
6.3 Email addresses	0- No	1- Yes	
<b>7. Connection with Clients</b>			
7.1 Home Ownership Application	0- No	1- Yes	
7.2 Client Resources	0- No	1- Yes	
<b>8. Overall Performance</b>			
8.1 Best Practice Website	0- No	1- Adequate	2- Impressive

**Commented [DC4]:** Main phone number listed on homepage

**Commented [DC5]:** Info email address listed only

Overall Score: 17



Categories	Coding			
1. Deliberative Public Sphere				
1.1 Email lists	0-No		1-Yes	
1.2 Hit Counters	0-No		1-Yes	
1.3 Social Media	0-None	1-At least 1	2-At least 2	3-All 3
2. Citizen Engagement				
2.1 Volunteer Information	0-No		1-Adequate	2-Impressive
2.2 Calendar of Events	0-Not present		1-Present but more than two clicks from homepage	2-Present, and two clicks or less than from homepage
2.3 Address	0- No		1-Yes	
2.4 Information about upcoming meeting	0-No		1-Yes	
3. Branding and Fundraising Revenue				
3.1 Branding	0-No		1-Adequate	2-Impressive
3.2 Ability to donate online	0-No		1-Yes	
3.3 Sponsorship	0-No		1-Adequate	2-Impressive
3.4 Annual report	0-No		1-Yes	
3.5 Financial information	0- No		1-Yes	
4. Space for Marginalized Voices				
4.1 Sight disability option	0-No		1-Yes	
4.2 Hearing disability option	0-No		1-Yes	
4.3 Language option	0-No		1-Yes	
5. Interconnected, Instantaneous Information				
5.1 Mission statement	0-Not present		1-Present but more than two clicks from homepage	2- Present, and two clicks or less than from homepage
5.2 Employment opportunities	0-No		1-Yes	

Commented [DC1]: They have 7 social media profiles/pages

Commented [DC2]: 2018

5.3 Hypertext links in employment opportunities	0-No	1-Yes	
5.4 FAQ's	0-No	1-Adequate	2- Impressive
5.5 Hypertext links in FAQ's	0-No	1-Yes	
5.6 Supporting organization information	0-No	1-Yes	
5.7 Hypertext links in supporting organization information	0-No	1-Yes	
5.8 Date updated	0-Not present	1-Within twelve months	2-In over twelve months
5.9 Search function	0-No	1-Yes	
5.10 Site index	0-No	1-Yes	
<b>6. Accountability</b>			
6.1 Names	0- No	1- Yes	
6.2 Phone numbers	0- No	1- Yes	
6.3 Email addresses	0- No	1- Yes	
<b>7. Connection with Clients</b>			
7.1 Home Ownership Application	0- No	1- Yes	
7.2 Client Resources	0- No	1- Yes	
<b>8. Overall Performance</b>			
8.1 Best Practice Website	0- No	1- Adequate	2- Impressive

Overall Score: 23

Categories	Coding			
1. Deliberative Public Sphere				
1.1 Email lists	0-No		1-Yes	
1.2 Hit Counters	0-No		1-Yes	
1.3 Social Media	0-None	1-At least 1	2-At least 2	3-All 3
2. Citizen Engagement				
2.1 Volunteer Information	0-No		1-Adequate	2-Impressive
2.2 Calendar of Events	0-Not present		1-Present but more than two clicks from homepage	2-Present, and two clicks or less than from homepage
2.3 Address	0- No		1-Yes	
2.4 Information about upcoming meeting	0-No		1-Yes	
3. Branding and Fundraising Revenue				
3.1 Branding	0-No		1-Adequate	2-Impressive
3.2 Ability to donate online	0-No		1-Yes	
3.3 Sponsorship	0-No		1-Adequate	2-Impressive
3.4 Annual report	0-No		1-Yes	
3.5 Financial information	0- No		1-Yes	
4. Space for Marginalized Voices				
4.1 Sight disability option	0-No		1-Yes	
4.2 Hearing disability option	0-No		1-Yes	
4.3 Language option	0-No		1-Yes	
5. Interconnected, Instantaneous Information				
5.1 Mission statement	0-Not present		1-Present but more than two clicks from homepage	2- Present, and two clicks or less than from homepage
5.2 Employment opportunities	0-No		1-Yes	

5.3 Hypertext links in employment opportunities	0-No	1-Yes	
5.4 FAQ's	0-No	1-Adequate	2- Impressive
5.5 Hypertext links in FAQ's	0-No	1-Yes	
5.6 Supporting organization information	0-No	1-Yes	
5.7 Hypertext links in supporting organization information	0-No	1-Yes	
5.8 Date updated	0-Not present	1-Within twelve months	2-In over twelve months
5.9 Search function	0-No	1-Yes	
5.10 Site index	0-No	1-Yes	
6. Accountability			
6.1 Names	0- No	1- Yes	
6.2 Phone numbers	0- No	1- Yes	
6.3 Email addresses	0- No	1- Yes	
7. Connection with Clients			
7.1 Home Ownership Application	0- No	1- Yes	
7.2 Client Resources	0- No	1- Yes	
8. Overall Performance			
8.1 Best Practice Website	0- No	1- Adequate	2- Impressive

Overall Score: 25

Categories	Coding			
1. Deliberative Public Sphere				
1.1 Email lists	0-No		1-Yes	
1.2 Hit Counters	0-No		1-Yes	
1.3 Social Media	0-None	1-At least 1	2-At least 2	3-All 3
2. Citizen Engagement				
2.1 Volunteer Information	0-No		1-Adequate	2-Impressive
2.2 Calendar of Events	0-Not present		1-Present but more than two clicks from homepage	2-Present, and two clicks or less than from homepage
2.3 Address	0- No		1-Yes	
2.4 Information about upcoming meeting	0-No		1-Yes	
3. Branding and Fundraising Revenue				
3.1 Branding	0-No		1-Adequate	2-Impressive
3.2 Ability to donate online	0-No		1-Yes	
3.3 Sponsorship	0-No		1-Adequate	2-Impressive
3.4 Annual report	0-No		1-Yes	
3.5 Financial information	0- No		1-Yes	
4. Space for Marginalized Voices				
4.1 Sight disability option	0-No		1-Yes	
4.2 Hearing disability option	0-No		1-Yes	
4.3 Language option	0-No		1-Yes	
5. Interconnected, Instantaneous Information				
5.1 Mission statement	0-Not present		1-Present but more than two clicks from homepage	2- Present, and two clicks or less than from homepage
5.2 Employment opportunities	0-No		1-Yes	

Commented [DC1]: They have 5

5.3 Hypertext links in employment opportunities	0-No	1-Yes	
5.4 FAQ's	0-No	1-Adequate	2- Impressive
5.5 Hypertext links in FAQ's	0-No	1-Yes	
5.6 Supporting organization information	0-No	1-Yes	
5.7 Hypertext links in supporting organization information	0-No	1-Yes	
5.8 Date updated	0-Not present	1-Within twelve months	2-In over twelve months
5.9 Search function	0-No	1-Yes	
5.10 Site index	0-No	1-Yes	
<b>6. Accountability</b>			
6.1 Names	0- No	1- Yes	
6.2 Phone numbers	0- No	1- Yes	
6.3 Email addresses	0- No	1- Yes	
<b>7. Connection with Clients</b>			
7.1 <del>Home</del> Ownership Application	0- No	1- Yes	
7.2 Client Resources	0- No	1- Yes	
<b>8. Overall Performance</b>			
8.1 Best Practice Website	0- No	1- Adequate	2- Impressive

Commented [DC2]: Not accepting applications at this time

Overall Score: 29

Categories	Coding			
1. Deliberative Public Sphere				
1.1 Email lists	0-No		1-Yes	
1.2 Hit Counters	0-No		1-Yes	
1.3 Social Media	0-None	1-At least 1	2-At least 2	3-All 3
2. Citizen Engagement				
2.1 Volunteer Information	0-No	1-Adequate	2-Impressive	
2.2 Calendar of Events	0-Not present		1-Present but more than two clicks from homepage	2-Present, and two clicks or less than from homepage
2.3 Address	0- No		1-Yes	
2.4 Information about upcoming meeting	0-No		1-Yes	
3. Branding and Fundraising Revenue				
3.1 Branding	0-No	1-Adequate	2-Impressive	
3.2 Ability to donate online	0-No		1-Yes	
3.3 Sponsorship	0-No	1-Adequate	2-Impressive	
3.4 Annual report	0-No		1-Yes	
3.5 Financial information	0- No		1-Yes	
4. Space for Marginalized Voices				
4.1 Sight disability option	0-No		1-Yes	
4.2 Hearing disability option	0-No		1-Yes	
4.3 Language option	0-No		1-Yes	
5. Interconnected, Instantaneous Information				
5.1 Mission statement	0-Not present		1-Present but more than two clicks from homepage	2- Present, and two clicks or less than from homepage
5.2 Employment opportunities	0-No		1-Yes	

**Commented [DC1]:** They only list the number to call if you wish to volunteer.

**Commented [DC2]:** This site also mentions the shopping through Amazon Smile to support HoH

5.3 Hypertext links in employment opportunities	0-No	1-Yes	
5.4 FAQ's	0-No	1-Adequate	2- Impressive
5.5 Hypertext links in FAQ's	0-No	1-Yes	
5.6 Supporting organization information	0-No	1-Yes	
5.7 Hypertext links in supporting organization information	0-No	1-Yes	
5.8 Date updated	0-Not present	1-Within twelve months	2-In over twelve months
5.9 Search function	0-No	1-Yes	
5.10 Site index	0-No	1-Yes	
<b>6. Accountability</b>			
6.1 Names	0- No	1- Yes	
6.2 Phone numbers	0- No	1- Yes	
6.3 Email addresses	0- No	1- Yes	
<b>7. Connection with Clients</b>			
7.1 Home Ownership Application	0- No	1- Yes	
7.2 Client Resources	0- No	1- Yes	
<b>8. Overall Performance</b>			
8.1 Best Practice Website	0- No	1- Adequate	2- Impressive

Overall Score: 12



Categories	Coding			
1. Deliberative Public Sphere				
1.1 Email lists	0-No		1-Yes	
1.2 Hit Counters	0-No		1-Yes	
1.3 Social Media	0-None	1-At least 1	2-At least 2	3-All 3
2. Citizen Engagement				
2.1 Volunteer Information	0-No	1-Adequate		2-Impressive
2.2 Calendar of Events	0-Not present		1-Present but more than two clicks from homepage	2-Present, and two clicks or less than from homepage
2.3 Address	0- No		1-Yes	
2.4 Information about upcoming meeting	0-No		1-Yes	
3. Branding and Fundraising Revenue				
3.1 Branding	0-No	1-Adequate		2-Impressive
3.2 Ability to donate online	0-No		1-Yes	
3.3 Sponsorship	0-No		1-Adequate	2-Impressive
3.4 Annual report	0-No		1-Yes	
3.5 Financial information	0- No		1-Yes	
4. Space for Marginalized Voices				
4.1 Sight disability option	0-No		1-Yes	
4.2 Hearing disability option	0-No		1-Yes	
4.3 Language option	0-No		1-Yes	
5. Interconnected, Instantaneous Information				
5.1 Mission statement	0-Not present		1-Present but more than two clicks from homepage	2- Present, and two clicks or less than from homepage
5.2 Employment opportunities	0-No		1-Yes	

5.3 Hypertext links in employment opportunities	0-No	1-Yes	
5.4 FAQ's	0-No	1-Adequate	2- Impressive
5.5 Hypertext links in FAQ's	0-No	1-Yes	
5.6 Supporting organization information	0-No	1-Yes	
5.7 Hypertext links in supporting organization information	0-No	1-Yes	
5.8 Date updated	0-Not present	1-Within twelve months	2-In over twelve months
5.9 Search function	0-No	1-Yes	
5.10 Site index	0-No	1-Yes	
6. Accountability			
6.1 Names	0- No	1- Yes	
6.2 Phone numbers	0- No	1- Yes	
6.3 Email addresses	0- No	1- Yes	
7. Connection with Clients			
7.1 Home Ownership Application	0- No	1- Yes	
7.2 Client Resources	0- No	1- Yes	
8. Overall Performance			
8.1 Best Practice Website	0- No	1- Adequate	2- Impressive

Overall Score: 12

Categories	Coding			
1. Deliberative Public Sphere				
1.1 Email lists	0-No		1-Yes	
1.2 Hit Counters	0-No		1-Yes	
1.3 Social Media	0-None	1-At least 1	2-At least 2	3-All 3
2. Citizen Engagement				
2.1 Volunteer Information	0-No		1-Adequate	2-Impressive
2.2 Calendar of Events	0-Not present		1-Present but more than two clicks from homepage	2-Present, and two clicks or less than from homepage
2.3 Address	0- No		1-Yes	
2.4 Information about upcoming meeting	0-No		1-Yes	
3. Branding and Fundraising Revenue				
3.1 Branding	0-No		1-Adequate	2-Impressive
3.2 Ability to donate online	0-No		1-Yes	
3.3 Sponsorship	0-No		1-Adequate	2-Impressive
3.4 Annual report	0-No		1-Yes	
3.5 Financial information	0- No		1-Yes	
4. Space for Marginalized Voices				
4.1 Sight disability option	0-No		1-Yes	
4.2 Hearing disability option	0-No		1-Yes	
4.3 Language option	0-No		1-Yes	
5. Interconnected, Instantaneous Information				
5.1 Mission statement	0-Not present		1-Present but more than two clicks from homepage	2- Present, and two clicks or less than from homepage
5.2 Employment opportunities	0-No		1-Yes	

**Commented [DC1]:** Mentions the Scrip Program (buying gift cards where a percentage goes to HoH)

5.3 Hypertext links in employment opportunities	0-No	1-Yes	
5.4 FAQ's	0-No	1-Adequate	2- Impressive
5.5 Hypertext links in FAQ's	0-No	1-Yes	
5.6 Supporting organization information	0-No	1-Yes	
5.7 Hypertext links in supporting organization information	0-No	1-Yes	
5.8 Date updated	0-Not present	1-Within twelve months	2-In over twelve months
5.9 Search function	0-No	1-Yes	
5.10 Site index	0-No	1-Yes	
<b>6. Accountability</b>			
6.1 Names	0- No	1- Yes	
6.2 Phone numbers	0- No	1- Yes	
6.3 Email addresses	0- No	1- Yes	
<b>7. Connection with Clients</b>			
7.1 Home Ownership Application	0- No	1- Yes	
7.2 Client Resources	0- No	1- Yes	
<b>8. Overall Performance</b>			
8.1 Best Practice Website	0- No	1- Adequate	2- Impressive

Overall Score: 15

Categories	Coding			
1. Deliberative Public Sphere				
1.1 Email lists	0-No		1-Yes	
1.2 Hit Counters	0-No		1-Yes	
1.3 Social Media	0-None	1-At least 1	2-At least 2	3-All 3
2. Citizen Engagement				
2.1 Volunteer Information	0-No	1-Adequate		2-Impressive
2.2 Calendar of Events	0-Not present		1-Present but more than two clicks from homepage	2-Present, and two clicks or less than from homepage
2.3 Address	0- No		1-Yes	
2.4 Information about upcoming meeting	0-No		1-Yes	
3. Branding and Fundraising Revenue				
3.1 Branding	0-No	1-Adequate		2-Impressive
3.2 Ability to donate online	0-No		1-Yes	
3.3 Sponsorship	0-No	1-Adequate		2-Impressive
3.4 Annual report	0-No		1-Yes	
3.5 Financial information	0- No		1-Yes	
4. Space for Marginalized Voices				
4.1 Sight disability option	0-No		1-Yes	
4.2 Hearing disability option	0-No		1-Yes	
4.3 Language option	0-No		1-Yes	
5. Interconnected, Instantaneous Information				
5.1 Mission statement	0-Not present		1-Present but more than two clicks from homepage	2- Present, and two clicks or less than from homepage
5.2 Employment opportunities	0-No		1-Yes	

5.3 Hypertext links in employment opportunities	0-No	1-Yes	
5.4 FAQ's	0-No	1-Adequate	2- Impressive
5.5 Hypertext links in FAQ's	0-No	1-Yes	
5.6 Supporting organization information	0-No	1-Yes	
5.7 Hypertext links in supporting organization information	0-No	1-Yes	
5.8 Date updated	0-Not present	1-Within twelve months	2-In over twelve months
5.9 Search function	0-No	1-Yes	
5.10 Site index	0-No	1-Yes	
<b>6. Accountability</b>			
6.1 Names	0- No	1- Yes	
6.2 Phone numbers	0- No	1- Yes	
6.3 Email addresses	0- No	1- Yes	
<b>7. Connection with Clients</b>			
7.1 Home Ownership Application	0- No	1- Yes	
7.2 Client Resources	0- No	1- Yes	
<b>8. Overall Performance</b>			
8.1 Best Practice Website	0- No	1- Adequate	2- Impressive

Overall Score: 16

Categories	Coding			
1. Deliberative Public Sphere				
1.1 Email lists	0-No		1-Yes	
1.2 Hit Counters	0-No		1-Yes	
1.3 Social Media	0-None	1-At least 1	2-At least 2	3-All 3
2. Citizen Engagement				
2.1 Volunteer Information	0-No		1-Adequate	2-Impressive
2.2 Calendar of Events	0-Not present		1-Present but more than two clicks from homepage	2-Present, and two clicks or less than from homepage
2.3 Address	0- No		1-Yes	
2.4 Information about upcoming meeting	0-No		1-Yes	
3. Branding and Fundraising Revenue				
3.1 Branding	0-No		1-Adequate	2-Impressive
3.2 Ability to donate online	0-No		1-Yes	
3.3 Sponsorship	0-No		1-Adequate	2-Impressive
3.4 Annual report	0-No		1-Yes	
3.5 Financial information	0- No		1-Yes	
4. Space for Marginalized Voices				
4.1 Sight disability option	0-No		1-Yes	
4.2 Hearing disability option	0-No		1-Yes	
4.3 Language option	0-No		1-Yes	
5. Interconnected, Instantaneous Information				
5.1 Mission statement	0-Not present		1-Present but more than two clicks from homepage	2- Present, and two clicks or less than from homepage
5.2 Employment opportunities	0-No		1-Yes	

**Commented [DC1]:** Takes you to "SignUpGenius" website. You must already know what team you want to sign up with...

**Commented [DC2]:** You can access their newsletters but...the most recent is from July 2017

**Commented [DC3]:** Mention about Amazon Smile program

5.3 Hypertext links in employment opportunities	0-No	1-Yes	
5.4 FAQ's	0-No	1-Adequate	2- Impressive
5.5 Hypertext links in FAQ's	0-No	1-Yes	
5.6 Supporting organization information	0-No	1-Yes	
5.7 Hypertext links in supporting organization information	0-No	1-Yes	
5.8 Date updated	0-Not present	1-Within twelve months	2-In over twelve months
5.9 Search function	0-No	1-Yes	
5.10 Site index	0-No	1-Yes	
<b>6. Accountability</b>			
6.1 Names	0- No	1- Yes	
6.2 Phone numbers	0- No	1- Yes	
6.3 Email addresses	0- No	1- Yes	
<b>7. Connection with Clients</b>			
7.1 Home Ownership Application	0- No	1- Yes	
7.2 Client Resources	0- No	1- Yes	
<b>8. Overall Performance</b>			
8.1 Best Practice Website	0- No	1- Adequate	2- Impressive

Overall Score: 12



Categories	Coding			
1. Deliberative Public Sphere				
1.1 Email lists	0-No		1-Yes	
1.2 Hit Counters	0-No		1-Yes	
1.3 Social Media	0-None	1-At least 1	2-At least 2	3-All 3
2. Citizen Engagement				
2.1 Volunteer Information	0-No	1-Adequate		2-Impressive
2.2 Calendar of Events	0-Not present		1-Present but more than two clicks from homepage	2-Present, and two clicks or less than from homepage
2.3 Address	0- No		1-Yes	
2.4 Information about upcoming meeting	0-No		1-Yes	
3. Branding and Fundraising Revenue				
3.1 Branding	0-No	1-Adequate		2-Impressive
3.2 Ability to donate online	0-No		1-Yes	
3.3 Sponsorship	0-No		1-Adequate	
3.4 Annual report	0-No		1-Yes	
3.5 Financial information	0- No		1-Yes	
4. Space for Marginalized Voices				
4.1 Sight disability option	0-No		1-Yes	
4.2 Hearing disability option	0-No		1-Yes	
4.3 Language option	0-No		1-Yes	
5. Interconnected, Instantaneous Information				
5.1 Mission statement	0-Not present		1-Present but more than two clicks from homepage	2- Present, and two clicks or less than from homepage
5.2 Employment opportunities	0-No		1-Yes	

5.3 Hypertext links in employment opportunities	0-No	1-Yes	
5.4 FAQ's	0-No	1-Adequate	2- Impressive
5.5 Hypertext links in FAQ's	0-No	1-Yes	
5.6 Supporting organization information	0-No	1-Yes	
5.7 Hypertext links in supporting organization information	0-No	1-Yes	
5.8 Date updated	0-Not present	1-Within twelve months	2-In over twelve months
5.9 Search function	0-No	1-Yes	
5.10 Site index	0-No	1-Yes	
<b>6. Accountability</b>			
6.1 Names	0- No	1- Yes	
6.2 Phone numbers	0- No	1- Yes	
6.3 Email addresses	0- No	1- Yes	
<b>7. Connection with Clients</b>			
7.1 Home Ownership Application	0- No	1- Yes	
7.2 Client Resources	0- No	1- Yes	
<b>8. Overall Performance</b>			
8.1 Best Practice Website	0- No	1- Adequate	2- Impressive

Overall Score: 9

Categories	Coding			
1. Deliberative Public Sphere				
1.1 Email lists	0-No		1-Yes	
1.2 Hit Counters	0-No		1-Yes	
1.3 Social Media	0-None	1-At least 1	2-At least 2	3-All 3
2. Citizen Engagement				
2.1 Volunteer Information	0-No		1-Adequate	2-Impressive
2.2 Calendar of Events	0-Not present		1-Present but more than two clicks from homepage	2-Present, and two clicks or less than from homepage
2.3 Address	0- No		1-Yes	
2.4 Information about upcoming meeting	0-No		1-Yes	
3. Branding and Fundraising Revenue				
3.1 Branding	0-No		1-Adequate	2-Impressive
3.2 Ability to donate online	0-No		1-Yes	
3.3 Sponsorship	0-No		1-Adequate	2-Impressive
3.4 Annual report	0-No		1-Yes	
3.5 Financial information	0- No		1-Yes	
4. Space for Marginalized Voices				
4.1 Sight disability option	0-No		1-Yes	
4.2 Hearing disability option	0-No		1-Yes	
4.3 Language option	0-No		1-Yes	
5. Interconnected, Instantaneous Information				
5.1 Mission statement	0-Not present		1-Present but more than two clicks from homepage	2- Present, and two clicks or less than from homepage
5.2 Employment opportunities	0-No		1-Yes	

Commented [DC1]: Whoa. Very bare basic design.

5.3 Hypertext links in employment opportunities	0-No	1-Yes	
5.4 FAQ's	0-No	1-Adequate	2- Impressive
5.5 Hypertext links in FAQ's	0-No	1-Yes	
5.6 Supporting organization information	0-No	1-Yes	
5.7 Hypertext links in supporting organization information	0-No	1-Yes	
5.8 Date updated	0-Not present	1-Within twelve months	2-In over twelve months
5.9 Search function	0-No	1-Yes	
5.10 Site index	0-No	1-Yes	
<b>6. Accountability</b>			
6.1 Names	0- No	1- Yes	
6.2 Phone numbers	0- No	1- Yes	
6.3 Email addresses	0- No	1- Yes	
<b>7. Connection with Clients</b>			
7.1 Home Ownership Application	0- No	1- Yes	
7.2 Client Resources	0- No	1- Yes	
<b>8. Overall Performance</b>			
8.1 Best Practice Website	0- No	1- Adequate	2- Impressive

Overall Score: 13

Categories	Coding			
1. Deliberative Public Sphere				
1.1 Email lists	0-No		1-Yes	
1.2 Hit Counters	0-No		1-Yes	
1.3 Social Media	0-None	1-At least 1	2-At least 2	3-All 3
2. Citizen Engagement				
2.1 Volunteer Information	0-No		1-Adequate	2-Impressive
2.2 Calendar of Events	0-Not present		1-Present but more than two clicks from homepage	2-Present, and two clicks or less than from homepage
2.3 Address	0- No		1-Yes	
2.4 Information about upcoming meeting	0-No		1-Yes	
3. Branding and Fundraising Revenue				
3.1 Branding	0-No		1-Adequate	2-Impressive
3.2 Ability to donate online	0-No		1-Yes	
3.3 Sponsorship	0-No		1-Adequate	2-Impressive
3.4 Annual report	0-No		1-Yes	
3.5 Financial information	0- No		1-Yes	
4. Space for Marginalized Voices				
4.1 Sight disability option	0-No		1-Yes	
4.2 Hearing disability option	0-No		1-Yes	
4.3 Language option	0-No		1-Yes	
5. Interconnected, Instantaneous Information				
5.1 Mission statement	0-Not present		1-Present but more than two clicks from homepage	2- Present, and two clicks or less than from homepage
5.2 Employment opportunities	0-No		1-Yes	

5.3 Hypertext links in employment opportunities	0-No	1-Yes	
5.4 FAQ's	0-No	1-Adequate	2- Impressive
5.5 Hypertext links in FAQ's	0-No	1-Yes	
5.6 Supporting organization information	0-No	1-Yes	
5.7 Hypertext links in supporting organization information	0-No	1-Yes	
5.8 Date updated	0-Not present	1-Within twelve months	2-In over twelve months
5.9 Search function	0-No	1-Yes	
5.10 Site index	0-No	1-Yes	
<b>6. Accountability</b>			
6.1 Names	0- No	1- Yes	
6.2 Phone numbers	0- No	1- Yes	
6.3 Email addresses	0- No	1- Yes	
<b>7. Connection with Clients</b>			
7.1 Home Ownership Application	0- No	1- Yes	
7.2 Client Resources	0- No	1- Yes	
<b>8. Overall Performance</b>			
8.1 Best Practice Website	0- No	1- Adequate	2- Impressive

Commented [DC1]: Well designed

Overall Score: 18

Categories	Coding			
1. Deliberative Public Sphere				
1.1 Email lists	0-No		1-Yes	
1.2 Hit Counters	0-No		1-Yes	
1.3 Social Media	0-None	1-At least 1	2-At least 2	3-All 3
2. Citizen Engagement				
2.1 Volunteer Information	0-No		1-Adequate	2-Impressive
2.2 Calendar of Events	0-Not present		1-Present but more than two clicks from homepage	2-Present, and two clicks or less than from homepage
2.3 Address	0- No		1-Yes	
2.4 Information about upcoming meeting	0-No		1-Yes	
3. Branding and Fundraising Revenue				
3.1 Branding	0-No		1-Adequate	2-Impressive
3.2 Ability to donate online	0-No		1-Yes	
3.3 Sponsorship	0-No		1-Adequate	2-Impressive
3.4 Annual report	0-No		1-Yes	
3.5 Financial information	0- No		1-Yes	
4. Space for Marginalized Voices				
4.1 Sight disability option	0-No		1-Yes	
4.2 Hearing disability option	0-No		1-Yes	
4.3 Language option	0-No		1-Yes	
5. Interconnected, Instantaneous Information				
5.1 Mission statement	0-Not present		1-Present but more than two clicks from homepage	2- Present, and two clicks or less than from homepage
5.2 Employment opportunities	0-No		1-Yes	

5.3 Hypertext links in employment opportunities	0-No	1-Yes
5.4 FAQ's	0-No	1-Adequate 2- Impressive
5.5 Hypertext links in FAQ's	0-No	1-Yes
5.6 Supporting organization information	0-No	1-Yes
5.7 Hypertext links in supporting organization information	0-No	1-Yes
5.8 Date updated	0-Not present	1-Within twelve months 2-In over twelve months
5.9 Search function	0-No	1-Yes
5.10 Site index	0-No	1-Yes
<b>6. Accountability</b>		
6.1 Names	0- No	1- Yes
6.2 Phone numbers	0- No	1- Yes
6.3 Email addresses	0- No	1- Yes
<b>7. Connection with Clients</b>		
7.1 Home Ownership Application	0- No	1- Yes
7.2 Client Resources	0- No	1- Yes
<b>8. Overall Performance</b>		
8.1 Best Practice Website	0- No	1- Adequate 2- Impressive

Overall Score: 22



Categories	Coding				Commented [DC1]: Site Under Maintenance
1. Deliberative Public Sphere					
1.1 Email lists	0-No		1-Yes		
1.2 Hit Counters	0-No		1-Yes		
1.3 Social Media	0-None	1-At least 1	2-At least 2	3-All 3	
2. Citizen Engagement					
2.1 Volunteer Information	0-No		1-Adequate	2-Impressive	
2.2 Calendar of Events	0-Not present		1-Present but more than two clicks from homepage	2-Present, and two clicks or less than from homepage	
2.3 Address	0- No		1-Yes		
2.4 Information about upcoming meeting	0-No		1-Yes		
3. Branding and Fundraising Revenue					
3.1 Branding	0-No		1-Adequate	2-Impressive	
3.2 Ability to donate online	0-No		1-Yes		
3.3 Sponsorship	0-No		1-Adequate	2-Impressive	
3.4 Annual report	0-No		1-Yes		
3.5 Financial information	0- No		1-Yes		
4. Space for Marginalized Voices					
4.1 Sight disability option	0-No		1-Yes		
4.2 Hearing disability option	0-No		1-Yes		
4.3 Language option	0-No		1-Yes		
5. Interconnected, Instantaneous Information					
5.1 Mission statement	0-Not present		1-Present but more than two clicks from homepage	2- Present, and two clicks or less than from homepage	
5.2 Employment opportunities	0-No		1-Yes		

<i>5.3 Hypertext links in employment opportunities</i>	0-No	1-Yes	
<i>5.4 FAQ's</i>	0-No	1-Adequate	2- Impressive
<i>5.5 Hypertext links in FAQ's</i>	0-No	1-Yes	
<i>5.6 Supporting organization information</i>	0-No	1-Yes	
<i>5.7 Hypertext links in supporting organization information</i>	0-No	1-Yes	
<i>5.8 Date updated</i>	0-Not present	1-Within twelve months	2-In over twelve months
<i>5.9 Search function</i>	0-No	1-Yes	
<i>5.10 Site index</i>	0-No	1-Yes	
<b>6. Accountability</b>			
<i>6.1 Names</i>	0- No	1- Yes	
<i>6.2 Phone numbers</i>	0- No	1- Yes	
<i>6.3 Email addresses</i>	0- No	1- Yes	
<b>7. Connection with Clients</b>			
<i>7.1 Home Ownership Application</i>	0- No	1- Yes	
<i>7.2 Client Resources</i>	0- No	1- Yes	
<b>8. Overall Performance</b>			
<i>8.1 Best Practice Website</i>	0- No	1- Adequate	2- Impressive

Overall Score: 4

Categories	Coding			
1. Deliberative Public Sphere				
1.1 Email lists	0-No		1-Yes	
1.2 Hit Counters	0-No		1-Yes	
1.3 Social Media	0-None	1-At least 1	2-At least 2	3-All 3
2. Citizen Engagement				
2.1 Volunteer Information	0-No		1-Adequate	2-Impressive
2.2 Calendar of Events	0-Not present		1-Present but more than two clicks from homepage	2-Present, and two clicks or less than from homepage
2.3 Address	0- No		1-Yes	
2.4 Information about upcoming meeting	0-No		1-Yes	
3. Branding and Fundraising Revenue				
3.1 Branding	0-No		1-Adequate	2-Impressive
3.2 Ability to donate online	0-No		1-Yes	
3.3 Sponsorship	0-No		1-Adequate	2-Impressive
3.4 Annual report	0-No		1-Yes	
3.5 Financial information	0- No		1-Yes	
4. Space for Marginalized Voices				
4.1 Sight disability option	0-No		1-Yes	
4.2 Hearing disability option	0-No		1-Yes	
4.3 Language option	0-No		1-Yes	
5. Interconnected, Instantaneous Information				
5.1 Mission statement	0-Not present		1-Present but more than two clicks from homepage	2- Present, and two clicks or less than from homepage
5.2 Employment opportunities	0-No		1-Yes	

**Commented [DC1]:** Website is well organized and visually pleasing. One of the best I've analyzed.

5.3 Hypertext links in employment opportunities	0-No	1-Yes	
5.4 FAQ's	0-No	1-Adequate	2- Impressive
5.5 Hypertext links in FAQ's	0-No	1-Yes	
5.6 Supporting organization information	0-No	1-Yes	
5.7 Hypertext links in supporting organization information	0-No	1-Yes	
5.8 Date updated	0-Not present	1-Within twelve months	2-In over twelve months
5.9 Search function	0-No	1-Yes	
5.10 Site index	0-No	1-Yes	
<b>6. Accountability</b>			
6.1 Names	0- No	1- Yes	
6.2 Phone numbers	0- No	1- Yes	
6.3 Email addresses	0- No	1- Yes	
<b>7. Connection with Clients</b>			
7.1 Home Ownership Application	0- No	1- Yes	
7.2 Client Resources	0- No	1- Yes	
<b>8. Overall Performance</b>			
8.1 Best Practice Website	0- No	1- Adequate	2- Impressive

Overall Score: 26

Categories	Coding			
1. Deliberative Public Sphere				
1.1 Email lists	0-No		1-Yes	
1.2 Hit Counters	0-No		1-Yes	
1.3 Social Media	0-None	1-At least 1	2-At least 2	3-All 3
2. Citizen Engagement				
2.1 Volunteer Information	0-No		1-Adequate	2-Impressive
2.2 Calendar of Events	0-Not present		1-Present but more than two clicks from homepage	2-Present, and two clicks or less than from homepage
2.3 Address	0- No		1-Yes	
2.4 Information about upcoming meeting	0-No		1-Yes	
3. Branding and Fundraising Revenue				
3.1 Branding	0-No		1-Adequate	2-Impressive
3.2 Ability to donate online	0-No		1-Yes	
3.3 Sponsorship	0-No		1-Adequate	2-Impressive
3.4 Annual report	0-No		1-Yes	
3.5 Financial information	0- No		1-Yes	
4. Space for Marginalized Voices				
4.1 Sight disability option	0-No		1-Yes	
4.2 Hearing disability option	0-No		1-Yes	
4.3 Language option	0-No		1-Yes	
5. Interconnected, Instantaneous Information				
5.1 Mission statement	0-Not present		1-Present but more than two clicks from homepage	2- Present, and two clicks or less than from homepage
5.2 Employment opportunities	0-No		1-Yes	

5.3 Hypertext links in employment opportunities	0-No	1-Yes	
5.4 FAQ's	0-No	1-Adequate	2- Impressive
5.5 Hypertext links in FAQ's	0-No	1-Yes	
5.6 Supporting organization information	0-No	1-Yes	
5.7 Hypertext links in supporting organization information	0-No	1-Yes	
5.8 Date updated	0-Not present	1-Within twelve months	2-In over twelve months
5.9 Search function	0-No	1-Yes	
5.10 Site index	0-No	1-Yes	
<b>6. Accountability</b>			
6.1 Names	0- No	1- Yes	
6.2 Phone numbers	0- No	1- Yes	
6.3 Email addresses	0- No	1- Yes	
<b>7. Connection with Clients</b>			
7.1 Home Ownership Application	0- No	1- Yes	
7.2 Client Resources	0- No	1- Yes	
<b>8. Overall Performance</b>			
8.1 Best Practice Website	0- No	1- Adequate	2- Impressive

**Commented [DC1]:** First one to have all 3 Accessibility components

Overall Score: 28

Categories	Coding			
1. Deliberative Public Sphere				
1.1 Email lists	0-No		1-Yes	
1.2 Hit Counters	0-No		1-Yes	
1.3 Social Media	0-None	1-At least 1	2-At least 2	3-All 3
2. Citizen Engagement				
2.1 Volunteer Information	0-No		1-Adequate	2-Impressive
2.2 Calendar of Events	0-Not present		1-Present but more than two clicks from homepage	2-Present, and two clicks or less than from homepage
2.3 Address	0- No		1-Yes	
2.4 Information about upcoming meeting	0-No		1-Yes	
3. Branding and Fundraising Revenue				
3.1 Branding	0-No		1-Adequate	2-Impressive
3.2 Ability to donate online	0-No		1-Yes	
3.3 Sponsorship	0-No		1-Adequate	2-Impressive
3.4 Annual report	0-No		1-Yes	
3.5 Financial information	0- No		1-Yes	
4. Space for Marginalized Voices				
4.1 Sight disability option	0-No		1-Yes	
4.2 Hearing disability option	0-No		1-Yes	
4.3 Language option	0-No		1-Yes	
5. Interconnected, Instantaneous Information				
5.1 Mission statement	0-Not present		1-Present but more than two clicks from homepage	2- Present, and two clicks or less than from homepage
5.2 Employment opportunities	0-No		1-Yes	

Commented [DC1]: Mention of Amazon SMile

5.3 Hypertext links in employment opportunities	0-No	1-Yes	
5.4 FAQ's	0-No	1-Adequate	2- Impressive
5.5 Hypertext links in FAQ's	0-No	1-Yes	
5.6 Supporting organization information	0-No	1-Yes	
5.7 Hypertext links in supporting organization information	0-No	1-Yes	
5.8 Date updated	0-Not present	1-Within twelve months	2-In over twelve months
5.9 Search function	0-No	1-Yes	
5.10 Site index	0-No	1-Yes	
<b>6. Accountability</b>			
6.1 Names	0- No	1- Yes	
6.2 Phone numbers	0- No	1- Yes	
6.3 Email addresses	0- No	1- Yes	
<b>7. Connection with Clients</b>			
7.1 Home Ownership Application	0- No	1- Yes	
7.2 Client Resources	0- No	1- Yes	
<b>8. Overall Performance</b>			
8.1 Best Practice Website	0- No	1- Adequate	2- Impressive

**Commented [DC2]:** They have quite a few shopping websites, like Amazon and Ebay, that support the Riverside affiliate.

**Commented [DC3]:** Only accepting applications for the CalVet Project.

Overall Score: 30



Categories	Coding			
1. Deliberative Public Sphere				
1.1 Email lists	0-No		1-Yes	
1.2 Hit Counters	0-No		1-Yes	
1.3 Social Media	0-None	1-At least 1	2-At least 2	3-All 3
2. Citizen Engagement				
2.1 Volunteer Information	0-No		1-Adequate	2-Impressive
2.2 Calendar of Events	0-Not present		1-Present but more than two clicks from homepage	2-Present, and two clicks or less than from homepage
2.3 Address	0- No		1-Yes	
2.4 Information about upcoming meeting	0-No		1-Yes	
3. Branding and Fundraising Revenue				
3.1 Branding	0-No		1-Adequate	2-Impressive
3.2 Ability to donate online	0-No		1-Yes	
3.3 Sponsorship	0-No		1-Adequate	2-Impressive
3.4 Annual report	0-No		1-Yes	
3.5 Financial information	0- No		1-Yes	
4. Space for Marginalized Voices				
4.1 Sight disability option	0-No		1-Yes	
4.2 Hearing disability option	0-No		1-Yes	
4.3 Language option	0-No		1-Yes	
5. Interconnected, Instantaneous Information				
5.1 Mission statement	0-Not present		1-Present but more than two clicks from homepage	2- Present, and two clicks or less than from homepage
5.2 Employment opportunities	0-No		1-Yes	

Commented [DC1]: Mentions Amazon Smile Program

5.3 Hypertext links in employment opportunities	0-No	1-Yes	
5.4 FAQ's	0-No	1-Adequate	2- Impressive
5.5 Hypertext links in FAQ's	0-No	1-Yes	
5.6 Supporting organization information	0-No	1-Yes	
5.7 Hypertext links in supporting organization information	0-No	1-Yes	
5.8 Date updated	0-Not present	1-Within twelve months	2-In over twelve months
5.9 Search function	0-No	1-Yes	
5.10 Site index	0-No	1-Yes	
<b>6. Accountability</b>			
6.1 Names	0- No	1- Yes	
6.2 Phone numbers	0- No	1- Yes	
6.3 Email addresses	0- No	1- Yes	
<b>7. Connection with Clients</b>			
7.1 Home Ownership Application	0- No	1- Yes	
7.2 Client Resources	0- No	1- Yes	
<b>8. Overall Performance</b>			
8.1 Best Practice Website	0- No	1- Adequate	2- Impressive

Overall Score: 16

Categories	Coding			
1. Deliberative Public Sphere				
1.1 Email lists	0-No		1-Yes	
1.2 Hit Counters	0-No		1-Yes	
1.3 Social Media	0-None	1-At least 1	2-At least 2	3-All 3
2. Citizen Engagement				
2.1 Volunteer Information	0-No		1-Adequate	2-Impressive
2.2 Calendar of Events	0-Not present		1-Present but more than two clicks from homepage	2-Present, and two clicks or less than from homepage
2.3 Address	0- No		1-Yes	
2.4 Information about upcoming meeting	0-No		1-Yes	
3. Branding and Fundraising Revenue				
3.1 Branding	0-No		1-Adequate	2-Impressive
3.2 Ability to donate online	0-No		1-Yes	
3.3 Sponsorship	0-No		1-Adequate	2-Impressive
3.4 Annual report	0-No		1-Yes	
3.5 Financial information	0- No		1-Yes	
4. Space for Marginalized Voices				
4.1 Sight disability option	0-No		1-Yes	
4.2 Hearing disability option	0-No		1-Yes	
4.3 Language option	0-No		1-Yes	
5. Interconnected, Instantaneous Information				
5.1 Mission statement	0-Not present		1-Present but more than two clicks from homepage	2- Present, and two clicks or less than from homepage
5.2 Employment opportunities	0-No		1-Yes	

Commented [DC1]: Under maintenance

5.3 Hypertext links in employment opportunities	0-No	1-Yes	
5.4 FAQ's	0-No	1-Adequate	2- Impressive
5.5 Hypertext links in FAQ's	0-No	1-Yes	
5.6 Supporting organization information	0-No	1-Yes	
5.7 Hypertext links in supporting organization information	0-No	1-Yes	
5.8 Date updated	0-Not present	1-Within twelve months	2-In over twelve months
5.9 Search function	0-No	1-Yes	
5.10 Site index	0-No	1-Yes	
<b>6. Accountability</b>			
6.1 Names	0- No	1- Yes	
6.2 Phone numbers	0- No	1- Yes	
6.3 Email addresses	0- No	1- Yes	
<b>7. Connection with Clients</b>			
7.1 Home Ownership Application	0- No	1- Yes	
7.2 Client Resources	0- No	1- Yes	
<b>8. Overall Performance</b>			
8.1 Best Practice Website	0- No	1- Adequate	2- Impressive

Overall Score: 24

Categories	Coding			
1. Deliberative Public Sphere				
1.1 Email lists	0-No		1-Yes	
1.2 Hit Counters	0-No		1-Yes	
1.3 Social Media	0-None	1-At least 1	2-At least 2	3-All 3
2. Citizen Engagement				
2.1 Volunteer Information	0-No		1-Adequate	2-Impressive
2.2 Calendar of Events	0-Not present		1-Present but more than two clicks from homepage	2-Present, and two clicks or less than from homepage
2.3 Address	0- No		1-Yes	
2.4 Information about upcoming meeting	0-No		1-Yes	
3. Branding and Fundraising Revenue				
3.1 Branding	0-No		1-Adequate	2-Impressive
3.2 Ability to donate online	0-No		1-Yes	
3.3 Sponsorship	0-No		1-Adequate	2-Impressive
3.4 Annual report	0-No		1-Yes	
3.5 Financial information	0- No		1-Yes	
4. Space for Marginalized Voices				
4.1 Sight disability option	0-No		1-Yes	
4.2 Hearing disability option	0-No		1-Yes	
4.3 Language option	0-No		1-Yes	
5. Interconnected, Instantaneous Information				
5.1 Mission statement	0-Not present		1-Present but more than two clicks from homepage	2- Present, and two clicks or less than from homepage
5.2 Employment opportunities	0-No		1-Yes	

Commented [DC1]: Under maintenance

Commented [DC2]: The past 5 years info/reports are available

5.3 Hypertext links in employment opportunities	0-No	1-Yes	
5.4 FAQ's	0-No	1-Adequate	2- Impressive
5.5 Hypertext links in FAQ's	0-No	1-Yes	
5.6 Supporting organization information	0-No	1-Yes	
5.7 Hypertext links in supporting organization information	0-No	1-Yes	
5.8 Date updated	0-Not present	1-Within twelve months	2-In over twelve months
5.9 Search function	0-No	1-Yes	
5.10 Site index	0-No	1-Yes	
<b>6. Accountability</b>			
6.1 Names	0- No	1- Yes	
6.2 Phone numbers	0- No	1- Yes	
6.3 Email addresses	0- No	1- Yes	
<b>7. Connection with Clients</b>			
7.1 Home Ownership Application	0- No	1- Yes	
7.2 Client Resources	0- No	1- Yes	
<b>8. Overall Performance</b>			
8.1 Best Practice Website	0- No	1- Adequate	2- Impressive

Commented [DC3]: Harrison Ford promo ad on home page

Commented [DC4]: Apps are not currently being accepted

Overall Score: 24

Categories	Coding			
1. Deliberative Public Sphere				
1.1 Email lists	0-No		1-Yes	
1.2 Hit Counters	0-No		1-Yes	
1.3 Social Media	0-None	1-At least 1	2-At least 2	3-All 3
2. Citizen Engagement				
2.1 Volunteer Information	0-No		1-Adequate	2-Impressive
2.2 Calendar of Events	0-Not present		1-Present but more than two clicks from homepage	2-Present, and two clicks or less than from homepage
2.3 Address	0- No		1-Yes	
2.4 Information about upcoming meeting	0-No		1-Yes	
3. Branding and Fundraising Revenue				
3.1 Branding	0-No		1-Adequate	2-Impressive
3.2 Ability to donate online	0-No		1-Yes	
3.3 Sponsorship	0-No		1-Adequate	2-Impressive
3.4 Annual report	0-No		1-Yes	
3.5 Financial information	0- No		1-Yes	
4. Space for Marginalized Voices				
4.1 Sight disability option	0-No		1-Yes	
4.2 Hearing disability option	0-No		1-Yes	
4.3 Language option	0-No		1-Yes	
5. Interconnected, Instantaneous Information				
5.1 Mission statement	0-Not present		1-Present but more than two clicks from homepage	2- Present, and two clicks or less than from homepage
5.2 Employment opportunities	0-No		1-Yes	

**Commented [DC1]:** Tried Google and all I kept get getting is their fb page. Had to habitaca website to get their address and an info email address

5.3 Hypertext links in employment opportunities	0-No	1-Yes	
5.4 FAQ's	0-No	1-Adequate	2- Impressive
5.5 Hypertext links in FAQ's	0-No	1-Yes	
5.6 Supporting organization information	0-No	1-Yes	
5.7 Hypertext links in supporting organization information	0-No	1-Yes	
5.8 Date updated	0-Not present	1-Within twelve months	2-In over twelve months
5.9 Search function	0-No	1-Yes	
5.10 Site index	0-No	1-Yes	
<b>6. Accountability</b>			
6.1 Names	0- No	1- Yes	
6.2 Phone numbers	0- No	1- Yes	
6.3 Email addresses	0- No	1- Yes	
<b>7. Connection with Clients</b>			
7.1 Home Ownership Application	0- No	1- Yes	
7.2 Client Resources	0- No	1- Yes	
<b>8. Overall Performance</b>			
8.1 Best Practice Website	0- No	1- Adequate	2- Impressive

Overall Score: 3



Categories	Coding			
1. Deliberative Public Sphere				
1.1 Email lists	0-No		1-Yes	
1.2 Hit Counters	0-No		1-Yes	
1.3 Social Media	0-None	1-At least 1	2-At least 2	3-All 3
2. Citizen Engagement				
2.1 Volunteer Information	0-No		1-Adequate	2-Impressive
2.2 Calendar of Events	0-Not present		1-Present but more than two clicks from homepage	2-Present, and two clicks or less than from homepage
2.3 Address	0- No		1-Yes	
2.4 Information about upcoming meeting	0-No		1-Yes	
3. Branding and Fundraising Revenue				
3.1 Branding	0-No		1-Adequate	2-Impressive
3.2 Ability to donate online	0-No		1-Yes	
3.3 Sponsorship	0-No		1-Adequate	2-Impressive
3.4 Annual report	0-No		1-Yes	
3.5 Financial information	0- No		1-Yes	
4. Space for Marginalized Voices				
4.1 Sight disability option	0-No		1-Yes	
4.2 Hearing disability option	0-No		1-Yes	
4.3 Language option	0-No		1-Yes	
5. Interconnected, Instantaneous Information				
5.1 Mission statement	0-Not present		1-Present but more than two clicks from homepage	2- Present, and two clicks or less than from homepage
5.2 Employment opportunities	0-No		1-Yes	

Commented [DC1]: Under maintenance

Commented [DC2]: Dead link

5.3 Hypertext links in employment opportunities	0-No	1-Yes	
5.4 FAQ's	0-No	1-Adequate	2- Impressive
5.5 Hypertext links in FAQ's	0-No	1-Yes	
5.6 Supporting organization information	0-No	1-Yes	
5.7 Hypertext links in supporting organization information	0-No	1-Yes	
5.8 <u>Date updated</u>	0-Not present	1-Within twelve months	2-In over twelve months
5.9 Search function	0-No	1-Yes	
5.10 Site index	0-No	1-Yes	
<b>6. Accountability</b>			
6.1 Names	0- No	1- Yes	
6.2 Phone numbers	0- No	1- Yes	
6.3 Email addresses	0- No	1- Yes	
<b>7. Connection with Clients</b>			
7.1 Home Ownership Application	0- No	1- Yes	
7.2 Client Resources	0- No	1- Yes	
<b>8. Overall Performance</b>			
8.1 Best Practice Website	0- No	1- Adequate	2- Impressive

Commented [DC3]: Lists 2012

Overall Score: 15

Categories	Coding			
1. Deliberative Public Sphere				
1.1 Email lists	0-No		1-Yes	
1.2 Hit Counters	0-No		1-Yes	
1.3 Social Media	0-None	1-At least 1	2-At least 2	3-All 3
2. Citizen Engagement				
2.1 Volunteer Information	0-No		1-Adequate	2-Impressive
2.2 Calendar of Events	0-Not present		1-Present but more than two clicks from homepage	2-Present, and two clicks or less than from homepage
2.3 Address	0- No		1-Yes	
2.4 Information about upcoming meeting	0-No		1-Yes	
3. Branding and Fundraising Revenue				
3.1 Branding	0-No		1-Adequate	2-Impressive
3.2 Ability to donate online	0-No		1-Yes	
3.3 Sponsorship	0-No		1-Adequate	2-Impressive
3.4 Annual report	0-No		1-Yes	
3.5 Financial information	0- No		1-Yes	
4. Space for Marginalized Voices				
4.1 Sight disability option	0-No		1-Yes	
4.2 Hearing disability option	0-No		1-Yes	
4.3 Language option	0-No		1-Yes	
5. Interconnected, Instantaneous Information				
5.1 Mission statement	0-Not present		1-Present but more than two clicks from homepage	2- Present, and two clicks or less than from homepage
5.2 Employment opportunities	0-No		1-Yes	

Commented [DC1]: Have the ability to transfer stocks over to HoH thru website...

5.3 Hypertext links in employment opportunities	0-No	1-Yes	
5.4 FAQ's	0-No	1-Adequate	2- Impressive
5.5 Hypertext links in FAQ's	0-No	1-Yes	
5.6 Supporting organization information	0-No	1-Yes	
5.7 Hypertext links in supporting organization information	0-No	1-Yes	
5.8 Date updated	0-Not present	1-Within twelve months	2-In over twelve months
5.9 Search function	0-No	1-Yes	
5.10 Site index	0-No	1-Yes	
<b>6. Accountability</b>			
6.1 Names	0- No	1- Yes	
6.2 Phone numbers	0- No	1- Yes	
6.3 Email addresses	0- No	1- Yes	
<b>7. Connection with Clients</b>			
7.1 Home Ownership Application	0- No	1- Yes	
7.2 Client Resources	0- No	1- Yes	
<b>8. Overall Performance</b>			
8.1 Best Practice Website	0- No	1- Adequate	2- Impressive

Overall Score: 21

Categories	Coding			
1. Deliberative Public Sphere				
1.1 Email lists	0-No		1-Yes	
1.2 Hit Counters	0-No		1-Yes	
1.3 Social Media	0-None	1-At least 1	2-At least 2	3-All 3
2. Citizen Engagement				
2.1 Volunteer Information	0-No	1-Adequate	2-Impressive	
2.2 Calendar of Events	0-Not present		1-Present but more than two clicks from homepage	2-Present, and two clicks or less than from homepage
2.3 Address	0- No		1-Yes	
2.4 Information about upcoming meeting	0-No		1-Yes	
3. Branding and Fundraising Revenue				
3.1 Branding	0-No	1-Adequate	2-Impressive	
3.2 Ability to donate online	0-No		1-Yes	
3.3 Sponsorship	0-No		1-Adequate	2-Impressive
3.4 Annual report	0-No		1-Yes	
3.5 Financial information	0- No		1-Yes	
4. Space for Marginalized Voices				
4.1 Sight disability option	0-No		1-Yes	
4.2 Hearing disability option	0-No		1-Yes	
4.3 Language option	0-No		1-Yes	
5. Interconnected, Instantaneous Information				
5.1 Mission statement	0-Not present		1-Present but more than two clicks from homepage	2- Present, and two clicks or less than from homepage
5.2 Employment opportunities	0-No		1-Yes	

Commented [DC1]: Refers to Amazon Smile

5.3 Hypertext links in employment opportunities	0-No	1-Yes	
5.4 FAQ's	0-No	1-Adequate	2- Impressive
5.5 Hypertext links in FAQ's	0-No	1-Yes	
5.6 Supporting organization information	0-No	1-Yes	
5.7 Hypertext links in supporting organization information	0-No	1-Yes	
5.8 Date updated	0-Not present	1-Within twelve months	2-In over twelve months
5.9 Search function	0-No	1-Yes	
5.10 Site index	0-No	1-Yes	
<b>6. Accountability</b>			
6.1 Names	0- No	1- Yes	
6.2 Phone numbers	0- No	1- Yes	
6.3 Email addresses	0- No	1- Yes	
<b>7. Connection with Clients</b>			
7.1 Home Ownership Application	0- No	1- Yes	
7.2 Client Resources	0- No	1- Yes	
<b>8. Overall Performance</b>			
8.1 Best Practice Website	0- No	1- Adequate	2- Impressive

Commented [DC2]: Not accepting applications at this time

Overall Score: 7

Categories	Coding			
1. Deliberative Public Sphere				
1.1 Email lists	0-No		1-Yes	
1.2 Hit Counters	0-No		1-Yes	
1.3 Social Media	0-None	1-At least 1	2-At least 2	3-All 3
2. Citizen Engagement				
2.1 Volunteer Information	0-No		1-Adequate	2-Impressive
2.2 Calendar of Events	0-Not present		1-Present but more than two clicks from homepage	2-Present, and two clicks or less than from homepage
2.3 Address	0- No		1-Yes	
2.4 Information about upcoming meeting	0-No		1-Yes	
3. Branding and Fundraising Revenue				
3.1 Branding	0-No		1-Adequate	2-Impressive
3.2 Ability to donate online	0-No		1-Yes	
3.3 Sponsorship	0-No		1-Adequate	2-Impressive
3.4 Annual report	0-No		1-Yes	
3.5 Financial information	0- No		1-Yes	
4. Space for Marginalized Voices				
4.1 Sight disability option	0-No		1-Yes	
4.2 Hearing disability option	0-No		1-Yes	
4.3 Language option	0-No		1-Yes	
5. Interconnected, Instantaneous Information				
5.1 Mission statement	0-Not present		1-Present but more than two clicks from homepage	2- Present, and two clicks or less than from homepage
5.2 Employment opportunities	0-No		1-Yes	

Commented [DC1]: Mention of Amazon Smile Program

5.3 Hypertext links in employment opportunities	0-No	1-Yes	
5.4 FAQ's	0-No	1-Adequate	2- Impressive
5.5 Hypertext links in FAQ's	0-No	1-Yes	
5.6 Supporting organization information	0-No	1-Yes	
5.7 Hypertext links in supporting organization information	0-No	1-Yes	
5.8 Date updated	0-Not present	1-Within twelve months	2-In over twelve months
5.9 Search function	0-No	1-Yes	
5.10 Site index	0-No	1-Yes	
<b>6. Accountability</b>			
6.1 Names	0- No	1- Yes	
6.2 Phone numbers	0- No	1- Yes	
6.3 Email addresses	0- No	1- Yes	
<b>7. Connection with Clients</b>			
7.1 Home Ownership Application	0- No	1- Yes	
7.2 Client Resources	0- No	1- Yes	
<b>8. Overall Performance</b>			
8.1 Best Practice Website	0- No	1- Adequate	2- Impressive

Commented [DC2]: Well designed website

Overall Score: 22



Categories	Coding			
1. Deliberative Public Sphere				
1.1 Email lists	0-No		1-Yes	
1.2 Hit Counters	0-No		1-Yes	
1.3 Social Media	0-None	1-At least 1	2-At least 2	3-All 3
2. Citizen Engagement				
2.1 Volunteer Information	0-No		1-Adequate	2-Impressive
2.2 Calendar of Events	0-Not present		1-Present but more than two clicks from homepage	2-Present, and two clicks or less than from homepage
2.3 Address	0- No		1-Yes	
2.4 Information about upcoming meeting	0-No		1-Yes	
3. Branding and Fundraising Revenue				
3.1 Branding	0-No		1-Adequate	2-Impressive
3.2 Ability to donate online	0-No		1-Yes	
3.3 Sponsorship	0-No		1-Adequate	2-Impressive
3.4 Annual report	0-No		1-Yes	
3.5 Financial information	0- No		1-Yes	
4. Space for Marginalized Voices				
4.1 Sight disability option	0-No		1-Yes	
4.2 Hearing disability option	0-No		1-Yes	
4.3 Language option	0-No		1-Yes	
5. Interconnected, Instantaneous Information				
5.1 Mission statement	0-Not present		1-Present but more than two clicks from homepage	2- Present, and two clicks or less than from homepage
5.2 Employment opportunities	0-No		1-Yes	

5.3 Hypertext links in employment opportunities	0-No	1-Yes	
5.4 FAQ's	0-No	1-Adequate	2- Impressive
5.5 Hypertext links in FAQ's	0-No	1-Yes	
5.6 Supporting organization information	0-No	1-Yes	
5.7 Hypertext links in supporting organization information	0-No	1-Yes	
5.8 Date updated	0-Not present	1-Within twelve months	2-In over twelve months
5.9 Search function	0-No	1-Yes	
5.10 Site index	0-No	1-Yes	
<b>6. Accountability</b>			
6.1 Names	0- No	1- Yes	
6.2 Phone numbers	0- No	1- Yes	
6.3 Email addresses	0- No	1- Yes	
<b>7. Connection with Clients</b>			
7.1 Home Ownership Application	0- No	1- Yes	
7.2 Client Resources	0- No	1- Yes	
<b>8. Overall Performance</b>			
8.1 Best Practice Website	0- No	1- Adequate	2- Impressive

Commented [DC1]: Well dsigned

Overall Score: 25

Categories	Coding			
1. Deliberative Public Sphere				
1.1 Email lists	0-No		1-Yes	
1.2 Hit Counters	0-No		1-Yes	
1.3 Social Media	0-None	1-At least 1	2-At least 2	3-All 3
2. Citizen Engagement				
2.1 Volunteer Information	0-No		1-Adequate	2-Impressive
2.2 Calendar of Events	0-Not present		1-Present but more than two clicks from homepage	2-Present, and two clicks or less than from homepage
2.3 Address	0- No		1-Yes	
2.4 Information about upcoming meeting	0-No		1-Yes	
3. Branding and Fundraising Revenue				
3.1 Branding	0-No		1-Adequate	2-Impressive
3.2 Ability to donate online	0-No		1-Yes	
3.3 Sponsorship	0-No		1-Adequate	2-Impressive
3.4 Annual report	0-No		1-Yes	
3.5 Financial information	0- No		1-Yes	
4. Space for Marginalized Voices				
4.1 Sight disability option	0-No		1-Yes	
4.2 Hearing disability option	0-No		1-Yes	
4.3 Language option	0-No		1-Yes	
5. Interconnected, Instantaneous Information				
5.1 Mission statement	0-Not present		1-Present but more than two clicks from homepage	2- Present, and two clicks or less than from homepage
5.2 Employment opportunities	0-No		1-Yes	

Commented [DC1]: Provide a PO box

Commented [DC2]: Ability to donate stocks and mutual funds

5.3 Hypertext links in employment opportunities	0-No	1-Yes	
5.4 FAQ's	0-No	1-Adequate	2- Impressive
5.5 Hypertext links in FAQ's	0-No	1-Yes	
5.6 Supporting organization information	0-No	1-Yes	
5.7 Hypertext links in supporting organization information	0-No	1-Yes	
5.8 Date updated	0-Not present	1-Within twelve months	2-In over twelve months
5.9 Search function	0-No	1-Yes	
5.10 Site index	0-No	1-Yes	
<b>6. Accountability</b>			
6.1 Names	0- No	1- Yes	
6.2 Phone numbers	0- No	1- Yes	
6.3 Email addresses	0- No	1- Yes	
<b>7. Connection with Clients</b>			
7.1 Home Ownership Application	0- No	1- Yes	
7.2 Client Resources	0- No	1- Yes	
<b>8. Overall Performance</b>			
8.1 Best Practice Website	0- No	1- Adequate	2- Impressive

Overall Score: 18

Categories	Coding			
1. Deliberative Public Sphere				
1.1 Email lists	0-No		1-Yes	
1.2 Hit Counters	0-No		1-Yes	
1.3 Social Media	0-None	1-At least 1	2-At least 2	3-All 3
2. Citizen Engagement				
2.1 Volunteer Information	0-No		1-Adequate	2-Impressive
2.2 Calendar of Events	0-Not present		1-Present but more than two clicks from homepage	2-Present, and two clicks or less than from homepage
2.3 Address	0- No		1-Yes	
2.4 Information about upcoming meeting	0-No		1-Yes	
3. Branding and Fundraising Revenue				
3.1 Branding	0-No		1-Adequate	2-Impressive
3.2 Ability to donate online	0-No		1-Yes	
3.3 Sponsorship	0-No		1-Adequate	2-Impressive
3.4 Annual report	0-No		1-Yes	
3.5 Financial information	0- No		1-Yes	
4. Space for Marginalized Voices				
4.1 Sight disability option	0-No		1-Yes	
4.2 Hearing disability option	0-No		1-Yes	
4.3 Language option	0-No		1-Yes	
5. Interconnected, Instantaneous Information				
5.1 Mission statement	0-Not present		1-Present but more than two clicks from homepage	2- Present, and two clicks or less than from homepage
5.2 Employment opportunities	0-No		1-Yes	

Commented [DC1]: Broken link

Commented [DC2]: Someone needs to check their spelling and grammar

5.3 Hypertext links in employment opportunities	0-No	1-Yes	
5.4 FAQ's	0-No	1-Adequate	2- Impressive
5.5 Hypertext links in FAQ's	0-No	1-Yes	
5.6 Supporting organization information	0-No	1-Yes	
5.7 Hypertext links in supporting organization information	0-No	1-Yes	
5.8 Date updated	0-Not present	1-Within twelve months	2-In over twelve months
5.9 Search function	0-No	1-Yes	
5.10 Site index	0-No	1-Yes	
<b>6. Accountability</b>			
6.1 Names	0- No	1- Yes	
6.2 Phone numbers	0- No	1- Yes	
6.3 Email addresses	0- No	1- Yes	
<b>7. Connection with Clients</b>			
7.1 Home Ownership Application	0- No	1- Yes	
7.2 Client Resources	0- No	1- Yes	
<b>8. Overall Performance</b>			
8.1 Best Practice Website	0- No	1- Adequate	2- Impressive

Commented [DC3]: 2012

Overall Score: 18

Categories	Coding			
1. Deliberative Public Sphere				
1.1 Email lists	0-No		1-Yes	
1.2 Hit Counters	0-No		1-Yes	
1.3 Social Media	0-None	1-At least 1	2-At least 2	3-All 3
2. Citizen Engagement				
2.1 Volunteer Information	0-No		1-Adequate	2-Impressive
2.2 Calendar of Events	0-Not present		1-Present but more than two clicks from homepage	2-Present, and two clicks or less than from homepage
2.3 Address	0- No		1-Yes	
2.4 Information about upcoming meeting	0-No		1-Yes	
3. Branding and Fundraising Revenue				
3.1 Branding	0-No		1-Adequate	2-Impressive
3.2 Ability to donate online	0-No		1-Yes	
3.3 Sponsorship	0-No		1-Adequate	2-Impressive
3.4 Annual report	0-No		1-Yes	
3.5 Financial information	0- No		1-Yes	
4. Space for Marginalized Voices				
4.1 Sight disability option	0-No		1-Yes	
4.2 Hearing disability option	0-No		1-Yes	
4.3 Language option	0-No		1-Yes	
5. Interconnected, Instantaneous Information				
5.1 Mission statement	0-Not present		1-Present but more than two clicks from homepage	2- Present, and two clicks or less than from homepage
5.2 Employment opportunities	0-No		1-Yes	

**Commented [DC1]:** 2016 and 2017 available. Looks like it may have been awhile since to website was updated...

5.3 Hypertext links in employment opportunities	0-No	1-Yes	
5.4 FAQ's	0-No	1-Adequate	2- Impressive
5.5 Hypertext links in FAQ's	0-No	1-Yes	
5.6 Supporting organization information	0-No	1-Yes	
5.7 Hypertext links in supporting organization information	0-No	1-Yes	
5.8 Date updated	0-Not present	1-Within twelve months	2-In over twelve months
5.9 Search function	0-No	1-Yes	
5.10 Site index	0-No	1-Yes	
<b>6. Accountability</b>			
6.1 Names	0- No	1- Yes	
6.2 Phone numbers	0- No	1- Yes	
6.3 Email addresses	0- No	1- Yes	
<b>7. Connection with Clients</b>			
7.1 Home Ownership Application	0- No	1- Yes	
7.2 Client Resources	0- No	1- Yes	
<b>8. Overall Performance</b>			
8.1 Best Practice Website	0- No	1- Adequate	2- Impressive

Commented [DC2]: Email, name, and phone number provided to get access to application

Overall Score: 20



Categories	Coding			
1. Deliberative Public Sphere				
1.1 Email lists	0-No		1-Yes	
1.2 Hit Counters	0-No		1-Yes	
1.3 Social Media	0-None	1-At least 1	2-At least 2	3-All 3
2. Citizen Engagement				
2.1 Volunteer Information	0-No		1-Adequate	2-Impressive
2.2 Calendar of Events	0-Not present		1-Present but more than two clicks from homepage	2-Present, and two clicks or less than from homepage
2.3 Address	0- No		1-Yes	
2.4 Information about upcoming meeting	0-No		1-Yes	
3. Branding and Fundraising Revenue				
3.1 Branding	0-No		1-Adequate	2-Impressive
3.2 Ability to donate online	0-No		1-Yes	
3.3 Sponsorship	0-No		1-Adequate	2-Impressive
3.4 Annual report	0-No		1-Yes	
3.5 Financial information	0- No		1-Yes	
4. Space for Marginalized Voices				
4.1 Sight disability option	0-No		1-Yes	
4.2 Hearing disability option	0-No		1-Yes	
4.3 Language option	0-No		1-Yes	
5. Interconnected, Instantaneous Information				
5.1 Mission statement	0-Not present		1-Present but more than two clicks from homepage	2- Present, and two clicks or less than from homepage
5.2 Employment opportunities	0-No		1-Yes	

Commented [DC1]: Info on donating stocks and real estate

5.3 Hypertext links in employment opportunities	0-No	1-Yes	
5.4 FAQ's	0-No	1-Adequate	2- Impressive
5.5 Hypertext links in FAQ's	0-No	1-Yes	
5.6 Supporting organization information	0-No	1-Yes	
5.7 Hypertext links in supporting organization information	0-No	1-Yes	
5.8 Date updated	0-Not present	1-Within twelve months	2-In over twelve months
5.9 Search function	0-No	1-Yes	
5.10 Site index	0-No	1-Yes	
<b>6. Accountability</b>			
6.1 Names	0- No	1- Yes	
6.2 Phone numbers	0- No	1- Yes	
6.3 Email addresses	0- No	1- Yes	
<b>7. Connection with Clients</b>			
7.1 Home Ownership Application	0- No	1- Yes	
7.2 Client Resources	0- No	1- Yes	
<b>8. Overall Performance</b>			
8.1 Best Practice Website	0- No	1- Adequate	2- Impressive

**Commented [DC2]:** Beautifully designed but missing a lot if important information

Overall Score: 19

Categories	Coding			
1. Deliberative Public Sphere				
1.1 Email lists	0-No		1-Yes	
1.2 Hit Counters	0-No		1-Yes	
1.3 Social Media	0-None	1-At least 1	2-At least 2	3-All 3
2. Citizen Engagement				
2.1 Volunteer Information	0-No		1-Adequate	2-Impressive
2.2 Calendar of Events	0-Not present		1-Present but more than two clicks from homepage	2-Present, and two clicks or less than from homepage
2.3 Address	0- No		1-Yes	
2.4 Information about upcoming meeting	0-No		1-Yes	
3. Branding and Fundraising Revenue				
3.1 Branding	0-No		1-Adequate	2-Impressive
3.2 Ability to donate online	0-No		1-Yes	
3.3 Sponsorship	0-No		1-Adequate	2-Impressive
3.4 Annual report	0-No		1-Yes	
3.5 Financial information	0- No		1-Yes	
4. Space for Marginalized Voices				
4.1 Sight disability option	0-No		1-Yes	
4.2 Hearing disability option	0-No		1-Yes	
4.3 Language option	0-No		1-Yes	
5. Interconnected, Instantaneous Information				
5.1 Mission statement	0-Not present		1-Present but more than two clicks from homepage	2- Present, and two clicks or less than from homepage
5.2 Employment opportunities	0-No		1-Yes	

5.3 Hypertext links in employment opportunities	0-No	1-Yes	
5.4 FAQ's	0-No	1-Adequate	2- Impressive
5.5 Hypertext links in FAQ's	0-No	1-Yes	
5.6 Supporting organization information	0-No	1-Yes	
5.7 Hypertext links in supporting organization information	0-No	1-Yes	
5.8 Date updated	0-Not present	1-Within twelve months	2-In over twelve months
5.9 Search function	0-No	1-Yes	
5.10 Site index	0-No	1-Yes	
<b>6. Accountability</b>			
6.1 Names	0- No	1- Yes	
6.2 Phone numbers	0- No	1- Yes	
6.3 Email addresses	0- No	1- Yes	
<b>7. Connection with Clients</b>			
7.1 Home Ownership Application	0- No	1- Yes	
7.2 Client Resources	0- No	1- Yes	
<b>8. Overall Performance</b>			
8.1 Best Practice Website	0- No	1- Adequate	2- Impressive

Commented [DC1]: Well executed site

Overall Score: 25

Categories	Coding			
1. Deliberative Public Sphere				
1.1 Email lists	0-No		1-Yes	
1.2 Hit Counters	0-No		1-Yes	
1.3 Social Media	0-None	1-At least 1	2-At least 2	3-All 3
2. Citizen Engagement				
2.1 Volunteer Information	0-No		1-Adequate	2-Impressive
2.2 Calendar of Events	0-Not present		1-Present but more than two clicks from homepage	2-Present, and two clicks or less than from homepage
2.3 Address	0- No		1-Yes	
2.4 Information about upcoming meeting	0-No		1-Yes	
3. Branding and Fundraising Revenue				
3.1 Branding	0-No		1-Adequate	2-Impressive
3.2 Ability to donate online	0-No		1-Yes	
3.3 Sponsorship	0-No		1-Adequate	2-Impressive
3.4 Annual report	0-No		1-Yes	
3.5 Financial information	0- No		1-Yes	
4. Space for Marginalized Voices				
4.1 Sight disability option	0-No		1-Yes	
4.2 Hearing disability option	0-No		1-Yes	
4.3 Language option	0-No		1-Yes	
5. Interconnected, Instantaneous Information				
5.1 Mission statement	0-Not present		1-Present but more than two clicks from homepage	2- Present, and two clicks or less than from homepage
5.2 Employment opportunities	0-No		1-Yes	

5.3 Hypertext links in employment opportunities	0-No	1-Yes	
5.4 FAQ's	0-No	1-Adequate	2- Impressive
5.5 Hypertext links in FAQ's	0-No	1-Yes	
5.6 Supporting organization information	0-No	1-Yes	
5.7 Hypertext links in supporting organization information	0-No	1-Yes	
5.8 Date updated	0-Not present	1-Within twelve months	2-In over twelve months
5.9 Search function	0-No	1-Yes	
5.10 Site index	0-No	1-Yes	
6. Accountability			
6.1 Names	0- No	1- Yes	
6.2 Phone numbers	0- No	1- Yes	
6.3 Email addresses	0- No	1- Yes	
7. Connection with Clients			
7.1 Home Ownership Application	0- No	1- Yes	
7.2 Client Resources	0- No	1- Yes	
8. Overall Performance			
8.1 Best Practice Website	0- No	1- Adequate	2- Impressive

Overall Score: 8

Categories	Coding			
1. Deliberative Public Sphere				
1.1 Email lists	0-No		1-Yes	
1.2 Hit Counters	0-No		1-Yes	
1.3 Social Media	0-None	1-At least 1	2-At least 2	3-All 3
2. Citizen Engagement				
2.1 Volunteer Information	0-No		1-Adequate	2-Impressive
2.2 Calendar of Events	0-Not present		1-Present but more than two clicks from homepage	2-Present, and two clicks or less than from homepage
2.3 Address	0- No		1-Yes	
2.4 Information about upcoming meeting	0-No		1-Yes	
3. Branding and Fundraising Revenue				
3.1 Branding	0-No		1-Adequate	2-Impressive
3.2 Ability to donate online	0-No		1-Yes	
3.3 Sponsorship	0-No		1-Adequate	2-Impressive
3.4 Annual report	0-No		1-Yes	
3.5 Financial information	0- No		1-Yes	
4. Space for Marginalized Voices				
4.1 Sight disability option	0-No		1-Yes	
4.2 Hearing disability option	0-No		1-Yes	
4.3 Language option	0-No		1-Yes	
5. Interconnected, Instantaneous Information				
5.1 Mission statement	0-Not present		1-Present but more than two clicks from homepage	2- Present, and two clicks or less than from homepage
5.2 Employment opportunities	0-No		1-Yes	

5.3 Hypertext links in employment opportunities	0-No	1-Yes	
5.4 FAQ's	0-No	1-Adequate	2- Impressive
5.5 Hypertext links in FAQ's	0-No	1-Yes	
5.6 Supporting organization information	0-No	1-Yes	
5.7 Hypertext links in supporting organization information	0-No	1-Yes	
5.8 Date updated	0-Not present	1-Within twelve months	2-In over twelve months
5.9 Search function	0-No	1-Yes	
5.10 Site index	0-No	1-Yes	
<b>6. Accountability</b>			
6.1 Names	0- No	1- Yes	
6.2 Phone numbers	0- No	1- Yes	
6.3 Email addresses	0- No	1- Yes	
<b>7. Connection with Clients</b>			
7.1 Home Ownership Application	0- No	1- Yes	
7.2 Client Resources	0- No	1- Yes	
<b>8. Overall Performance</b>			
8.1 Best Practice Website	0- No	1- Adequate	2- Impressive

Commented [DC1]: List the main line

Commented [DC2]: One, general email address

Commented [DC3]: List a phone number to call to get more info.

Overall Score: 11



# **Appendix D**

DPS	Texas	California	
	1.1	45	61
	1.2	4	0
	1.3	19	44
CE	Texas	California	
	2.1	40	44
	2.2	53	39
	2.3	77	98
B&F	Texas	California	
	3.1	39	17
	3.2	85	90
	3.3	19	20
Marginalized	Texas	California	
	4.1	8	5
	4.2	19	24
	4.3	21	15
I,II	Texas	California	
	5.1	85	85
	5.2	29	37
	5.3	16	22
	5.4	8	10
	5.5	11	22
	5.6	47	59
	5.7	40	29
	5.8	37	7
	5.9	32	34
	5.10	8	10
Accountability	Texas	California	
	6.1	60	71
	6.2	48	51
	6.3	58	59
C C	Texas	California	
	7.1	37	49
	7.2	37	66
Overall	Texas	California	
	8.1	22	12

