

BEYOND THE BOTTOM LINE:

THE ECONOMIC AND SOCIAL VALUE OF ARIZONA NONPROFITS

Including Updated Data on
Arizona Nonprofit Sector
Economic Impact

INTRODUCTION

As mayors, we think of nonprofits differently.

We rely on nonprofit organizations in our communities. We and our fellow citizens expect nonprofits to be ready to provide service in emergencies and natural disasters. We trust them to fill gaps no other groups can fill. We take for granted that they will be there when needed.

However, we usually do not think of nonprofits in economic terms.

Yet, in order to provide the services we depend on, nonprofits must be sustainable organizations. They must hire reliable employees and pay them a living wage. They need computers and desks and equipment and supplies which they purchase from local merchants. Even though they are nonprofit, they pay sales tax on their purchases, some pay property tax on their facilities, and their employees pay income tax. We have found that the most effective nonprofits are well-managed organizations with strong, capable leadership and staff.

In our communities, nonprofits are problem solvers, innovators, job creators, trusted advisors, major employers, and revenue generators. More than that, they are the connectors, links, and leaders that make our towns and cities true communities.

For instance, *Community Home Repair Projects of Arizona (CHRP)* is a nonprofit in Tucson that provides home repair for low-income Tucsonans in a neighborly, caring way. Something as simple as changing the pads on a swamp cooler can make all the difference to a family that's struggling to get by.

Circle the City's continuum of high-quality, holistic health care to homeless people in Maricopa County is one of few similar models in the country. *United Way of Northern Arizona* helps multiple groups in the community, collaborating effectively with other leaders. *Yuma Crossing National Heritage Area* has provided leadership in a collaborative partnership that is transforming historic downtown Yuma and restoring the Colorado River natural habitat.

This report, *Beyond the Bottom Line: The Economic and Social Value of Arizona Nonprofits*, makes clear that Arizona's nonprofits are a force to be reckoned with. It emphasizes that when we think of the social sector, we must recognize their economic strength, their leadership, and the tremendous value they bring to our communities.



Coral Evans
Coral Evans
Mayor, City of Flagstaff



Douglas Nicholls
Douglas Nicholls
Mayor, City of Yuma



Jonathan Rothschild
Jonathan Rothschild
Mayor, City of Tucson



Greg Stanton
Greg Stanton
Mayor, City of Phoenix

OVERVIEW: PURPOSE OF THIS RESEARCH

Dear Friends:

I have used data from *Arizona Nonprofits: Economic Power, Positive Impact* in nearly every meeting I have attended since the report was published two years ago. I have asked business and government leaders, “Did you know that Arizona nonprofits contribute 7.9% of Arizona’s GSP and are responsible for 12.1% of its jobs, 11% of its wages, and 9.5% of its taxes?” Their surprised responses demonstrate a newfound respect for the sector.

In fact, the Alliance of Arizona Nonprofits recognizes that such economic data about nonprofit organizations is so important that we have proudly taken responsibility for coordinating this ongoing research on the economic vitality of Arizona’s nonprofit sector.

The initial report led to the recognition that, beyond their direct, indirect, and induced spending, nonprofits create social, public, and civic value. Some of this value can be stated in monetary terms. We commissioned research to deepen our understanding of the additional value nonprofits create—a topic that has been studied very little. Besides updating the economic impact data, this second report asks an additional question:

WHAT IS THE SOCIAL IMPACT OF INVESTMENTS IN ARIZONA’S NONPROFIT SECTOR?

This report presents results from research addressing that question. The research was conducted by the L. William Seidman Research Institute on behalf of the Alliance of Arizona Nonprofits with support from the Arizona Community Foundation, J.R. Hollon & Associates, InMedia Company, The Phoenix Philanthropy Group, Salt River Project, and the other contributors listed on the back cover.

Using financial data from the Arizona Office of Economic Opportunity, focus group input from across the state, and primary data from a statewide survey, the report demonstrates that investments in our nonprofit sector reap giant economic dividends for our communities and state, and are indispensable in creating stronger communities and a richer civic life.

THE REPORT INCLUDES:

- Updated data on the economic impact of Arizona’s nonprofits
- Analysis of the social value (the social return on investment) created by Arizona nonprofits
- Evaluation profiles of individual nonprofits across the state which have quantified the impact of their programs

We at the Alliance take pride in our leadership of informing Arizonans just how vital Arizona nonprofits are to the state’s economy and even more to the strength and cohesion of its communities.



Kristen Merrifield, CAE, CNAP
Chief Executive Officer
Alliance of Arizona Nonprofits

BEYOND THE BOTTOM LINE: THE ECONOMIC AND SOCIAL VALUE OF ARIZONA NONPROFITS

“Social investors have the choice and power to use philanthropy for the greater good. This research breaks down the tangible results produced by philanthropic investments through nonprofits into those ideals that everyone agrees are priorities—like healthier communities, more educated populations, and sustainable environments—and shows how these outcomes contribute to vital and measurable community benefits—like civic engagement and job development.”



Robert F. Ashcraft, Ph.D., Executive Director, The Lodestar Center for Philanthropy and Nonprofit Innovation at Arizona State University and the Saguaro Professor of Civic Enterprise in the ASU School of Community Resources and Development

REGISTERED NONPROFITS BY COUNTY TOTAL IN ARIZONA IN 2016: 22,907

Arizona’s 22,907 registered nonprofits are distributed throughout the state, as shown in the map opposite. The total revenue filed on 2016 IRS forms was \$31.1 billion. Their total assets totaled \$50.8 billion, an increase of \$2.8 billion since 2014.

Source: National Center for Charitable Statistics (NCCS) and Internal Revenue Service (IRS), 2016

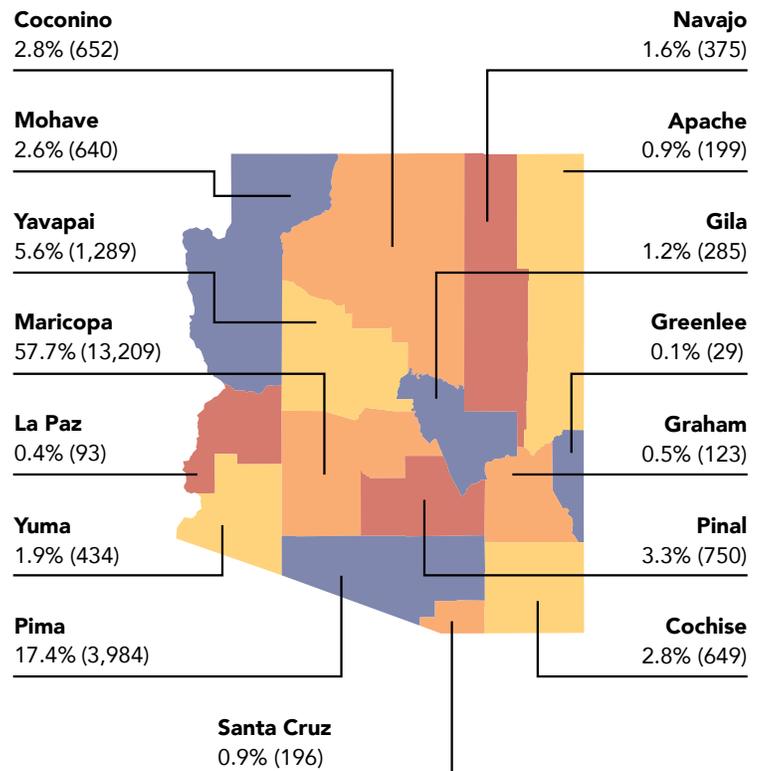


TABLE OF CONTENTS

INTRODUCTION	pg 2
OVERVIEW	pg 3
PART 1 Nonprofits Continue To Add Significant Economic Value to Arizona	pg 6
PART 2 Investments in Nonprofits Reap Dividends for Arizona	pg 13
PART 3 Conclusion: A Sector to Take Seriously	pg 28

Definitions Economists Like to Use:

Gross State Product (GSP):

Dollar value of all goods and services produced for final demand (sometimes referred to as Gross Domestic Product by State)

Employment:

Count of jobs, including wage/ salary workers and the self-employed

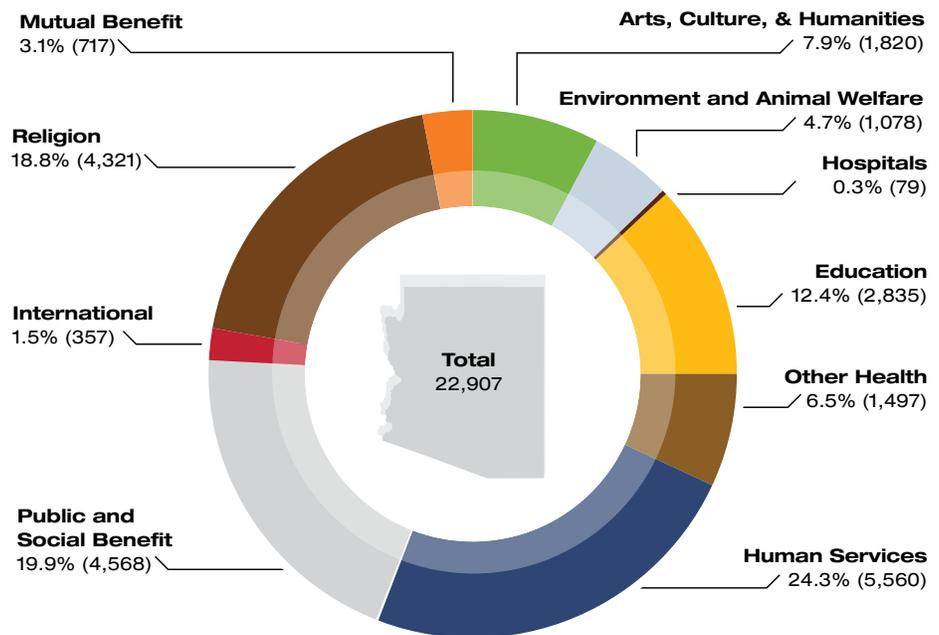
Wages: All forms of employment income

Data throughout the report is stated in 2016 dollars, unless otherwise noted.

BEYOND THE BOTTOM LINE:

THE ECONOMIC AND SOCIAL VALUE OF ARIZONA NONPROFITS

describes the economic impact, social return on investment, and leadership of Arizona nonprofit organizations that fall into the categories listed below. Circle shows percent of Arizona nonprofit community and number of registered organizations in each category as of August 2016.



Sources: National Center for Charitable Statistics (NCCS) and the Internal Revenue Service (IRS)

*NCCS did not assign NTEE code to 75 nonprofits

PART 1

NONPROFITS CONTINUE TO ADD SIGNIFICANT ECONOMIC VALUE TO ARIZONA

"I had no idea nonprofits had such an economic impact in Arizona."

"I will now hold my head higher as a nonprofit leader."

"I had never thought of nonprofits in terms of jobs, wages, taxes, or contribution to Gross State Product."

*Such responses were common as we traveled around the state presenting the findings of our 2016 report **Arizona Nonprofits: Economic Power, Positive Impact.***



7.7% OF ARIZONA'S GSP — MORE THAN **\$23.5 BILLION** — WAS GENERATED BY NONPROFITS IN 2016

Our earlier report, *Arizona Nonprofits: Economic Power, Positive Impact*, used 2014 data to make clear that Arizona's nonprofits are a significant economic force and a major employer in the state. In this report, the economic impact of Arizona nonprofits is updated using data from the year 2016 (the most currently available data) supplied by the Arizona Office of Economic Opportunity (AZ OEO).

- In 2016, Arizona nonprofits directly contributed approximately \$10.9 billion to the state's Gross State Product (GSP) through spending in wages and program and service delivery.
- Economists tell us that direct spending initiates a ripple effect of indirect and induced spending. The multiplying effect of this chain reaction is demonstrated in the figure below.
- Including these ripple effects, Arizona's nonprofit sector in 2016 was directly and indirectly responsible for an estimated \$23.5 billion of Arizona's GSP, an amount equivalent to 7.7%.
- Adjusting for annual differences in the value of the dollar, the absolute GSP contribution of Arizona nonprofits in dollars has increased by more than 2% over the past 2 years.

This report estimates the sector's direct, indirect, and induced economic impacts using the IMPLAN model which is widely used to estimate inter-industry relations in the United States economy.

ECONOMIC IMPACT OF A NONPROFIT ORGANIZATION

Source: Adapted from Causes
Count by CalNonprofits

DIRECT EFFECT:

A nonprofit employs people, buys supplies from local companies, and pays taxes.

INDIRECT EFFECT:

Local firms hire workers to supply the nonprofit and also place upstream demand on other suppliers.

INDUCED EFFECT:

The nonprofit's employees, and the employees of its suppliers, locally purchase their own goods and services.

TOTAL EFFECT: NONPROFITS...

- Make Arizona an attractive place to live, visit, and do business
- Support Arizona's national and international economic strength
- Are the trusted vehicles through which Arizonans express their values

**NONPROFIT WAGES
AND SALARIES
GENERATED
\$14.9 BILLION
INTO ARIZONA'S
GSP — 10.7% OF
ALL ARIZONA
WAGES AND
SALARIES IN 2016.**

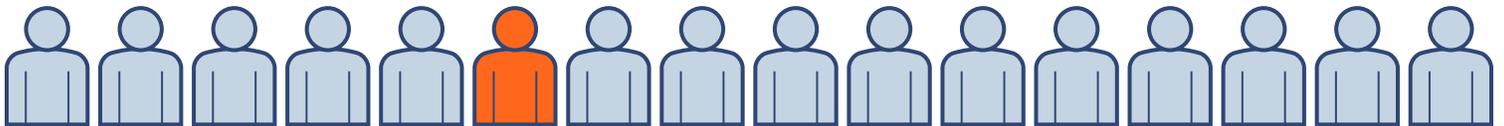
Nonprofits create jobs and pay wages and salaries.

In 2016, Arizona nonprofits employed **171,172 paid staff** and directly paid more than \$8.3 billion in wages and salaries.

An additional 160,860 people in Arizona have a job as an indirect or induced consequence of nonprofit operations. Nonprofits directly or indirectly account for 11.8% of all Arizona employment.

1 in every 16 paid jobs in Arizona is in a nonprofit.

Nonprofits are the fifth largest non-government employer in Arizona and generate more direct jobs and wages and salaries than, for instance, the construction industry.



**COMPARISON OF NONPROFIT DIRECT EMPLOYMENT
TO SELECT ARIZONA NON-GOVERNMENT EMPLOYMENT, 2016**

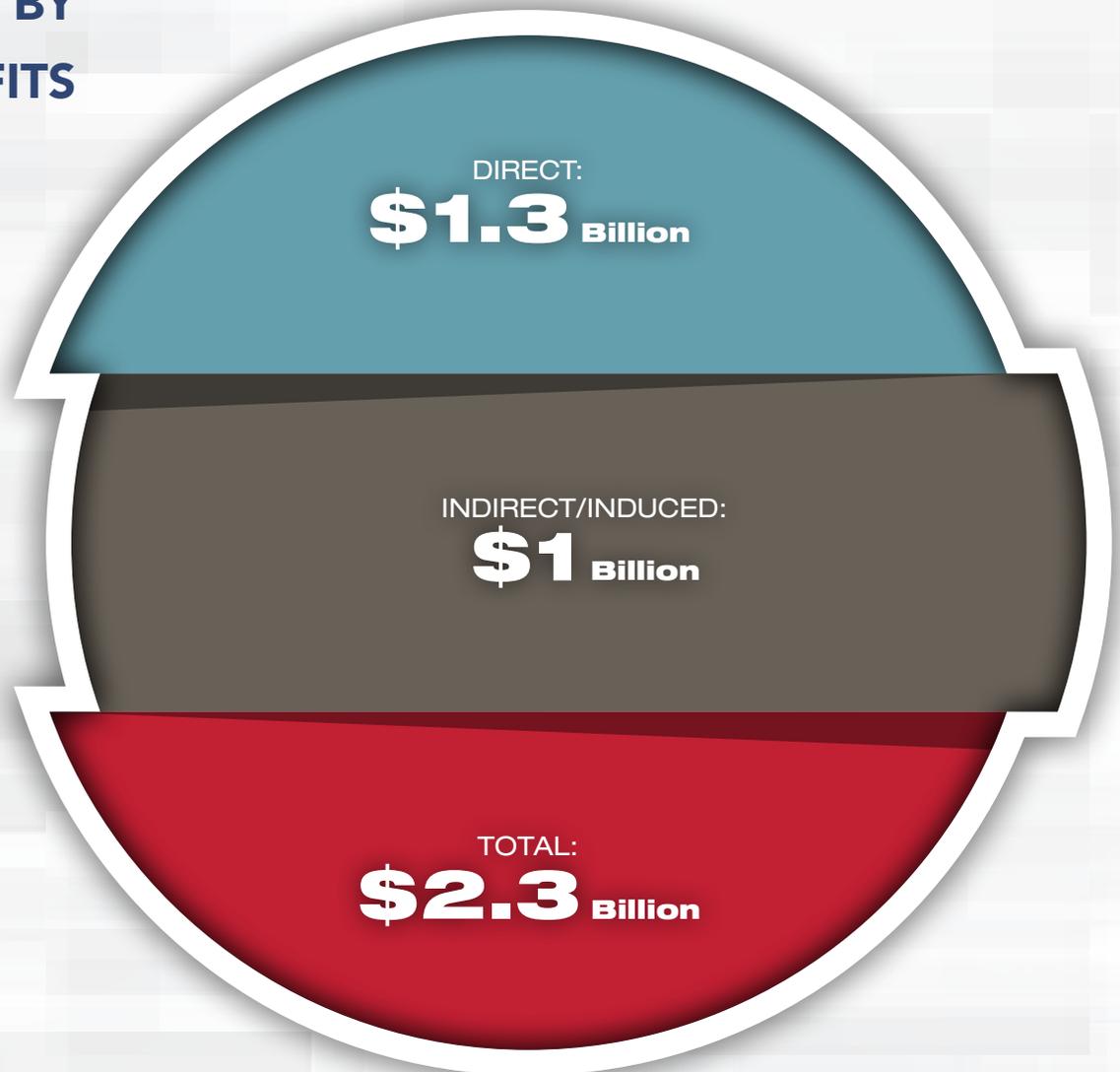
Retail Trade	331,080
Accommodation and Food Services	269,960
Health Care and Social Assistance (excludes Nonprofits)	259,763
Administrative & Waste Management Services	242,512
Nonprofits (includes Healthcare and Education Nonprofits)	171,172
Manufacturing	158,543
Finance and Insurance	157,107
Construction	138,862
Wholesale Trade	96,458
Transportation & Warehousing	83,507
Real Estate, Rental & Leasing	50,774
Educational Services (excludes Nonprofits)	42,497
Management of Companies & Enterprises	31,735
Mining, Quarrying, Oil & Gas Extraction	11,306

9.1% OF ARIZONA'S STATE AND LOCAL TAX REVENUE IS GENERATED BY NONPROFITS

And that does not count federal tax paid by nonprofit employees!

In 2016, Arizona's nonprofit sector generated approximately **\$2.3 billion in state and local taxes** (direct and indirect sales, property, individual income and other taxes) which equals **9.1% of all state and local tax revenue in Arizona.**

If federal taxes are included, the total amount of taxes generated by Arizona nonprofits is even larger.



Nonprofits Generate Economic Impact All Over Arizona

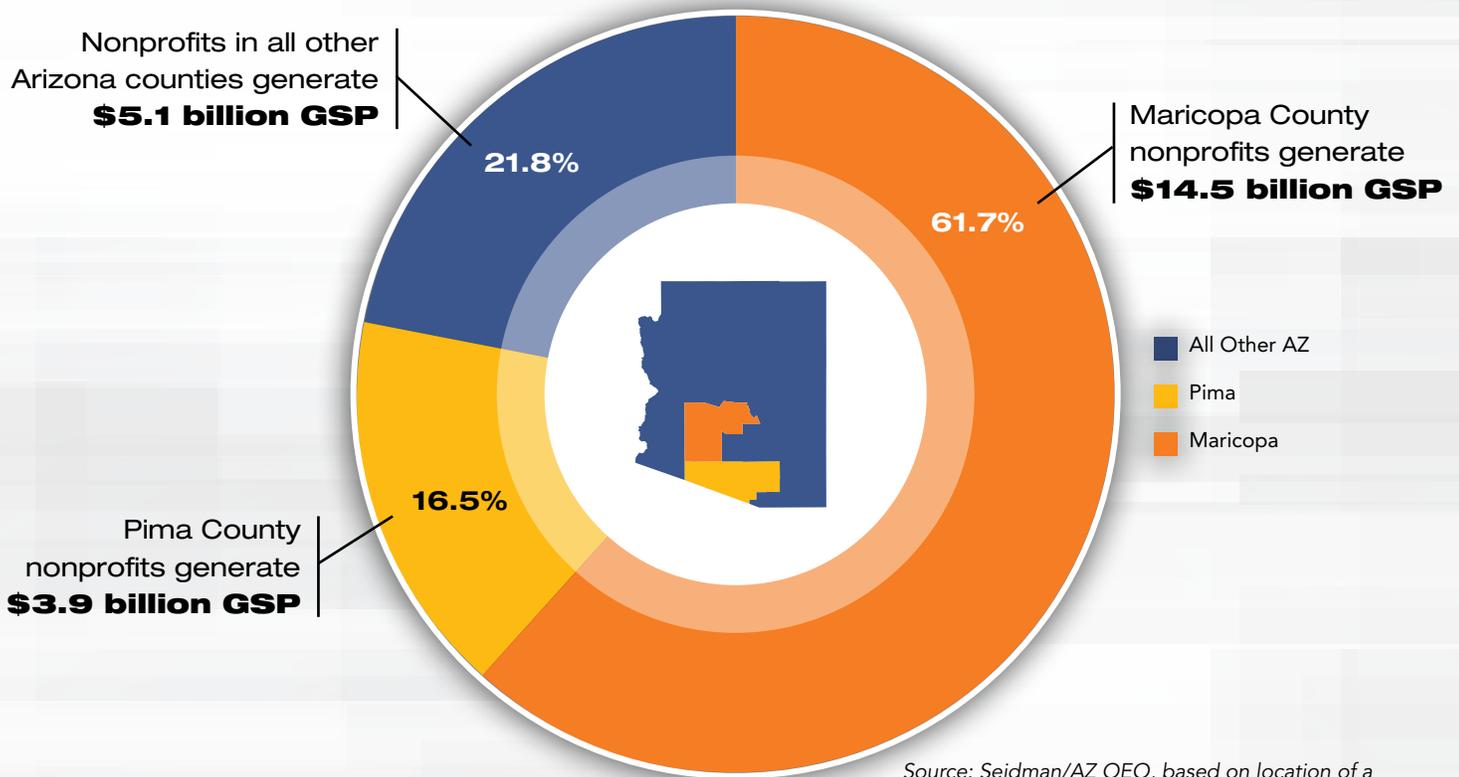
NONPROFITS CREATE JOBS AND PAY WAGES ACROSS THE STATE

- Maricopa County-based nonprofits: 206,088 jobs and approximately \$10 billion in wages and salaries.
- Pima County-based nonprofits: 56,493 jobs and more than \$2.1 billion in wages and salaries.
- Nonprofits outside Maricopa and Pima Counties: 69,451 jobs and more than \$2.8 billion in wages and salaries.

NONPROFITS DIRECTLY AND INDIRECTLY GENERATE STATE AND LOCAL TAXES

- Maricopa County nonprofits: \$1.4 billion in state and local taxes.
- Pima County nonprofits: \$372 million in state and local taxes.
- Nonprofits in other Arizona counties: \$497 million in state and local taxes.

ESTIMATED REGIONAL CONTRIBUTION OF NONPROFITS TO GSP



Source: Seidman/AZ OEO, based on location of a nonprofit's headquarters in the state

An overwhelming
93.7% of nonprofits
responding to our survey
depend on the help of
volunteers.



VOLUNTEERS ADD ENORMOUS VALUE TO NONPROFITS AND THE ECONOMY

Many nonprofits literally cannot exist without volunteers. Only 2,816 of Arizona's 22,907 registered nonprofits employ people on a full- or part-time basis.

Volunteers also play a key role in nonprofits with salaried employees.

The Corporation for National and Community Service estimates that Arizona had 1,229,997 volunteers in 2015, accounting for 174.36 million hours of service and an estimated value of \$4.5 billion.* Our survey of 336 nonprofits in 2016 reported 203,433 active volunteers, estimated to account for at least 5.6 million volunteer hours each year – equivalent to 27.7 hours per volunteer.

Clearly, volunteers bring economic value.

VOLUNTEERS ADD VALUE TO CORPORATIONS

The 2017 *Better World Leadership: The Nonprofit Board Leadership Study*** found that volunteer board service creates shareholder value for corporations by advancing workplace diversity and inclusion, developing human capital for innovation, and fostering economic development.

VOLUNTEERS RECEIVE VALUE

Overwhelmingly, volunteers report that their volunteer service is satisfying and meaningful to them. A recent study, *Volunteering as a Pathway to Employment*,*** gave empirical evidence that volunteers have a 27% higher likelihood of finding a job after being out of work than non-volunteers.

* Corporation for National and Community Service. *Arizona – Trends and Highlights Overview, 2015*. Available at: <https://www.nationalservice.gov/vcla/state/Arizona>

** Alice Korngold (2017) *Better World Leadership: The Nonprofit Board Leadership Study* <http://www.betterworldleadership.com/>

*** Spera, C.; Ghertner, R., Nerino, A., DiTommaso, A. (2013). *Volunteering as a Pathway to Employment: Does Volunteering Increase Odds of Finding a Job for the Out of Work?* Corporation for National and Community Service, Office of Research and Evaluation: Washington, DC, 2013

NONPROFIT SECTOR'S CONTRIBUTION HAS INCREASED IN ABSOLUTE DOLLARS OVER LAST 2 YEARS

- Contribution to GSP has increased by more than 2.0%
- Total wages and salaries directly paid to employees has increased by 4.2%
- Total direct employment in nonprofits has increased by 2.7%

BUT THE ARIZONA ECONOMY HAS GROWN AT A FASTER RATE THAN THE NONPROFIT SECTOR SINCE 2014

- Total GSP has increased by 5.4% for all industries
- Total wages and salaries saw 6.5% increase for all industries
- Total direct wage and salary employment throughout the state increased by 5.5%

So, the total economic impact of Arizona's nonprofits in 2016, expressed in percent terms, is very similar to the 2014 results published two years ago.

COMPARISON OF NONPROFITS' CONTRIBUTION TO STATE TOTALS IN 2014 AND 2016



*Adjusted for annual differences in the value of the dollar in both years.

PART 2

INVESTMENTS IN NONPROFITS REAP DIVIDENDS FOR ARIZONA

"In addition to the substantial economic impact nonprofits have in Arizona, a significant number have leaders, board members, and volunteers that are playing an increasing role in setting and pursuing major agendas for the state's future. As a relatively young state, these nonprofit leaders play the kind of role often embraced elsewhere primarily by corporate leaders, through their membership on community building organizations such as Greater Phoenix Leadership, Southern Arizona Leadership Council and Northern Arizona Leadership Alliance. Given the importance of materially increasing citizen engagement in Arizona's communities and in the electoral political process, nonprofits can lead the way to greater civic health throughout the state."



Lattie F. Coor, Ph.D., Chairman and CEO, Center for the Future of Arizona

NONPROFIT VALUE GOES BEYOND ECONOMIC IMPACT

We have shown Arizona nonprofits make a significant contribution to the state in terms of GSP, wages, jobs, and state and local taxes. However, their full impact is even greater. Nonprofits—and the philanthropic investments in them—can help Arizona achieve its goals in education, the environment, job creation, and other significant areas. And some of that impact can be measured in dollar terms.

Take, for example, the Boys and Girls Club of Metro Phoenix. This after-school club for K-12 students operates in 13 venues with 236 staff and 823 volunteers, providing services to 11,000 young people from 4,155 households. The economic impact of its \$11.1 million annual operations is \$14.1 million. But the value of the outcomes of its services is even greater. Seidman estimates that just one outcome, the increased productivity of parents, has a value of \$126.2 million.

Economists speak of this social, public, or civic value as Social Return on Investment.



WHAT IS SOCIAL RETURN ON INVESTMENT?

The concept of social return focuses on the value that nonprofits create for their communities. Economists usually try to express this value in monetary terms, but the concept is much more than financial value.

Inputs, outputs, and outcomes are crucial to an understanding of social return. **Inputs** refer to the monetary, human, or other resources devoted to a program or service. **Outputs** refer to the things that a program or service produces. **Outcomes** refer to the changes that occur because of the program or service.

To visualize these components in action, consider a food bank community program.



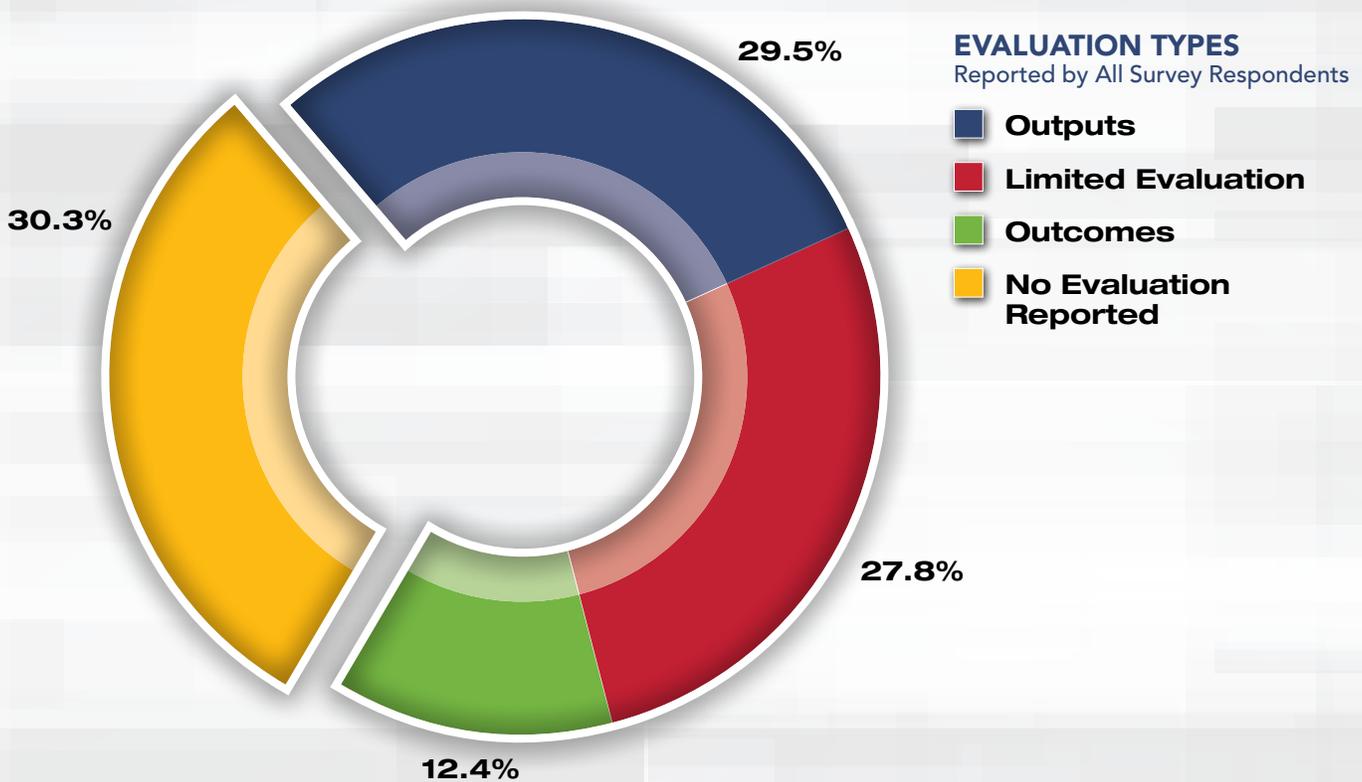
*Please note there could be more than one outcome associated with any program.

NONPROFITS—AND THE
PHILANTHROPIC INVESTMENTS
IN THEM—CAN **HELP ARIZONA**
ACHIEVE ITS GOALS IN
EDUCATION, THE ENVIRONMENT,
JOB CREATION, AND OTHER
SIGNIFICANT AREAS.

Through our statewide survey, 336 nonprofits submitted more than 1,000 programs and services for SROI assessment.

From their responses, we learned that social return on investment (SROI) is a relatively new concept which Arizona nonprofits are just beginning to evaluate.

- 7 out of every 10 nonprofits surveyed conducted some type of evaluation.
- 3 out of every 10 nonprofits surveyed measured outputs.
- 1 in 8 of the nonprofits surveyed focused on outcomes.
- Over 1/4 of the nonprofits surveyed relied on some form of anecdotal feedback or surveys.



SROI measurement helps to quantify what the delivery of nonprofit programs and services mean for Arizona. It is a way of tracking the long-term impacts of programs and services and helps to keep organizational focus on the social issues it addresses. Nonprofits conducting such evaluations gain valuable information that guides decision making and planning.

For example, Boys and Girls Club of Metro Phoenix can not only quantify increased on-the-job productivity of its parents, it can also place a value on such improved outcomes for its student-participants as higher graduation rates, lower teen pregnancy rates, and lower levels of juvenile crime. Other nonprofits might look at their impact on hunger alleviation or homelessness or environmental sustainability or educational attainment.

NONPROFIT LEADERSHIP HELPS US ACHIEVE OUR COMMON GOALS

To identify the goals its citizens have for Arizona, we turned to the Center for the Future of Arizona. Based on a statewide Gallup poll of Arizonans in 2009, the Center identified these 8 shared Citizen Goals: Education, Jobs, Water and Open Space, Health, Transportation and Infrastructure, Young Talent, Connected Communities, and Citizen Participation. They then grouped these goals into 3 categories: Caring for the Economy, Caring for People, and Caring for Communities.*



The Arizona We Want Citizens' Agenda



To reflect the objectives of the 1,000+ nonprofit programs and services responding to our survey, the programs and services surveyed were distributed into five categories: Economy, People, Community, International, and Other. Our report focuses on the Economy, People, and Community categories.

The following pages will examine each of these three categories in more depth. These overviews are intended to provide more understanding of the concept of social return on investment and show how nonprofits in each category measure success.

Evaluation Profiles provide examples of Arizona nonprofits that successfully evaluate outcomes. These profiles demonstrate that an organization's size, budget, or staffing do not need to be constraints. Nonprofits profiled include those with large and small staffs (including one all-volunteer organization) and various annual revenues. Finally, possible metrics are suggested for organizations in each category to consider when evaluating the value of their own outcomes.

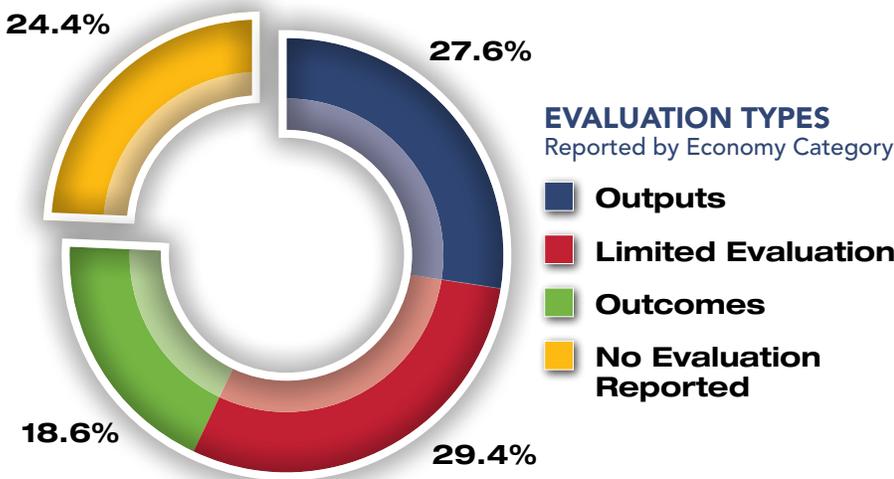
The nonprofits profiled were chosen at random from the survey respondents who reported outcomes.

**The Center has been translating these citizen goals into an action agenda with measurable progress indicators, discussed in The Arizona We Want 2.0 (2013) and Vision 2025: Arizona Comes of Age (2015).*

THE ECONOMY

PROGRAM AND SERVICE FOCUS:	SURVEY RESPONSES:	PRIMARY TARGET AUDIENCE:
<ul style="list-style-type: none"> • Job creation • Training • Education • Workforce development • Industry/trade-specific activities 	<ul style="list-style-type: none"> • 279 programs and services • 5 million beneficiaries • \$217 million to implement 	<ul style="list-style-type: none"> • Children, adolescents, youths, and students • Adults • Specific geographic communities

Some form of evaluation was conducted for 75.6% of the programs and services submitted for review in this category. This included outcomes-based analysis for 1 in 5 of the programs and services, of which 2/3 were educational programs, and about 1/4 job creation programs.



The most commonly cited outcome was improved employment attainment and retention rates.

Examples of other outcomes identified:

- Developing musical ability as a means to enhance educational functions.
- People with serious mental health conditions on a vocational rehabilitation program being subsequently tracked to understand their employment, vocational training, or educational outcomes.
- Maintaining records of employment retention, wage increases, job attainment, and economic impact for underemployed and unemployed low-income adults graduating from a job training program.
- Participation in a Financial Stability Partnership system, in which small- and mid-size nonprofits shared and leveraged data for program development and SROI measurement.

CONSIDER THESE METRICS TO EXPRESS ECONOMY-RELATED OUTCOMES IN MONETARY TERMS:

Quantifying Enhanced Earnings/Income Outcomes for Individuals

The American Community Survey* confirms that the earnings of working individuals vary substantially with educational attainment. For example, the median annual earnings of Arizonans aged 25 or over in 2016 with a high school degree was \$7,000 greater than someone who did not graduate from high school.

Quantifying Enhanced Earnings/Income Outcomes for Society

The financial benefits for individuals with increased educational attainment spills over to all workers. For example, Moretti** found that a 1% increase in the proportion of college-educated workers raises wages in four other educational attainment groups.

Quantifying the Impact of Changes in Wages or Unemployment on the Poverty Rate

A 1% point increase in the national unemployment rate increases the poverty rate by between 0.4% and 0.7% points, while a 1% increase in median wages is associated with about a 0.2% point decrease in the poverty rate.***

* Source: American Community Survey 2011-2015 Five Year Estimates Table S1501

**Moretti, E., (2004). Estimating the Social Return to Higher Education: Evidence from Longitudinal and Repeated Cross-Sectional Data, *Journal of Econometrics* 121 pp 175-212.

***Hoynes, H.W., Page, M.E., and Huff Stevens, (2005). Poverty in America: Trends and Explanations. *Journal of Economic Perspectives symposium on Poverty*, June 9, 2005. Available at: <http://bit.ly/Hoynes-Page-Stevens-2006-Poverty>

EVALUATION PROFILE

This nonprofit turned to external evaluators to help ensure their programs realized long-term goals.

ICAN (CHANDLER)

Shelby Pedersen, MPA, CFRE, Chief Executive Officer

ICAN is a free, family-centered youth service providing a full complement of effective programs to equip youth to achieve personal and academic success by tackling substance abuse, gang involvement, and juvenile delinquency.



"When we were founded in the 90s, we had a very informal operational model. We just wanted to keep kids safe from the gang-related deaths that were occurring in the community. But after 10 or so years, we realized that some of our kids would go into the community and do the same things, so our board approved us to do comprehensive evaluation.

We have an annual contract with an evaluation group that helps us set metrics and expectations around how our program will operate. Periodically throughout the year, we measure our performance using self-reported data from our youth combined with observational data, and parent surveys. Our evaluators pull it all together, analyze it, and make recommendations about how to adapt our program. It's constantly in motion. Nothing is ever set in stone because our kids change, just like the skills of our staff.

The objectivity of an external evaluator is very important to us. With an internal evaluator, there's always an opportunity for making excuses.

Our external evaluation contract has been as low as \$10,000 a year, and as high as \$40,000. It depends on what we're trying to tackle. We also have an internal liaison that does some administrative work to keep the costs down.

We use the evaluations internally to make adjustments, but also communicate them to funders and the community through reports and presentations."



41
EMPLOYEES



\$1.9
MILLION IN
ANNUAL
REVENUE

240
VOLUNTEERS

EVALUATION PROFILE

Social media enables this nonprofit to maintain long-term contact with former clients, and they celebrate successes through local media.

ADULT LITERACY PLUS OF SOUTHWEST ARIZONA (YUMA)

Bill Regenhardt, MBA, Executive Director

Adult Literacy Plus seeks to change lives through outreach programs, workplace training, education, and tutoring, thereby enhancing the skills necessary for success in reading, writing, mathematics, computation, and technology.



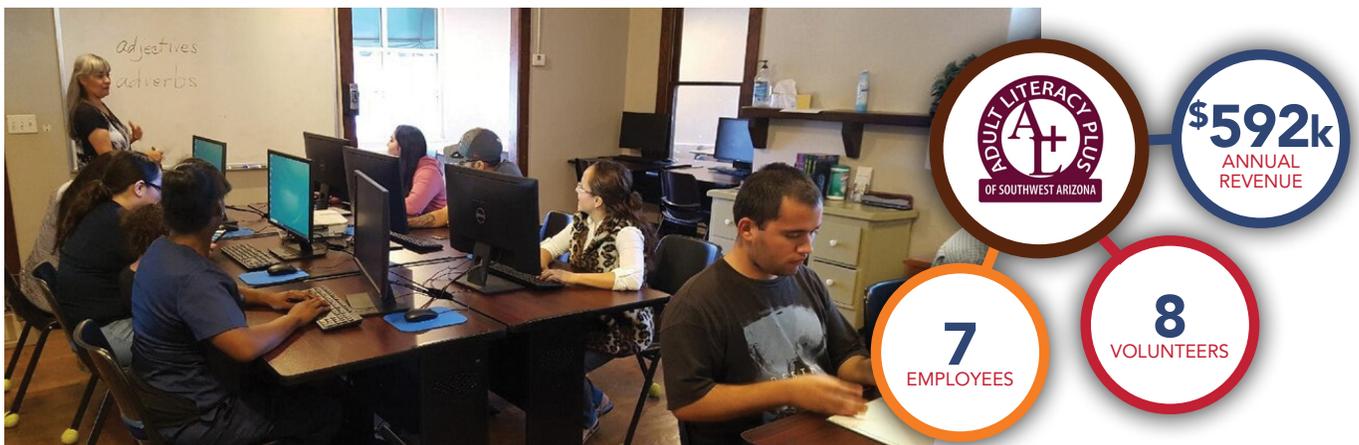
"My number one directive to staff is: 'If you can't measure it, you can't manage it.' If we cannot track outcomes, we cannot manage a program or find ways to make it better.

We have a data person responsible for maintaining assessment scores, but we meet regularly as a team to monitor outcomes and students' progress towards their goals. It's a team effort to measure and manage the progress. We do our best to double and triple check the data.

We really focus on staying in touch with former students. We've increased our social media to get responses. It's still a challenge, but we're moving in the right direction. It really is all about engagement with our students. If we can keep them engaged now, they'll be more engaged later.

We want to make sure that students are achieving their goals, achieving gainful employment. We try to celebrate those people who do so with stories printed in a newsletter and also the *Yuma Sun*. That gets the message out to employers.

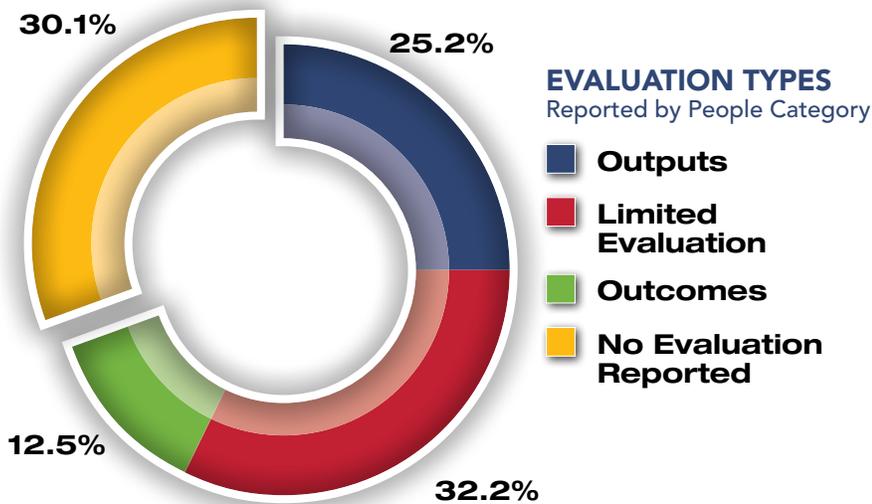
I would also advise other programs, big or small, to engage with their business community, not only for potential fundraising, but also for the impact it can have on students as they go through the program."



PEOPLE

PROGRAM AND SERVICE FOCUS:	SURVEY RESPONSES:	PRIMARY TARGET AUDIENCE:
<ul style="list-style-type: none"> • Health and well-being • Poverty alleviation 	<ul style="list-style-type: none"> • 409 programs and services • 23.8 million people • \$740 million to implement 	<ul style="list-style-type: none"> • Children, adolescents, youths and students, or the sick, ill and disabled • Low income individuals or families • Working poor

Seventy percent of the programs and services in the People category conducted some form of evaluation. About 1 in 8 reported outcomes. Two-thirds of those reporting outcomes were health and well-being programs and services, and 1/3 were poverty alleviation programs and services.



Examples of outcomes identified by respondents included:

- Increases in household income through moving homeless people into supported permanent housing.
- A 6-month follow-up for HIV+ adults receiving outpatient substance abuse treatment and counselling, to assess levels of drug-taking and hospitalization.
- Job attainment, housing acquisition, family reunification, and improved incomes or education of adult women participating in residential and outpatient substance use disorder treatments.
- Tracking the use and employment outcomes of a bus program for unemployed veterans traveling to job interviews.
- Measuring the impact of a teen dating abuse prevention, education, and intervention program one year after course completion.

CONSIDER THESE METRICS TO EXPRESS PEOPLE-RELATED OUTCOMES IN MONETARY TERMS:

Quantifying the Potential Benefits of Successful Healthcare Intervention

In 2007, the Milken Institute* published a groundbreaking study detailing the significant financial impact of chronic disease on treatment costs and lost worker productivity in the United States.

In June 2009, Seidman in association with the Morrison Institute at ASU proposed a means of measuring the economic cost of poor health as part of a detailed analysis of healthcare in Arizona.** This approach is based on three categories of economic cost associated with poor health.

Quantifying the Cost of Hunger in Arizona

The Center for American Progress*** estimates that 48.8 million Americans (16.1% of the total population) lived in food insecure households in 2010, at a cost of \$167.5 billion for the U.S. economy.

The cost of hunger in Arizona in 2010 was estimated at \$3.96 billion, or \$617 for every resident of the state.

*The Milken Institute, (2007). *An Unhealthy America: The Economic Burden of Chronic Disease – Charting a New Course to Save Lives and Increase Productivity and Economic Growth*. Prepared by Ross DeVol and Armen Bedroussian, Santa Monica.

**SU, (2009). *Truth and Consequences: Gambling, Shifting, and Hoping in Arizona Health Care*.

***The Center for American Progress, (2011). *Hunger in America: Suffering We All Pay For*. Written by Donald S. Shepard, Elizabeth Setren, and Donna Cooper. Available at: <http://bit.ly/hunger-paper>

Seeing the need for long-term evaluation, this small nonprofit uses evidence-based measures to focus on the complete picture, including what happens to clients once they leave.

THE HAVEN (TUCSON)

Margaret Higgins, MBA, Ph.D. – Executive Director
Kristin A. Lindberg, LCSW, CCTP – Quality Manager

The Haven provides gender-specific residential and outpatient substance use services for Medicaid and low-income women (and their families) in a safe, supportive environment free of judgement and stigma.



“There’s a couple of ways that we’re measuring outcomes right now. We have a demographic and lifestyle survey completed at intake, then every 30 days, and at discharge for both the residential and the outpatient programs. It focuses on economic, educational, vocational, and housing questions to see how we’re doing, linking people up with the support they need to be successful when they leave us. We also have some self-administered evidence-based clinical tools. The impetus for these evaluations comes from us, not our funders.

It’s like a story. You have a beginning, a middle, and an end. People come in. You give them the tools. They recover, then leave. That’s the middle. But we also need to know the beginning of the story, and track the end, to get a complete picture. We are now finding evidence-based programs and are tying them together to present a neuro-biological picture of the whole story. So when a client comes to us, we can look at their early portion, fit it into the global scenario, and devise appropriate therapies for a client which reflect both best practice and something pertinent and specific to them.

To measure outcomes, the first thing a nonprofit should do is to identify their goals and then find appropriate measurement tools. Collaborate with one another to find out what the community needs, what’s working, and what’s not working.”

A collage of images showing people in a workshop, overlaid with statistics and the organization's logo. The statistics are: 33 EMPLOYEES, \$878k ANNUAL REVENUE, and 50 VOLUNTEERS. The logo for THE HAVEN Recovery with Respect is also present.

33
EMPLOYEES

\$878k
ANNUAL
REVENUE

50
VOLUNTEERS

THE HAVEN
Recovery with Respect

EVALUATION PROFILE

Engaging its program managers in a collaborative process, this large nonprofit has developed data-based metrics and built a dashboard to guide continual improvement.

CATHOLIC CHARITIES COMMUNITY SERVICES (PHOENIX AND FLAGSTAFF)

David Paddison, Chief Financial Officer

Catholic Charities Community Services is a major social service agency looking to help the community's most vulnerable in Central and Northern Arizona with solutions that permanently improve lives. Programs are targeted at the homeless; veterans; pregnancy, adoption, and counselling; early childhood; and refugees.



"Over the last 12 months, we've developed a dashboard program to help measure our effectiveness. It's not easy to aggregate data that is in siloes and often dispersed. We've built a data warehouse to pull all the data together and normalize it. This allows us to identify trends and other interesting insights.

To determine appropriate outcomes, we've sat down with program managers, and asked them: 'What do you have to show on grant reports? What do you want to know about your programs? How do you know if your program is successful? And what don't you know that you would really like to know?' We then try to come up with quantifiable measures. The challenge, not just in this industry, is that people rarely think from a metric standpoint. It's a collaborative process to come up with those metrics.

It's taken two of us to build the dashboard, and we are rolling it out slowly in a non-threatening, informational way, program by program. We want to drive actions from the information it highlights. We are not at that point yet, but beginning next fiscal year, we'd like to meet on a monthly or quarterly basis to review the dashboard and identify 1-2 key things that can be worked on, improved, and followed up.

It's about wanting to become better. You can be very good at what you do, but you can always be better. There is nothing wrong with shooting for a higher goal.

Most nonprofits cannot afford to employ a data analyst, but there must be a way to offer those services through economies of scale and outsourcing. Data today is everywhere. We have to start using it to show to funders and other stakeholders how effective we are."



581
EMPLOYEES



\$32
MILLION IN ANNUAL REVENUE

4,449
VOLUNTEERS

EVALUATION PROFILE

Addressing a major social issue like homelessness requires governments, nonprofits, and the private sector to cooperate. This nonprofit has been part of such a collaboration that has developed a coordinated entry system with a single client database.

HOUSING SOLUTIONS OF NORTHERN ARIZONA (FLAGSTAFF)

Devonna McLaughlin, Chief Executive Officer

Housing Solutions of Northern Arizona is a nonprofit housing organization, originally founded in 1990 as the Affordable Housing Coalition, that focuses on programs designed to help local residents identify and maintain safe, decent, and affordable housing. This includes both housing counseling services and a transitional housing facility for victims of domestic violence.



“We strive to invest in financially and fiscally responsible programs that have a proven record of success. We often develop our own outcomes and then submit them to a grant funder for approval.

Our tracking of outcomes for the most part is grant-centric. A Program Manager is responsible for tracking outcomes and measurements. For our housing counseling services, we track things through a client database and client management system. Our Development Director always tries to make sure we have updated data and outcomes. We rarely have the time to stand back, think creatively and critically, and figure out how we could do better.

The distinction between outputs and outcomes is important, but we’re not going to make a big change to the poverty rate in Coconino County through our transitional or sustainable housing programs alone.

This is why a number of Coconino nonprofits got together three years ago to talk about a coordinated approach to homelessness. There was also pressure from the U.S. Department of Housing and Urban Development for us to think locally, and we didn’t want the state or federal government to prescribe how best to do this. We needed to bring everyone together for that conversation – government, nonprofits, and the private sector. We all had our own priorities and waiting lists, and it has been a tough process; but most people have bought into it, and we now have a coordinated entry system with a single client database.

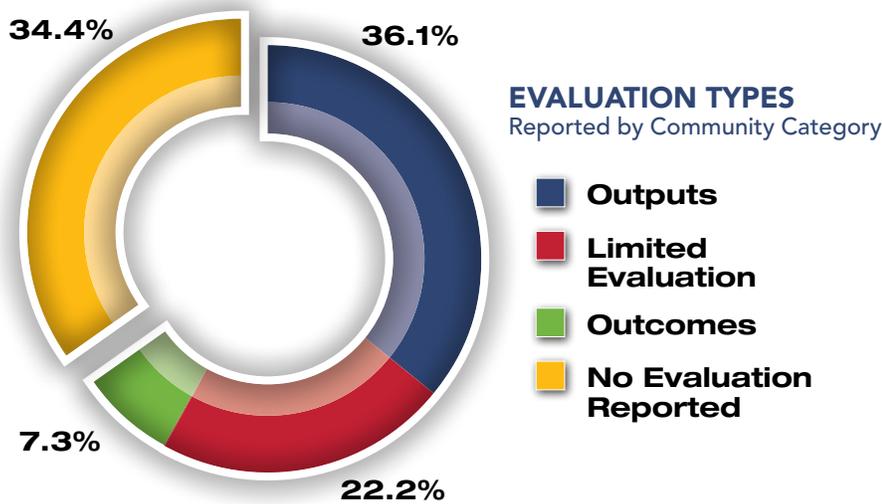
It takes a lot of creativity and ingenuity these days to keep programs running and to keep on helping people. The industry has changed. Funding has changed. Priorities have changed; and so too have client needs. We all have to be progressive and forward-thinking, if we want to keep on meeting our community’s needs.”



COMMUNITY

PROGRAM AND SERVICE FOCUS:	SURVEY RESPONSES:	PRIMARY TARGET AUDIENCE:
<ul style="list-style-type: none"> • Community and civic engagement • Nature/the environment • Infrastructure activities 	<ul style="list-style-type: none"> • 316 programs and services • 10.8 million beneficiaries • \$56 million to implement 	<ul style="list-style-type: none"> • All ages and the general public • Children, adolescents, youths, and students • 9% were geography-specific or nonprofit-focused

65.6% of the programs and services in the Community category conducted some form of evaluation. 7.3% reported outcomes.



Examples of outcomes identified by respondents included:

- The commissioning of an external agency to assess the effectiveness and impact of a program targeted at Native Americans.
- Subsequent community service activities of girls enlisted in the juvenile system benefiting from a social impact program.
- Reductions in the demands placed on a Search & Rescue group due to a permitting and educational program for winter hiking and skiing.
- Measuring changes in attitudes towards conservation following visits to a local zoo.

CONSIDER THESE METRICS TO EXPRESS COMMUNITY-RELATED OUTCOMES IN MONETARY TERMS:

Qualitative Methods for Assessing Community and State Well-being

Gallup in partnership with Sharecare* produces an annual ranking of well-being for U.S. states and 189 communities, based on five well-being variables which they identify as Purpose, Social, Financial, Community, and Physical.

Arizona was ranked 15th for well-being in 2017. Four Arizona locations were among the 189 communities examined.

Qualitative Methods for Analyzing the Impact of Social Capital

The World Bank has produced a 52-page download** showcasing potential qualitative tools for analyzing six dimensions of social capital: Groups and Networks; Trust and Solidarity; Collective Action and Cooperation; Information and Communication; Social Cohesion and Inclusion; and Empowerment and Political Action.

*Source: Gallup Sharecare (2017). Gallup Sharecare Well-Being Index. Available at: www.well-beingindex.com

**For more information and guidance, download: Dudwick, Nora; Kuehnast, Kathleen; Jones, Veronica Nyhan; Woolcock, Michael. 2006. *Analyzing Social Capital in Context: A guide to using qualitative methods and data* (English). Washington, DC: World Bank. Available at: <http://bit.ly/analyzing-social-capital-in-context>

EVALUATION PROFILE

This nonprofit has designated evaluation as a part of regular job descriptions, thus limiting the financial cost of ongoing evaluation.

HUMANE SOCIETY OF SOUTHERN ARIZONA (TUCSON)

Inge Koopman-Leyva, Associate Director of Education and Outreach

The Humane Society of Southern Arizona aims to make a better life for pets and the people who love them through three main pillars: shelter and placement, prevention, and education and community outreach



"We issue a variety of surveys through multiple platforms. Directors are responsible for capturing relevant data in relation to our three pillars. The surveys we use are developed in-house, but we also research other nonprofits' trends. Our education and community outreach surveys attempt to gauge if there has been an increase in compassion and empathy, which is really difficult to do in a quantitative and qualitative format. We evaluate if a child's appreciation for animal welfare concepts has increased during the duration of our programs.

We want to evaluate our objectives and improve upon needs that are relevant to the populations we are working with. It is important that we are meeting our human and animal population's needs within our community. We survey so we can improve, and evolve or change programs. It helps us to provide the best service to the southern Arizona community.

Surveying is integrated in our overall business model to help us with strategic planning and to recognize the changing trends in our community.

We have always collected statistical data with satisfaction surveys, but the focus has intensified over the last 5 years. If we are able to provide comprehensive data showing how we positively impact lives, donors are more likely to support our programs, mission, and vision moving forward."



153
EMPLOYEES

HUMANE SOCIETY
of Southern Arizona

\$5.8
MILLION IN
ANNUAL
REVENUE

1,566
VOLUNTEERS

EVALUATION PROFILE

Showing that size of staff does not have to limit evaluation, this all-volunteer group has built easy-to-use, evidence-based measures into its regular procedures.

PHYSICIANS FOR SOCIAL RESPONSIBILITY, ARIZONA (TUCSON)

Barbara H. Warren, MD, MPH, Local Coordinator

Physicians for Social Responsibility is currently focused on nuclear weapons, climate change action, and the promotion of renewable energy. It also actively collaborates with others to support universal access to health care.



"We are a very low budget organization. We receive some support from the national organization in DC, but usually rely on very modest contributions. All the work we do is volunteer-based.

To evaluate effectiveness, you need to have specific goals in mind, and identify the kind of steps along the way that work towards accomplishing those goals. You need to track progress, report it to your constituents, and encourage people to continue to support you because of the successes you're having. It's really important to have a meaningful look at how you're doing, to justify what you're doing, and to maybe change the way you are doing things.

Our Building Resilient Neighborhoods workshops were funded by a Centers for Disease Control and Prevention (CDC) grant which required evaluations. We implemented pre-tests and post-tests and also had to build in a follow-up period to find out what people are doing. One of the things the CDC grant brought home to us was the need to go back to the community, to reunite with them, and learn what they've been doing. Having to be accountable to the CDC made us realize the importance of doing follow-up and getting feedback on how we can improve processes."



Evaluate SROI in Your Own Organization

WHY SHOULD YOU MEASURE YOUR ORGANIZATION'S SOCIAL RETURN ON INVESTMENT?

- To keep your organization's focus on the large issue or issues your organization seeks to address
- To evaluate with data the effectiveness of a particular program or service (Is this program helping you achieve your goals?)
- To create a common language for discussions with business leaders and funders
- To demonstrate to donors that there is a social return on their investment

WHAT RESOURCES WOULD HELP YOU LEARN MORE ABOUT MEASURING SROI?

Arizona We Want 2.0 (2013) and *Vision 2025: Arizona Comes of Age* (2015)* describe the citizen goals and action agenda in more detail. As The Center for the Future of Arizona rolls out progress indicators for each goal, your individual organization can measure its own results against the those indicators.

A Guide to Social Return on Investment (2012) provides a comprehensive approach to calculating SROI based on several years' work by the SROI Network in the United Kingdom. Its Checklist for SROI Analysis might be a good starting point.

ASU Lodestar Center for Nonprofit innovation and Philanthropy offers courses in SROI and other evaluation.

HOW COULD YOU BEGIN TO MEASURE YOUR ORGANIZATION'S SOCIAL IMPACT?

One resource, *Starting Out on Social Return on Investment*,** suggests that nonprofits focus on answering these key questions:



Who changes?



Taking account of all the people, organizations, and environments affected significantly.

How do they change?

Focusing on all the important positive and negative changes that take place, not just what was intended.

How do you know?

Gathering evidence to go beyond individual opinion.

How much is your organization contributing to the change?

Taking account of all the other influences that might have changed things for the better (or worse).

How important are the changes?

Understanding the relative value of the outcomes to all the people, organizations, and environments affected.

*Both reports are available at: www.arizonafuture.org/arizona-we-have/reports/

**Modified slightly from *Starting Out on Social Return on Investment* from Social Value UK at www.socialvalueuk.org

PART 3

CONCLUSION: A SECTOR TO TAKE SERIOUSLY

“We have always known nonprofits provide critical services that make our communities healthier, safer and more attractive for those who live in them, and for businesses who operate in them. Now we have the data to prove it.”



Recruiting companies to come to Arizona doesn't mean only highlighting low taxes, economic incentives, and up-to-date transportation. Our rich nonprofit sector — our top-quality hospitals and clinics, museums, symphony halls, art centers, and botanical gardens — are also important. How could businesses attract and retain employees to an area that lacked those entities, or training opportunities at local universities, community colleges, and vocational training centers? An absence of hiking and biking trails, nature preserves, zoos, churches, synagogues, temples, mosques, social services, and community groups like Rotary Clubs (all nonprofits) would create a place no individuals or businesses would want to be.

Government, businesses, and nonprofits must work together as equal partners to achieve the thriving and profitable communities we all want.”

*Lisa Lovallo, Market Vice President, Southern Arizona Cox Communications,
Immediate Past Chair, Southern Arizona Leadership Council*

KEEP FOCUS ON GOALS

Philanthropists and Social Investors, Business Leaders, Policy Makers, Nonprofit Leaders, and Arizona Citizens, Take Note! Arizona's nonprofit sector is indispensable to our communities and our state and it is time we start proclaiming its value.

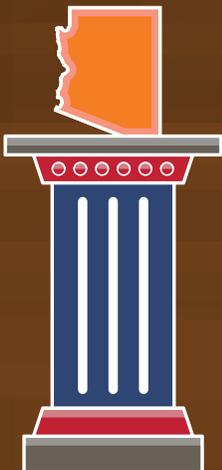
This report, *Beyond the Bottom Line: The Economic and Social Value of Arizona Nonprofits*, is intended as another step toward changing the narrative about nonprofits' role in Arizona's economy and social fabric. Our updated economic impact data reaffirms that Arizona nonprofits continue to add significant economic value to our state by generating 7.7% of Gross State Product, 11.8% of employment, 10.7% of wages and salaries, and 9.1% of state and local taxes.

We have stressed that's only part of the story. To quantify the true and full impact of a healthy, thriving nonprofit sector, leaders must also look at the social, public, and civic value that nonprofits create within the communities that they serve. This report has begun a discussion about gathering social impact data which measures and tracks that social return.

Sharing Social Return on Investment (SROI) data along with economic impact data gives a truer picture of nonprofit value. It enables all citizens to see how nonprofits help us achieve statewide goals and why nonprofit leaders must be included in discussions about Arizona's future.

A nonprofit does not have to create evaluation metrics on their own. Evaluation Profiles have shown ways some nonprofits are currently evaluating their programs and services. Metrics to Consider has suggested additional measures that may aid the evaluation of other nonprofits. Eventually, nonprofits may collaborate to develop and use common metrics. Shared data would help us see overlaps and gaps. We dream of a central repository which would help to monitor progress toward the Arizona we want.

As we move toward this long-term goal, help us spread the word about how critical nonprofits are to our economy and our communities. Share this report with policy makers, philanthropists, business leaders, and others in your network. Tell us of local (or state or even national) organizations where this information could be presented. We are happy to coordinate a presentation. Or use the social media kit at azonprofitvalue.org to post on Facebook, send a Tweet, or show a PowerPoint to your board. Or do all three!



Total Annual GSP
Contribution of
Arizona Nonprofits



Total Annual
Economic Value of
Arizona Volunteers



Total SROI for AZ
Nonprofit Programs
and Services

RESEARCH METHODOLOGY AND SOURCES

Consistent with the first Arizona nonprofit study, economic impact was estimated using data supplied by the Arizona Office of Economic Opportunity (AZ OEO) and an IMPLAN input-output model. To source the data, Seidman initially supplied AZ OEO with a list of 22,907 nonprofits in the state, including employment identification numbers (EINs). AZ OEO then matched the EINs with unemployment records, to calculate the number of employees in paid employment at an Arizona-based nonprofit each quarter and their annual wages.

The study of Social Return on Investment (SROI) began with a review of existing research. Shapiro and Mathur (2007) is often mentioned as one of the first studies to combine general economic and welfare benefits to assess philanthropic social return. We wanted to adopt a local, rather than national, approach and to build on work done since their pioneering work.

Following a literature review, an online survey was designed. The content of the survey drew from the insights and feedback of four focus groups held in Flagstaff, Phoenix, Tucson, and Yuma in spring 2017, attended by more than 50 nonprofit representatives.

Seidman's SROI survey consisted of up to 38 questions. However, a nonprofit only had to answer the first 14 questions for their response to count as complete. The first 8 questions asked about employees, volunteers, the region/geography served, and types of programs/services offered in 2016.

Questions 9-14 explored how people and places benefited from a named program or service delivered in 2016. This encompassed objectives, target audience, financial cost of delivery, number of participants or beneficiaries, the change the program or service helped bring about, and the metrics used to measure success. There was also an option to submit answers for an additional 1-4 programs.

More than 4,000 nonprofits were invited by email to participate in the survey. In addition, a number of organizations promoted the survey to their members and contacts.

More than 500 participants started the survey, but only 336 nonprofits representing 1,050 programs and services completed it, perhaps highlighting the difficulty of the SROI concept and its measurement. 267 of the completed responses are Form 990 filers. The other 69 are 990-N exempt from filing with the IRS. Key characteristics of the nonprofits submitting completed surveys were collated by Regional Location, NTEE Nonprofit Classification, Annual Revenue, Primary Geographic Focus, Employment Profile, and Volunteer Profile. An overview of the respondents is shown below.

TOTAL SAMPLE RESPONDING TO SROI SURVEY

- 1,050 programs and services responded
- \$1.1 billion spent to implement these programs and services
- 39.7 million individual participants or beneficiaries
- 6,680 family beneficiaries
- 1,611 organizational beneficiaries

From the respondents that reported evaluation of outcomes, 7 nonprofits were chosen at random for in-depth interviews. Excerpts from these interviews form the Evaluation Profiles.

Extensive literature review identified potential outcome metrics for the 3 categories.

ACKNOWLEDGEMENTS

A statewide collaboration made this study possible. It built on ongoing efforts of The Center for the Future of Arizona (CFA) to establish metrics of progress toward the eight Citizens' Agenda goals. The 2016 study and this study resulted from three Arizona Leadership Forums held from 2011 to 2014, as part of the Arizona Nonprofit Leadership Initiative co-sponsored by Freeport McMoRan, National Bank of Arizona, and The Phoenix Philanthropy Group. Richard Tollefson and Marc Kellenberger of The Phoenix Philanthropy Group provided the leadership and investment which made the Initiative and later research a reality.

Lattie Coor, CFA's Chairman and CEO, has been an advisor and an inspiration from the start. Steve Seleznow and Jacky Alling at the Arizona Community Foundation (ACF) have insisted on the need for data-based information about the nonprofit sector and provided the major financial support needed to conduct the research as well as frank and supportive advice. Lisa Danscok and her ACF team created the social media kit, making this report more accessible.

We were inspired by Jim Hollon's passion to help the philanthropic community maximize the immense value of their critical contributions to the nonprofit sector.

Kristen Merrifield, who became CEO of the Alliance of Arizona Nonprofits (the Alliance) just as the first report was published, has embraced the report and been steadfast in her insistence on quality research. Robert Ashcraft, Executive Director of ASU Lodestar Center for Philanthropy and Nonprofit Innovation, has given generous, thoughtful, and frank advice and found time to participate in many of our presentations across Arizona.

Frank Curtis provided the data from the Arizona Office of Economic Opportunity for the economic impact update.

We are grateful to Arizona leaders who helped organize focus groups: Steve Peru, John Tannous, and Pats Shriver in Flagstaff; Tina Clark and Veronica Shorr in Yuma; and Deb Dale in Tucson. Meeting space for the focus groups was provided by Northern Arizona Center for Entrepreneurship and Technology (NACET) in Flagstaff, the City of Yuma in Yuma, Northern Trust in Tucson, and the Alliance in Phoenix.

The Alliance, ACF, ASU Lodestar, George Hammond and Jennifer Pullen at University of Arizona's Eller College of Management, Flagstaff Arts Council, the Legacy Foundation of Southeast Arizona, and the United Way of Northern Arizona all promoted the survey to their contacts to encourage participation.

Many thanks to all the focus group participants in Flagstaff, Phoenix, Tucson, and Yuma; the survey respondents who took the time to complete the survey; and the many community groups across the state who invited us to make presentations. Our admiration and thanks go to the leaders whose organizations were profiled.

Patricia Beaty and Kristi Tate from CFA and Laurie Mook from ASU's School of Community Resources were supportive, wise advisors, guides to related data, and valued reviewers. Russ Goldstein at U.S. Trust provided the study of corporate benefits from staff volunteers. We benefited from the cheerful, experienced input of The Community Food Bank of Southern Arizona's Michael McDonald.

Our research partners, Anthony Evans and the Seidman research team, have gone above and beyond, not only in conducting the research but in helping to share the information across Arizona.

Design by Benjamin Little

Project Coordinator and Editor: Laurel Kimball, Ph.D., President, The Greenleaf Group

PARTNERS IN RESEARCH

Alliance of Arizona Nonprofits

ArizonaNonprofits.org



Founded in 2004, the Alliance of Arizona Nonprofits is a trusted resource and advocate for Arizona's nonprofit sector. Comprised of more than 1,000 members across the state, both nonprofits and those in the community who support them, the Alliance is dedicated to furthering the common interests of Arizona's nonprofit community.

Our work is aimed at strengthening Arizona's nonprofit community as a whole, while also providing services and programs that directly help individual organizations succeed. By working with government to advocate for nonprofits, providing resources to help nonprofits save money, and creating opportunities for nonprofits to connect and grow, the Alliance strives to promote healthy, vibrant communities.

The Alliance, in line with its mission, has assumed leadership for ongoing coordination of the Arizona Nonprofit Economic Vitality Study, for initiating this examination of the Social Return on Investment in Arizona Nonprofits, and for future research on the role of Arizona nonprofits in the state's economy and leadership network.

Kristen Merrifield, CAE, CNAP, Chief Executive Officer

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This research was conducted by the L. William Seidman Research Institute, the consulting arm of W. P. Carey School of Business at Arizona State University. The Institute offers a diverse range of business and economics services to public and private sector clients throughout North America.

Dr. Dennis Hoffman, Center Director; Dr. Anthony Evans, Staff Director and Senior Research Fellow; Eva Madly, Senior Economist; Saager Buch, Student Researcher

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