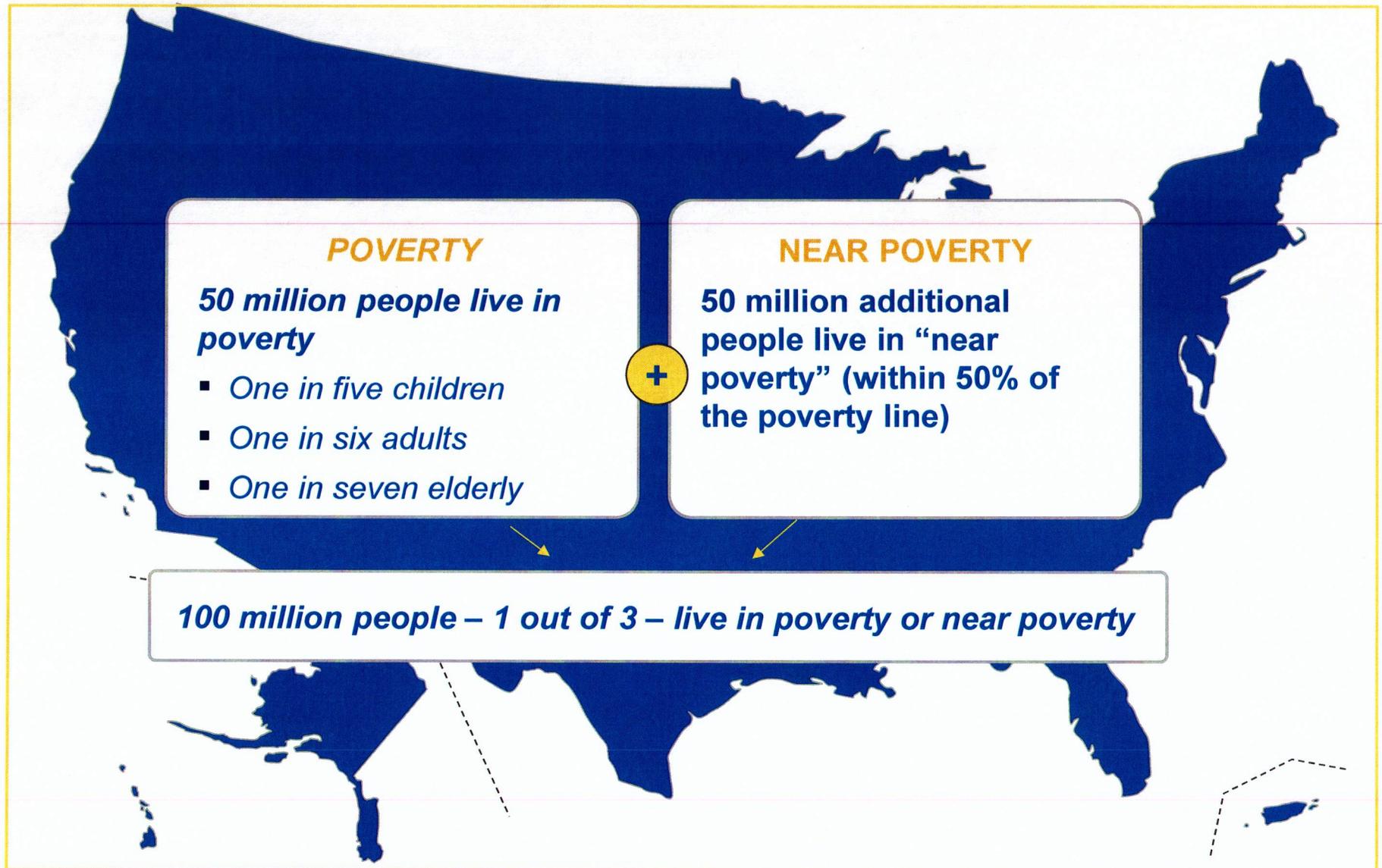
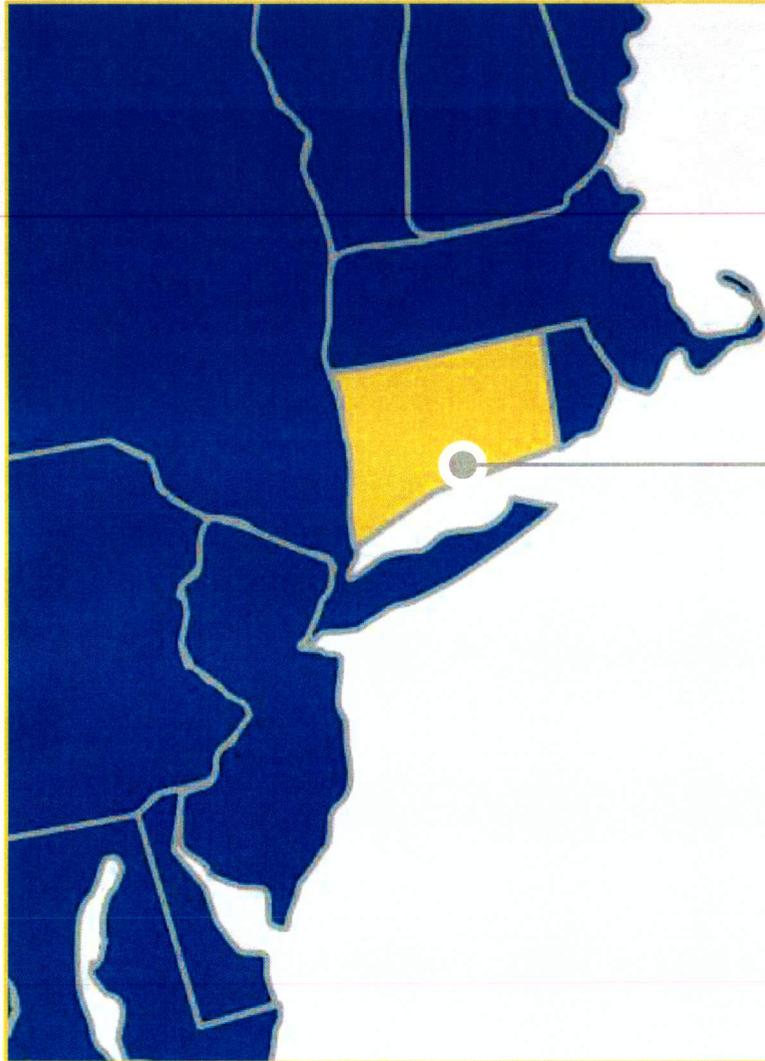


Inspirica 
from homeless to home

Poverty in the United States is at record levels



From poverty, people are cascading into homelessness. Fairfield county has been particularly hard hit



Homelessness in Stamford / Greenwich is at record levels

- *400 people are living in shelters or on the street – 43% increase since 2012*
- *136 people are living on the street – 256% increase since 2011*
- *72% increase in chronic homelessness from 2009 to 2014*

Inspirica's Mission

To break the cycle of homelessness by helping people achieve – and maintain – permanent housing and stability in their lives.

Inspirica 
from homeless to home

Inspirica is the largest provider of services to the homeless in lower Fairfield County

We are unique for four reasons

The scope of housing we provide



By operating shelters, transitional housing, permanent supportive housing, deeply affordable housing and rapid rehousing we break the cycle of homelessness rather than provide only a temporary fix.

The scope of people we serve



By serving single women, single men, families, people with mental illness and persons living with HIV/AIDS, we work across the spectrum of people who are homeless rather than just one segment.

The scope of support services we provide



We address not just the physical part of homelessness, but all the reasons a person becomes homeless. Our ability to deliver comprehensive integrated services is a key element of our success.

Our focus on outcomes



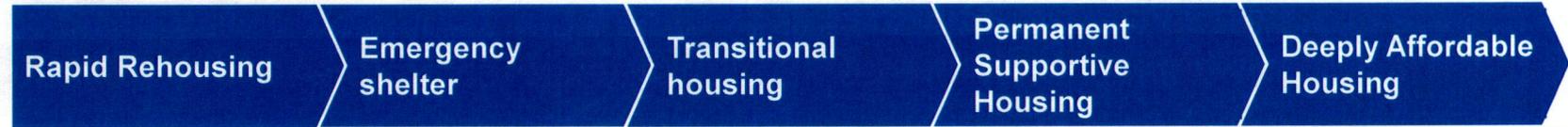
We measure success not by how many people we serve, but the ultimate goal: how many people achieve – and maintain – permanent housing and stability in their lives.

We operate across the housing spectrum, increasing our success rate



Number of beds

Housing needs spectrum



	Rapid Rehousing	Emergency shelter	Transitional housing	Permanent Supportive Housing	Deeply Affordable Housing
Description	Housing subsidy provided to struggling families	Housing up to two months with support services	Housing up to two years with support services	Housing with support services for clients who pay 30% of their income as rent	Deeply discounted housing up to two years with support services

	Emergency shelter	Transitional housing	Permanent Supportive Housing	Deeply Affordable Housing
Facilities	<ul style="list-style-type: none"> Emergency Shelter for Single Women (25) Emergency Shelter for Families (42) 	<ul style="list-style-type: none"> Transitional Housing for families (63) Gilead House (16) <i>(for people living with mental illness)</i> McKinney House (15) <i>(for people living with HIV/AIDS)</i> 	<ul style="list-style-type: none"> Colony Apartments (29) Atlantic Park Apartments (27) Metcalf House (10) Rose Park Apartments (7) McKinney House (5) McKinney Fairfield (4) 	<ul style="list-style-type: none"> 24 Woodland Place (18) 26 Woodland Place (9)

SCOPE OF PEOPLE:

We serve people across the homeless spectrum, addressing unmet needs in the community



	Residential services offered				
	Rapid Rehousing	Emergency shelter	Transitional housing	Permanent Supportive Housing	Deeply Affordable Housing
Families	✓	✓	✓	✓	✓
Single women	✓	✓	✓	✓	
Mentally ill (single men and women)	✓		✓	✓	
HIV / AIDS (single men and women)	✓		✓	✓	
Single men				✓	

We address all the underlying reasons people become homeless, allowing us to break the cycle of homelessness



Services

Jumpstart Career Program

- Vocational training
- Workforce education
- Job placement



Housing Placement



Job & Housing Retention



Children's Services

- Foundational support
- Educational support
- Psychological / Developmental support
- After-School Support (Youth Center)
- Early Childhood and Parenting



All services are provided in-house on an end-to-end integrated platform that eliminates gaps in service, leverages programs against each other and exponentially increases our success rate

RANGE OF SERVICES (2/2)

In addition to our in-house services, we provide access to a vast array of additional services through formal integrated partnerships

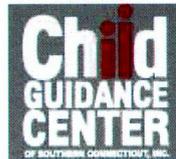


Health Care



- 100% of women in emergency shelter for women receive medical services onsite at Clinic @Woodland

Counseling/ Therapy



- 80% of Inspirica children age 4 and up receive mental health diagnostic testing, psychological assessments and ongoing therapy, as needed.

Education



- 100% enrollment of Inspirica school-age children in school; participation in IEPs and 504 Plans.

Early childhood education and Parenting



CHILDCARE LEARNING CENTERS



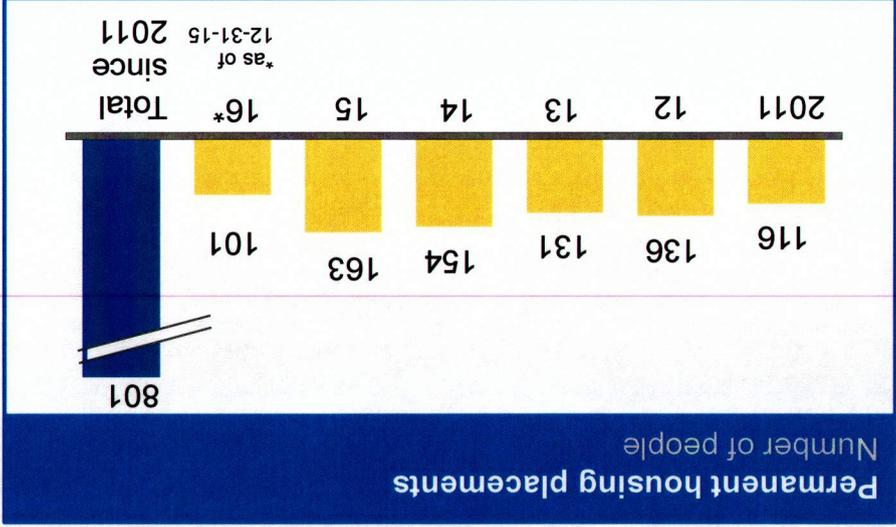
Saint Joseph Parenting Center

- 100% enrollment of Inspirica pre-school aged children in Early Head Start, Head Start or similar programs
- Courses in parenting and child development offered to clients

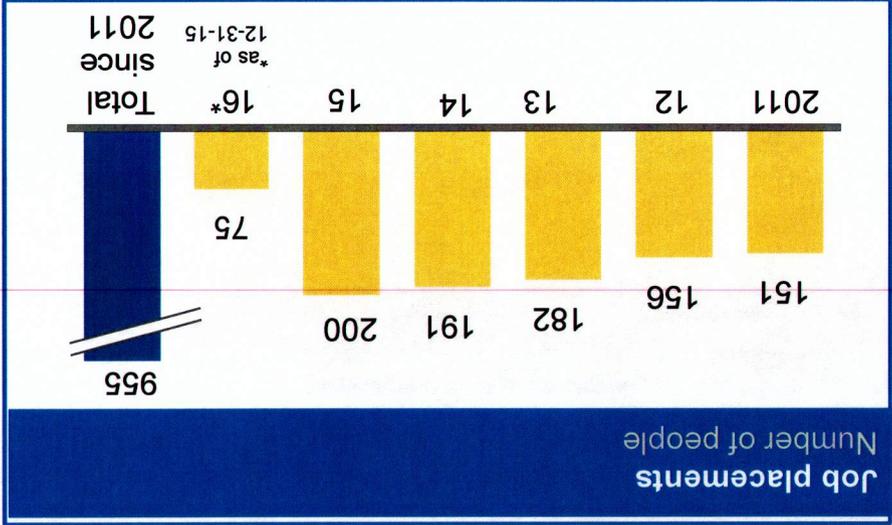
We measure results rigorously, allowing us to better manage



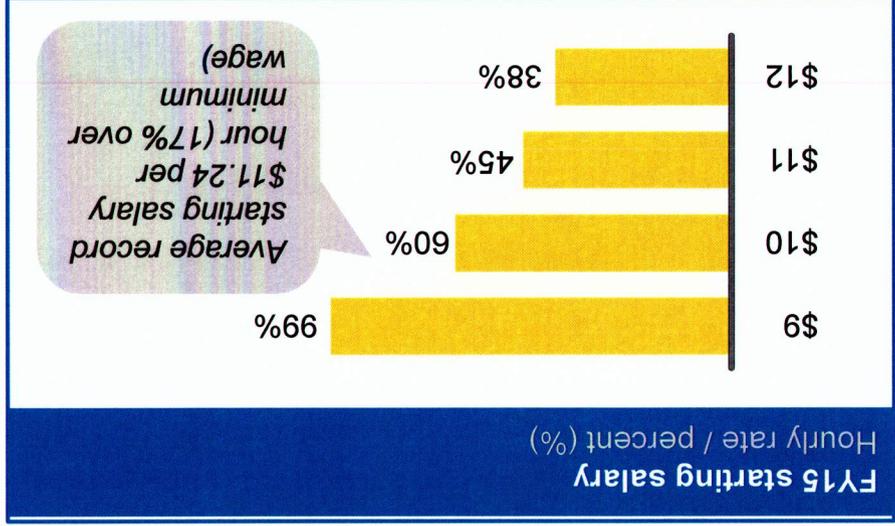
programs and achieve results



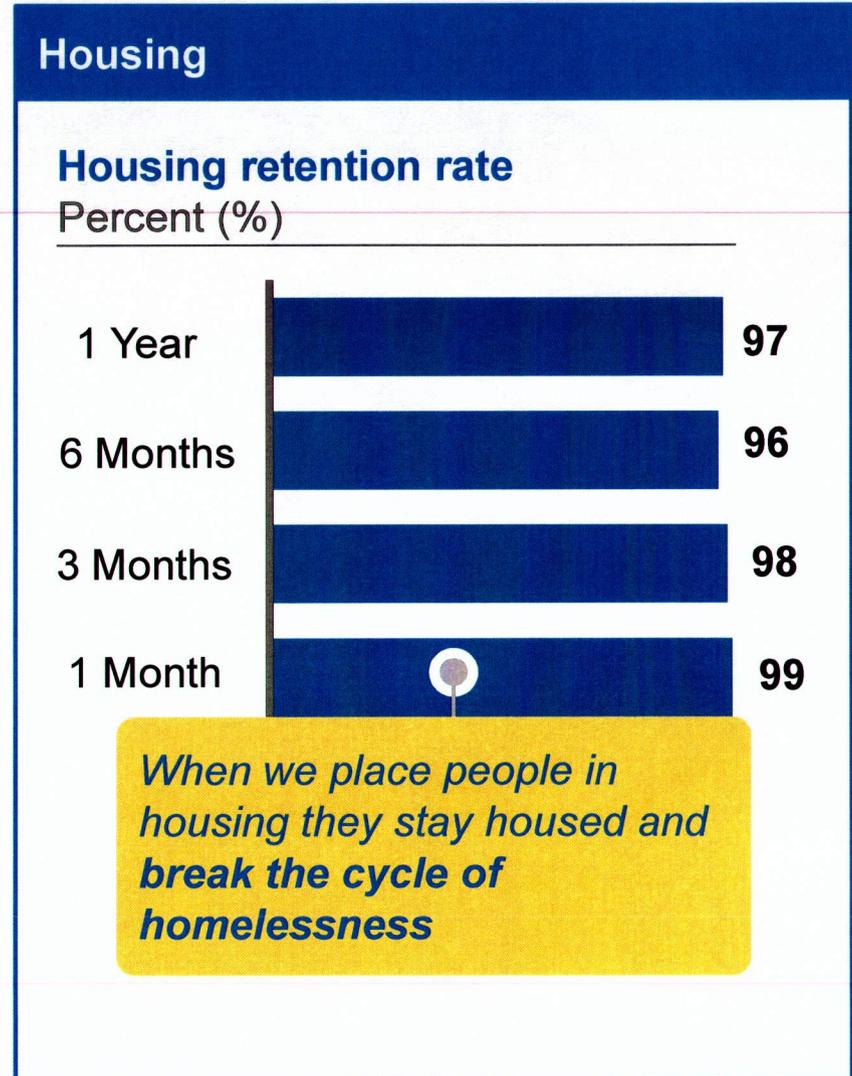
Number of people



Number of people



We also track how many of the people we place in jobs and housing stay employed and housed, breaking the cycle of homelessness



We track results, but every number represents a person



Shirley

Shirley came to Inspirica's Family Housing Program with her youngest daughter after a frightening experience. **"I was living in Norwalk and my oldest daughter was raped in my apartment. I got sick living there so I took what I could carry and I left"**, she said. Coming into this program I was scared. I couldn't believe I was moving into a shelter.

The road to success wasn't easy for Shirley. While she was a resident in our Family Housing Program she lost her mother. "My world came crashing down again", she recounted. "I was only 37 and my mom was gone. How can life be so horrible? **But the staff at Inspirica helped me through this hard time.**" Shirley was able to channel her grief into Inspirica's Jumpstart Vocational Training Program. She also enrolled in the Jumpstart Education Program, which provides participants with the tools necessary to find, maintain and advance in a job. She became a leader in the class and was determined to find employment.

Shirley found a seasonal retail job over the holidays and transitioned into a full-time, permanent position. It allowed her to become financially stable enough to move out into her own apartment with her daughter. Through Inspirica's Job and Housing Retention Program, Shirley has stayed in touch with the organization. **She happily announced she has a new job that she loves as an office manager and has maintained her apartment for over a year.**

Your investment changes lives



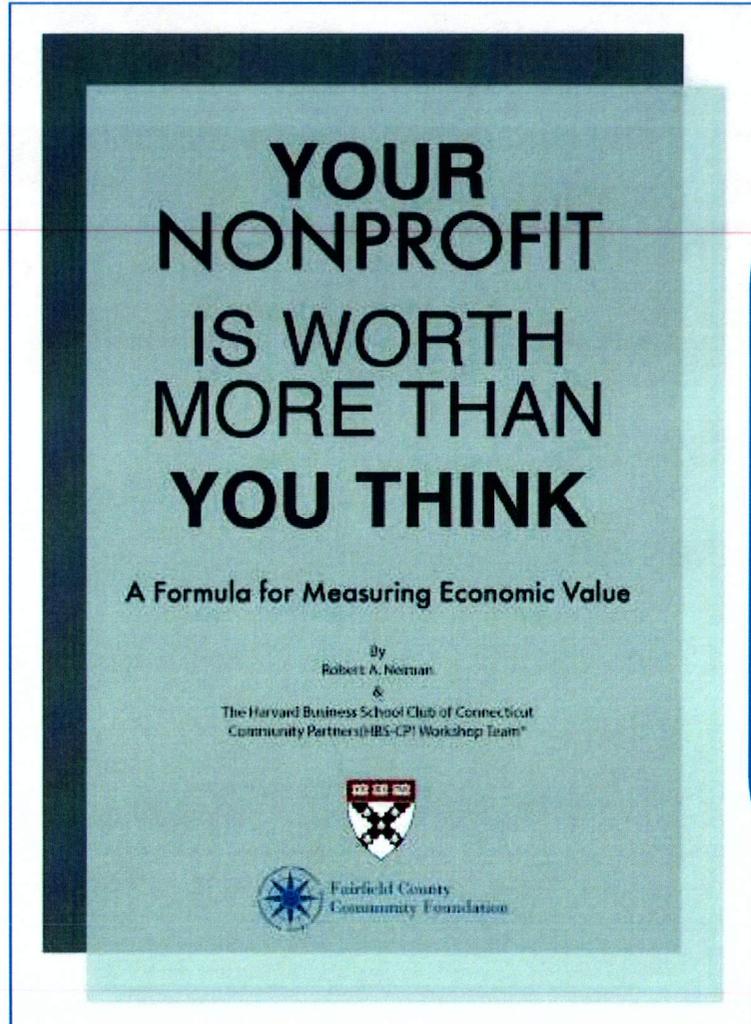
Dawayne

Dawayne and his two children entered our **Family Housing Program** in January of 2014 after a medical event resulted in him losing his job and apartment. It was the second time he had been homeless.

When he came to us Dawayne had lost all hope about ever finding housing or work again. He took the advice of his case manager who encouraged him to first work on improving his health as a means of building the foundation for future growth. **After his health stabilized, Dawayne entered Inspirica's Jumpstart Career program** where he learned culinary skills and coping mechanisms for the workplace through our Culinary Arts Training Program. He further built his confidence as an intern at our Jumpstart Café, where he practiced customer service skills. **With his newfound confidence - and experience - Dawayne parlayed his experience into a new job.** In fact, it was a fellow participant who noticed the change in Dawayne and recommended him for a position at the company where he was working.

On June 2 - **less than six months after he came to us in utter despair and with no hope - Dawayne and his family moved into a new apartment** in Norwalk. He continues to work at a local restaurant in downtown Stamford and enjoys being able to once again provide for his family.

Our record results produce an unprecedented return on investment



Study conducted with the Harvard Business School Club of Connecticut Community Partners demonstrated

Women's Housing Program alone

- **\$10.4 million** in economic value generated
- **29X return** on every dollar invested

Your support moves people *from homeless to home*

Grants

Individual gifts

Matching gifts

Planned giving

Stock or securities

In-kind support

Volunteer support

Thank You

Inspirica Inc.
141 Franklin Street
Stamford, CT 06901

www.inspiricact.org
203-388-0100



Inspirica is needed as never before.

- In the past 3 years, there has been a **57% increase** in suburban and rural homelessness.
- At any one time there are almost **4,500 people** homeless in Connecticut.
- In 2011, 76% of families in CT shelters reported it was their first experience with homelessness.
- In 2011, more than 16,000 people used Connecticut's homeless shelters, including more than 2,700 children.

Volunteers help us succeed in our mission.

Over 50 groups provide meals 365 days a year to the Women's Housing Program, Gilead House, and McKinney House.

Over 1,000 volunteers help annually with the Holiday Gift Collection, the sole source of holiday gifts for more than 2,700 children affected by homelessness, HIV/AIDS and poverty in Fairfield County.

Inspirica

from homeless to home

- **Emergency Housing**
- **Transitional Housing**
- **Permanent Housing**
- **Education & Employment**
- **Children's Services**
- **Employment & Housing Retention**

"Thanks to Inspirica, we are on our own, filled with hopes and dreams."
Margo, former Client

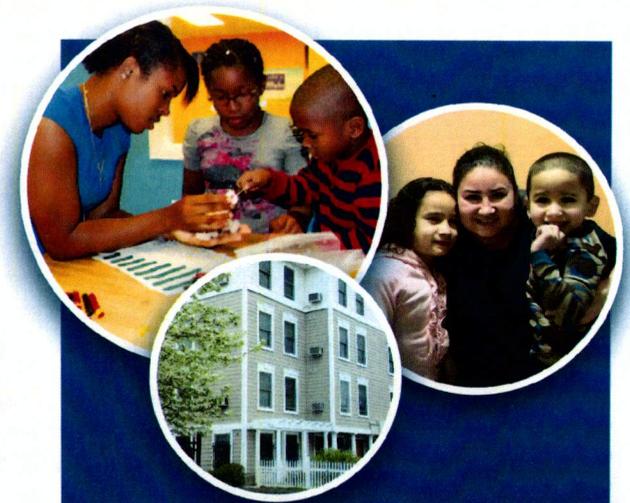
"I don't know what I would have done. . . . There's no place that embraces the homeless like Inspirica. I'm really glad to be safe again"
Deb, former Client

"Without the help of Inspirica, I would have never been able to pick up my life and find a job and a home."
LB, Former Client

"When it comes to social service agencies, here and anywhere, you won't find many better."
The Stamford Advocate

Inspirica, Inc.
141 Franklin Street, Stamford, CT 06901
203.388.0100 | www.InspiricaCT.org
formerly St. Luke's LifeWorks

Design: TFI Envision, Inc., Norwalk, CT



Inspirica

from homeless to home

Our mission: To break the cycle of homelessness by helping people achieve – and maintain – permanent housing and stability in their lives.

141 Franklin Street
Stamford, CT 06901

203.388.0100
www.InspiricaCT.org

formerly St. Luke's LifeWorks

Inspirica is unique for several reasons

The first is the breadth of housing we provide.



By operating shelters, transitional housing and permanent supportive housing we can break the cycle of homelessness rather than provide only a temporary fix.

The second is the scope of people whom we serve.



By serving single women, families, people with mental illness, and people living with HIV/AIDS, we work across the spectrum of people who are homeless, rather than just one segment.

The third is our approach to helping people.



We address not just the physical part of homelessness, but all the reasons a person becomes homeless. Our ability to deliver comprehensive, integrated services is a key element of our success.

Inspirica is also unusual for a fourth reason: our focus on results.



We measure success not by how many people we serve, but the ultimate goal: how many people achieve – and maintain – permanent housing and stability in their lives.

Inspirica is one of the largest providers of services to the homeless in Connecticut and the largest in lower Fairfield County. In total, we house approximately 220-240 people each night and serve over 600 people this year.

OUR RESIDENTIAL PROGRAMS

Family Housing

Emergency Shelter and Transitional Housing
Population: Single mothers/fathers with children and two parent families.

Our Family Housing program is one of the only of its kind in the state. The shelter provides emergency housing and support services to approximately 21 people for up to two months. The transitional housing facility provides housing and support services to approximately 63 people for up to 24 months. The program is unique for its ability to keep an entire family intact as it moves through homelessness. Participants live in a dormitory setting with private bedrooms and shared kitchens, living rooms, bathrooms, and computer room. An emergency food pantry is also available.

Women's Housing

Emergency Shelter
Population: Single women

Our Women's Housing program provides emergency shelter and support services to 25 single women for up to two months. Participants live in a boarding house setting with shared bedrooms, bathrooms, and computer room. In addition to having access to a food pantry, participants receive breakfast and dinner every day, often courtesy of our volunteers.

People Living With Mental Illness

Transitional Housing
Population: Single men and women with mental illness

Known as Gilead House, our housing program for people living with mental illness, provides transitional housing and support services for 13 people who have had multiple or long-term psychiatric hospitalizations. Participants have private bedrooms, shared kitchens, living rooms, bathrooms, and a computer room. A food pantry is also available.

Gilead House is also home to our Jail Diversion Program that provides a way for three additional people living with mental illness to stay out of prison while their non-violent cases move through the justice system.

People Living with HIV/AIDS

Transitional and Permanent Supportive Housing
Population: People living with HIV/AIDS

Our program for people living with HIV/AIDS is comprised of three residences. Our McKinney Stamford facility provides transitional and permanent supportive housing for 15 people while our Georgetown and McKinney Fairfield facilities each provide permanent supportive housing for two families.

Permanent Supportive Housing

Inspirica also operates permanent supportive-housing residences for 85-90 people. Facilities include Colony Apartments, Atlantic Park Apartments, Metcalf House, and Rose Park Apartments. Occupants hold their own leases and typically pay 30% percent of their income in rent.

OUR NON-RESIDENTIAL PROGRAMS

Children's Services Program

Our Children's Services program provides children with the critical support they need to maintain stability, build self-esteem, and excel in school. It ensures children are enrolled in school and summer camp, provides access to medical and mental health care, and operates a Youth Center that provides after-school activities such as tutoring, mentoring, and physical activity in a safe environment.

Education and Employment

Our innovative, 13-week *Jumpstart* Education & Employment Program provides participants with the skills they need to: a) prepare for, find, maintain and advance in employment; and, b) lead independent, healthy, stable lives — both essential to breaking the cycle of homelessness.

Retention

Our Employment & Housing Retention program provides vital support to participants after they have been placed in jobs and housing, ensuring they stay employed and housed, ultimately breaking the cycle of homelessness.



You're Invited to Serve!

Dinner's at 6 for Inspirica's Woodland Campus

Who: YOU- Individuals, Corporate, Religious, Civic and School groups are all involved as well as small circles of friends and family able to contribute their time and resources! Volunteer groups as small as two people and as large as 15 people come to provide dinner nearly every night of the year!

What: Serve a meal to 25 women at Inspirica's Women's Housing Program, an emergency shelter for single women who stay with us up to 60 days. On Monday, Wednesday and Friday we ask that volunteer groups provide dinner for 45 individuals residing at Inspirica's entire Woodland Campus, that is the location of our Women's Housing Program, Gilead House (residence for people recovering from mental illness) and McKinney House (HIV/AIDS residence).

When: Most groups are scheduled to come once a month and some groups come on an as-available basis. Dinner is served at 6pm and finished by 7pm. The women in the program assist with cleaning up after the meal.

Where: The location is Inspirica's Woodland Campus, Women's Housing Program.

8 Woodland Place, Stamford, CT 06902.

How: The Meal Program Calendar can be viewed here: <http://inspiricact.org/meal-calendar/>.

This is the schedule of groups already committed to come provide dinners for us. Any 6pm slot where it is either blank, says Volunteers Needed or Provider Needed is a slot for which we need volunteers to provide a meal. Our primary need is for dinner, and we also offer the opportunity to provide breakfast, brunch or lunch on weekends.

What to Bring: We ask that all food items, including beverages (and dessert when possible) be provided by volunteers. Inspirica welcomes donations of paper and plastic silver ware.

Important Directions: When you turn left onto Woodland Place from Pacific Street, make the first left into our parking lot. Call the Women's Housing Program staff number to ask them to let in the group. 203-388-0170. Call the same number an hour in advance of dinner if you would like to request that the oven be preheated.

It is always a good idea to come see the program in action, so if you are interested in doing that, let me know.

Contact : Lauren Dubinsky,

Volunteer Coordinator and HGC Manager,

ldubinsky@inspiricact.org or (203)388-0187



Volunteer Opportunities

Our Mission: To break the cycle of homelessness by helping people achieve - and maintain - permanent housing and stability in their lives.

After-School Youth Center – Adults needed afternoons, Monday – Friday 4:00pm-6:00pm

Volunteers are needed for our Youth Center that operates every day after school during the academic year. The Youth Center is a dedicated space for Inspirica children continue to achieve academically, emotionally and socially while they are with us. Help prepare and serve a healthy after school snack, assist with elementary and supervise positive recreational activities. Appropriate for adults with experience working with children, mature youth volunteers (15 and up).

Youth Tutoring- Adults needed afternoons, Monday – Friday 4:00pm-6:00pm

It is our goal to ensure that children in Inspirica's Children Services Program are developing in line with their peers who are not homeless. To accomplish this goal we need volunteers to tutor children on a one on one basis. Tutors cover a variety of subjects with a high concentration on reading and math skills. Many of our children come to us below grade level. However, with the help of committed tutors we are proud that at the close of the 2012 – 2013 school year, 90% of the youth we served earned a B- average or better. Tutoring is an extremely rewarding opportunity to help us break the cycle of homelessness by helping our children. Appropriate for adults with experience working with children, former teachers, mature youth volunteers (15 and up).

Early Childhood Parenting Program (ECP) Adults needed afternoons, Tuesday, Wednesday, and Thursday 5:30pm-7:00pm, Saturday 9:00am-12:00pm.

Volunteer Classroom Assistant: We have two separate classrooms, one for 0 – 2.5 aged children, and one for ages 2.6 – 5 years. The volunteer would be assisting with the children under the supervision of the teacher. We are asking volunteers to commit to one or more regular time slots so the children may have the same adults at the same times.

Volunteer Chef/Teacher: We would like our parents to learn how to cook nutritional meals on a budget. If this is your skill, please come share it with our families.

Kids' Cook: Each session of the program ends with a meal for children and parents. We need volunteers to prepare meals to serve to parents and children. There are two ways to prepare the meals: 1) you may prepare them in our kitchen or 2) you may prepare them in your own home and drop off at the program.

JumpStart Baby Sitting – Adults needed mornings, Monday – Thursday, 9:00am-12:30pm

Do you like children? Volunteer to babysit for infants and toddlers living in Inspirica's Family Housing Program while parents attend Jump Start Education- classes and workshops designed to help them move towards achieving a stable life. Parents are more likely to focus on the information in these classes when they know their children are being watched just down the hall from class by amazing volunteers - like you! Volunteers must be 18 or older; 15-17 year old mature teens are welcome with supervision of an adult. Also, good for small groups (up to 5).

Children's Recreational Activities

Volunteer to provide a party for children and their families, including refreshments, games, art activities, entertainment. Great for Groups (up to 12, depending on the activity) Appropriate for small groups (up to 12) that include mature youth volunteers accompanied by adult volunteers. There are opportunities to sponsor Children's Services events include: Trip to Sturbridge Village; Girls'/Boys' Slumber Overnights; Rewards Recognition Event for Stellar Students.

Job Search Help – Adults needed, flexible schedule during work week; preferably 10am-1pm

Jumpstart Education is a 13 week series of classes focused on every aspect of the job search process including how to recognize and build on one's assets, how to navigate the online job application process, tips for successful interviewing, how to communicate effectively in the work place and more. Volunteers can get involved easily by giving a few hours to help find jobs online and coach our program participants through their search and interview preparations. Computer and internet experience required.

Meal Provision - Dinner's at 6 (for 25)! Sunday- Saturday, Dinner is served at 6:00pm

Unlike a more traditional "soup kitchen," we do not have a paid cooking crew and rely 100% on volunteers to provide dinner 365 days of the year, including holidays. Join with your family, friends, colleagues and/or associates to provide dinner for 25 women staying at our Women's Shelter. Mondays, Wednesdays, Fridays and Saturdays, we invite participants from McKinney and Gilead House – residential programs for men and women living with HIV/AIDS and recovering from mental illness – for a Campus Dinner night, on average about 45 men and women. Great for groups (up to 10), perfect for families looking to serve together! Check out our meal calendar at <http://inspiricact.org/meal-calendar/> .

Interested volunteers should contact Lauren Dubinsky,
Volunteer and Holiday Gift Collection Manager,
at 203-388-0187 or by e-mail ldubinsky@inspiricact.org to sign up today!

YOUR NONPROFIT IS WORTH MORE THAN YOU THINK

A Formula for Measuring Economic Value

By
Robert A. Neiman
&

The Harvard Business School Club of Connecticut
Community Partners(HBS-CP) Workshop Team*



Fairfield County
Community Foundation

HOW MUCH IS YOUR NONPROFIT WORTH?

Typically nonprofit organizations report their income and expense, their assets, and their outputs – number of clients served, numbers of service offerings, client successes and the like. These can be impressive. But these factors don't reveal economic value.

Economic value reflects monetization of outcomes -- the beneficial impact the enterprise has on its direct beneficiaries and its many other stakeholders in the short term and long term. People creating and running nonprofits are dedicated to doing something for the good of humankind—philanthropy. In doing so however it is important to recognize that they are also creating economic value, and that value should be acknowledged and understood.

Demonstration of economic value is in fact becoming increasingly important for nonprofits. Economic value is the mantra of more private and public funders seeking to invest their money where it can do the most good. It has become a key tool for funders when making grant decisions and evaluating investments. It's not the only factor funders consider. But nonprofits aiming to thrive in the future need to be armed with their economic value data as well as their operating data.

This kind of reporting is surprisingly rare. Tom Ralser, in his book ROI for Nonprofits, estimates that perhaps only 10% of nonprofits he sees recognize themselves as investments rather than charities.¹ Yet economic value is a far more valid picture of the impact of the organization than statistics based on outputs or budgets alone. And there is a huge difference in the numbers.

Tom Ralser, in his book ROI for Nonprofits, estimates that perhaps only 10% of nonprofits he sees recognize themselves as investments rather than charities.¹

1) ROI for Nonprofits by Tom Ralser, John Wylie & Sons, p.27 "This group (traditional charities which have the charitable gift mentality) includes 90% of the nonprofits that cross our path."

Let's look at three examples of nonprofit economic value.



Case A: Inspirica in Stamford Connecticut strives to break the cycle of homelessness. Just one of its programs, the Women's Shelter, produces an estimated \$13.5 million in total value for its community for a 38 X return on cost.²



Case B: The RITE Program (Reaching Independence through Employment) of Family Centers Inc. in Stamford and Greenwich, Connecticut calculates that its client's income growth produces \$15 million/year in value or 47X return on cost; at the same time it reduces clients' government safety net costs \$8 million, 25X return on cost.



Case C: The Housing Development Fund in Fairfield County supports the development of affordable housing and first time homeownership. Its First Time Home Buyers Program produces an estimated \$11,012,000 value for its multiple stakeholders, 7.9X return on cost.

It took a little thinking, work (and some help) to do these calculations. But many nonprofit executive directors, board members and staff have discovered the economic value of their organizations far exceeded what they had thought.

2) Return on cost in this context is different from a business return on investment (ROI). In business ROI reflects the return or gain to the owners and managers of a business. The return here is to the clients and other beneficiaries.

MEASURING ECONOMIC VALUE

How does one measure economic value?

There are four key steps:

1. Define the client or essential beneficiary your organization is serving.
2. Calculate the actual benefit the client obtains as a result of your service. How much do they gain, measured in dollars?
3. Calculate the cost of providing your service to your clients. How much do you, your nonprofit organization and other direct supporters spend to produce the results?
4. Calculate the difference between total client benefits and total cost. That is the Economic Value for your clients. Calculate the ratio of Economic Value to total cost. That is the return on cost ratio for your clients.

Recognize that client value and return on cost is but part of the story. There are many dimensions of economic value created by nonprofit organizations which add to the direct return achieved for clients. But client return is essential. It's the actual economic impact produced by executing the prime mission of the organization – so it is vital to assess this value.

Broader economic values such as reduced community costs and enhanced business performance add substantially to the picture and need to be accounted for as well. Note also that long term gains need to be discounted to present value so they can be validly compared to shorter term cost flows.

What about the nonprofit that created say \$5 million of economic benefit for clients but spent \$5 million doing so? The net is zero. Have they created no economic value? They have created \$5 million of economic benefit; yes, that can be recognized. But the community as a whole has not increased its wealth – it has just broken even. So to create economic value, in our view, one must generate more benefit than is consumed in cost. Then the community has increased its wealth; the nonprofit has generated economic value. Some would argue that all activity of the nonprofit is economic value – the base salaries of staff, rent of offices, supplies purchased, even before they have taken any action. But this approach obscures the productivity of the organization, hardly a desirable matter.

To create economic value, in our view, one must generate more benefit than is consumed in cost.



GETTING OUT OF THE BOX TO MEASURE VALUE

Most nonprofit organizations accumulate plenty of data about their operations – the number of units of activity or service they produce, the costs they incur and the dollars they raise. Buried in this torrent of operational information, it is hard for nonprofit staff to get outside the box and gather data on the effect the organization is having -- the actual change experienced by stakeholders.

And there are real challenges to this work. How would one track progress of clients seen only sporadically? Or get data clients may be reluctant to divulge? Or get one's arms around the downstream effects for clients who may have experienced many services and inputs besides your own over long time periods?

The first step is to do the essential thinking about just what you aim to measure. Then data gathering and computations can often be done with simple steps. Let's illustrate:

The WorkPlace, Inc.'s (Fairfield County), Platform to Employment (P2E) Program serves long term unemployed. The WorkPlace's first cohort of 100 clients had income gains of \$33,800 per person during the first-year for the 68 successful participants. This totaled \$2.3 million for a full year. $\$2.3 \text{ million gain} - \$600\text{K cost} = \$1.7 \text{ million economic value}$. This divided by $\$600\text{K cost} = 2.8\text{X return on cost ratio}$. There were additional gains for participating employers. There were reduced safety net costs to the State of Connecticut. The gains compound as employment continues year after year, but the costs do not. So this is a most conservative estimate, based just on first year returns to the prime Platform to Employment clients, but it was more than enough to justify the effort economically.

Stamford CT's Downtown Special Services District's (DSSD) clients were people in the downtown area. DSSD calculated the economic benefit of their "Alive at Five Concerts" held each summer. Citizens who attended the concerts patronized the restaurants and garages surrounding the concert site, who in turn were the prime economic beneficiaries of the event. The executive director did a survey of the restaurant and garage owners to determine their income on concert nights as compared to normal nights. She then added the tracked spending for performers, special staff people, police, utilities, maintenance people, promotions and management people who were also economic beneficiaries of the events. This totaled \$1,750,000, the total benefit of the program to the Stamford community in 2011. There was very modest basic staff cost to organize the events, so virtually all the benefit counted toward new economic value for the community.



"Alive at Five Concert"

WHAT NUMBERS DO YOU USE?

How do you know what numbers to use in your calculations? Look at the graphic on the following page (Exhibit 1). It spells out the different elements:

Inputs

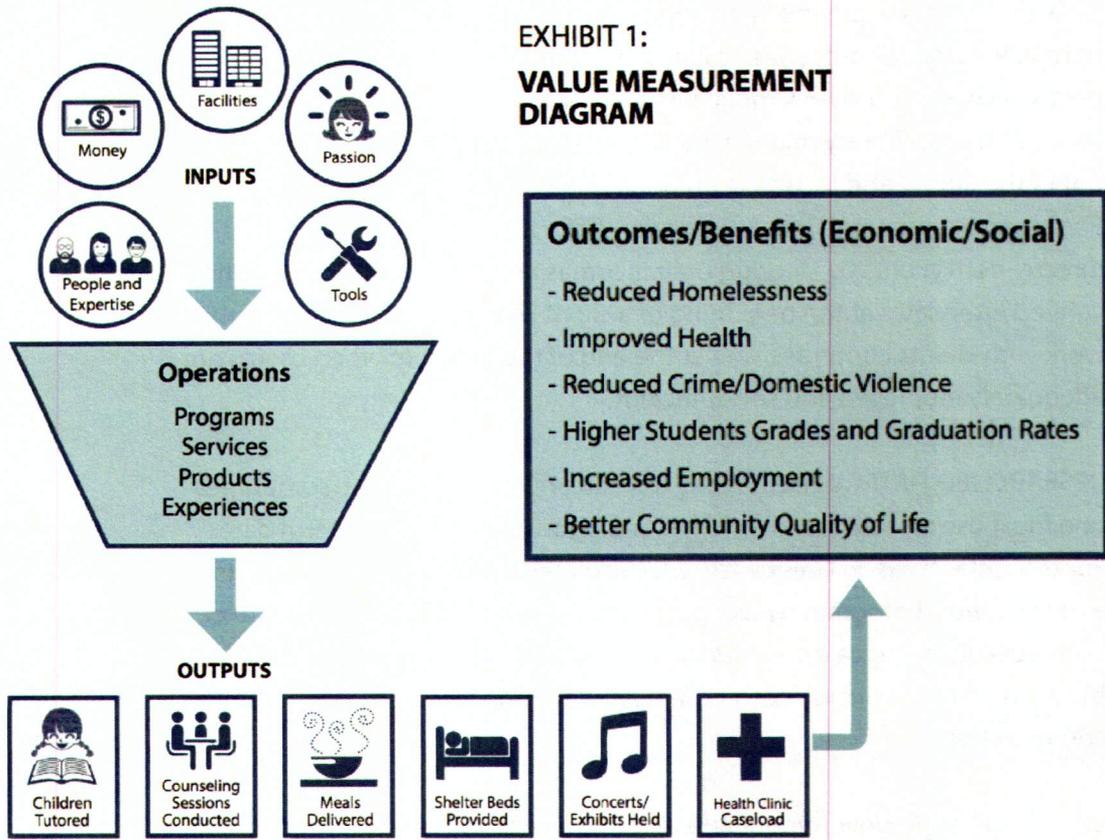
Costs of the people, facilities, tools, intellectual capital, financing that go into your operation.

Outputs

Actual services and products your organization provides. But we don't count these in the value equation. These are operational factors and you can use them to measure the efficiency of your operations. That is the number of "meals" served per dollar, or number of "counseling sessions" or "performances" provided per dollar. That's important information but it's not the ultimate value. For that one must look at outcomes.

Outcomes

The value we're measuring is the total OUTCOME produced per dollar of input. Monetization of outcomes requires careful thinking. For example, Inspirica in Stamford calculated the value of reduced homelessness by earnings of people returned to the workforce, reduced medical costs of clients, reduced policing costs for the city of Stamford, and increased local business activity freed from the effect of homeless people at their door steps. The value of emergency services provided by a food pantry or community closet might be reflected by increased earnings as people overcome hunger, or get clothing to go look for work. The value of afterschool programming for at-risk students might be reflected by increased graduation rates that open the way to college experience which contribute to the students' improved economic position later in life.



HOW DOES ONE GATHER INFORMATION ABOUT THE VALUE OF OUTCOMES? HERE ARE SOME SIMPLE WAYS:

ASK: Ask your clients or beneficiaries: What value do they derive from your services? What does this mean in terms of dollars for them? This can be done in personal interviews, in focus groups or in surveys. You needn't reach everyone. After a few interviews or focus groups you begin to get a lot of repetition. Sometimes ten to twelve clients will suffice for a first approximation. Larger samples yield more reliable numbers.

Ask specific questions which get at the value clearly. For example: A performing arts organization might ask a stakeholder - How much more income did your restaurant get on the night of our performance as compared to a normal evening?

A Meals on Wheels organization might ask a client - How much do you normally spend for groceries, restaurant meals, and homemaker help for meals each week and how much less do you spend when you use Meals on Wheels? A town library might ask a client - How many books do you take out of the library and thus save on book purchase costs each month? Social service programs, like Inspirica or RITE, can gather information directly from clients by tracking their incomes and subsidization through verified interviews at the beginning of a client program, periodically as their work with clients continues, and at the end of the program when clients are adequately employed and self-sufficient.

RESEARCHED DATA: While directly tracked information is best, sometimes one must use research studies to get analogous data or longer term data. For example, Abilis, in Greenwich, CT, calculates the long term value of its early childhood program by using cost multipliers supplied by the State of Connecticut. Inspirica estimates savings in health care costs and increased business activity from reduced homelessness using formal studies in similar communities.

U.S. census, State government and association data are all readily accessible on the Internet. You can learn how many people live in your community, their per capita income and family income, their housing costs. You can learn academic achievement scores and graduation rates, health care costs, employment rates. You can find basic financial data on other organizations from U.S. 990 tax filings which are available on line through sites such as www.taxexemptworld.com or www.guidestar.org.

Business associations, community foundations, the Connecticut Council for Philanthropy, University of Connecticut (www.ctsdc.edu) and many other groups are providing data. A new site in CT, www.CTData.org is working to compile data from many different sources in one central website. Sometimes the data seems rough, incomplete, or not precise enough. But using even rough data is better than no data at all. Approximations, so noted, can still be useful. Data can be improved over time.

While directly tracked information is best, sometimes one must use research studies to get analogous data or longer term data.

GETTING HELP

There are many sources of direct help to start quantifying your organization's economic value. Finance staff and Board of Directors who have business or financial backgrounds are often eager to do value calculations. Some professional consulting groups can help. Our group, HBS Community Partners (CP), helps do this on some of its pro-bono consulting projects and in its workshops sponsored by the Fairfield County Community Foundation's (FCCF) Center for Nonprofit Excellence (CNE). The results calculated by participants in a 2013 FCCF CNE/HBS-CP workshop series confirm that the values are substantial. These are summarized in Table 1 in appendix.

USING THE DATA

Consistent tracking and reporting enhances the credibility of your claims for value.

Yes, it makes sense to calculate economic value. But what do you do once you have the data? First communicate with your funders. What are they interested in? How would they like to see your data? What questions do they want answered? Tuning in to your funders' interests and decision making processes is axiomatic.

But then communicate to your other constituents and government officials in your publications, advertising, web sites, annual reports, and at your galas or other events so they too know the value you create.

Finally, keep at it. Consistent tracking of your results is crucial to building a solid picture of your economic value. Consistent tracking and reporting enhances the credibility of your claims for value. More important, it's fun to discover your true value! Your staff and board members will love doing it and seeing the results.

APPENDIX

TABLE 1
ECONOMIC VALUE FOR
EIGHT ORGANIZATIONS IN FAIRFIELD COUNTY CT IN 2013

ORGANIZATION	PROGRAM	\$ ECONOMIC VALUE X RETURN ON COST RATIO
Abilis	Birth-3 yr. old special needs children	\$5,678,357 2.3X
Catholic Charities Food Program	Soup Kitchen for all in need	\$1,400,000 2.0X
Housing Development Fund	First Time Home Buyer Program	\$11,012,000 7.9X
Inspirica	Women's Shelter	\$13,556,605 38.3X
Neighbor to Neighbor	Food Pantry	\$1,700,000 6.6X
Shelter for the Homeless	Emergency Shelter	\$8,800,000 4X
TBICO (The Bridge to Independence and Career Opportunity)	Employment training and job placement service	\$1,977,000 5.9X
TSTT (Today's Students, Tomorrow's Teachers)	Training and preparation for high school students to become teachers	\$5,163,766 6.1X

TABLE 2 ASSUMPTIONS UNDERLYING THE CALCULATIONS

All value calculations are based on certain assumptions. Assumptions are always debatable, which make the calculation more than just an arithmetic exercise.

Here are assumptions behind calculations in Table 1.

<p>Abilis: Reduced cost of special education and other support costs based on State estimates of value accruing to families and governments because of early childhood education for special needs children. Long term gains were discounted to present value in order to compare to the present value of short term cost of the early childhood investment.</p>
<p>Housing Development Fund: Decreased credit costs to homeowners; plus gains to municipalities, banks and servicers; plus increased tangible wealth accruing to homeowners; seven year residency; thirty year mortgage.</p>
<p>Inspirica: Reduction of homelessness: Value to clients based on tracked earnings minus housing costs. Plus the value to the community based on studies of health, policing and other community cost reductions as homelessness is reduced. Plus gains in local business volume, based on studies in similar communities of the effect of reduced homelessness. Plus tax benefits to the State based on the incremental tax effect of increased earnings of retail businesses.</p>
<p>Today's Students Tomorrow's Teachers: The long term yield (%students who actually become teachers) and earnings of teachers emerging from the TSTT support program, discounted to the present value at start to compare to the present value of the earlier extended investment in high school and college education.</p>
<p>Others were based on more direct one year savings to clients based on retail costs of food and other services and induced benefits to communities.</p>

Note: All participants in HBS-CP workshops were urged to move to more direct data tracking so as to be less dependent on analogous studies which

About Harvard Business Club Community Partners

Founded in 2004, Community Partners is an all-volunteer organization, run by and for Connecticut-based graduates of the Harvard Business School. The organization's mission is to create opportunities for alumni to work together to promote excellence in not-for-profit management throughout the state. Working in teams, alumni undertake pro bono management consulting projects and conduct workshops on topics of special interest to local nonprofit institutions. Community Partners has also created the Turbo Award which provides a cash grant to an outstanding local not-for-profit organization to fund a program that will allow the organization to significantly benefit the Connecticut community.

For more information visit: www.hbsconnecticut.org. Click Community Partners button.

About Fairfield County Community Foundation

The Fairfield County Community Foundation works closely with donors, promoting the growth of community and regional philanthropy to improve the quality of life throughout Fairfield County. Individuals, families, corporations and organizations can establish charitable funds or contribute to existing funds focused on specific areas of need or communities in Fairfield County. The Foundation provides philanthropic advisory services, helps nonprofits develop endowment funds and develops and leads initiatives to tackle critical community issues. It is in compliance with the Council on Foundations' 41 national standards for community foundations. The Foundation has awarded over \$160 million in grants to nonprofits in Fairfield County and beyond.

For more information, visit www.fccfoundation.org.

The Fairfield County Community Foundation created The Center for Nonprofit Excellence (CNE) to enhance the effectiveness of Fairfield County nonprofit organizations.

*HBS Community Partners Workshop Team: Robert Neiman, Barry Nann, Steve McGowan, Jeff Krulwich, Andrew Traub. Fairfield County Community Foundation staff contributors: Karen R. Brown, Vice President for Programs; Elaine Mintz, Director, Center for Nonprofit Excellence.